

**Wasco County**

**Economic Development**

**Strategic Action Plan**

**September 2010**

**Presented for adoption by the Wasco County Board of Commissioners:**

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# Introduction

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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 through an annual inventory of all county needs. This inventory, called the “Needs and Issues Inventory,” 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 This analysis is now substantially out of date and has therefore been left out of this document.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 the future to 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 2009 was 24,230 (Population Research Center, Portland State University). The county comprises 2,381.05 square miles.

## Vision

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In this year of 2020, 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 K-12 charter school and an active community development group, the city now boasts a population of 920 year-round residents.
- Maupin is a safe, progressive community that cares for its citizens and visitors while protecting its natural resources and maintaining its rural heritage. By expanding into bicycle tourism, the tourist season has lengthened to run from April through October and includes a number of successful events in addition to the very popular RiverFest. Commercial areas in town have expanded with the opening of new businesses that are supported by a strong Maupin Area Chamber of Commerce. The school has a stabilized K-12 population of 225 students which add to the vitality of the community.
- 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 14<sup>th</sup> 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 2010 is full, including the former aluminum plant property which has been sold. The city-owned marine terminal at Union Street is 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, including its workforce innovation center. 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 workforce programs in renewable energy, healthcare, and information technologies. The city, park district and college have developed a multi-sports complex at Kramer Field in The Dalles 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 has continued to participate in the Columbia Gorge Bi-State Renewable Energy Zone, which is now 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 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 west 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 so that visitors have much to appreciate and enjoy from historic downtown to the Fort Dalles Museum, the Columbia Gorge Discovery Center and at other stops along the way.
- 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.
- 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. Fort Dalles Days & Rodeo, recognizing the county's historic and pre-historic legacy, draws visitors from far away each July to 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 and mechanical orchards has increased. These improvements, along with a spray-on product that eliminates rain cracking, have smoothed out the demand in pickers and increased productivity.

# **Strategic Action Plan Goals and 2010-2011 Priority Projects**

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## **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 Economic Development Commission or the Wasco County Board of Commissioners.

Following are the top ten needs identified in 2010 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 would be ready quickly. 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. Please note that the costs and project descriptions are generally taken from the Needs and Issues forms submitted by each project contact in January of the plan year.

### **Technical Assistance**

#### **1. Airport Water Distribution System Engineering and Design, Columbia Gorge Regional Airport**

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

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

**Timeline:** Well has been drilled. Engineering plan for water delivery is being developed in 2010.

**Project Description:** Businesses cannot locate on airport property until the water distribution system is completed. Construction of a water distribution system will involve creation of a water facility and system in conjunction with a multi-jurisdictional water plan, re-drilling of the existing well, water distribution, utilities, grading and roads, sewer and storm drainage throughout the airport property. Water will also be used for fire control. 50% to be completed in this first phase.

#### **2. Runway Strengthening Engineering and Design, Columbia Gorge Regional Airport**

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

**Cost:** \$450,000 (requesting \$0 –recently received \$3.5M in ConnectOregon III funds for design and construction)

**Timeline:** Design and engineering is being completed at present. Construction should occur in 2011.

**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.

#### **3. Workforce Innovations Center Engineering and Design, Columbia Gorge Community College**

**Contact:** Dan Spatz, 541-506-6110, dspatz@cgcc.cc.or.us

**Cost:** \$16M (requesting \$8M)

**Timeline:** Project can proceed in 2010 contingent upon matching requirement for Article XIX bonds. Application for partial match (\$2 million) submitted to U.S. Dept of Commerce in October 2010.

**Project Description:** CGCC lacks sufficient long-term instructional space in which to train the 21st Century workforce. This project would design and construct a National Workforce Innovation Center with sufficient classroom and high-bay lab space to provide workforce instruction as well as space for community partners, such as K-12 career-technical classes. This facility will be constructed in three phases: 1) high-bay lab; 2) classroom annex 1; 3) classroom annex 2. A total of \$8 million in matching funds are available from State of Oregon Article XIG bond capacity for this project, contingent on 1:1 cash match.

#### **4. Rock Creek Hydroelectric Facilities Engineering and Design, Wasco County Soil and Water Conservation District**

**Contact:** Ron Graves, 541-296-6178 ext 114, ron.graves@or.nacdn.net

**Cost:** \$40,000 (requesting \$40,000)

**Timeline:** A feasibility study will be complete in Summer 2010. Design and engineering could proceed with funding.

**Project Description:** Rock Creek Irrigation District is looking to install a hydroelectric facility to reduce costs for district users, create a revenue stream for the district, extend the irrigation season, raise levels at Rock Creek Reservoir for recreation benefits and for other benefits.

#### **5. Mosier Groundwater Sustainability Study, Mosier Watershed Council**

**Contact:** Kate Merrick, 541-296-6178 ext 119, kate.merrick@or.nacdn.net

**Cost:** \$300,000 (requesting \$205,000)

**Timeline:** Project planning has begun. Funds are available to test and repair one comingling well in 2010. Additional funds are needed to expand the work to other wells.

**Project Description:** Water levels in Mosier-area wells have dropped up to 200 feet in the past 30 years. Irrigated agriculture is a cornerstone of the Mosier economy and depends on a reliable groundwater supply. Rural residents and Mosier city residents also obtain their water from wells. A recent study by the US Geological Survey determined that comingling wells are the primary cause of the water level declines. Further study is needed to develop a plan to address the problem.

#### **6. Mosier Comprehensive Plan/ Downtown Plan Updates, Main Street Mosier**

**Contact:** Kathy Fitzpatrick, 541-400-0124, kfitzz77@gmail.com

**Cost:** \$20,000 (requesting \$10,000)

**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 Mosier.

## **7. Granada Theater Revitalization, City of The Dalles**

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

**Cost:** \$200,000

**Timeline:** The Granada has been purchased by the City. The HVAC and sprinkler system improvements have been identified. Work on improvements can begin soon.

**Project Description:** This project purchased the historic Granada Theater. The City now needs to install a sprinkler system required by the fire marshal and replace the HVAC system. The City will identify a private developer for additional restoration and operation of the Granada.

## **8. West Lot Planning and Development Phase 1, Northern Oregon Regional Corrections Center**

**Contact:** Jim Weed, 541-298-1576, jweed@norcor.co.wasco.or.us

**Cost:** \$26,000 (requesting \$15,500)

**Timeline:** Contingent upon funding.

**Project Description:** NORCOR is seeking to build facilities on an adjacent lot to facilitate use of the site by interested businesses. This project would complete the permitting, site plan, utilities and wetland mitigation necessary to initiate construction. They need engineering of a cut and fill plan, access planning and site prep engineering before work can start on the ground.

## **9. Industrial Land Acquisition, Port of The Dalles**

**Contact:** Andrea Klaas, 541-298-4148, andrea@portofthedalles.com

**Cost:** \$15M (requesting \$13M)

**Timeline:** Contingent upon funding.

**Project Description:** Currently there is a very limited supply of ready-to-go industrial land in The Dalles to attract new businesses and help existing businesses expand. This project would allow the port to purchase land to have available for industrial businesses. Once the land is purchased, the Port will apply for funds to install necessary infrastructure.

## **10. Auditorium Restoration Engineering and Design, The Dalles Civic Auditorium**

**Contact:** Steve Lawrence, 541-298-8533, civic@netcnct.net

**Cost:** \$3,550,000 (requesting \$3,300,000)

**Timeline:** Contingent upon funding.

**Project Description:** This project would completely restore the auditorium portion of the Civic Building. Restoration will return the auditorium to 1921 character but with current

upgrades. It will include refinishing the ballroom floor, installing an acoustical barrier between the gymnasium and the ballroom and repair of failing gutter system.

## Infrastructure

### **1. Marine Terminal Construction, City of The Dalles**

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

**Cost:** \$4,015,000 (requesting \$0 – recently received \$2M award from EDA and \$2M from ConnectOregon III funds)

**Timeline:** Final design and permits completed early fall 2010. Construction will begin in October 2010.

**Project Description:** The existing Marine Terminal currently only provides for storage of river barges. A new multiuse Marine Terminal with parking and restrooms facilities is needed to help reconnect the downtown business district and the local economy once again to the river. This project will rehabilitate the existing terminal and build adjacent supporting infrastructure to support use of the terminal for shipping and tourism.

### **2. Downtown Riverfront Undercrossing, City of The Dalles**

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

**Cost:** \$9,680,000 (requesting \$2,630,000)

**Timeline:** Final design will be completed fall 2010. Construction can begin depending on final funding in early 2011.

**Project Description:** The freeway and the railroad separates The Dalles from the Columbia River, precluding river access from the downtown area and the rest of the community. This project will link the downtown core area to the river for tourism, recreational, and business uses. A pedestrian-only access tunnel will pass under the freeway and the railroad at Washington Street.

### **3. The Dalles Skatepark, Northern Wasco County Parks and Recreation District**

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

**Cost:** \$275,000 (requesting \$0 – funding has been received from Urban Renewal)

**Timeline:** Design for the project is being donated. Construction will begin soon.

**Project Description:** Skateboarding is one of the fastest growing recreational sports for youth. Without a skatepark, kids skate where they're not supposed to, causing problems. The proposed site at upper Thompson Park is currently underutilized as an overflow parking area. The skatepark will be a 9-11,000 square foot outdoor concrete structure that will combine streetscape elements and bowls, have benches and ADA paths.

### **4. Historic Vehicle Display and Curation Building, Fort Dalles Museum**

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

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

**Timeline:** Initial design work is complete, now starting work on permitting. Construction could begin as early as Summer 2010 with funding.

**Project Description:** The Fort Dalles Museum is the oldest historical museum in Oregon and has a varied collection of artifacts that are displayed and maintained in some of the most historical and architecturally significant buildings in the state. The museum's large and significant collection of horse-drawn vehicles is housed in less than ideal situations partially exposed to the weather. A new building with space for display, interpretation and curatorial facilities is needed in order to protect, preserve, display and interpret these vehicles and other portions of the museum collection.

#### **5. Riverfront Trail, Northern Wasco Co. Parks & Rec.**

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

**Cost:** \$307,000 (requesting \$277,000)

**Timeline:** Engineering complete, easement obtained. This project is shovel ready.

**Project Description:** The Dalles Riverfront trail is a planned 10-mile multi-use trail that will connect The Columbia Gorge Discovery Center, the Marine Terminal, Downtown The Dalles and The Dalles Dam Visitors Center. About 8.5 miles have been constructed. This project will complete 1400 feet of trail, erect a bridge and install a boardwalk to connect with the new Lone Pine Village mixed-use development.

#### **6. Fire Hall Construction, City of Dufur**

**Contact:** Glenn Miller/ Darla Clifton, 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.

#### **7. Wamic Grade Reconstruction, Wasco County Public Works**

**Contact:** Marty Matherly, 541-506-2640, martym@co.wasco.or.us

**Cost:** \$1,033,000 (requesting \$1,033,000)

**Timeline:** Contingent upon funding.

**Project Description:** Wamic Market Road has sub-standard curves, road shoulders and little or no recovery areas. This project would reconstruct a section of Wamic Market Road to improve roadway alignment and grade and provide wider travel lanes, wider shoulders and recovery areas. Some guardrail would also be placed in appropriate locations. The reconstruction work would consist of slope excavation, embankment

work, guardrail installation and roadway construction including new base rock and pavement.

### **8. Industrial Park Waterline Upgrade Engineering, City of The Dalles**

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

**Cost:** \$2,166,000 (requesting \$1,789,175)

**Timeline:** Contingent upon funding.

**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.

### **9. Planning Department Upgrade, Wasco County Administrative Office**

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

**Cost:** \$108,257 (requesting \$30,000)

**Timeline:** Contingent upon funding.

**Project Description:** The Wasco County Planning Department Office needs to be upgraded for better public access, energy efficiency improvements, safety and security concerns. The remodel will include installation of an insulated dropped ceiling with energy efficient lighting and an upgraded system of ducting to deliver the conditioned air from two new energy efficient HVAC units. Additional divided spaces will be created to allow for better use of the space. Temporary space for the operation of the Planning Department during the remodel will also be required.

### **10. Bathroom/ Shower Upgrade, Dufur Recreation District**

**Contact:** Chris Highfield, 541-993-0980, chighfie@ortelco.net

**Cost:** \$50,000 (requesting \$0 –funding recently received through Oregon State Parks and Recreation Department)

**Timeline:** Construction completed fall 2010.

**Project Description:** Dufur City Park’s current restrooms are sheds with toilets and no electricity. They are not ADA-accessible and do not meet the needs of park users. The project would demolish the restrooms, prepare the site and install an ADA restroom/shower building.

## Completed Projects

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Shaniko Work Day	Completed 2010
Wasco County Planning Energy Land Use Chapter update	Scheduled for completion 2010
Wasco County Annex renovation	Scheduled for completion 2010
The Dalles East Gateway project	Completed 2010
Wasco County Fairgrounds well replacement	Completed 2010
Renewable Energy Technology program expanded, interim lab building completed	Completed 2009
Main Street Mosier community survey and vision development	Completed 2009
Columbia Gorge Bi-State Renewable Energy Zone booth and presence at Windpower Conference & Expo	Completed 2009 and 2010
Wasco County Buildable Lands Study	Completed 2009
Maupin city website development	Completed 2009
Mosier wastewater treatment plant upgrade	Completed 2009
Maupin streetscape and sewer improvements	Completed 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 2010

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.

<b><u>Technical Assistance</u></b>	
Dufur Recreation District	Pool replacement engineering and design
Dufur, City of	South Basin water storage engineering and design
	Dedicated water line to reservoir engineering and design
	Stormwater system engineering and design
Maupin, City of	*American Legion Hall modernization design
	*Lions Club/ St. Vincent's food storage, distribution center engineering and design
Mosier Middle School Committee	Mosier Middle School engineering and design
Northern Wasco Co. Parks & Rec.	Thompson Park Aquatic Facility engineering and design
The Dalles, City of	Downtown parking structure engineering and design
Wamic Water & Sanitary Authority	Water system upgrade engineering and design
Wasco County, Planning Department	Coordinated Planning Task List
Wasco County, Public Works	Hood River Road Reconstruction engineering and design
<b><u>Infrastructure</u></b>	
Canyon Rim Manor	Paving George Jackson Rd
Dufur Recreation District	Basketball court
	Garbage can purchase
	Bleacher purchase
	Dufur Park landscaping & fencing
Maupin, City of	*Lions Club/ St. Vincent's food storage, distribution center construction
	*American Legion Hall modernization construction
Mid-Columbia Senior Center	Senior Center building expansion project
Shaniko, City of	Public Restroom Improvements
	Shaniko Community Hall Renovation
	Fire and Emergency Services Building
	Post Office Handicap Access
	School Park Upgrades
The Dalles, City of	The Dalles Dam Tours infrastructure
	Lewis & Clark Fountain
	Gitchell Building rehab
Tygh Valley Water District	New reservoir construction

As a new outreach effort in 2010, organizations and agencies in Wasco County were encouraged to submit information about multi-year, long-term projects they are working towards. These projects were provided for informational purposes to the Commission and not prioritized. The complete list is below.

<b><u>Long-Term Projects</u></b>	
Columbia Gorge Community College	National Guard Readiness Center construction
	Stable funding for nursing instruction program
	Stable funding for renewable energy technology program
Columbia Gorge Discovery Center	Pay off original infrastructure construction debt
	Develop capacity-building funding for long-term viability
	Endowment development
Dufur, City of	Wastewater mutual agreement & order project
Mosier, City of	UPRR land acquisition
	Mosier Creek bike/ped bridge engineering & design
	Pressure zone hydraulic modifications for a new reservoir
	Eastside water system improvements
	Third Avenue reconstruction
	City stormwater plan
Mid-Columbia Economic Development District	Revolving loan fund recapitalization
Shaniko, City of	School kitchen addition
	School park upgrades
The Dalles, City of	Downtown streetscape phase III construction
Wasco County Admin Office	Annex HVAC upgrade
	Courthouse boiler replacement
	Courthouse electrical upgrade
	Courthouse jail area remodel
	Fairground arena replacement
	Fairgrounds exhibit halls and barns replacement
	Fairgrounds water distribution system replacement
Underground fuel tank removal	
Wasco County, Planning Department	Destination resort overlay zone
Wasco County SWCD	Orchard Ridge ditch piping
	Badger ditch piping and fish screening

## **Appendix II: Strategic Planning History**

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### **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, hunting 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, 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: 10.2, using 2009 population estimates (Population Research Center, Portland State University)

### County Population

1980	1990	2000	2009	% Change 2000-2009
21,732	21,683	23,791	24,230	1.8%

Source: US Census and 2009 Oregon Population Report from the Population Research Center at Portland State University.

### County Housing (Source: US Census)

Year	1990	2000	2008
Total Housing Units	10,476	10,651	10,792

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

Median Household Income in 2008: \$40,884

### County Employment

Private non-farm establishments: 766 in 2004; 819 in 2008

	2004	May 2008	May 2009	May 2010
Private non-farm employment	6,210	7,350	6,940	7,160
Unemployment rate	8.6%	5.4%	11.3%	8.9%

Source: Oregon Employment Department

## Appendix IV: Wasco County Community Profiles

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### 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	2009	% Change 2000-09
39	34	59	60	1.7%

Source: US Census and 2009 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: Arthur Smith

### **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	2009	% Change 2000-09
488	527	625	588	660	12.2%

Source: US Census and 2009 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	2009	% Change 2000-09
495	456	490	411	490	19.2%

Source: US Census and 2009 Oregon Population Report from the Population Research Center at Portland State University.

### **Community Age Profile**

	1990	2000
<b>Under 5 years</b>	28	22
<b>5-19 years</b>	86	85
<b>20-44 years</b>	122	108
<b>45-64 years</b>	108	128
<b>65+ years</b>	86	68
<b>Median Age</b>	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	2009	% Change 2000-09
340	244	360	410	485	18.3%

Source: US Census and 2009 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	2009	% Change 2000-09
30	26	26	40	53.8%

Source: US Census and 2009 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

