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Connect Cascade Locks: A Trails Plan for Economic Development

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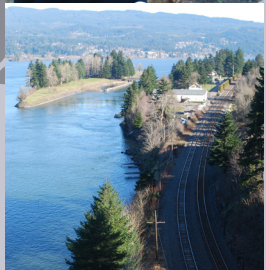
Danielle Fuchs, Michael Ahillen, Sarah Bronstein, Ellen Dorsey, Sara Morrissey, and Chloe Ritter



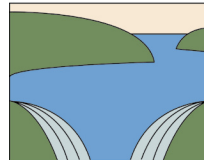
CONNECT CASCADE LOCKS

A recreational trails
plan for economic
development





CELILO



**PLANNING
STUDIO**

Celilo Planning Studio consists of six Master of Urban and Regional Planning Students at Portland State University:

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Celilo Planning Studio would like to thank Holly Howell and Chuck Daughtry for their exceptional commitment and support in the development of this plan.

*Photos by Celilo Planning Studio unless cited otherwise.
The ideas and recommendations in Connect Cascade Locks do not necessarily represent the views and positions of the organizations and individuals whose photos appear in this plan.*



PORT OF CASCADE LOCKS

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Cascade Locks Advisory Committee

This list includes all who served on the Cascade Locks Advisory Committee for any length of time during the planning process.

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Kayla Carron, Cascade Locks Tourism
Committee
Larry Cramblett, Downtown Revitalization
Steering Committee
Paul Koch, City of Cascade Locks
Lance Masters, City of Cascade Locks
Samantha Verschuren, Port Commission
Kathy Woosley, City of Cascade Locks

The Cascade Locks Community

The community as a whole provided support and feedback, and a few people went above and beyond by giving tours, providing logistical support or technical advice, and assisting with community outreach.

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Steve Gast, Resident
Kari Goben, City of Cascade Locks
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Transportation
Renee Tkach, Friends of the Columbia
Gorge

ABBREVIATIONS GLOSSARY

BOG	Bridge of the Gods	ODOT	Oregon Department of Transportation
CCL	<i>Connect Cascade Locks</i>	OPRD	Oregon Parks and Recreation Department
CGCC	Columbia Gorge Community College	MHCC	Mt. Hood Community College
City	City of Cascade Locks	PCT	Pacific Crest Trail
CLAC	Cascade Locks Advisory Committee	PCTA	Pacific Crest Trail Association
CLAT	Cascade Locks Action Team	PNTS	Partnership for the National Trails System
CLIMB	Cascade Locks International Mountain Bike Trail	Port	Port of Cascade Locks
CRGNSA	Columbia River Gorge National Scenic Area	NEPA	National Environmental Policy Act
DRSC	Downtown Revitalization Steering Committee	NSA	National Scenic Area
Easy CLIMB	Easy Cascade Locks International Mountain Bike Trail	NWTA	Northwest Trail Alliance
FHCRH	Friends of the Historic Columbia River Highway	SCCC	Skamania County Chamber of Commerce
FOG	Friends of the Columbia Gorge	TAC	Technical Advisory Committee
GT2T	Gorge Towns to Trails	TCG	Trail Care Group
HCRH	Historic Columbia River Highway	USFS	United States Forest Service
HRATS	Hood River Area Trail Stewards	WCGCC	West Columbia Gorge Chamber of Commerce
HRCCC	Hood River County Chamber of Commerce		
IMBA	International Mountain Bicycling Association		
JEDTF	Joint Economic Development Task Force		

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EXECUTIVE SUMMARY



Cascade Locks can and should be a center of recreational activities.

-Anonymous Trail User Survey Respondent

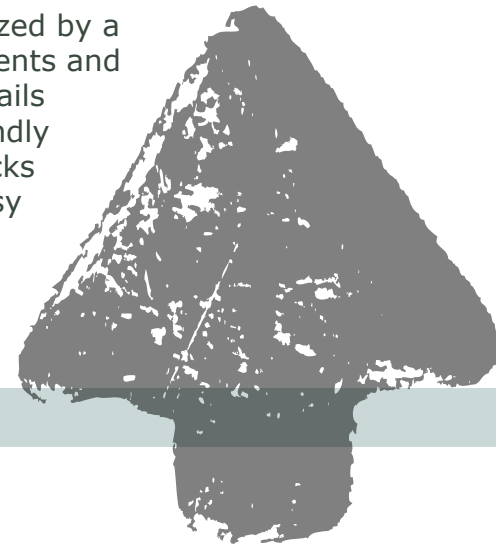
In the spring of 2012, the Port of Cascade Locks partnered with Celilo Planning Studio to conduct *Connect Cascade Locks: A Recreational Trails Plan for Economic Development*. The purpose of *Connect Cascade Locks* was to identify strategies to increase the economic development prospects of the community of Cascade Locks through a regionally integrated recreational trails network.

Why a Trails Plan?

Both residents and visitors have commented on the raw potential of Cascade Locks to become a destination for outdoor enthusiasts. In a community survey and workshops, residents consistently cited natural scenic beauty and proximity to regional trails as sources of pride for the community. Case studies of trail towns in Oregon and beyond have also illustrated the potential for outdoor recreation to stoke the fires of stagnant rural economies. The City and Port of Cascade Locks have engaged in other economic development strategies, and *Connect Cascade Locks* is not meant to replace them. Rather, the intent of this plan is to present a strategy for the community to capitalize on the incredible scenic beauty and proximity to popular regional trails that set this community apart.

Why Now?

Connect Cascade Locks was catalyzed by a fortunate convergence of many events and players. In 2011, the Northwest Trails Alliance (NWTa) built a family-friendly single track on Port of Cascade Locks property. The trail was named "Easy CLIMB" after a larger planned mountain bike trail network, the CLIMB (Cascade Locks International Mountain Bike) trail



EXECUTIVE SUMMARY

system, a 25-mile mountain bike trail network just outside city limits. The US Forest Service will begin an Environmental Assessment of the CLIMB Trail for the Port in 2013. To the west, the Oregon Department of Transportation (ODOT) will complete a missing link in the Historic Columbia River Highway State Trail within the next year, connecting Cascade Locks to Troutdale and Portland. In addition, the City of Stevenson and the Port have partnered to contract a feasibility study for a dedicated bicycle, equestrian and pedestrian path across the Bridge of the Gods, the iconic waypoint where Pacific Crest Trail thru-hikers cross the Columbia River into Washington.

With these growing opportunities for trail users in the Cascade Locks area, the city needed to identify strategic steps the community could take to maximize the benefits of their growing trail network while improving the community for residents.

Process Findings

Residents and regional stakeholders have demonstrated strong support for trail development in Cascade Locks. Through community and trail user surveys, workshops, interviews and an open house, Celilo Planning Studio asked local and regional stakeholders what could be improved about the Cascade Locks trail network, and what the town could do to become more attractive to trail users.

This public process revealed that the needs of trail users and community members in Cascade Locks are very similar. Both residents and visitors wanted more restaurants, a cafe and a brewery in Cascade Locks, and participants frequently identified wayfinding as a needed investment for improved trail access. Community members and trail users also expressed support for new trail and recreational development, including water sports, mountain biking, hiking and multi-use trails. However, an equally strong theme from both residents and trail users was the desire to protect the Gorge from over-development: trail-based economic development should not come at the expense of the rugged natural beauty that draws outdoor enthusiasts in the first place.

The trail user survey identified enormous market potential: trail users were more likely to stop in small towns than other sight-seers, and once they stopped they were more likely to purchase food and drinks. Cascade Locks was also the second most visited town in the Gorge after Hood River, demonstrating further potential for trail-oriented businesses such as breweries, cafes, a hostel or an outdoor gear shop.

These findings were supported by in-depth case studies of other small towns with growing or well-established trail-based economies. Studying other towns provided lessons and strategies for encouraging community trail stewardship, buffering the winter season, and



EXECUTIVE SUMMARY

fundraising for capital projects.

The public process also illuminated the opportunity for partnerships with other organizations and public agencies. Many Technical Advisory Committee members and workshop participants offered support for Cascade Locks in the form of cross promotion, information sharing or coordination on future regional trail development projects. *Connect Cascade Locks* has built a network of trail partners that will continue to assist the community during implementation.

Recommendations

With input from trail users, community members and technical experts, Celilo Planning Studio developed a set of recommendations for the community of Cascade Locks to improve existing and new trail facilities, attract trail users to the commercial downtown and build a culture of trail stewardship. These recommendations are organized into three categories:



Community Stewardship

Based on case study research and stakeholder input, Celilo Planning Studio recommends the formation of a non-profit Trail Care Group. This group will be open to all community members and trail enthusiasts, and will organize trail build and maintenance days as well as youth events.

Trails and Trailhead Amenities

With the assistance of this newly formed group, the City of Cascade Locks, citizen committees and the Port of Cascade Locks will undertake new projects to improve and expand existing trails. Improvements include new trail maps and signs, a central Trail Hub for parking, information and public amenities, and improved bicycle and pedestrian access between the downtown commercial district and trailheads. Celilo Planning Studio also recommends that the community continue prioritizing the planning processes to develop new recreation opportunities such as the CLIMB Trail, improve beach access for water sports and develop a riverfront trail.



EXECUTIVE SUMMARY

Business and Marketing

In concert with these trail improvements, there are many opportunities to support existing businesses and recruiting new businesses to support trail users. New business opportunities such as a food cart pod or other incubator models, a permanent fish market, a bike and boat rental shop, and new restaurants all emerged as potentially fruitful enterprises. Existing businesses should also receive support from the city for marketing, customer service trainings and streetscape improvements, such as street trees and outdoor seating.



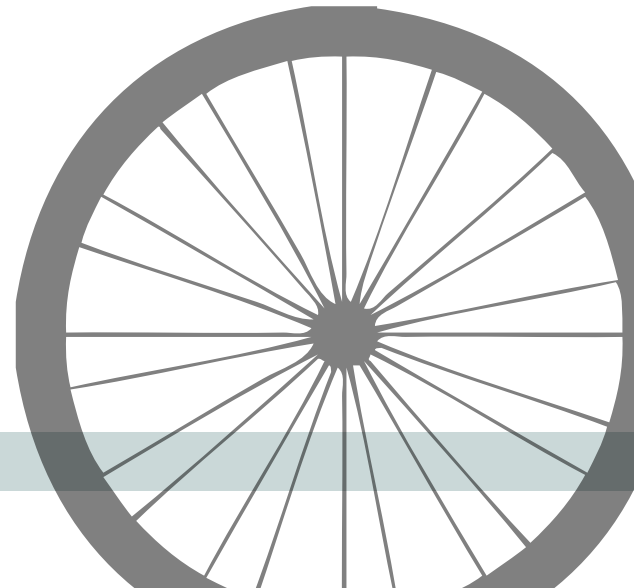
and Downtown Revitalization Steering Committees, and the newly formed Trail Care Group.

To assist these groups with implementation, the plan includes several tools, including a trail map, a wayfinding plan, and a grant toolbox with instructions and resources for grant writing. The community should also take advantage of the numerous partnerships developed over the course of the planning process.

Connect Cascade Locks provides community leaders with the tools and strategies to implement the community vision of becoming a premiere destination for outdoor recreation in the Gorge. By investing strategically in trails and trail businesses as part of the city's multi-faceted economic development strategy, Cascade Locks can become a more attractive community for residents and visitors alike.

How to Use This Plan

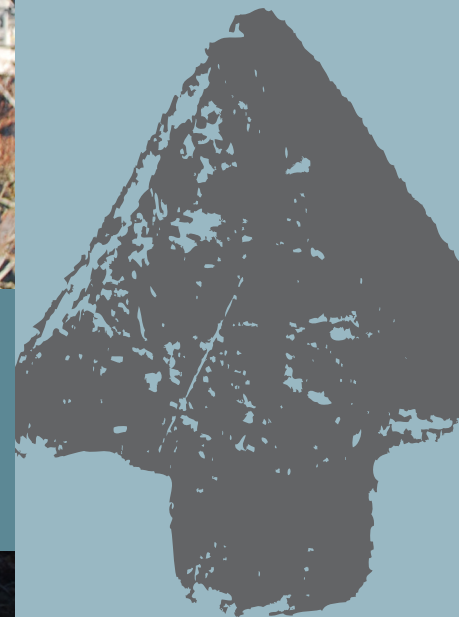
Cascade Locks has undergone many planning processes in the past but has limited human and financial capital to see them to fruition. *Connect Cascade Locks* bridges the gap between administration and action by taking recommendations one step further. Every recommendation is listed as an action item, assigned to a responsible group or agency. Community leaders can reference an Implementation Strategy with a complete list of all recommendations and lead assignments. The plan relies heavily on the active engagement of the Port of Cascade Locks, the City of Cascade Locks, the Tourism





WELCOME TO HISTORIC
CASCADE LOCKS
HEART OF THE GORGE

Chapter 1:
Introduction to *Connect Cascade Locks*



IN THIS CHAPTER...

The Cascade Locks Story

You cannot improve on the beauty that [surrounds] us. We just have to find ways to use it and balance that use with protecting it for future generations.

-Anonymous Community Survey Respondent

More than 12 million years ago, the Cascade Mountain Range emerged from the edge of a restless continent. In the last ice age, the torrents of the Missoula floods carved a path through the rising range, leaving a dramatic volcanic rock face on each of the banks. For 13,000 years, humans have settled at the base of these walls. They have fished for salmon, trekked to scenic vistas, built homes and raised families.

The experience of Cascade Locks today is only one part of a larger story. This story has flowed through millennia and will pass through many more. Each generation enjoys new opportunities and challenges. Yet, the thread that ties Cascade Locks to its past and future is the value the community places on its people and its landscape.

This plan is just one chapter in the Cascade Locks story. The larger, more universal story is of a rural community embracing change in order to thrive; leveraging existing human and natural capital to build new opportunities; and empowering a few dedicated citizens to change their community for the better. In these pages you will find a snapshot of one community at a turning point.

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	Past Planning Efforts

INTRODUCTION

Located in the heart of the Columbia River Gorge National Scenic Area, the city of Cascade Locks is a point of entry for regional and national trail systems. Recreational development opportunities abound for the community. As the only city located directly on the Pacific Crest Trail, Cascade Locks draws thru-hikers on their way to Canada and backpackers headed into the Mount Hood National Forest. Moreover, the Historic Columbia River Highway State Trail attracts cyclists, runners and hikers looking for meals, supplies and lodging. Even more recreation opportunities include a proposed new mountain biking trail network and a conceptual water trail on the Columbia River. In recent plans and visioning exercises, the City and Port of Cascade Locks have identified eco-tourism, outdoor recreation and trail-based tourism as an important economic development strategy.

The purpose of Connect Cascade Locks is to increase the economic development prospects of the community of Cascade Locks through a regionally integrated recreational trails network.

With these opportunities in mind, Celilo Planning Studio, a team of graduate students from the Master of Urban and Regional Planning program at Portland State University, worked with the Port of Cascade Locks to draft *Connect Cascade Locks: A Recreational Trails Plan for Economic Development*. **The purpose of Connect Cascade Locks is to increase the economic development prospects of the community of Cascade Locks through a regionally integrated recreational trails network.**



Opened in 1926, the Bridge of the Gods is one of Cascade Lock's most recognizable landmarks. The toll generates 80% of the revenue for the Port of Cascade Locks.

PROBLEM STATEMENT

City leadership faces a number of challenges in capitalizing on the resources that could make Cascade Locks a world-class recreation destination. With the help of local and regional stakeholders, Celilo Planning Studio addressed the following key concerns:

Existing attractions are “buried”

Cascade Locks is fortunate to have several trailheads within city limits. However, there is little information available to trail users about either the trail network or the nearby downtown commercial district. Cascade Locks is not a well-recognized access point for regional trails. Without information about the hiking and biking opportunities in Cascade Locks, many visitors bypass the town to access trails through other trailheads. *Connect Cascade Locks* identifies opportunities to improve wayfinding and trail access for existing local trailheads, and to draw trail users into town to local businesses.

Amenities are lacking

Cascade Locks lacks many basic amenities and services that attract hikers, bicyclists and other outdoor enthusiasts. There is potential for new and existing businesses to fill those needs by serving and welcoming trail users. The City, the Port and the business community of Cascade Locks will need to work towards providing lodging, food, secure parking, restrooms, Wi-Fi, outdoor equipment, and other amenities to benefit trail users. Throughout the planning process, Celilo Planning Studio identified places where trail user needs and community needs overlapped. By addressing these needs, Cascade

Locks can increase livability and also become a “world class year-round outdoor recreation”¹ destination.

Resources are stretched thin

Current Cascade Locks trail planning and development relies on a small City and Port staff, supported by volunteer citizen groups and a few engaged non-profit organizations. The community does not have the capacity to implement their plans alone. As part of the planning process for *Connect Cascade Locks*, Celilo Planning Studio and the Port identified regional partnerships and outside funding sources to assist the community with infrastructure and business development.

By engaging in a trails planning process, the community of Cascade Locks has taken an important first step in addressing these challenges. This plan builds on past planning efforts and new trail developments, which made this an ideal time, and Cascade Locks an ideal place, to focus a regional conversation about trail-based tourism in the Columbia Gorge.

¹ Cascade Locks Community Vision Statement



CONTEXT

Project Area

Cascade Locks lies in Hood River County, 40 miles east of the Portland metropolitan region and 20 miles west of Hood River. Home to 1,288 residents as of the 2010 Census, the town's Urban Growth Boundary encircles 1,431 acres of land between the Columbia River and Mt. Hood National Forest. It is located just off of Interstate 84 and follows the Historic Columbia River Highway. High rainfall, averaging 78 inches per year, results in a lush forest setting, and the location within the Gorge results in frequent high winds.

Economic Activities

Cascade Locks has historically been dependent on fishing, railroads, shipping, timber, and small farming enterprises for employment. However, many of these industries have declined in the recent decades and the town currently has few economic opportunities for residents. It currently functions as a bedroom community, with many residents commuting to work in Portland or Hood River.

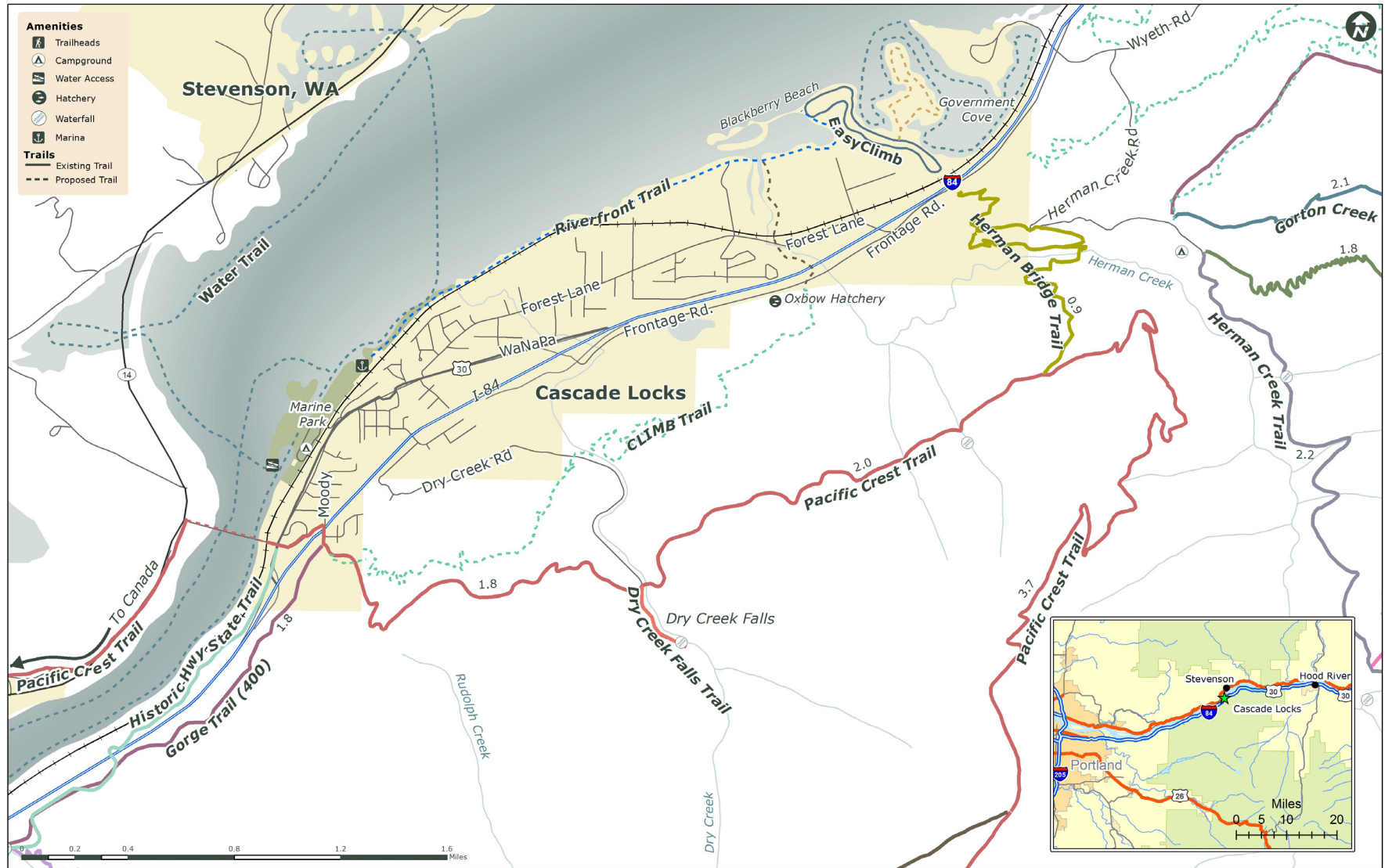
In addition to the City of Cascade Locks, the town is served by the Port of Cascade Locks, whose mission is "to facilitate the economic development of the Cascade Locks Community." The Port's goals include:

- Enhancing tourism for the Gorge Region and State of Oregon

- Creating employment opportunities for citizens of the Gorge Region
- Promoting economic growth for existing and new area businesses

The Port holds a large amount of commercial- and industrial-zoned land within the Cascade Locks Urban Growth Boundary. Recently the Port has pursued large-scale economic development opportunities, including a casino and a water bottling plant. Both developments have faced opposition, however. Recognizing the need to diversify its economic development strategies, the Port is interested in developing business and job growth by attracting new visitors to the city's diverse recreation opportunities. In addition to existing and planned hiking and biking trails, Cascade Locks also hosts sailing, windsurfing, kayaking, stand-up paddle boarding, fishing, and birding.

CONTEXT



CONTEXT

Existing & Planned Trails

There are numerous existing hiking trails in state parks and, the Mt. Hood National Forest is within just a few miles of town.

- **Local Trails**

At the west end of town hikers can access the Gorge Trail #400, which connects to the Ruckel Creek and Eagle Creek Trails, two of the most popular trails in the Gorge.

- **Historic Columbia River Highway State Trail**

The existing Historic Columbia River Highway State Trail, starting beneath the Bridge of the Gods, provides access for pedestrians and cyclists from downtown Cascade Locks to Bonneville Dam and Eagle Creek along the historic highway alignment that boasts beautiful vistas and detailed concrete work.

- **The Pacific Crest Trail (PCT)**

The PCT trailhead at the Bridge of the Gods is a celebrated milestone for backpackers on the multi-state Pacific Crest Trail. The trail crosses the Columbia River into Washington on the Bridge of the Gods. Cascade Locks is the only city directly on the PCT.

- **Herman Creek Trail**

The Herman Creek Trailhead is just east of downtown and boasts beautiful views of the Gorge along a network of trails in the Mount Hood National Forest, as well as a campground with equestrian amenities.



A wayfinding sign along the Historic Columbia River Highway State Trail lists the mileage to Eagle Creek, a popular Gorge hiking trail.

- **Easy CLIMB**

The Port also worked with Flowing Solutions Consulting and the Northwest Trails Alliance to design, build and maintain the Easy CLIMB trail, a mountain bike trail loop within the Port's Industrial Park. The two-mile family friendly trail was named "Trail of the Month" by Portland Monthly Magazine in February of 2012.

Several new trails are currently in planning or construction stages:

- **CLIMB Trail**

The International Mountain Biking Association (IMBA) has partnered with the port of Cascade Locks to draft

CONTEXT

a Feasibility Study and Conceptual Master Plan (2009) for a 26-mile mountain bike and equestrian trail system, the Cascade Locks International Mountain Biking (CLIMB) Trail. The trail network would start and end in downtown, using both existing Forest Service roads and proposed new single track. The US Forest Service is scheduled to begin the The National Environmental Policy Act (NEPA) Environmental Assessment process for the trail network in 2013.

- **Historic Columbia River Highway State Trail**
In the summer of 2012, the Oregon Department of Transportation (ODOT) will construct 1.6 miles of paved multi-use trail between John B. Yeon State Park and Moffett Creek to complete the 'missing link' in the Historic Columbia River Highway State Trail. Once complete, cyclists will be able to travel along the Columbia Gorge between Troutdale and Cascade Locks solely along the Historic Columbia River Highway, completely avoiding Interstate 84. ODOT plans to continue extending the construction of the Historic Columbia River Highway State Trail east of Cascade Locks toward Hood River, which will add an additional 11 miles of multi-use path for cyclists and hikers.
- **Bridge of the Gods**
The Port is partnering with the City of Stevenson, Washington to commission a feasibility study for a separated bicycle, pedestrian, and equestrian crossing on the Bridge of the Gods. Currently all users share the same narrow right-of-way.

- **Water Trails**

The Port of Cascade Locks is partnering with kayakers, Friends of the Gorge, and the National Park Service (NPS) to plan and map a water trail for the section of the Columbia River north of the Bonneville Dam.

- **World Class Sailing**

The Port of Cascade Locks is exploring options to construct a world class sailing center in the Marine Park, which already hosts a full summer calendar of sailing regattas annually.

Past Planning Efforts

Planning and development in Cascade Locks is influenced by past planning efforts at a state, regional and local level. Local agencies have to coordinate recreational planning within the context of guidelines and for the Columbia River Gorge National Scenic Area, historic designations, and also local plans including the Downtown Development Plan, the Cascade Locks Transportation System Plan and the Comprehensive Plan. *Connect Cascade Locks* can also draw from the priorities developed in 2001 during Oregon's Statewide Comprehensive Recreation Plan.

REGIONAL & STATE PLANS

Statewide Comprehensive Outdoor Recreation Plan (SCORP)

CONTEXT

In 2001, as part of the Oregon Recreation Trails Program (established in 1971), Oregon Parks and Recreation Department (OPRD) updated the SCORP. The OPRD recognized that the state had accumulated a backlog of maintenance and development projects, and that trail user demographics were growing and diversifying in Oregon. The plan prioritized future projects in order to strategically improve motorized, non-motorized and water recreation in Oregon. The planning process resulted in new state priorities, including the need for more team sports facilities and water trail access



The Dry Creek Trail winds through the Columbia River Gorge National Scenic Area.

throughout the state.

Columbia River Gorge National Scenic Area Management Plan

In 1986, Congress passed the Columbia River Gorge National Scenic Area Act to protect the scenic, cultural, and recreational resources of the Gorge. The federal scenic area designation required a National Scenic Area Management Plan, which was passed in 1991 and is currently undergoing the second update planning process. The Management Plan includes provisions for resource protection and enhancement; land use designations (agricultural, forest, open space, residential, and commercial land, recreation designations); general policies and guidelines; and an administration section that defines the Gorge Commission and Forest Service roles.

The Management Plan also includes a chapter that lays out an action program for recreation and economic development as well as resource enhancement strategies. These are defined for General Management Areas (GMA) and Special Management Areas (SMA). The goal of the GMAs is to identify and implement high priority recreation projects. The goal of the SMAs is to provide opportunities for public and private recreation use and access to the Columbia River; provide a diversity of trail opportunities in the Scenic Area; increase public awareness, understanding, appreciation of the Scenic Area resources; provide for the restoration and connection of the remaining segments of the Historic Columbia River Highway; and maximize customer service and cost-effectiveness of recreation opportunities by using partnerships of user groups and recreation providers to design and construct recreation facilities.

CONTEXT

LOCAL PLANS

Current city plans have laid the foundation for *Connect Cascade Locks*. These plans envision a community that develops economically without sacrificing the natural beauty of the surrounding area. These plans also outline the community's prioritized trail-related needs.

Comprehensive Plan (2001)

Cascade Locks most recently updated its state-mandated comprehensive plan in 2001. Under Statewide Planning Goal 8, Parks and Recreation, the community explained its aspirations for trail connections within the community. Working with the U.S. Forest Service, the community wished to improve access to existing trails, such as Herman Creek and the Pacific Crest Trail (PCT). They also hoped to find more ways to access the Columbia River. The Port of Cascade Locks, ODOT, and Union Pacific Railroad are listed as potential partners in this endeavor. Last, the community proposed to extend the Historic Columbia River Highway State Trail (HCRH) through town and construct another bicycle path to the Marine Park. None of these goals have yet to be realized; *Connect Cascade Locks* aims to bring the community one step closer to achieving this vision.

Transportation System Plan (TSP)

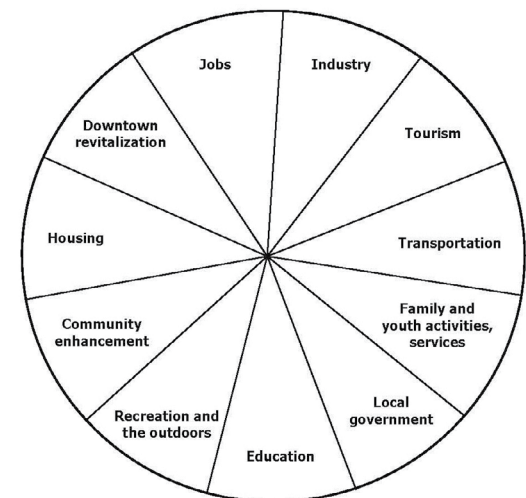
The *Transportation System Plan (TSP)*, also completed in 2001, expands upon many of the above goals. Improved wayfinding, curb extensions, speed control measures, and pedestrian-scale lighting are stated implementation strategies for a better bicycle and pedestrian environment. The plan also recommends an "interconnected pedestrian system that includes the PCT, HCRH, and Chinook Trail." To carry out these goals, the

community identified the need for alternative funding sources and a group of volunteers to maintain the trail. These issues, along with more specific recommendations for improving the pedestrian environment, are addressed in *Connect Cascade Locks*.

Outdoor recreation and tourism are one of several strategies for economic development that the community is pursuing. In the past decade, the City and Port have examined future growth potential in the service and retail sectors. The Port is currently pursuing the development of a water bottling plant on Port property. The 2009 *Economic Opportunity Analysis* mentions recreational tourism as a source of economic growth, within the context of this larger economic development effort. The Port Commission also recently adopted a multifaceted economic development strategy which visualizes tourism and outdoor recreation as slices of a strategic pie.

MULTIFACETED ECONOMIC DEVELOPMENT CASCADE LOCKS, OREGON

Goals: more jobs, more taxpayers, local added value, economic survivability, quality of life



The Port Commission recently adopted a multifaceted economic development strategy, which visualizes tourism and outdoor recreation as slices of a strategic pie.

CONTEXT

The community has engaged in four planning processes to revitalize the downtown area, both to attract visitors and to increase livability for the residents. The most recent of these efforts is the *Downtown Development Plan and Strategy*, adopted by the City in 2004. Until now, although outdoor recreation is mentioned in existing plans, the community has not had a unifying trails plan to connect downtown development with the growing trails network. Celilo Planning Studio recognizes that the businesses in

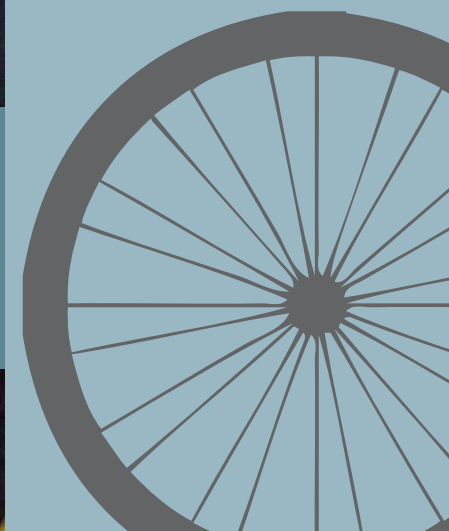
Cascade Locks cannot survive on trail user demand alone: this plan should become a part of the town's multi-faceted economic development strategy. Through the *Connect Cascade Locks* plan, the community can implement strategic changes to bolster tourism, market itself as a destination and entry point for the Columbia Gorge trail network, and increase livability for residents.



The Marine Park has surfaced in a number of past city plans. Cascade Locks residents have voiced interest in improving bicycle and pedestrian access and the development of a riverfront trail. (Photo credit: David Lipps)



Chapter 2: Research & Process Findings



IN THIS CHAPTER...

The Cascade Locks Story

If you are going to cultivate anything cultivate low impact activities that everyone can do, invest in the existing towns and their infrastructure, help towns develop small industries for real people to make real livings, spend money on caring for the land and educating youth by getting them into the Gorge to play and learn.

-Anonymous Trail User Survey Respondent

The Cascade Locks community aspires to be a better place to recreate, work and live. In the past, Cascade Locks has struggled to build an economic base that will support family wage jobs and be sensitive to the surrounding National Scenic Area. Today is no different. Yet, the community is building a new path for itself. Based on the similar values of residents and outdoor enthusiasts, the community aspires to become a more desirable place to live and visit by investing in one of its greatest assets: its existing trail network.

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25	Public Process Key Findings from Public Process Trail Users & Other Regional Stakeholders Cascade Locks Community Members

SUMMARY OF CASE STUDIES

In order to better understand what other communities have done to promote trail-oriented economic development, Celilo Planning Studio conducted research on several rural towns with trail amenities. Case study communities were chosen for their demographic similarities to Cascade Locks, their access to outdoor recreational resources, and for their efforts at trail-oriented economic development. Interviews with community members, public officials and business owners revealed common strategies which fell into four categories:

- **Trail Stewardship**

As a first step to implementing a trails plan or developing the potential of their downtown, nearly all communities began by forming a committee or non-profit whose express purpose was to develop, promote and care for trails. As a public body or 501(c)(3) non-profit, trail stewards were eligible for grant funding, could more easily partner with other agencies, schools and businesses, and could present a united front to potential outside partners.

- **Trail development**

All case study communities either built new trail systems or developed connections and amenities along existing trails. In some cases, trailheads were not within walking distance of town, or were not clearly signed. Community groups and public agencies had to write grants and develop partnerships within the community to develop new trail facilities.

- **Business Development**

Case study communities were mixed in their approach to economic development strategies. Some invested in trail-based tourism as their primary economic development strategy. Others built trails first and foremost for local use. However, all saw new businesses develop around the trails and trail users. Many towns studied actively worked to educate the business community about the advantages of trails and the importance of serving trail users. Sometimes businesses became some of the greatest champions of trails, helping to fund construction or providing land easements for new trails.

- **Marketing and Events**

Some towns expressly branded themselves as trail towns in order to attract visitors. All the towns studied recognized the importance of trails as both an asset for residents and a visitor attraction; sometimes these goals were seen as one and the same. All the case study communities relied heavily on events to draw year-round visitors and to spread word-of-mouth marketing. Communities also developed printed marketing materials to promote their town to visitors, or developed online resources.

See Appendix A for the complete case studies document.

TEN LESSONS FOR TRAIL TOWNS

Several key lessons emerged from the communities in these case studies for rural towns looking to advance a recreational trail-based economic development strategy.

- **Form a trail stewardship group.**

Trail plans need a local organization to see them to fruition. A non-profit or public agency committee can apply for grants and partner more easily with outside groups.

- **Tackle big projects one piece at a time.**

Build trail projects little by little instead of attempting to build the full project at once. Provide volunteers and donors with meaningful work and short term successes, and regularly recognize their contributions.

- **Apply for a multitude of grants.**

Many grants accept soft matches (staff time) so don't be discouraged by high match requirements. There are grants for a variety of projects from trail construction to land acquisition to rural entrepreneurship training.

- **Develop clearly identifiable trails.**

Trails must be easy to find, well named and marked, and connect with the downtown business district via signed loops or trailheads.

- **Leverage local cultural assets.**

Displays of local art and history make trails more interesting and more attractive.

- **Events enliven the shoulder season.**

In the winter months, events draw the attention of outsiders, provide the excuse to make a splash about the town, and can attract the participation of outside talent such as musicians, vendors, and cooks.

- **Supply a variety of lodging.**

Trail users span the gamut from low- to high-income, traveling individually or in large groups, and will demand a wide variety of accommodations.

- **Schools make great partners.**

Whether through trades and arts courses or as part of an after school program, trail maintenance and development should be a part of the local school curriculum. This way students develop a sense of ownership for trails, while enhancing the trails for all users.

- **Get the business community on board.**

Approach private land owners or business owners by demonstrating the positive externalities of trails, including inflated property value and increased business.

- **Livable towns are destinations too.**

The aspects of a community that make it a great place to live also make it a great place to visit. Plan trails with residents in mind and the visitors will come.

PUBLIC PROCESS

Connect Cascade Locks intends to benefit the community of Cascade Locks, as well as trail users and other recreational visitors. Therefore, the public engagement process focused primarily on reaching these two groups and finding common interests and needs. Celilo Planning Studio used several public involvement methods throughout the planning process, including surveys, interviews, workshops, and presentations.

Key Findings from the Public Process

- **Cascade Locks has many great opportunities for partnerships with regional and state organizations.**

All the groups that were engaged in the process are enthusiastic about working with the Cascade Locks community in the future. Trails have the potential to unite some agencies and groups that have clashed over other development strategies. *Connect Cascade Locks* provides the opportunity to bring many stakeholders together to promote the town as an entry point to the Gorge.

- **Better wayfinding, trail connections and trailhead amenities are needed.**

Stakeholders suggested alternatives for strengthening the trail-to-town connection and improving trailheads. These suggestions included more secure public parking for trail users downtown, a trail hub to centralize trail information and resources, and better signage directing hikers and cyclists to trailheads.

Both residents and visitors also expressed interest in new recreational access and trails, including beachfront access for swimming, a new waterfront trail, and the construction of the CLIMB Trail.

- **Residents and visitors expressed a desire for new and expanded businesses.**

Both trail users and community members overwhelmingly supported an expansion of choices for dining in Cascade Locks, including the development of a brewpub and a coffee shop. Participants also identified a need for recreational equipment retail, rentals and repairs.

Trail Users and Other Regional Stakeholders

TECHNICAL ADVISORY COMMITTEE (TAC)

Purpose and Methods

Celilo Planning Studio formed a Technical Advisory Committee (TAC) to provide advice throughout the planning process on trail planning procedures, design, and other technical issues. In addition to drawing on technical expertise, a second goal of TAC member recruitment was to forge working long term partnerships among regional and state organizations with a stake in the success of Cascade Locks' recreational development. Committee representatives volunteered from the Oregon Department of

PUBLIC PROCESS

Transportation (ODOT), the Friends of the Columbia Gorge (FOG), the Friends of the Historic Columbia River Highway(FHCRH), the Northwest Trail Alliance (NWTa), the International Mountain Biking Association (IMBA), the Mt. Hood National Forest Service (USFS), Flowing Solutions, LLC and several other organizations that help plan, build and promote trails in the Gorge.

The TAC was not formally convened as a group. Instead, members were asked to provide assistance through individual interviews, access to organizational resources, and agreements to review the Connect Cascade Locks plan and recommendations. TAC members were also encouraged to attend public involvement events with Cascade Locks community members. Structured interviews were conducted with several organizations, and all the TAC members maintained regular contact throughout the planning process.

Additional notes from this interview process can be found in Appendix G.

Key Outcomes

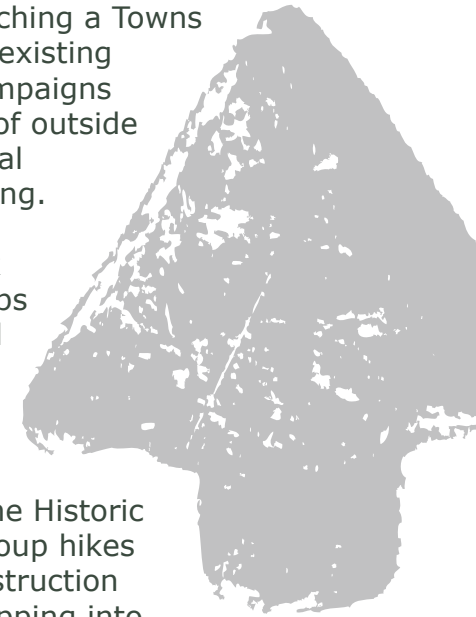
The TAC provided significant informational resources for the plan, particularly related to ongoing and future projects from the participating agencies. With this information, the City and Port of Cascade Locks can make strategic investments based on the trails, wayfinding, programming, and other activities already being developed by other organizations.

In the future, Cascade Locks has the opportunity to coordinate with some TAC members on regional

mapping and wayfinding efforts. Potential partners include ODOT, which is developing an interpretive map of the Historic Columbia River Highway, and the Friends of the Columbia Gorge, which is launching a Towns to Trails Initiative. Coordinating with existing regional mapping and advertising campaigns will allow the city to take advantage of outside technical capacity, and ensure regional consistency for marketing and branding.

Cascade Locks is also advised to look for assistance from current trail groups who are well-versed in recruiting trail volunteers and drawing events to town. Existing user groups, including IMBA, the NWTa, The Pacific Crest Trail Alliance, The Friends of the Columbia Gorge and the Friends of the Historic Columbia River Highway, organize group hikes or rides, and hold volunteer trail construction and maintenance work parties. By tapping into existing organizations, the city can draw on a large volunteer base with a passion for trails.

Interviews also highlighted the importance of investing both in new private ventures and in existing businesses. The City, Port and private entrepreneurs in Cascade Locks are advised to actively invest in new business opportunities that will make the town more inviting to outsiders. The community is also advised to invest in customer service trainings to reinforce the understanding that all residents, employees and business owners are ambassadors for Cascade Locks so



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that visitors will have positive experiences.

TRAIL USER SURVEY

Purpose and Methods

The trail user survey was developed to understand the preferences and current behavior of recreational visitors to the Columbia Gorge. The survey was web based, and was distributed to hiking, biking, and other recreational organizations throughout the Gorge, the Portland metropolitan region, and the Northwest. The survey was first distributed in February 2012; as of April 2012, over 1,200 responses were received. The majority of respondents (approximately 75%) were from the Portland region, and most were slightly older and wealthier than the average Oregonian.

Key Findings

The trail user survey helped identify some of the more common activities and preferences of Gorge visitors. Cascade Locks was the most common stop in the Gorge after Hood River: about a third of all respondents had stopped there for purchases. Also, hikers and bicycle tourists were more likely to stop in Cascade Locks or other small towns than people who were primarily sightseers. The most common purchases in these small towns was snacks, microbrews, restaurant meals, and local produce.

The activities people stopping in Cascade Locks most commonly participated in were wind sports, backpacking and bike touring; throughout the Gorge the most common activities were hiking, sightseeing

and biking. Most of the respondents desired lower cost lodgings, and about half stayed in campgrounds on their last trip to the Gorge. In addition to more lodging and brewpubs, respondents frequently said they would like more hiking trail options and more secure trailhead facilities in the Gorge. They were also interested in better signage and connections between towns and trails.

Full analysis of the Trail User Survey results can be found in Appendix C.

Cascade Locks Community Members

CASCADE LOCKS ADVISORY COMMITTEE (CLAC)

Purpose and Methods

A Cascade Locks Advisory Committee (CLAC) was formed to ensure that key community members and leaders were directly engaged in the process and could provide feedback and local knowledge to the plan. As with the TAC, no formal CLAC meetings were held. Members assisted Celilo Planning Studio with local community outreach throughout the planning process, including disseminating information about the plan, promoting upcoming events, and soliciting responses to the community survey. They were also invited to the community workshops and open house.

Key Outcomes

CLAC members provided critical local knowledge at community workshops and the open house. The CLAC helped Celilo Planning Studio to connect with the public

PUBLIC PROCESS

by inviting student team members to present at regular City, Port and committee meetings. Committee members and their respective agencies also provided outreach assistance by posting event flyers on city message boards and on the local TV station, as well as sending the community survey out with the monthly utility bill.

COMMUNITY WORKSHOPS

Purpose and Methods

In early April, Celilo Planning Studio held two community workshops to engage stakeholders in generating ideas and priorities for trail and business opportunities. The format was loosely modeled after the Travel Oregon Bicycle Tourism Studios, which use small group discussions and brainstorming sessions to develop community-generated ideas. Celilo's workshops were structured with three "breakout" sessions – one for small groups to generate ideas about trail needs and priorities, the second to generate ideas about expanding business amenities and new business opportunities, and the third to focus on ways to implement some of the ideas generated in the first two sessions. Thirty people attended the two workshops, the majority of whom were Cascade Locks community members, along with a few regional stakeholders.

Key Findings

The brainstorming sessions generated numerous ideas for developing and promoting both the trails and the businesses in town. The most popular trail ideas, discussed in the implementation breakout sessions, were the development of consistent mapping and signage and the development of a trail hub. The discussion about the



Participants in a community workshop discuss critical trail connections that will benefit Cascade Locks.

mapping system identified potential locations for signs and map kiosks, other venues for distributing trail maps, ideas for branding the Cascade Locks trails system, and potential partnerships. The trail hub discussion identified potential locations and desired amenities, including auto and bike parking, camping, restrooms, information kiosks, and connections to both downtown and the trailheads. Other trail ideas included suggestions for a "Friends of Cascade Locks" trails group, development of a waterfront trail, and trail loop routes connecting to town in multiple locations. The most popular business idea, discussed in detail at the first workshop, was the development of a brewpub. This discussion highlighted steps that the City was taking to renovate the Old Fire Hall as a potential pub location,

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different options for selling or leasing the property, and other services that could develop in conjunction with the brewpub. The second workshop also discussed brewpub options and considered McMenamins as a potential candidate, with suggestions for developing the pub in the current City Hall location. Participants at the second workshop also discussed the potential for food carts, including ideas for potential locations, facilities that would need to be provided, and zoning and development code requirements. Food carts were suggested as part of a larger discussion of how the town could support small startup businesses. Other business ideas included the need for more events (both recreational and off-season), the development of signs to point visitors to existing businesses



Workshop participants list amenities they would like to see in Cascade Locks.

and amenities, installation of bike parking, and ways to develop more bike-friendly businesses.

Summaries of the workshops can be found in Appendix E.

COMMUNITY SURVEY

Purpose and Methods

A short community survey was distributed to engage Cascade Locks residents and business owners that might not attend the workshops and open house. The survey asked respondents to identify community priorities and concerns about trails and recreational tourism development. The survey was mailed out with the utility bill on April 1, 2012 to approximately 450 households in Cascade Locks and the area immediately surrounding the city. Surveys were returned online, to City Hall, or to drop boxes provided at local businesses, and the survey had an 11% response rate.

Key Findings

The vast majority of survey respondents identified the region's natural resources and scenic beauty as Cascade Locks' biggest asset and source of pride. The region's culture and history, particularly Native American culture, and access to numerous outdoor activities, were also mentioned as local features that could attract visitors. As in the community workshops, a brewpub was one of the most frequently mentioned amenities that community members desired, in addition to better waterfront access for swimming, more signs and maps, and more trailhead amenities such as restrooms, parking and picnic tables. Responses to the community survey also identified some concerns people had about the development of recreational

PUBLIC PROCESS



Participants in the open house were asked to fill out comment forms to get feedback on the presented recommendations.

tourism. The biggest concern expressed was that tourism would not be able to directly provide steady, year-round family wage jobs. Other concerns focused on the potential conflicts between tourism development and preservation of the natural and social environment for local residents. However, almost all the respondents agreed that Cascade Locks has potential as a recreational tourism destination.

Full analysis of the Community Survey results can be found in Appendix D.

OPEN HOUSE

Purpose and Methods

Draft recommendations and alternatives were presented to the public at an open house in late April to solicit feedback. The open house was conducted as an informal drop-in event. Attendees were able to review the draft



Members of the community shared their thoughts on the recommendations displayed on posters at the April 25th Open House.

recommendations, leave comments, and ask questions or discuss ideas directly with Celilo Planning Studio members. The open house was advertised through flyers, announcements on the local TV station, and e-mail invitations. The open house posters were also made available online as a “virtual open house.” Approximately thirty people attended the open house event and provided comments, and several others made inquiries and comments via email.

PUBLIC PROCESS

Key Findings

Many open house attendees expressed support and appreciation for the proposed recommendations. Attendees asked more detailed questions or made constructive suggestions, such as requesting that specific committees be responsible for carrying out certain recommendations. Other people requested cost estimates for proposed facilities, such as public restrooms; suggested potential partners, such as the Trail Keepers; and offered ideas for online marketing, website development and regions to target with marketing.

Attendees also provided additional information about ongoing activities, such as a current project to develop a permanent fish market. New information gathered at the open house concerning Cascade Locks' Programmatic Agreement with the Oregon Department of Transportation led to the abandonment of the preliminary recommendation to paint angled parking on WaNaPa street.

New ideas generated during the open house included a suggestion that seasonal kiosks could be provided for vendors in the park, and a recommendation that hikers should have a pre-arranged location at a trail hub or business where they could meet rescue workers in case of emergencies. Finally, open house attendees identified certain plan recommendations as higher priorities than others – for example, one comment suggested that water fountains at trailheads should be lower priority as trail users often carry their own water.

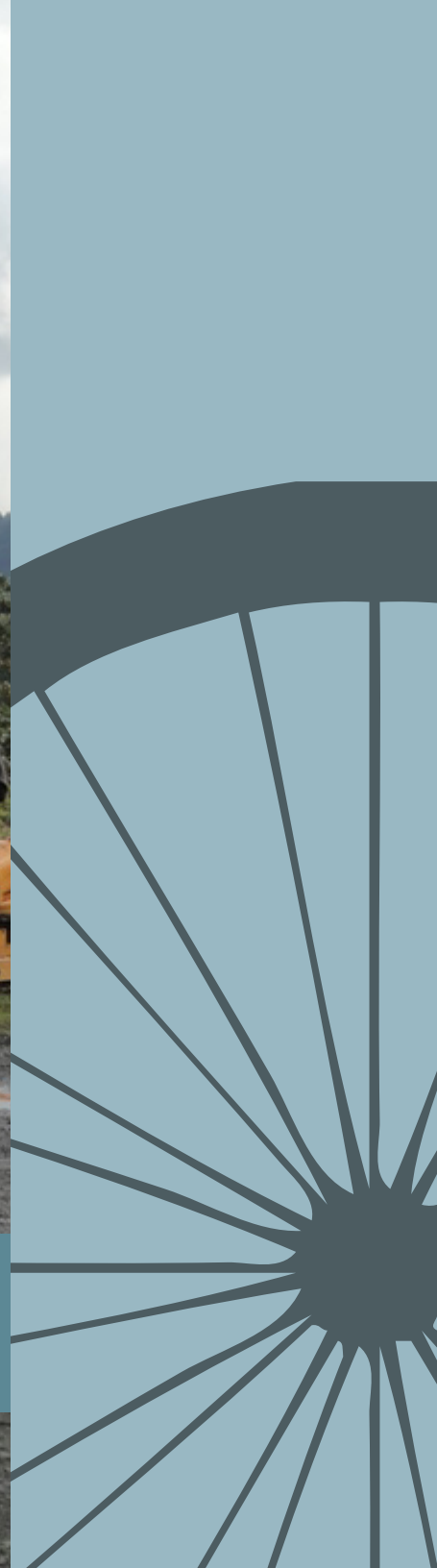
Feedback from the Open House can be found in Appendix F.



Members of Celilo Planning Studio discuss their recommendations with community members at the public open house.



Chapter 3: Trail Stewardship



IN THIS CHAPTER...

The Cascade Locks Story

I think there is so much potential in the Gorge for more mountain biking, the area could draw people from across the nation ... The possibilities are endless, and the volunteers are ready. We just need the go ahead and a sanctioned plan from the powers that be.

-Anonymous Trail User Survey Respondent

As with building a new trail, developing a new sector of an economy takes perseverance, hard work, and a lot of human power. Members of the community have volunteered for decades to build and maintain the trail system. They have picked up trash and cleared brush from the paths. Others have focused on the downtown, planting flowers, painting buildings and directing lost hikers to trails. In a small town, the work of a few hands can go a long way.

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Partnerships
Responsibilities

(Cover Photo: Port of Cascade Locks)

INTRODUCTION

Non-governmental stewardship groups are a vital component in successful recreational trail management. Many Oregon public agencies have stated that trail maintenance is an ongoing struggle due to budget cuts and increased trail use. With limited funding for maintenance and management, stewardship groups provide volunteer-based support for these activities. Private stewardship organizations should obtain non-profit status in order to qualify for certain grants and create an organizational structure necessary to nurture regional partnerships.

A non-profit trail stewardship group will fulfill a vital role in recreational trail development in Cascade Locks. It will function as a communication liaison with the US Forest Service (USFS) in the ongoing CLIMB Trail Environmental Assessment process. The group could also generate support for other new trail projects such as a riverfront trail. Most importantly, the group will provide one of the leadership roles necessary to successfully guide the implementation of Connect Cascade Locks.



Volunteers helped the Northwest Trail Alliance build the Easy CLIMB Trail in Cascade Locks.

(Photo: Port of Cascade Locks)

CASCADE LOCKS TRAIL CARE GROUP

To sustain recreational resource development in Cascade Locks, we recommend forming a community-based trail stewardship group to spearhead and coordinate trail construction, maintenance and youth engagement activities for the entire trail network around Cascade Locks. We recommend forming a Trail Care Group under the umbrella of the Northwest Trail Alliance (NWTA). The NWTA is an organization dedicated to advocating for trail access, promoting responsible mountain biking, and building and maintaining sustainable trails. The group is already engaged in trail work and outreach for the Easy CLIMB trail. The non-profit has a large mountain biking following and is known for strong volunteer base and riding events. Forming a stewardship group under the NWTA takes advantage of their existing non-profit status and networks, while allowing community members and other non-NWTA members to become involved.

This Trail Care Group should expand their scope beyond the Easy CLIMB trail to include other trails in the Cascade Locks area. Members of the Trail Care Group should include representatives from the Tourism Committee, Downtown Revitalisation Steering Committee and Joint Economic Development Task Force, as well as interested business owners, residents and other trail user groups such as the Pacific Northwest Trail Association (PNTA). The Trail Care Group will be a coordinated community liaison to appropriate agencies and non-profit organizations during the planning and development of trail projects.

Once formed, the group should choose a name and draft a mission statement and a set of objectives in regards to the Connect Cascade Locks plan and the community vision statement. The Trail Care Group should develop an official name and logo; develop a leadership structure that distributes responsibility between members; actively recruit new members; hold regular meetings; coordinate and communicate with local agencies and groups; and establish a consistent method of record keeping. The TCG will also need to develop regular correspondence with the public through a newsletter and web presence.

Partnerships

Once the Trail Care Group is formed, the group should build long-term partnerships with regional trail organizations. Partnerships encourage regional coordination, leverage resources and expand the volunteer network available for stewardship events and youth activities. Regional partners to consider include the following state government agencies and non-profit organizations:

- **Northwest Trail Alliance (NWTA)**
As the parent organization, the Trail Care Group in Cascade Locks should stay engaged with the NWTA activities and membership. The NWTA will be a strong partner to advocate for the development of the full CLIMB network and may provide expertise during the CLIMB Trail's Environmental Assessment process with the National Forest Service.

CASCADE LOCKS TRAIL CARE GROUP

- **Friends of the Columbia Gorge**

This group has been active in the Gorge for over 30 years, helping to protect and enjoy the scenic, natural, cultural, and recreational resources of the Columbia River Gorge. The group has over 5,000 members and leads hikes throughout the Gorge year round. The Friends of the Columbia Gorge is pursuing the Gorge Towns to Trails (GT2T) program, which aims to develop a regional trail system that links Gorge communities to recreation and scenic resources to enhance tourism benefits. This program has engaged communities throughout the Gorge on both the Washington and Oregon side.

- **Pacific Crest Trail Association (PCTA)**

The PCTA office in Cascade Locks organizes regular trail

maintenance projects along the Pacific Crest Trail (PCT) in partnership with various interest groups. They are a member of the National Trail Partnership, which could potentially provide additional resources to the Trail Care Group. The PCTA has a large membership base and national recognition, and plans the annual Pacific Crest Trail Days event in the Marine Park.

- **Friends of the Historic Columbia River Highway (FHRCH)**

The FHRCH supports the restoration and reconnection of the historic highway through the Columbia River Gorge. The route is a combination of the Historic Highway 30, which is accessible to cars and bicycles, and a state

Great Ideas from Another Trail Town



A high school trades class builds bike camping shelters at a trailhead in Connellsville PA.

(Photo: Ted Kovall, Yough River Trail Council)

In **Confluence, PA**, the Allegheny Trail Alliance (ATA), partners with the local trail stewardship group, the Yough River Trail Council, to care for the trailhead along the Great Allegheny Passage (GAP). Through the regional Trail Towns Program, the ATA also partners with the Student Conservation Association (SCA), which hires youth from all over the U.S. to participate in sustainable education and land stewardship programs on the local trails. The Yough River Trail Council has been very successful at incorporating trail projects into the local high school curriculum. Student projects have included constructing camping shelters, welding grills, and refurbishing an old trolley car into a visitor's center.

For more information on Confluence, PA, see Appendix A.

CASCADE LOCKS TRAIL CARE GROUP

multi-use trail. This group hosts annual fundraising events, holds invasive weed removal work parties and engages in extensive outreach events to educate the public about the Historic Highway. They are eager to partner with Cascade Locks on projects regarding the HCRH route, which travels through the heart of downtown along WaNaPa. A section of the HCRH state trail will be completed in 2013, linking Cascade Locks to Troutdale and Portland, and the FHCRH hope to coordinate with Cascade Locks and the Oregon Department of Transportation on a promotional opening day event.

- **National Forest Service (USFS)**

The USFS manages the Mt. Hood National Forest, which stretches 60 miles south from the Columbia Gorge south to the Olallie Scenic Area and Mt. Jefferson. The agency maintains recreation sites and trails, conducts restoration projects, monitors wildlife populations, improves fish and wildlife habitat, and conducts conservation education programs. The USFS is supportive of community trail groups that can help them accomplish these tasks. As the agency in charge of the NEPA Environmental Assessment for the CLIMB Trail, the USFS will be a key partner for near-term trail planning in Cascade Locks.

- **Oregon Department of Transportation (ODOT)**

The City of Cascade Locks has entered into a programmatic agreement with ODOT concerning future transportation improvements along WaNaPa Street and Forest Lane. This agreement includes conditions for the addition of street trees and curb bulbs along WaNaPa Street, as well as the construction of bicycle and pedestrian improvements along Forest Lane. Any changes to these streets will require coordination with ODOT to



Northwest Trail Alliance volunteers break out heavy equipment for trail building at the Easy CLIMB Trail.

(Photo: Port of Cascade Locks)

ensure consistency with the programmatic agreement. ODOT is also responsible for the completion of the Historic Columbia River Highway State Trail segment from John B. Yeon State Park to Moffett Creek. The agency would be an excellent partner for coordinating trail signage along the regional state trail, as well as developing a launch event for the new trail segment in Cascade Locks

- **Oregon Parks and Recreation Department (OPRD)**

The OPRD operates parks and amenities in the Gorge ranging from trails (the HCRH State Trail) to campsites to

CASCADE LOCKS TRAIL CARE GROUP



Students at the Cascade Locks School pose with their bikes during Bike to School Month.

(Photo: Cascade Locks School)

picnic areas. Coordination with the OPRD will be needed in updating the HCRH Trailhead kiosk as well as developing the Wyeth Bench area. As OPRD develops regional recreation plans it will be important to coordinate with the Trail Care Group in Cascade Locks.

- **Youth group organizations**

Many youth organizations, such as the Boy Scouts, Girl Scouts, 4-H, Boys and Girls Club, and other groups may be great resources for volunteer, education and outreach activities. These kinds of groups often look for ways to engage their young members in place-based education projects.

- **The Partnership for the National Trails System (PNTS)**

The PNTS “connects member nonprofit trail organizations and federal agency partners to further the protection, completion, and stewardship of the 30 National and Historic Trails within the National Trails System.”¹ Cascade Locks houses three national trails: the Oregon Trail, the Pacific Crest Trail, and the HCRH State Trail. The PNTS supports non-profit trail groups that maintain these national trails through a support network for assistance with funding, technical and promotional assistance. They also coordinate conferences, workshops and skill-building training for partner volunteers and staff, and serve as policy advisors to partner organizations.

- **Other local organizations**

Groups such as the Lions Club, Rotary Club, and other community and business organizations should be included in discussions about trail projects and maintenance. They may be able to provide volunteers or support the trails stewardship group in other ways, such as by writing letters of support for grants and trail projects.

¹<http://www.pnts.org/>

CASCADE LOCKS TRAIL CARE GROUP

Responsibilities

Trail Maintenance and Building

One of the main responsibilities of the Trail Care Group should be trail building and maintenance. Most of the trails around Cascade Locks are owned by the USFS, which is responsible for the management and administration of trails on federal land. However, as stated in the *Oregon Statewide Action Plan*, a key objective for maintaining and preserving trail infrastructure and related features is to more effectively engage volunteer stewards for the Oregon trail system. Volunteers are needed to keep up with the demand for new trail construction and maintenance as governmental organizations are subject to budgetary constraints. In addition, as the USFS begins the NEPA Environmental Assessment process, they will require the involvement of a community trails group. The Trail Care Group will play a critical role in the public involvement component of the CLIMB Trail assessment, as well as trail building if the trails plan is approved.

Youth Engagement

The CCL plan will depend on implementing the strategies laid out now and in the future. However, many of the community benefits will not be seen unless there is a sustained commitment to developing recreational assets. One way to ensure future investment is to nurture a sense of trail and environmental stewardship in youth, so children will grow up appreciating the trails they helped create and maintain. Creating this connection at a young age will have a long-lasting impact for Cascade Locks. As they grow up these young stewards will feel ownership and personal investment

in the community's trail system. Getting youth onto the trails will also encourage more active lifestyles, thereby improving health and fitness.

Programming elements to consider include:

- In-school activities and field trip opportunities that use trails to learn about science, nature, local culture and history.
- After-school activity clubs that join with other local schools, such as Hood River Schools, that may already have clubs formed and active members to involve in Cascade Locks. Reaching out and partnering with local Boy/Girl Scout groups and the 4-H club is a good starting point to

Great Ideas from Another Trail Town

The **Hot Springs, VA** Elementary School has adopted a section of the trail near the school. The children are responsible for maintaining a section of the trail by assisting with invasive species removal and water quality monitoring. In the classroom, they read pen-pal correspondence from local hikers and record it in a journal kept at a local diner.

The Mt. Rogers Appalachian Trail Club in **Damascus, VA** works with local schools through their Trails to Every Classroom curriculum and high school outdoors program. They assist with service learning projects with exhibits in local middle school informing youth about invasive species and other environmental problems that affect their trails and natural areas.

(Source: AppalachianTrail.org)

CASCADE LOCKS TRAIL CARE GROUP

find active youth in the community. These youth groups would participate in service and stewardship activities on surrounding regional trails.

Recreation Events

To generate publicity about Cascade Locks' trail system and to draw in visitors, it is important to hold trail-related events. The Trail Care Group should be involved with trail related events in coordination with the city's Tourism Committee. These events might range from small organized hikes to trail and river clean-up days to cyclocross race events. As a branch of the NWTA, the Trail Care Group will become a leader for events such as IMBA's Take A Kid Mountain Biking Day and cyclocross races at the Industrial Park.

RECOMMENDED TRAIL CARE GROUP ACTIVITIES

- Raising money for trail amenities, new trail connections and maintenance
- Recruiting volunteers
- Creating and sustaining a web presence
- Recruiting outdoor events to Cascade Locks
- Attending Cascade Locks Action Team meetings, Tourism Committee meetings and DRSC meetings
- Coordinating youth engagement activities and events
- Assisting with the NEPA process for the CLIMB Trail
- New trail construction
- Trail maintenance: trash removal, vegetation control, minor repairs, emergency and storm damage repair, trail resurfacing and clearing

Great Ideas from Another Trail Town



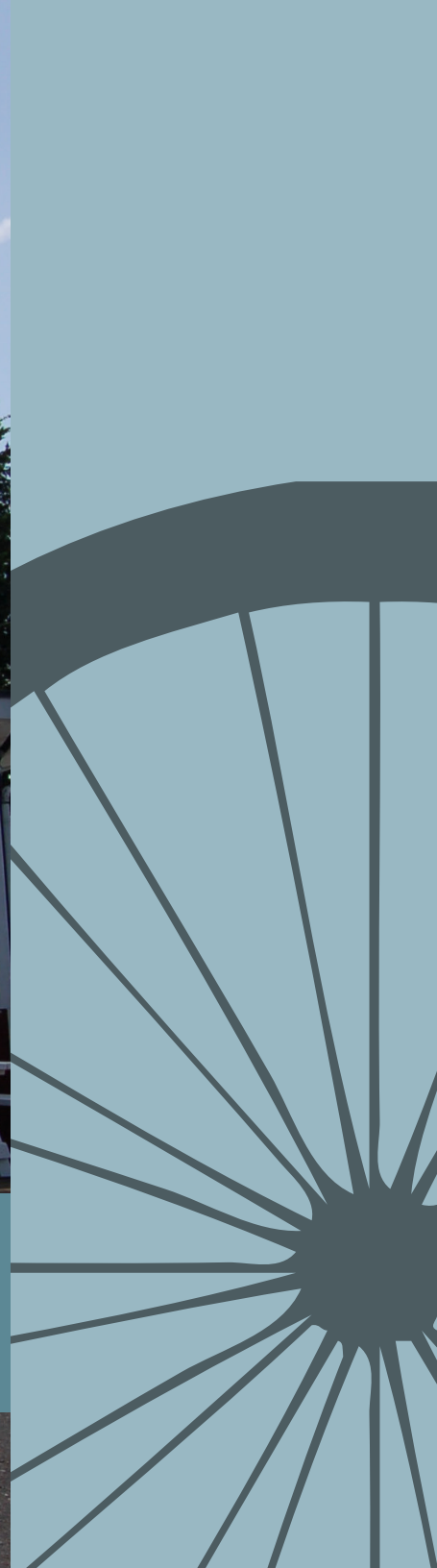
A popular stop along the Appalachian Trail, **Damascus, VA**, holds an annual Trail Days festival in May drawing over 20,000 participants. Marketing and event planning is a joint effort, with an advisory committee made up of representatives from Mt. Rogers Appalachian Trail Club, the Town Council, the Planning Commission, Damascus Parks and Recreation and local businesses.

For more details on Damascus, VA, see Appendix A.

(Photo: David Aaronson, mfrs.net)



Chapter 4: Business and Marketing Recommendations



IN THIS CHAPTER...

The Cascade Locks Story

We love the Gorge exactly as it is. It is our first choice destination for all kinds of recreation. Improvements to in town amenities that would help support our experience could include better hotel and vacation rental accommodations and better restaurants.

-Anonymous Trail User Survey Respondent

Visitors love Cascade Locks, and they love it for many of the same reasons as residents: the trails, the people and the natural beauty of the Gorge. Finding a better way to improve Cascade Locks for visitors is one of the greatest challenges for the community. Fortunately, travelers and residents want many of the same things. Some simple pleasures are universal: a warm cup of coffee on a rainy day, a hearty meal made by loving hands and a place to rest and share time with friends.

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INTRODUCTION

In the 2012 “Vision Statement for Our Future,” the citizens of Cascade Locks identified a productive business district as a top priority. In this chapter, we recommend steps to help create a welcoming atmosphere for business investors, recreational tourists and other visitors while serving the needs of locals.

These recommendations also further the goals of the *2004 Cascade Locks Downtown Development Plan and Strategy* and the *2009 City of Cascade Locks Economic Opportunities Analysis*. They were developed with community input as well as outside research, including the survey of Gorge area trail users (Appendix C) and case studies of other towns that have sought to become recreational destinations (Appendix A).

Several community groups and agencies will need to take a leadership role in implementing these recommendations, including the City of Cascade Locks (City), the Port of Cascade Locks (Port), the Downtown Revitalization Steering Committee (DRSC), and the Tourism Committee. These organizations will need to collaborate closely with each other as well as with local business owners to increase customer satisfaction and economic activity in Cascade Locks. These groups should also develop and maintain ongoing partnerships with local and regional organizations such as the Mount Hood Community College, Columbia Gorge Community College, Hood River County Chamber of Commerce, West Columbia Gorge

Chamber of Commerce and the Mid-Columbia Economic Development District. As recognized in the Cascade Locks vision statement, all of these groups will have to “work together cooperatively to leverage our human and natural resources toward overall prosperity.”



The Pacific Crest Trail Resupply Store in California provides hiking supplies and outdoor seating.

(Photo: *The Blonde Coyote*)

BUSINESS DEVELOPMENT

Cascade Locks has numerous opportunities to expand existing businesses or attract new businesses. Many of the recommended actions will require active participation from the private sector; however, this can and should be encouraged and supported by the Tourism Committee, DRSC, the City, and the Port. There are a number of actions that these public sector groups can take to support existing businesses, as well as steps they can take to recruit new business investments.

Financial and Technical Assistance

Financial Assistance

The City and Port should provide financial assistance to support both existing business activities as well as desired new business development. Financial assistance can include incentives such as reduced or subsidized rents, reduced permit fees or tax breaks. It may also include grants for storefront improvements or other business investments.

Technical Assistance

The DRSC should offer technical assistance to existing and new business owners, with support from the City and Port. Technical assistance can include helping business or property owners seek

alternative development strategies such as exploring historic designation options. It can also include providing business owners with access to professional advice or developing business mentorships through community colleges or Chambers of Commerce. The DRSC can also connect local businesses to a variety of support and services offered by Chambers of Commerce, such as customer service workshops. As the City and Port are currently members of the Hood River County Chamber of Commerce and other regional Chambers, the DRSC should make sure local businesses benefit from these relationships.



The DRSC could help the Pacific Crest Pub or other downtown buildings pursue historic designation to avoid costly renovation requirements for future business development.

BUSINESS DEVELOPMENT

Dining, Lodging and Retail

There are several new businesses that both the local community and trail users would like to see in Cascade Locks.

Brewpub

There is a strong desire on behalf of both residents and trail users for a brewpub. Both say they enjoy visiting other brewpubs in the Gorge, and visitors say they would be more likely to stop in Cascade Locks if there was a brewery to visit. The DRSC, City and Port should work together to determine desirable brewpub elements (e.g. local ingredients, community events and outdoor seating). They should then recruit entrepreneurs to develop brewpub business proposals and provide incentives to encourage investment. The DRSC, City and Port need to then work with the selected brewpub owners to develop the preferred brewpub location (one current option is the Old Fire Hall).

Food Carts

Food carts are another strategy the community identified for expanding dining options in Cascade Locks. Food carts are ideal for events, seasonal visitor markets, and small startup businesses, as they are mobile and inexpensive. However, the City and Port will need to identify space for the food carts. The Port's Bridgeview property may be a good location for a temporary food cart pod, and carts could also be located at the Industrial Park or Marine Park during events. The DRSC should take the lead on recruiting

food cart operators, first contacting local restaurants and the pursuing existing food cart businesses in Portland. They should seek a variety of food options, and should also seek a coffee cart operator from an existing chain such as 10-Speed Coffee, Robbies, or Stumptown.

Local Fish and Produce Markets

The community and visitors both would like permanent fish and farmers market facilities. Currently, Native American fishermen sell their product below the Bridge of the Gods. Development of market facilities would



A food cart can be built cheaply and quickly, providing a low entry point for entrepreneurs and can be incubators for brick and mortar businesses.

(Photo: Joeff Davis)

BUSINESS DEVELOPMENT

both expand food options in Cascade Locks and help local producers reach new customers. The City and Port are currently working with Native American fishermen to develop a fish market and should continue to support this project. The DRSC should support this and should also partner with Gorge Grown to develop a regular farmers market. In the short term, the DRSC, City and Port should support the fish and farmers market with organizational assistance, facilitation of permits, and facilities such as signage and port-a-potties. In the long term, they should work to develop more permanent facilities for the market.

Lodging

Case studies of other trail communities demonstrated that successful trail towns provided visitors with a wide variety of lodging options. Cascade Locks currently offers lodging at hotels and RV camping at the Marine Park and the KOA campground. However, those looking for alternative options may currently be bypassing Cascade Locks altogether. The DRSC should begin identifying suitable locations for a hostel or a Bed and Breakfast (B&B) – one suggestion from community workshops was to redevelop Big D's as a hostel or vacation rental. A new B&B or hostel could also be developed jointly with another business. The City and DRSC should also help the Pacific Crest Pub identify alternatives for developing a hostel, such as exploring the possibility of a historic designation for the building to avoid prohibitively expensive renovation requirements. Updating and restoring the Scenic Winds Motel can also provide a sense of nostalgia for travelers, staying in small cabins along the Historic Highway and providing a unique place to stay in the Gorge.



The current fish market takes place in the Charburger parking lot out of truck beds and coolers.

Recreational Equipment and Supplies

In the long term, a store offering equipment repair, sales and rentals would encourage more use of the mountain biking and water trails, and support trail users in need of basic repairs or supplies. The City, Port and DRSC should begin investigating options for recruiting a bike, boat and ski equipment repair, rental and retail business. This could be developed as part of a mixed-use business (such as a bike and coffee shop) in the near term if the market will not support a stand-alone business.

BUSINESS DEVELOPMENT

City Code

The current city code may not support entrepreneurs. Some development requirements may make new businesses or expansions to existing businesses prohibitively expensive and sections of the zoning code may limit the ability of businesses to add amenities such as outdoor seating or storefront improvements. The DRSC, in collaboration with the City, should review the existing city codes and ensure that the code allows for micro-business development through temporary structures, carts or mixed use buildings. The DRSC should hold community workshops to identify business and property development goals and then to craft recommended amendments to the city code that support these goals. The recommended amendments can be made to the Joint Economic Development Task Force.



This bicycle rental shop in Damascus, VA provides visitors with mountain bike rentals and shuttle service to the Virginia Creeper Trail.

(Photo: Creeper Trail Bike Rental - Shuttle)

BUSINESS DEVELOPMENT

Recommendations

For a detailed list of recommendations, the parties and organizations responsible for carrying out the tasks and potential partners, please turn to Chapter 7: Implementation Strategy.

This Month

- Begin work with the City to review city code to ensure that it supports temporary uses such as food carts

This Year

- Work with the region's Chambers of Commerce and community colleges to provide customer service training to business owners and employees
- Hold community workshops or symposiums to discuss different development goals and code amendments that could assist in achieving them
- Recruit event or seasonal coffee, food and gear rental cart vendors
- Provide financial assistance to existing businesses planning to expand or make improvements
- Continue developing a fish market
- Continue pursuing opportunities for a new brewpub



The Scenic Winds Motel could provide a unique type of rustic lodging for Gorge visitors if restored and updated.

Long Term

- Recruit new hospitality businesses and a recreational equipment business

WELCOMING ATMOSPHERE FOR VISITORS

Marketing and wayfinding are important tools for initially attracting tourists to a town, but it is equally important to make trail users and other visitors feel welcome and comfortable in town. The atmosphere of a town – including aesthetic qualities, the availability of information, goods and services, and community and employee attitudes – impacts whether a visitor will return or recommend the location to friends. In the long term, a welcoming atmosphere can even encourage business investment.

Cascade Locks Ambassador Program

According to the 2012 Community Vision Statement, Cascade Locks should become “a proud community of ambassadors. [The town should] market our strengths and tell our story daily to potential businesses, residents, and visitors [...] Every Cascade Locks citizen is an ambassador.” This is an important attitude for attracting visitors and ensuring that they have a satisfying experience in town. Cascade Locks residents and employees should be able to provide visitors with information about the town’s and region’s amenities. Currently the Tourism Committee is developing a workshop to educate employees at local businesses about the town’s attractions so that they can share the information with visitors. The DRSC should support Tourism in this effort and should help develop this as an annual event. The DRSC should also coordinate this local knowledge training with the more general customer service trainings offered by the Hood River County Chamber of Commerce and the Hood River Community

College. In the long term, Tourism should work with the future Trail Care Group to train employees about the region’s trails, similar to the “We Speak” program in Oakridge, Oregon (see sidebar).

Great Ideas from Another Trail Towns



A welcoming atmosphere can help bring visitors to town, but it can also make them want to come back. In some cases, companies are even encouraged to locate an office or industry in a town that offers high quality of life and friendly locals. According to one source*, Facebook located an office in Prineville and Google built a facility in The Dalles in part because business leaders had visited the towns and made personal connections with local residents.

**Bruce Sorte, Oregon State University economist
(Photo: City of Prineville)*

WELCOMING ATMOSPHERE FOR VISITORS

Great Ideas from Another Trail Town

During a Bicycle Tourism Studio Workshop run by Travel Oregon, residents of **Oakridge, OR**, hatched the idea for “We Speak”, a marketing program designed to make visitors feel welcome by training employees at local businesses to “speak” the language of various recreational activities. Every year a representative from the Chamber of Commerce holds a training session for employees about recreational activities, trailhead locations and local contacts, and participants are given brochures and maps to hand out to visitors.



For more information on Oakridge, OR, see Appendix A.

Storefront and Streetscape Improvements

The downtown stretch of WaNaPa Street should provide a more aesthetically attractive environment for pedestrians to encourage more visitors to get out of their cars and shop at local establishments. Street trees can make the street more attractive and provide shade over the sidewalks. The City and DRSC should contact Friends of Trees and Depave in Portland to explore partnerships for street tree planting.

Outdoor restaurant seating facing the main street can also improve the streetscape with a livelier atmosphere, as well as helping to attract more customers to local businesses. The DRSC should work with downtown restaurants to provide this. The seating should be covered where possible. If the seating is on the sidewalk, it should not block the pedestrian thoroughway. When outdoor seating is available on back patios, the DRSC should also encourage restaurants to advertise this in their front windows.

Downtown Streetscape

The *Downtown Development Plan and Strategy* encourages public investment in street, sidewalk, and other improvements. In addition to connecting the downtown area to local trailheads, pedestrian, bicycle, and aesthetic street improvements will serve local transportation needs and make downtown Cascade Locks a more attractive, safe and comfortable destination.



The Oakridge, OR, Brewers Union 180 pub removed a parking space and built a curb bulb to accommodate outdoor seating.

WELCOMING ATMOSPHERE FOR VISITORS

Transportation Improvements

The City and DRSC should identify pedestrian and bicycle improvement projects on WaNaPa. There may be a number of locations where crossings could be added or improved. Sidewalks should be complete and ADA accessible, and curb bulbs should be considered where appropriate to reduce speeds and reduce crossing distances. These improvements will require the city to work closely with ODOT, and comply with the 2005 HCRH Programmatic Agreement.

Stock Trail User Supplies

Hikers and bikers often look for basic supplies such as bicycle tubes, patch kits or sunscreen. When they forget their supplies, need to restock, or need to make light repairs, finding these small but necessary items in a local store can make a trail user's experience that much more positive. They also frequently purchase snacks that are easy to carry and eat on the trail. The Tourism Committee and the DRSC should work with existing markets to encourage them to feature displays of basic trail user supplies during the summer (see below).

Common Hiker / Biker Supplies

Snacks

- Granola Bars
- Energy Bars
- Trail Mix
- Nuts
- Chocolate Bars
- Dried Fruit
- Jerky

Hiker Supplies

- Sunscreen
- Chapstick
- Insect repellent
- Reusable water bottles
- Sewing kits
- Shoe repair kits
- First aid kits

Bicycle Supplies

- Bike Tubes
- Patch kit
- Tire levers
- Loaner bike locks

Visitor Services

Provide and advertise free wireless internet

There are currently many locations in town that offer public internet access, including the Marine Park, the public library, the Cascade Locks School, the KOA Campground, and some downtown businesses. Visitors value this service and may be more inclined to patronize a business that offers it. The Port and City are also working to develop WiFi throughout downtown. It is important that visitors know where internet access is available. The DRSC should work with local businesses, the City and the Port to advertise the availability of free WiFi in store and restaurant windows and in public spaces.

Provide Bicycle Parking

Whether they are stopping in town on a long bike tour or are just in town for a day of biking on nearby trails, riders need a place to secure their bikes. Bike racks also make bicyclists feel welcome, and can increase parking capacity for a business. Short term bicycle parking should be located near stores, restaurants and facilities that cyclists use, such as trailheads and public restrooms. Staple racks are the most effective short term bicycle parking. The DRSC

Staple racks provide effective short term bike parking.

(Photo: Cycling Art)



WELCOMING ATMOSPHERE FOR VISITORS

should work with shops and restaurants to prioritize locations for short term bicycle parking. They should also contact other small communities in the region, rack manufactures, and larger jurisdictions to explore opportunities for bulk purchasing. Once locations and partnerships are established, the City and Port should purchase and install the bike racks.

For longer term or overnight parking, indoor bicycle storage is best. The DRSC should encourage existing and future lodging establishments to allow bicycle tourists to bring bicycles into their rooms or to provide secure indoor parking on site.

Recommendations

For a detailed list of recommendations, the parties and organizations responsible for carrying out the tasks and potential partners, please turn to Chapter 7: Implementation Strategy.

This Month

- Work with local businesses to ensure that they stock supplies and snacks for all trail users
- Work with local businesses to advertise free WiFi where available

This Year

- Develop and administer a Cascade Locks ambassador training program in partnership with HRCCC, FOG, NWTa and other local partners as appropriate
- Work with local businesses and regional partners to plant street trees and develop outdoor seating or advertise back patio seating
- Work with the City, Port and regional partners to purchase and install bike parking in front of downtown businesses

Long Term

- Work with ODOT and other partners to improve crossings, sidewalks, bike lanes, and other bike and pedestrian projects as appropriate

MARKETING AND EVENT DEVELOPMENT

Marketing the town is an important part of a tourism and recreation-based economic development strategy. Cascade Locks is less than 45 miles from the Portland-Vancouver metropolitan area, which has over two million residents and a strong appreciation for outdoor activities. Cascade Locks' proximity to this market is a fortunate asset. The trail user survey also showed that many visitors come to the Gorge from all over the Pacific Northwest, so marketing materials and information should be included on websites used throughout the state.

The Trail Care Group and city committees should also continue to draw new events to town. Races, festivals and other events can draw in big crowds and attract regional attention. Events also have the added bonus of strengthening the cultural identity of a small town.

Web Presence

The 2012 community vision statement directs Cascade Locks towards focusing their marketing efforts on the Pacific Northwest and beyond. An easy and effective way to reach people is by building up the town's web presence. Our trail user survey found that the most common information sources for Gorge visitors were the internet and word of mouth. It is essential that Cascade Locks' amenities and events appear in online searches. In the short term, the DRSC and Tourism can work with businesses and trail organizations to update the community's information online. In the long term, however, the City and Port should consider developing a

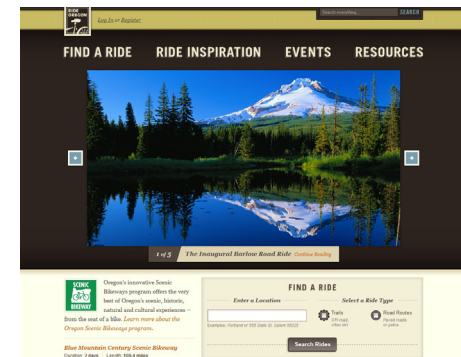
joint internship or part time position to help coordinate and maintain the Port, City and Tourism websites and to help the Tourism and DRSC keep information on external websites up to date.

Business Information Online

The DRSC should work with local stores and restaurants to review and update their information on multiple websites, such as Yelp, Urban Spoon, Around Me, Citysearch, Yellowpages, Yahoo! Local, Zagat, and Google. Customers post reviews of businesses on these sites, which can be an invaluable resource for a business owner. The DRSC should also encourage businesses to post their hours, locations and contact information on these websites and make sure the City, Port and Tourism websites are updated with this information.

Trails and Recreation Information Online

The Tourism Committee and Trail Care Group should research trails, biking and hiking websites and ensure that Cascade Locks trails are listed. Some of the websites to update include Ride Oregon Ride, Northwest Trails Alliance, International Mountain Bicycling Association, Pedal Nation, Friends of the Columbia Gorge, Trails.com, the Mazamas, Portland Hikers, and the



Cascade Locks trails should be on trail websites like Ride Oregon Ride.

MARKETING AND EVENT DEVELOPMENT

Forest Service. In the long term, the future Trail Care Group should continue to expand and maintain Cascade Locks' trails information online.

Signage

In addition to keeping online information up to date, downtown business, event, and tourism information should also be distributed throughout town and clearly displayed on signs, at trailheads, in business windows, and other highly visible locations where appropriate. Tourism currently distributes brochures at numerous locations and should continue doing so. Additionally, trails brochures should be available at trailhead locations. The DRSC should work with Tourism, the Port and kiosk owners to post downtown business information at the future trail hub and recreation node kiosks. The DRSC, Port and City should work with ODOT and other regional agencies to enable advertising of Cascade Locks amenities and businesses on I-84, at Multnomah Falls, and other significant visitor destinations in the Gorge.

Additionally, the Tourism Committee should work with the DRSC, local businesses, the regional Chambers of Commerce, and regional recreation groups like the Friends of the Gorge to develop window signage for businesses. The window signs or stickers can help stores and restaurants welcome hikers and bikers, help advertise supplies and services available, and promote locally grown or made products.



Events can draw new visitors from around the region to enjoy Cascade Locks' recreational activities.

(Photo: Decline)

Events

Carrying out successful events and programming recreational facilities such as the Marine Park requires a lot of time and attention to details. Currently the Marine Park is programmed primarily when groups request it, and events may not be coordinated with other local and regional events and resources. Also, like many recreational destinations, Cascade Locks struggles with the seasonal nature of trail-based tourism. The community will benefit from a more comprehensive approach to event planning for all seasons.

Create a comprehensive community event calendar

There are many events that currently take place in Cascade Locks, but are not coordinated with each other and do not take full advantage of cross-promotional

MARKETING AND EVENT DEVELOPMENT

opportunities. Tourism and the DRSC should work with the Cascade Locks Action Team to develop an annual comprehensive event calendar for all the events that occur in and around Cascade Locks. The Tourism Committee should make sure this calendar is updated regularly and posted on all of the Cascade Locks websites, other pages with official community information such as Facebook, the regional Chambers of Commerce sites, and other relevant partner sites. The calendar can also then be printed and posted at trail kiosks, in the windows of vacant buildings, and other locations.

Develop and promote events for all seasons

The Tourism Committee should work with the relevant local and regional partners to continue promoting existing events such as the Angela Coe Rainy Day Run/Walk, the Cascade to Crown Ride and Sternwheeler Days. With these existing events they should develop discounts and package deals to encourage event attendees to shop, eat and stay at local establishments, such as the Friends of the Gorge "Stay and Play" program. The Tourism Committee, the DRSC, the Port and the Trail Care Group should also continue working with regional partners to recruit and develop new

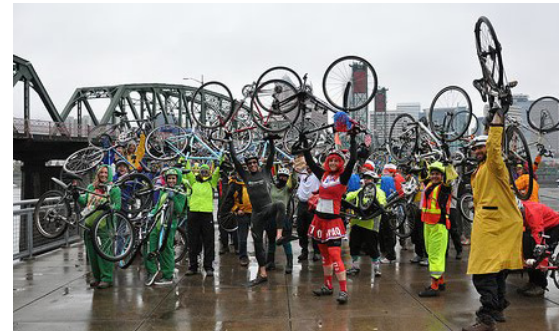
events, including recreational events such as cyclocross races, disc golf tournaments, and multi-sport events, like triathlons. For the shoulder- and off-season, they should still consider organizing outdoor events such as "worst day of the year" hikes or rides, and they should develop and promote non-recreational events that can be held indoors such as art festivals, cultural celebrations, or wine and beer festivals.

Hire event coordination staff

Cascade Locks would benefit from a full time programming and event manager who would be responsible for recruiting, planning and promoting events, obtaining sponsors, and coordinating with local businesses. In the long term, the City and Port should create a joint full time event coordinator position. This position should also coordinate with the regional Chambers of Commerce and the Tourism Committee and the Trail Care Group to cross-promote events.

Cyclocross races can be held year round and can be more exciting when they happen in the mud!

(Photo: Pat Malach)



The Worst Day of the Year Ride in Portland draws riders for its originality and challenge.

(Photo: Aaron Choate)

MARKETING AND EVENT DEVELOPMENT

Recommendations

For a detailed list of recommendations, the parties and organizations responsible for carrying out the tasks and potential partners, please turn to Chapter 7: Implementation Strategy.

This Month

- Work with local and regional partners to develop a comprehensive community event calendar
- Install tourism brochure holders on Port and City owned kiosks; keep them stocked regularly
- Work with local businesses to review and update their information on various websites
- Update Cascade Locks trails and recreation information on recreation websites throughout the region

This Year

- Work with local businesses and regional partners to develop window signage welcoming trail users and advertising supplies and local products
- Promote existing events and develop new recreational and off-season events

Long Term

- Co-fund a full time event coordinator position



Chapter 5: Trails and Trailhead Amenities



IN THIS CHAPTER...

The Cascade Locks Story

There are breathtaking hiking trails with trailheads starting right here in town and waterfalls in the vicinity.

-Anonymous Community Survey Respondent

Ask a resident what makes them proud of Cascade Locks, and they will tell you about the incredible natural beauty at their fingertips. The town has six access points to the great outdoors inside city limits. Today, however, these portals have been neglected for so long, some residents do not even remember that they are there. When thru-hikers walk off of the Pacific Crest Trail into the town of Cascade Locks, they are met by a poorly placed Do Not Enter sign and a highway off ramp. Bicyclists searching for the new Easy CLIMB trail may circle the industrial park and then leave, unable to find their trailhead only 100 yards away. A few simple improvements at trailheads will do more than point the way for wandering travelers: they tell a story of a community that has invested in its trails and welcomes those who use them.

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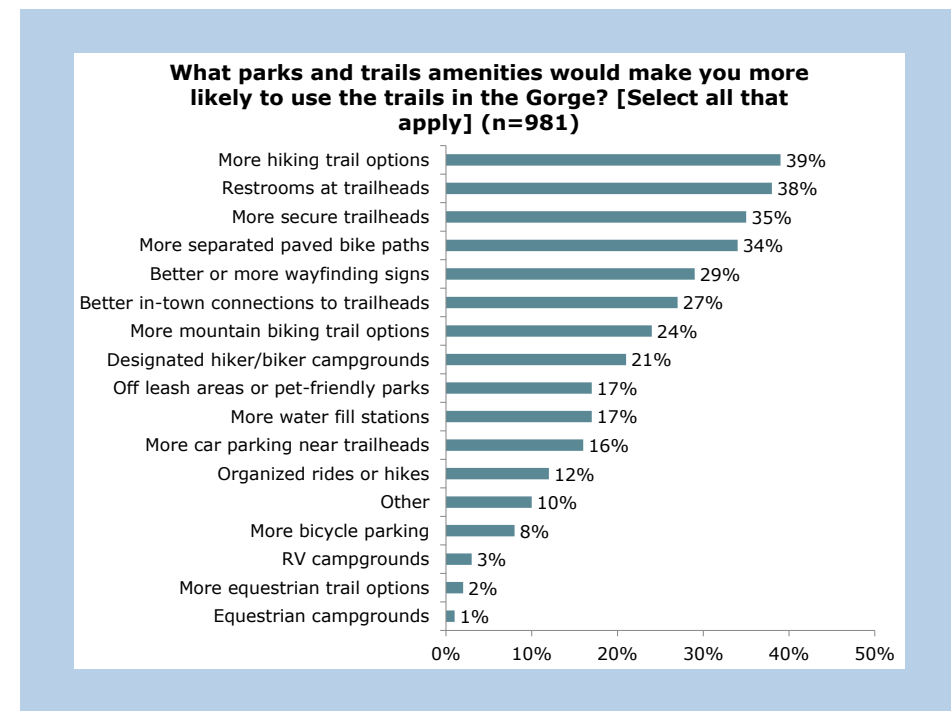
INTRODUCTION

The residents of Cascade Locks are proud of many aspects of their city, and according to our community survey, trails are high on the list of valued features. The city connects to numerous trails. The Historic Columbia River Highway State Trail, a paved multi-use path frequented by bicyclists, begins below the Bridge of the Gods and continues to Eagle Creek, one of the most popular hiking trails in the Gorge. The Pacific Crest Trail (PCT) is a well known backpacking trail and the only trail in the US that crosses into both Mexico and Canada. At the lowest point on the entire trail, hikers cross from the state of Oregon into Washington on Cascade Locks' iconic Bridge of the Gods. Other regional trails weave their way into the local trail network, such as the Herman Creek Trail located just east of Cascade Locks, and the Gorge Trail 400 that stretches several miles east and west through forest land to connect multiple regional trails. In addition to these trails, Cascade Locks has plans to develop a 25-mile mountain biking trail system called the Cascade Locks International Mountain Biking (CLIMB) Trail.

In light of these opportunities, Celilo Planning Studio has looked into ways to make the trails more attractive to trail users. Over a thousand trail users responded to the *Connect Cascade Locks* trail user survey, conducted in February and March of 2012. Many of those respondents would be more likely to come to the Gorge if there were more trail options, and many also expressed a desire for restroom facilities at trailheads and more or better wayfinding signs (see chart).

Celilo Planning Studio also asked the Cascade Locks

community for recommendations regarding trails and trailhead development. We found that the community and trail users shared an interest in many similar improvements. In this chapter, we have organized and documented trail and trailhead recommendations in consideration of both community and trail user priorities.



The *Connect Cascade Locks* survey results (2012) showed that trail users wanted to see more hiking options, restrooms, wayfinding, and in-town connections.

PARKS & TRAILS PLANNING

Port Parks Master Plan

Right now, the Port does not have a master plan for recreational uses on its land, and yet there are a growing number of recreation opportunities on Port property, including sailing, paddling, mountain biking, hiking, and disc golf. With the continued expansion and diversification of recreational uses on Port property, there is a new need for a Port Parks Master Plan. We recommend that the Port undergo a strategic planning effort to determine the desired future recreational uses and connections for Port property in Cascade Locks. The plan would outline and prioritize recreational uses and connections between the Marine Park, the Industrial Park, Toll House Park, and the CLIMB Trailhead at SW Moody Avenue.



Members of the Cascade Locks community discuss local trail opportunities at the *Connect Cascade Locks* workshop.

The plan should define priorities for future beach and river access, and new trail and pedestrian connections between the parks and the downtown commercial district.

Planned Trails

There are several trails in and around Cascade Locks in various planning stages. We recommend that the Port, City and Trail Care Group support further efforts to see these proposed trails completed.

CLIMB Trail

The Port has been working with the Northwest Trails Alliance, International Mountain Bike Alliance (IMBA) and Alta Planning + Design to plan a 26-mile mountain bike and equestrian trail system, the Cascade Locks International Mountain Biking Trail (CLIMB Trail), around Cascade Locks. Hood River County has helped the Port fund this project. Stakeholder efforts have led to the completion of a Feasibility Study and Conceptual Master Plan (2009) for the trail network. The trail network would start and end in downtown, using both existing Forest Service roads and proposed new single track. Ground-breaking is still a few years away and is pending the results of the US Forest Service National Environmental Policy Act (NEPA) Environmental Assessment process, which is scheduled to begin in 2013. The CLIMB network has the potential to bring mountain biking enthusiasts to Cascade Locks from Portland, Hood River and beyond. The project will benefit the community by providing economic, recreation and fitness opportunities for residents, as well as new riding opportunities for the mountain bike community.

PARKS & TRAILS PLANNING

Water Trails

The Port of Cascade Locks is partnering with kayakers, Friends of the Gorge, and the National Park Service (NPS) to plan and map a water trail for the section of the Columbia River north of the Bonneville Dam. Cascade Locks is already internationally renowned for its sailing opportunities and has the potential to be regionally significant for other water recreation activities as well. Planned water trails will include beach access with wayfinding signs, and could link Cascade Locks to other towns along the Columbia River. The proposed water trails will direct people to routes along the south shore of the Columbia and also connect to Stevenson, Washington.

Proposed Future Trails

These proposed trails support the long-term vision of Cascade Locks but will require coordinated, long-term planning to implement. We recommend the Port, City, and Trail Care Group support the creation of these trails but realise these efforts could take years if not decades.

Bridge of the Gods

The Port is partnering with the City of Stevenson, Washington to commission a feasibility study for a separated bicycle, pedestrian, and equestrian crossing on the Bridge of the Gods. Currently all users share the same narrow right-of-way, to the detriment of the safety and security of pedestrians, bicyclists, and equestrians. PCT users often resort to hitch-hiking over the Bridge

of the Gods in order to avoid walking alongside traffic. A separated right-of-way would also draw more tourists who want to stop on the bridge in order to see the magnificent views of the Gorge from the middle of the Columbia. In the near term we recommend the Port and partners continue pursuing feasibility study for a separated right-of-way. A comprehensive Port Parks plan would include strategies for connecting this new pedestrian route with town via pedestrian improvements in Toll House Park.



The Bridge of the Gods, which spans the Columbia River between Cascade Locks, Oregon, and Stevenson, Washington, currently has a narrow right-of-way, which makes pedestrian and cyclist crossings difficult.

PARKS & TRAILS PLANNING



A riverfront trail could take pedestrians and cyclists along Thunder Island, the Marine Park, the locks, and the Industrial Park.

Riverfront Trail

The residents of Cascade Locks have identified a riverfront multi-use trail as a long term goal in the Community Vision Statement. The proposed riverfront trail would connect the Marine Park to Blackberry Beach along a paved trail for runners, walkers and bicyclists. This would be a convenient connection for cyclists to downtown from the Easy CLIMB Trail and disc golf course. There are numerous examples of other Oregon communities that have developed similar riverfront trails, including Astoria and The Dalles (see Appendix A: Case Studies). Not only do these trails improve the

quality of life of residents by providing access to the riverfront, but they also draw tourists and expand transportation choices. This trail would require easements from several different property owners, as well as a lengthy engineering, capital fundraising and construction process. In the long term, the Port should work with the Downtown Revitalization Steering Committee and the Trail Care Group plan this future trail once the Marine Park Sailing Center is complete. In the meantime, the Port should include initial scoping for this trail in a comprehensive Port Parks plan.

Access to the Marine Park

The Cascade Locks community has also expressed a desire for more access to the Marine Park from WaNaPa Street. The Marine Park is a vital community resource and was mentioned by many community members as a source of pride of the town. The park offers many amenities including the Columbia River Sternwheeler stop, a seasonal Cafe and visitor center, a museum, a playground, Thunder Island wedding and event site, RV camping, and a marina. The Marine Park sees heavy traffic during large events such as Pacific Crest Trail Days and sailing regattas. Currently there is only one entrance to the Marine Park, a narrow railroad underpass which restricts buses and trailers. The entrance is also hazardous for pedestrians and bicyclists. The Marine Park is long and narrow, and would benefit from having entrances at both ends of the park. In the long term, the Port and the Oregon Department of Transportation are investigating the possibility of building a new access road from WaNaPa Street into the park. A comprehensive Parks plan for the Port of Cascade Locks should include initial scoping for this project.

CAMPSITES

The trail user survey showed that visitors to the Gorge desire a range of overnight accommodations. Over 50% of our survey respondents stayed in campgrounds or campsites during their trips to the Gorge. Cascade Locks currently has camping options for RVs and car camping. Although hikers and cyclists can use these facilities, the KOA campground is far from downtown, and the Marine Park campground is adjacent to an active railroad. The city already experiences a high volume of thru-hiker traffic, and will likely see an increase in bike touring traffic with the completion of the HCRH from Troutdale to Cascade Locks. Therefore we recommend the development of hiker-biker campsites to serve these trail users.

A hiker-biker campsite is less developed than a car or RV campsite. They offer a flat tent space, a picnic table, a restroom and a hitching post for bicycle parking. They may also include running water, and tent platforms or three-sided shelters. The following alternatives for campsite locations in Cascade Locks take into account campers' needs for quiet and privacy, access to trails and downtown amenities, and sensitivity to noise.

CLIMB Trailhead at SW Moody Avenue ***Recommended Alternative***

This location alternative would be ideal for a hiker-biker campsite because it is farther away from the railroad, and it is at the confluence of two popular trails: the Gorge Trail 400 and the Pacific Crest Trail. It is also the proposed site for trailhead to the CLIMB trail network. Ownership of the land will be transferred to the Port as part of a land exchange with the US Forest Service. The location

is within walking distance to downtown, and the existing trees offer plenty of privacy, although the proximity to I-84 may result in undesirable sound and air pollution.

Industrial Park

The Industrial Park offers benefits and challenges as a campsite location. Because the land is owned by the Port, a private campground could easily be developed on available land near Blackberry Beach and the Easy CLIMB trail. The site has two primary disadvantages. First, the proximity to the railroad exposes campers to noise from passing trains. Second, the park is not adjacent to downtown. Forest Lane, which connects the park to downtown, is a freight route for Port industrial lands and currently has incomplete bike and pedestrian facilities (addressed in following section). The main advantages of this site are the availability of space and Port ownership, and the proximity to the CLIMB trail and Blackberry Beach. If developed in conjunction with the Easy CLIMB trailhead, the campsite could share a vault toilet with the trailhead.

Proposed Dry Creek Trailhead

Another campsite location could be at the terminus of Dry Creek Road near the power line right of way. Currently, a small outbuilding and a flat parking area are located approximately one mile north of Dry Creek Falls and the intersection with the Pacific Crest Trail. This location offers privacy and quiet, as well as easy access to fresh water in Dry Creek. However, this property is not Port or City owned and would require an easement for public access, significantly increasing development costs. Additionally, the site is over a mile from downtown, and access along Dry Creek Road is difficult due to poor maintenance.

BICYCLE CORRIDORS

Mountain bikers hoping to access the Easy CLIMB and CLIMB trails will need safe, on-street connections among the trailheads and downtown. Two streets, Forest Lane and Frontage Road, are critical in linking the various trailheads.

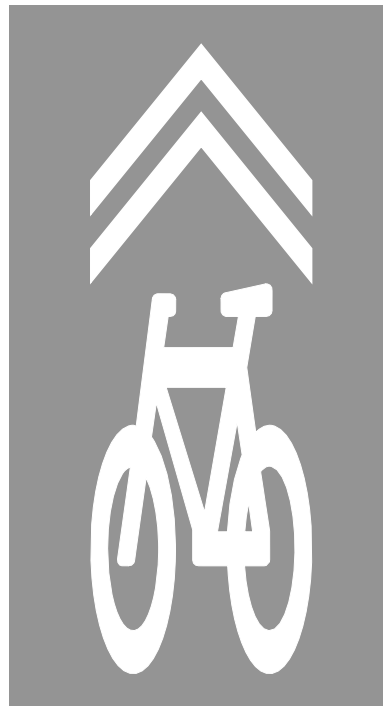
Forest Lane has relatively low traffic volumes but is curvy and lacks shoulders. Adding “sharrows” (see image below), near the center of the lane in each direction will help drivers realize that cyclists regularly use the corridor. Sharrows are useful for cyclists because they provide wayfinding and create a safer, more welcoming environment. Frontage Road is less curvy and has wider shoulders. Within these

shoulders bicycle lanes should be painted in both directions.

Signage is another important aspect of the bicycle corridors. Although sharrows and bicycle lanes are priorities, providing signs can improve safety as well. Signs, especially at the curves along Forest Lane, should warn drivers that cyclists are on the roadway. Additional wayfinding signs should be added at critical intersections to help cyclists find their way to the trailheads. These signs should include distances as well as the number of minutes it takes to arrive at the trailhead by bicycle (assuming a 10mph travel speed).

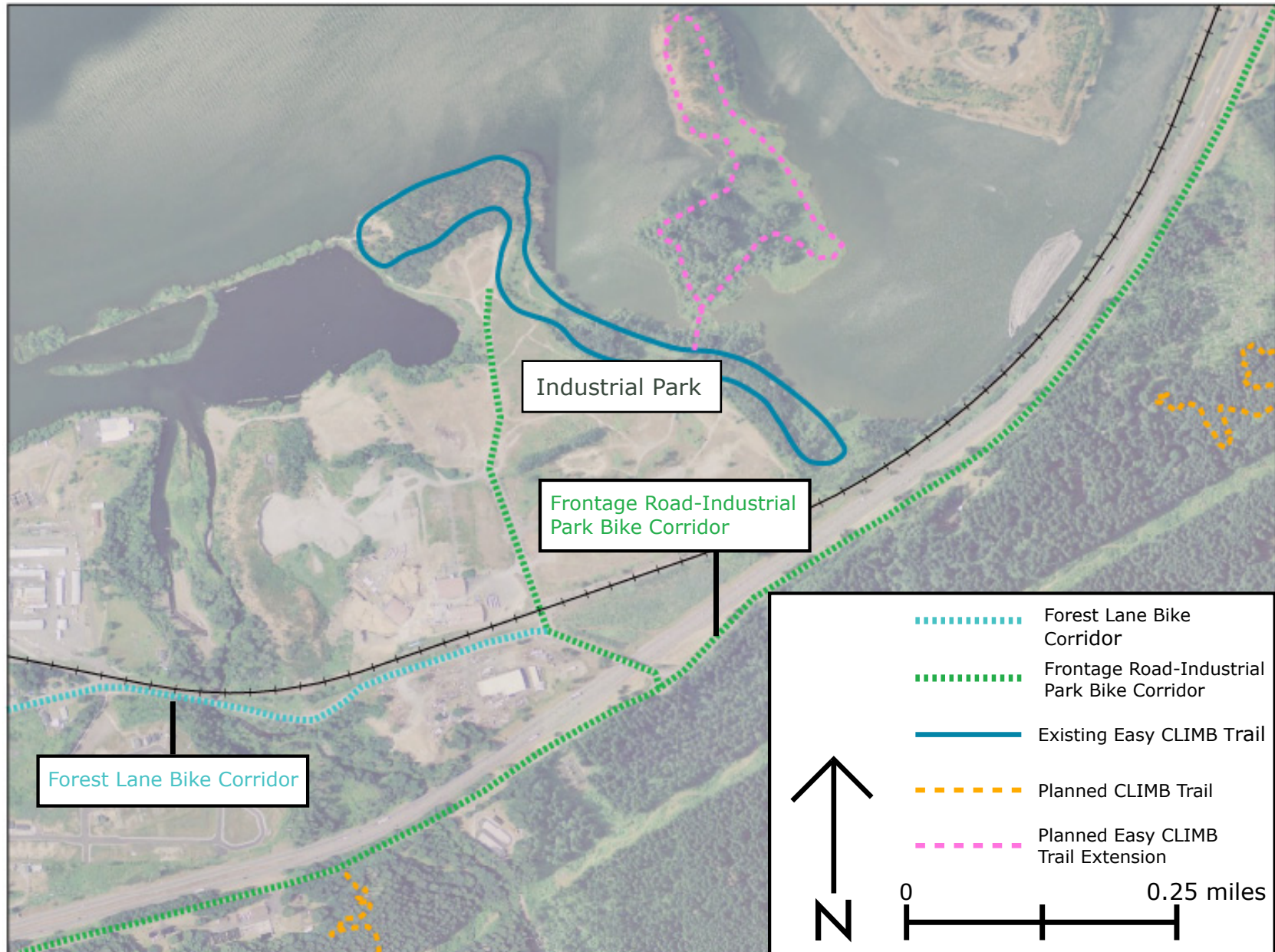


Signage (above) helps remind motorists of the presence of cyclists, and sharrow markings on the roadway (right) reinforce the message that motorists must share the road with cyclists.



Well-signed roadways help cyclists and motorists be comfortable sharing the road with each other. (Photo Credit: Randy Victory, The Coalition of Arizona Bicyclists)

BICYCLE CORRIDORS

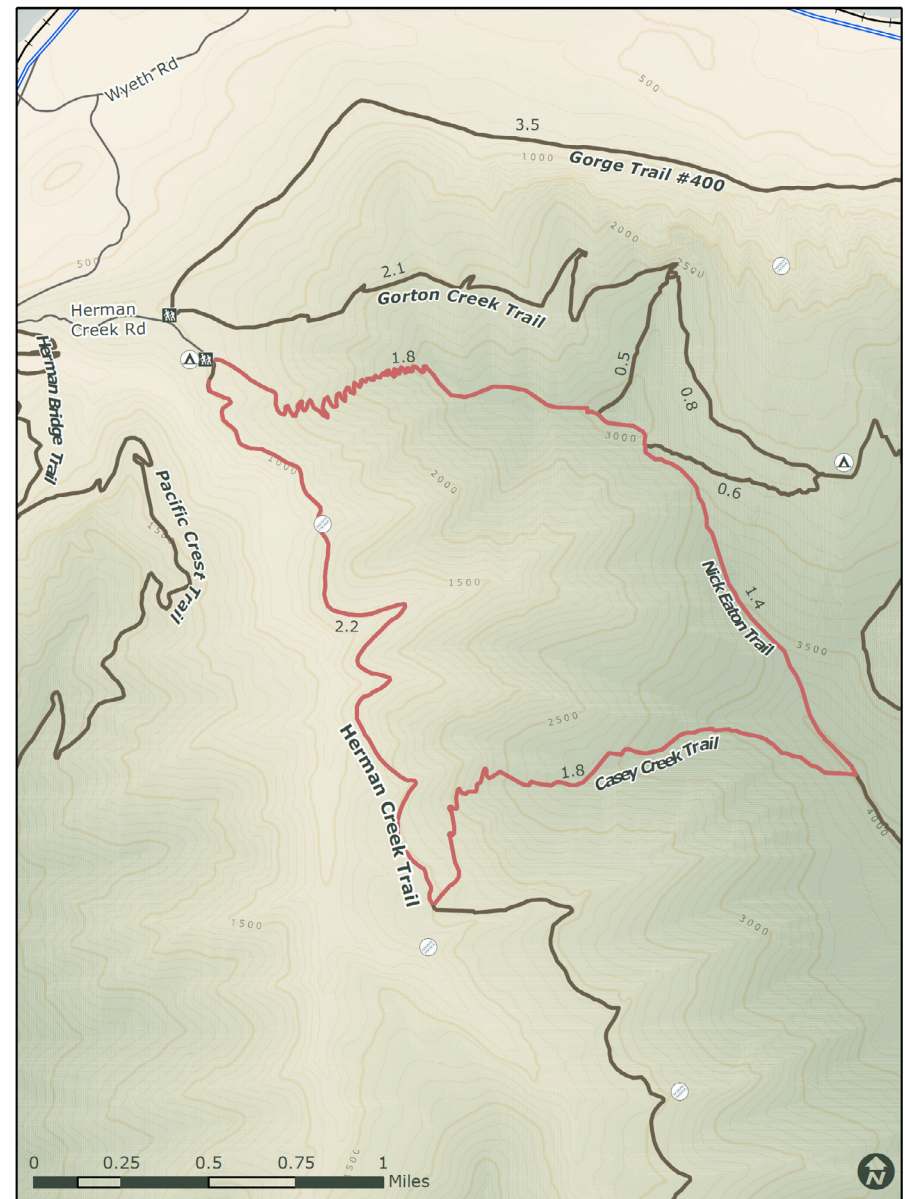


LOOP HIKES

Many community members brought up the need for loop hikes. Loop hikes are often more interesting for hikers because they provide changing scenery and an opportunity to see more along the hike. Loops can easily be signed and promoted along existing trails.

A list of recommended loop hikes with maps can be found in Appendix H. These loops should be developed by the Trail Care Group and be marketed by the Tourism Committee.

With strategic use of signage, the existing Gordon Creek and Nick Eaton Creek Trails can become a convenient loop trail (highlighted in red).



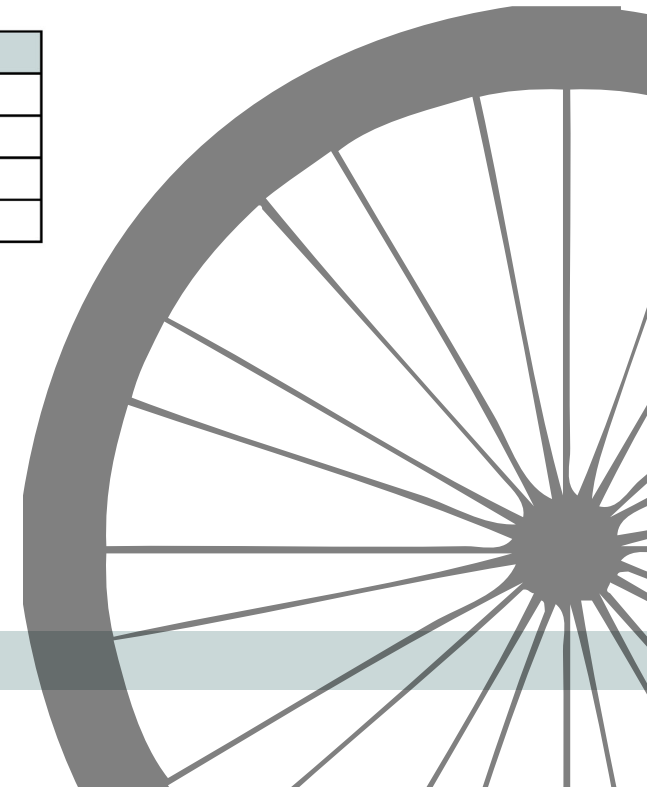
TRAIL HUB MODEL

Community workshop participants identified a need for a central location where trail users could find secure parking, information about the trails and local businesses, restrooms, water and bike tools. Celilo Planning Studio recommends the development of a trail hub in downtown to meet these needs. The trail hub will be a central starting point for visitors looking to access the Cascade Locks trail network. It will also direct visitors to local businesses. Smaller satellite hubs, called "recreation nodes," will be developed at trailheads, with an information kiosk, garbage cans and restrooms. Wayfinding signs will direct visitors from the trail hub to each trailhead.

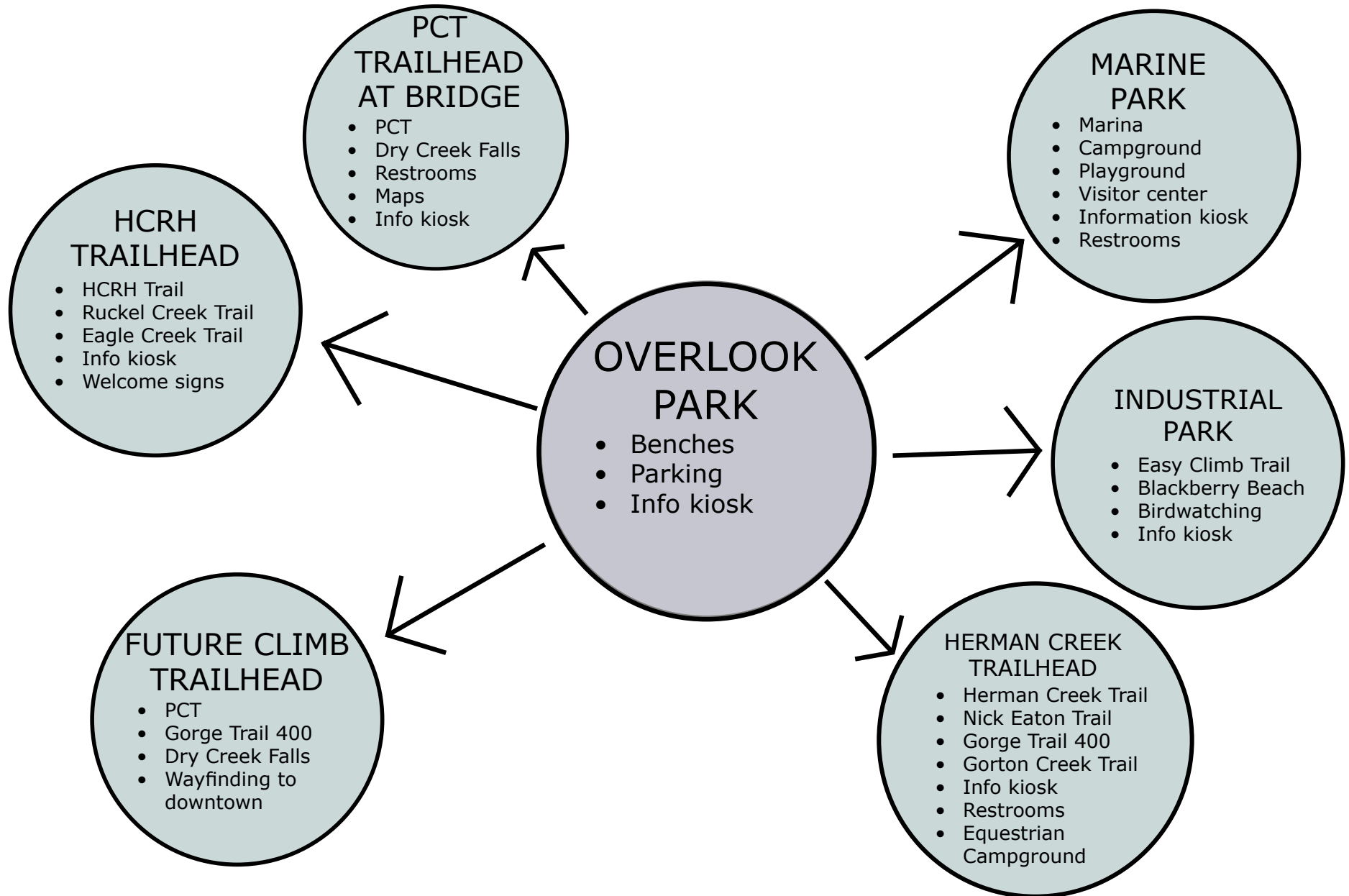
There has been an ongoing effort by Gorge communities along the Historic Highway to develop trail hubs in the heart of their downtowns. The City of Mosier recently

received grant funding to develop a hub and Troutdale is exploring hub development possibilities. Additionally, the Friends of the Columbia Gorge is exploring the development of trail hubs as part of the "Gorge Towns to Trails" effort. It will be important to coordinate the hub development with both the Historic Highway Advisory Committee and the Friends of the Columbia Gorge to ensure the hubs along the Historic Highway have a compatible and continuous aesthetic. Easily identifiable trail hubs will help entice visitors regardless of the Gorge community they find themselves in. Coordinating this effort throughout the region may also enhance funding and partnership opportunities.

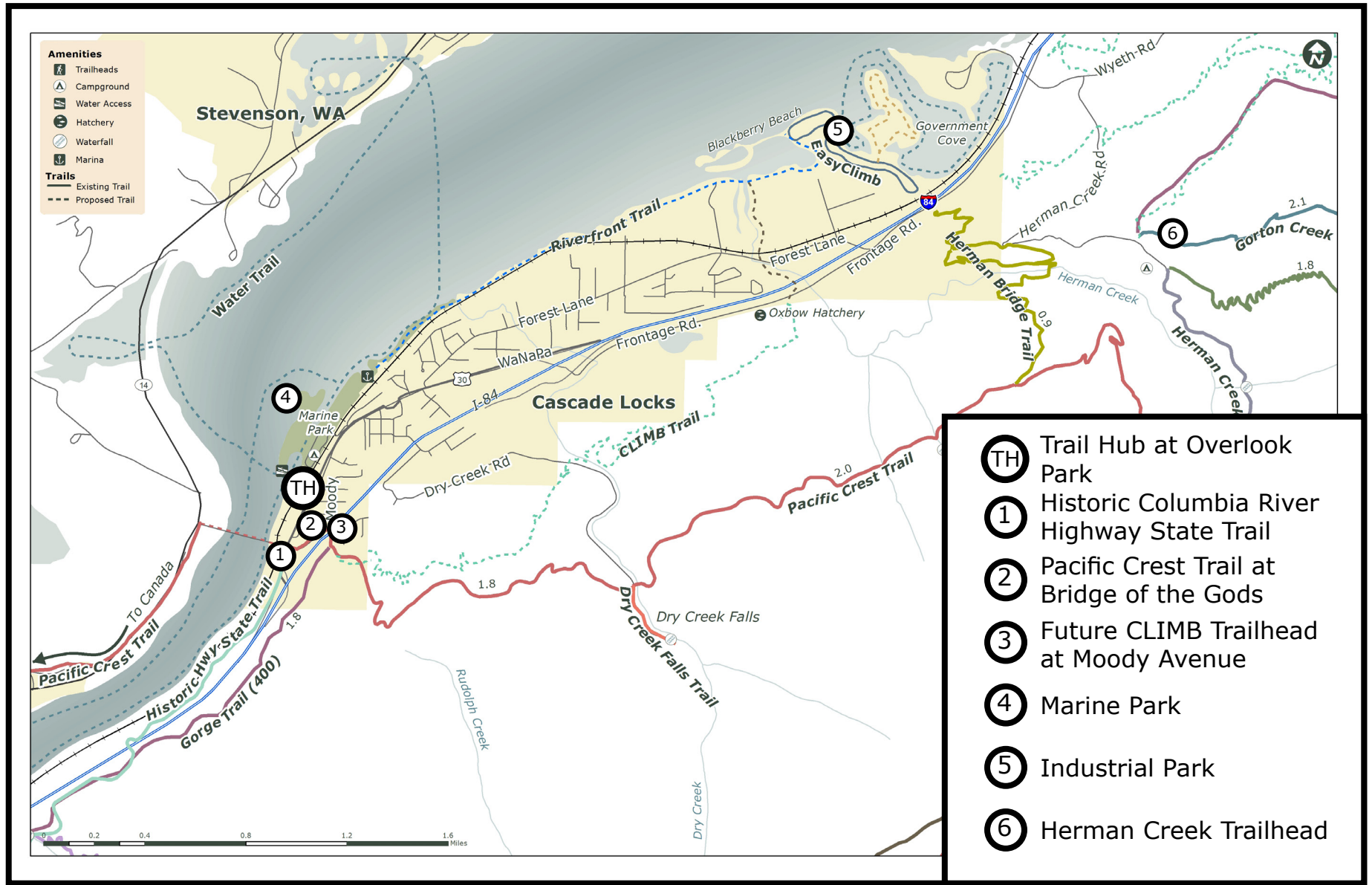
Trail Hub	Location Alternatives
Should include bathroom, picnic tables, bike workstand, bike parking, Kiosk, drinking fountain	Overlook Park (<i>recommended alternative</i>)
	PCT Trailhead
	Lawn East of East Wind
	Marine Park



TRAIL HUB MODEL



TRAIL HUB MODEL



TRAIL HUB RECOMMENDATIONS

Because of its central location, stunning vistas, existing amenities (seating and a kiosk), and current public land ownership, Celilo Planning Studio recommends the Overlook Park as the preferred location for the trail hub.

See Chapter 7 for full implementation strategy. See Appendix I for opportunities and constraints.



Overlook Park is located in the center of town, right across the street from the grocery store and next to the post office. It is also a short walk from the PCT and HCRH trailheads. It has a beautiful view of the Gorge.

This Month

- Solidify the location for the trail hub.

This Year

- Develop the site plan for the trail hub.
- Investigate design alternatives for public restrooms and a kiosk and choose a design consistent with Historic Highway and the Cascade Locks downtown vision.
- Identify and apply for grants to fund hub amenities.
- Coordinate with other communities along the HCRH, ODOT, the Friends of the Columbia Gorge and the Historic Highway Advisory Committee to ensure hub development is consistent along the corridor
- Apply for a Scenic Byway Grant or Transportation Enhancement Grant to fund the hub.

Long Term

- Participate in the design of a Hub map consistent along the HCRH but unique to Cascade Locks.
- Utilize grant funding and local matches to build restrooms, a water fountain, bike workstand, and an updated kiosk with trail maps.
- Develop and implement a trail hub maintenance program to ensure it remains clean, attractive, and up to date with current trail and downtown information



The kiosk holds historical information about Cascade Locks, as well as a map of downtown which includes outdated trailhead information.

RECREATIONAL NODE RECOMMENDATIONS

1. Historic Columbia River Highway State Trail

As new sections of the Historic Columbia River Highway State Trail (HCRH) open, more visitors will likely visit the existing trailhead under the Bridge of the Gods. The trailhead already has numerous features that create a welcoming environment: a kiosk, water fountain, and beautiful vistas. Additional features, such as a welcome sign, wayfinding, and public art will make the trailhead even more welcoming.

See Chapter 7 for full implementation strategy. See Appendix I for opportunities and constraints.



The kiosk should provide directions for bikers and hikers to businesses in town. A map of the Historic Columbia River Highway State Trail and other trails in the area will help visitors orient themselves and discover new trails.

This Month

- Contact OPRD to install a brochure holder and fill kiosk with information about Cascade Locks businesses and trails, as well as a list of events
- Place sign directing visitors to restroom at PCT Trailhead at Toll House Park



This Year

- Finish landscaping trailhead
- Add Adirondack chairs
- Post a welcome sign specifically for trail users
- Begin developing passport program with Friends of the Gorge
- Plant flowers in dirt around boulders

Long Term

- Place biker or hiker sculpture at trailhead (see below)
- Add picnic tables and trash cans

The site has a water fountain but lacks restroom facilities. Signs directing visitors to downtown and the restroom at Toll House Park are needed.

RECREATIONAL NODE RECOMMENDATIONS

2. Pacific Crest Trail at Bridge of the Gods

The PCT Trailhead at the Bridge of the Gods welcomes many hikers to the first city they have seen in days. The trailhead has restroom facilities and an information kiosk but lacks wayfinding, picnic tables and business information. The pedestrian access to downtown is poor.

See Chapter 7 for full implementation strategy. See Appendix I for opportunities and constraints.



The view from the Bridge is breathtaking and could be a regional tourism attraction that offers a unique experience to walk between two states or view the Columbia River from above.

This Month

- Place sign directing trail users to downtown

This Year

- Pressure wash the parking lot and pedestrian paths
- Improve appearance of restroom facility by removing cobwebs and moss
- Add a welcome sign specifically for trail users (“Welcome, PCT Hikers!”)
- Meet with ODOT to make for safer pedestrian crossings on WaNaPa
- Meet with ODOT to make for safer pedestrian crossing from the parking area to the trail
- Patch pedestrian path coming down from the bridge
- Place pedestrian crossing signage at all pedestrian crossing locations

Long Term

- Create a designated lane for trail users to cross the Bridge of the Gods
- Landscape the parking area
- Add bike racks
- With the development of the pedestrian crossing of the bridge, make the area ADA accessible
- Work with the USFS to keep restrooms open for more of the year
- Build a fun directional sign that says “To Canada: 500 miles/To Mexico: 2150 miles” (see image)
- Place a hiking sculpture near trailhead

RECREATIONAL NODE RECOMMENDATIONS

3. Future CLIMB Trailhead at SW Moody Avenue

Though the CLIMB Trail has not yet been constructed, this trailhead currently serves as an access point to the Pacific Crest Trail and the Gorge Trail #400. This trailhead has great potential. It already has wayfinding signs and is close to the center of town. Bikers can enjoy the downtown amenities after a long ride.

See Chapter 7 for full implementation strategy. See Appendix I for opportunities and constraints.



The trailhead is along a gravel road. More should be done to designate this area as a trailhead once CLIMB trail is constructed, including the addition of an information kiosk and benches.

This Month

- Maintain trailhead to keep free of litter



Trail users currently park along the gravel road. A small, designated parking area will be necessary once the CLIMB trail is built. Overflow parking is available at the Marine Park and downtown. Wayfinding should be placed to guide bikers to trailhead. This ride could serve as a warm up to the more challenging workout on the path.

This Year

- Work with the Port to find a funding source for a kiosk and apply for grants to develop trailhead

Long Term

- Construct a gravel parking area
- Place benches and picnic tables
- Develop wayfinding to the CLIMB trailhead and the Dry Creek Falls hiking trail on Dry Creek Road
- Maintain trailhead to keep free of litter
- Add a welcome sign specifically for trail users
- Work with USFS to develop map for CLIMB trail

RECREATIONAL NODE RECOMMENDATIONS

4. Marine Park

The Marine Park is a source of pride for many of the residents. As evidenced by the 2001 Comprehensive Plan and the *Connect Cascade Locks* public process, many residents hope to see a riverfront trail. This multi-use trail could run from the Marine Park to the Industrial Park.

See Chapter 7 for full implementation strategy. See Appendix I for opportunities and constraints.



The Marine Park has ample parking and beautiful views of the Gorge and Bridge of the Gods.

This Month

- Fill information board at cafe with information about Cascade Locks businesses and trails, as well as a list of events and a map
- Clean the information kiosks

This Year

- Apply for grants to fund a feasibility study of the riverfront trail
- Build central information kiosk at parking lot

Long Term

- Lead a comprehensive parks plan that determines the alignment of a riverfront trail connecting to the Industrial Park and improves circulation within the parks
- Improve bicycle and pedestrian access to the Marine Park
- Provide better access to the beach
- Build a boat ramp for access to the water trail on the Columbia River
- Open Thunder Island to camping more days of the year, especially during events



Access to the Marine Park is a challenge for visitors. The narrow underpass makes for a hazardous environment, especially for pedestrians and bicyclists.

RECREATIONAL NODE RECOMMENDATIONS

5. Industrial Park

The undeveloped Industrial Park could serve multiple recreational activities, including hiking, mountain biking, disc golf, and wind and water sports. Cyclocross events could be held in the shoulder season. Bicycle and pedestrian access should be improved on Forest Lane and Frontage Road to ensure recreational users have access to trail and downtown businesses.

See Chapter 7 for full implementation strategy. See Appendix I for opportunities and constraints.



Blackberry Beach provides access for wind sport enthusiasts. The area should be developed in the future to provide better river access.

This Month

- Fill kiosk with information about Cascade Locks businesses and trails, as well as a list of events and a map
- Partner with Hood River County Pest and Weed Control to install a sign kiosk at the trailhead of Easy CLIMB
- Rename the recreational node to reflect the recreational nature of the park



This kiosk should have trail and business information.

Bicyclists may arrive in the park from either downtown or from the future CLIMB trailhead on Frontage Road. Both Frontage Road and Forest Lane should have improved bicycle infrastructure to improve bicycle connectivity and safety.

This Year

- Host a cyclocross event
- Place large rocks around the parking lot to define it
- Apply for grants to add bicycle signage on Frontage Road and Forest Lane

Long Term

- Develop Blackberry Beach
- Improve access to the beach
- Spearhead trash clean ups
- Partner with the NWTa to host cyclocross events in the shoulder season
- Add a vault toilet, trash cans, picnic tables and a bike rack

RECREATIONAL NODE RECOMMENDATIONS

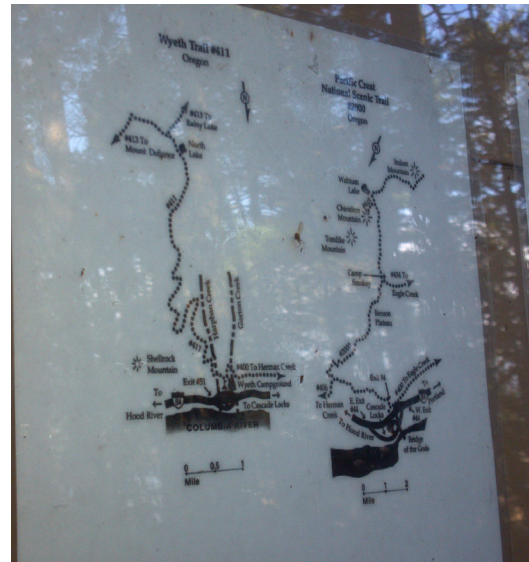
6. Herman Creek Trailhead

Herman Creek, an equestrian campground and USFS trailhead, is one of the most popular trailheads in the Columbia River Gorge. It features an information kiosk, horse camping, parking, and an information kiosk.

See Chapter 7 for full implementation strategy. See Appendix I for opportunities and constraints.



One of the trailhead's existing assets is a restroom facility maintained by USFS.



The kiosk has a map of the trail. This map could be improved to show other trail connections and geographic information, but any new map will have to undergo design review with the USFS.

Herman Creek has an existing kiosk with trail information.

This Year

- Work with the USFS to help maintain trail and trailhead

Long Term

- Encourage the USFS to improve the map of regional trails found in the kiosk



WAYFINDING PLAN

If Cascade Locks is to become a popular destination for trail users, it is critical that visitors have access to information about local trails, businesses and services. The information itself must be easy to locate and should provide clear directions to well-marked trailheads. Signs should also direct people to places where the community would like them to go, such as preferred visitor parking and local businesses.

Wayfinding Sign Hierarchy

Wayfinding signage serves multiple purposes. Signs can direct people to destinations, provide information such as maps, reinforce the route, or clarify directional decisions. In addition, wayfinding can serve as a focal point for the community, or provide a sense of welcome to trail users and visitors. Our recommendations for signage in Cascade Locks follow a hierarchy of signage types which serve all of these purposes.

Recommended wayfinding types for Cascade Locks fall into the following categories:

- Trail Hub
- Major Roadway Signs
- Minor Roadway Signs
- Information Kiosks
- Walking Signs

Trail Hub

A Trail Hub would serve as a gateway to the trail system, welcoming trail users to town, providing them with basic amenities, and directing them to important destinations. The hub would include a kiosk with trail maps and a map of local businesses. It should be located in a central area, near both trails and businesses. Secure parking should be provided for visitors who might want to start their hike from the hub. In addition to the kiosk, a trail hub would also include amenities such as public restrooms, garbage cans, a bike rack, a drinking fountain, seating for trail users and potentially a secured bicycle repair stand (see image).



Public bike repair stations, like this one in Little Rock, Arkansas, provide essential tools for visiting cyclists to do minor repairs. (photo credit: Mason Ellis, Life in the Rock)

WAYFINDING PLAN

Major Roadway Signs

Major Roadway Signs direct visitors to the downtown commercial district, to major destinations such as the Marine Park, and to a trail hub location where trail users can find more information on trail opportunities in the area. These signs are located immediately after highway exits to orient drivers upon entry to the town.



This wayfinding sign in Oakridge, OR directs visitors to the local pub and hostel as well as other downtown businesses.

Minor Roadway Signs

Visitors may wish to drive to a secondary trailhead location from the trail hub. Alternatively, they may enter town knowing which trailhead they wish to visit. In either case, minor roadway signs direct drivers to a particular trailhead or business. They are located at the main access points along the town's primary arterial, as well as at any intersection off of the main arterial that requires a change in direction.

Minor roadway signs can help visitors quickly locate points of interest outside of the main trail hub. (Photo Credit: Adam Prince, *So Why Not*)



As a short-term solution, signs don't have to be fancy; they just have to be functional. This hand-made sign in Moab, UT clearly directs cyclists to a popular trail. (Photo credit: Vanessa Ford)

WAYFINDING PLAN

Recommended Sites of Roadway Signs

Major Roadway Signs	Location	Recommended content
	South side of WaNaPa, East of BOG	Information; restrooms; parking; Marine Park
	North side of WaNaPa, at intersection of Forest Road	Information; restrooms; parking; Marine Park
	two at Hub location facing East and West	Information; restrooms; parking

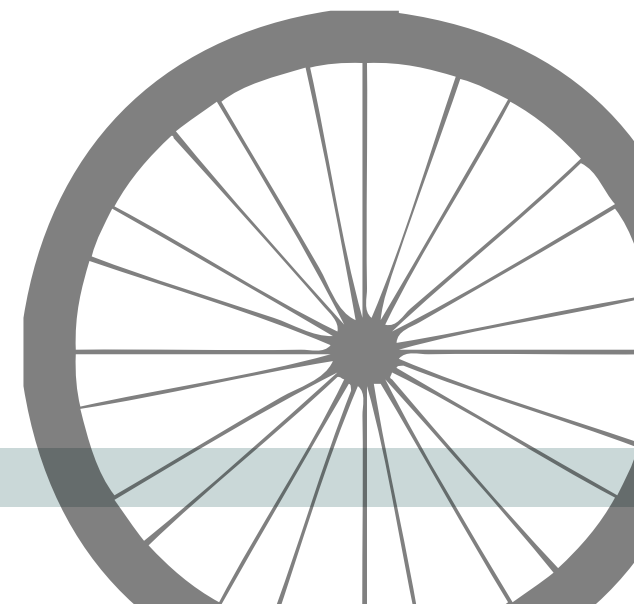


Minor Roadway Signs (to recreational nodes)		
Destination	Wayfinding Map Key	Location
Industrial Park	w1	WaNaPa, exiting trail hub
	w7	Forest Lane/WaNaPa intersection
	w9	At turn off from Forest Lane into park
Dry Creek Trailhead (should only be signed once trailhead is established)	w1	WaNaPa, exiting trail hub
	w3	Wa-na-pa/SW Benson intersection, E and W facing
	w4	SW Benson and SW Ruckel Street
	w5	SW Ruckel Street and Dry Creek Rd Intersection
	w6	Dry Creek Road, unsigned intersection
	PCT Trailhead	w1
	w2	WaNaPa at BOG ramp
HCRH Trailhead	w1	WaNaPa, exiting trail hub
	w2	WaNaPa at BOG ramp
Marine Park (Should also be listed on major roadway signs)	w1	WaNaPa, exiting trail hub
Herman Creek Horse Camp and Trailhead	w1	WaNaPa, exiting trail hub
	w7	WaNaPa at Forest Lane
	w10	Where US 30 turns into Frontage Road, N facing Frontage Road at Herman Creek
	w11	Road/Wyeth Road Herman Creek
	w12	Road/Wyeth Road intersection

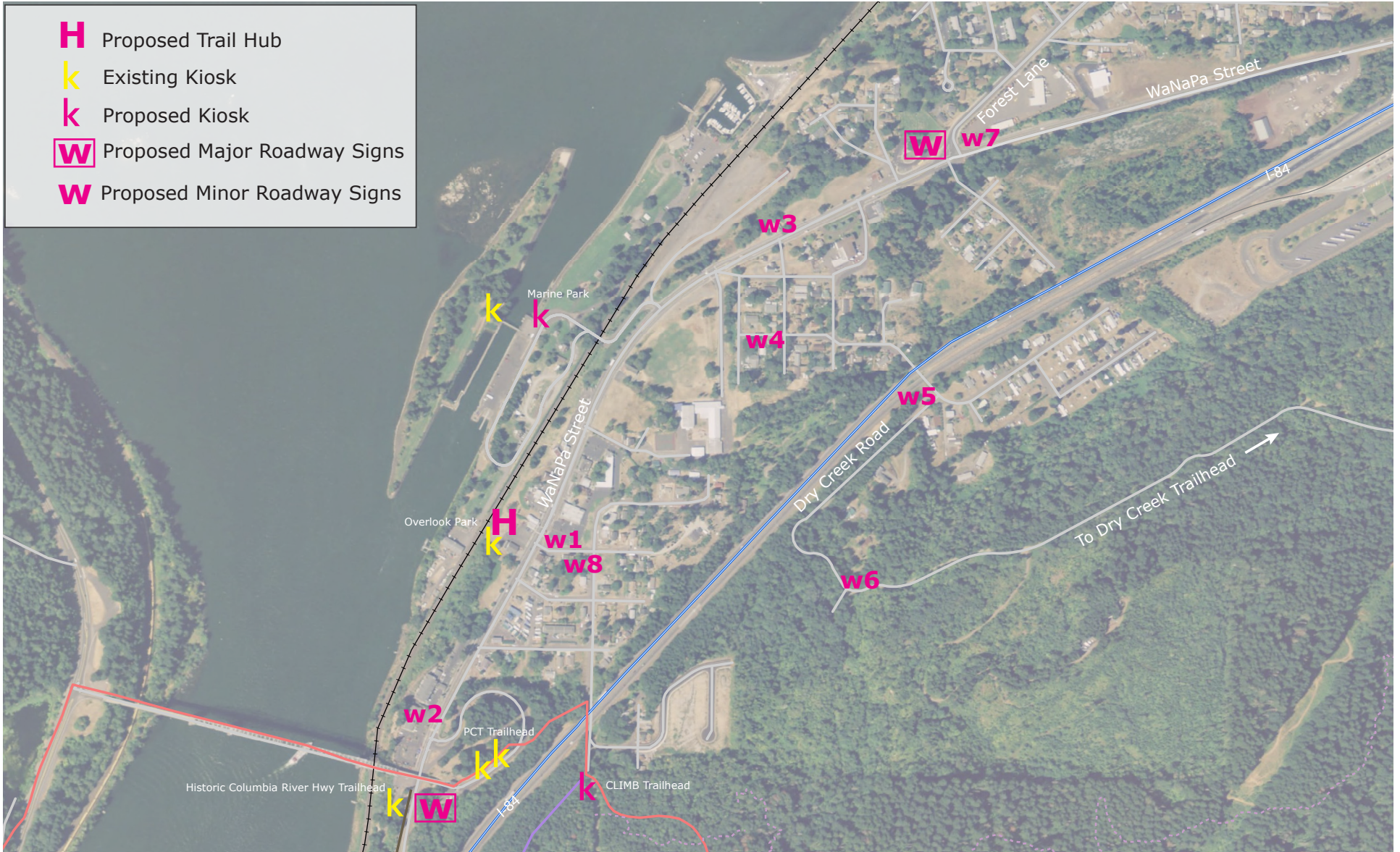
WAYFINDING PLAN

Existing & Recommended Sites of Kiosks

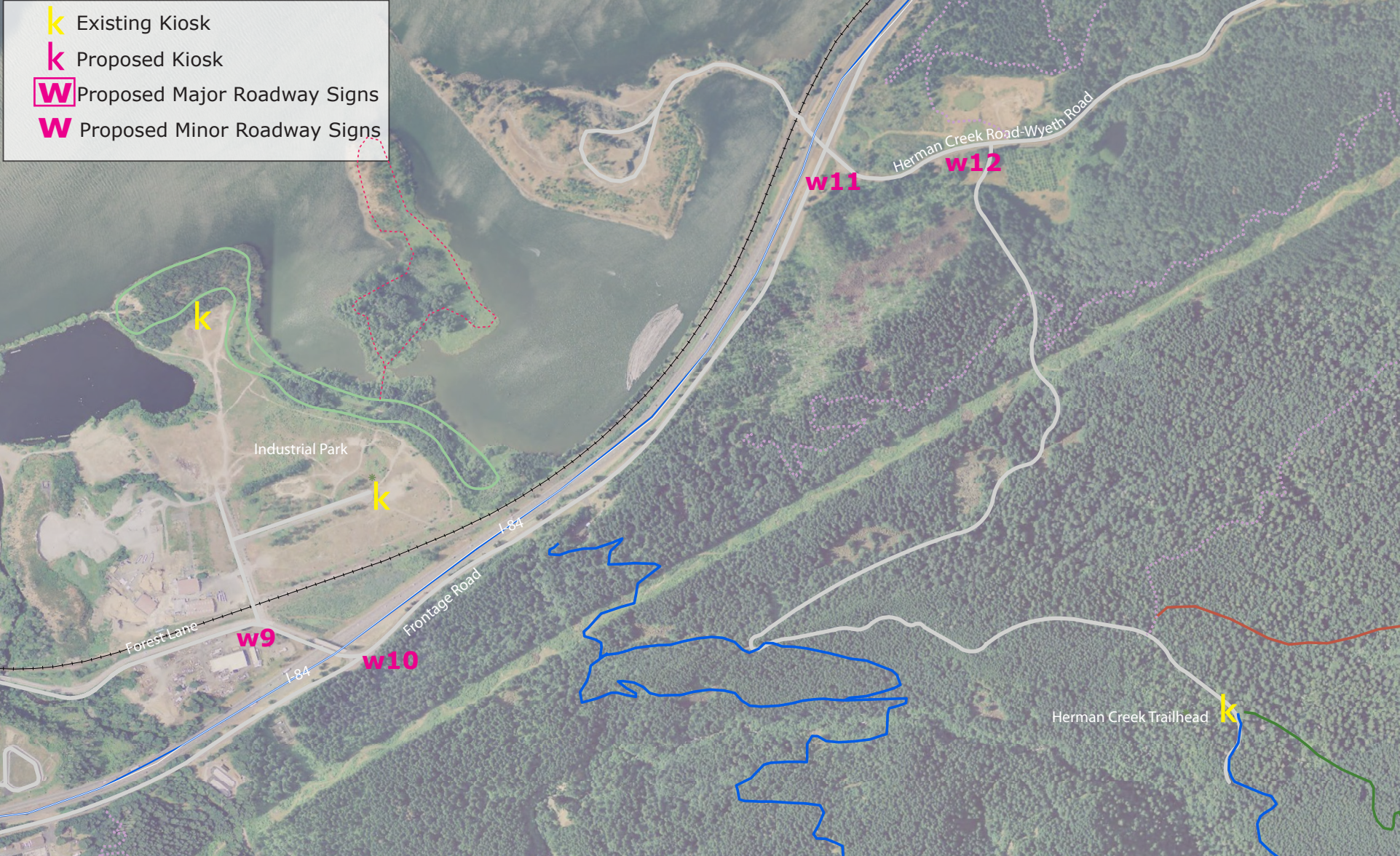
Kiosks	Location	Current content	Recommended	Current/future ownership	Contact Name	Email
Existing:	PCT Trailhead	invasive species info	trail map, downtown visitors map	Hood River County Pest and Weed Control	Nate Lain	nate.lain@co.hood-river.or.us
	PCT Trailhead	National Forest Service info, some route maps		PCTA	Dana Hendricks	dhendricks@pcta.org
	Historic Columbia River Highway Trailhead	state park info	trail map, downtown visitors map	Oregon Parks & Recreation Department	Mark Stevenson, Diane McClay	Mark.Stevenson@state.or.us, Diane.McClay@state.or.us
	EasyCLIMB	invasive species info	trail map, downtown visitors map	Hood River County Pest and Weed Control	Nate Lain	nate.lain@co.hood-river.or.us
	Thunder Island	Historic interpretive signs		Port of Cascade Locks	Chuck Daughtry	cdaughtry@portofcascadelocks.org
	Overlook Park	Historic interpretive signs		Port of Cascade Locks	Chuck Daughtry	cdaughtry@portofcascadelocks.org
	Herman Creek	trail, USFS info	trail map, downtown visitors map	USFS	Stan Hinatsu	shinatsu@fs.fed.us
	Recommended New Kiosks:	Dry Creek		trail map, downtown visitors map	USFS	
Marine Park parking lot			trail map, downtown visitors map	Port of Cascade locks		
CLIMB Trailhead at Moody Avenue			trail map, downtown visitors map	Port of Cascade Locks		



WAYFINDING PLAN



WAYFINDING PLAN



WAYFINDING PLAN

Recommendations

This Month

- Post new trail maps at existing kiosks
- Use previously obtained Cycle Oregon grant funding to print trail and town maps and purchase brochure holders for kiosks
- Clean and maintain existing interpretive signs on Thunder Island and Overlook park
- Communicate with appropriate agencies to arrange for the removal of obsolete material in existing kiosks, the installation of brochure holders and the posting of the new maps.

This Year

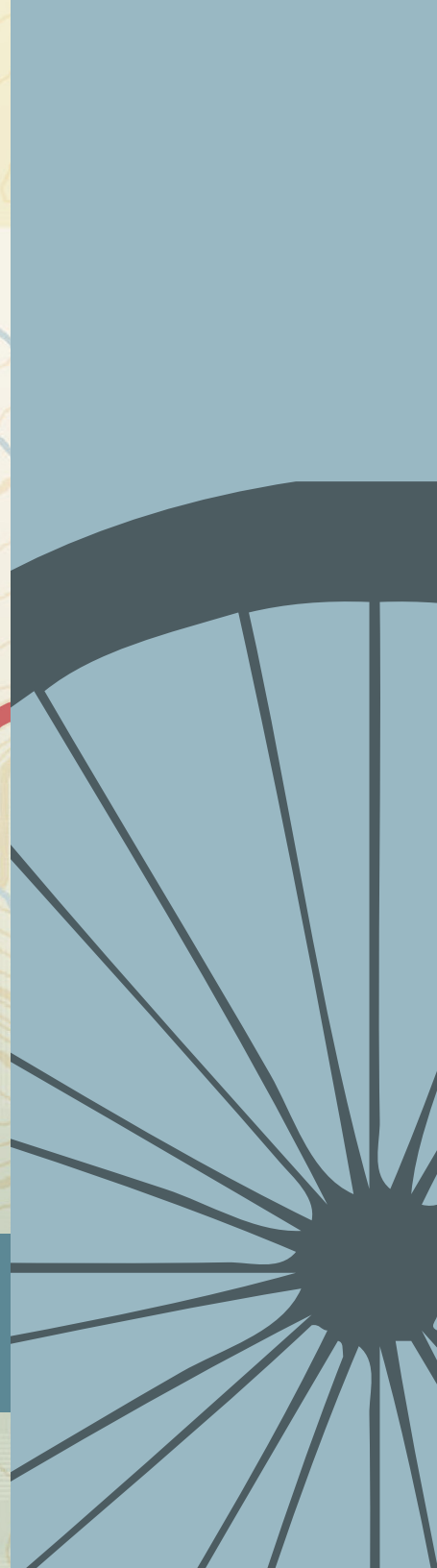
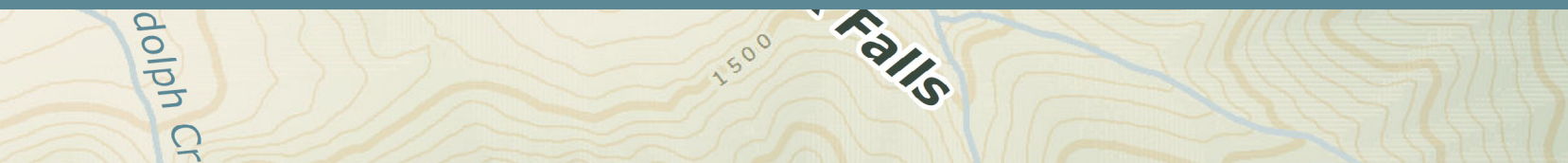
- Develop signage to adhere to the recommended wayfinding plan
 - Signage along the Historic Highway should follow the Historic Highway State Trail Design Guidelines and reflect a Cascadian aesthetic
 - Signage located elsewhere should follow the Columbia River Gorge National Scenic Area color palette and sign guidelines
- Apply for grant funding to print and install signs recommended in wayfinding plan.

Long Term

- Develop new trailhead location on Dry Creek Road
- Obtain an easement for public access to Dry Creek Road
- Obtain grant funding to construct a kiosk with maps and parking at Dry Creek Road Trailhead
- Install a locked gate to prevent public vehicles from driving past the trailhead along Dry Creek
- Work with local property owners to ensure they are aware of the trail development
- Develop pedestrian wayfinding through town between the trail hub and recreational nodes
- Develop new trail kiosk at visitor's center in Marine Park



Chapter 6: Maps



IN THIS CHAPTER...

The Cascade Locks Story

I would want to see people linger in the town (on foot or by bike) and to pass by businesses and scenic areas. Perhaps this town could be a jumping off point to a few of the trailheads in the area. Cascade Locks already has some amazing trail systems; we just need the town to become a place that people can enjoy before and after their trail adventures. As it is now, I'm sure many people just get back into their cars and head to Hood River, Stevenson, or Portland.

Anonymous Trail User Survey Respondent

Many of the residents of Cascade Locks have lived in the community for decades. They know the best spots to enjoy a sunny day and the quietest hikes. However, without a local guide, many visitors lose their way. For visitors, maps answer the question "where am I?" As a community, however, Cascade Locks residents also need a map to show not only where trails are, but where they could be.

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- 89 Cascade Locks Region Trail Map with Existing Trails
- 90 Cascade Locks Region Trail Map with Existing & Proposed Trails

Recreation

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- Cycling
- Equestrian
- Water Trails**
- Water Access
- Kayaking
- Sailing
- Windsurfing
- Camping**
- Campground
- RV Camping
- Equestrian Camping
- Areas of Interest**
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- Museum
- Tourist Information
- Fishing
- Bird Watching
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- Businesses**
- Dining
- Lodging
- Shopping
- Services
- Trail Hub - Overlook Park
- Existing Trail
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- Roads
- Railroad
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- Dining**
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- 5 Pacific Crest Pub
- 12 East Wind Drive-In
- 19 The Locks Cafe
- Lodging**
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- 3 Bridge of the Gods Motel & RV Park
- 8 Columbia Gorge Inn
- 17 KOA
- 18 Cascade Motel
- 20 Marine Park Campground
- Shopping**
- 6 The Cottage Gifts & Antiques
- 7 Columbia Action Custom Rods
- 15 Lorang Fine Art & Gorge-ous Gifts
- Services**
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- 10 Chevron
- 11 Shell Gas
- 13 City Hall
- 14 Soderberg Studio & Bronze Works
- 16 Fire Station
- 21 Marine Park Pavilion
- 22 Community Center



Recreation

- Trails**
 - Trailhead
 - Trailhead (proposed)
 - Mountain Biking
 - Cycling
 - Equestrian
- Water Trails**
 - Water Access
 - Kayaking
 - Sailing
 - Windsurfing
- Camping**
 - Campground
 - Campground (proposed)
 - RV Camping
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Cascade Locks Region Trail Map

Recreation

Trails

- Trailhead
- Mountain Biking
- Cycling
- Equestrian

Water Trails

- Water Access
- Kayaking
- Sailing
- Windsurfing

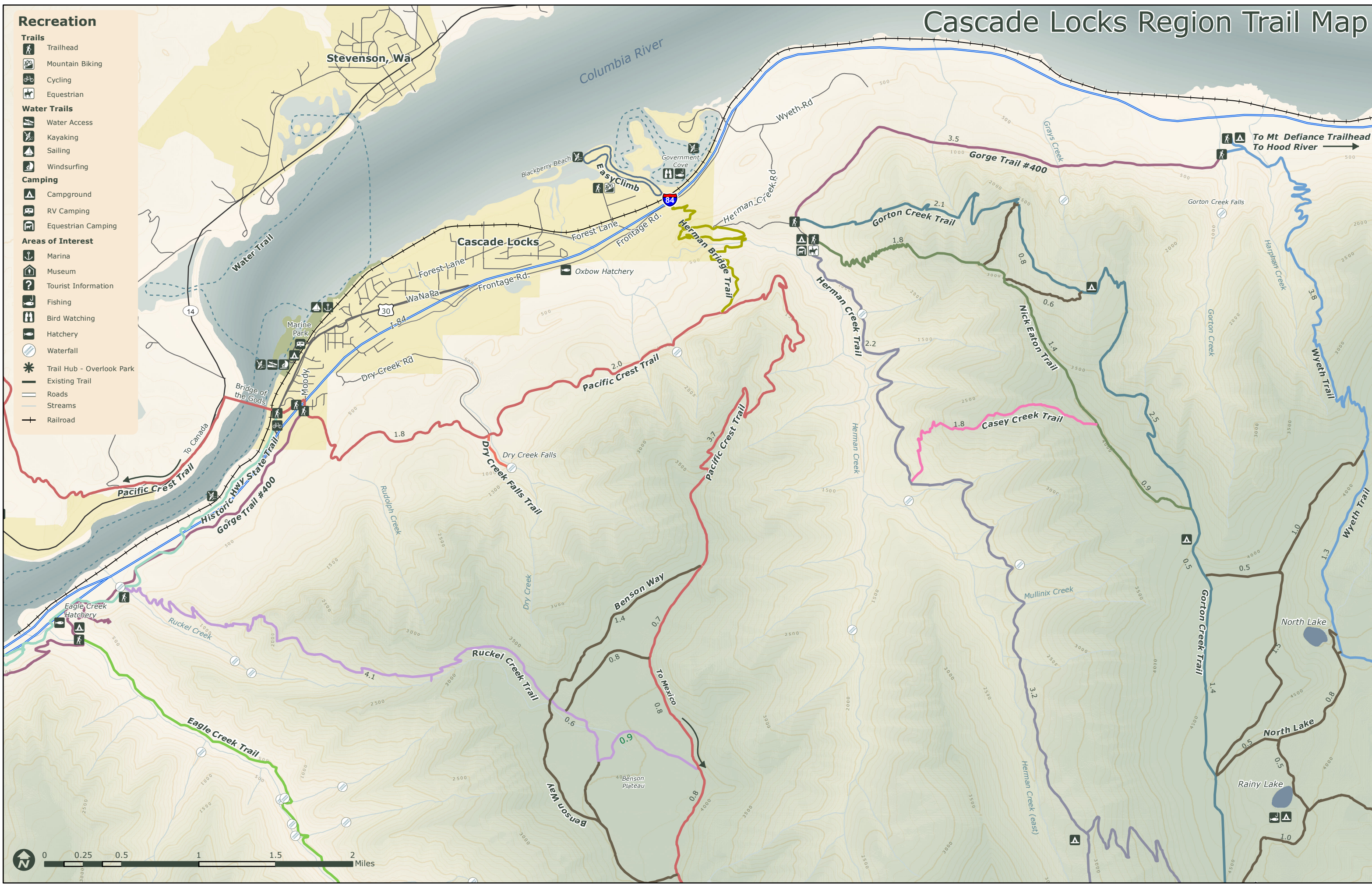
Camping

- Campground
- RV Camping
- Equestrian Camping

Areas of Interest

- Marina
- Museum
- Tourist Information
- Fishing
- Bird Watching
- Hatchery
- Waterfall
- Trail Hub - Overlook Park

Existing Trail
Roads
Streams
Railroad



To Mt Defiance Trailhead
To Hood River



Cascade Locks Region Trail Map

Recreation

Trails

- Trailhead
- Trailhead (proposed)
- Mountain Biking
- Cycling
- Equestrian

Water Trails

- Water Access
- Kayaking
- Sailing
- Windsurfing

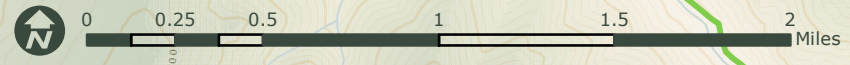
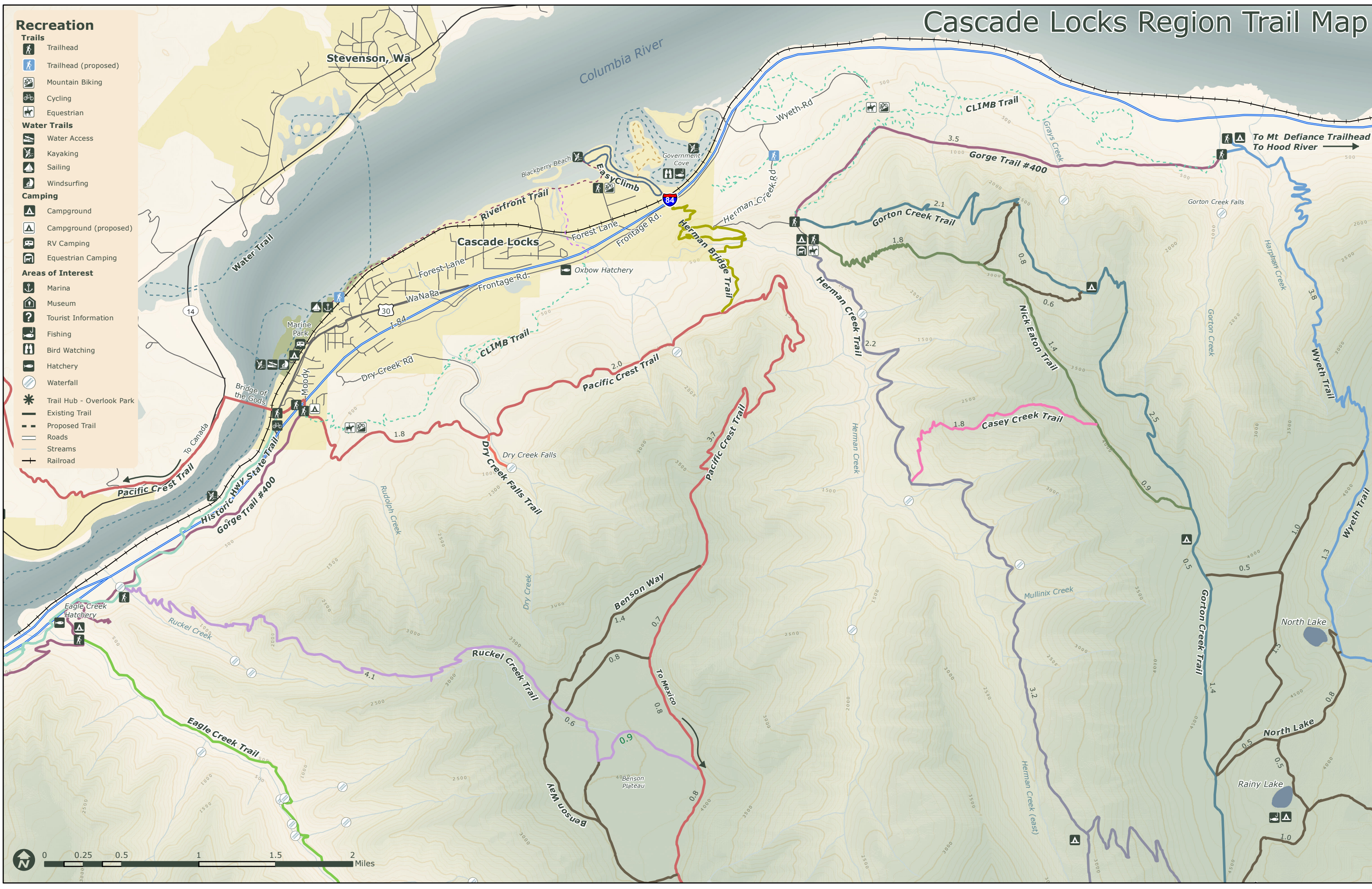
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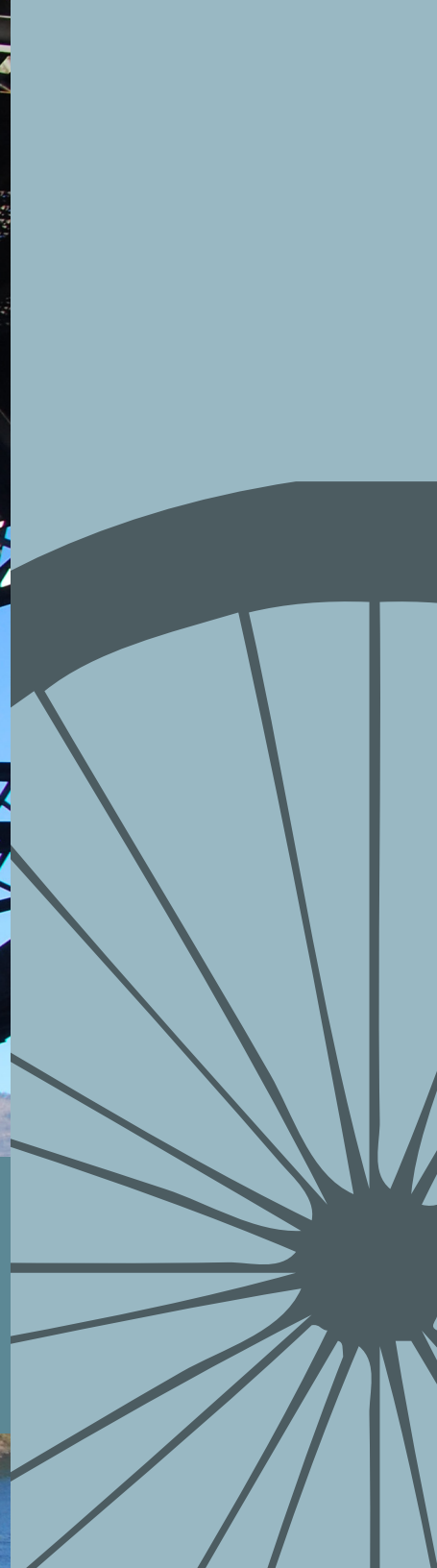
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Chapter 7: Implementation Strategy



IN THIS CHAPTER...

The Cascade Locks Story

Recreational tourism can transform this diamond in the rough into the sparkling, brilliant town it needs to be!

Anonymous Community Survey Respondent

Just as visitors need maps to find their way along the trails of the Gorge, the residents of Cascade Locks need a road map to show a route to future prosperity and investment. As the community takes concrete steps to improve the trail network and buffer the economy for future generations, implicit in these actions is an unwavering optimism about what the community will become. The foundation of this optimism is the belief that Cascade Locks can become a vibrant, healthy, prosperous community by building its reputation as an access point for recreation in the Gorge. Challenges have always been a part of the Cascade Locks story. How the community responds to those challenges will determine the future of this little town at the base of the Bridge of the Gods.

Chapter Table of Contents

- 93 Implementation Strategy
- 94 Implementation Strategy Matrix
 - Trail Stewardship Recommendations
 - Business & Marketing Recommendations
 - Trails, Amenities & Wayfinding Recommendations

IMPLEMENTATION STRATEGY

In order to help Cascade Locks move forward with their goal of becoming a recreational destination in the Gorge, Celilo Planning Studio has described numerous short and long term actions throughout the plan. While each chapter in this plan includes important details about how each recommended action supports this vision, compiled list of all the action items will help facilitate implementation. The Implementation Matrix included in this section is intended to make it easy for volunteers, city committees and partner organizations to see what steps they should take, which organizations should take the lead on different actions, and what kinds of partnerships should be leveraged.

The table is organized by chapter, summarizing the recommendations from the Stewardship, Business and Marketing, and Trails and Amenities chapters. The table includes what the action is, which primary agencies should be responsible for leading the effort, a suggested timeline, suggested partnership agencies, and additional information and resources. The Responsible Agencies are identified with "XX" for the recommended primary organization, and "X" for supporting organizations.

The table is intended to help organize and prioritize next steps. As each action is undertaken, make sure to refer to the chapter where it is described in more detail so that additional considerations are included.



IMPLEMENTATION MATRIX

Recommendation	Primary Responsible Organizations (XX = Lead, X = Assist)					Suggested Timeline	Suggested Additional Partnerships	Additional Information or Considerations
	DRSC	Tourism	City	Port	Trail Care Group			
CHAPTER 5: TRAIL STEWARDSHIP RECOMMENDATIONS								
Work with the NWTa to form the trail care group using their existing non-profit status	XX	XX	X	X	XX	This Month	NWTa; include representatives from Tourism, DRSC, City, Port, business owners, residents, and other trail groups	Define mission, scope, and organizational structures; lay out objectives and timelines. NWTa (nw-trail.org) has existing non-profit status and experience, and can act as the umbrella for Cascade Locks' group
Develop and maintain long term partnerships with existing trails organizations		X		X	XX	This Year	NWTa; FOG; PCTA; FHCRH; USFS; ODOT; ODPR; PNTS; youth organizations; other community organizations	Collaborate on projects, share resources and support, and stay informed on their activities
Work with the US Forest Service to support the CLIMB NEPA process			X	XX	XX	This Year	NWTa; FOG; PCTA	
Initiate Riverfront Trail feasibility study				XX	X	Long Term	NWTa; Downtown businesses; boating/ sailing organizations;	Refer to the Astoria and The Dalles case studies
Engage youth in trail activities					XX	Long Term	NWTa; Cascade Locks and Hood River area schools; Boys and Girls Club; scouts; 4-H; Safe Routes to Schools	Hikes, rides, and camping trips, and trail building and maintenance activities
Manage regular trail maintenance and other trail stewardship responsibilities					XX	Long Term	NWTa; Trailkeepers; PCTA;	Trash cleanup, repairs and repaving, trail events, support for new trail planning efforts
CHAPTER 6: BUSINESS AND MARKETING RECOMMENDATIONS								
Business Development								
Begin work with the City to review city code and ensure that it supports temporary uses such as	XX		X			This Month		Review the existing code at http://www.cascade-locks.or.us
Hold community workshops or symposiums to discuss different development goals and code amendments that could assist in achieving them.	XX		X	XX		This Year	MCEDC	
Work with the region's Chambers of Commerce and community colleges to provide customer service training to business owners and employees	X	XX				This Year	HRCCC; WCGCC; MCEDC; MHCC; CGCC	Examples of technical assistance could include business mentorships or assistance seeking historic designations for buildings
Recruit event or seasonal coffee, food and gear rental cart vendors	XX		X	X		This Year	Existing Cascade Locks restaurants; Hood River or Portland existing cart operators; Pedal Nation and other event coordinators, and trail groups, as likely customers	Consider seeking cart operators for food, coffee, and bike rental and repair; will need facilities, including water, garbage, restroom access, and seating

IMPLEMENTATION MATRIX

Recommendation	Primary Responsible Organizations (XX = Lead, X = Assist)					Suggested Timeline	Suggested Additional Partnerships	Additional Information or Considerations
	DRSC	Tourism	City	Port	Trail Care Group			
Provide financial assistance to existing businesses planning to expand or make improvements			XX	XX		This Year		Examples of financial assistance include tax breaks, subsidized loans or public assistance in applying for business grants
Continue developing the fish market			XX	XX		This Year		Consider connecting farmers market facilities with the fish market
Continue pursuing opportunities for a new brewpub			XX	XX		This Year		A possible location is the Old Fire Hall.
Recruit new hospitality businesses and a recreational equipment business	X		XX	XX		Long Term	Existing local hospitality business operators	Seek different kinds of lodging such as a hostel. Lodging and recreation businesses could be brought in as part of a multi-use development; a recreational store could start as a retail cart.
Welcoming Atmosphere for Visitors								
Work with local businesses to ensure that they stock supplies and snacks for trail users	XX	X				This Month	Gorge Grown; Travel Oregon; Pedal Nation; FOG; Chambers of Commerce	Gorge Grown (www.gorgegrown.com) currently has a mobile farmers market and could help bring additional local produce into town. Bicycle touring and hiking groups could help identify key supplies and sources to meet trail users needs
Work with local businesses to advertise free WiFi where available	XX			X		This Month	Downtown businesses	The Port is continuing to develop wireless access in town.
Develop and administer a Cascade Locks ambassador training program in partnership with HRCCC, FOG, NWTa and other local partners as appropriate	X	XX				This Year	HRCCC; FOG; NWTa	See the Oakridge, OR Case Study for an example of a trail ambassador program
Work with local businesses and regional partners to plant street trees downtown and develop outdoor seating or advertise back patio seating	XX		X			This Year	Friends of Trees; Depave Portland; Americorps; ODOT	Volunteers could help plant trees and build benches or picnic tables
Work with regional partners to purchase and install bike parking in front of downtown businesses	XX					This Year	HRCCC; WCGCC; MCEDC; other small communities in the region; City of Portland; rack manufacturers	Connect with other small communities and with rack manufacturers to negotiate bulk prices for bike racks. Rack manufacturer information and general bike parking information can be found on the Portland's transportation website. (www.portlandonline.com/transportation)

IMPLEMENTATION MATRIX

Recommendation	Primary Responsible Organizations (XX = Lead, X = Assist)					Suggested Timeline	Suggested Additional Partnerships	Additional Information or Considerations
	DRSC	Tourism	City	Port	Trail Care Group			
Work with ODOT and other partners to improve crossings, sidewalks, bike lanes, and other bike and pedestrian projects as appropriate			XX	X		Long Term	ODOT; FHCRH; Hood River County	Refer to the programmatic agreement for required elements
Marketing and Event Development								
Work with local and regional partners to develop a comprehensive community event calendar	X	XX	X	X	X	This Month	CLAT; HRCCC; WCGCC; MCEDC; FOG; NWTA; Trailkeepers; CGRA; Cascade Locks School; Lions Club; Rotary Club; others as identified	Post the calendar on all Cascade Locks websites and at key visitor locations around town (including trailhead kiosks); also post events on partner websites and calendars
Install tourism brochure holders on Port- and City-owned kiosks; keep them stocked regularly		XX	X	X		This Month		
Update Cascade Locks trails and recreation information on recreation websites throughout the region		XX			X	This Month		Ride Oregon Ride, Northwest Trails Alliance, International Mountain Bicycling Association, Pedal Nation, Friends of the Columbia Gorge, Trails.com, the Mazamas, Portland Hikers, and the Forest Service; Others as appropriate
Work with local businesses to review and update their information on various websites	XX					This Month	Local businesses	Yelp, Urban Spoon, Around Me, Citysearch, Yellowpages, Yahoo! Local, Zagat, and Google; Others as appropriate
Work with local businesses and regional partners to develop window signage welcoming trail users and advertising supplies and local products	X	XX			X	This Year	Local businesses; FOG; FHCRH; HRCCC; WCGCC	Develop in conjunction with other communities so that the effort can be coordinated and supported across the region
Promote existing events and develop new recreational and off-season events	XX	X	X	X	X	This Year		Cyclocross, disc golf, art festivals, and beer and wine events, for example
Co-fund a full time event coordinator position			XX	XX		Long Term		
CHAPTER 7: TRAILS, AMENITIES AND WAYFINDING RECOMMENDATIONS								
Trail Hub								
Solidify the location for the trail hub	X	X	XX	XX		This Month		Recommended location is Overlook Park
Develop the site plan for the trail hub	X	X		XX	X	This Year	City of Mosier; City of Troutdale; FOG; FHCRH; ODOT	Consider amenities such as seating, restrooms, water fountains

IMPLEMENTATION MATRIX

Recommendation	Primary Responsible Organizations (XX = Lead, X = Assist)					Suggested Timeline	Suggested Additional Partnerships	Additional Information or Considerations
	DRSC	Tourism	City	Port	Trail Care Group			
Investigate design alternatives for public restrooms and a kiosk	X	XX			X	This Year	City of Mosier; City of Troutdale; FOG; FHCRH; ODOT	Choose a design consistent with Historic Highway and the Cascade Locks downtown vision
Identify and apply for grants to fund hub amenities		X		XX	X	This Year	City of Mosier; City of Troutdale; FOG; FHCRH; ODOT	Community groups should write letters of support for grant applications
Look for other community partnership opportunities for hub construction, development and maintenance	XX	X			X	This Year	Eagle Scout projects, trades courses; elementary school art projects; 4-H projects; AmeriCorps programs	
Participate in the design of a Hub map consistent along the HCRH but unique to Cascade Locks	XX	X	X	X	XX	Long Term	City of Mosier; City of Troutdale; FOG; FHCRH; ODOT	
Utilize grant funding and local matches to build restrooms, a water fountain, bike workstand, and an updated kiosk with trail maps	X	X	X	XX	XX	Long Term		
Develop and implement a trail hub maintenance program to ensure it remains clean, attractive, and up to date with current trail and downtown information	XX	X	X	X	XX	Long Term		
Recreational Nodes: Recommendations for Multiple Locations								
Fill kiosks with information about Cascade Locks businesses and trails and events		XX		X		This Month	Kiosk owners, including the Port; PCTA; the Forest Service; OPRD; ODOT; NWT A	Locations include: HCRH State Trail; PCT Trailhead (Toll House Park); CLIMB Trailhead at Moody; Marine Park; Industrial Park; Herman Creek
Place sign directing trail users to downtown		XX		X		This Month	downtown businesses; Forest Service (at Herman Creek); PCTA	Locations include the PCT Trailhead; Herman Creek
Add welcome signs specifically for long distance trail users	XX			XX		This Year	FOG;PCTA; FHCRH	Locations include: HCRH State Trail; PCT Trailhead (Tollhouse Park); Coordinate with regional partners to ensure consistent regional branding
Place biker- or hiker-related art at trailheads	XX			X		Long Term	Local artists; FOG; FHCRH; PCTA	Locations include: HCRH State Trail; PCT Trailhead (Toll House Park); Coordinate with regional partners to increase support
Improve bicycle and pedestrian access	XX		X	X		Long Term	ODOT; Hood River County	Locations include: Marine Park; Industrial Park (Forest Lane and Frontage Road)
Improve beach access	XX			X		Long Term	ODPR; ODFW; CGRA	Locations include: Marine Park; Industrial Park

IMPLEMENTATION MATRIX

Recommendation	Primary Responsible Organizations (XX = Lead, X = Assist)					Suggested Timeline	Suggested Additional Partnerships	Additional Information or Considerations
	DRSC	Tourism	City	Port	Trail Care Group			
Recreational Nodes: Recommendations for Specific Locations								
HCRH State Trail: place sign directing visitors to restroom at PCT Trailhead				XX		This Year	FHCRH; ODOT	
HCRH State Trail: begin developing the passport program with Friends of the Gorge	X	XX	X	XX		This Year	FOG; FHCRH; ODOT; City of Mosier; City of Troutdale; other towns on the trails	
HCRH State Trail: plant flowers at trailhead vista	XX			X	X	This Year	FHCRH; ODOT	
Industrial Park: Rename the recreational node at the Industrial Park to reflect the recreational nature of the park				XX		This Month		
Industrial Park: host a cyclocross event				XX	XX	This Year	NWTA; HRATS	
Industrial Park: Construct restroom				XX	X	Long Term	NWTA	
Marine Park: fund and oversee the planning and feasibility study of a riverfront trail	X	X	X	XX	X	Long Term	Downtown businesses; CGRA; adjacent property owners	See Astoria and The Dalles case studies for examples of riverfront trail developments
PCT Trailhead: clean and improve the appearance of the parking lot, pedestrian paths, and restroom facilities				XX		This Year	PCTA; USFS	
PCT Trailhead: place pedestrian crossing signage at all pedestrian crossing locations				XX	X	This Year	PCTA; ODOT; USFS	
PCT Trailhead: fund maintenance to keep restrooms open year round				XX		Long Term	PCTA; USFS	
PCT Trailhead: work with ODOT improve pedestrian crossing on WaNaPa at the I-84 on-ramp	X		XX	XX		Long Term	ODOT	
PCT Trailhead: improve pedestrian path coming down from the Bridge				XX		Long Term		
CLIMB Trailhead at Moody Ave: find funding to construct a trailhead kiosk				XX	X	Long Term	NWTA; IMBA; USFS	
CLIMB Trailhead at Moody Ave: Improve or expand parking area	XX			XX	XX	Long Term		
CLIMB Trailhead at Moody Ave: Place benches or picnic tables	X			XX	XX	Long term	Eagle Scouts; 4-H; AmeriCorps; or other youth/volunteer programs	Volunteers could help build benches or picnic tables

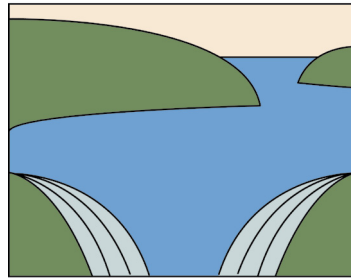
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	DRSC	Tourism	City	Port	Trail Care Group			
Wayfinding								
Clean and maintain existing interpretive signs on Thunder Island and Overlook Park				XX	X	This Month		
Identify sign designs for the recommended wayfinding plan: Major Roadway Signs, Minor Roadway Signs, Information Kiosks, and Walking Signs	X	X	XX	XX	X	This Year	ODOT; FHCRH; Columbia Gorge Commission; FOG	Signage along the Historic Highway should follow the Historic Highway State Trail Design Guidelines and reflect a Cascadian aesthetic; Signage located elsewhere should follow the Columbia River Gorge National Scenic Area color palette and sign guidelines
Develop pedestrian wayfinding through town between the trail hub and recreational nodes	XX	X		XX	XX	Long Term		
Planned or Proposed Future Trails and Amenities								
Support Water Trail development efforts				XX	X	This Year	MHCC; CGRA; other water sports and boating organizations	
Develop a Port Parks Master Plan				XX		Long Term	ODPR	Strategically plan for connections between and programming and infrastructure at Marine Park, Industrial Park, Toll House Park, and the CLIMB Trailhead at Moody
Develop a Bridge of the Gods non-motorized separated crossing				XX		Long Term	City of Stevenson	
Develop a riverfront trail from the Marine Park to Blackberry Beach	X		XX	XX	XX	Long Term	Downtown businesses; railroad; CGRA; adjacent property owners	See Astoria and The Dalles case studies for examples of riverfront trail developments
Improve bicycle and pedestrian access into the Marine Park				XX		Long Term	ODOT; railroad	
Develop hiker-biker camping				XX	X	Long Term	NWTA; PCTA; USFS	The recommended location is the CLIMB Trailhead at Moody. Alternative locations include: Industrial Park and a future Dry Creek trailhead
Develop Bicycle Corridors connecting CLIMB and EasyCLIMB			XX	XX	X	Long Term	Hood River County; ODOT	



(Photo credit: Andrea Roberts)

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PORT OF CASCADE LOCKS