

Wasco County

Economic Development Strategic Action Plan

July 2009

Presented for adoption by the Wasco County Court:

Judge Daniel Ericksen
Sherry Holliday, Commissioner
William Lennox, Commissioner

Wasco County Economic Development Commission:

Position 1 -Northern: Dan Spatz
Position 2 -Central: Gay Melvin
Position 3 -Southern: Rob Miles, Vice Chair
Position 4: Andrea Klaas
Position 5: Dan Durow
Position 6: Carina Schmidt
Position 7: Mark Cherniack
Position 8: Donella Polehn
Position 9: Keith Mobley
Position 10: Joan Silver, Chair

Inquiries regarding this document may be directed to:
Jessica Metta, Wasco County Economic Development Coordinator
through contract with:
Mid-Columbia Economic Development District
515 East Second Street
The Dalles, Oregon 97058
(541) 296-22266
Jessica@mcedd.org

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Introduction

This Economic Development Strategic Action Plan defines the role of the Wasco County Economic Development Commission (Commission) in bringing the long-term economic goals of the county to fruition. It provides insight into the strengths, weaknesses, opportunities and threats that exist in Wasco County and looks at how to proceed with economic development in a positive manner. This plan also serves as an action document for economic activity in Wasco County and presents a vision for the future for the county.

Role of the Commission

Commission staff and members are dedicated to furthering the economic well-being of the entire county. One of the primary ways this is accomplished by the Commission is by annually consolidating all county needs into an inventory. This inventory is called the “Needs and Issues Inventory” and forms the basis for economic action in the county. An important function of the Commission is to keep Commission members and Wasco County government informed of the activities taking place in the county and to be a resource for those activities. Commission members, staff and potential contractors are available to give whatever assistance is requested, particularly as funding is needed.

Strengths, Weaknesses, Opportunities and Threats (SWOT)

The Wasco County Economic Development Commission completed their last SWOT analysis in 1999. This analysis is now substantially out of date and has therefore been left out of this document. The Commission will conduct a new SWOT analysis or some similar type of economic analysis for Wasco County in time for the 2010 revision of this Strategic Action Plan. This would update and replace the 1999 SWOT study.

County Overview

Wasco County is located in north-central Oregon, bordered to the north by the Columbia River, to the east by Sherman, Gilliam and Wheeler counties, to the west by Hood River, Clackamas and Marion counties, and to the south by Jefferson County. Wasco County is one of Oregon’s oldest counties, established in 1854 by the Oregon Territorial Legislature, at which time it included all of Eastern Oregon and parts of Idaho, Montana and Wyoming. Its county seat is The Dalles. Its incorporated cities in addition to The Dalles are Antelope, Dufur, Maupin, Mosier and Shaniko. Wasco County’s estimated population in 2008 is 23,775 (US Census Bureau). The county comprises 2,381.05 square miles.

Vision

In this year of 2019, it is timely to review the vision of Wasco County from the past ten years and look forward to a renewed promise of economic growth during the coming years. Much has been accomplished, our planning has paid off and continued efforts will enhance the strengths of our county:

- In what is known as South County, the communities of Antelope, Shaniko, Maupin, Pine Grove, Pine Hollow, Wamic and Tygh Valley have formed a South County Economic Development Alliance and work well together and with the Wasco County Economic Development Commission to coordinate their efforts. Because of this, considerable infrastructure has been developed in the past few years, and essential services, centralized in Maupin, are better able to deliver fire and other emergency services to all residents. A strong core of volunteers is supported by paid staff. The communities publicize their special events and ongoing opportunities well, and have joined marketing efforts with the entire county in partnership with active chambers of commerce in The Dalles, Dufur, Maupin and Shaniko. The visitor count rises each year and available visitor lodging continues to grow. Two new small manufacturing businesses have located in the area and brought stable, family wage jobs for thirty people. High-speed wireless networks serve all of South County, in partnership with the Q-Life Network based in The Dalles.
- Dufur has continued to develop as a great place to live and continues to add services. The city is a growing residential area for the Columbia Gorge region, with a current year-round population of 770 people, and its residents have built on their proud history. New events bring a steady number of visitors, many of whom choose to settle in this thriving community.
- Mosier is a vibrant, sustainable and economically-viable community focused on honoring its history, natural beauty, rich agricultural economy, and abundant recreational opportunities. A lively, functional downtown serves residents and visitors alike. With a strong charter school and an active community development group, the city now boasts a population of 920 year-round residents.
- As the commercial and industrial hub of Wasco County, The Dalles has successfully expanded its urban growth boundary and added several new businesses in the past ten years. Employment is at an all-time high, and the job market stays steady. The city's population stands at 19,400 while intense residential development across the Columbia River in Dallesport (Klickitat County, Washington State) adds another 5,000 people to the suburban region.
- Basic infrastructure needs in The Dalles continue to increase while costs escalate. The Dalles has all streets paved, all structures within the urban growth boundary on city services and is ready for new development that will occur in the next five to seven years. It is a large task, but the pace of development continues to grow with the expansion of technology-based manufacturing firms at the Port of The Dalles and in Dallesport. These are supported by the Q-Life Network and wireless cloud, which offers high-speed digital telecommunications throughout the city. The city offers extensive green spaces and recreational opportunities: Riverfront Trail extends from The Dalles Dam to Rowena, connecting with a local trail network through the Mill Creek Greenway. The city's newly-established 14th Street Reservoir Park features a tramway to Kelly Viewpoint at Sorosis Park.

- The Columbia River Indians and Celilo Village are thriving, with a bank account that covers the annual operations and maintenance of Celilo Village, excellent local leadership, and several small businesses that employ the residents of Celilo Village and other Columbia River tribal members.
- The Port of The Dalles has taken in new properties, developed them and most are sold. All the property existing in 2009 is full, including the former aluminum plant property which has been sold. The Port manages the city-owned cruise ship dock at Union Street, a major arrival point for visitors. This development has attracted new businesses with family wage jobs that have provided for a more diverse and stable economy.
- The Dalles/Klickitat airport at Dallesport has now finished its first industrial building, which is fully leased. The new golf course is open. Landings have increased annually, and the airport is a regional commuter hub with daily flights to Seattle and Bend-Redmond. Port development has brought additional family-wage jobs to the community and helped diversify the economy.
- Columbia Gorge Community College has developed five of the six new construction sites identified in its 2006 revised master plan. The college is now independently accredited and has expanded its relationships with four-year institutions. The college conducts satellite classes in communities throughout its 10,000-square-mile service area. The college is a full partner in economic development through workforce development, helping drive expansion of the region's economy through its renewable energy, healthcare occupations, information technologies and other workforce training programs. The city, park district and college have developed a multi-sports complex at Kramer Field in The Dalles with facilities for soccer, softball and baseball.
- Wasco County has joined with other Oregon counties in an effort to stabilize the funding that will allow them to fulfill their requirements for State and Federal programs as well as maintain a healthy and productive atmosphere in which the citizens of the County flourish. While funding remains difficult, the County now has a full-time economic development officer, increased planning and enforcement staffing, and its tax base has improved each year for the past several years through the growth of new retail, manufacturing and light industrial employers.
- The county is part of the Columbia Gorge Bi-State Renewable Energy Zone, a nationally-recognized leader in renewable energy entrepreneurship, advanced research, and conservation. Wind, solar and hydroelectric energy, together with biofuel production and conservation, allow the county to contribute a net average annual output of energy into the Bonneville Power Administration electrical grid. Pumped hydropower, high-capacity batteries, compressed air storage and high-speed flywheels allow efficient integration of renewable energy into the regional "smart grid." Electric car refueling stations are at strategic locations across the county. The region is a supply chain logistical center for wind and solar farms east of the Rockies, linking Pacific Rim ocean-bound commerce with regional warehousing and repair centers.
- High-speed, affordable mass transit links the county's rural communities with the regional mass transit system serving the Pacific Northwest.
- Tourism to the county has grown. Visitors travel around the county with ease, enjoying its unique communities and offerings that reflect its heritage, protect its resources and honor its residents. Historical attractions have banded together to promote The Dalles as a destination, so that from historic downtown to the Fort Dalles Museum, out to the

Columbia Gorge Discovery Center and at other stops along the way a visitor has much to appreciate and enjoy.

- The Columbia Gorge Discovery Center is a self-sustaining regional visitor information hub, helping attract and inform guests from across North America and the Pacific Rim. It's also a focal point of the Ice Age Floods National Interpretive Trail, approved by Congress in 2009.
- The Wasco County Fair has developed into the place to be in the third week of August, as the number of exhibitors and vendors continues to grow and showcase Wasco County agriculture and tourism. History Days, recognizing the county's historic and pre-historic legacy, draws visitors from far away each September to view historic sites in The Dalles, Dufur, Shaniko and Wamic.
- Agriculture remains a major industry in the County. Acreage devoted to cherries, grapes and other high-value crops has expanded into both traditional wheat land and previously unfarmed land. Cherry orchards have diversified to include early and late varieties and the percentage of pedestrian orchards has increased. These improvements, along with mechanized cherry harvest options, have smoothed out the demand in pickers and increased productivity. Cherry productivity has also been improved with the development of a spray-on product that eliminates rain cracking.

Strategic Action Plan Goals and 2009-2010 Priority Projects

Strategic Action Plan Goals

The Wasco County Economic Development Commission establishes these continuing goals:

1. Complete full county survey of needs and issues each year during January - February, and begin implementation by mid-March.
2. Be a resource for the communities and work towards completion of one project per community per year.
3. Be aware of ongoing projects, expand the needs list as new projects surface during the year and support business recruitment as it occurs in the county.
4. Be a resource for demographic and economic information about the county and support organizations that collect that information, such as the Oregon Progress Board.

Needs, Issues, Strategies and Actions

The Commission annually develops listings of the needs and issues necessary for present and future development as one of its primary goals. Based on this annual assessment, strategies and actions are instituted by the appropriate groups to focus resources where they can achieve the best results. Because this listing is done annually, projects move on and off of the lists in an orderly fashion, and much coordination and cooperation is achieved.

This document complements and incorporates priority project documents compiled by most of the incorporated cities of Wasco County and other local and regional organizations. These documents include the "Future Long-Range Planning Work Program" compiled by the county planning department, which includes but is not limited to projects having economic implications; the "Projects, Plans and Pipe Dreams" summary compiled by the City of Maupin; and the annual Community Enhancement Program compiled by the City of The Dalles for presentation by the Community Outreach Team. Outreach Team members represent the City of The Dalles, Wasco County, Port of The Dalles, Columbia Gorge Community College, Mid-Columbia Council of Governments, Mid-Columbia Economic Development District, Northern Wasco County PUD and The Dalles Area Chamber of Commerce. In addition, county projects identified as having the highest local priority are submitted annually to Mid-Columbia Economic Development District, which reviews them annually in conjunction with its Comprehensive Economic Development Strategy.

This Strategic Action Plan is subject to regular review and updating by the Commission.

Amendments to the annual plan may include the addition of new goals, strategies and projects, or changes in priorities. Proposals for additions to the Strategic Action Plan should be submitted to the Wasco County Economic Development Coordinator, who will present the proposals to the Commission. The Commission considers proposed amendments as part of the annual review. If at any time circumstances develop that increase the importance or feasibility of a strategy or project, the Commission may prioritize such a strategy or project for immediate action. Proposals to bring a strategy or project up for immediate action should be made to the Commission or Wasco County Court.

Following are the top ten needs identified in 2009 in two categories: technical assistance and infrastructure. Technical assistance refers to projects for which additional information is necessary prior to development, such as engineering or design studies. Infrastructure refers to

projects which are ready for development or in fact have already entered the development phase. Each project item is accompanied by the key contact point, contact information, cost projections when available and timeline for completion. These are only the top ten priorities in each category: the complete list appears as Appendix I of this document.

Technical Assistance

1. Marine Terminal Design and First Street/ Washington Street Underpass Design, City of The Dalles

Contact: Dan Durow, 541-296-5481, ddurow@ci.the-dalles.or.us

Cost: \$3,000,000 (requesting \$1,500,000) (these amounts for design and construction)

Timeline: Marine terminal design complete in Summer 2009, underpass design complete in early Fall 2009.

Project Description: Reconstruct a marine terminal on the Columbia River located between the Downtown Business District and the Port Industrial Area and add a new ADA pedestrian crossing under the railroad tracks and sidewalk along West First Street. The marine terminal will provide a variety of opportunities for increased multi-modal transportation thereby supporting industrial, commercial, lodging, retail and service businesses. It would also serve as a connection to barge traffic on the Columbia River for various existing companies. The underpass would further develop the connection between downtown and the waterfront, especially to the terminal.

2. Airport Water Distribution System Engineering, Columbia Gorge Regional Airport

Contact: Chuck Covert, 541-296-9103, napatd@gorge.net

Cost: \$150,000 (requesting \$100,000)

Timeline: Engineering plan being developed October 2009.

Project Description: Construction of a water distribution system for the airport. Project involves creation of a water facility and system in conjunction with a multi-jurisdictional water plan, re-drilling of the existing well, and adding a water distribution system, utilities, grading, roads, sewer and storm drainage throughout the airport property. The water will have multiple uses for facilities and fire control. 50% to be completed in this first phase. Businesses cannot locate on the airport property until the water infrastructure is complete.

3. Thompson Park Pool Facility Design and Engineering, North Wasco County Parks & Recreation District

Contact: Scott Green, 541-296-9533, scott@nwprd.org

Cost: \$17-22 million (requesting \$17-22 million) (these amounts for design and construction)

Timeline: Contingent upon funding. Pool failure possible after 2011.

Project Description: Replace pool and facility with an innovative multi-use Aquatic Facility including an indoor 50m pool, therapy pool, locker rooms, concessions, child development center, rock climbing wall, indoor gym, community meeting room, tennis courts and District offices. The current facility was built in 1934 and is failing. Phase II would involve development of an outdoor aquatic facility with pool, splash park, amphitheater, picnic shelters, and skate park.

4. South Basin Water Storage Design, City of Dufur

Contact: Glenn Miller/ Marlyn Sawyer, 541-467-2349, dufurcity@ortelco.net

Cost: \$25,000 (requesting \$25,000)

Timeline: Contingent upon funding.

Project Description: The Dufur South Basin area is the main location of future development in Dufur. This area is currently at a building moratorium because there is inadequate drinking water storage to serve the area. This project would develop design and engineering plans for a new water reservoir to serve Dufur South Basin.

5. Mosier Comprehensive Plan/ Downtown Plan Updates, Main Street Mosier

Contact: Kathy Fitzpatrick, 541-578-0122, kfitzz77@gmail.com

Cost: \$100,000 (requesting \$75,000)

Timeline: Contingent upon funding.

Project Description: This project would develop a Downtown Revitalization Master Plan and update the Mosier Comprehensive Plan (1978). Design schemes, preferred land development patterns and pedestrian/ bike/ and vehicular circulation plans will be developed by planning professionals. City ordinances will be updated accordingly. These plans will guide future development in rapidly-expanding Mosier.

6. Industrial Park Waterline Upgrade Engineering, The Dalles Public Works

Contact: Dave Anderson, 541-506-2008, danderson@ci.the-dalles.or.us

Cost: \$266,000 (requesting \$0)

Timeline: Begin July 2009.

Project Description: The Port of The Dalles Industrial Park is currently served by a single water main that is too small in diameter to meet the needs of industrial water users for fire protection. This project would construct a second water main to supply the Industrial Park (approximately 12,400 feet of 18-inch diameter mainline) that is capable of providing the recommended fire flow rates, would effectively “loop” the water system serving the area, and provide redundancy to the water supply system for industrial customers.

7. 911/Emergency Operations Center Design, Wasco County

Contact: Nolan Young, (541) 296-5481, nyoung@ci.the-dalles.or.us

Cost: \$340,000 (requesting \$20,000)

Timeline: Selection of design firm is underway.

Project Description: Consolidate the 911 call center and emergency operations center into a central facility. These operations are now located in separate, inadequate spaces. A new 911 center may be located in 2800 sq ft with an additional 1200 sq ft for emergency operations center purposes to provide operational benefits during an emergency. This new facility could be sited next to a new National Guard Training Center for additional emergency benefits or in another community facility as appropriate.

8. Historic Vehicle Display Design, Fort Dalles Museum

Contact: Eric Gleason, 541-296-1802, egleasonjcheung@gmail.com

Cost: \$50,000 (requesting \$0)

Timeline: A volunteer architect is working with the Museum Commission to plan and design the needed facilities.

Project Description: The Fort Dalles Museum contains a large and significant collection of horse drawn vehicles. Many of the vehicles are currently housed in poor conditions and some are partially exposed to the weather. A new larger shed and larger display, interpretation and curatorial facility are needed in order to protect, preserve and display and interpret these vehicles and other portions of the museum collection in perpetuity.

9. Central Oregon Micro-Enterprise Facilitation, City of Maupin

Contact: Dennis Ross, 541-395-2698, maupincity@centurytel.net

Cost: \$353,981 (requesting \$126,481)

Timeline: Already happening, project is ongoing.

Project Description: This is a continuation of a project established by the Sirolli Institute that began in April 2008. It focuses on the needs of entrepreneurs to provide business management coaching and mentoring to existing and/or prospective rural entrepreneurs, business owners and managers. The project's service is available for free to any community member with an idea for starting or expanding a business. This project will garner the support of the Sirolli Institute in providing training for facilitators and mentoring board members on how to implement the program. The program is planned to mature to self-sustainment in 30 months.

Infrastructure

1. Marine Terminal Construction, City of The Dalles

Contact: Dan Durow, 541-296-5481, ddurow@ci.the-dalles.or.us

Cost: \$3,000,000 (requesting \$1,500,000) (these amounts for design and construction)

Timeline: Construction begins in late 2009.

Project Description: Reconstruct a marine terminal on the Columbia River located between the Downtown Business District and the Port Industrial Area. The project will provide a variety of opportunities for increased multi-modal transportation and thereby support industrial, commercial, lodging, retail and service businesses. It would serve as a connection to barge traffic on the Columbia River for various existing companies as well as a stopping place for tour boats.

2. Airport Water Distribution System Construction, Columbia Gorge Regional Airport

Contact: Chuck Covert, 541-296-9103, napatd@gorge.net

Cost: \$2,900,000 (requesting \$2,500,000)

Timeline: Contingent upon funding.

Project Description: Construction of a water distribution system for the airport. Project involves creation of a water facility and system in conjunction with a multi-jurisdictional water plan, re-drilling of the existing well, and adding a water distribution system, utilities, grading, roads, sewer and storm drainage throughout the airport property. The water will have multiple uses for facilities and fire control. 50% to be completed in this first phase. Businesses cannot locate on the airport property until the water infrastructure is complete.

3. Fire Hall Construction, City of Dufur

Contact: Glenn Miller/ Marlyn Sawyer, 541-467-2349, dufurcity@ortelco.net

Cost: \$465,000 (requesting \$300,000)

Timeline: Blueprints ready; construction contingent upon funding.

Project Description: Dufur currently does not have enough space to store the fire trucks, ambulance and associated equipment. This project would build a new facility with four double bays, training and storage space.

4. Runway Strengthening, Columbia Gorge Regional Airport

Contact: Chuck Covert, 541-296-9103, napatd@gorge.net

Cost: \$6,000,000 (requesting \$6,000,000)

Timeline: Contingent upon funding.

Project Description: The existing pavement strength does not meet the rating shown on the Airport Master Plan and is below the strength needed for use of the runway for some

users. An overlay of approximately 4-5 inches would bring the runway up to strength. It is advisable to improve taxiway strength at the same time to provide a safe environment for larger aircraft operations to the airport.

5. Fairgrounds Arena Improvement Construction and Exhibit Halls/Barns Renovation, Wasco County Employee & Admin Services

Contact: Tyler Stone, 541-506-2552, tylers@co.wasco.or.us

Cost: \$175,000 (requesting \$175,000)

Timeline: A volunteer architect is working with the Museum Commission to plan and design the needed facilities.

Project Description: Project needs in the Fairgrounds Arena include replacement of bucking shoots and pens and installing needed concrete runners and improving safety rails to increase safety and usability of nine sets of bleachers and a grandstand area. Project needs in the Exhibit Halls/ Barns include replacing or repairing two concrete floors in the exhibit halls, repainting 10 buildings of varied sizes, and engaging a design/build firm to demolish the horse barns and construct three metal barns of a similar size.

6. Downtown Streetscape Phase III Construction, City of The Dalles

Contact: Dan Durow, 541-296-5481, ddurow@ci.the-dalles.or.us

Cost: \$6,200,000 (requesting \$2,200,000)

Timeline: Construction planned for Summer 2010.

Project Description: The Urban Renewal Plan calls for a complete reconstruction of all sidewalks, curbs, and streets within the core area of the Central Business District. Improvements include street trees, period lighting, pavers, sidewalks and curbs, traffic signals, ADA ramps, and concrete crosswalks.

7. First Street/ Washington Street Underpass Construction, City of The Dalles

Contact: Dan Durow, 541-296-5481, ddurow@ci.the-dalles.or.us

Cost: \$6,700,000 (requesting \$3,000,000)

Timeline: Construction can begin depending on final funding in October 2009.

Project Description: This project proposes to link the downtown with the Columbia River with a pedestrian-only, ADA-accessible tunnel under the freeway and railroad tracks at Washington Street. (A vehicle tunnel is already complete.) This would connect with the proposed marine terminal. The Washington Street Connector includes new street construction and a sidewalk on West First Street.

8. Annex Area Renovation Construction, Wasco County Employee & Admin Services

Contact: Tyler Stone, 541-506-2552, tylers@co.wasco.or.us

Cost: \$587,000 (requesting \$587,000)

Timeline: Begin as soon as funds available.

Project Description: Design and build new HVAC systems and replace roofing in County Annex and Clinic Building, remove asbestos and add an elevator to Annex B. Design and build ABA/ADA compliant ramp and signage at entrance to Clinic building and Annex A.

9. Historic Vehicle Display Construction, Fort Dalles Museum

Contact: Eric Gleason, 541-296-1802, egleasonjcheung@gmail.com

Cost: \$550,000 (requesting \$378,400)

Timeline: Construction can begin as soon as funds are available.

Project Description: The Fort Dalles Museum contains a large and significant collection of horse drawn vehicles. Many of the vehicles are currently housed in poor conditions and some are partially exposed to the weather. A new larger shed and larger display, interpretation and curatorial facility are needed in order to protect, preserve and display and interpret these vehicles and other portions of the museum collection in perpetuity.

10. 911/Emergency Operations Center Construction, Wasco County

Contact: Nolan Young, (541) 296-5481, nyoung@ci.the-dalles.or.us

Cost: \$3,000,000 (requesting \$2,500,000)

Timeline: Contingent upon funding.

Project Description: Consolidate the 911 call center and emergency operations center into a central facility. These operations are now located in separate, inadequate spaces. A new 911 center would be located in 2800 sq ft with an additional 1200 sq ft for EOC purposes next to a new National Guard Training Center, providing operational benefits during an emergency. The proposed project would expand the approximately 6000 sq ft National Guard drill floor by 4000 sq ft. This will create a large assembly hall that will benefit the Guard and the community by providing a much needed assembly area.

Completed Projects

Mosier wastewater treatment plant upgrade	Completed 2009
Maupin streetscape and sewer improvements	Expected completion July 2009
Discovery Center raptor program (initial development)	Completed 2008
Maupin reservoir building	Completed 2007
Shaniko School restoration	Completed 2007-2008
CGCC campus upgrade	Completed 2005-2008
Wamic wastewater system	Completed 2005
Commodore II renovation	Completed 2004
Q-Life fiberoptic system	Completed 2004
Second Street renovation – The Dalles	Completed 2002
Union Street Portal	Completed 2002

Appendix I: Needs and Issues Project Summary, April 2009

Below is the list of the Needs and Issues Projects that were submitted for prioritization but that were not ranked among the top ten in each category (Technical Assistance or Infrastructure). A (*) indicates a project that appears on both the Technical Assistance and Infrastructure lists; these projects had both design/engineering and construction needs.

Technical Assistance	
Civic Auditorium	*Auditorium renovation engineering design
Columbia Gorge Community College	*Workforce center design and engineering
Columbia Gorge Discovery Center	Raptor Education Program development I-84 screening project
City of Dufur	Wastewater mutual agreement & order project Dedicated water line to reservoir design *Stormwater system design *Swimming pool replacement design Dufur Park ADA restroom design
City of Maupin	*Lions Club / St. Vincent's food storage, dist. center *American Legion Hall modernization design City of Maupin web page design
Mid-Columbia Senior Center	*Senior Center expansion final design
City of Mosier	UPRR land acquisition *Mosier Creek bike/ped bridge design, Or. Solutions Mosier fire dept. resource development *Triangle Park development plan
N. Wasco County Parks & Rec.	*Soroasis Park irrigation system design, engineering
City of Shaniko	*Fire and Emergency Services Building design *Public restroom improvement design *School kitchen addition design
City of The Dalles	*Downtown parking structure design *Getchell Building rehab engineering plan *Mill Creek Park & Trail design
The Dalles Public Works	Chenowith Stormwater system design
The Dalles Youth Center Coalition	*Youth Center design
Wamic Rural Fire Protection District	*Pine Hollow Fire Station expansion design

Wamic Water & Sanitary Authority	*Water system upgrade design
Wasco County	*Freemont Interchange project design
Wasco County Employee & Admin Services	*Courthouse renovations design *Environmental mitigation
Wasco County Planning Department	Coordinated Planning Task List Destination resort overlay zone
Infrastructure	
Civic Auditorium	*Auditorium renovation construction
Columbia Gorge Community College	*Workforce Innovation Center construction
City of Dufur	*Stormwater system construction *South Basin water storage construction *Swimming pool replacement construction
City of Maupin	*Lions Club / St. Vincent's food storage, dist. center *American Legion Hall modernization construction
Mid-Columbia Senior Center	*Senior Center expansion construction
City of Mosier	*Mosier Creek bike/ped bridge construction *Triangle Park development construction
N. Wasco County Parks & Rec.	*Sorois Park irrigation system construction *Thompson Park pool & facility replacement
City of Shaniko	Community Hall Renovation *Fire and Emergency Services Building construction Post office handicapped access *Public restroom improvement construction *School kitchen addition construction School park restoration
City of The Dalles	*Downtown parking structure construction *Getchell Building rehab construction *Mill Creek Park & Trail construction Wasco Flour Mill / East Gateway construction
The Dalles Public Works	Eastside Collector streets project construction
The Dalles Youth Center Coalition	*Youth Center construction
Wamic Rural Fire Protection District	*Pine Hollow Fire Station expansion construction
Wamic Water & Sanitary Authority	*Water system upgrade construction
Wasco County	*Freemont Interchange project construction

Wasco County Employee & Admin Services	Public Works Building improvement construction
	*Courthouse renovations construction
	*Environmental mitigation

Appendix II: Strategic Planning History

Background

In an effort to reverse economic decline caused by changes in natural resource-based industry, the nine towns and the county government of Wasco County, Oregon, initiated a strategic planning process in the Fall of 1994 that was facilitated by Rural Development Initiatives, Inc. (RDI). The result was the 1995 Wasco County Strategic Action Plan. From 1995 to 1999 many projects listed in the 1995 Strategic Action Plan were implemented and were successful. In the 1999 and 2003 term, the Wasco County Economic Development Commission (EDC) convened for several meetings to update the 1995 Wasco County Strategic Action Plan. The EDC is a county advisory committee of county appointed members representing a variety of business, government and civic interests from communities across the county which is responsible for designing and implementing economic/community development strategies for the county.

Columbia Gorge Community College contracted with the county to provide economic development services from 1997 to July 2008. As of July 2008, Mid-Columbia Economic Development District assumed this responsibility.

Strategic Planning Process

Communities in the southern part of Wasco County began working with Rural Development Initiatives, Inc. to develop a strategic plan for that region in 1992. Using their completed strategic plans, they were successful in their efforts to attract investments in infrastructure and facilities to enhance the tourism industry. Based on these successes, the Wasco County Economic Development Commission sought funding from the U.S. Forest Service to initiate a countywide strategic plan that would link the southern and northern communities, and tie their efforts to regional economic and workforce strategies. The county also wanted to develop benchmarks comparable to those developed by the State of Oregon as a means to measure their performance. Wasco County contracted with RDI to design and facilitate a process to create the countywide plan.

The EDC began meeting in the fall of 2002 to update the 1995 strategic plan. Agencies within the county and other members of the community participated by offering their ideas and support at various stages of this process. The strategic planning process consisted of several steps designed to explore alternative development options, define goals for the future and develop strategies to achieve these goals. The primary steps included:

1. Updating the county vision statement: this statement provides a vivid picture of the county's desired future. EDC members evaluated the results from the 1995 Strategic Action Plan, gathered new ideas for project development, prioritized projects, and then wove the common threads into an updated single vision statement for the county.
2. Establishment of measurable goals to realize this vision by concentrating on the following four building blocks of development: business development, physical infrastructure, quality of life and workforce/education development.

Current goals of the EDC are identified in the introduction to this document.

Appendix III: Wasco County Profile

Recreation

In Wasco County, recreationalists find a wealth of activities to keep them busy, including walking and bike riding, wildflower viewing, bird watching, windsurfing, hiking, boating, fishing, skiing (water and snow), snowboarding, camping, golfing, and sightseeing. These activities and more take place at the numerous parks and recreational areas around the County. A short list of these amenities include the Columbia River, Mt Hood National Forest, Columbia River Gorge National Scenic Area, Beavercreek Wilderness, the Historic Columbia River Highway, Pine Hollow Golf Course, White River State Park, Pine Hollow Lake, Rock Creek Reservoir Lake, Deschutes River, Sherar's Falls, Ka-nee-tah Resort and Casino, White River Falls, Shaniko museums, Columbia Gorge Discovery Center, and The Dalles Riverfront Trail.

Climate/Elevation/Land Area

Average temperature: 33.4° F in January, 73.1° F in July

Average annual precipitation: 13.17 inches

Land area: 2,381.05 square miles

Persons per square mile: 9.98, using 2008 US Census population estimates

County Population

1980	1990	2000	2008	% Change 2000-2008
21,732	21,683	23,791	23,775	-0.06%

Source: US Census and 2008 Oregon Population Report from the Population Research Center at Portland State University.

County Housing (Source: US Census)

Year	1990	2000	2007
Total Housing Units	10,476	10,651	10,752

Median Value of Owner-Occupied Housing in 2000: \$105,500

Median Household Income in 2007: \$40,048

County Employment

Private non-farm establishments: 766 in 2004; 829 in 2008

	2004	May 2008	May 2009
Private non-farm employment	6,210	7,350	6,940
Unemployment rate	8.6%	5.4%	11.3%

Source: Oregon Employment Department

Appendix IV: Wasco County Community Profiles

Antelope

Address: PO Box 105, 97001

Phone: (541) 489-3201

Elevation: 2,631'

Incorporated: 1901

Mayor: Brian Sheer

City Location

Nearest Major Highway and Distance:

Hwy 97 – 8 miles

Nearest Major City and Distance:

Madras – 34 miles, 40 minutes

Distance to Portland:

143 miles

Recreational Amenities

Mountain biking, proximity to the Warm Springs Indian Reservation, John Day River recreation area, John Day Fossil Beds National Monument.

Climate

Monthly Ave. Low: 25°F

Monthly Ave. High: 85°F

Hottest Month: July

Coldest Month: January

Driest Month: July

Wettest Month: November

Average annual precipitation: 13.410"

Population

1980	1990	2000	2008	% Change 2000-08
39	34	59	60	1.7%

Source: US Census and 2008 Oregon Population Report from the Population Research Center at Portland State University.

Community Age Profile

	1990	2000
Under 5 years	0	3
5-19 years	5	10
20-44 years	5	12
45-64 years	24	19
65+ years	8	15
Median Age	52	50.5

Housing

	1970	1980	1990	2000
Total Housing Units	10	19	33	41

Median Value of Owner-Occupied Housing, 1990: (no data)

Median Value of Owner-Occupied Housing, 2000: \$49,000

Dufur

Address: PO Box 145, 97021
Phone: (541) 467-2349
Fax: (541) 467-2353
Email: dufurcity@ortelco.net

Elevation: 1,300'
Incorporated: 1893
Mayor: Jack Strafford

City Location

Nearest Major Highway and Distance: I-84 – 14 miles
Nearest Major City and Distance: The Dalles – 14 miles, 20 minutes
Distance to Portland: 97 miles

Recreational Amenities

Barlow Ranger Station on the Mt. Hood National Forest, proximity to the Columbia Gorge National Scenic Area, Beaver Creek Wilderness, Dufur Historical Society Living History Museum; Dufur Threshing Bee each August offers one of the nation's finest displays of working vintage horse-drawn and steam-driven farm machinery.

Climate

Monthly Ave. Low:	24°F	Monthly Ave. High:	85°F
Hottest Month:	July	Coldest Month:	January
Driest Month:	July	Wettest Month:	December

Average annual precipitation: 12.500"

Population

1980	1990	1999	2000	2008	% Change 2000-08
488	527	625	588	655	11.4%

Source: US Census and 2008 Oregon Population Report from the Population Research Center at Portland State University.

Community Age Profile

	1990	2000
Under 5 years	40	21
5-19 years	105	148
20-44 years	211	142
45-64 years	117	167
65+ years	99	110
Median Age	38	42.7

Housing

	1970	1980	1990	2000
Total Housing Units	206	252	266	265

Median Value of Owner-Occupied Housing, 1990: \$47,000

Median Value of Owner-Occupied Housing, 2000: \$94,700

Maupin

Address: PO Box 308, 97037
Phone: (541) 395-2698
Fax: (541) 395-2499
Email: maupincity@centurytel.net

Elevation: 1,021'
Incorporated: 1922
Mayor: Denny Ross

City Location

Nearest Major Highway and Distance: I-84 – 39 miles
Nearest Major City and Distance: The Dalles – 39 miles: 45 minutes
Distance to Portland: 95 miles

Recreational Amenities

Deschutes River Recreation Area, Maupin City Park, Sherar's Falls, White River Falls at Tygh Valley, hiking, boating, fishing, camping and sightseeing. Major rafting launch points for the Deschutes River are located in Maupin.

Climate

Monthly Ave. Low: 24°F
Hottest Month: July
Driest Month: July
Average annual precipitation: 18.340"

Monthly Ave. High: 83°F
Coldest Month: January
Wettest Month: January

Population

1980	1990	1999	2000	2008	% Change 2000-08
495	456	490	411	490	19.2%

Source: US Census and 2008 Oregon Population Report from the Population Research Center at Portland State University.

Community Age Profile

	1990	2000
Under 5 years	28	22
5-19 years	86	85
20-44 years	122	108
45-64 years	108	128
65+ years	86	68
Median Age	41	43.9

Housing

	1970	1980	1990	2000
Total Housing Units	168	224	253	244

Median Value of Owner-Occupied Housing, 1990: \$37,100
Median Value of Owner-Occupied Housing, 2000: \$86,000

Mosier

Address: PO Box 456, 97040-0456
Phone: (541) 478-3505
Fax: Fax (541) 478-3810
Email: mosiercityhall@gorge.net

Elevation: 112'
Incorporated: 1914
Mayor: Andrea Rogers

City Location

Nearest Major Highway and Distance: I-84 – Local
Nearest Major City and Distance: Hood River – 5 miles: 5 minutes
Distance to Portland: 70 miles

Recreational Amenities

Columbia River Gorge National Scenic Area, Mosier Twin Tunnels along the Historic Columbia River Highway, biking, hiking, bird-watching, windsurfing, Tom McCall State Park at Rowena Crest, Columbia River viewpoints and waterfront trail.

Climate

Monthly Ave. Low: 30°F
Hottest Month: August
Driest Month: July
Average annual precipitation: 13.970”
Monthly Ave. High: 88°F
Coldest Month: January
Wettest Month: December

Population

1980	1990	1999	2000	2008	% Change 2000-08
340	244	360	410	470	14.6%

Source: US Census and 2008 Oregon Population Report from the Population Research Center at Portland State University.

Community Age Profile

	1990	2000
Under 5 years	7	30
5-19 years	33	82
20-44 years	51	151
45-64 years	35	91
65+ years	76	56
Median Age	54	37.1

Housing

	1970	1980	1990	2000
Total Housing Units	72	102	112	191

Median Value of Owner-Occupied Housing, 1990: \$70,000
Median Value of Owner-Occupied Housing, 2000: \$168,800

Shaniko

Address: PO Box 17, 97057

Phone: (541) 489-3226

Fax: (541) 489-3226

Web: www.shaniko.com

www.shaniko-oregon.com

Elevation: 3,646'

Incorporated: 1901

Mayor: Goldie Roberts

City Location

Nearest Major Highway and Distance:

Hwy 97 – Local miles

Nearest Major City and Distance:

Redmond – 69 miles: 1 1/2 hours

Distance to Portland:

131 miles

Recreational Amenities

Historic Oregon “ghost town” with restored downtown, authentic boardwalks, antique wagon collection, original school building, city hall and city jail. Shaniko was once the world’s largest inland wool shipping center.

Climate

Monthly Ave. Low: 25°F

Monthly Ave. High: 85°F

Hottest Month: July

Coldest Month: January

Driest Month: July

Wettest Month: November

Average annual precipitation: 13.410”

Population

1980	1990	2000	2008	% Change 2000-08
30	26	26	40	53.8%

Source: US Census and 2008 Oregon Population Report from the Population Research Center at Portland State University.

Community Age Profile

	1990	2000
Under 5 years	8	0
5-19 years	8	2
20-44 years	6	3
45-64 years	16	11
65+ years	0	10
Median Age	45	61.0

Housing

	1970	1980	1990	2000
Total Housing Units	18	20	20	35

Median Value of Owner-Occupied Housing, 1990: \$14,999

Median Value of Owner-Occupied Housing, 2000: \$37,500

The Dalles

Address: 313 Court Street, 97058
Phone: (541) 506-6150
Fax: (541) 506-6102
Email: cityinfo@ci.the-dalles.or.us

Elevation: 92'
Incorporated: 1857
Mayor: Nikki Lesich
Web: www.ci.the-dalles.or.us

City Location

Nearest Major Highway and Distance: I-84 – Local
Nearest Major City and Distance: Hood River – 21 miles: 21 minutes
Distance to Portland: 83 miles

Recreational Amenities

The Columbia Gorge and Cascade Mountains give The Dalles residents and visitors easy access to year-round outdoor activities. There are city, state and federal parks; water sports; the River Front Trail; The Dalles Marina; a golf course; public swimming pool; and indoor recreation facilities. Cultural attractions include historic sites, several museums, Columbia River Gorge Discovery Center and special events such as the Cherry Festival and Ft. Dalles Rodeo. Other activities include windsurfing, hiking, biking, fishing, boating, flying, Columbia Gorge National Scenic Area, Beaver Creek Wilderness, Mt. Hood National Recreation Area and Deschutes River Recreation Area.

Climate

Monthly Ave. Low: 30°F
Hottest Month: July
Driest Month: July
Average annual precipitation: 13.97”
Monthly Ave. High: 85°F
Coldest Month: January
Wettest Month: December

Population

1980	1990	2000	2008	% Change 2000-08
10,820	11,021	12,156	13,170	8.3%

Source: US Census and 2008 Oregon Population Report from the Population Research Center at Portland State University.

Community Age Profile

	1990	2000
Under 5 years	757	813
5-19 years	2,457	2503
20-44 years	3,848	3789
45-64 years	1,832	2856
65+ years	2,166	2195
Median Age	37	39.3

Housing

	1970	1980	1990	2000
Total Housing Units	3,754	4,410	4,843	5227

Median Value of Owner-Occupied Housing, 1990: \$50,200

Median Value of Owner-Occupied Housing, 2000: \$103,800