

Willamette Falls Locks Pre-Opening Tasks (3 to 5 years)

Administrative

- Governor appoints Board of Directors (per legislation)
- Board to appoint executive director
- Administrative transition from SB 256 State Commission to HB ____ Public Corporation (includes discernment of legal funding from SB 256 administration)
- Form Finance and Human Resource policies for pre- and post-operation scenarios
- Contract with Army Corps of Engineers for transfer of ownership
- Contract (or work with Army Corps) for capital construction
- Finalize IGAs with local stakeholders for seed funding
- Work with USACE on training for Locks operations / Agency knowledge of facility
- Establish training plan for onboarding operations staff or minimal use business plan
- Establish preferred use of existing USACE barracks
- Adoption of bylaws for public corporation
- Obtain insurance and liability coverage
- Obtain permits for repairs
- (optional) Hire or contract administrative support

Business

- Work with stakeholders and partners on boat licensing rate
- Establish other funding strategies, as determined by Board
- Establish visitor and operation scenarios for Locks Museum
- Develop operations plan for level of desired service for Locks
- Develop maintenance strategy for Locks
- Decide on in-house vs contract operations
- Develop agreements on intent to use Locks (river users)
- Marketing responsibilities
 - Develop communication strategies for opening day, hours of operation, and predictability for interested users (recreation and commercial)
 - Discern new business opportunities and research potential markets
- Establish funding strategies
 - User fees for recreation vs boat license increase (recommendation for one or other, but not both)
 - Establish rates for “touring” vessels
 - Establish commercial rates for freight traffic
 - Establish “Friends” agency for 501(c)(3) donations

Advocacy and Partnership

- Join Pacific Northwest Waterways Association
- Regularly inform state and regional stakeholders on status of “project”
- Ensure state and regional stakeholders are jointly supporting state and federal efforts to “repair and reopen” Locks
- Participate in Willamette Falls Legacy Project and Willamette Falls and Landings Heritage Area Coalitions
- Maintain working partnership with PGE, Willamette Falls Paper Company, and City of West Linn