



**Port of Skamania County
Comprehensive Scheme of Harbor Improvements
April 23, 2013**

Prepared by:

Port Commissioners

Tony Bolstad, District #1
WD Truitt, District #2
Kevin Waters, District #3

Port Staff

John McSherry
Executive Director

Julie Mayfield
Executive Assistant

Consultants

FCS GROUP
Todd Chase
(425) 867-1802
www.fcsgroup.com
Columbia Planning & Design
Harper Houf Peterson Righellis

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APPENDICES

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ACRONYMS

| | |
|-------|--|
| CAT | Community Action Team |
| CERB | Community Economic Revitalization Board |
| CIP | Capital Improvement Plan |
| EDC | Skamania County Economic Development Council |
| MCEDD | Mid Columbia Economic Development District |
| MSA | Metropolitan Statistic Area |
| NSA | National Scenic Area |
| PWTB | Public Works Trust Board |
| PUD | Public Utilities District |
| RCO | Recreation and Conservation Office |
| RCW | Revised Code of Washington |
| RFIP | Request for Interest Proposal |

Chapter I: INTRODUCTION

A. Purpose of the Comprehensive Plan

This Comprehensive Plan is intended to be a flexible guideline for the Port Commissioners to use to make sound fiscal policy and planning decisions. This plan has been prepared to meet the following Port needs:

1. Provide the community and potential customers with an overall understanding of the Port of Skamania, as well as its functions and purpose.
2. Establish short-and long-term planning and development goals and implementation strategies to retain existing and attract new businesses that diversify the economy of Skamania County.
3. Inventory existing Port facilities/properties and potential locations of interest for future Port investment in real property and/or capital infrastructure for new economic development.
4. Establish an updatable Capital Improvement Program.
- 5.
6. Comply with state law (RCW 53.201), which requires that the Port prepare and adopt a Comprehensive Scheme of Harbor Improvements.

B. Mission, Vision & Goals

The mission, vision and goals for the Port of Skamania County are intended to represent the current direction of the Port of Skamania County. The mission, vision, and goals reflect the input provided by the Port's Commissioners, local jurisdictions, businesses, residents, and other local economic development stakeholders during the plan development process.

B.1 Mission

The Port's Mission is to foster job creation through industrial, commercial and recreational development that diversifies the economy and contributes to a positive quality of life for citizens of Skamania County.

B.2 Long-Range Vision

Since its formation in 1964, it has been the Port's goal to encourage economic development and job creation. It is also important to the Port to preserve the positive quality of life historically enjoyed by area residents, recognizing that this feature is one of the Port's strongest marketing assets. The economic vitality of the Port District is integral to its success, as increased employment opportunities, a reduction in unemployment, and increases in real incomes can improve the overall quality of life for the area.

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The Port focuses on industrial and commercial development. The Port induces private investment to create increased employment opportunities. The Port also seeks capital investments that leverage private investment, strategic job growth, and positive fiscal benefits to Skamania County.

The Port is a leader and a team player in local economic development efforts, promoting growth and development in a responsible, planned manner, always remembering the public's interests and needs as an integral part of its decision-making process. The Port promotes new business investments that foster a diverse and non-seasonal local economy with emphasis on seeking family-wage job opportunities.

The Port maintains the following core values:

- Work as a team
- Manage Port resources prudently
- Maintain a positive quality work force at the Port and in its community
- Take actions that are in the best interests of the public and its taxpayers
- Strive for total customer satisfaction
- Seek innovative solutions that benefit the community through jobs and business development, and
- Communicate effectively to implement Port goals and objectives.

C. Summary of Plan Goals

The Port's long-term goals are listed below and further described in Chapter 3.

Goal 1: Increase Economic Vitality of the Port and Skamania County

Goal 2: Be a Visible Economic Development Leader within Skamania County and the Region

Goal 3: Develop the Stevenson Waterfront as a Pivotal Port and Community Asset

Goal 4: Acquire Key Properties to Accommodate Strategic Growth

Goal 5: Foster Innovation and Partnerships

D. Five-Year Plan Summary

An aggressive focus on development of the Port's properties and implementation of the Port's Capital Improvement Program will make the Port a more active leader in the economic development of the region. Specific tasks over the next five years include:

1. Participate in local, county, regional, state, tribal, and federal land use, environmental, and transportation projects or planning efforts that may impact or influence the Port of Skamania.

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2. Partner with the Economic Development Council (EDC), Skamania County Commission, Skamania County Public Utility District (PUD), Chamber of Commerce, and others as appropriate to develop and prioritize a quarterly unified list of countywide economic development legislative priorities.
3. Pursue partnerships with the City of Stevenson, Skamania County, and the Skamania EDC to review zoning, critical areas, shoreline master plan, and development alternatives for the Stevenson Waterfront.
4. Pursue Skamania County, the City of North Bonneville and Skamania EDC partnerships to prepare available lands for development, including Cascades Business Park, the Lewis and Clark Business Park, and Wind River Business Park properties.
5. Increase inventory of shovel-ready development sites, including a mix of site sizes.
6. Identify target industries and work to provide appropriate site locations.
7. Recruit businesses whose wage structure is higher than the countywide average, over time achieving parity with the statewide average.
8. Recruit businesses with a preferred range of 15 to 20 jobs per acre.
9. Develop and implement marketing plans to aggressively pursue new tenants for development of Port property and to fill existing facilities.
10. Communicate regularly with Port stakeholders to educate them on the Port's mission, goals, and objectives; to keep them updated on Port activities; and to seek input on key issues and initiatives as appropriate.
11. Identify potential areas for annexation into the Port District boundaries.
12. Cooperate with other entities for the maintenance and improvement of local infrastructure, such as water, sewer, transportation, and telecommunication facilities.
13. Continue to coordinate development efforts with existing Port tenants, other neighboring landowners, and other private stakeholders.
14. Support local tourism projects.
15. Continue to explore opportunities for public-private partnerships when beneficial to the Port District.
16. Participate in the legislative process to further the interests of the Port, its tenants, and taxpayers.
17. Investigate industrial/commercial sites within the Port District for potential acquisition.
18. Develop general Port property design standards to enhance property values.
19. Update the master plan with design standards for developing Port properties including the Stevenson Waterfront.

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20. Propose appropriate uses and an implementation plan for Port properties through an inventory.

Chapter II: HISTORY

When Washington became a state in 1889, it took title to all shore lands of navigable waters, except those already legally sold or granted to private owners by the federal government, in order to regulate navigation. In 1911, the state authorized public Port districts to own and manage state harbors and ports. Port districts gained the authority to provide space for shipping facilities, purchase and develop industrial sites, levy taxes, and sell bonds to promote and protect port commerce.

Port districts’ governing powers are vested in port commissions, consisting of three to five commissioners who may delegate day-to-day operating authority to a port manager or executive director. The Port of Skamania County has three Port Commissioners; each is elected to 6-year terms by Port district constituents to represent a specific portion of the Port district. Terms are staggered so a new commissioner is elected every two years. State law sets dollar limits for port commissioner compensation for each day spent in attendance at official meetings of the district board of port commissioners and in performance of district services.

The Port of Skamania County resulted from the 1964 merger of the Ports of North Bonneville and Wind River. Records show the merger period reflecting issues and concerns similar to those that challenge the Port today, including the need for industrial lands, the importance of attracting well-paying jobs, and promotion of high “quality of life” opportunities. The Port of Skamania County has historically focused on fostering job creation through development of its resources, support for business opportunities, collaboration and partnerships, and community relations.

The Port’s key historic accomplishments are included in **Table 1**.

Table 1 Key Port Accomplishments

| Year(s) | Port of Skamania County Accomplishments |
|---------|---|
| 1960’s | <p>1964 – Ports of Wind River and North Bonneville merged to create the Port of Skamania County.</p> <p>1965 through 1981 – Port begins purchasing industrial/commercial zoned lots on the Stevenson Waterfront.</p> <p>1969 through 1974 – Industrial Development Fund was active. 1965 -1969 – purchase of Grenia property, which became Beacon Rock Golf C.</p> |
| 1970’s | <p>1971 – Beacon Rock public golf course at North Bonneville opened.</p> <p>1973 – Filling on Stevenson East Waterfront industrial land began.</p> <p>1975 – US Army Corps of Engineers purchased 99+ acres of port lands at North Bonneville for construction of the 2nd Bonneville Dam powerhouse.</p> <p>1976 – US Army Corps of Engineers purchased an additional 14.47 acres</p> |

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|--------|---|
| | <p style="text-align: center;">of Port land at North Bonneville.</p> <p>1977 – Port purchased the Carson Industrial Park.</p> <p>1978 – North Bonneville Port lands north of Highway 14 and Beacon Rock Golf Course were cleared.</p> |
| 1980's | <p>1980 – A 70' x 420' general-purpose metal building was constructed at the Stevenson East Waterfront (River Point Industrial Building, 30 SE Cascade Ave).</p> <p>1980 – A 60' x 120' rigid frame building at Carson Industrial Park constructed.</p> <p>1980 – A 30' x 34' metal building on North Bonneville Lot I-4 was constructed (Skye Building, 380 Evergreen Drive).</p> <p>1982 – Skye Building on North Bonneville Lot I-4 was expanded (40' x 40').</p> <p>1982 – Stevenson tour boat dock (Stevenson Landing) at Russell Street and Cascade Avenue was constructed.</p> <p>1983 – River Point Industrial Building expansion by 147' x 90' addition, 30 SE Cascade Ave.</p> <p>1983 – Water system/building for the Carson Industrial Park was improved.</p> <p>1983 – Docking Agreement with Port of Cascade Locks for sternwheeler <i>Columbia Gorge</i>.</p> <p>1984 – Moore property purchase, now “Bob’s Beach,” 206 SW Cascade Ave, Stevenson.</p> |
| 1990's | <p>1992 – Tichenor Multi-Purpose industrial 28,000 sf building at the Stevenson East Waterfront was constructed (40 SW Cascade Ave).</p> <p>1995 – Evergreen Building in North Bonneville was constructed 9,800 sf industrial—505 Evergreen Drive.</p> <p>1995 – Two new docking dolphins were installed at Stevenson Landing to accommodate the <i>Queen of the West</i>, a 168 passenger vessel.</p> <p>1996 – Mouth of Wind River was dredged to remove debris from flood.</p> <p>1997 – “Bob’s Beach” Shoreline Restoration, Stevenson Waterfront.</p> <p>1997 – Stevenson Industrial Building Improvements/parking lots paving.</p> <p>1997 – Parking areas around the Tichenor/River Point buildings paved</p> <p>1999 – Stevenson waterfront lot was purchased from Welch estate 128 SW Cascade Ave.</p> |

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|--------|--|
| | 1999 – Installed Interpretive Signage on the Stevenson Waterfront. |
| 2000's | <p>2000 – Cascades Business Park (42 acres) at North Bonneville was purchased from the City of North Bonneville, 440 Fort Cascades Drive.</p> <p>2001 – North Bonneville Lewis and Clark Business Park on Evergreen Drive purchased (Lot I-3).</p> <p>2003 – Construction of 15,000 sf multi-purpose Discovery Building in the Lewis and Clark Business Park in North Bonneville (2 acres).</p> <p>2004 – Landsburg property purchase, 126 SW Cascade Ave, Stevenson Waterfront.</p> <p>2005 – Cascade Avenue Boat Launch replaced; floating docks and restroom installed (Stevenson).</p> <p>2006 – Tichenor Building mezzanine was expanded by 2,000 square feet.</p> <p>2007 – Schneider submerged property purchased, Stevenson Waterfront.</p> <p>2008 – Eignor and Solid Financial submerged properties purchased, Stevenson Waterfront.</p> <p>2008 – Port Office purchase/remodel, 212 SW Cascade Ave, Stevenson.</p> <p>2009 – Stevenson Industrial Building renamed “River Point.”</p> |
| 2010's | <p>2010 – Parking areas of River Point/Tichenor buildings re-paving project.</p> <p>2010 – Old Saloon remodeled by new tenant.</p> <p>2010 – BNSF Railroad Property purchase, (1/2 acre) North Bonneville Addition of property to 380 Evergreen Drive</p> <p>2010 – Teitzel Building completed—20,000 sf industrial (390 Evergreen Drive) North Bonneville</p> <p>2010 – Cascades Business Park Grading and Utilities installation completed North Bonneville, 440 Fort Cascades Drive.</p> <p>2010 - Port began management of the Wind River Business Park (Stabler)</p> <p>2012 - Paving Coyote Ridge at Cascades Business Park, North Bonneville</p> <p>2012 - Began water well project at Trout Creek Field, Wind River Business Park</p> |

Chapter III:

INVENTORY OF FACILITIES AND PROPERTY

Existing facilities owned by the Port of Skamania County, along with their location and square footage:

Table 2 Facilities Inventory

| | Facility | Location | Square Feet |
|-------------------------|--|---|-------------|
| North Bonneville | Discovery Building | 396 Evergreen Drive N. Bonneville WA 98639 | 15,000 |
| | Teitzel Building | 390 Evergreen Drive N. Bonneville WA 98639 | 22,500 |
| | | Suites A/B, C/D & E/F | 20,000 |
| | | Mezzanine Storage | 2,500 |
| | Skye Building | 380 Evergreen Drive N. Bonneville WA 98639 | 2,620 |
| | Evergreen Building | 555 Evergreen Drive N. Bonneville WA 986 | 9,500 |
| | Beacon Rock Golf Course | Beacon Rock Golf Course N. Bonneville WA 98639 | 8,900 |
| Stevenson | Tichenor Building | 40 SW Cascade Ave Stevenson W A 98648 | 29,000 |
| | | Suites 40, 50, 60, 70, 90, 100, 110 | 13,000 |
| | | Suite 45, 65, 85, 105 | 16,000 |
| | River Point Building | 30 SE Cascade Ave Stevenson W A 98648 | 50,000 |
| | Old Saloon Building | 130 SW Cascade Ave Stevenson WA 98648 | 1,646 |
| | Stevenson Landing | Cascade & Russell St Stevenson WA 98648 | NA |
| Rigging Loft Building | 11 SW Cascade Ave Stevenson WA 98648 | 1,600 | |
| Fiber Optic Cable | Russell St & Cascade Ave Stevenson WA 98648 | NA | |

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| Facility | Location | Square Feet |
|---|--|-------------|
| Little Brown House | 126 SW Cascade Ave Stevenson WA 98648 | |
| Port Office/Garage (02070111710000) | 212 SW Cascade Ave Stevenson WA 98648 | 2,000 |
| Teo Park and Bob's Beach (Park Lands/cabana) | 152/206 Cascade Ave Stevenson WA 98648 | NA |
| Teo Park/Landing Restroom | Russell St/Cascade Ave Stevenson WA 98648 | -- |
| Port Shop | 120 SW Cascade Ave Stevenson WA 98648 | |
| Boat Launch//Dock/ Wavebreak | SE Cascade Ave Stevenson WA 98648 | -- |
| Boat Launch Restroom | SE Cascade Ave Stevenson WA 98648 | |
| EV Charging Station | Teo Park, Stevenson | |

Existing properties owned by the Port of Skamania County along with their location, acreage and zoning:

Table 3 Properties Inventory

| Property Description | Location | Acres | Zoning | |
|-------------------------|--|--|--------|--------|
| North Bonneville | Beacon Rock Golf Course (Map 2-7-19 parcel <u>300</u>) | Beacon Rock Golf Course N. Bonneville WA | 63.33 | I/CR/T |
| | Cascades Business Park/Parcel 2 (020720000 <u>20500</u>) | 440 Ft. Cascade Drive N. Bonneville WA 98639 | 42 | I |
| | Discovery Building (2002) (Lot I-3)(020719000 <u>30500</u>) | 396 Evergreen Drive N. Bonneville WA 98639 | 3.05 | I |
| | Teitzel Building (2010) | 390 Evergreen Drive North Bonneville WA 98639 | | |
| | Skye Building (w BNSF prop 2010) (Lot I-4)(020720001 <u>10200</u>) | 380 Evergreen Drive N. Bonneville WA 98639 | .92 | I |
| | Evergreen Building (Map 2-7-19 parcel <u>308</u>) | 505 Evergreen Drive N. Bonneville WA 98639 | 1.45 | I |

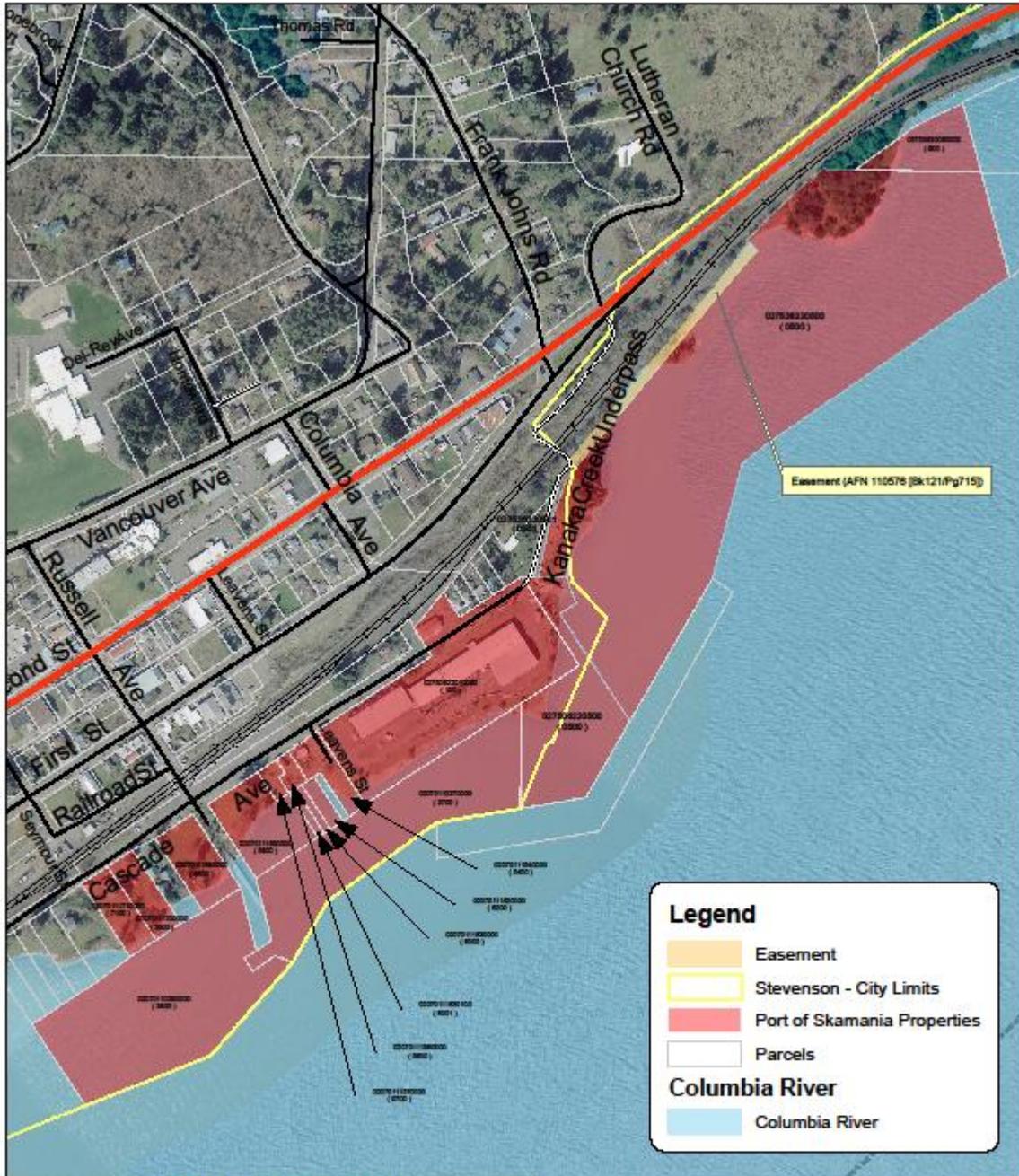
Port of Skamania County Comprehensive Scheme of Harbor Improvements

| Property Description | | Location | Acres | Zoning |
|--|--|---|-------|--------|
| Stevenson | Tichenor, River Point, Rigging Loft (Map 2-75-6-2-2; Parcel 100) | Cascade Ave Stevenson WA | 6.31 | M1 |
| | Boat Launch (Map 3-75-36-3-3; parcel <u>501</u>) | Cascade Ave Stevenson WA | .47 | M1 |
| | East Point to Boat Launch (027506220 <u>50000</u>) | 60 SE Cascade Ave Stevenson WA | 2 | M1 |
| | Port Shop (Map 2-7-1-1-1; parcel <u>5400</u>) | Cascade Ave Stevenson WA | .51 | C1 |
| | Landsburg Property/Rental House (Map 2-7-1-1-1; parcel <u>5600</u>) | 126 SW Cascade Ave Stevenson WA | .17 | C1 |
| | Welch Property (Map 2-7-1-1-1; parcel <u>5700</u>) | Cascade Ave Stevenson WA | .17 | C1 |
| | Old Saloon (Map 2-7-1-1-1; parcel <u>5800</u>) | 130 SW Cascade Ave Stevenson WA | 1.56 | C1 |
| | Teo Park (Map 2-7-1-1-1; parcel <u>6800</u>) | 152 SW Cascade Ave Stevenson WA | 1.02 | C1 |
| | Bob's Beach (Map 2-7-1-1-1; parcel <u>7000</u>) | 206 SW Cascade Ave Stevenson WA | .7 | C1 |
| | Port Office House (Map 2-7-1-1-1; parcel <u>7100</u>) | 212 SW Cascade Avenue Stevenson WA | .71 | U-C1-P |
| | Underwater - Hamilton St; Front St; Stevenson Landing (Map 2-7-1-A; parcel <u>3800</u>) | Front Street Stevenson WA | 11.52 | C1 |
| | Underwater – Stevenson Landing; Front St; East Point (Map 2-7-1-A; parcel <u>3700</u>) | Front Street Stevenson WA | 5.71 | C1 |
| | Underwater - East of Kanaka Creek (Map 3-7.5-36-3-3; parcel <u>500</u>) | Outside Stevenson City Limits | 18.03 | CC |
| | Underwater – Eignor (Map 2-7-1-1-1, parcel <u>6200</u>) | Front Street (8,900 sf) Stevenson WA | .2 | C1 |
| | Underwater—Solid Financial (Map 2-7-1-1-1, parcel <u>6300</u>) | Waterfront Pathway Vacated Front Street (4,450 sf) Stevenson WA | .1 | C1 |
| | Underwater – Schneider (Map 2-7-1-1-1, parcel <u>6301</u>) | Front Street (4,450 sf) Stevenson WA | .1 | C1 |
| Outside Stevenson City Limits; east of Kanaka Creek (Map 3-7.5-36-3; parcel <u>900</u>) | Slaughter House Point | 2 | CC | |

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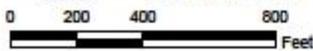
Port of Skamania County owned properties and easements in/abutting the City of Stevenson, Washington are shaded in red on Map 1 below.

Map 1 Port of Skamania County Properties Located in the City of Stevenson



SKAMANIA COUNTY
Department of Assessment (GIS)

Project name: Port of Skamania Properties (Stevenson Waterfront)
Created by: Rick Hollatz
Creation date: 3/10/2011



DISCLAIMER: This map product was prepared by Skamania County and is for information purposes only. It may not have been prepared for, or be suitable for legal, engineering, or surveying purposes. Users of this information should review or consult the primary data and information sources to ascertain the usability of the information.

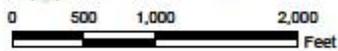


Port of Skamania County owned properties in the City of North Bonneville, Washington are shaded in red on Map 2 below.

Map 2 Port of Skamania County Properties Located in the City of North Bonneville



SKAMANIA COUNTY
Department of Assessment (GIS)
Project name: Port of Skamania Properties (North Bonneville)
Created by: Rick Hollatz
Creation date: 3/10/2011



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Chapter IV: GOALS, OBJECTIVES AND STRATEGIES

This chapter describes the goals, objectives and strategies that support the Port's mission and vision:

Goal 1: Increase the Economic Vitality of the Port and Skamania County

Objective 1.1: Increase inventory of shovel-ready development sites, including a mix of site sizes to meet future economic development demands.

Strategies:

- Complete zoning, surveys, environmental studies, soils analysis, master planning and entitlement process at development sites.
- Continue development of infrastructure for each development site by filling and grading, building roads and utilities including telecommunications as needed to prepare for construction of buildings.
- Maintain adequate financial reserves for infrastructure to respond to development opportunities.
- Evaluate, and as appropriate, work with private investors on developing infrastructure.

Objective 1.2: Existing Business Retention and Expansion.

Strategies:

- Meet annually with the Port tenants and other manufacturing/non-retail service related employers in Skamania County to express appreciation for their business and obtain information related to their future business needs.
- Monitor growth potential of existing business throughout the year. Provide business assistance through the Port staff and the Skamania County EDC.
- Support "Buy Local" initiatives/import substitution when economically feasible.
- Consider establishing a Foreign Trade Zone.

Objective 1.3: Construct New Public Facilities

Strategies:

- Construct light industrial flex buildings as the market will bear.
- Evaluate, and as appropriate, work with private investors on developing buildings and infrastructure.
- Maintain adequate reserves to respond to development opportunities.
- New facilities should be developed to their highest market potential; however, they should be constructed to ensure flexibility as tenant needs change.

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Objective 1.4: New Business Recruitment, Marketing and Advertising.

Strategies:

- Determine target businesses through sector trends and location quotient analyses (clusters).
- Market to target businesses that provide an entry level wage equal to or greater than Washington State's minimum wage per hour, plus benefits.
- Market to target businesses with at least 15 to 20 jobs per acre.
- Allow other businesses that fit the Port's objectives, provided they can meet the 15 to 20 jobs per acre range through expansion within 5 years.
- Continue marketing our sites on various websites including appropriate social media.
- Update and maintain Port's website www.portofskamania.org
- Partner within the region and state to pool resources for more effective marketing campaigns aimed at recruiting target businesses.
- Continue to be a leader of Skamania County's Red Carpet Team.
- Consider establishing a Foreign Trade Zone.

Objective 1.5: Support tourism efforts within the Port District and region as appropriate.

Strategies:

- Continue to manage tourism and recreational facilities on Port property and expand these uses to support overall economic growth and positive quality of life for Skamania County.
- Track available data regarding visitation, spending and business recruitment decisions as they relate to a healthy and diverse local tourism industry.
- Maintain the beauty of facilities and recreational sites that support tourism and recreation.

Goal 2: Be a Visible Economic Development Leader Within Skamania County and the Region

Objective 2.1: Participate in local, county, regional, state, tribal, and federal land use, environmental, and transportation projects or other issues that may impact or influence the Port.

Strategies:

- Use available Port and partner agency staff to attend key land use, transportation and economic development forums and hearings.
- Network to decide which venues are most important to staff/attend.

Objective 2.2: Partner with the EDC, the Community Action Team, the Skamania County Commission, the Chamber of Commerce, MCEDD, other ports, and others as appropriate to develop an annual unified list of countywide economic development legislative priorities.

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Strategies:

- Continue to participate as a member of the Community Action Team (CAT), which currently provides countywide economic development project lists that are updated quarterly.
- Ensure adequate representation and advocacy for high priority Port District projects that have countywide economic significance.

Objective 2.3: Communicate regularly with Port stakeholders to educate them on the Port's mission, goals, and objectives; keep them updated on Port activities; and seek input on key issues and initiatives as appropriate.

Strategies:

- Meet with key tenants periodically, and provide district-wide outreach as appropriate (i.e. newsletters; annual workshop; press releases, etc.) to ensure ongoing communication.
- Regularly report port performance data to public, tenants and agencies.
- Continue to staff the Community Action Team to communicate Port activities and projects.

Goal 3: Develop the Stevenson Waterfront as a Pivotal Port and Community Asset

Objective 3.1: Recognize the significance of the Stevenson Waterfront as a catalyst for commercial, industrial and tourist/recreational development with potential to impact the entire county.

Strategies:

- Conduct financial analyses that yield actual economic benefit potential for various development scenarios, including symbiotic relationships among various users.
- Provide community outreach to convey the significance of the waterfront with respect to countywide economic development and quality of life.

Objective 3.2: Update the waterfront master plan periodically to reflect current opportunities with respect to zoning, uses and potential partnerships.

Strategies:

- Plan with the City of Stevenson including the Planning Commission and City Council to identify appropriate uses and zoning to support a vision and master plan for the waterfront.
- Reach out to private developers and potential tenants to fully understand the impact of various master plan scenarios.

Objective 3.3: Develop general design standards to ensure a cohesive design quality, reasonable energy efficiency and related value for the entire waterfront.

Strategies:

- Include example pictures and graphics that express the design intent for the Stevenson Waterfront.

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- Include energy efficiency elements that are obtainable and include controls on night sky light pollution.

Objective 3.4: Acquire key waterfront properties.

Strategies:

- Identify key waterfront properties.
- Partner with other agencies and private developers.

Objective 3.5: Work with City, County, Skamania County EDC and potential private partners to develop and implement the master plan, capital facilities plan and projects in partnership.

Strategies:

- Participate in City of Stevenson Waterfront land use planning and or critical areas/shoreline master plan ordinances to identify improvements for capital facilities, projects and timelines.
- Prioritize waterfront projects, and update the CIP using planning-level cost estimates and pursue joint funding potential among public and private partners.

Goal 4: Acquire Key Properties to Accommodate Strategic Growth

Objective 4.1: Determine effective means of acquiring and holding Port properties, including lease purchases, contract purchases and lease options.

Strategies:

- Evaluate the potential to expand the Port's ability to acquire key parcels through purchase options that are less capital intensive, including grants, partnerships, lease options, etc.
- Conduct cash flow analyses to determine optimal means of acquisition.
- Identify funding sources and partnerships to acquire new development sites.
- Evaluate potential acquisition sites to ensure a reasonable return on investments.

Objective 4.2: Seek grants and foundations for use in acquiring new desirable Port properties that will accommodate current and future growth needs.

Strategies:

- Include an analysis of grant and foundation potential before committing to a purchase.
- Optimize grant and foundation potential by partnering with agencies, for example through the Community Action Team (CAT), in order to show funds can be leveraged for land acquisitions and projects that are supported and prioritized countywide.

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Objective 4.3: Complete land acquisitions to the extent possible.

Strategies:

- Rely on appraisals as required by law and negotiate responsibly for the lowest cost possible when completing land purchases.
- Time land acquisitions to avoid undue price escalation based on Port plans for improvements or other related factors that may push land prices above market rates.

Objective 4.4: To the extent feasible, acquire and hold capital assets to ensure the long-term viability of the Port District.

Strategies:

- Favor leasing rather than selling waterfront or high priority Port property.
- The Port's first preference is to lease and manage its facilities; however, exceptions may be made by the Commission where analysis clearly demonstrates a positive outcome for a sale option or remote management.

Objective 4.5: Work with the cities of Stevenson and North Bonneville and Skamania County to evaluate potential land uses and compatible rezoning within the District for economic development.

Strategies:

- Take an active role in legislative zoning maps and code revisions that impact Port District properties.
- Evaluate and advocate for any needed rezoning that results as a part of the Stevenson waterfront master planning process.

Goal 5: Foster Innovation and Partnerships

Objective 5.1: Convey the significance of private investment benefits such as tax revenue, income, and jobs, to Port District stakeholders.

Objective 5.2: Leverage Port and other public investments with private funding.

Strategies:

- Avoid direct or perceived favoritism in dealing with private interests, and invite interested parties where appropriate to ensure competitive development options.
- Use latest methods of developer outreach such as Request for Developer Expressions of Interest, and financing partnerships.
- Involve existing tenants as well as new interests in applying partnership concepts.

Chapter V: FINANCIAL PLAN

A. Financial Guidelines

The guidelines provide a financial basis for conducting and evaluating Port activities and future development program initiatives. These guidelines should be updated periodically to be current with emerging regulations, funding programs, and emerging financial issues facing the Port.

A.1 Definitions

- **Capital Budgets and Purchases** include expenditures for physical assets, that are used over a period of several years and subsequently depreciated over the useful life. Examples include major construction projects, buildings, equipment, office furniture, etc.
- **Cash** is the exchange of payment or cash equivalent that can readily be converted into cash.
- **Non-Operating Expenses** include the costs and miscellaneous fees not directly related to the Port's operations.
- **Non-Operating Revenues** include the revenues generated from sources other than the use of Port facilities, such as property tax receipts, interest earnings, and finance charges.
- **Operating Expenses** reflect Port expenditures for daily activities of Port operations, such as direct costs, administrative costs, and maintenance costs.
- **Operating Revenues** include income generated from activities by users of Port facilities. These types of revenues include, but are not limited to, lease and Stevenson Landing revenues.

A.2 Operating Budget Guidelines

The Port Commission sets a budget on an annual basis. The Executive Director works toward attaining sufficient operating revenues to cover operating expenses and all bond covenants on an annual basis. A monthly review of operating results is prepared by the Port Auditor and provided to the Commission. At any monthly review, should the Executive Director determine that there are significant differences in the actual financial performance of the Port compared to the budget, the Executive Director will immediately develop a plan to bring the operating budget back in line. This plan will be presented to the Commission for consideration and approval.

Current and Potential Levy: RCW 53.36.020 states that a district may raise revenue of an annual tax not to exceed \$0.45 per \$1,000 of assessed value for general port purposes, including the establishment of a capital improvement fund for future capital improvements, except that any levy for the payment of the principal and interest of the general bonded indebtedness of the port

Port of Skamania County Comprehensive Scheme of Harbor Improvements

district shall be in excess of any levy made by the port district under the \$0.45 per \$1,000 of assessed valuation limitation.

Property tax levies received by the Port are expended in accordance with the following priorities:

1. Payment of interest on Port General Obligation Bonds
2. Retiring General Obligation Bonds
3. Payment of principal and interest on all other lease and debt obligations
4. Capital expenditures as identified by the Port Commission
5. Support of Port operations
6. Reserve Fund, and
7. Community Projects

A.3 Revenue Guidelines

The Port strives to develop and maintain a diversified and stable stream of operating revenues and to shelter it from fluctuations in any one revenue source.

On any agreement or lease of Port's property, Port staff and/or the Port's Auditor (as directed by the Port Commission) conducts an adequate review of the prospective client's financial position and ability to pay the fees in accordance with the agreement.

A.4 Cash Management and Investment Guidelines

The Skamania County Treasurer acts as the Port's Treasurer, and all cash received is immediately recorded and transferred to the Skamania County Treasurer's office in accordance with the Port's Receipt Policy.

- All Port funds are deposited into the Port's depository account by the County Treasurer and invested in a manner that will maximize interest earnings.
- The Port directs the County Treasurer to make investments on the Port's behalf, in conformance with Investment Guidelines as stated within the laws of the State of Washington.
- All directives on investments from the Port to the County Treasurer are made with maturities that ensure adequate resources for payment of all warrants submitted to the County Treasurer on a monthly basis without premature liquidation of temporary investments.
- The Port collects all receivables in a manner that provides timely receipt of funds. When a receivable is deemed uncollectible, the receivable is referred to the Port's attorney or a designated collection agency.

Port of Skamania County Comprehensive Scheme of Harbor Improvements

A.5 Cash Reserve Guidelines

The Port strives to maintain sufficient cash reserves and adheres to the following guidelines:

- Maintain a cash balance sufficient to pay an average of six months of operating expenses. If cash reserves fall to levels insufficient to meet these future obligations, the Executive Director will take action to raise the level of cash or decrease expenditures through changes in operations.
- Maintain a sufficient fund balance necessary to meet all debt covenants and obligations.
- If the Port cannot comply with these cash flow guidelines, a detailed plan to increase the cash flow will be prepared by the Executive Director, and submitted to the Commission. The Plan should address means and methods for raising revenues, reducing expenses, restructuring debt, or a combination of these activities.

A.6 Debt Guidelines

The Port strives to maintain its finances in a manner that generates cash flow from all sources (before capital projects and long-term debt service payments) sufficient to provide cash to cover all debt covenants required by outstanding bond issues, loans, and adequate rates of return to the Port. The Port adheres to the following debt guidelines:

- The Port will not borrow on a short-term basis to cover routine operations.
- Short-term borrowing (less than 1 year) obligations will not be considered as a financing option unless a detailed plan for repayment of the borrowing is presented by the Executive Director to the Port Commission for approval, prior to the issuance of debt.
- Debt terms/payments should not exceed the anticipated useful life of an improvement.
- The Executive Director will attempt to maintain or improve the Port's General Obligation Bond rating.
- The Port may use General Obligation bonding to finance only those capital improvements and long-term assets that have been determined to be essential to the maintenance of, or improvements to, the Port's infrastructure, or for the purchase of land and buildings that do not have revenue sources sufficient to support the repayment of debt.
- Generally, debt (other than General Obligation Bonds) should only be used to finance specific improvements that can generate operating cash flow sufficient to service the debt. The means of repayment must be reasonably certain prior to debt being issued. All repayment schedules must be submitted to the Port Commission for review and approval.
- The Port may issue revenue-supported bonds or take on other forms of long-term debt to finance public improvements that can be shown to be self-liquidating. Financial feasibility studies should be presented for each project to show evidence of the self-liquidating nature of the project.

Port of Skamania County Comprehensive Scheme of Harbor Improvements

- **Indebtedness – Limitation:** *RCW 53.36.030 1* states that the port district may issue general obligation bonds not exceeding an amount of one-fourth of 1% of the value of the taxable property in the district. Subsection *1(b)* goes further to state that districts having less than \$800 million dollars in valuable taxable property during 1991 may at any time borrow up to three-eighths of 1% of the value of the taxable property in the district. These limitations do not need to be authorized by voters, but the Port must have a comprehensive scheme for harbor improvements or industrial development and a long-term financial plan approved by the Department of Commerce. In addition, the bond proceeds may be only used to acquire or construct a facility, and the Port must already have a lease contract for a minimum of five years for the facility to be acquired or constructed.

Subsection 2 of *RCW 53.36.030* states that a port district may issue total general obligation bonds not exceeding an amount of three-fourths of 1% of the value of the taxable property in the district.

A.7 Capital Projects Budget Guidelines

The Port prepares and prioritizes a list of projects annually as part of its budgeting process. The Port strives to meet the following guidelines:

- Capital project improvements will be funded by non-operating revenues, operating revenues, debt, and/or grants.
- The Port maintains its physical assets at a level adequate to protect the Port's capital investments and to minimize future maintenance and replacement costs.
- A detailed maintenance schedule should be developed and updated, and sufficient levels of funding for maintenance will be included in the Port's annual budget.
- Making non-budgeted capital project investments - When Port staff or the Commission determines that a project not included in the annual budget is of sufficient urgency to be proposed for completion in the current fiscal year, the Commission may approve proceeding with the project and may amend the annual budget, after detailed review of the project.

B. Port District Financing

The Port of Skamania County has five general types of funding opportunities: general obligation bonds, revenue bonds, establishment of local improvement (LID) or industrial development (ULID) districts, and local/State/Federal grant financing.

- **General Obligation Bonds:** The Port can issue general obligation bonds (GO Bonds) which are backed by the assessed value of property within the district. Washington State law sets two caps on such taxation without voter approval. First, Ports are limited to levying no more than 106% of the total levy of the previous year AND each property may not be taxed more than 1% of the total assessed value of their property. GO bonds can be issued without voter approval in an aggregate amount not to exceed 1% of the total assessed value of taxable property within the port district. Exceeding the statutory caps requires voter approval. GO bonds represent a viable opportunity for capital project

Port of Skamania County Comprehensive Scheme of Harbor Improvements

improvement financing for the Port of Skamania County for a project that has widespread community support.

- **Revenue Bonds:** Revenue bonds are payable solely from Port operating revenues. Revenue bonds and warrants can be issued without voter authorization as long as they comply with statutory limits and the capacity of a Port to manage the debt service from operational revenue streams. With the Port of Skamania County's limited revenue streams it is unlikely revenue bonds are a viable source of funding for capital projects.
- **LID/ULID:** Ports have the statutory authority to establish local improvement districts or industrial development districts within their Port District and levy special assessments on the benefited property to pay for improvements. These are payable in annual payments for up to 20 years. LID/ULIDs are generally used for massive capital improvement projects that benefit numerous large tenants and/or private property owners. The formation of LID/ULID districts could be considered as a potential source of funding for strategic infrastructure improvements along the Stevenson waterfront and at Cascades Business Park.
- **Bank Loans:** Such loans would require levy revenue restrictions as collateral. Given the Port of Skamania County's limited operating revenues, bank loans would only be viable for smaller budget improvements that promise rapid return on the investment.
- **Grant Financing:** Grants offer the greatest potential for the capital improvement projects and initiatives that the Port is considering. The Port can leverage local dollars as a match for this type of financing. Grants are typically very competitive. The Port will actively pursue grant opportunities appropriate to its projects.

Chapter VI: CAPITAL IMPROVEMENT PROGRAM

A. Capital Project Planning

The Port continues to plan capital project funding efforts with local governments, including Skamania County, City of Stevenson, and the City of North Bonneville. Coordinated planning may influence the development of the Capital Improvement Program (CIP), and assist with the overall implementation of the Port's Comprehensive Scheme.

The CIP assesses capital project needs, priorities, and funding. The CIP is also a useful tool for coordinating capital projects among local stakeholders, state and federal jurisdictions. The CIP is part of the Port's projects budget, and is reviewed and approved annually.

The CIP represents the Port's general intent to construct specific capital projects or acquire assets. Although the CIP provides a prioritized list of projects, the actual timing of project expenditures is contingent on funding availability and/or project readiness.

The CIP is attached as Appendix B

B. Project Guidelines

The Port determines new capital project improvements and aligns potential benefits with potential costs. Examples include a road or water line or sewer line improvement in a city, where there may be local city, local private, and Port benefits. The following factors are evaluated in the planning process:

1. Project Benefit
2. Project Cost/Economies of Scale
3. Ownership
4. Legal Requirements—federal, state and local mandates
5. Funding Sources
6. Project Timing
7. Public Input
8. Public Health and Safety
9. Environmental and Cultural Resource Issues

Chapter VII: PLAN ADOPTION AND UPDATE

A. Plan Adoption Process

The Port held several special meetings (workshops: April 11, 2011, March 14, 2012, July 18, 2012) for updating this plan and held a public hearing on April 9, 2013 to adopt the Revisions to the Comprehensive Scheme of Harbor Improvements.

Port of Skamania County
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July 18, 2012

there are no contract issues to report. He noted that the contract language is similar to that of the Public Works Trust Fund contract used in 2010 for construction of the site infrastructure in Phase I. Commerce has prepared a final funding contract and has stated that it should arrive in the Port's office on Monday, July 23rd. The Commission agreed that the funding contract with Commerce should be signed before awarding the construction contract to the low bidder Crestline Construction.

---MOTION--- Commissioner Tony Bolstad moved to award the Base Bid plus Bid Alternatives A1 and A2 for \$763,719 to Crestline Construction for the Coyote Ridge Paving Project, contingent on and effective as of receipt of an executable contract containing the signature of an authorized representative of the Washington State Department of Commerce on a direct appropriations funding contract in the sum of \$640,250, and further, the Commissioners authorize the Executive Director to sign said funding contract with the Department of Commerce. Commissioner Truitt seconded; the motion carried.

Comprehensive Scheme: The Commission and staff reviewed Chapter IV, Financial Plan and Chapter V, Capital Project Planning.

Highlights of Discussion:

- It was noted that time specific information that will become outdated, require updating and should not be included in the document.
- It was noted that RCWs that give the Port specific authorities should be included in the document, do not cite the text of the code. The specific text (language) is often changed by the law makers and any cited language might then require updating.
- It was noted that we do not include a list funding programs (including grants) in the document because they change over time and will require updating. It was suggested that we keep this list of programs in policies and procedure manual.

Adjournment: The Chairperson adjourned the meeting at 5:01 pm.

Next Meeting: The next regularly scheduled meeting of the Board of Port Commissioners is July 25, 2012, 3:00 pm at the Port office conference room: 212 SW Cascade Avenue, Stevenson, Washington.

APPROVED BY:



Commissioner Kevin Waters, President (District 3)



Commissioner WD Truitt, Vice-President (District 2)



Commissioner Tony Bolstad, Secretary (District 1)

ATTEST:



John McSherry, Executive Director

Port of Skamania County Comprehensive Scheme of Harbor Improvements

Port of Skamania County
Minutes of the Board of Commissioners
March 14, 2012--Special Meeting
Comprehensive Scheme of Harbor Improvements—Workshop
3:00 pm

Call to Order: Commissioner Waters called the meeting to order at 3:00 pm.

Attendance: Commissioners WD Truitt, Kevin Waters, and via telephone Tony Bolstad; Attorney Ken Woodrich, Executive Director John McSherry, Executive Assistant Julie Mayfield, Facilities Specialist Karl Wilkie, Finance Manager Randy Payne.

Public Comment: None.

Plan: The Commission asked that summary items in Section I be consistent with Section III, after this review and edits are incorporated; they agreed that Section II is complete.

We reviewed and edited *Section III : Goals, Objectives, Strategies*

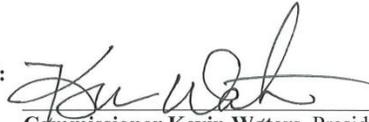
Highlights of Discussion:

- It was noted to emphasize that *infrastructure* needs to include technological infrastructure as well as traditional utilities. It is vital to economic development—businesses can't function without it.
- It was noted that the Comprehensive Scheme of Harbor Improvements is more of a planning document—being too specific can quickly antiquate it.
- We should keep the Port's mission statement in mind when choosing words to characterize the issues.
- Developing design standards for future development was discussed.
- The Commission requested that John re-draft Goal 5—Foster Innovation and Seek Productive Public/Private Partnerships, for further review.

Adjournment: The Chairperson adjourned the meeting at 4:36 pm.

Next Meeting: The next regularly scheduled meeting of the Board of Port Commissioners is March 27, 2012, 3:00 pm at the Port office conference room: 212 SW Cascade Avenue, Stevenson, Washington.

APPROVED BY:



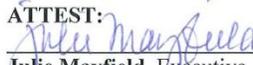
Commissioner Kevin Waters, President (District 3)



Commissioner WD Truitt, Vice-President (District 2)



Commissioner Tony Bolstad, Secretary (District 1)

ATTEST:


Julie Mayfield, Executive Assistant

Port of Skamania County Comprehensive Scheme of Harbor Improvements

Port of Skamania County Minutes of the Board of Commissioners April 11, 2011 Special Meeting 6:00 pm

Call to Order: Commissioner Bolstad called the meeting to order at 6:00 pm.

Attendance: Commissioners WD Truitt, Tony Bolstad, and Kevin Waters; Attorney Ken Woodrich, Executive Director John McSherry, Executive Assistant Julie Mayfield, Facilities Specialist Karl Wilkie.

Public Comment: Three members of the public attended (Kristi Versari, Moli Thomas, Judy Teitzel); with such a small group and nature of the meeting, public comment was open for the duration of the meeting.

Moli Thomas, of MST Consulting, is seeking support for a project to bring approximately 15 electric vehicle charging stations to Stevenson/North Bonneville/Carson areas, before the end of 2011 (to take advantage of tax credits). She noted potential locations, which include a site at the Port's Beacon Rock Golf Course and a site or two at the Port's waterfront. Moli explained that Portland is one of our nation's most progressive areas for electric vehicles and she explained plans for charging stations along the I-5 corridor between Portland and Seattle, and Seattle to Wenatchee. She is holding a meeting on April 25 and wants to include all potential stakeholders, such as the cities of Stevenson and North Bonneville, the County, Wind River Business Association, Stevenson Business Association, Skamania County Chamber of Commerce, the PUD, and the Port. She envisions Skamania County as an ideal eco-tourism site for EV owners from the Portland/Seattle areas.

Review Process Highlights

The meeting began with an introduction to the Comprehensive Scheme of Harbor Improvements draft by John McSherry. John had the document open on the video screen and was able to make edits as they were discussed. John noted since Randy Payne, Finance Manager, was unable to attend this evening meeting, that Section IV—Financial Plan—will be postponed to a regular meeting.

II—History, Existing Conditions, Trends: After a review of this section, it was agreed that with a few edits it will be ready for final draft.

III—Goals, Objectives, Strategies: Commissioner Waters requested a “glossary” section to measure terms such as “shovel ready” and “location quotient.” It was noted this section needs to be written to be a “living document.”

Goal 1: Increase the Economic Vitality of the Port and Skamania County. A reserve fund adequate to respond to economic opportunities should be added to the “Strategies” section. A discussion took place regarding how specific our objectives and strategies should be.

Port of Skamania County Comprehensive Scheme of Harbor Improvements

Port of Skamania County
Board of Commissioners
April 11, 2011

2

Goal 3: Develop the Stevenson Waterfront as a Pivotal Port and Community Asset. It was noted that in 1998 input on Stevenson Waterfront development scenarios was received from a Citizens Advisory Committee and a community survey. John will make copies of the report from this effort available for review. Other land use comments were heard on the Port's mission of providing infrastructure to foster businesses that provide local jobs versus tourism-promoting activities, since a good portion of the waterfront is zoned industrial. John noted the waterfront has a unique mix of industrial, commercial, and recreational uses and any development will have to be balanced based on these uses.

Ken pointed out the usefulness of the planning pyramid for dealing with these issues. There was no time to complete Section III. The discussion will be continued at the regular Port meetings.

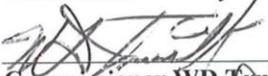
Adjournment: The Chairperson adjourned the meeting at 8:18 pm.

Next Meeting: The next regularly scheduled meeting of the Board of Port Commissioners is April 12, 2011, 3:00 pm, at the Port office conference room: 212 SW Cascade Avenue, Stevenson, Washington.

APPROVED BY:



Commissioner Tony Bolstad, President (District 1)



Commissioner WD Truitt, Vice-President (District 2)



Commissioner Kevin Waters, Secretary (District 3)

ATTEST:

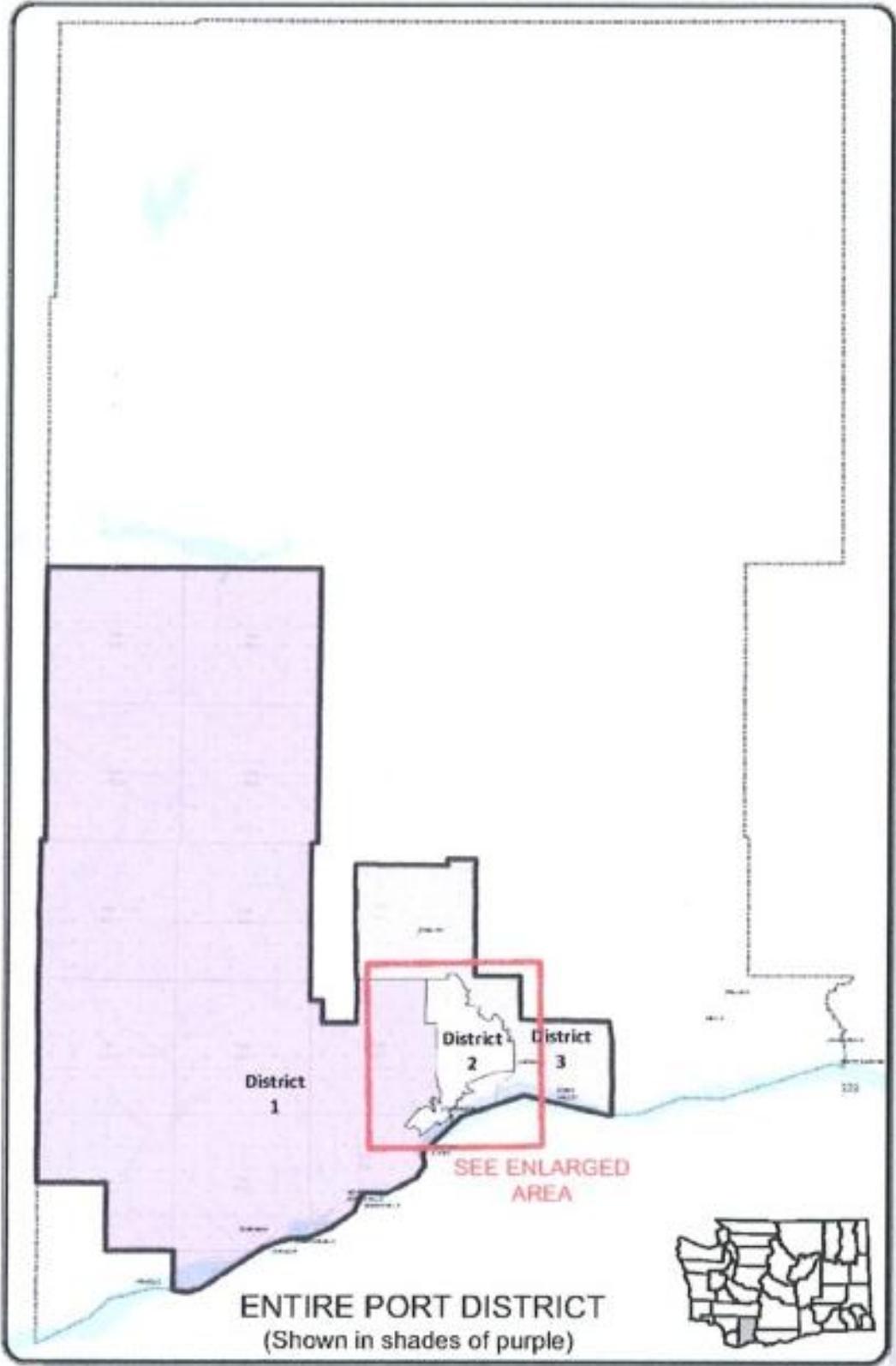


Julie Mayfield, Executive Assistant

B. Plan Update Process

The Port updates this plan annually with the annual budget.

Appendix A: Port of Skamania County Map of District



Port of Skamania County Comprehensive Scheme of Harbor Improvements

Appendix B: Capital Improvement Program 2013-2014

1-Cascades Business Park Infrastructure D/E/C Phase 3 Port of Skamania County \$1,281,000.00 \$1,081,000.00 \$200,000.00 Phase 3, Illumination plan, street lights, additional grading and roadwork

2-Wind River Business Park Water/Wastewater Systems Port of Skamania County \$ 2,000,000.00 \$ 430,000.00 \$ 1,570,000.00--Multi phase project. \$50k grant revd from USDA to do Feasibility study w/\$30k match from .09 dollars. Senate--and House approved \$350k for project. Phase 1 Well analysis. Have \$20k inkind match.

3-CR Shoreline Improvement/Enhancement/Rock Creek Dredging Ph 1, 2 & 3 County/Port/City Stevenson \$2,050,000.00 \$275,000.00 \$1,775,000.00 Municipal research on hotel/motel fund use. Permits received. Some funds received from ALEA

4-Wind River Business Park Infrastructure Port of Skamania County \$180,000.00 \$180,000.00 Processing building upgrades for tenant to move in (roof and paint). Approved for .09 funding.

5-SR 14 Dam Access Rd Intersection Improvements Port of Skamania County \$824,000.00 \$124,000.00 \$700,000.00 Cascades Park intersection; Easement app submitted to Corp for Fort Cascade and Highway 14.

6-Discovery III Building Port of Skamania County \$2,000,000 \$2,000,000, 15,000 sq ft building in budget. Need tenant before beginning construction.

7-Stevenson Waterfront Bldg & Access Design/Engineering/Construction Port of Skamania County \$1,934,000 \$20,000 \$1,914,000—three waterfront properties have been purchased; awaiting funding; currently looking for funding and developer. \$10k--funding from Port to tear down existing building

8-Tichenor Building Mezzanine Expansion Port of Skamania County \$ 250,000 \$50,000.00 \$200,000—On hold

Port of Skamania County Comprehensive Scheme of Harbor Improvements