

Wasco County

2007

Economic Development Action Plan

**Presented to and unanimously adopted
by the Wasco County Court in regular session June 20, 2007.**

**Judge Daniel Erickson
Sherry Holliday, Commissioner
William Lennox, Commissioner**

Wasco County Economic Development Commission:

Keith Mobley, Chairman

Joan Silver, Vice-Chair

Commissioners:

Renee Walasavage: Position 1 (North County)

Darrell Wolff: Position 2 (Central County)

Rob Miles: Position 3 (South County)

Andrea Klaas, Position 4

Dan Durow, Position 5

Les Cochenour, Position 6

Mark Cherniack, Position 7

Donella Polehn, Position 8

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through contract with:

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Introduction

This economic development 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. Therefore, the primary purpose of the commission is to bring all county needs into a consolidated document on an annual basis. This document is called the "Needs and Issues Inventory," and forms the basis for economic action activity 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); Ford Institute Program

The Wasco County Economic Development Commission proposes to conduct a new SWOT analysis for the county in 2009. This would update and replace the most recent SWOT study, completed in 1999 and now substantially out of date. It is anticipated that the 2009 study will reflect goals and initial outcomes from the Ford Institute for Community Building leadership program, scheduled to begin in Wasco County in the fall of 2007. Additional results from this five-year program will be incorporated into future versions of this action plan.

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 2007 is 23,712 (US Census Bureau). The county comprises 2,381.05 square miles.

Inquiries

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Vision

It is the year 2018. Wasco County is a busy place:

n 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.

- n The county is a recognized leader in renewable energy and conservation. High-efficiency solar panels and Stirling engine solar concentrators, combined with hydroelectric power, wind energy, stringent energy conservation standards and high-velocity energy storage flywheels, allow the county to contribute a net average annual output of energy into the Bonneville Power Administration electrical grid.
- n The Wasco County Fair has developed into the place to be in the third week of August, as the number of exhibitors and vendors continue to grow and showcase Wasco County agriculture and tourism. History Days, recognizing the county's historic and pre-historic legacy, takes place each September, as visitors arriving by passenger rail and riverboat view historic sites in The Dalles, Dufur, Shaniko and Wamic.
- n 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 census 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.
- n Mosier now rivals communities further to the west as a second home and retirement community, and the businesses that service these groups have expanded and increased as the population grows. With a strong charter school and an active community development group, the city now boasts a population of 920 year-round residents.
- n 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 19,393, although intense residential development across the Columbia River in Dallesport (Klickitat County, Washington State) adds another 5,000 people to the suburban region.
- n Basic infrastructure needs continue to increase as costs escalate. The Dalles hopes to have all streets paved, all structures within the urban growth boundary on city services and be ready for the next round of new development within 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 12th Street Reservoir Park features a tramway to Kelly Viewpoint at Sorosis Park.
- n Columbia Gorge Community College has developed five of the six new construction

sites identified in its 2006 revised master plan. The college is now fully accredited and has added new courses and expanded its relationships with four-year institutions. The college maintains an active distance education program, and conducts satellite classes in communities throughout its 10,000-square-mile service area. Widely-dispersed fundraising activities in these communities support the college foundation. The addition of the new National Guard training center has allowed a wide range of community activities and events on the campus in The Dalles, while the college's campus in Hood River offers two main classroom buildings. 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 are developing a multi-sports complex at Kramer Field in The Dalles with facilities for soccer, softball and baseball, designed to serve local and college teams.

- The Port of The Dalles is full, all space within the port district has been developed and the former aluminum plant property has been sold. Development of properties newly taken into the Port District is under way. The Port manages the city-owned cruise ship dock at Union Street, a major arrival point for visitors.
- 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.
- 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.

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Strategic Action Plan Goals

The Wasco County Economic Development Commission establishes these continuing goals:

- n 1. Complete full county survey of needs and issues each year during January - February, and begin implementation by mid-March.
- n 2. Complete or make substantial progress on at least two of the needs projects for each community during the year.
- n 3. Keep good records of ongoing projects and expand the needs list as new projects surface during the year.

Needs, Issues, Strategies and Actions

In order to achieve its vision, WCEDC annually develops listings of the needs and issues necessary for present and future development. Based on this annual assessment, strategies and actions are instituted by the appropriate groups. By this method, resources are focused 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 several of the incorporated cities of Wasco County, as well as other local and regional governmental organizations. These 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. Team members represent the City of The Dalles, Wasco County, Port of The Dalles, Columbia Gorge Community College, Mid-Columbia Council of Governments 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 in conjunction with its Comprehensive Economic Development Strategy. This strategy is revised annually.

This Strategic Action Plan is subject to regular review and updating by the Economic Development Commission. Regular reviews are planned on an annual basis. Amendments to the 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 Planning and Economic Development Office, which will present the proposals to the EDC. The EDC will consider 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 EDC 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 EDC or Wasco County Court.

Following are the top 10 needs identified in the 2007-08 year in two categories: technical assistance and infrastructure. Technical assistance refers to projects for which additional information is necessary prior to construction, such as engineering studies or market analyses. Infrastructure refers to projects which are ready for construction or in fact have already entered the development phase. Each project item is accompanied by the key contact point

("sparkplug"), contact information, cost projections when available and timeline for completion. These are only the top priorities in each category: the complete list is substantially longer, and appears as Appendix I of this document.

Technical Assistance

1. Rural fire training center

Project contact: Eugene Walters (541) 328-6388 EugeneJFRFPD@centurytel.net

<p>Overview:</p> <p>Consolidated facility of approximately 1,500 square feet is needed to conduct inter-district fire trainings. Current facility at Juniper Flats does not contain sufficient space for this purpose, although this facility could be expanded. Coordinated trainings occur with Pine Hollow/Rock Creek, Maupin, Shaniko, Pine Grove/Juniper Flats, and Tygh Valley. Continuing training is necessary to qualify for reduced fire insurance rating, a financial incentive for taxpayers. Area has base of about 65 volunteer firefighters, but current space can only accommodate 24 people. The service district covers approximately 600 square miles, with a rural population of about 8,000 people.</p>	<p>Project description:</p> <p>Design expansion of existing fire station at Juniper Flats or establish separate facility to conduct consolidated rural fire district trainings. Training would occur in all seasons. Juniper Flats Rural Fire Protection District is accredited through the Oregon Department of Public Safety Standards and Training to conduct fire district trainings.</p>
<p>Project cost: Direct: \$12,500 Local match in-kind: \$10,000 Total: \$22,500</p>	<p>Timeline: Engineering study completed by December 2007 Construction completion by December 2009</p>

2. Mosier Valley Water Study

Project contact: Mayor Marc Berry

<p>Overview: Pumping and well-bore leakage has led to long-term water-level declines in basalt aquifers and reductions in groundwater discharge to Mosier Creek. The Mosier Watershed Council is working to find sustainable strategies that will restore and maintain the groundwater resource and support the local agricultural economy. A better understanding of basalt aquifers and methods to characterize them is needed.</p>	<p>Project description: The overall objective of the study is to advance the scientific understanding of the groundwater hydrology of the basin and use that understanding to develop a set of tools for evaluating the sustainable yield of the groundwater resource. The two primary tools that will be developed are: 1) A GIS (Geographic Information System) and 2) a computer simulation model of the groundwater system. An improved understanding of basalt hydrology and better methods of characterizing basalt aquifers will benefit water users and managers in many areas of Oregon, Washington and Idaho.</p> <p>Project Tasks:</p> <ul style="list-style-type: none">-- Compile and assess existing data. Well data and groundwater levels, stream flow data, geologic mapping, climate and weather data, vegetation, soils, and many other types of natural resources mapping will be put into a project database.-- Collect basic data. Basic hydrologic data collection will consist of inventorying wells, groundwater level monitoring, and stream flow measurements.-- Map the hydro-geologic framework. Prepare a three-dimensional representation of the aquifer system that is needed for the groundwater flow model.-- Estimate groundwater recharge. Recharge to aquifers from infiltration of rainfall and snowmelt, streams, irrigation return flow, and subsurface groundwater inflow will be estimated.-- Estimate groundwater discharge. Estimate discharge from aquifers to wells, streams, evapo-transpiration and subsurface outflow.-- Estimate inter-aquifer flow. Estimate vertical flow between aquifers via well-bores.-- Develop groundwater model. Use all the data and understanding from the tasks above to build a model that can simulate the groundwater flow system. Use the model to evaluate strategies for achieving sustainable
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groundwater development in the basin.

Project cost:	\$610,400	Timeline:	Contingent upon funding
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3. Wasco County A-1 planning update

Project contact: Todd Cornett, Wasco County Planning Director (541) 506-2560

<p>Overview: This is an agricultural production issue centering on north Wasco County, where expansion of orchards and vineyards may allow 80-acre minimum parcel exception to 160-acre standard based upon income test. (Housing would only be an ancillary use, not primary.) The Wasco County Exclusive Farm Use zone is 4 legislative sessions out of date. Staff must therefore apply statutes directly which creates confusion for both staff and the public. Ordinances should also frequently be updated based on ambiguity and unintended consequences of past updates. There are numerous instances of this within the Exclusive Farm Use zone. Finally, based on the agricultural practices at the time, Wasco County adopted a 160 acre minimum lot size rather than the state minimum of 80 acres. Since that time higher value per acre crops such cherries and grapes are being planted in areas previously devoted to wheat. The Wasco County Exclusive Farm Use zone is therefore no longer reflective of existing agricultural practices.</p>	<p>Project description: Allow properties with agricultural production of high-value crops to be divided into 80 acres rather than 160 acres, contingent upon income test. Incorporate all of the mandatory legislative changes to date. Identify standards and language that is ambiguous and in need of change with the help of the partners listed above. Create the opportunity for those with high value crops to be eligible to divide to an 80 acre minimum lot size rather than a 160 acre minimum.</p>
<p>Project cost: \$8,900 (Local contribution \$6,425) Total request: \$2,475</p>	<p>Timeline: Contingent upon funding</p>

4. City of Dufur wastewater plant engineering study

Project contact: Dufur Public Works Director Glenn Miller (541) 467-2349

<p>Overview: Currently (May 2007) the City of Dufur is operating its wastewater treatment plant under a memorandum of mutual agreement and order from the Oregon Department of Environmental Quality. The DEQ in early spring 2007 determined the city to be exceeding its discharge permit for ammonia nitrate levels into Fifteenmile Creek. The cause of this is uncertain, but apparently results from the manner in which the existing plant was processing wastewater, leading to a "short-circuit" of the lagoon system.</p>	<p>Project description: Tenneson Engineering has modified the plant to correct the problem on a temporary basis; as of May 2007 the plant is operating correctly. Tenneson is monitoring wastewater discharge levels and will continue this over the winter of 2007-08. Discharge is monitored daily. If the problem persists, an engineering solution will be considered. No further action is recommended pending further collection of data.</p>
<p>Project cost: Undetermined.</p>	<p>Timeline: Two years to resolve issue.</p>

5. City of Shaniko wastewater system study

Project contact: City Recorder Deb Holbrook (541) 489-3226

<p>Overview: Shaniko has individual septic systems. Shallow soil requires two or more lots per building. Small population cannot afford cost of new system, but sanitary requirements constrain population growth within city limits. Commercial district sewer line might be a possibility. Residents would tie into this, and it would run into a sand filter and pond property at Shaniko Ranch, which is willing to donate the use.</p>	<p>Project description: To install sewer system in the commercial downtown to allow for business growth.</p>
<p>Project cost: \$150,000</p>	<p>Timeline: Contingent upon funding</p>

6. City of Maupin industrial parks study

Project contact: Mayor Denny Ross (541) 395-2698

<p>Overview: Maupin serves as the retail and service center for the entire South Wasco County area. The area population is approximately 5000 year round, doubling in the summer. During the four summer months, 80,000 plus people come to recreate on the Deschutes River and other areas surrounding Maupin. This represents a significant, yet largely untapped market population of people who could potentially conduct their business in South County if facilities were made available. The space within the Maupin city limits zoned for industrial use is very limited and sits for the most part on the city's Wellhead Protection Area. To establish an area for new business/industry with low impact on the environment, the remaining available space needs to be developed into an commercial/industrial park which will attract new small areas to the area. Most of the available space is privately owned. The City of Maupin needs to enter into a partnership with private business to develop this commercial/industrial park. The city also needs to get this future park on the Governor's "shovel ready" list that is available to prospective industries across the country.</p>	<p>Project description: Create transportation, sewer and water infrastructure to create a "shovel ready" site for new business/industry. Obtain certification for the site.</p>
Project cost: \$430,000	Timeline: Project under way 2007

7. City of The Dalles UGB boundary expansion

Project contact: City Planning Director Dan Durow (541) 296-5401 x 2008

<p>Overview: The City is proposing an expansion to the UGB which has not been changed since 1982. Growth over the past 5 years has limited the amount of buildable land. Currently there is only a 10-year supply of buildable land and the State requires a 20-year land supply.</p>	<p>Project description: The planning process has been divided into two phases. The first phase is to establish a new UGB and Urban Exempt Area boundary of the National Scenic Area. The second phase is to do the detailed planning and zoning within the new UGB and UEA, as well as completing the updates to the public facilities master plans. These plans include the storm water, water, sewer, and road master plans. Additional planning work includes Statewide Planning Goal 5 resource inventories.</p>
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Project cost: Phase I - \$20,000 for FY 07-08 Phase II - \$480,000 for FY 07-08 and 08-09	Timeline:	2007 through 2009
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8. Tygh Valley industrial parks zoning

Project contact: Mayor Denny Ross (541) 395-2698

Overview: Industrial expansion in the Tygh Valley area would provide additional growth room for new industry in Wasco County.	Project description: Identify potential industrial parks development areas in Tygh Valley.
Project cost: Undetermined	Timeline: Contingent upon funding

9. City of Antelope fire district creation

Project contact: City Recorder Robin Moats robin@moats.com

Overview: Antelope's population is stable at approximately 59 individuals. The community is not served by a formal fire district, which makes it difficult for the city to finance purchase of necessary equipment and upgrade facilities.	Project description: Establish a fire district serving Antelope.
Project cost: Undetermined	Timeline: Contingent upon funding

10. Wasco County destination resort I mapping

Project contact: Wasco County Planning Director Todd Cornett (541) 506-2560

Overview: High priority county planning project. Destination resort (I) initial exclusionary mapping – General rules will be based upon filters (proximity to UGB, agricultural soils test, other variables derived through GIS) to establish where projects should not be allowed. Second phase of process would establish requirements where destination resorts are allowed for development.	Project description: Development of ordinance.
Project cost: \$10,752	Timeline: Contingent upon funding.

Infrastructure**1. Wasco County 911 Interoperability Center**

Project contact: Captain Ed Goodman, The Dalles Police Dept. (541) 296-2613

Overview: The current Emergency Responder Communication equipment is an outdated and unreliable system that has total inoperability among Local, State, and Federal agencies.	Project description: Replace outdated and unreliable Emergency Responder Communication equipment with a system that has total interoperability among Local, State, and Federal agencies. Project can be funded in phases with first phase at \$1,000,000 for basic units that can be built upon for full interoperability. This will improve responder ability to serve the community.
Project cost: \$4,180,000 Local share: \$180,000 Total request: \$4,000,000	Timeline: Contingent upon funding

2. Wasco Flour Mill redevelopment

Project contact: City Planning Director Dan Durow (541) 296-5401 x 2008

Overview: This 2.25 acre parcel with three large and unused structures is located in a prominent location at the east end of the downtown area. The structures consist of a grain storage warehouse built in 1869, which is a local landmark, a six story flour milling building, and twelve grain storage silos. Access to the site for vehicles is currently very limited. Any redevelopment of this property would require major street work along East 2 nd Street. This area is part of the planned East Gateway to the Historic Downtown Business District. Completion of the East Gateway/Transition street project is essential in the redevelopment of the Wasco Flour Mill property. The property would be redeveloped through a private/public partnership and both parts of this project would create a new gateway into the heart of the community. The urban growth boundary contains about 15,000 people, the commercial service area has about 70,000 people and The Dalles enjoys many visitors and tourists throughout the year.	Project description: The Urban Renewal agency has purchased the property and has a signed option with a private party. He is planning a co-op winery and artisan plaza among other uses. A private investment of 24 million is planned. The street work has already been conceptually designed and is called the East Gateway/Transition project. The street project would start at the Freeway overpass and extend westward to Taylor Street and include a traffic signal at the intersection of Brewery Grade. In order to proceed on the street work, final engineering would need to be completed and the monies assembled.
Project cost: \$2,850,000 Local contrib. \$25,450,000 Request: \$1,150,000	Timeline: Contingent upon funding

3. City of The Dalles cruise ship dock construction

Project contact: City manager Nolan Young (541) 296-5481

<p>Overview: The Dalles does not have a dock facility for tour boats on the Columbia River. Tourism on the boats continues to increase each year. With the construction of the Union Street/I-84 Underpass project, the opportunity to get tourists into the downtown area will increase. Cruise ships will start docking at a transitional local site in 2007; while the city was unable to obtain necessary permits for the construction window of March 2007, proponents are investigating alternative transition facilities. The city hopes to establish the permanent dock at Union Street in 2008.</p>	<p>Project description: This project proposes to link the downtown with the river's edge via a tour boat dock. The dock would be located at the end of the promenade associated with the underpass project. This project will help reconnect the community to the river, and all of the resources along the river including the Lewis and Clark campsite, Rock fort. It will also provide a vital business link from the waterfront to the central business district.</p>
<p>Project cost: \$2,300,000 Local contribution \$250,000 Total request: \$2,050,000</p>	<p>Timeline: Completion in 2008, contingent upon funding.</p>

4. Pine Hollow community road improvements

Project contact: Linda Cheek, Pine Hollow Road Committee. (541) 544-2920

<p>Overview: The Pine Hollow Development has over 500 residences. Existing graveled roadways are rapidly deteriorating, causing life safety issues with regards to emergency response and/or fire protection within the region. This project would ensure that roads will no longer be a safety issue for emergency response vehicles. Roads will be better maintained in the winter and less expensive to maintain in the long run.</p>	<p>Project description: Reblade existing roads and then add approximately 2" of crushed aggregate rock to 54,800 lineal feet of roadway.</p>
<p>Project cost: \$986,400 Local contribution: In-kind. Total request: \$986,400</p>	<p>Timeline: Contingent upon funding, which will likely require creation of a local roads improvement district to generate funding match.</p>

5. City of The Dalles Gateway Transition

Project contact: City planning director Dan Durow (541) 296-5481

<p>Overview: Entries into the downtown area from both the east and west directions are not conducive to slowing traffic, encouraging pedestrian or bike traffic, or aesthetically pleasing. Many problems with traffic flow and access hinder good development and redevelopment efforts. There is no obvious gateway that welcomes visitors or others into the downtown area.</p>	<p>Project description: This project is to construct the design solutions, approved in 2003, to the many problems existing at the two entries into the downtown area and a gateway facility designed to welcome people into a special place. Traffic would be slowed down providing a more pedestrian friendly area, access into properties would be improved allowing greater opportunities for redevelopment, and an aesthetically pleasing entry into the downtown would be created with completion of the gateway facilities.</p>
<p>Project cost: \$2,267,000 Local contrib. \$1,167,000 Total request: \$1,100,000</p>	<p>Timeline: Contingent upon funding</p>

6. City of Dufur Park RV building/restrooms

Project contacts:

City recorder Marlyn Sawyer or public works director Glenn Miller (541) 467-2349

<p>Overview: Inadequate Bathroom and shower facilities at the Park to meet the demand of people using the Park. Current ones do not meet ADA requirements.</p>	<p>Project description: Designs are completed to construct two facilities: one on the west end of the city park and a second one on the east end of park, offering bathrooms and showers with ADA access.</p>
<p>Project cost: \$100,000</p>	<p>Timeline: Contingent upon funding</p>

7. Discovery Center I-84 screening / habitat plan

Project contact: Carolyn Purcell (541) 296-8600

<p>Overview: In 1997, a \$700,000 project was proposed to improve the wildlife habitat around the Columbia Gorge Discovery Center and Museum. Funding was not provided at that time and the habitat has continued to degrade. This project will restore a fire resistant natural habitat on the 54 acres of Discovery Center property.</p>	<p>Project description: In 1997 wildlife habitat project was a two phased proposal. Phase One of the project focused on re-vegetation and rehabilitation of project lands and water resources adjacent to the Discovery Center facility. This phase has been completed using Discovery Center resources and volunteer labor. The remaining 50 acres of museum property are still in need of habitat improvement. Specifically this project will include a program of noxious weed eradication. In addition to being invasive species, the weeds provide abundant fuel for wildfires. The Discovery Center property is bounded on one side by I-84 and on the other by the Union Pacific Railroad. I-84 and the railroad produce points of ignition for wildfires in this area. If a grass fire sweeps through this area the wildlife, habitat, and cultural resources will be vulnerable. Eradication of noxious weeds not only eliminates invasive species but reduces the fuel load on the 54 acres Discovery Center property. Wildfire poses the greatest threat to the prehistoric and historic cultural resources that have been documented at the site and determined to be eligible for listing on the National Register of Historic Places. Weed eradication will open the way for re-vegetation and rehabilitation of project lands and water resources, which will lead to wildlife restoration, and ultimately, enhance the public experience.</p>
Project cost: \$700,000	Timeline: Contingent upon funding

8. City of Maupin reservoir building

Project contact: Mayor Dennis Ross (541) 395-2698 2583

<p>Overview: The city needs to replace the protective structure on its primary (lower) water reservoir, which stores about 35,000 gallons. The old roof, constructed in the early 1950s of wood and aluminum, was badly deteriorated and in danger of collapse. Engineered building with 4-foot walls and 80-foot span. Kennedy-Jenks did the engineering. Webb Steel built the building and supplied the plans. Superior Steel erected the building. Construct steel-fabricated building to replace current shelter.</p>	<p>Project description: The city authorized an engineered structure (4-foot walls, approx. 80-foot span) by Kennedy-Jenks Engineering Co. of Portland. Building plans and construction of steel-fabricated replacement structure completed May 2007 by Webb Steel. As of late May 2007 the city is awaiting final installation (via crane) of completed structure. Superior Steel, Vancouver, will place the building.</p>
<p>Project cost: \$160,000</p>	<p>Timeline: Completion anticipated June 2007</p>

9. City of The Dalles airport water system upgrade

Project contact: Jim Lehman (541) 296-1897 or Nolan Young (541) 296-5481

<p>Overview: The project is vital to the expansion of businesses, which cannot locate on airport property until the infrastructure of waste water and water distribution is completed.</p>	<p>Project description: Construction of a Wastewater and water distribution system for the Airport. Involves creation of a wastewater facility and sewer 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 have multiple uses for facilities, and for fire control. 50% to be completed in this first phase. Fire safety will be enhanced considerably with the interconnect agreement with the Dallesport Water Association and the Port of Klickitat. Economic benefits are numerous with the creation of over 500 jobs in the manufacturing, engineering and maintenance sectors. The project is vital to the expansion of business in the area; however, businesses cannot locate on airport property until the infrastructure of waste water and water distribution is completed.</p>
<p>Project cost: \$6,000,000 Local contribution: \$410,000 Total request: \$5,559,000</p>	<p>Timeline: Contingent upon funding</p>

10. City of Antelope water system upgrade

Project contacts: City Recorder Robin Moats (541) 489-3462
 Darrin Eckmann 296-9177

<p>Overview: The city's water system was constructed in 1898 and as of 2000-01 served about 65 residents through 38 accounts (engineering study by Tenneson Engineering). Wasco County lent the city a chlorinator for six months beginning in April 2007, but the city needs to purchase comparable equipment in the summer of 2007. The Tenneson study found the system is not overtaxed, but would benefit from the addition of a backup well supply since the city's secondary well (#2) produces water of questionable quality. In addition, present storage capacity is only marginally sufficient. The city would require additional storage of approximately 25,000 gallons in order to maintain fire flow requirements and also meet projected 20-year growth. Current storage would suffice for fire protection, but not to support anticipated growth.</p>	<p>Project description: Tenneson Engineering identified the following recommendations, listed in tentative order of importance: 1) spring implementation; 2) rate structure and meter reading; 3) reserve funds; 4) telemetry; 5) replacement of 2" steel with 6" PVC; 6) new well; 7) replacement of 6" cast iron with 8" PVC; 8) system loop on Wallace Street; 9) additional storage. Priority may be given to Item 6 (new well) depending upon current conditions. Note: The Tenneson study was conducted several years prior to the chlorination issue now (June 2007) confronting the city.</p>
<p>Project cost: To be determined.</p>	<p>Timeline: To be determined.</p>

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APPENDIX I - TECHNICAL ASSISTANCE PROJECTS

Community needs	Sponsor
1Rural fire training center	Juniper Flats RFPD
2Mosier Valley Water Study	City of Mosier
3Wasco County A-1 planning update	Wasco County
4Dufur wastewater plant engineering study	City of Dufur
5Shaniko wastewater system study	City of Shaniko
6Maupin industrial parks study	City of Maupin
7The Dalles UGB boundary expansion	City of The Dalles
8Tygh Valley industrial parks zoning	Wasco County
9Antelope fire district creation	City of Antelope
10Wasco County destination resort I mapping	Wasco County
11Dufur hilltop reservoir study	City of Dufur
12MCCOG electrical transmission study	Mid-Col. Council of Gov.
13Wamic potable water reservoir study	Wamic community
14Dufur fire station engineering design	City of Dufur
15Disc. Center I-84 interchange engineering study	Discovery Center
16Dufur Parks swim pool & building engineering study	City of Dufur
17Dufur stormwater system engineering study	City of Dufur
18The Dalles Crow Creek dam engineering study	City of The Dalles
19Mosier downtown development plan	City of Mosier
20The Dalles west urban renewal district	City of The Dalles
21The Dalles Gitchell Building renovation engineering	City of The Dalles
22Wasco County Fairgrounds programming	Tygh Valley community
23N. Wasco Co. Park & Rec. 14 th St., Howe parks	N. Wasco Co. Parks & Rec.
24Mosier wastewater plant redesign	City of Mosier
25Dufur valley water reservoir design	City of Dufur
26Wasco County A-1 “go-below” area	Wasco County
27N. Wasco Park & Rec. “yellow book” appraisal	N. Wasco Co. Parks & Rec.
28Maupin south county broadband study	City of Maupin
29Mosier pedestrian bridge design (Mosier Creek)	City of Mosier

30	The Dalles riverfront open space engineering	City of The Dalles
31	The Dalles downtown parking structure design	City of The Dalles
32	Mosier UGB expansion	City of Mosier
33	Maupin athletic fields design	City of Maupin
34	Wasco County energy chapter update	Wasco County
35	Maupin food distribution center plan	City of Maupin
36	Mosier stormwater system engineering	City of Mosier
37	Wasco County commercial events ordinance	Wasco County
38	Maupin Legion Hall lease agreement	City of Maupin
39	Wasco County non-conforming use chapter	Wasco County
40	Wasco County Fairgrounds property rezone	Wasco County
41	Maupin brownfields recovery	City of Maupin
42	Shaniko fire station engineering	City of Shaniko
43	Pine Grove community fire protection system study	Pine Grove community
44	Pine Hollow community wastewater system study	Pine Hollow community

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APPENDIX II - INFRASTRUCTURE PROJECTS

Community needs	Sponsor
1 Wasco County 911 Interoperability Center	Wasco County
2 Wasco Flour Mill redevelopment	City of The Dalles
3 The Dalles cruise ship dock construction	City of The Dalles
4 Pine Hollow community road improvements	Pine Hollow Road Comm.
5 The Dalles Gateway Transition	City of The Dalles
6 Dufur Park RV building/restrooms	City of Dufur
7 Disc. Center I-84 screening / habitat plan	Discovery Center
8 Maupin reservoir building	City of Maupin
9 The Dalles airport water system upgrade	City of The Dalles
10 Antelope water system upgrade	City of Antelope
11 The Dalles First Street / Riverfront Trail project	City of The Dalles
12 Discover Center fiberoptic link	Discovery Center
13 N. Wasco Co. Parks & Rec. Riverfront Park tunnel	N. Wasco Co. Parks & Rec.
14 The Dalles spec. industrial building	Port of The Dalles
15 N. Wasco Co. Parks & Rec. Thompson Park upgrade	N. Wasco Co. Parks & Rec.
16 The Dalles streetscape urban renewal	City of The Dalles
17 Shaniko public restrooms	City of Shaniko
18 The Dalles Mill Creek greenway park development	City of The Dalles
19 The Dalles North Chenowith infrastructure	City of The Dalles
20 Maupin White River Medical Center	City of Maupin
21 The Dalles Fremont intersection	City of The Dalles
22 N. Wasco Co. Parks Riverfront Trail to Lone Pine	N. Wasco Co. Parks & Rec.
23 MCCOG community renewables RLF	Mid-Col. Council of Gov.
24 N. Wasco Co. Parks Thompson Park boiler, pool	N. Wasco Co. Parks & Rec.
25 The Dalles east-side collector installation	City of The Dalles
26 Shaniko Post Office boardwalk upgrade	City of Shaniko
27 Shaniko City Hall renovation	City of Shaniko
28 Maupin downtown project	City of Maupin
29 The Dalles armory training center	Wasco County
30 Sundoon golf course	City of The Dalles

31	Antelope cellular telephone service	City of Antelope
32	Shaniko commercial kitchen (school building)	City of Shaniko
33	Maupin Mt. Fir skatepark	City of Maupin
34	Antelope City Hall renovation	City of Antelope
35	N.Wasco Co. Parks Sororis Park irrigation upgrade	N. Wasco Co. Parks & Rec.
36	N. Wasco Co. Parks City Park development	N. Wasco Co. Parks & Rec.
37	Shaniko school interior renovation	City of Shaniko
38	The Dalles Chenowith area storm sewer	City of The Dalles
39	Maupin website upgrade	City of Maupin
40	N. Wasco Co. Parks Riverfront Park renovation	N. Wasco Co. Parks & Rec.
41	N. Wasco Co. Parks Firehouse Park development	N. Wasco Co. Parks & Rec.
42	N. Wasco Co. Parks Kiwanis Pocket Park development	N. Wasco Co. Parks & Rec.
43	The Dalles Civic Auditorium Theatre renovation	The Dalles Civic Auditorium

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APPENDIX III - 2007 CEDS FINAL PROJECT LIST

OREGON TECHNICAL ASSISTANCE PROJECTS

Regional Priority	County	Applicant	Project	Total Project Cost
1	Sherman	Grass Valley	Grass Valley Wastewater	\$ 25,000.00
2	Hood River	Hood River County	Comprehensive Economic Census and Business Evaluation	\$ 160,000.00
3	Wasco	Mosier	Mosier Valley Water Study	\$ 610,400.00
4	Hood River	MCEDD	Revolving Loan Fund Recapitalization	\$ 400,000.00
5	Wasco	JFRFPD	Juniper Flat Rural Fire Training Center	\$ 22,500.00

OREGON PUBLIC WORKS PROJECTS

Regional Priority	County	Applicant	Project	Total Project Cost
1	Wasco	City of The Dalles	Wasco County 911 Interoperability Center	\$ 4,180,000.00
2	Sherman	Sherman County	Library Expansion	\$ 1,500,000.00
3	Hood River	Hood River County	Windmaster Corner Sewer Project	\$ 3,500,000.00
4	Wasco	City of The Dalles	Wasco Flour Mill Redevelopment	\$ 2,850,000.00
5	Hood River	Hood River County	Port of Hood River Road Infrastructure	\$ 1,000,000.00
6	Sherman	Sherman County	Housing Rehabilitation	\$ 400,000.00

WASHINGTON TECHNICAL ASSISTANCE PROJECTS

Regional Priority	County	Applicant	Project	Total Project Cost
1	Skamania	Port of Skamania	District Wide Economic Impact Study	\$ 75,000.00
2	Klickitat	City of Goldendale	Industrial Marketing Project	\$ 150,000.00
3	Skamania	City of Stevenson	Comprehensive Plan Update	\$ 130,000.00
4	Klickitat	Lyle Point	Lyle Point Revitalization	\$ 70,000.00
5	Skamania	Skamania County	Master Plan update	\$ 25,000.00

WASHINGTON PUBLIC WORKS PROJECTS

Regional Priority	County	Applicant	Project	Total Project Cost
1	Klickitat	City of White Salmon	White Salmon Water Infrastructure Improvement Project	\$ 12,000,000.00
2	Skamania	City of Stevenson	Downtown Russell Street Improvements	\$ 3,000,000.00
3	Klickitat	Klickitat County	Dallesport Water Infrastructure Improvement Project	\$ 4,715,958.00
4	Skamania	City of North Bonneville	Wastewater Upgrade	\$ 1,500,000.00
5	Skamania	Klickitat County	Columbia Gorge Regional Airport Runway Expansion	\$ 8,000,000.00

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Appendix IV: 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 (see the Action Agenda for details). 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, that are responsible for designing and implementing economic/community development strategies for the county.

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:

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.

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 are identified in the introduction to this document.

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Appendix V: County Profile

Wasco County

Recreation

The Columbia River, Mt Hood National Forest, Columbia River Gorge National Scenic Area, Beavercreek Wilderness, Mosier Twin Tunnels along the Historic Columbia River Highway for walking and bike riding, wildflower viewing, birdwatching, windsurfing, hiking, boating, fishing, skiing (water and snow), snowboarding, camping, golfing, sightseeing, 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, Riverfront Trail.

Climate/Elevation/Land Area

Average Temp.	January 33.4 F	Average Temp.	July 73.1 F
Land Area	2,381.05 sq.mi. (County)	Land Area	95,997 sq.mi. (Oregon)
Persons/sq.mi.	10.0 (2000, in County)	Persons/sq.mi.	35.6 (Oregon)
Average annual precipitation: 13.17"			

Population

	1980	1990	1998	1999	2000	2006	% Change 2000-2006
Wasco County	21,732	21,683	22,600	22,650	23,791	23,712	-0.3%

Housing

Total Housing Units	1980	1990	2000	2005	Median Value of Owner-Occupied Housing, 2000	Median Household income 2004
Wasco County			10,651	10,705	\$105,500	\$35,475

Employment

	2004	2006 (April)	2007 (April)			
Private non-farm establishments	697					

Private non-farm employment	6,210						
Jobless rate		5.8 %	4.9 %				

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Appendix VI: Community Profiles

Antelope

Address: PO Box 105, 97001 **Elevation:** 2,631'
Recorder: Robin Moats **Incorporated:** 1901
Phone: (541) 489-3462 **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	1998	1999	% Change 1990-1999	2000	% Change 1990-2000
City of Antelope	39	34	65	65	91.18%	59	73.53%

Community Age Groups

	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

					Median Value of Owner-Occupied Housing, 1990	Median Value Of Owner-Occupied Housing, 2000
Total Housing Units	1970	1980	1990	2000		
City of Antelope	10	19	33	41	\$0	\$49,000

Dufur

Address: PO Box 145, 97021-0145
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
Hottest Month: July
Driest Month: July

Monthly Ave. High: 85°F
Coldest Month: January
Wettest Month: December

Average annual precipitation: 12.500"

Population

	1980	1990	1999	2000	% Change 1990-1999	2006	% Change 1990-2000
City of Dufur	488	527	625	588	18.6%	630	11.57%

Community Age Groups

	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

Total Housing Units	1970	1980	1990	2000	Median Value of Owner- Occupied Housing, 1990	Median Value of Owner-Occupied Housing, 2000
City of Dufur	206	252	266	265	\$47,000	\$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	% Change 1990-1999	2006	% Change 1990-2000
City of Maupin	495	456	490	411	7.46%	470	-9.87%

Community Age Groups

	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

Total Housing Units	1970	1980	1990	2000	Median Value of Owner- Occupied Housing, 1990	Median Value Of Owner- Occupied Housing, 2000
City of Maupin	168	224	253	244	\$37,100	\$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: Marc Berry

City Location

Nearest Major Highway and Distance:
Nearest Major City and Distance:
Distance to Portland:

I-84 – Local
Hood River – 5 miles: 5 minutes
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	% Change 1990-1999	2006	% Change 1990-2000
City of Mosier	340	244	360	410	47.54%	460	68.03%

Community Age Groups

	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

Total Housing Units	1970	1980	1990	2000	Median Value of Owner- Occupied Housing, 1990	Median Value of Owner- Occupied Housing, 2000
City of Mosier	72	102	112	191	\$70,000	\$168,800

Shaniko

Address: PO Box 17, 97057

Elevation: 3,646'

Phone: (541) 489-3226

Incorporated: 1901

Fax: (541) 489-3226

Mayor: Goldie Roberts

Email:

Web www.shaniko.com,
www.shaniko-oregon.com/

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	1998	1999	% Change 1990-1999	2000	%Change 1990-2000
City of Shaniko	30	26	30	30	15.38%	26	0%

Community Age Groups

	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

Total Housing Units	1970	1980	1990	2000	Median Value of Owner-Occupied Housing, 1990	Median Value Of Owner-Occupied Housing, 2000
City of Shaniko	18	20	20	35	\$14,999	\$37,500

The Dalles

Address: 400 E. Scenic Drive, 97058
Phone: (541) 506-6150
Fax: (541) 506-6102
Email: rvancleave@cgcc.cc.or.us
Web

Elevation: 92'
Incorporated: 1857
Mayor: Robb Van Cleave

City Location

Nearest Major Highway and Distance:
Nearest Major City and Distance:
Distance to Portland:

I-84 – Local
Hood River – 21 miles: 21 minutes
83 miles

Recreational Amenities

The Columbia Gorge and Cascade Mountains give The Dalles residents and visitors easy access to year-round outdoor activities. At home there are city, state and federal parks; water sports; river front bicycle 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 which include the Cherry Festival, Ft. Dalles Rodeo and the Lighting of The Dalles. Other activities include windsurfing, hiking, biking, fishing, boating, flying, Columbia Gorge National Scenic Area, Beavercreek Wilderness, close proximity to 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	1999	% Change 1990-99	2003	2006	% Change 1990-03	March 2007 (estimate)
10,820	11,021	11,880	7.79%	12,350	12,630	12.06%	12,750

Community Age Groups

	1970	1980	1990	2000
Under 5 years	688	823	757	813

5-19 years	2,788	2,353	2,457	2503
20-44 years	2,832	3,629	3,848	3789
45-64 years	2,659	2,165	1,832	2856
65+ years	1,456	1,850	2,166	2195
Median Age	35	33	37	39.3

Housing- The Dalles

Total Housing Units	1970	1980	1990	2000	Median Value of Owner- Occupied Housing, 1990	Median Value of Owner-Occupied Housing, 2000
City of The Dalles	3,754	4,410	4,843	5227	\$50,200	\$103,800

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Appendix VII: SWOT (1999)

Summary of Strengths, Weaknesses, Opportunities and Threats

In January 1999 the Economic Development Commission updated an assessment of Wasco County's strengths, weaknesses, opportunities and threats related to its economic future. The EDC members and a variety of community representatives submitted their SWOT recommendations to the county court that approved them on June 30, 1999. Highlights of the assessment are presented below.

Strengths

Wasco County enjoys a strong, diverse, agricultural economy.

The Dalles is centrally positioned to service a regional trade area of 72,000 combined with proximity to the Portland metropolitan area.

The region's scenic beauty, diverse terrain and dry climate appeals to current residents and business owners, visitors, and potential residents and business owners.

The region has achieved regional and national recognition for customer oriented health services.

The Port is available for industrial development and new siting opportunities will be available for prospective tenants with the development of the infrastructure for the new subdivision.

Wasco County has a productive workforce with a good work ethic.

Columbia Gorge Community College is committed to focusing on diversity in educational programs through various vehicles such as distance learning, workforce development seminars, skills specific programs, and GED services.

Wasco County has urban and rural areas with land available for residential and commercial construction but limited opportunity for expansive suburban sprawl.

Wasco County offers a rural lifestyle with abundant recreational opportunities such as rafting, windsurfing, kayaking, mountain biking, hiking, gaming, and fishing.

Some Wasco County communities report high levels of volunteerism.

Housing demand is high, providing opportunities for new construction and rehabilitation of existing housing stock.

High quality medical services are available in The Dalles where Mid Columbia Medical Center has 49 beds and 1 trauma unit.

The population is expected to increase to 23,006 by the year 2000.

Wasco County and The Dalles benefit from diverse transportation modes such as the freeway, rail, barge, and air cargo services.

Wasco County has a process in place to support the incorporated and unincorporated communities in upgrading their infrastructure to serve the existing base of local population and businesses.

Older generations of individuals are moving into rural areas of Wasco County.

Wasco County has several features of National significance including the eastern gateway to the Columbia River Gorge National Scenic Area, the Columbia Gorge Discovery Center and Wasco County Museum, The Dalles Dam/Powerhouse, and the Historic Columbia River Highway.

Columbia Cascade Housing Corporation, a community development corporation, is working to build affordable housing.

The Healthy Communities Forum is working to bring together many agencies and organizations to promote healthier communities.

Collaborative land use planning efforts in Wasco County are exemplified by the Agricultural Resource planning committee and the Transition Lands Study Area planning committee.

Community planning has resulted in the development of documents such as the Mosier 20/20 plan, the 1999 Wasco County Strategic Action Plan, the Wasco 2000 Plan and The Dalles City Visioning Plan.

Wasco County has shown positive non-farm payroll employment growth throughout the 1990's, adding 850 jobs to total 8,450 in 1996 (up 11%).

Wasco County has a rich Native American history.

Wasco County has a subtitle D compliant regional solid waste landfill.

Some Wasco County school districts require high school students to participate in public service projects.

Weaknesses

The region's natural resource based industries are vulnerable to market and regulatory influences over which there is little local control.

Outside business interests perceive The Dalles and Wasco County as being relatively remote from major markets.

There is no clear community consensus of whether and how Wasco County should develop tourism.

Wasco County's average annual payroll per covered worker has not kept pace with the State of Oregon's average annual payroll per covered worker.

Acceptance of a growing cultural diversity is limited by ingrained prejudices.

Scenic and recreational opportunities are compromised by access limitations and use conflicts.

Buildable land for residential construction is limited.

Availability of existing homes is limited.

There is no regularly scheduled commercial air service in Wasco County or at the Dallesport Airport.

The viability of some Wasco County communities is constrained by the deteriorating or inadequate infrastructure, and the lack of staff and capital resources to upgrade and maintain the infrastructure.

Population growth is less than 1% annually.

Lack of access and bandwidth for full utilization and development of information technology, including the Internet and its use by business, education, and the citizens of Wasco County.

Some Wasco County communities have outdated comprehensive plans that may not reflect the desired future outcomes of today's residents.

At least two (2) of the four (4) gas stations in the Maupin-Pine Grove area are closing in 1999.

State Highways and the Wasco County Road Department have experienced a steep decline in the amount of funding available for the construction and maintenance of state and county roads.

Some Wasco County communities are experiencing decreasing volunteer efforts by younger individuals.

Opportunities

Wasco County has the workforce, training, capital, and educational institutions necessary to support the starting and growing of our own businesses and industries.

Diversification and expansion of specialty, value-added natural resource-based products and services.

Promotion of various visitor attractions and services.

Intra-county as well as regional cooperation in North Central Oregon for community development efforts.

The commitment of local governments to coordinate community development efforts such as Wasco 2000.

Expanded facilities and programs for youth.

Cooperative education, training and business programs.

Local community water and sewer improvements.

Defined areas established for future residential and commercial/industrial construction.

Riverfront access in some Wasco County communities.

Housing construction in The Dalles.

Streetscape improvements in The Dalles and other communities.

Development of value-added Agricultural Products

Availability of Food Processing Incubators at Columbia Gorge Community College

Regional management of The Dalles airport and increased use of the airport.

The four (4) county State Community Solutions Team pilot project is a governmentally supported regional approach to resolving community problems.

The new National Workforce Investment Act will improve quality of workforce training opportunities that respond to market needs, and deliver services through One Stop centers.

Co-location of Mid-Columbia Economic Development District, Oregon Economic Development Department, and the Small Business Development Center at the Columbia Gorge Community College.

Support for the building of a Golf Course by a private enterprise with the supervision of Wasco County.

As seen in the Wasco 2000 project, intra-county communications can be improved between communities if more information is shared and if each community is represented on long-range planning and communication development groups.

The public school systems in Wasco County are striving to improve their education of students.

A continuing working partnership is desired for community/economic development among rural communities of Wasco County.

There is potential for the development of strong linkages between local employers and educational service providers such as the public school systems and Columbia Gorge Community College.

Educational programs and services are provided by the local community college.

Threats

Less timber and wood products are available from National Forests due to Federal regulatory constraints.

Potential loss of major employers due to the small size of the workforce, insufficient physical infrastructure, lack of proper or sufficient day care facilities, and a perceived lack of quality educational/training institutions.

Preponderance of low wage jobs.

Constraints on local governmental and public service funding due to the on-going effects of State Ballot Measures 5 & 50.

Potential constraints of farm worker availability due to increased enforcement of illegal immigration laws by the Immigration and Naturalization Service.

Land use and regulatory challenges.

Availability in the future of adequate domestic water.

Constraints on the availability of affordable housing outside The Dalles.

Hood River Memorial Hospital has been purchased by Providence Health Care Systems that may mean added competition for the Mid-Columbia Medical Center.

Inability of local residents and communities to overcome internal conflicts and pursue common goals.

Increased encroachments of residential and commercial/industrial development on agriculture and secondary lands.

Limited ability for rural communities to connect with Electronic Commerce.

Economic consequences of the Deschutes River Management Plan on South Wasco County.

Vulnerability to loss of government services, including education, in the event of declining income tax revenues during periods of economic recession.

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