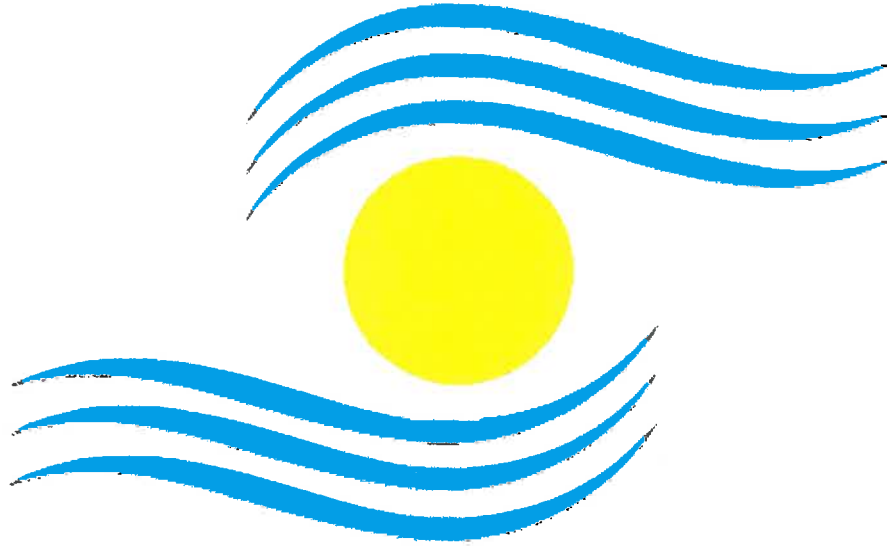


# **ENVISIONING THE DALLES**



## **VISION ACTION PLAN 2030**

**Prepared by:  
Community Development Department**

**City of The Dalles**

**May 2011**



**City of The Dalles  
Vision Action Plan**

**Prepared by:  
Community Development Dept**

**Special Thanks:**

**Thomas Gilbertson, RARE Planner**

**Funded by:  
City of The Dalles**

**May 2011**



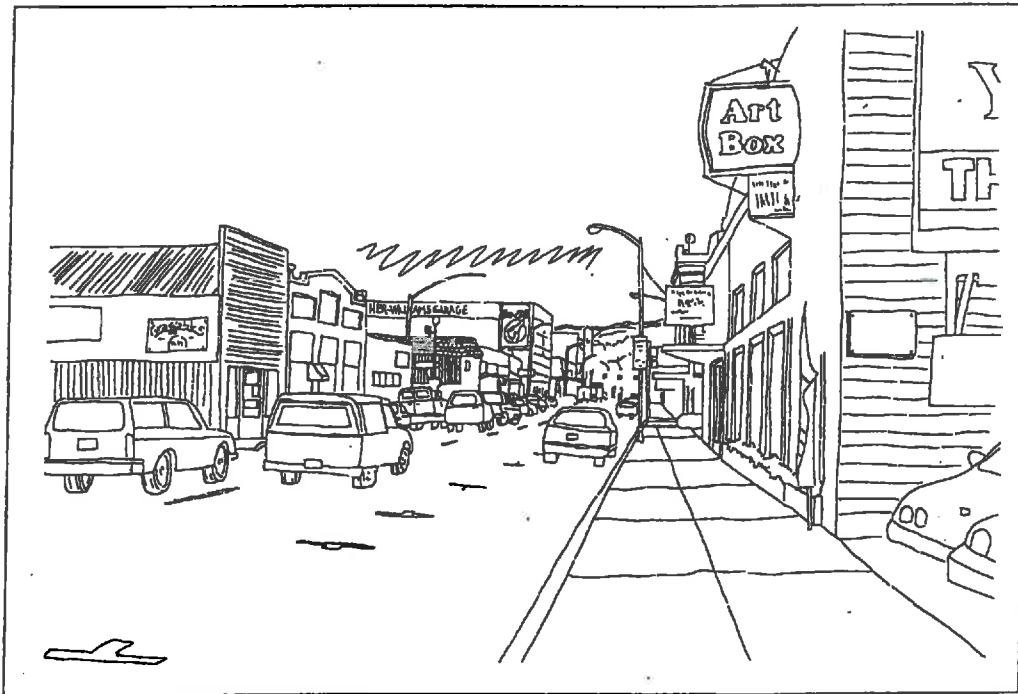
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# INTRODUCTION

The people of The Dalles are justifiably proud of their community. It has a long and valued history, and continues to play a key role in North Central Oregon's social, cultural, economic and governmental activities. The Dalles is one of the oldest cities in the state and was once the county seat of the largest county ever created in the continental United States. Over the years many events have taken place in The Dalles causing change in the community and, ultimately, affecting its role in the region.



Nearly two decades ago, the community began planning for change and to harness such changes to improve The Dalles by creating a community Vision Statement and a Vision Action Plan. Over a period of three years (1992-1995) the community held meetings, formed committees, imagined a visionary future, and developed a plan to achieve that vision over time. This initial vision was updated through a similar process in 2002. By 2002, this second proactive effort by citizens, businesses and governments to anticipate and plan for the community's

future was quite remarkable. The success of the vision and plan was readily apparent, as some two-thirds of the recommended strategies included in the 2002 plan were either completed or in progress.

Once again, the community recognized the need for a continued response to change. Technology, the economy, cultural change, and other emerging trends and issues are not static, and such forces contributed to the decision to update the Vision Statement and Vision Action Plan. This update process was launched in September 2010, spanning six months and incorporating several types of information gathering. The ability to revisit the community's vision and redevelop its strategies for action proved to be a powerful tool for the community. As part of this process, large public meetings were held, a community attitude survey linked to the community's original visioning process was distributed, and, finally, a strategy validation survey was conducted. These efforts established the new directions in which the community wishes to evolve, which are summarized in the revised Vision Statement and updated Vision Action Plan.

This document contains the following items resulting from the updating process:

- **Community Attitude Survey:** provides a brief description of the attitudes survey (which is based on the survey that was conducted as part of the original planning process), the survey instrument that was randomly distributed in the community, and final survey results (along with comparisons to the results of the 1995 and 2002 surveys);
- **Revised Vision Statement:** contains the full vision text as revised through the public meetings, which is the basis for the updated Action Plan;
- **Updated Action Plan:** outlines specific strategies and actions to help achieve the community's vision, organized into six discrete planning "focus areas";
- **Strategy Validation Survey:** provides a brief description of the validation survey, the survey instrument as published on the City of The Dalles website and the final survey results;



- **Implementation:** describes cooperative efforts required for successful action plan implementation, as well as suggested actions to promote and monitor the Vision Action Plan
- **Update Process Map:** presents an overview of the specific activities that were undertaken to develop the revised Vision Statement and updated Vision Action Plan;
- **Acknowledgements:** contains a list of community members who volunteered hours of their time and the project leaders who organized and facilitated the process;
- **Appendices:** includes the matrix of the “Tier One” Strategies, overall strategy narratives and the completion status of the community’s 2002 action plan strategies;

With the completion of the Vision Action Plan update process, the City of The Dalles, other community organizations in the public, private, civic and non-profit sectors, and citizens-at-large have an important new tool to help guide and direct our community as we explore the future. Given the successful implementation track record of the original and 2002 plans and the anticipated implementation of the updated plan, those who contributed to the development of the plan have signaled their confidence in our community’s continued future progress. The City of The Dalles would like to thank the many people who contributed to the creation of the updated Vision Action Plan and invite all community members to become involved in the plan’s implementation. Citizens interested in more information about the Vision Action Plan or looking for a way to become more involved should contact:

Community Development Department, City of The Dalles

313 Court St, The Dalles, OR 97058

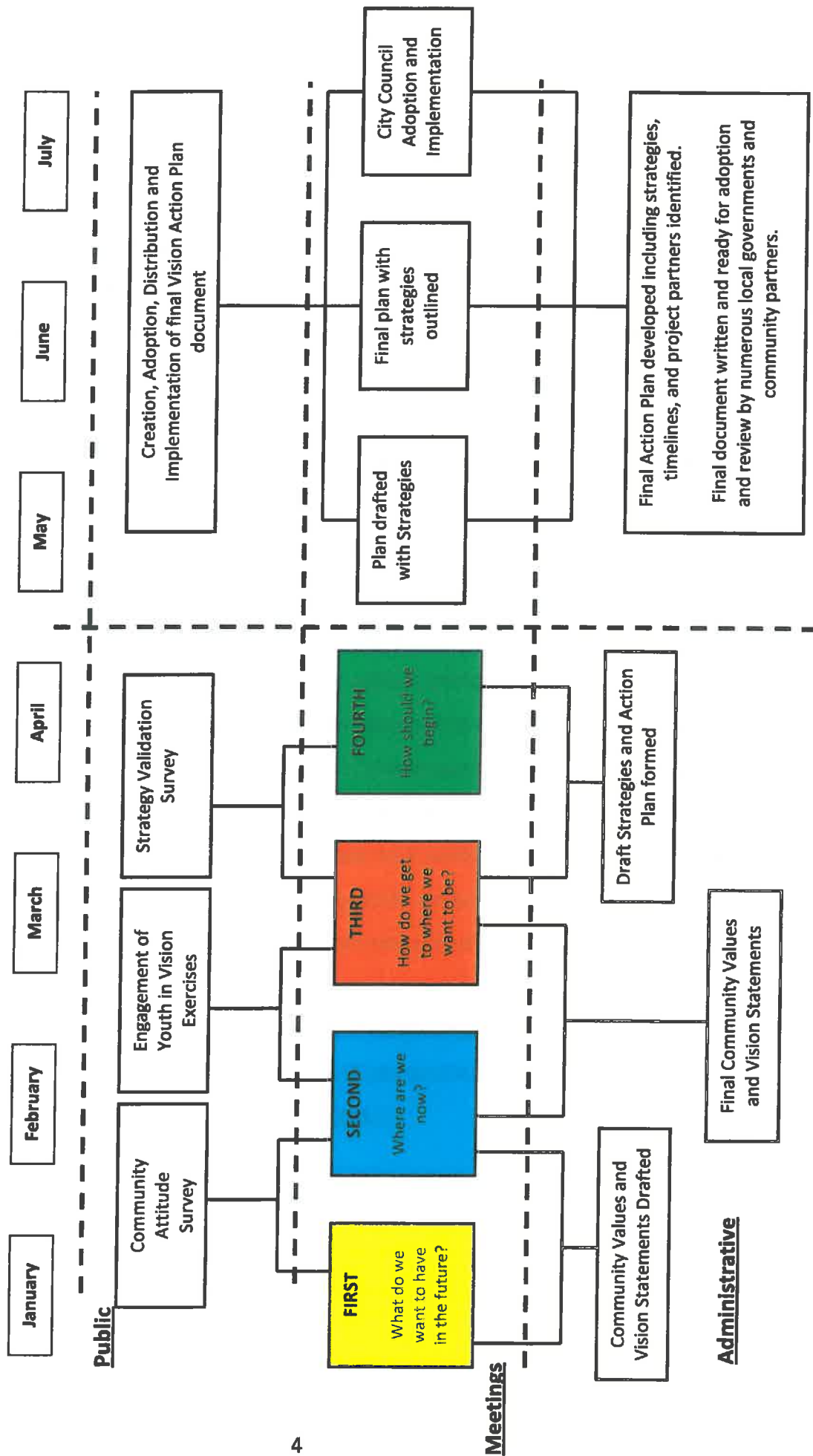
(541)296-5481

# Vision Action Plan – Update Process

## Two Major Components

- 1) A series of four monthly community meetings/workshops taking place from January through April.
- 2) Two surveys will be sent out to the general public. A community attitude survey measuring how residents feel about government services and life conditions will be sent to 1500 homes. Another strategy validation survey will determine what goals, strategies, and project are considered most important by residents.

## Process Timeline



# COMMUNITY ATTITUDE SURVEY

Conducted as part of the update process, the Community Attitude Survey was an important tool for providing guidance to the Community Development Department as it prepared to update the Vision Action Plan. The ability to not only analyze current public attitudes and expectations, but to understand how these attitudes and expectations compare to the recent past *and* how they have changed over time, can be very powerful. The fact that the attitude survey was based on an identical survey conducted as part of the original and 2002 planning processes provided just such an opportunity. The committee and community were fortunate to have had this opportunity.

The new survey was conducted by mail and distributed to 1,200 people randomly selected from the Wasco County tax assessor's list. A stamped, addressed return envelope was provided along with a cover letter and the survey. There were 409 respondents, or a 31 percent response rate. This response rate corresponds to a 93 percent confidence interval, plus or minus 4 percent. (For comparison purposes, the 2002 distribution was sent to 1,200 randomly selected households with a 39 percent response rate, corresponding to a 95 percent confidence interval, plus or minus 5 percent. The 1995 distribution was sent to 1,170 randomly selected households with a 31 percent response rate, corresponding to a 93 percent confidence interval, plus or minus 4)

During the vision statement validation stage of the public input process, citizens were provided the opportunity to view results from this survey to help them focus their efforts. The survey measured public agreement with a number of hypothetical, positively-worded statements about the community, its qualities and various amenities. The identification of statements that received poor ratings – indicating dissatisfaction with particular aspects of the community – is clearly reflected in the final strategies that were developed by the committee. For example, survey question # 16 ("There are many recreational activities for young people in the

community.”) received a positive response of only 23 percent. The implementation of Strategy 6.2 (“Create a monthly teen night in downtown with music and food.”) and Strategy 4.4 (“Use or develop existing properties for a community youth center.”) would directly fill the void perceived by the community in this area.

The survey instrument itself was designed during the development of the original action plan in 1995. In addition to being a guide in strategy formulation, the survey was intended to be used on an ongoing basis as a tracking instrument for the community. The opportunity to compare results of surveys conducted in 1995, 2002 and 2011, allows the community to identify changing attitudes about specific issues or concerns (shown by table five). Questions were designed to be applicable to the community at any point in time, but flexible enough for the addition or deletion of specific issues no longer perceived to be of interest or relevance to the community.

Take, for example, the question of whether various community development programs are enhancing the livability of The Dalles. Although specific programs are not identified by the survey, comparing results seems to indicate a sense of satisfaction with such projects and their effectiveness. A good example is survey question # 1 (“The traffic system in The Dalles operates smoothly.”). With the positive responses increasing from 46 percent in 1995 to 64 percent in 2011, one can theorize that the completion of the Union Street Underpass, 6<sup>th</sup> Street and Cherry Heights signals and the Brewery Grade roundabout, for example, have already had a major influence on community perceptions of livability.

Interestingly, a comparison of the overall results between 2002 and 2011 shows a slight slip from respondents in the level of satisfaction for most areas within the community. That is to say, almost all the Strongly Agree/Agree percentages recorded marginally lower levels of agreement in the new survey. This fact accentuates the need to continue with the community’s visioning and planning efforts.

The following pages contain the survey as distributed to the random sample, as well as the results compiled from the responses. The order is as follows:

- The Community Attitude Survey
- Table One: Overall Results
- Table Two: Gender Comparison
- Table Three: Age Group Comparison
- Table Four: Length of Residency Comparison
- Table Five: Overall Comparison between 1995, 2002 and 2011

The total number of responses within each demographic category is represented by (n = ##) below each listing. The results from the distribution in 2002 are contained within parentheses following the results from the 2011 survey, thus allowing the comparison referenced earlier in the text. In the overall results table (table five), the rows highlighted in green display areas in which more than half of those surveyed either agree or strongly agree with the question. Similarly, the rows highlighted in orange display areas in which more than half of those surveyed either disagree or strongly disagree with the question.

*\*\*\* If the number of responses within a category does not equal the total number of responses it is due to the respondent failing to mark a demographic category\*\*\**

**The City of The Dalles  
2030 Action Plan**

**COMMUNITY ATTITUDE SURVEY**

Please fill out the number which corresponds to how strongly you agree or disagree with the following statements about the community of The Dalles.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

- |       |     |   |
|-------|-----|---|
| _____ | 1.  | The traffic system in The Dalles operates smoothly.   |
| _____ | 2.  | The utility services that I receive (e.g. water, sewer and electricity) are delivered well and at a reasonable price. |
| _____ | 3.  | The community has a high quality of life.   |
| _____ | 4.  | The programs offered by the public schools adequately meet the needs of schoolchildren.                               |
| _____ | 5.  | The local government in the community works efficiently and effectively.  |
| _____ | 6.  | Children in The Dalles will want to live here when they grow up.  |
| _____ | 7.  | The local economy in The Dalles is vibrant and healthy.   |
| _____ | 8.  | Neighborhoods are well kept.  |
| _____ | 9.  | The Dalles downtown area is an interesting and attractive place to visit and shop.                                    |
| _____ | 10. | The number and quality of sidewalks in the community meets the needs of users.  |
| _____ | 11. | There are many riverfront activities available to the public.   |
| _____ | 12. | I can participate in many community volunteer opportunities.  |
| _____ | 13. | I like living in The Dalles.  |
| _____ | 14. | There are opportunities to find "family wage" jobs in The Dalles.   |
| _____ | 15. | The scenic views along I-84 near The Dalles are beautiful.  |
| _____ | 16. | There are many recreational activities for young people in the community.   |
| _____ | 17. | The public schools in the community are very good.  |
| _____ | 18. | A visitor to The Dalles will find many interesting things to do.  |
| _____ | 19. | Parents have ample opportunities to become involved in school activities.   |
| _____ | 20. | There are many historic buildings in The Dalles which should be preserved.  |

- \_\_\_\_\_ 21. The Dalles is a good place to retire.
- \_\_\_\_\_ 22. We enjoy a clean environment here.
- \_\_\_\_\_ 23. The quality of housing in The Dalles is adequate.
- \_\_\_\_\_ 24. We have enough bicycle paths.
- \_\_\_\_\_ 25. A wide range of cultural opportunities exist in the community.
- \_\_\_\_\_ 26. Neighborhoods in The Dalles have a sense of community.
- \_\_\_\_\_ 27. There are many opportunities for citizens to be involved in their local government.

Please rate your overall satisfaction with each of the following aspects about The Dalles using the scale listed below:

1	2	3	4	5
Very	Dissatisfied	Neither	Satisfied	Very
Dissatisfied		Satisfied nor		Satisfied
		Dissatisfied		

- |   |   |
|---|---|
| _____ Public schools                      | _____ Feeling of safety                       |
| _____ Quality of life                     | _____ Traffic/transportation                  |
| _____ City government leadership          | _____ Cultural life                           |
| _____ The local economy                   | _____ The environment                         |
| _____ City of The Dalles customer service | _____ Utilities (water, sewer, electric etc.) |

### Demographics

How long have you lived in The Dalles?

- \_\_\_\_\_ Less than 1 year
- \_\_\_\_\_ 1 to 5 years
- \_\_\_\_\_ 6 to 15 years
- \_\_\_\_\_ More than 15 years

How old are you?

- \_\_\_\_\_ 18 to 25 years old
- \_\_\_\_\_ 26 to 35 years old
- \_\_\_\_\_ 36 to 50 years old
- \_\_\_\_\_ 51 to 65 years old
- \_\_\_\_\_ Over 65 years old

Do you rent or own your home?

- \_\_\_\_\_ Rent
- \_\_\_\_\_ Own

Gender

- \_\_\_\_\_ Male
- \_\_\_\_\_ Female



**Table One: Overall Results – Community Attitude Survey**

Number of responses = 409 (Figures shown in parenthesis represent results from 2002)		Disagree or Strongly Disagree	Neutral	Agree or Strongly Agree
The traffic system in The Dalles operates smoothly.	15% (18%)	20% (25%)	64% (56%)	
The utility services that I receive (e.g., water, sewer and electricity) are delivered well and at a reasonable price.	43% (36%)	21% (24%)	36% (40%)	
The community has a high quality of life.	26% (23%)	33% (33%)	41% (44%)	
The programs offered by the public schools adequately meet the needs of school children	45% (40%)	39% (38%)	16% (23%)	
The local government in the community works efficiently and effectively	28% (30%)	44% (46%)	28% (24%)	
Children in The Dalles will want to live here when they grow up.	61% (60%)	32% (29%)	7% (11%)	
The local economy in The Dalles is vibrant and healthy.	65% (77%)	25% (17%)	10% (6%)	
Neighborhoods are well kept.	47% (41%)	31% (34%)	22% (25%)	
The Dalles downtown area is an interesting and attractive place to visit and shop.	35% (15%)	31% (27%)	34% (58%)	
The number and quality of sidewalks in the community meet the needs of users.	26% (22%)	24% (22%)	50% (56%)	
There are many riverfront activities available to the public.	40% (36%)	30% (36%)	30% (28%)	
I can participate in many community volunteer opportunities.	7% (5%)	26% (23%)	67% (71%)	
I like living in The Dalles.	9% (10%)	15% (18%)	76% (72%)	
There are opportunities to find "family wage" jobs in The Dalles.	66% (71%)	27% (23%)	7% (6%)	
The scenic views along I-84 near The Dalles are beautiful.	19% (13%)	11% (14%)	70% (73%)	
There are many recreational activities for young people in the community.	45% (47%)	32% (27%)	23% (26%)	
The public schools in the community are very good.	47% (36%)	36% (42%)	17% (22%)	
A visitor to The Dalles will find many interesting things to do.	30% (24%)	32% (29%)	38% (47%)	
Parents have ample opportunities to become involved in school activities.	3% (5%)	35% (31%)	62% (64%)	
There are many historic buildings in The Dalles which should be preserved.	9% (8%)	20% (22%)	70% (70%)	
The Dalles is a good place to retire.	12% (11%)	23% (22%)	62% (67%)	
We enjoy a clean environment here.	16% (15%)	27% (22%)	57% (64%)	
The quality of housing in The Dalles is adequate.	29% (28%)	29% (33%)	42% (39%)	
We have enough bicycle paths.	29% (26%)	26% (30%)	45% (44%)	
A wide range of cultural opportunities exist in the community.	22% (25%)	44% (44%)	33% (31%)	
Neighborhoods in The Dalles have a sense of community.	36% (29%)	38% (42%)	26% (29%)	
There are many opportunities for citizens to be involved in their local government.	15% (18%)	47% (43%)	38% (39%)	

*Note: Numbers in parenthesis show figures recorded from the 2002 attitude survey. The green highlights questions in which at least half of those surveyed agree. The orange shows the opposite.*

	Very Dissatisfied or Dissatisfied	Neutral	Very Satisfied or Satisfied
Public schools	41% (37%)	41% (37%)	19% (26%)
Quality of Life	11% (13%)	28% (23%)	61% (64%)
City Government Leadership	23% (25%)	46% (47%)	31% (28%)
The Local Economy	59% (67%)	30% (26%)	11% (7%)
City of The Dalles Customer Service	15% (15%)	48% (47%)	38% (39%)
Feeling of Safety	9% (11%)	23% (18%)	68% (71%)
Traffic and Transportation	17% (19%)	30% (28%)	54% (53%)
Cultural Life	16% (15%)	46% (49%)	38% (36%)
The Environment	14% (11%)	30% (27%)	56% (63%)
Utilities (water, sewer, electric, etc.)	33% (25%)	27% (30%)	39% (44%)



**Table Two: Gender Comparison – Community Attitude Survey**

Strongly Agree or Agree	MALES (n = 155)	FEMALES (n = 201)	Overall
The traffic system in The Dalles operates smoothly.	66%	62%	64%
The utility services that I receive (e.g., water, sewer and electricity) are delivered well and at a reasonable price.	41%	34%	36%
The community has a high quality of life.	48%	37%	41%
The programs offered by the public schools adequately meet the needs of school children	23%	11%	16%
The local government in the community works efficiently and effectively	30%	28%	28%
Children in The Dalles will want to live here when they grow up.	8%	7%	7%
The local economy in The Dalles is vibrant and healthy.	10%	11%	10%
Neighborhoods are well kept.	30%	16%	22%
The Dalles downtown area is an interesting and attractive place to visit and shop.	31%	35%	34%
The number and quality of sidewalks in the community meet the needs of users.	52%	50%	50%
There are many riverfront activities available to the public.	29%	31%	30%
I can participate in many community volunteer opportunities.	68%	67%	67%
I like living in The Dalles.	78%	76%	76%
There are opportunities to find "family wage" jobs in The Dalles.	9%	6%	7%
The scenic views along I-84 near The Dalles are beautiful.	69%	72%	70%
There are many recreational activities for young people in the community.	26%	20%	23%
The public schools in the community are very good.	23%	14%	17%
A visitor to The Dalles will find many interesting things to do.	40%	37%	38%
Parents have ample opportunities to become involved in school activities.	66%	58%	62%
There are many historic buildings in The Dalles which should be preserved.	67%	72%	70%
The Dalles is a good place to retire.	68%	64%	65%
We enjoy a clean environment here.	63%	52%	57%
The quality of housing in The Dalles is adequate.	46%	37%	42%
We have enough bicycle paths.	50%	41%	45%
A wide range of cultural opportunities exist in the community.	36%	31%	33%
Neighborhoods in The Dalles have a sense of community.	26%	26%	26%
There are many opportunities for citizens to be involved in their local government.	44%	35%	38%

Very Satisfied or Satisfied	Male Satisfied	Female Satisfied	Overall
Public schools	23%	16%	19%
Quality of Life	65%	60%	61%
City Government Leadership	36%	29%	31%
The Local Economy	14%	9%	11%
City of The Dalles Customer Service	38%	37%	38%
Feeling of Safety	70%	68%	68%
Traffic and Transportation	62%	47%	54%
Cultural Life	37%	38%	38%
The Environment	61%	54%	56%
Utilities (water, sewer, electric, etc.)	43%	37%	39%

**Table Three: Age Group Results – Community Attitude Survey**

	18-25 (n=5)	26-35 (n=28)	36-50 (n=70)	51-65 (n=136)	65+ (n=132)	Overall
<b>Strongly Agree or Agree</b>						
The traffic system in The Dalles operates smoothly.	80%	68%	63%	64%	65%	64%
The utility services that I receive (e.g., water, sewer and electricity) are delivered well and at a reasonable price.	0%	14%	35%	33%	47%	36%
The community has a high quality of life.	0%	43%	28%	44%	49%	41%
The programs offered by the public schools adequately meet the needs of school children	20%	4%	16%	14%	20%	16%
The local government in the community works efficiently and effectively	40%	12%	20%	29%	37%	28%
Children in The Dalles will want to live here when they grow up.	20%	7%	10%	4%	7%	7%
The local economy in The Dalles is vibrant and healthy.	0%	18%	9%	8%	13%	10%
Neighborhoods are well kept.	20%	25%	25%	21%	21%	22%
The Dalles downtown area is an interesting and attractive place to visit and shop.	40%	29%	25%	34%	38%	34%
The number and quality of sidewalks in the community meet the needs of users.	60%	43%	49%	55%	48%	50%
There are many riverfront activities available to the public.	0%	21%	25%	29%	35%	30%
I can participate in many community volunteer opportunities.	40%	41%	61%	82%	62%	67%
I like living in The Dalles.	80%	75%	63%	76%	84%	76%
There are opportunities to find "family wage" jobs in The Dalles.	0%	11%	3%	1%	6%	7%
The scenic views along I-84 near The Dalles are beautiful.	60%	79%	70%	64%	74%	70%
There are many recreational activities for young people in the community.	20%	21%	33%	20%	19%	23%
The public schools in the community are very good.	20%	16%	12%	13%	23%	17%
A visitor to The Dalles will find many interesting things to do.	0%	18%	20%	45%	46%	38%
Parents have ample opportunities to become involved in school activities.	60%	38%	57%	73%	57%	62%
There are many historic buildings in The Dalles which should be preserved.	80%	71%	61%	70%	76%	70%
The Dalles is a good place to retire.	20%	63%	62%	63%	72%	65%
We enjoy a clean environment here.	40%	50%	41%	64%	62%	57%
The quality of housing in The Dalles is adequate.	60%	39%	32%	39%	50%	42%
We have enough bicycle paths.	40%	54%	32%	41%	54%	45%
A wide range of cultural opportunities exist in the community.	0%	21%	22%	33%	44%	33%
Neighborhoods in The Dalles have a sense of community.	0%	39%	20%	24%	28%	26%
There are many opportunities for citizens to be involved in their local government.	0%	26%	26%	40%	48%	38%

**Very Satisfied or Satisfied**

	18-25 (n = 5)	26-35 (n = 28)	36-50 (n = 70)	51-65 (n = 136)	65+ (n = 132)	Overall
Public schools	20%	15%	20%	15%	22%	19%
Quality of Life	40%	59%	47%	63%	67%	61%
City Government Leadership	40%	19%	17%	32%	40%	31%
The Local Economy	0%	18%	12%	10%	10%	11%
City of The Dalles Customer Service	20%	44%	32%	37%	41%	38%
Feeling of Safety	40%	68%	55%	76%	67%	68%
Traffic and Transportation	60%	61%	48%	58%	50%	54%
Cultural Life	0%	32%	29%	34%	48%	38%
The Environment	60%	57%	43%	58%	62%	56%
Utilities (water, sewer, electric, etc.)	20%	32%	33%	38%	47%	39%

**Table Four: Length of Residency Comparison – Community Attitude Survey**

<b>Strongly Agree or Agree</b>	<b>&lt; 6 yrs (n = 31)</b>	<b>6-15 yrs (n = 85)</b>	<b>15+ yrs (n= 246)</b>	<b>Overall</b>
The traffic system in The Dalles operates smoothly.	81%	70%	63%	64%
The utility services that I receive (e.g., water, sewer and electricity) are delivered well and at a reasonable price.	42%	38%	37%	36%
The community has a high quality of life.	35%	36%	45%	41%
The programs offered by the public schools adequately meet the needs of school children	0%	16%	19%	16%
The local government in the community works efficiently and effectively	28%	31%	30%	28%
Children in The Dalles will want to live here when they grow up.	7%	11%	6%	7%
The local economy in The Dalles is vibrant and healthy.	19%	13%	9%	10%
Neighborhoods are well kept.	35%	21%	20%	22%
The Dalles downtown area is an interesting and attractive place to visit and shop.	35%	33%	35%	34%
The number and quality of sidewalks in the community meet the needs of users.	65%	42%	52%	50%
There are many riverfront activities available to the public.	26%	31%	31%	30%
I can participate in many community volunteer opportunities.	47%	63%	71%	67%
I like living in The Dalles.	77%	76%	77%	76%
There are opportunities to find "family wage" jobs in The Dalles.	4%	8%	8%	7%
The scenic views along I-84 near The Dalles are beautiful.	81%	72%	67%	70%
There are many recreational activities for young people in the community.	30%	27%	21%	23%
The public schools in the community are very good.	0%	15%	21%	17%
A visitor to The Dalles will find many interesting things to do.	19%	33%	44%	38%
Parents have ample opportunities to become involved in school activities.	50%	54%	66%	62%
There are many historic buildings in The Dalles which should be preserved.	65%	71%	72%	70%
The Dalles is a good place to retire.	50%	67%	68%	65%
We enjoy a clean environment here.	47%	55%	61%	57%
The quality of housing in The Dalles is adequate.	41%	42%	43%	42%
We have enough bicycle paths.	41%	42%	45%	45%
A wide range of cultural opportunities exist in the community.	24%	34%	35%	33%
Neighborhoods in The Dalles have a sense of community.	33%	22%	26%	26%
There are many opportunities for citizens to be involved in their local government.	21%	37%	42%	38%

<b>Very Satisfied or Satisfied</b>	<b>&lt; 6 yrs (n = 31)</b>	<b>6-15 yrs (n = 85)</b>	<b>15+ yrs (n= 246)</b>	<b>Overall</b>
Public schools	8%	24%	18%	19%
Quality of Life	55%	56%	65%	61%
City Government Leadership	17%	32%	33%	31%
The Local Economy	13%	13%	10%	11%
City of The Dalles Customer Service	44%	35%	38%	38%
Feeling of Safety	71%	67%	70%	68%
Traffic and Transportation	71%	51%	53%	54%
Cultural Life	32%	40%	38%	38%
The Environment	55%	53%	59%	56%
Utilities (water, sewer, electric, etc.)	48%	39%	40%	39%



**Table Five: Overall Results Comparison 1995, 2002 and 2011 – Community Attitude Survey**

<b>Strongly Agree or Agree</b>	<b>1995</b>	<b>2002</b>	<b>2011</b>	<b>Overall Gain/Loss</b>
The traffic system in The Dalles operates smoothly.	46%	56%	64%	18%
The utility services that I receive (e.g., water, sewer and electricity) are delivered well and at a reasonable price.	52%	40%	36%	-16%
The community has a high quality of life.	52%	44%	41%	-11%
The programs offered by the public schools adequately meet the needs of school children	25%	23%	16%	-9%
The local government in the community works efficiently and effectively	21%	24%	28%	7%
Children in The Dalles will want to live here when they grow up.	14%	11%	7%	-7%
The local economy in The Dalles is vibrant and healthy.	26%	6%	10%	-16%
Neighborhoods are well kept.	37%	25%	22%	-15%
The Dalles downtown area is an interesting and attractive place to visit and shop.	37%	58%	34%	-3%
The number and quality of sidewalks in the community meet the needs of users.	54%	56%	50%	-4%
There are many riverfront activities available to the public.	33%	28%	30%	-3%
I can participate in many community volunteer opportunities.	75%	71%	67%	-8%
I like living in The Dalles.	80%	72%	76%	-4%
There are opportunities to find "family wage" jobs in The Dalles.	14%	6%	7%	-7%
The scenic views along I-84 near The Dalles are beautiful.	74%	73%	70%	-4%
There are many recreational activities for young people in the community.	26%	26%	23%	-3%
The public schools in the community are very good.	30%	22%	17%	-13%
A visitor to The Dalles will find many interesting things to do.	48%	47%	38%	-10%
Parents have ample opportunities to become involved in school activities.	71%	64%	62%	-9%
There are many historic buildings in The Dalles which should be preserved.	67%	70%	70%	3%
The Dalles is a good place to retire.	70%	67%	62%	-8%
We enjoy a clean environment here.	67%	64%	57%	-10%
The quality of housing in The Dalles is adequate.	24%	39%	42%	18%
We have enough bicycle paths.	29%	44%	45%	16%
A wide range of cultural opportunities exist in the community.	32%	31%	33%	1%
Neighborhoods in The Dalles have a sense of community.	35%	29%	26%	-9%
There are many opportunities for citizens to be involved in their local government.	51%	39%	38%	-13%

*Note: The cells highlighted in green indicate areas in which public opinion has improved between the times that surveys were taken – figures highlighted in orange show areas in which public opinion declined.*

<b>Very Satisfied or Satisfied</b>	<b>1995</b>	<b>2002</b>	<b>2011</b>	<b>Overall Loss/Gain</b>
Public schools	28%	26%	19%	-9%
Quality of Life	69%	64%	61%	-8%
City Government Leadership	26%	28%	31%	5%
The Local Economy	28%	7%	11%	-17%
City of The Dalles Customer Service	48%	39%	38%	-10%
Feeling of Safety	58%	71%	68%	10%
Traffic and Transportation	52%	53%	54%	2%
Cultural Life	37%	36%	38%	1%
The Environment	63%	63%	56%	-7%
Utilities (water, sewer, electric, etc.)	52%	44%	39%	-13%

# 2011 Vision Statement

## An Introduction to Our Future

The Dalles will change over the next nineteen years. The determinants of change over the next two decades will be very different from those of the past. The question for this community is whether The Dalles will change for the better. The creation of a community vision is one way to make our desired future more likely.

As of 2010, The Dalles is a city with a small town atmosphere, postcard views and important historic resources. To make our community an even better place in the future for ourselves and our children, this vision has been prepared by engaging residents, stakeholders and special districts throughout the community.

If The Dalles is to achieve the prominence it both deserves and desires, the improvements outlined here – to government services, recreation, open spaces, housing, economy, cultural enrichment, education and other types of public infrastructure – must be achieved. Fortunately, with cooperation and commitment from citizens of The Dalles these ideas can become reality.

The vision statement is composed of several sections addressing a wide variety of major issues facing our community. First, **Improving Community Effectiveness and Efficiency**, outlines a critical segment that deals with improving governmental services as well as the relationship between residents and the agencies that serve them. Without this focus, we recognize that success in the other elements would be unlikely.

Second is a section titled **Building a Better Future on the Best of the Present**. Contained here are descriptions of a greener, more beautiful city that uses its setting to improve everyone's access to the natural environment – visitors and residents, old and young alike. Also described is a stronger, more diversified economy that builds on local resources – natural, historical and cultural. This section also takes a look at the physical design of the community and provides an explanation of how the design serves the people of The Dalles.

In the section titled, **Adding Services to Make it Work**, the changes to the educational system and facilities, as well as the infrastructure improvements to streets, sewers, and transportation

services that are necessary to reach the desired future are identified. Such improvements recognize the fact that many other types of changes must happen if a better future is to result.

***Note: The following vision statement is written as if viewed from the perspective of the Year 2030. For the purposes of this vision, population in The Dalles is assumed to increase at a slow-to-moderate rate (one to two percent) in the years between now and 2030.***

### **Improving Community Effectiveness and Efficiency**

The Dalles is a city that has always valued its people. It is this concern for everyone's welfare that has generated so much of the community's progress. The need to understand and accept diversity has given way to a true appreciation for – and encouragement of – the differences between people, and the strength that comes from that new perspective and those greater resources. It is the compassion, the real caring for others, that has made The Dalles a popular and successful community.

To be successful it took a change in the way the community makes things happen. Consistent annual meetings allowing for constructive dialog of our vision plan goals have allowed government agencies and the community to concentrate on mutually held objectives. This has helped to create several basic principles for the community and how it works together...

### **Involving Citizens in the Community**

First, the importance of involving citizens of all ages has been reaffirmed. Volunteer opportunities are displayed in a central location to allow easy access for those wanting to get involved in community activities. These opportunities also enable younger citizens to learn about local government by getting involved in City programs. The importance of involving individuals of diverse viewpoints and respecting the basic right to dissent has also been reaffirmed. Volunteers, particularly people with specific expertise, interest and experience, are recruited and encouraged to assist with various local programs and projects.

Ongoing community meetings and consistent attitude surveys have been created to make sure people's ideas and interest are brought to attention. In keeping with current times, electronic

means of public input including online surveys have been established. Young people are appointed to citizen committees to provide advice, and some have been organized to help with government leadership activities. This has translated into a support of family services, community events and public gatherings that have created a sense of ownership and value in community youth. Furthermore, regular public updates of the community's vision and action plan help maintain consensus and keep the community focused on achieving its long-term goals.

Parents have continued to take an interest in their child's education by actively participating in school functions and decisions. As a result, more than half of all parents are informed about educational activities and chose to participate in school events. Furthermore, government has changed from an institution that provides services, to a forum through which residents can help ensure the best possible outcomes for their community.

## **Improving Government and Business Efficiency**

Second, an efficient approach to the provision of government services has been implemented. These approaches include recycling materials, conserving all utilities (sewer, water, storm water, electricity, etc.), sharing resources between agencies, combining government agencies to gain efficiencies of scale and reducing duplicative services where they were provided by more than one entity. Programs are evaluated on their ability to provide key services while ensuring that the cost is both sustainable and shared in an equitable manner.

Productive decision making is achieved through a balance of community based initiative and effective leadership. The community leaders facilitate the process, and programs are evaluated on their ability to provide key services. As a result of this approach, the process of creating a new business has been streamlined, and sustainable avenues for local education funding have been established.

## **Promoting Local Collaboration**

Thirdly, collaboration has become the way things happen. A central community calendar website prevents conflicts between different events and is accessible by everyone. Community groups and organizations throughout The Dalles partner to host activities and maintain services that promote local collaboration.

Partnerships between private industries and government agencies help to ensure a clean, safe, beautiful and good smelling environment. The education and business sectors create partnerships to provide special training not otherwise affordable. These partnerships extend to include museums and cultural organizations that harness such collaboration to promote community involvement.

The City, Port and Chamber of Commerce have developed joint economic development programs, allowing them to share resources and focus their energies on mutual goals and opportunities. Furthermore, such partnerships enable Columbia Gorge Community College to respond to specific industry needs in order to prepare residents for family wages jobs while providing businesses with a valuable pool of employees. Partnerships between all local governments, non-profits and various entities become a common practice and ensure collaboration throughout the community.

Most importantly, consistent and open communication between local governments and citizens establishes true clarity and transparency while promoting further collaboration. When people see that they are openly involved in their government's activities, that communication forms the basis of government efficiency, and that truly positive results-oriented decision-making is occurring, they provide the financial support needed to make the system work. Finding the needed resources and using them in the most efficient way possible to achieve mutually agreed upon results is an effective combination.

## **Building a Better Future on the Best of the Present**

### **Network of Community Green spaces**

Tying all areas of the city together, and making the community an even more beautiful place to live, is a network of green spaces. The green areas are composed of a variety of linear corridors, parks and river trails. Using the creeks, steeply-sloped areas, parks, recreational areas, schools, bikeways and preserved natural areas, a series of pathways have been established so that people can move throughout the community by foot or bicycle while enjoying community green spaces and preserved natural areas.

All portions of the city have visible community parks and green spaces. The most noticeable new green space is Sunset Hill – an addition to Sorosis Park including many acres of natural



areas complete with an extensive network of walking trails. This new park is part of an overall green spaces plan adopted by all local governments, and includes protection of important regional views of the mountains and the river.

A new community dog park and playground provides residents with a wide-open place to watch their dogs play. In addition to this new development, numerous open spaces and playgrounds geared toward young families have been developed. These new parks are accompanied by an established landscaping program for highway on and off ramps that accounts for the most dramatic visual change in The Dalles.

The community has reclaimed its heritage as a river city. The lands along the river are now lush with new landscaping and provide access to public spaces along the river. Recreational uses like windsurfing, fishing, picnicking and boating have brought new vitality to the economy by supporting a variety of local commercial activities.

### **A Revitalized Downtown District**

The move back to the river has also stimulated improvements to the downtown area. A series of efforts to promote the historical significance of The Dalles have successfully increased the flow of tourism into the city. Downtown buildings have been brought back to life with upper floors renovated for housing, office space and other creative uses. A series of financial incentives has been established to improve the appearance of the city especially from the interstate and downtown. These improvements have contributed to an increased retail presence in downtown as visitors and residents buy products from local merchants.

All segments of the population are served by downtown community restrooms operating 24-7. This new amenity is complemented by tree-lined streets that make shopping downtown more enjoyable on hot summer days. A community-based tree planting program extends to include all neighborhoods of the city while providing volunteer opportunities for youth. Furthermore, heritage trees are protected and maintained for the special values they bring to The Dalles, particularly in the city's center.

A renovated Civic Auditorium serves as the primary cultural center in The Dalles by bringing special events into the downtown core. This restoration complements a newly renovated community center that anchors downtown as a neighborhood complete with affordable higher-density housing that helps the business district stay lively after working hours.

## **New Approaches to Economic Development**

The Dalles has affirmed its position as a hub of commerce by attracting businesses that appeal to a regional customer base. These businesses provide family wage jobs for local residents while boosting the regions influence and market area. Such employers also contribute to a healthy job market that enables residents to afford housing throughout the region, and the improved quality of life attracts families with small businesses and industries. As a result of these improvements, small and light manufacturers (40-60 employees) have moved into the city. Many of these businesses are focused on environmentally clean specialty products or services and have benefited from cooperative programs to attract them. A buzzing and energetic high-tech labor force has generated new start-up businesses focusing on information technologies and services. Most noticeably, The Dalles has become a green energy leader in Oregon and continues to attract businesses desiring to move to this hot spot.

## **Honoring our Cultural Diversity**

Central to the new character of the city is the recognition and involvement of people from a variety of cultures and ethnic backgrounds. A multi-cultural celebration has become a regular part of the community drawing people from all over the Northwest to view and participate. However, our cultural enrichment is not just displayed through celebrations as people from all cultures are involved in planning and leadership activities.

A community youth center provides a wide variety of activities by serving the growing demographic of young residents moving to The Dalles. This growing young population is supported by schools that maintain a curriculum encompassing all students while preserving valuable elective courses. The school system's efforts are complemented by community-wide initiatives to promote and sustain programs for students aiming to foster an understanding of our local land, history and culture (i.e. Imagination garden, Day Camps, 4H Fort Dalles Museum).

## **Compatible Neighborhoods and Land Uses**

The importance of maintaining a safe, quiet and affordable community has resulted in neighborhoods that use a mixture of compatible housing types, and commercial developments, to make areas that are more convenient. Additional urban lands have been established and set

aside for affordable housing. These new residential areas provide much needed housing for all segments of the population including seniors, families and farm laborers while also providing accommodations for the growing community of medical and technical professionals. These neighborhoods are supported by healthy local schools that serve as amenities for their surrounding communities.

Adequate supplies of commercial and industry lands have been set aside for potential employers while existing residential areas have been used to their full potential. This efficient land use strategy has improved the quality of life in The Dalles while making the area friendly to larger businesses.

Existing neighborhoods have been maintained throughout The Dalles and historic homes continue to line the streets in areas near downtown. In some places, quality apartments achieving newly adopted noise insulation standards, common wall homes and compact multi-structures have been added to older neighborhoods. All neighborhoods are served by well maintained streets, sidewalks and other public facilities meeting the unique needs of each area.

Neighborhoods throughout the community are well served by recreational activities including aquatic centers, skate parks and athletic facilities. These amenities have enhanced the quality of life in The Dalles and have attracted young professionals and business owners to the area.

## Adding Services to make it Work

### **A Proactive Educational System**

The local school district has developed partnerships with both Columbia Gorge Community College and the larger business community. These partnerships have enabled the school system to establish programs that prepare students for higher education opportunities. However, these partnerships also extend to provide on the job training, apprenticeship and trade opportunities for students interested in the industrial arts. These new programs benefit the business community by establishing an educated pool of workforce ready students.

The educational environment within our school system has benefited from classrooms that are peaceful, safe and supportive. Learning opportunities are provided from the beginning as schools work with families to maintain programs focusing on early childhood educational development. These programs have helped the school district capture potential students

while retaining one of the lowest dropout rates in Oregon. Such recruitment efforts, along with a diverse offering of courses, have retained local students and established the district as a regional magnet for students. This enhanced educational environment has allowed the district to focus on a curriculum that teaches students critical thinking skills while also encouraging creativity.

### **A Comprehensive System for Meeting Human Needs**

The Dalles' excellent medical services have continued to grow to meet the community's changing needs and have become a regional super-power. Particular emphasis has been given to serving all segments of the community. The medical system's efforts are matched by the community's crime and domestic violence mitigation programs as well as the continuation of the support group network. In addition to these efforts, public safety services have been evaluated so that they keep pace with community growth.

### **A Far-ranging Transportation and Technology Approach**

To make all areas of the city more easily accessible, a long-range street improvement and maintenance program has been designed and funded. This program has been evaluated so that quality infrastructure is provided with the goal of making the cost affordable for local citizens.

Residents living in The Dalles but commuting to Portland for recreational purposes can easily meet their needs by taking passenger rail. Additional transportation options have emerged with the airport serving as a regional commuter hub. Within the community, access to public transportation seven days a week allows workers, children and seniors to move throughout the city. This transportation access is supported by handicapped accessible corridors weaving throughout the community.

## What's Next – Pioneering our Future Together

A vision is just a dream. To be a reality it takes years of hard work and commitment. That process must begin with the distribution and acceptance of this vision throughout the community, so that everyone knows the journey on which we are embarking together and our common destination.

Certainly it is not enough for the City to accept this vision for The Dalles. The City, County, Park & Recreation District, Port, utilities, Chamber of Commerce, Columbia Gorge Community College, School District, Mid-Columbia Medical Center and everyone in The Dalles needs to become involved if the vision contained in this document is to become a reality.

All of these agencies, along with the community's residents, will need to endorse and then work to create this vision. But we do not expect The Dalles to be just as envisioned in this document by the Year 2030. As change occurs and new opportunities present themselves, the community will need to update and change their vision and their future.

To help make those changes, and to keep the process on-track, a citizens committee of interested and committed residents needs to be appointed and supported. This group can work with public and private organizations to help coordinate and encourage the actions that need to take place.

No one person or group can make a vision a reality; it takes everyone's involvement. But the journey to the future starts with individuals and groups becoming involved and working together. That is what community visioning is about; a community of individuals growing together, making a commitment to work together, all benefiting because they are all part of the same community and all sharing a common future.

# UPDATED ACTION PLAN

As the “roadmap” to our preferred future described in the Vision Statement, the Action Plan outlines how the community intends to prioritize its activities in order to achieve its vision over time. The public input process identified six “focus areas” that embody the values and visions of the community and these provided a framework for strategy formulation. The six focus areas are as follows:

- 1. Creating Economic Vitality**
- 2. Improving Governance and Infrastructure**
- 3. Fostering Cultural Enrichment**
- 4. Providing Recreation and Open Space**
- 5. Enhancing Education**
- 6. Strengthening and Sustaining Community Life**

Within these focus areas; specific strategies were formed to achieve the preferred vision. Strategies were developed for each focus area. Among the numerous strategies, a few were determined to be the most critical and the most feasible to accomplish over the next few years. They were identified as First-Tier strategies. The remaining strategies were listed as Second-Tier. First-Tier strategies were further refined into a series of action steps. These steps provide a guide for implementing the strategy. A matrix has been developed to list specific action items for each strategy, including lead role in implementing the action, partners, cost range and potential funding sources, as well as an implementation timeline. This matrix is included in Appendix C.

# **1. CREATING ECONOMIC VITALITY**

The people of The Dalles have always had a strong sense of identity with the work they do. Agriculture, manufacturing, retail trade, education, health and social services have traditionally employed the workforce. Strong community support for these professions has helped maintained the workforce, but new trends and issues have entered the scene. For example, health and social service providers have struggled to find skilled employees as these professionals tend to live in Hood River due in part to relatively high crime and insufficient educational opportunities for their children. Furthermore, the movement towards a global economy has encouraged changes in workforce skills and enhanced industries such as telecommunications. The community recognizes the need to diversify the employment base and sustain family wage jobs through attracting and embracing new industries and opportunities.

## **First-Tier Strategies: To Be Pursued Immediately**

- 1.1     Develop incentive packages to bring new retail businesses, or expansions of existing businesses, into empty storefronts.**
  - 1.1.1   Identify Incentives by surveying community partners (collect information)**
  - 1.1.2   Review Incentives (explore opportunities)**
  - 1.1.3   Develop Packets (outline opportunities)**
  - 1.1.4   Create Distribution System (market incentives packages)**
  
- 1.2     Improve appearance of city by creating visual barriers between the freeway and West 2<sup>nd</sup> Street as well as the Cherry Growers.**
  - 1.2.1   Form a committee to explore design options**
  - 1.2.2   Select suitable designs**
  - 1.2.3   Secure funding for design improvements**
  - 1.2.4   Develop visual barriers**

- 1.3 Create hubs of activities and events that draw shoppers and more retailers to the downtown core.**
  - 1.3.1 Develop a downtown events calendar**
  - 1.3.2 Identify event opportunities**
  - 1.3.3 Identify concentrated area for events**
  - 1.3.4 Develop event(s) or activities**
  
- 1.4 Develop infrastructure concept for industrial lands to attract manufacturing businesses.**
  - 1.4.1 Review current infrastructure plans**
  - 1.4.2 Create infrastructure implementation plan**
  - 1.4.3 Pursue funding for infrastructure concept plan**
  - 1.4.4 Build and market infrastructure enhancements**
  
- 1.5 Further pursue Main Street Program to revitalize the downtown business core.**
  - 1.5.1 Establish Main Street Program structure**
  - 1.5.2 Raise funds to support the Main Street Program**
  - 1.5.3 Hire a Main Street Coordinator**
  - 1.5.4 Continue implementation of Main Street Program**
  
- 1.6 Address Port of The Dalles area wetlands issue by creating a wetlands inventory showing certified shovel ready developable sites.**
  - 1.6.1 Work with State and Federal agencies to identify funding for wetland delineation**
  - 1.6.2 Develop a mitigation plan**
  - 1.6.3 Implement mitigation plan**
  - 1.6.4 Inventory shovel ready sites**
  
- 1.7 Create an advocacy team resources list to identify and then walk new businesses through development processes.**
  - 1.7.1 Inventory regulations on businesses**
  - 1.7.2 Develop regulation process outlines**



**1.7.3 Distribute materials to new businesses**

**1.8 Maintain cooperation between private and public government sectors (Community Outreach Team) to maintain focus on connecting business recruitment and workforce training.**

**1.8.1 Partners budget to continue support of Community Outreach Team.**

**Second-Tier Strategies: To Be Pursued as Time and Resources Allow**

- a. Create partnerships with historic odor emitting industries and regulators to create odor abatements.
- b. Review CGCC master plan to help the college respond to industry needs.
- c. Create zoning and financial incentives to promote use of upper floors as living spaces in all historic buildings in downtown core.
- d. Review past strengths, weaknesses, opportunities and threats (SWOT) to determine what we have and what we want to attract.
- e. Develop a downtown building inventory and explore regulations on retail and mixed living spaces to promote business development.
- f. Recruit support businesses to service green energy businesses.

## **2. IMPROVING GOVERNANCE AND INFRASTRUCTURE**

Government services are a key element in the strength and success of a community. Quality of life issues and economic development efforts are enhanced when infrastructures and leadership can meet the community demands. Maintenance, improvements and expansions are required to keep pace with demand and long-range planning is essential to deliver cost efficient and effective services. The use of not only public, but private financing will be critical in the future as public funds are affected by ballot measures, an uncertain economy, and an aging population. Agency coordination and informed community input will help to efficiently use funds for projects that will provide the greatest benefit to the community.

### **First-Tier Strategies: To Be Pursued Immediately**

#### **2.1 Continue financial support of committees and service groups involving youth.**

**2.1.1 Identify existing groups and evaluate their cost**

**2.1.2 Find opportunities to reduce cost**

**2.1.3 Secure stable funding mechanisms**

#### **2.2 Develop a system of regular community meetings and attitude surveys to collect public input.**

**2.2.1 Develop meeting/input schedule**

**2.2.2 Develop formal online surveys for both Wasco County and the City of The Dalles**

**2.2.3 Implement public input surveys and meetings**

#### **2.3 Explore renewable energy resources such as water, methane and solar.**

**2.3.1 Study feasibility of renewable energies**

**2.3.2 Determine start-up cost of infrastructure**

**2.4 Complete construction of Thompson Park project.**

**2.4.1 Consider construction phasing of alternative options**

**2.4.2 Construct project in phases**

**2.5 Develop 14<sup>th</sup> Street reservoir property into a neighborhood park.**

**2.5.1 Create a park concept plan**

**2.5.2 Secure funding for park development**

**2.5.3 Commence construction**

**2.6 Continue to explore opportunities to share equipment, materials and services.**

**2.6.1 Inventory local government services by agency**

**2.6.2 Identify overlapping services between agencies**

**2.6.3 Outline consolidation plans**

**2.6.4 Implement consolidations**

**2.7 Explore ways to provide more online communications such as broadcasting various agency and board meetings.**

**2.7.1 Explore potential media options or service contracts**

**2.7.2 Post/embed meetings on local government websites**

**2.7.3 Develop a website module for webcasting**

**2.8 Identify sites to locate downtown restrooms 24/7 with a funding strategy.**

**2.8.1 Study possible restroom options**

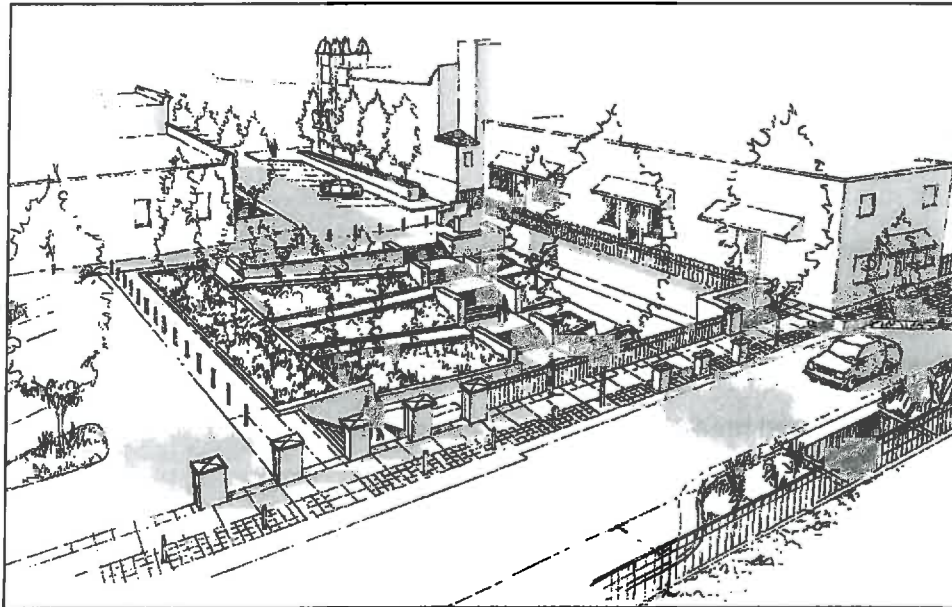
**2.8.2 Identify sites**

**2.8.3 Develop funding strategy**

## **Second Tier Strategies: To Be Pursued as Time and Resources Allow**

- g. Increase government efficiency by identifying opportunities for conservation efforts.
- h. Raise City gas tax in 2014 to ensure adequate street maintenance.
- i. Raise franchise fees or create right-of-way fees to ensure adequate street maintenance.
- j. Adjust design requirements to make infrastructure more affordable.
- k. Hold more town hall meetings to gather citizen input.

**Future Washington Street Plaza**



### **3. FOSTERING CULTURAL ENRICHMENT**

The support of cultural activities is important to creating a sense of place and community familiarity for residents. Whether the activities focus on the history of the area or the current community scene; the opportunity to gather together and enjoy fellowship needs to be provided. Current cultural events, historic programs and community facilities need continued promotion and enhancement, while opportunities to celebrate the diversity of the community need to be explored. Providing a variety of choices for cultural enrichment and leisure time activities will help to strengthen the community's sense of place and to attract new residents and visitors to The Dalles.

#### **First-Tier Strategies: To Be Pursued Immediately**

3.1 Complete the Civic Auditorium by raising local matching funds through individuals, businesses and governmental fundraising campaigns. (Make completing the Civic Theatre a priority within the community)

3.1.1 Implement the Civic Auditorium fundraising strategy

#### **Second Tier Strategies: To Be Pursued as Time and Resources Allow**

- l. Create a community-wide Cultural Day in October of each year (including numerous community groups).
- m. Create traveling events with multiple organizations to foster partnerships.
- n. Identify effective mechanisms for creating partnerships such as a cultural coalition.

## **4. PROVIDING RECREATION AND OPEN SPACE**

The residents of The Dalles are blessed with a magnificent natural environment surrounding their community that provides numerous recreational opportunities within a short drive. At the same time, facilities and programs serving the residents unable to access the surrounding environment need secure funding and support. The desire for a walking trails and increased recreational options within neighborhoods has been identified by the community, while the overall visual appeal of The Dalles and programs dedicated to the youth of the community create complex recreational needs. As the population increases and development occurs, the need for additional community recreation centers will increase as the existing facilities experience the pressures of overuse.

### **First-Tier Strategies: To Be Pursued Immediately**

**4.1 Develop a Mill Creek walking trail connecting the senior center to the Riverfront Park via Thompson Park.**

**4.1.1 Create trail concept and engineering plan**

**4.1.2 Secure funding**

**4.1.3 Construct trail**

**4.2 Increase connectivity to parks via pathways and preserved natural corridors.**

**4.2.1 Identify possible paths and corridors**

**4.2.2 Develop a pathways and corridors concept**

**4.2.3 Secure funding**

**4.2.4 Construct pathways**

**4.3 Improve the visual attractiveness of the city by developing green spaces along Interstate.**

**4.3.1 Identify opportunities for green spaces**

4.3.2 Develop a green spaces landscaping plan for the highway

4.3.3 Secure funding

4.3.4 Develop green spaces

4.4 Develop recreational aquatic opportunities throughout The Dalles as well as bike and skate parks.

4.4.1 Continue construction of current facilities at Thompson Park

### **Second Tier Strategies: To Be Pursued as Time and Resources Allow**

- o. Develop natural interpretive walking trails along the Riverfront Park shoreline.
- p. Develop a network of community green spaces while preserving natural areas.
- q. Incorporate the Sunset Hill natural area into Sorosis Park to provide more walking trails.
- r. Establish more tree-lined streets to provide shade and make walking around neighborhoods more enjoyable.

## **5. ENHANCING EDUCATION**

Community members of all ages need and deserve high quality, accessible services. Providing every child with a comprehensive education to develop confident, successful and skilled citizens is essential. Technical training and continuing education programs provide necessary lifelong learning opportunities for residents.

### **First-Tier Strategies: To Be Pursued Immediately**

**5.1 Create a business mentorship program where local businesses commit to mentoring students to help create workforce ready students, while providing safe and relevant education.**

**5.1.1 Develop partnerships with businesses and encourage them to promote job shadowing programs, mentoring, and or apprenticeship.**

**5.1.2 Design mentorship program**

**5.1.3 Implement program**

**5.1.4 Market the mentorship program**

**5.2 Invite four-year institutions to offer junior and senior level classes in The Dalles in addition to online classes.**

**5.2.1 Explore partnership opportunities**

**5.2.2 Develop partnerships**

**5.2.3 Secure funding**

**5.2.4 Secure contract(s)**

**5.3 Establish a K-14 seamless education system using assets and resources from District 21, CGCC, workforce training and private enterprise.**

**5.3.1 Identify gaps**

**5.3.2 Identify and develop resources**

**5.3.3 Develop partnerships**



#### 5.3.4 Develop an education system plan

5.4 Develop a “Student Mentorship Program” where older students can receive credit for contributing to a younger student’s education.

##### 5.4.1 Create mentorship program

##### 5.4.2 Implement program

##### 5.4.3 Market program to the community

### **Second Tier Strategies: To Be Pursued as Time and Resources Allow**

- s. Expand degree partnerships with four-year institutions to create dual admissions opportunities.
- t. Increase financial resources for school district operational expenses.
- u. Strengthen relationships with school counselors to encourage them to give equal consideration of CGCC when guiding students toward higher education (promote dual credit).
- v. Establish a seamless education system (0-20) that brings children into the public education system “ready to learn” and continues to build their academic skills.
- w. Upgrade and enhance technological infrastructure to provide timely and continuous communication with parents.

## **6. STRENGTHENING AND SUSTAINING COMMUNITY LIFE**

The people of The Dalles enjoy the virtues of a small town atmosphere with friendly four-way stops. The honesty and civility of residents are virtues held in high regard and help harbor the understanding of the need to embrace diversity to maintain a sense of place, while still respecting cultural differences. Continued encouragement of safe, well maintained neighborhoods enhances the livability and aesthetic qualities of the community while attracting new business and residents. These new businesses and residents should be welcomed and helped to become an integral part of the community. The strong volunteer spirit needs active promotion and recognition to continue accomplishing projects dedicated to enhancing community life.

### **First-Tier Strategies: To Be Pursued Immediately**

**6.1 Partner with Parks and Recreation, Home at Last, and others to find a designated area for a community dog park.**

**6.1.1 Develop partnerships to explore dog park options**

**6.1.2 Identify sites**

**6.1.3 Develop a dog park concept for implementation and maintenance**

**6.1.4 Open dog park**

**6.2 Create a monthly teen night in downtown with music and food.**

**6.2.1 Coordinate event time with other organizations**

**6.2.2 Develop event**

**6.2.3 Operate event**

**6.3 Use or develop existing properties for a community youth center.**

**6.3.1 Identify potential sites**

**6.3.2 Develop youth center plans**

**6.3.3 Secure funding**

**6.3.4 Construct youth center**

**6.4 Find opportunities to get kids involved in decision making.**

**6.4.1 Identify youth positions**

**6.4.2 Recruit youth**

**6.4.3 Orient youth volunteers**

**6.4.4 Reward youth volunteers**

**6.5 Place more emphasis on our community watch programs to reduce crime and domestic violence.**

**6.5.1 Evaluate impact of community watch programs**

**6.5.2 Explore improvement opportunities**

**6.5.3 Implement improvements**

**6.6 Develop an East/West fixed route public transportation system to operate days, nights and weekends.**

**6.6.1 Study feasibility (transportation need)**

**6.6.2 Determine route/type of transit**

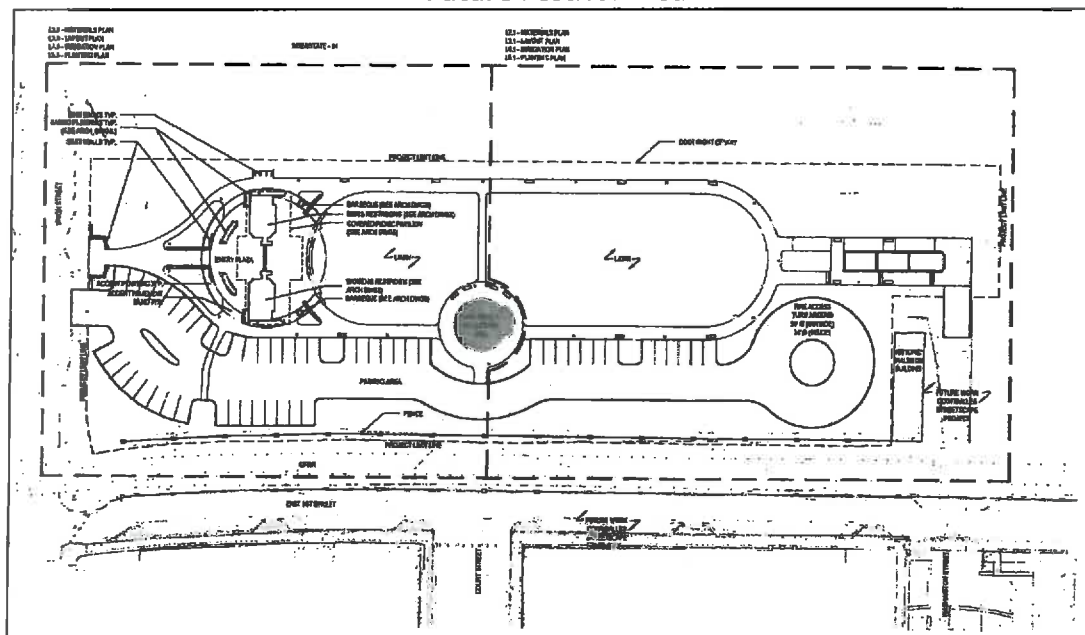
**6.6.3 Develop transit plan**

**6.6.4 Secure funding**

### Second-Tier Strategies: To Be Pursued as Time and Resources Allow

- x. Identify current community calendars and consolidate these efforts to one agreed upon place.
- y. Market our current community calendar to the public.
- z. Make community calendars user friendly (easy to submit events).
- a1. Collaborate with other communities to gather ideas for a community dog park.
- b1. Identify and secure additional funding to support the public transportation system.
- c1. Raise awareness of available resources and programs.
- d1. Increase public transportation options using volunteer drivers.

### Future Festival Area



# STRATEGY VALIDATION SURVEY

An important segment of the update process consisted of the community's validation of the strategies created during the public meetings. The meetings consisted of a well rounded cross-section of community residents, but for the implementation stage to be successful, confirming the work derived from the public meetings with the larger community was vital. A Strategy Validation Survey was conducted to gather feedback from the community. The survey was delivered to a random distribution of 400 residents through a mass mailing as well as posted on the City of The Dalles website. A total of eighty surveys were collected from the mailing with an additional 30 compiled from an online survey. The results from the survey process were contrasted with each other to determine which strategies were considered most important by the community. Strategies that performed considerably well during the meeting, online survey and the mailing were classified as "first-tier" strategies. First-tier strategies consist of the projects and activities the community considered to be the highest priority. Second-tier strategies are still important although the community doesn't consider such projects and activities to be urgent. The survey was not intended to be statistically significant, but only to provide a tangible look at whether the public meetings were truly representative of the community as well as give additional guidance for implementation.

The following two pages contain the survey with a comparison table of the results from the 110 returned by citizens of the community found in Appendix B. The comparison table directly compares the meeting results with those of the mailing and online surveys.

## VISION ACTION PLAN STRATEGY SURVEY

Please check only the strategies below that you feel are important for the community

- ☐ 1) Create partnerships with historic odor emitting industries and regulators to create odor abatements.
- ☐ 2) Strengthen relationships with school counselors to encourage them to give equal consideration of CGCC when guiding students toward higher education (promote dual credit).
- ☐ 3) Develop infrastructure concept for industrial lands to attract manufacturing businesses.
- ☐ 4) Explore renewable energy resources such as water, methane and solar.
- ☐ 5) Upgrade and enhance technological infrastructure to provide timely and continuous communication with parents.
- ☐ 6) Establish more tree-lined streets to provide shade and make walking around neighborhoods more enjoyable.
- ☐ 7) Place more emphasis on our community watch programs to reduce crime and domestic violence.
- ☐ 8) Review CGCC master plan to help the college respond to industry needs.
- ☐ 9) Raise awareness of available resources and programs.
- ☐ 10) Increase connectivity to parks via pathways and preserved natural corridors.
- ☐ 11) Create a business mentorship program where local businesses commit to mentoring students to help create workforce ready students, while providing safe and relevant education.
- ☐ 12) Make completing the Civic Theatre a priority within the community.
- ☐ 13) Continue financial support of committees and service groups involving youth.
- ☐ 14) Increase government efficiency by identifying opportunities for conservation efforts.
- ☐ 15) Develop a downtown building inventory and explore regulations on retail and mixed living spaces to promote business development.
- ☐ 16) Identify sites to locate downtown restrooms 24/7 with a funding strategy.
- ☐ 17) Collaborate with other communities to gather ideas for a community dog park.
- ☐ 18) Improve the visual attractiveness of the city by developing green spaces along Interstate 84.
- ☐ 19) Identify current community calendars and consolidate these efforts to one agreed upon place.
- ☐ 20) Develop a system of regular community meetings and attitude surveys to collect public input.
- ☐ 21) Raise City gas tax in 2014 to ensure adequate street maintenance.
- ☐ 22) Further pursue the Main Street Program to revitalize the downtown business core.
- ☐ 23) Increase public transportation options using volunteer drivers.
- ☐ 24) Develop a network of community green spaces while preserving natural areas.
- ☐ 25) Identify and secure additional funding to support the public transportation system.
- ☐ 26) Develop a "Student Mentorship Program" where older students can receive credit for contributing to a younger student's education.
- ☐ 27) Market our current community calendar to the public.
- ☐ 28) Explore ways to provide more online communications such as broadcasting various agency and board meetings.
- ☐ 29) Make community calendars user friendly (easy to submit events).
- ☐ 30) Incorporate the Sunset Hill natural area into Sorosis Park to provide more walking trails.
- ☐ 31) Receive voter approval for a local option property tax to support school operations.
- ☐ 32) Create a monthly teen night in downtown with music and food.
- ☐ 33) Recruit support businesses to service green energy businesses.
- ☐ 34) Consider using or developing existing properties for a community youth center.
- ☐ 35) Create a hub of activities and events that draw shoppers and more retailers to the downtown core.
- ☐ 36) Establish degree partnerships with four-year institutions to create dual admissions opportunities.
- ☐ 37) Continue to explore opportunities to share equipment, materials and services.

- ☐ 38) Create traveling events with multiple organizations to foster partnerships.
- ☐ 39) Complete construction of Thompson Park project.
- ☐ 40) Address Port of The Dalles area wetlands issue by creating a wetlands inventory showing certified shovel ready developable sites.
- ☐ 41) Identify effective mechanisms for creating partnerships such as a cultural coalition.
- ☐ 42) Create an advocacy team resources list to identify and then walk new businesses through the processes.
- ☐ 43) Develop a Mill Creek walking trail connecting the senior center to the Riverfront Park via Thompson Park.
- ☐ 44) Hold more town hall meetings to gather citizen input.
- ☐ 45) Find opportunities to get kids involved in decision making.
- ☐ 46) Develop natural interpretive walking trails along the Riverfront Park shoreline.
- ☐ 47) Develop an East/West fixed route public transportation system to operate days, nights and weekends.
- ☐ 48) Adjust design requirements to make infrastructure more affordable.
- ☐ 49) Establish a K-14 seamless education system using assets and resources from District 21, CGCC, workforce training and private enterprise.
- ☐ 50) Assign one agency member to attend other agency board meetings on a regular basis.
- ☐ 51) Create a community-wide Cultural Day in October of each year (including numerous community groups).
- ☐ 52) Establish a seamless education system (0-20) that brings children into the public education system "ready to learn" and continues to build their academic skills.
- ☐ 53) Develop recreational aquatic opportunities throughout The Dalles as well as bike and skate parks.
- ☐ 54) Consider an economic impact ordinance to evaluate the financial implications of new developments.
- ☐ 55) Create zoning and financial incentives to promote use of upper floors as living spaces in all historic buildings in downtown core.
- ☐ 56) Partner with Parks and Recreation, Home at Last, and others to find a designated area for a community dog park.
- ☐ 57) Review past strengths, weaknesses, opportunities and threats (SWOT) to determine what we have and what we want to attract.
- ☐ 58) Complete the Civic Auditorium by raising local matching funds through individuals, businesses and governmental fundraising campaigns.
- ☐ 59) Maintain cooperation between private and government sectors (Community Outreach Team) to maintain focus on connecting business recruitment and workforce training.
- ☐ 60) Invite four-year institutions to offer junior and senior level classes in The Dalles in addition to online classes.
- ☐ 61) Raise franchise fees or create right-of-way fees to ensure adequate street maintenance.
- ☐ 62) Improve appearance of city by creating visual barriers between the freeway and west 2<sup>nd</sup> Street as well as the Cherry Growers.
- ☐ 63) Develop incentive packages to bring new retail businesses, or expansions of existing businesses, into empty storefronts.
- ☐ 64) Develop 14<sup>th</sup> Street reservoir property into a neighborhood park.

## IMPLEMENTATION

The success of the Vision Action Plan update will be determined through the implementation process. The effort of hundreds of community members who returned surveys and volunteered their time through the input process requires the commitment of the entire community to reach the goals of the plan. To compile the plan is just the beginning. The strong support and visioning effort needs to continue through implementation. To provide a means to completing the identified strategies, a network of informed people and coordinated activities is essential. This network has begun through the update of the plan and needs to continue into the next stage.

The Vision Action Plan recognizes the responsibilities and importance to success of all local agencies, community volunteers and businesses. No single agency or individual can make the vision a reality. Their combined effort in becoming involved and coordinating their resources for the maximum benefit of the entire community is what will make this plan a success and create the community outlined in *Envisioning The Dalles*.

Upon completion of the preliminary draft of the Vision Action Plan, the document will be presented before various special districts and community partners. These presentations will promote the power of the vision and action plan, while working to build consensus by seeking the endorsements/support of stakeholders. This support will be documented as the Vision Action Plan is sent before The Dalles Planning Commission and ultimately the City Council seeking adoption by resolution. Upon the adoption of the Vision Action Plan, the City of The Dalles will appoint a visioning committee to focus of vision implementation. This committee will meet semi-annually to distribute, promote, monitor and make revisions to the action plan matrix when necessary. The visioning committee will also plan an annual event to recognize the individuals and entities that have worked to accomplish our goals for the future.



## Vision Action Plan Implementation Voting

Please indicate your choice by checking one of the boxes at the bottom of this page

### Implementation Option 1:

Distribution of the Vision Action Plan document, acceptance by resolution amongst local governments, appointment of a visionary citizens committee to meet twice annually. The visionary citizens committee would then be in charge of monitoring the status of our strategies and compiling annual reports to be distributed to all local governments (and other partners).

<u>First Action</u>	<u>Lead Role</u>	<u>Cost</u>	<u>Timeline</u>
Development of a standing committee to monitor the progress of our vision action plan strategies	City of The Dalles	Staff Time Volunteer Commitment	Annual event with Vision Action Plan updates every five years

### Implementation Option 2:

Distribution of the Vision Action Plan document, acceptance by resolution amongst local governments, appointment of a visionary citizens committee to meet twice annually. This committee would plan an annual event focusing on the status of our Vision Action Plan strategies with a recognition ceremony showcasing local accomplishments.

<u>First Action</u>	<u>Lead Role</u>	<u>Cost</u>	<u>Timeline</u>
Establishment of a standing committee to plan an annual event to recognize Vision Action Plan progress.	City of The Dalles with support from all local partners.	Staff Time Volunteer Commitment	Annual event with Vision Action Plan updates every five years

### Implementation Option 3:

Distribution of the Vision Action Plan document, acceptance by resolution amongst local governments, appointment of a visionary citizens committee to meet twice annually. This committee would monitor the progress of the Vision Action Plan and record potential changes to the strategy matrix when necessary (not to the goals or strategies themselves). Also, this committee would plan a special event each year to recognize the accomplishments of successful organizations in regards to the Vision Action Plan.

<u>First Action</u>	<u>Lead Role</u>	<u>Cost</u>	<u>Timeline</u>
Establishment of a standing committee to plan an annual recognition event and document potential changes in the strategy matrix.	City of The Dalles with support from all local partners.	Staff Time Volunteer Commitment	Annual event with Vision Action Plan updates every five years

☐

Implementation Option 1

☐

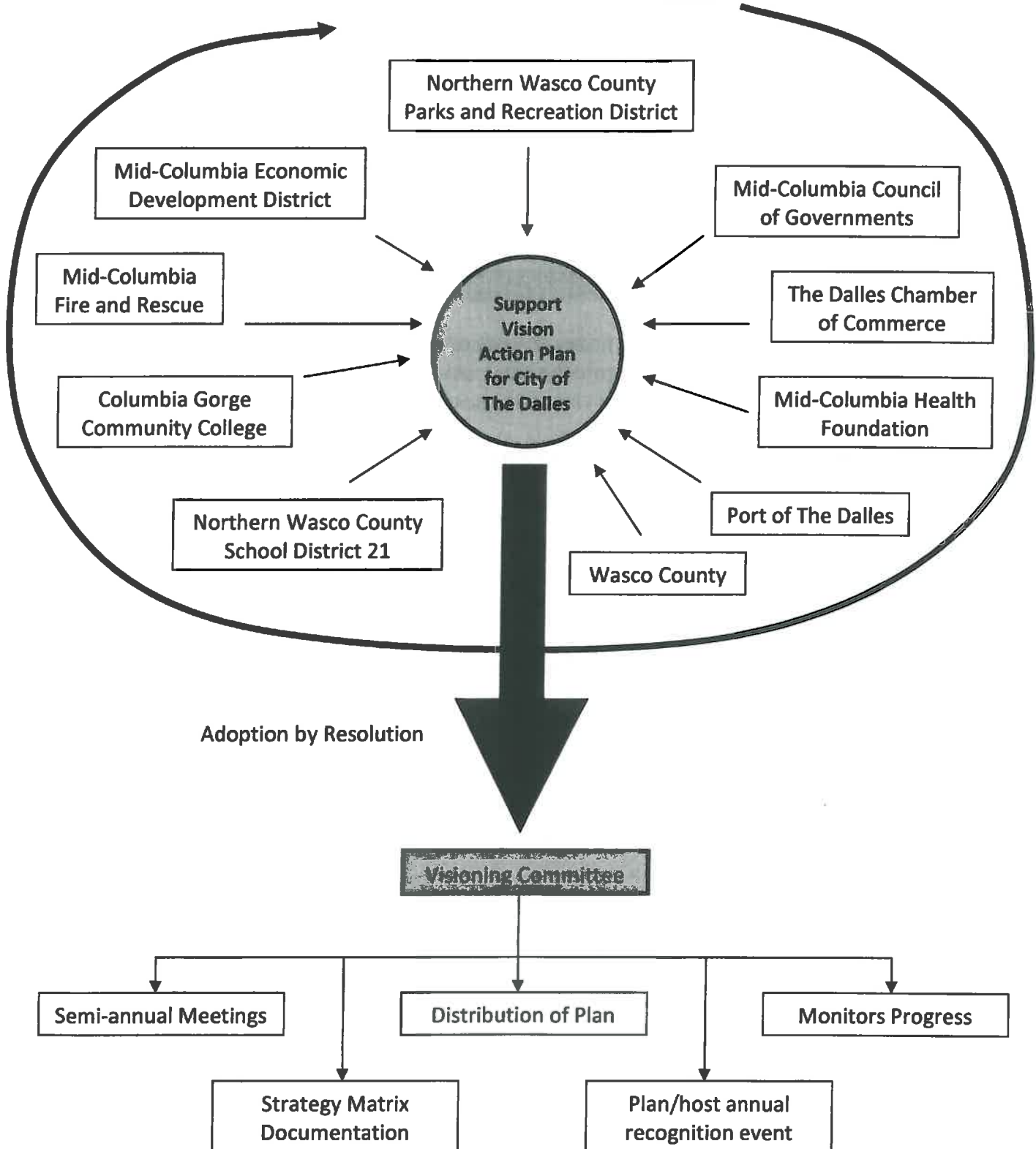
Implementation Option 2

☐

Implementation Option 3

## Implementation Chart

Distribution of Vision Action Plan to



# ACKNOWLEDGEMENTS

## Involved Citizens

Jim Wilcox	Mayor of The Dalles
Dan Spatz	City Councilor
Brian Ahier	City Councilor
Tim McGlothlin	City Councilor
John Nelson	Planning Commission
Nolan Young	City Manager - City of The Dalles
Gene Parker	City of The Dalles Attorney
Dan Durow	Planning Director - The Dalles
Gary Nychyn	Planning Director - Wasco County
Julie Krueger	City of The Dalles
Kate Mast	City of The Dalles
Jay Waterbury	City of The Dalles
Dave Anderson	City of The Dalles
Sheila Dooley	City of The Dalles
Jay Wood	Mid-Columbia Fire and Rescue
Bob McNary	Historic Landmarks Commission
Dennis Davis	Historic Landmarks Commission
Dennis Whitehouse	Historic Landmarks Commission
Dana Schmidling	Chamber of Commerce
John Arens	MCCOG
Mary Merrill	CGCC
Chuck Covert	Columbia Gorge Regional Airport
Scott Green	Parks and Recreation
Celeste Hill-Thomas	Mid-Columbia Health Foundation
Rita Rathkey	Mid-Columbia Medical Center
Candy Armstrong	School District 21
Matthew Neal	The Dalles Chronicle
Rod Runyon	Wasco County Commissioner
Scott Turnoy	MCEDD
Robert Palmer	Mid-Columbia Fire and Rescue
Ken Farner	Port of The Dalles Commission
Alex Jara	Public at Large
Anya Kawka	Public at Large
Bev Eagy	Public at Large
Callie Jordan	Public at large
Caroline Homer	Public at Large
Catherine Whalen	Public at Large
Cliff Clason	Public at Large
Corliss Marsh	Public at Large
Dan Meeks	Public at Large
Donna Lawrence	Public at Large
Ellen Whitehouse	Public at Large
Fred Davis	Public at Large
Gerhold Hoffman	Public at Large
Gretchen Hansen	Public at Large
Harold Haake	Public at Large
Karl Vercouteren	Public at Large

Janas Webb	Public at Large
Jean Vercouteren	Public at Large
Jeff Clifford	Public at Large
Jim Burres	Public at Large
Joan Ahier	Public at Large
Karen G. Murray	Public at Large
Karl	Public at Large
Jeff Clifford	Public at Large
Larry Gill	Public at Large
Lene Stephens	Public at Large
Linda Griswold	Public at Large
Linda Quackenbush	Public at Large
Link Shadley	Public at Large
Lisa Nevara	Public at Large
Luise Langheinrich	Public at Large
Lynn Wilcox	Public at Large
Marilyn Clifford	Public at Large
Mark Powell	Public at Large
Mark Radabangh	Public at Large
Mark Seder	Public at Large
Mary Bower	Public at Large
Mary Davis	Public at Large
Mary Gale	Public at Large
Matt Bower	Public at Large
Michael Leash	Public at Large
Mike Elmore	Public at Large
Mike Heiser	Public at Large
Mike Nagel	Public at Large
Mike Urness	Public at Large
Mike Wonder	Public at Large
Naya Kafka	Public at Large
Nicole Wood	Public at Large
Randy Anderson	Public at Large
Rex Tegen	Public at Large
Rocky Webb	Public at Large
Roger Prowell	Public at Large
Scott Mckay	Public at Large
Shae Kasinger	Public at Large
Sherry Munro	Public at Large
Steve Lawrence	Public at Large
Susan Buce	Public at Large
Susan Wolff	Public at Large
Tara L. Koch	Public at Large
Tom Wood	Public at Large
Tyler Stone	Public at Large



**Appendix A: 2002 Vision Action Plan First-Tier Strategies**

2002 First-Tier Strategies	2010 Status		
	Complete	In Progress	No Action
<b>Creating Economic Vitality</b>			
Complete the Riverfront Development Plan	X		
Complete a broadband network to serve the community	X		
Develop downtown vacant land and buildings, including second stories		X	
Enhance National Historic Districts thru expansion and renovations		X	
Expand workforce training programs at CGCC, opportunity driven	X		
Create a competitive advantage to attract new port businesses	X		
<b>Improving Governance and Infrastructure</b>			
Develop opportunities to share administrative services	X		
Move forward with next improvement in Wastewater Treatment Plant		X	
Institute publicly funded street and sidewalk improvements		X	
Develop ADA corridor between core areas of the community		X	
<b>Fostering Cultural Enrichment</b>			
Complete Renovation of Civic Theatre		X	
Secure stable funding for the purchase and operation of the Granada Theatre		X	
Complete ADA accessibility at the Art Center	X		
Support/Enhance museums and historical buildings thru funding and events		X	
Increase awareness/participation in cultural events thru marketing campaign		X	
Enhance K-12 music programs (thru community support/funding)		X	
<b>Providing Recreation and Open Space</b>			
Complete the Riverfront Trail along the Columbia River		X	
Develop family-based Community Recreation Center		X	
Develop site specific open space opportunities in the downtown area		X	
Fund daily youth activities			X
Improve visual attractiveness of city thru partnerships to reduce litter and increase landscaping.	X		
<b>Enhancing Education and Human Services</b>			
Merge school districts 9 and 12 (The Dalles and Chenoweth)	X		
Support CGCC thru partnerships, signage, and training		X	
Add more degree choices at CGCC	X		
Support assisted living opportunities that are affordable	X		
<b>Strengthening and Sustaining Community Life</b>			
Apply for and secure "All American City" status			
Consolidate historic sites under one organization		X	
Involve youth in government thru internships, mentor programs, appointments			X
Build a downtown "Pioneer Square" facility to be used as a gathering place		X	
Embrace and integrate Healthy Communities model			X



**Appendix A: 2002 Vision Action Plan Second-Tier Strategies**

2002 Second-Tier Strategies	2010 Status		
	Complete	In Progress	No Action
<b>Creating Economic Vitality</b>			
Expand the Urban Growth Boundary		X	
Construct a tour boat dock		X	
Soften property tax burden in community			X
Develop a Parking Plan in downtown	X		
Implement a marketing and promotional program (Public Relations)		X	
Cultivate the entrepreneurs within the community		X	
Redevelopment of all vacant industrial/commercial land and buildings		X	
Identify economic leakage and develop business to stop or reduce it		X	
Develop an incubator program			X
Streamline/simplify the permit process and regulations for new development		X	
<b>Improving Governance and Infrastructure</b>			
Broadcast public meetings			X
Plan and implement ongoing townhall/citizen-wide meetings	X		
Develop and maintain a community web page	X		
Complete the 19 <sup>th</sup> Street/Thompson Street transportation corridor		X	
Update the Vision Action Plan in 2006			
<b>Fostering Cultural Enrichment</b>			
Promote annual Native American/ethnic celebrations			X
Enhance the Discovery Center/Museum		X	
Establish a performing arts celebration (week/end)			X
Utilize the ethnic leadership of the community as a resource		X	
Establish regular meeting of community art groups to coordinate efforts	X		
Participate in the Regional Arts Council		X	
Establish an annual Multi-Ethnic celebration			X
Provide public awareness of "Artists in Residence" program	X		
<b>Providing Recreation and Open Space</b>			
Establish an event/festival committee			X
Develop a Master Plan for enhancement/amenities along Riverfront Trail	X		
Develop an incentive plan to encourage landscaping city/county property			X
Utilize and coordinate existing athletic facilities (Civic, etc.)			X
Acquire land to develop an athletic complex			X
Create open space within a five-minute walk of residential areas			X
Require open space as part of any plan/design of public facilities		X	
Secure public funding of recreational facilities		X	
Establish requirement of adjoining open space area to new developments			X
<b>Enhancing Education and Human Services</b>			

Acquire support of city in education and human service goals		X	
Maintain "sense of place" through developing historical resources		X	
Utilize "40 Assets" for healthier children			X
Revisit city's role in human services			X
Develop plan involving stakeholders in the school merge	X		
Strengthen support services for bilingual/bicultural families (school district)	X		
Create a seamless education system (school district)		X	
Provide better health care insurance coverage for children (unsure)			X
Provide English as second language programs (school district)	X		
<b>Strengthening and Sustaining Community Life</b>			
Create inter-generational participation opportunities		X	
Expand and institutionalize community festivals		X	
Develop museum at old US Mint Building			
Enhance the Community Volunteer Center			X
Create a project to bring community together on a frequent basis		X	
Open section of tunnels under the city			
Identify/Strengthen partnerships with other gorge communities		X	
Develop additional historical interpretive sites		X	

**Sources:**

- City of The Dalles Community Development Department
- The Dalles Public Works Department
- Columbia Gorge Community College
- The Dalles Art Center
- Northern Wasco County School District 21
- The Dalles Area Chamber of Commerce
- Northern Wasco County Parks and Recreation District
- Wasco County Historical Society
- Columbia River Gorge Discovery Center
- City of The Dalles Office of the City Manager





## Appendix B: Strategy Validation Methods Comparison

Potential Strategy	Meeting (%) (n = 35)	Mail (%) (n = 75)	Online (%) (n = 27)
Identify current community calendars and consolidate these efforts to one agreed upon place.	27%	9%	33%
Market our current community calendar to the public.	2%	20%	19%
Make community calendars user friendly (easy to submit events).	3%	19%	26%
Partner with Parks and Recreation, Home at Last, and others to find a designated area for a community dog park.	27%	35%	30%
Collaborate with other communities to gather ideas for a community dog park.	12%	21%	22%
Create a monthly teen night in downtown with music and food.	58%	35%	26%
Consider using or developing existing properties for a community youth center.	36%	41%	41%
Find opportunities to get kids involved in decision making.	30%	27%	11%
Place more emphasis on our community watch programs to reduce crime and domestic violence.	0%	44%	30%
Raise awareness of available resources and programs.	9%	19%	22%
Identify and secure additional funding to support the public transportation system.	3%	37%	26%
Increase public transportation options using volunteer drivers.	12%	25%	15%
Develop an East/West fixed route public transportation system to operate days, nights and weekends.	61%	36%	26%
Develop a Mill Creek walking trail connecting the senior center to the Riverfront Park via Thompson Park.	61%	35%	33%
Develop natural interpretive walking trails along the Riverfront Park shoreline.	30%	17%	22%
Increase connectivity to parks via pathways and preserved natural corridors.	48%	35%	26%
Develop a network of community green spaces while preserving natural areas.	15%	19%	15%
Incorporate the Sunset Hill natural area into Sorosis Park to provide more walking trails.	24%	29%	15%
Improve the visual attractiveness of the city by developing green spaces along Interstate 84.	64%	52%	63%
Establish more tree-lined streets to provide shade and make walking around neighborhoods more enjoyable.	30%	28%	30%
Develop recreational aquatic opportunities throughout The Dalles as well as bike and skate parks.	52%	32%	33%
Create a community-wide Cultural Day in October of each year (including numerous community groups).	9%	13%	7%
Create traveling events with multiple organizations to foster partnerships.	48%	5%	0%
Identify effective mechanisms for creating partnerships such as a cultural coalition.	12%	1%	4%
Make completing the Civic Theatre a priority within the community.	82%	45%	30%
Complete the Civic Auditorium by raising local matching funds through individuals, businesses and governmental fundraising campaigns.	48%	40%	30%
Establish degree partnerships with four-year institutions to create dual admissions opportunities.	27%	24%	26%
Create a business mentorship program where local businesses commit to mentoring students to help create workforce ready students, while providing safe and relevant education.	70%	37%	56%
Invite four-year institutions to offer junior and senior level classes in The Dalles in addition to online classes.	24%	36%	41%
Establish a seamless education system (0-20) that brings children into the public education system "ready to learn" and continues to build their academic skills.	15%	31%	15%
Establish a K-14 seamless education system using assets and resources from District 21, CGCC, workforce training and private enterprise.	30%	31%	15%
Receive voter approval for a local option property tax to support school operations.	24%	21%	11%
Strengthen relationships with school counselors to encourage them to give equal consideration of CGCC when guiding students toward higher education (promote dual credit).	9%	23%	22%

Develop a "Student Mentorship Program" where older students can receive credit for contributing to a younger student's education.	52%	29%	7%
Upgrade and enhance technological infrastructure to provide timely and continuous communication with parents.	30%	7%	7%
Continue financial support of committees and service groups involving youth.	39%	39%	22%
Develop a system of regular community meetings and attitude surveys to collect public input.	18%	29%	22%
Explore renewable energy resources such as water, methane and solar.	39%	35%	26%
Increase government efficiency by identifying opportunities for conservation efforts.	33%	16%	22%
Raise City gas tax in 2014 to ensure adequate street maintenance.	12%	15%	22%
Raise franchise fees or create right-of-way fees to ensure adequate street maintenance.	15%	9%	7%
Complete construction of Thompson Park project.	52%	33%	30%
Develop 14 <sup>th</sup> Street reservoir property into a neighborhood park.	48%	33%	26%
Adjust design requirements to make infrastructure more affordable.	18%	19%	7%
Assign one agency member to attend other agency board meetings on a regular basis.	3%	11%	11%
Continue to explore opportunities to share equipment, materials and services.	52%	27%	33%
Hold more town hall meetings to gather citizen input.	15%	24%	7%
Explore ways to provide more online communications such as broadcasting various agency and board meetings.	36%	15%	15%
Identify sites to locate downtown restrooms 24/7 with a funding strategy.	58%	28%	26%
Develop incentive packages to bring new retail businesses, or expansions of existing businesses, into empty storefronts.	55%	55%	56%
Improve appearance of city by creating visual barriers between the freeway and west 2 <sup>nd</sup> Street as well as the Cherry Growers.	42%	43%	52%
Create hubs of activities and events that draw shoppers and more retailers to the downtown core.	45%	40%	26%
Consider an economic impact ordinance to evaluate the financial implications of new developments.	0%	15%	19%
Develop infrastructure concept for industrial lands to attract manufacturing businesses.	0%	48%	56%
Further pursue the Main Street Program to revitalize the downtown business core.	61%	41%	41%
Develop a downtown building inventory and explore regulations on retail and mixed living spaces to promote business development.	15%	39%	48%
Create partnerships with historic odor emitting industries and regulators to create odor abatements.	18%	33%	37%
Address Port of The Dalles area wetlands issue by creating a wetlands inventory showing certified shovel ready developable sites.	36%	27%	52%
Review CGCC master plan to help the college respond to industry needs.	18%	27%	15%
Create an advocacy team resources list to identify and then walk new businesses through the processes.	52%	8%	19%
Review past strengths, weaknesses, opportunities and threats (SWOT) to determine what we have and what we want to attract.	3%	19%	30%
Create zoning and financial incentives to promote use of upper floors as living spaces in all historic buildings in downtown core.	27%	36%	41%
Maintain cooperation between private and government sectors (Community Outreach Team) to maintain focus on connecting business recruitment and workforce training.	61%	13%	22%
Recruit support businesses to service green energy businesses.	21%	15%	15%

Note: The results of the strategy validation survey shown here are based on the percentage of votes each potential strategy received based on the total number of people participating in each survey method.

## The Dalles Vision Action Plan - First-Tier Strategies Matrix

## Focus Area 1. Creating Economic Vitality

FOCUS AREA: Building Economy Vitality					
STRATEGY 1.1: Develop incentive packages to bring new retail businesses, or expansions of existing businesses, into empty storefronts.					
	Actions to Implement:	Lead Role	Partners	Cost Range and Potential Sources	Implementation Timeline
Action 1.1.1	Identify Incentives by surveying community partners (collect information)	Chamber of Commerce	The Dalles Main Street/City of The Dalles/Columbia Gorge Community College/Mid-Columbia Economic Development District/Real Estate Groups	Staff Time	6 Months
Action 1.1.2	Review Incentives (explore opportunities)	Chamber of Commerce	The Dalles Main Street/City of The Dalles/Columbia Gorge Community College/Mid-Columbia Economic Development District/Real Estate Groups	Staff Time	6 Months
Action 1.1.3	Develop Packets (outline opportunities)	Chamber of Commerce	The Dalles Main Street/City of The Dalles/Columbia Gorge Community College/Mid-Columbia Economic Development District/Real Estate Groups	Staff Time	3 Months
Action 1.1.4	Create Distribution System (market incentive packetages)	Chamber of Commerce	The Dalles Main Street/City of The Dalles/Columbia Gorge Community College/Mid-Columbia Economic Development District/Real Estate Groups	\$5,000 - \$20,000	3 Months

FOCUS AREA: Building Economy Vitality					
STRATEGY 1.2: Improve appearance of city by creating visual barriers between the freeway and west 2 <sup>nd</sup> Street as well as the Cherry Growers.					
	Actions to Implement:	Lead Role	Partners	Cost Range and Potential Sources	Implementation Timeline
Action 1.2.1	Form a committee to explore design options	City of The Dalles	Wasco County/Businesses/Chamber of Commerce/Property Owners/The Dalles Main Street/Port of The Dalles/Oregon Department of Transportation/Public Utilities District/NORCOR	Staff Time/In-Kind Support	1 Year
Action 1.2.2	Select suitable designs	City of The Dalles	Wasco County/Businesses/Chamber of Commerce/Property Owners/The Dalles Main Street/Port of The Dalles/Oregon Department of Transportation/Public Utilities District/NORCOR	Staff Time	3 Months

Action 1.2.3	Secure funding for design improvements	City of The Dalles	Wasco County/Businesses/Chamber of Commerce/Property Owners/The Dalles Main Street/Port of The Dalles/Oregon Department of Transportation/Public Utilities District/NORCOR	Staff Time/ODOT Grants/Local Funds/Urban Renewal	2-3 Years
Action 1.2.4	Develop visual barriers	City of The Dalles	Wasco County/Businesses/Chamber of Commerce/Property Owners/The Dalles Main Street/Port of The Dalles/Oregon Department of Transportation/Public Utilities District/NORCOR	Depends on Design	2 Years

#### **FOCUS AREA: Building Economy Vitality**

##### **STRATEGY 1.3: Create hubs of activities and events that draw shoppers and more retailers to the downtown core.**

	<b>Actions to Implement:</b>	<b>Lead Role</b>	<b>Partners</b>	<b>Cost Range and Potential Sources</b>	<b>Implementation Timeline</b>
Action 1.3.1	Develop a downtown events calendar	Chamber of Commerce	The Dalles Main Street/City of The Dalles/Downtown Businesses/NWCP&R/MCF&R/Civic Organizations	Staff Time	1 Year
Action 1.3.2	Identify event opportunities	Chamber of Commerce	The Dalles Main Street/City of The Dalles/Downtown Businesses/NWCP&R/MCF&R/Civic Organizations	Staff Time	1 Year
Action 1.3.3	Identify concentrated area for events	Chamber of Commerce	The Dalles Main Street/City of The Dalles/Downtown Businesses/NWCP&R/MCF&R/Civic Organizations	Staff Time	1 Month
Action 1.3.4	Develop event(s) or activities	Chamber of Commerce	The Dalles Main Street/City of The Dalles/Downtown Businesses/NWCP&R/MCF&R/Civic Organizations	Cost varies depending on event/Ticket sales, vendors, sponsors, advertisements	On-going



**STRATEGY 1.4: Develop infrastructure concept for industrial lands to attract manufacturing businesses.**

<b>Actions to Implement:</b>	<b>Lead Role</b>	<b>Partners</b>	<b>Cost Range and Potential Sources</b>	<b>Implementation Timeline</b>
Action 1.4.1 Review current infrastructure plans	Port of The Dalles	City of The Dalles/Wasco County/State of Oregon/Northern Wasco County Public Utilities District/Port area Businesses/Q-Life/Mid-Columbia Economic Development District	Staff time/Consultant time/\$10,000	6 Months
Action 1.4.2 Create infrastructure implementation plan	Port of The Dalles	City of The Dalles/Wasco County/State of Oregon/Northern Wasco County Public Utilities District/Port area Businesses/Q-Life/Mid-Columbia Economic Development District	Staff time/\$50,000	1 Year
Action 1.4.3 Pursue funding for infrastructure concept plan	Port of The Dalles	City of The Dalles/Wasco County/State of Oregon/Northern Wasco County Public Utilities District/Port area Businesses/Q-Life/Mid-Columbia Economic Development District/Chamber of Commerce	Staff time	1-2 Years
Action 1.4.4 Build and market infrastructure enhancements	Port of The Dalles	City of The Dalles/Wasco County/State of Oregon/Northern Wasco County Public Utilities District/Port area Businesses/Q-Life/Mid-Columbia Economic Development District/Chamber of Commerce	Depends on infrastructure/Staff time	On-going

**FOCUS AREA: Building Economy Vitality****STRATEGY 1.5: Further pursue the Main Street Program to revitalize the downtown business core.**

<b>Actions to Implement:</b>	<b>Lead Role</b>	<b>Partners</b>	<b>Cost Range and Potential Sources</b>	<b>Implementation Timeline</b>
Action 1.5.1 Establish Main Street Program structure	City of The Dalles/Chamber of Commerce/The Dalles Main Street	none	Staff time/Administrative fees/\$1,000/Volunteer support	6 Months
Action 1.5.2 Raise funds to support the Main Street Program	The Dalles Main Street	City of The Dalles/Businesses/Residents/Civic Groups/Chamber of Commerce	Staff time/Volunteer time/\$1,000/Volunteer support	6 Months
Action 1.5.3 Hire a Main Street Coordinator	The Dalles Main Street	Chamber of Commerce/City of The Dalles/Volunteers	\$45,000/Staff time/In-kind support from Business Oregon (State)	1 Year

Action 1.5.4	Continue implementation of Main Street Program	The Dalles Main Street	Chamber of Commerce/City of The Dalles/Volunteers	\$60,000 annually	On-going
<b>FOCUS AREA: Building Economy Vitality</b>					
<b>STRATEGY 1.6: Address industrial lands wetlands issue by creating a wetlands inventory showing certified shovel ready developable sites.</b>					
	<b>Actions to Implement:</b>	<b>Lead Role</b>	<b>Partners</b>	<b>Cost Range and Potential Sources</b>	<b>Implementation Timeline</b>
Action 1.6.1	Work with State and Federal agencies to identify funding for wetland delineation	Port of The Dalles	City of The Dalles/State of Oregon Departments/Army Corps/Tribes/Wasco County/NMFS	Staff time/\$70,000 - \$100,000	18 Months
Action 1.6.2	Develop a mitigation plan	Port of The Dalles	City of The Dalles/State of Oregon Departments/Army Corps/Tribes/Wasco County/NMFS	Staff time/\$50,000	1 Year
Action 1.6.3	Implement mitigation plan	Port of The Dalles	City of The Dalles/State of Oregon Departments/Army Corps/Tribes/Wasco County/NMFS	Staff time	1 Year
Action 1.6.4	Inventory shovel ready sites	Port of The Dalles	City of The Dalles/State of Oregon Departments/Army Corps/Tribes/Wasco County/NMFS	Staff time	1 Year
<b>FOCUS AREA: Building Economy Vitality</b>					
<b>STRATEGY 1.7: Create an advocacy team resources list to identify and then walk new businesses through development processes.</b>					
	<b>Actions to Implement:</b>	<b>Lead Role</b>	<b>Partners</b>	<b>Cost Range and Potential Sources</b>	<b>Implementation Timeline</b>
Action 1.7.1	Inventory regulations on businesses	"The Advocacy Team"	Chamber of Commerce/All local governments/State of Oregon/Businesses/Consultant/Mid-Columbia Economic Development District/Columbia Gorge Community College	Staff time/Volunteer time	1 Year
Action 1.7.2	Develop regulation process outlines	"The Advocacy Team"	Chamber of Commerce/All local governments/State of Oregon/Businesses/Consultant/Mid-Columbia Economic Development District/Columbia Gorge Community College	Staff time/Volunteer time	6 Months

Action 1.7.3	Distribute materials to new businesses	"The Advocacy Team"	Chamber of Commerce/All local governments/State of Oregon/Businesses/Consultant/Mid-Columbia Economic Development District/Columbia Gorge Community College	Staff time/Volunteer time	On-going
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**FOCUS AREA: Building Economy Vitality**

**STRATEGY 1.8: Maintain cooperation between private and government sectors (Community Outreach Team) to maintain focus on connecting business recruitment and workforce training.**

	<b>Actions to Implement:</b>	<b>Lead Role</b>	<b>Partners</b>	<b>Cost Range and Potential Sources</b>	<b>Implementation Timeline</b>
Action 1.8.1	Partners budget to continue support of Community Outreach Team.	Community Outreach Team	Columbia Gorge Community College/Port of The Dalles/City of The Dalles/Wasco County/Chamber of Commerce/Northern Wasco County School District 21/Mid-Columbia Council of Governments	Staff time/\$25,000	Twice annually

**Focus Area 2. Improving Governance and Infrastructure**

**FOCUS AREA: Improving Governance and Infrastructure**

**STRATEGY 2.1: Continue financial support of committees and service groups involving youth.**

	<b>Actions to Implement:</b>	<b>Lead Role</b>	<b>Partners</b>	<b>Cost Range and Potential Sources</b>	<b>Implementation Timeline</b>
Action 2.1.1	Identify existing groups and evaluate their cost	Wasco County/City of The Dalles	Chamber of Commerce/Northern Wasco County School District 21/Mid-Columbia Medical Center/Columbia Gorge Community College	Staff time	1 Year
Action 2.1.2	Find opportunities to reduce cost	Wasco County/City of The Dalles	Chamber of Commerce/Northern Wasco County School District 21/Mid-Columbia Medical Center/Columbia Gorge Community College	Staff time	3 Months
Action 2.1.3	Secure stable funding mechanisms	Wasco County/City of The Dalles	Chamber of Commerce/Northern Wasco County School District 21/Mid-Columbia Medical Center/Columbia Gorge Community College	Staff time	1 Year

FOCUS AREA: Improving Governance and Infrastructure					
STRATEGY 2.2: Develop a system of regular community meetings and attitude surveys to collect public input.					
	Actions to Implement:	Lead Role	Partners	Cost Range and Potential Sources	Implementation Timeline
Action 2.2.1	Develop meeting/input schedule	Wasco County	All Local Governments	Staff Time	Twice a year
Action 2.2.2	Develop formal online surveys for both Wasco County and the City of The Dalles	Wasco County	All Local Governments	Staff Time	3 Months
Action 2.2.3	Implement public input surveys and meetings	Wasco County	City of The Dalles/(Survey/Meeting Guidelines)	Staff Time/\$400 per survey	On-going

FOCUS AREA: Improving Governance and Infrastructure					
STRATEGY 2.3: Explore renewable energy resources such as water, methane and solar.					
	Actions to Implement:	Lead Role	Partners	Cost Range and Potential Sources	Implementation Timeline
Action 2.3.1	Study feasibility of renewable energies	Northern Wasco County Public Utility District	City of The Dalles/Wasco County/Columbia Gorge Community College/Discovery Center	Staff time/\$10,000 - \$20,000	1 Year
Action 2.3.2	Determine start-up cost of infrastructure	Northern Wasco County Public Utility District	City of The Dalles/Wasco County/Columbia Gorge Community College/Discovery Center	Staff time/\$10,000 - \$20,001	1 Year

FOCUS AREA: Improving Governance and Infrastructure					
STRATEGY 2.4: Complete construction of Thompson Park project.					
	Actions to Implement:	Lead Role	Partners	Cost Range and Potential Sources	Implementation Timeline
Action 2.4.1	Consider construction phasing of alternative options	Northern Wasco County Parks and Recreation District	Public/private organizations	Staff time	1 Year



Action 2.4	Construct project in phases	Northern Wasco County Parks and Recreation District	Public/private organizations	\$18 million	7-10 Years/Propose bond measures in phases
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**FOCUS AREA: Improving Governance and Infrastructure**  
**STRATEGY 2.5: Develop 14<sup>th</sup> Street reservoir property into a neighborhood park.**

	Actions to Implement:	Lead Role	Partners	Cost Range and Potential Sources	Implementation Timeline
Action 2.5.1	Create a park concept plan	Northern Wasco County Parks and Recreation District	City of The Dalles/State of Oregon/Property owner / neighboring residents	Staff time/\$30,000 - \$50,000	1 Year
Action 2.5.2	Secure funding for park development	Northern Wasco County Parks and Recreation District	City of The Dalles/State of Oregon/Property owner	Staff time	2 Years
Action 2.5.3	Commence construction	Northern Wasco County Parks and Recreation District	City of The Dalles/State of Oregon/Property owner	Depends on scale	1 Year

**FOCUS AREA: Improving Governance and Infrastructure**  
**STRATEGY 2.6: Continue to explore opportunities to share equipment, materials and services.**

	Actions to Implement:	Lead Role	Partners	Cost Range and Potential Sources	Implementation Timeline
Action 2.6.1	Inventory local government services by agency	City of The Dalles/Wasco County	All local governments	Staff time	1 Year
Action 2.6.2	Identify overlapping services between agencies	City of The Dalles/Wasco County	All local governments	Staff time	3 Months
Action 2.6.3	Outline consolidation plans	City of The Dalles/Wasco County	All local governments	Staff time	1 Year

Action 2.6.4	Implement consolidations	All local governments	All local governments	On-going
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FOCUS AREA: Improving Governance and Infrastructure				
STRATEGY 2.7: Explore ways to provide more online communications such as broadcasting various agency and board meetings.				
	Actions to Implement:	Lead Role	Partners	Cost Range and Potential Sources
Action 2.7.1	Explore potential media options or service contracts	All local governments	Local access television	\$1,000 - \$3,000/General budget
Action 2.7.2	Post/embed meetings on local government websites	All local governments	Local access television	1 Year
Action 2.7.3	Develop a website module for webcasting	All local governments	Columbia Gorge Community College	Staff Time

FOCUS AREA: Improving Governance and Infrastructure				
STRATEGY 2.8: Identify sites to locate downtown restrooms 24/7 with a funding strategy.				
	Actions to Implement:	Lead Role	Partners	Cost Range and Potential Sources
Action 2.8.1	Study possible restroom options	City of The Dalles	Northern Wasco County Parks and Recreation District/Downtown businesses and property owners/The Dalles Main Street	3 Months
Action 2.8.2	Identify sites	City of The Dalles	Northern Wasco County Parks and Recreation District/Downtown businesses and property owners/The Dalles Main Street	6 Months
Action 2.8.3	Develop funding strategy	City of The Dalles	Northern Wasco County Parks and Recreation District/Downtown businesses and property owners/The Dalles Main Street	15 Months/(2 years total)

### Focus Area 3. Fostering Cultural Enrichment

FOCUS AREA: Fostering Cultural Enrichment				
STRATEGY 3.1: Complete the Civic Auditorium by raising local matching funds through individuals, businesses and governmental fundraising campaigns. (Make				
Actions to Implement:	Lead Role	Partners	Cost Range and Potential Sources	Implementation Timeline
Implement the Civic Auditorium fundraising strategy	Historic Civic Auditorium preservation committee	Public/private organizations/City of The Dalles/Mid-Columbia Economic Development District	\$4.5 million	3 Years
Action 3.1.1				

### Focus Area 4. Providing Recreation and Open Space

FOCUS AREA: Providing Recreation and Open Space				
STRATEGY 4.1: Develop a Mill Creek walking trail connecting the senior center to the Riverfront Park via Thompson Park.				
Actions to Implement:	Lead Role	Partners	Cost Range and Potential Sources	Implementation Timeline
Create trail concept and engineering plan	Columbia Gateway Urban Renewal Agency	City of The Dalles/Property owners/Oregon Department of Transportation/Oregon Department of Parks and Recreation/Soil and Water Conservation District	\$50,000/Staff time	1 Year
Secure funding	Columbia Gateway Urban Renewal Agency/Northern Wasco County Parks and Recreation District	City of The Dalles/Property owners/Oregon Department of Transportation/Oregon Department of Parks and Recreation/Soil and Water Conservation District	Staff time/Oregon Department of Parks and Recreation	3 Year
Construct trail	Columbia Gateway Urban Renewal Agency/Northern Wasco County Parks and Recreation District	City of The Dalles/Property owners/Oregon Department of Transportation/Oregon Department of Parks and Recreation/Soil and Water Conservation District	\$800,000/Staff time	1 Year
Action 4.1.1				
Action 4.1.2				
Action 4.1.3				

**FOCUS AREA: Providing Recreation and Open Space**

**STRATEGY 4.2: Increase connectivity to parks via pathways and preserved natural corridors.**

Actions to Implement:		Lead Role	Partners	Cost Range and Potential Sources	Implementation Timeline
Action 4.2.1	Identify possible paths and corridors	Northern Wasco County Parks and Recreation District	City of The Dalles/Wasco County/Property Owners/Northern Wasco County School District 21/Mid-Columbia Economic Development District	\$12,000/Staff time	6 Months
Action 4.2.2	Develop a pathways and corridors concept	Northern Wasco County Parks and Recreation District	City of The Dalles/Wasco County/Property Owners/Northern Wasco County School District 21/Mid-Columbia Economic Development District	\$12,000/Staff time	6 Months
Action 4.2.3	Secure funding	Northern Wasco County Parks and Recreation District	City of The Dalles/Wasco County/Property Owners/Northern Wasco County School District 21/Mid-Columbia Economic Development District	Staff Time	2 Years
Action 4.2.4	Construct pathways	Northern Wasco County Parks and Recreation District	City of The Dalles/Wasco County/Property Owners/Northern Wasco County School District 21/Mid-Columbia Economic Development District	Depends on scope of concept	Depends on scope of concept

**FOCUS AREA: Providing Recreation and Open Space**

**STRATEGY 4.3: Improve the visual attractiveness of the city by developing green spaces along Interstate 84.**

Actions to Implement:		Lead Role	Partners	Cost Range and Potential Sources	Implementation Timeline
Action 4.3.1	Identify opportunities for green spaces	City of The Dalles/Chamber of Commerce	Columbia-Gateway Urban Renewal Area/The Dalles Main Street/businesses and property owners	Staff time	1 Year
Action 4.3.2	Develop a green spaces landscaping plan for the highway	City of The Dalles	Columbia-Gateway Urban Renewal Area/The Dalles Main Street/ODOT/Port of The Dalles/Northern Wasco County Parks and Recreation District/businesses and property owners	Staff time	1 Year
Action 4.3.3	Secure funding	City of The Dalles	ODOT/Port of The Dalles/Northern Wasco County Parks and Recreation District/Columbia-Gateway Urban Renewal Area	Staff time	2 Years

Action 4.3	Develop green spaces	City of The Dalles	ODOT/Port of The Dalles/Northern Wasco County Parks and Recreation District	Depends on scales of project/plans	Overlaps with above
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FOCUS AREA: Providing Recreation and Open Space					
STRATEGY 4.4: Develop recreational aquatic opportunities throughout The Dalles as well as bike and skate parks.					
	Actions to Implement:	Lead Role	Partners	Cost Range and Potential Sources	Implementation Timeline
Action 4.4.1	Continue construction of current facilities at Thompson Park	Northern Wasco County Parks and Recreation District	City of The Dalles/Civic/youth groups	\$230,000/ Staff time/Future Cost = \$10 million	Spring 2012

FOCUS AREA: Enhancing Education					
STRATEGY 5.1: Create a business mentorship program where local businesses commit to mentoring students to help create workforce ready students, while providing safe and relevant education.					
	Actions to Implement:	Lead Role	Partners	Cost Range and Potential Sources	Implementation Timeline
Action 5.1.1	Develop partnerships with businesses and encourage them to promote job shadowing programs, mentoring, and or apprenticeship.	Chamber of Commerce	Northern Wasco County School District 21/Columbia Gorge Community College/Businesses	Staff time	6 Months
Action 5.1.2	Design mentorship program	Northern Wasco County School District 21 /Private Schools	Columbia Gorge Community College/Businesses	Staff time	1 Year
Action 5.1.3	Implement program	Northern Wasco County School District 21 /Private Schools	Businesses	Staff time	On-going
Action 5.1.4	Market the mentorship program	Chamber of Commerce	Businesses	Staff time	On-going



**FOCUS AREA: Enhancing Education**

**STRATEGY 5.2: Invite four-year institutions to offer junior and senior level classes in The Dalles in addition to online classes.**

<b>Actions to Implement:</b>	<b>Lead Role</b>	<b>Partners</b>	<b>Cost Range and Potential Sources</b>	<b>Implementation Timeline</b>
Explore partnership opportunities Action 5.2.1	Columbia Gorge Community College	Oregon University System/Northern Wasco County School District 21/Private Schools	Staff Time	3 Months
Develop partnerships Action 5.2.2	Columbia Gorge Community College	Oregon University System/Northern Wasco County School District 21/Private Schools	Staff Time	1 Year
Secure funding Action 5.2.3	Columbia Gorge Community College	Oregon University System/Northern Wasco County School District 21/Private Schools	Staff Time	1 Year
Secure contract(s) Action 5.2.4	Columbia Gorge Community College	Oregon University System/Northern Wasco County School District 21/Private Schools	Staff Time	1 Year

**FOCUS AREA: Enhancing Education**

**STRATEGY 5.3: Establish a K-14 seamless education system using assets and resources from District 21, CGCC, workforce training and private enterprise.**

<b>Actions to Implement:</b>	<b>Lead Role</b>	<b>Partners</b>	<b>Cost Range and Potential Sources</b>	<b>Implementation Timeline</b>
Identify gaps Action 5.3.1	Northern Wasco County School District 21/Private Schools	Businesses	Staff Time	2 Years
Identify and develop resources Action 5.3.2	Northern Wasco County School District 21/Private Schools	Columbia Gorge Community College/Local businesses/Chamber of Commerce	Staff Time	Overlaps with above
Develop partnerships Action 5.3.3	Northern Wasco County School District 21/Private Schools	Columbia Gorge Community College/Local businesses/Chamber of Commerce/Mid-Columbia Council of Governments/Northern Wasco County School District 22	Staff Time	6 Months
Develop an education system plan Action 5.3.4	Northern Wasco County School District 21/Private Schools	Columbia Gorge Community College/Local businesses/Chamber of Commerce/Mid-Columbia Council of Governments/Northern Wasco County School District 23	\$20,000-\$40,000/Staff time	1 Year

FOCUS AREA: Enhancing Education					
STRATEGY 5.4: Develop a "Student Mentorship Program" where older students can receive credit for contributing to a younger student's education.					
	Actions to Implement:	Lead Role	Partners	Cost Range and Potential Sources	Implementation Timeline
Action 5.4.1	Create mentorship program	Northern Wasco County/School District 21/Private Schools	Students	Staff Time	1 Year
Action 5.4.2	Implement program	Northern Wasco County/School District 21/Private Schools	Students	Staff Time	On-going
Action 5.4.3	Market program to the community	Northern Wasco County/School District 21/Private Schools	Students	Staff Time	On-going

### Focus Area 6. Strengthening and Sustaining Community Life

FOCUS AREA: Strengthening and Sustaining Community Life					
STRATEGY 6.1: Partner with Parks and Recreation, Home at Last, and others to find a designated area for a community dog park.					
	Actions to Implement	Lead Role	Partners	Cost Range/Potential Sources	Implementation Timeline
Action 6.1.1	Develop partnerships to explore dog park options	Home at Last	Port of The Dalles/Oregon Humane Society/Wasco County/Northern Wasco County Parks and Recreation District	Staff Time/Volunteers/Potential User Fees	3 Months
Action 6.1.2	Identify sites	Home at Last and Port of The Dalles	Wasco County/Northern Wasco County Parks and Recreation District	Staff Time	3 Months
Action 6.1.3	Develop a dog park concept for implementation and maintenance	Home at Last	Port of The Dalles/Wasco County/Northern Wasco County Parks and Recreation District	Staff Time	6 Months
Action 6.1.4	Open dog park	Home at Last	Port of The Dalles/Wasco County/Northern Wasco County Parks and Recreation District	Staff Time/Volunteers/On-going Fundraising	6 Months

FOCUS AREA: Strengthening and Sustaining Community Life				
STRATEGY 6.2: Create a monthly teen night in downtown with music and food.				
Actions to Implement:	Lead Role	Partners	Cost Range and Potential Sources	Implementation Timeline
Coordinate event time with other organizations Action 6.2.1	Northern Wasco County School District 21	The Dalles Main Street/City of The Dalles/Yo-Pros/Wasco County Commission on Children and Families/Youth Think	Staff Time/Volunteers	1 Month
Develop event Action 6.2.2	Northern Wasco County School District 21	The Dalles Main Street/City of The Dalles/Yo-Pros/Wasco County Commission on Children and Families/Youth Think	Staff Time/Volunteers	1 Year
Operate event Action 6.2.3	Northern Wasco County School District 21	The Dalles Main Street/City of The Dalles/Yo-Pros/Wasco County Commission on Children and Families/Youth Think	Staff Time/Volunteers	Annual

FOCUS AREA: Strengthening and Sustaining Community Life				
STRATEGY 6.3: Use or develop existing properties for a community youth center.				
Actions to Implement:	Lead Role	Partners	Cost Range and Potential Sources	Implementation Timeline
Identify potential sites Action 6.3.1	The Dalles Youth Center Coalition	City of The Dalles/Property owners/Northern Wasco County Parks and Recreation District	Staff time	1 Year
Develop youth center plans Action 6.3.2	The Dalles Youth Center Coalition	City of The Dalles/Property owners/Northern Wasco County Parks and Recreation District	Staff time/\$20,000 - \$40,000	1 Year
Secure funding Action 6.3.3	The Dalles Youth Center Coalition	Northern Wasco County Parks and Recreation District	Staff time	3 Years
Construct youth center Action 6.3.4	The Dalles Youth Center Coalition	Northern Wasco County Parks and Recreation District	Depends on development plans	2 Years



**STRATEGY 6.4: Find opportunities to get kids involved in decision making.**

Actions to Implement:	Lead Role	Partners	Cost Range and Potential Sources	Implementation Timeline
Identify youth positions Action 6.4.1	Youth Think	All Local Governments/Yo-Pros/Civic Groups/4H Extension Agency	Staff Time/Volunteers	1 year
Recruit youth Action 6.4.2	Youth Think	All Local Governments/Yo-Pros/Civic Groups/4H Extension Agency	Staff Time/Volunteers	On-going
Orient youth volunteers Action 6.4.3	Youth Think	All Local Governments/Yo-Pros/Civic Groups/4H Extension Agency	Staff Time/Volunteers	On-going
Reward youth volunteers Action 6.4.4	Youth Think	All Local Governments/Yo-Pros/Civic Groups/4H Extension Agency	Staff Time/Volunteers	On-going

**FOCUS AREA: Strengthening and Sustaining Community Life****STRATEGY 6.5: Place more emphasis on our community watch programs to reduce crime and domestic violence.**

Actions to Implement:	Lead Role	Partners	Cost Range and Potential Sources	Implementation Timeline
Evaluate impact of community watch programs Action 6.5.1	City of The Dalles Police/Wasco County Sheriff's Department	Mid-Columbia Fire and Rescue District/HAVEN/Neighborhood Watch Programs	Staff time	1 Year
Explore improvement opportunities Action 6.5.2	City of The Dalles Police/Wasco County Sheriff's Department	Mid-Columbia Fire and Rescue District/HAVEN/Neighborhood Watch Programs	Staff time	1 Year
Implement improvements Action 6.5.3	City of The Dalles Police/Wasco County Sheriff's Department	Mid-Columbia Fire and Rescue District/HAVEN/Neighborhood Watch Programs	Staff time	On-going

**STRATEGY 6.6: Develop an East/West fixed route public transportation system to operate days, nights and weekends.**

	<b>Actions to Implement:</b>	<b>Lead Role</b>	<b>Partners</b>	<b>Cost Range and Potential Sources</b>	<b>Implementation Timeline</b>
Action 6.6.1	Study feasibility (transportation need)	Mid-Columbia Council of Governments	City of The Dalles/Wasco County/Mid-Columbia Economic Development District/ODOT/Mid-Columbia Senior Center	Staff time/\$10,000 - \$50,000	2 years
Action 6.6.2	Determine route/type of transit	Mid-Columbia Council of Governments	City of The Dalles/Wasco County/Mid-Columbia Economic Development District/ODOT/Mid-Columbia Senior Center	Staff time	1 years
Action 6.6.3	Develop transit plan	Mid-Columbia Council of Governments	City of The Dalles/Wasco County/Mid-Columbia Economic Development District/ODOT/Mid-Columbia Senior Center	Staff time	1 years
Action 6.6.4	Secure funding	Mid-Columbia Council of Governments	City of The Dalles/Wasco County/Mid-Columbia Economic Development District/ODOT/Mid-Columbia Senior Center	Staff time	3 years

## Appendix D

### The Dalles Vision Action Plan Strategy Narratives

#### First-Tier Strategies

##### Focus Area 1. Creating Economic Vitality

1.1	Create a stronger retail presence in downtown.
1.2	Improve visual attractiveness of downtown and The Dalles.
1.3	Develop a vibrant and well organized downtown.
1.4	Limited industrial lands and need to minimize unknowns (unknown if a parcel is developable or not)
1.5	More businesses attract more customers and also help existing businesses. People need more reasons to go downtown. An organized downtown is a healthy downtown.
1.6	Need industrial lands inventory (minus difficult to develop sites) – current developable lands are constrained by our urban growth boundary.
1.7	Need to recruit and then mentor new businesses in the community. Walk through processes.
1.8	The Community Outreach Team is working; so let's keep up the good work!

##### Focus Area 2. Improving Governance and Infrastructure

2.1	Continue attempts to get youth involved in government.
2.2	Create avenues to gather citizen input and keep our vision on track.
2.3	Diversify our local energy consumption while creating economic assets.
2.4	Design is complete and the need exists.
2.5	Owned by Parks and Recreation and need exists for more area and neighborhood parks.
2.6	Allows for better and more efficient use of financial resources in the future.
2.7	Increase access to public meetings for everyone.
2.8	The problem of human waste needs to be addressed.

##### Focus Area 3. Fostering Cultural Enrichment

3.1	Need for a central, large community/convention/events center in The Dalles
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##### Focus Area 4. Providing Recreation and Open Space

4.1	Promote healthy lifestyles, environmental education and safe transportation.
4.2	Parks, trails and open spaces promote healthy lifestyles and a balance between man and nature and also builds non-motorized connectivity.
4.3	Increases beauty of the area which may attract people to live in The Dalles.
4.4	Promotes healthy lifestyles.

**Focus Area 5. Enhancing Education**

5.1	Provide good quality workforce training/education programs.
5.2	Enhance post-secondary educational opportunities in The Dalles.
5.3	Develop a comprehensive education system.
5.4	Improve learning environment and sense of community in our school system.

**Focus Area 6. Creating and Sustaining Community Life**

6.1	Providing exercise and play areas for dogs will help them release energy and tension. Calmer and happier dogs will make for safer and quieter neighborhoods.
6.2	Provide more activities for youth in downtown.
6.3	Create a youth center by using existing assets.
6.4	Involve youth in government.
6.5	Harness the strength of volunteers to fight crime.
6.6	Provide better public transportation options.

**Second-Tier Strategies****Focus Area 1. Creating Economic Vitality**

a	Bad odors, unhealthy air and cancer causing agents such as creosote have been recorded.
b	Better enable CGCC to prepare workforce ready students and partner with local industries.
c	Vacant 2 <sup>nd</sup> floors and provide good downtown living opportunities to help strengthen businesses.
d	Identify the assets and vulnerabilities of our local economy.
e	Need a more vibrant downtown that attracts both people and new businesses.
f	Enhance our local economy based on existing assets.

**Focus Area 2. Improving Governance and Infrastructure**

g	Save government resources by reducing material waste and cost.
h	The gas tax has been held at three cents since the mid-1980s.
i	Maintenance costs exceed revenue.
j	Trying to reduce infrastructure cost.
k	Creates a good flow of information, makes citizens feel better and creates a good venue for communication.

**Focus Area 3. Fostering Cultural Enrichment**

l	Includes multiple community groups in one event to create a sense of community.
m	Encourage community building and collaboration
n	Without collaboration duplicate efforts compete for same dollars and personnel.

**Focus Area 4. Providing Recreation and Open Space**

o	Promote healthy lifestyles, environmental education and safe transportation.
p	Increase mental and physical well being and enhances natural habitats.

q	To increase the walking trail capacity and increase habitat enhancement.
r	To make more places accessible and to encourage people to get out and move around.

#### **Focus Area 5. Enhancing Education**

s	Provide more incentives to encourage higher education.
t	Develop a comprehensive education system.
u	Secure adequate funding to support local schools.
v	Improve local capture rate of Columbia Gorge Community College.
w	Create tangible avenues to communicate with parents to encourage their involvement.

#### **Focus Area 6. Creating and Sustaining Community Life**

x	Create a central community calendar.
y	Improve public awareness of community calendar.
z	Make community calendar easy to use.
a1	Pets are important in people's lives. They need safe areas to run and exercise where they can socialize. Also, a good opportunity for owners to get-together.
b1	Many older adults have mobility challenges and children have limited transportation options. Increasing transportation options will reduce social isolation for many adults.
c1	To reduce domestic violence and socially related crime in The Dalles.
d1	Provide better public transportation options.

