

PIONEERING THE DALLES

VISION ACTION PLAN

**A Work In Progress
Revision One**

**Prepared by:
Community Development Department**

City of The Dalles

June 2002

**City of The Dalles
Vision Action Plan**

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Community Development Dept**

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INTRODUCTION

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

Several years ago the community decided to better plan for change and use that change to their benefit by creating a community Vision Statement and a Vision Action Plan. Over a period of three years (1992-1995) the community held meetings, formed committees, imagined a visionary future and developed a plan to reach that future. The success of the vision and plan is easily identified as some two-thirds of the recommended strategies included in the original plan have been completed or are currently in progress towards completion (see Appendix A). This proactive effort from the citizens, businesses and government of the community to embrace the plan and the future was remarkable.

The community has also recognized the need for continued response to change. Technology, the economy, cultures and interests will never remain stagnant and these issues contributed to the decision to update the original Vision Statement and Vision Action Plan. The ability to revisit community values and redevelop strategies proved to be a powerful tool for the community. The update process spanned a one year period and consisted of several ways of gathering information. A Citizen Advisory Committee was formed, a community attitude survey was distributed, public meetings were held, and a validation survey mailed. The effort provided a new direction in which the community wished to evolve and the work is contained in this updated Vision Action Plan and the revised Vision Statement.

Contained within this document are the following:

1. **Revised Vision Statement:** the full text as revised by the Citizen Advisory Committee, which is the basis for the Action Plan
2. **Updated Action Plan:** provides basic factual information available for each topical area and outlines specific strategies and actions proposed for reaching the vision
3. **Strategy Validation Survey:** provides a brief description for the basis of the survey, as well as the survey as published in the newspaper and the results
4. **Community Attitude Survey:** provides a brief overview of the history and basis for the survey, the survey as randomly distributed, and the results/comparisons
5. **Implementation:** describes the cooperation needed for success, as well as the suggested actions to promote and monitor the Vision Action Plan
6. **Update Process Summary:** overview of the activities which helped to develop the updated Vision Action Plan
7. **Acknowledgements:** a list of community members who volunteered hours of their time and the project leaders who organized and facilitated the process
8. **Appendices:** includes the matrix of the Tier One Strategies and the completion status of the original action plan strategies

REVISED VISION STATEMENT

Pioneering The Dalles:

A Vision for The Dalles in the Year 2020

An Introduction to Our Future

The Dalles will be changing in the next 18 years. Change is a natural part of life, but the question for this community is whether that change will be for the better. The creation of a community vision is one way to make the desired future more likely.

The Dalles in 2002 is a city with a small town atmosphere, postcard views and important historic resources. To make our community an even better place for ourselves and our children in the future, this vision has been prepared by a committee of citizens from the community.

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

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

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

In the segment entitled, **Adding the Services to Make it Work**, the changes to the educational system and facilities, as well as the infrastructure improvements to streets, sewers, and transportation services, needed to help reach the desired future are identified. Such improvements recognize the fact that many other types of changes must happen if a better future is to result.

For the purposes of this vision the population growth in The Dalles is expected to increase at a slow-to-moderate rate (1-2%) over the years between now and 2020.

The following description is written as if viewed from the Year 2020.

Improving Community Effectiveness and Efficiency

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

greater resources. It is the compassion, the real caring for others, that has made The Dalles a popular and successful community.

To be successful it took a change in the way the community makes things happen. Frequent town hall meetings along with constructive ways to deal with community conflict have allowed government agencies and the community to concentrate on what can be done, as opposed to what cannot be done. This helped to create several basic principles for the community and how it works together.

Involving Citizens in the Community

First, the importance of involving citizens of all ages was reaffirmed. Volunteers to help with government services were recruited and placed in a variety of programs and projects. The importance of involving individuals of diverse viewpoints and respecting the basic right to dissent was affirmed. Volunteers, particularly people with specific expertise, interests and experience, were recruited and encouraged to assist with local government programs and projects.

To help assure equal representation of differing viewpoints, new policies and meeting rules were implemented to assure the public had reasonable input opportunities at public gatherings and access to the results.

Young people were brought onto citizen committees to provide advice, and some were organized to help with the cleaning of parks and other public areas. Many students helped to create and manage new youth centers throughout the community.

A system of regular community meetings and attitude surveys was created to make sure people's ideas and interests were brought into the process. Regular public updates of the community vision and action plan has helped maintain consensus and keep the community focused on progress in achieving its long-term goals.

Parents became active participants in school functions and decisions. Government has changed from an institution that provides services for citizens to what people do to make their community work.

Improving Government and Business Efficiency

Second, a results-oriented approach was taken to all local decisions. Productive decision making was achieved through a balance of community based initiative and effective leadership. The community leaders facilitated the process and programs are evaluated on their ability to provide key services.

Greater efficiencies in all local offices (both public and private) were found by recycling materials, conserving all utilities (sewer, water, stormwater, electricity, etc.), sharing resources between agencies, combining government agencies to gain efficiencies of scale and reducing duplicative services where they were provided by more than one government.

Promoting Local Collaboration

Thirdly, collaboration became *the* way things happened. Schools have pooled their administrative activities and resources. Education and business created partnerships to provide special training not otherwise affordable.

The City, Port and Chamber of Commerce have developed joint economic development programs, allowing them to share resources and focus their energies on mutual goals and opportunities. This collaboration extended to the college, which became an integral part of the community's planning, decisions and activities. Finally, but most importantly, when the people saw that they were effectively involved with their government, that efficiency was a basic part of

government actions and that truly results-oriented decision-making was occurring, they provided the financial support needed to make the system work. Finding the needed resources and using them in the most efficient way possible to achieve mutually agreed upon results was an effective combination.



Building a Better Future on the Best of the Present

The future does not just appear one day; it is the product of many decisions made over time.

Network of Community Greenspaces

Tying all of the city's areas together, and making the community an even more beautiful place to live, is a network of greenspaces. The green areas are composed of a variety of linear corridors, parks and other open areas. Using the creeks, steeply-sloped areas, parks, recreational areas, schools, bikeways and preserved natural areas, a series of pathways and greenways have been established so that people can move throughout the community by foot or bicycle, including accessing the new riverfront areas.

No portion of the city is more than a few minutes from a park or other open area. To assure the parks are well used, special programs have been created to keep the parks clean and safe. This network is part of an overall greenspaces plan adopted by all local governments, and includes protection of important regional views to the mountains and the river, a landscaping program for the highway, as well as development of new recreational areas near the river and also in town.

The most exciting change has been along the Columbia River. The community has reclaimed its heritage as a river city. The lands along the river have been landscaped with new access and use areas created. Recreational uses like windsurfing, fishing, picnicking and boating have brought new vitality to the economy and variety to the local commercial services. New

residents, sensitive to preserving the sense of community existing in The Dalles, have arrived with new skills and financial resources. They have added jobs, diversity and political power to the area.

A Revitalized Downtown District

The move back to the river has also stimulated improvements to the Downtown Area. Historic buildings, such as the Civic Auditorium and Commodore Hotel, have been renovated and used for small retail centers, professional offices and a new community center. That community center provides a location for cultural events and social activities for the city, and is also used by the Columbia Gorge Community College. Heritage trees were protected and maintained for the special values they bring to The Dalles, particularly in the city's center.

New Approaches to Economic Development

New, small, light manufacturers (40-60 employees) have moved into the city to enjoy the quality of life here. Many of these businesses are focused on environmentally clean specialty products and have benefited from cooperative programs to attract them. These new businesses create family-wage incomes for people in the community and foster an improved variety of services. Many of the new employers are located in the Port's successful industrial area.

Honoring Our Cultural Diversity

Central to the new character of the city is the recognition and involvement of people from a variety of cultures and ethnic backgrounds. Cultural events are a regular part of the community's activities and draw people from all over the Northwest to view and participate.

Compatible Neighborhoods and Land Uses

The importance of maintaining safe, quiet and affordable neighborhoods has resulted in a pattern that uses a mixture of compatible housing types, and other compatible uses, to make areas that are more convenient. Yet these areas also meet the needs of a greater number of people. Consistent with traditional patterns, these mixed residence neighborhoods are designed around a core of convenience-oriented small businesses, each area offering a variety of single and multi-family housing opportunities.

Existing homes have been rehabilitated, while the revitalized downtown harbors second story apartments and flats. New rules that allow for other innovative ways to add more people to the area without really making the change noticeable have been implemented. New buffering standards have been added to the landscaping requirements and basic design standards for new dwellings have been established. Fewer dead-end cul-de-sacs are created in order to improve overall accessibility and transportation efficiency. In some places well-designed apartments meeting the new noise insulation standards, common wall homes and compact multi-structures have been added to the neighborhoods. Other areas have been set aside for the more affordable manufactured homes.

New neighborhoods are added to the city as part of a planned development program where the community works with the private developer to help provide needed services. The developer creates residential/commercial area providing homes close to services and jobs.

This mixture of housing types helps retain the current feeling of neighborhood while allowing for all income groups to find reasonably priced homes. Further, special needs populations, such as seniors and farm laborers, are able to obtain living units in quiet neighborhoods close to the services they need. Seasonal housing is added in areas, with adequate standards, to fit into the overall community pattern.

Adding Services to make our Future Work

It's not enough to think about beautiful homes, more jobs, river recreation and revitalized downtowns. To make those things happen there has to be new services and facilities available to make them work.

A Proactive Educational System

The community college has become the focus for continuing lifelong educational services concentrating on current opportunities as well as small business training. Recruitment efforts, along with a diverse offering of courses, has retained local students and established the school as a magnet for students regionally. With its new permanent facility the college has also become the means for informing and involving the community in diverse cultural activities. The Latin Chamber of Commerce meets there, as does the Native American Events Council, and the college regularly serves to facilitate new ideas and activities in The Dalles.

The community college has worked with local economic development organizations to create a telecommunications facility to foster more use of technology to attract new residents and businesses. The facilities and ties to business also serve as ways to expand the college's educational opportunities and keep them on the leading edge of technological advances. Use of these new technologies has helped expand telecommuting between The Dalles and the world.

But the college is not the only changed educational facility. The Dalles is known for having the lowest dropout rate in the state due to its innovative and widely supported programs. A combined school district has used its increased efficiencies to find resources to build a more constant working relationship with the business community. Maintaining current technology, internships, specialized training programs, and business-funded learning activities have made the educational system and the local businesses partners for their mutual future.

The community has also planned for population growth and the need for facility upgrades in the public education system. Through comprehensive assessments; adequate resources and assets have been provided to meet the needs of the system.

A Comprehensive System for Meeting Human Needs

The Dalles' excellent medical services continued to grow to meet the community's changing needs and have become a regional super-power. Particular emphasis was given to serving all segments of the community.

Children's services, including adequate daycare, became an even more important priority as people recognized that The Dalles future depended on the children. Youth programs, that included all cultural and income groups, expanded to assist families to raise healthy children and specific activities were created to assist new immigrants to the community.

A Far-Ranging Transportation/Telecommunication Approach

To make all areas of the city more easily accessible, a long-range street improvement and maintenance program has been designed and funded. Handicap accessible corridors weave throughout the community. To improve air quality and energy conservation, transportation for non-drivers is provided by public service vans, improved bikeways and walkways.

For economic development and to serve The Dalles residents who live here but conduct business in Portland, Seattle, Los Angeles and elsewhere, high-speed rail and airport services have been improved. This was initially based on tourism as a strategy for bringing needed funds for new services.

What's Next – Pioneering our Future Together

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

Certainly it is not enough for the City to accept this vision for The Dalles. The City, County, Park & Recreation District, Port, utilities, Chamber of Commerce, community college, school districts, Mid-Columbia Medical Center and everyone in The Dalles needs to become involved if the vision contained in this document is to become real.

All of these agencies, along with the community's residents, will need to endorse and then work to create this vision. But we do not expect The Dalles to be just as envisioned in this document by the Year 2020. As change occurs and new opportunities present themselves, the community will need to update and change their vision and their future.

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

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

UPDATED ACTION PLAN

Our “roadmap” to the preferred future as described in the Vision Statement, the Action Plan outlines how the community will prioritize its efforts. The Citizen Advisory Committee identified six focus areas that embody the values and visions of the community and these focus areas provided the basis for strategy formulation. The six focus areas are as follows:

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

Within these focus areas; sub-committees were formed to formulate specific strategies to meet the vision. These strategies, or “stops” along the way to the preferred future are listed within each focus area. Of the numerous strategies contained in each focus area, a few are identified as the most feasible to accomplish in the next few years and listed as Tier One and the remainder listed as Tier Two. These Tier One strategies are refined even further into action items, or the “details” of our stops. The action items provide a guide for executing the implementation process. The matrix used to detail the action items into lead role, partners, cost range and potential funding sources, as well as an implementation timeline is included in Appendix B.

State of Oregon Benchmarks which are relevant to each focus area are also listed. These benchmarks reflect the state’s perspective on where communities and the state should be progressing. The state goal, current conditions existing in The Dalles, and conditions existing during the original Vision Action Plan are shown where the information is available.

1. CREATING ECONOMIC VITALITY

The people of The Dalles maintain a strong sense of identity with the careers they have chosen. Agriculture, manufacturing, retail trade, educational, health and social services have traditionally employed the workforce. Strong community support for these professions has maintained the workforce, but new trends and issues have entered the scene. The movement towards a global economy has caused a change in the workforce skills and enhanced industries such as telecommunications. Energy supplies have created unfavorable conditions for some industries and tourism is steadily increasing in the region. The community recognizes the need to diversify the employment base and sustain family wage jobs thru attracting and embracing new industries and opportunities.

Tier One Strategies: To be pursued immediately

- 1.1 Complete the Riverfront Development Plan
 - 1.11 Complete design plans
 - 1.12 Receive approval from ODOT and railroad owners
 - 1.13 Obtain funding
 - 1.14 Commence construction
- 1.2 Completion of a broadband network to serve the community
 - 1.21 Identify market and need
 - 1.22 Educate businesses and public as to need
 - 1.23 Raise money for fiber optic loop and connection to BPA POP
- 1.3 Develop downtown vacant land and buildings, including second story space
 - 1.31 Create funding mechanism thru urban renewal and other sources
 - 1.32 Educate property owners (share success stories)
 - 1.33 Develop 1st Street Improvement Plan with marketing theme to attract visitors

- 1.4 Enhance the National Historic Districts thru expansion and renovations
 - 1.41 Develop an implementation plan
 - 1.42 Create a low interest revolving fund with monies from Urban Renewal
 - 1.43 Create a non-profit historic district improvement foundation
 - 1.44 Seek grant funding
- 1.5 Expand workforce training programs at Columbia Gorge Comm College
 - 1.51 Create partnerships with key industries
 - 1.52 Create partnerships with government agencies
 - 1.53 Create partnerships with other universities
- 1.6 Create a competitive advantage to attract new port businesses
 - 1.61 Develop a marketing and incentive plan
 - 1.62 Create an integrated community response team for new inquiries
 - 1.63 Commence an incentive tax program

Tier Two Strategies: To be pursued as time and resources allow

- 1.7 Expand the Urban Growth Boundary
- 1.8 Construct a tour boat dock
- 1.9 Soften property tax burden in the community
- 1.10 Develop a Parking Plan for downtown
- 1.11 Implement a marketing and promotional program (Public Relations)
- 1.12 Cultivate the entrepreneurs within the community
- 1.13 Redevelopment of all vacant industrial/commercial land and buildings
- 1.14 Identify economic leakage and develop business to stop or reduce it
- 1.15 Develop an incubator program
- 1.16 Streamline/simplify permit process and regulations for new development

State Benchmarks

2002

1995

New Benchmarks

Conditions in The Dalles

Per capita personal income as a percentage
of the U.S. per capita income (U.S. = 100%)
= 97% by 2005

84%

Oregon unemployment rate as a percentage
of U.S. unemployment rate = 115% by 2005

Percentage of Oregonians with incomes below
100% of the Federal Poverty Level = 12% by 2005

16%

14%

2. IMPROVING GOVERNANCE AND INFRASTRUCTURE

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

Tier One Strategies: To be pursued immediately

- 2.1 Develop opportunities to share administrative services
 - 2.11 Identify potential partners and form work group committee
 - 2.12 Collate like programs shared by all partners
 - 2.13 Prioritize programs which would provide best fit and opportunities
 - 2.14 Strategize implementation program
- 2.2 Move forward with next improvement in wastewater treatment plant
 - 2.21 Create and implement master plan (schedule of input and costs)
 - 2.22 Educational programs for public (community events)
 - 2.23 Seek funding for improvements (rates, loans, grants)
 - 2.24 Implement improvements with community education
- 2.3 Institute publicly funded street and sidewalk improvement throughout the community
 - 2.31 Form a committee to determine street and sidewalk needs and costs
 - 2.32 Engage public to provide input related to priority
 - 2.33 Determine funding sources related to priority list
 - 2.34 Present proposed list of improvements

- 2.4 Develop ADA corridor between core areas of the community
 - 2.41 Contact local advisory committees involved with accessibility issues
 - 2.42 Prepare and prioritize corridors to be considered
 - 2.43 Determine funding needs for corridor programs
 - 2.44 Secure funding for annual programs to address corridor improvements

Tier Two Strategies: To be pursued as time and resources allow

- 2.5 Broadcast public meetings (City Council, Planning Commission, etc.)
- 2.6 Plan and implement ongoing townhall/citizen-wide meetings
- 2.7 Develop and maintain a community web page
- 2.8 Complete the 19th St/Thompson St transportation corridor
- 2.9 Update the Vision Action Plan in 2006

<u>State Benchmarks</u>	<u>2002</u>	<u>1995</u>
<u>New Benchmarks</u>	<u>Conditions in The Dalles</u>	
Percentage of Oregonians served by public drinking water systems that meet health-based standards = 95% by 2005	100%	100%
Percentage of Oregonians who commute during peak hours by means other than a single occupancy vehicle = 30% by 2005	21.4%	23.7%
<u>Old Benchmarks</u>		
Percentage of Oregonians living in communities with daily scheduled inter-city passenger bus, van, or rail service = 99% by 2000	100%	100%

3. FOSTERING CULTURAL ENRICHMENT

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

Tier One Strategies: To be pursued immediately

- 3.1 Complete renovation of the Civic Theatre
 - 3.11 Acquire funding for acoustical engineering report
 - 3.12 Contract for acoustical engineering report
 - 3.13 Submit grant proposals after report is completed
 - 3.14 Commence renovation
- 3.2 Secure stable funding for the purchase and operation of the Granada Theatre
 - 3.21 Approach owner to determine feasibility
 - 3.22 Form committee to negotiate price, terms, etc.
 - 3.23 Apply for non-profit corporation
 - 3.24 Begin massive fund raising campaign
- 3.3 Complete ADA accessibility at the Art Center
 - 3.31 Form committee with strong leadership
 - 3.32 Finish feasibility study
 - 3.33 Obtain funding
 - 3.34 Start construction

- 3.4 Support/Enhance museums and historical buildings thru funding and events
 - 3.41 Form a committee for each site to oversee maintenance
 - 3.42 Public awareness campaign thru site specific events
- 3.5 Increase awareness/participation in cultural events thru marketing campaign
 - 3.51 Develop community calendar to list all organizations events
 - 3.52 Approach college about utilizing their resources
 - 3.53 Utilize city volunteer staff to organize collection of events
 - 3.54 Establish a link on the community web site
- 3.6 Enhance K-12 music programs (thru community support/funding)
 - 3.61 Form adult musical committee to supervise and coordinate
 - 3.62 Develop PTA liaison with goal for PTA sponsorship
 - 3.63 Develop public awareness program, utilizing Arts in The Gorge program
 - 3.64 Investigate potential funding sources

Tier Two Strategies: To be pursued as time and resources allow

- 3.7 Promote annual Native American/ethnic celebrations
- 3.8 Enhance the Discovery Center/Museum
- 3.9 Establish an annual amateur film festival
- 3.10 Establish a performing arts celebration (week/end)
- 3.11 Utilize the ethnic leadership of the community as a resource
- 3.12 Establish regular meeting of community art groups to coordinate efforts
- 3.13 Participate in the Regional Arts Council
- 3.14 Establish an annual Multi-Ethnic celebration
- 3.15 Provide public awareness of "Artists in Residence" program

State Benchmarks

2002

1995

New Benchmarks

Conditions in The Dalles

Percentage of Oregonians served by a public library which meets minimum service criteria = 94% by 2005

100%

100%

Percentage of Oregonians who volunteer at least 50 hours of their time per year to civic, community or non-profit Activities = 35% by 2005

71%**

75%**

** Percentage of residents who feel they can participate in many volunteer activities (from Community Attitude Survey)

4. PROVIDING RECREATION AND OPEN SPACE

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

Tier One Strategies: To be pursued immediately

- 4.1 Complete the Riverfront Trail along the Columbia River
 - 4.11 Continue funding for trail coordinator
 - 4.12 Secure easements from property owners
 - 4.13 Secure funds to continue construction
 - 4.14 Ribbon cutting and annual riverfront trail run
- 4.2 Develop family-based community recreation centers
 - 4.21 Develop partnership between city, Mid-Columbia Med Center, and Parks District
 - 4.22 Identify sites, develop plans/conceptual drawings
 - 4.23 Secure funding
 - 4.24 Launch project
- 4.3 Develop site specific open space opportunities in the downtown core area
 - 4.31 Identify site and develop plan
 - 4.32 Present concept to downtown businesses
 - 4.33 Secure funding
 - 4.34 Provide technical assistance for completion of project

- 4.4 Fund daily youth activities
 - 4.41 Complete an inventory of existing programs
 - 4.42 Form a committee of local youth
 - 4.43 Write plan to secure funding, promote to parents/youth of community
 - 4.44 Establish volunteer base for supervision and instruction
- 4.5 Improve visual attractiveness of city thru partnerships to reduce litter and increase landscaping
 - 4.51 Contact property owners for input and action on their properties
 - 4.52 Create plan for maintenance/clean-up with police, juveniles and volunteers
 - 4.53 Launch public awareness campaign (eliminate litter, etc)
 - 4.54 Contact businesses to help promote above campaign

Tier Two Strategies: To be pursued as time and resources allow

- 4.6 Establish an event/festival committee
- 4.7 Develop a Master Plan for enhancement/amenities along Riverfront Trail
- 4.8 Develop an incentive plan to encourage landscaping city/county property
- 4.9 Utilize and coordinate existing athletic facilities (Civic, etc)
- 4.10 Acquire land to develop an athletic complex
- 4.11 Create open space within 5 minute walk of residential areas
- 4.12 Require open space as part of any plan/design of public facilities
- 4.13 Secure public funding of recreational facilities
- 4.14 Establish requirement of adjoining open space area to new developments

<u>State Benchmarks</u>	<u>2002</u>	<u>1995</u>
<u>Old Benchmarks</u>	<u>Conditions in The Dalles</u>	
Acres of community parks, designated recreation areas and designated open space per 1000 Oregonians living In incorporated cities = 20 by 2002	5	5

5. ENHANCING EDUCATION AND HUMAN SERVICES

Community members of all ages need and deserve high quality, accessible services. Providing every child with a comprehensive education to develop confident, successful citizens is essential. Technical training and continuing education programs provide necessary lifelong learning opportunities for residents. Facilities, equipment, and programs will require effective planning to remain proactive, not reactive. Access to affordable healthcare and state of the art medical facilities will help maintain a vibrant, healthy community, while adequate social services provide additional assistance to the community.

Tier One Strategies: To be pursued immediately

- 5.1 Merge school districts 9 & 12 (The Dalles and Chenoweth)
 - 5.11 Address public concerns (bus routes, sports, classes, taxes, participation)
 - 5.12 Answer question of all interested and impacted parties
 - 5.13 Vote of the people in districts
 - 5.14 Provide time for process to work
- 5.2 Support Columbia Gorge Community College thru partnerships, signage, and training
 - 5.21 Form a political action committee for support
 - 5.22 Appoint city to acquire and place signs
 - 5.23 Develop more school to work programs
- 5.3 Add more degree choices at Columbia Gorge Community College
 - 5.31 Survey local educational needs, thru the college
 - 5.32 Evaluate survey results
 - 5.33 Gain support for needs of most interest and importance
- 5.4 Support assisted living opportunities that are affordable
 - 5.41 City to become active participant when assisted living is being developed
 - 5.42 Evaluate permitting process to provide assistance in approval

Tier Two Strategies: To be pursued as time and resources allow

- 5.5 Acquire support of city in education and human service goals
- 5.6 Maintain “sense of place” thru developing historical resources
- 5.7 Utilize “40 assets” for healthier children
- 5.8 Revisit city’s role in human services
- 5.9 Develop plan involving stakeholders in the school merge
- 5.10 Strengthen support services for bilingual/bicultural families
- 5.11 Create a seamless education system
- 5.12 Provide better health care insurance coverage for children
- 5.13 Provide English as second language programs

<u>State Benchmarks</u>	<u>2002</u>	<u>1995</u>
<u>New Benchmarks</u>	<u>Conditions in The Dalles</u>	
High school drop out rate = 5.4% by 2005	D-12 = 7% D-9 = 8%	n/a
Percentage of high school students that have completed a structured work experience, including a practicum, clinical experience, community service learning, or a school-based enterprise program = 50% by 2005		
Percentage of Oregon adults (25+) who have completed		
High school or equivalent = 93% by 2005	83.6%	78.1%
Some college = 70% by 2005	26.5%	20.5%
Bachelor’s degree = 38% by 2005	11.1%	11.0%
Advanced degree = 10% by 2005	5.2%	4.8%

6. STRENGTHENING AND SUSTAINING COMMUNITY LIFE

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

Tier One Strategies: To be pursued immediately

- 6.1 Apply for and secure “All American City” status
 - 6.11 Create a committee to evaluate the application process
 - 6.12 Set a timeline and raise funds to accomplish
 - 6.13 Apply and go through process
- 6.2 Consolidate historic sites under one organization
 - 6.21 Gather various groups and agree on a common organization
 - 6.22 Form a commission/organization
- 6.3 Involve youth in government thru internships, mentor programs, and committee appointments
 - 6.31 Change bylaws, rules and regulations to encourage youth participation
 - 6.32 Develop mentor programs
 - 6.33 Presentations in schools to spark interest
 - 6.34 Appoint a liaison officer to assist and work with local school staff

- 6.4 Build a downtown “Pioneer Square” facility to be used as a gathering place
 - 6.41 Coordinate effort with the renaissance project
 - 6.42 Secure funding for site plan
 - 6.43 Develop site plan
 - 6.44 Commence construction
- 6.5 Embrace and integrate Healthy Communities model
 - 6.51 Promote model in all organizations
 - 6.52 Utilize support for model to secure grants for community enhancement

Tier Two Strategies: To be pursued as time and resources allow

- 6.6 Create inter-generational participation opportunities
- 6.7 Expand and institutionalize community festivals
- 6.8 Develop museum at old US Mint building
- 6.9 Enhance the Volunteer Center
- 6.10 Create a project to bring community together on a frequent basis
- 6.11 Open section of tunnels under the city
- 6.12 Identify/Strengthen partnerships with other gorge communities
- 6.13 Develop additional historical interpretive sites

<u>State Benchmarks</u>	<u>2002</u>	<u>1995</u>
<u>New Benchmarks</u>	<u>Conditions in The Dalles</u>	
Percentage of Oregonians who feel they are a part of their community = 45% by 2005	29% **	35% **
Percentage of households that are owner occupied = 70% by 2005	63.1%	59%
Percentage of low income households spending > 30 percent of household income on housing (including utilities)		
Renters = 70% by 2005	41.5%	n/a
Owners = 38% by 2005	23.4%	

STRATEGY VALIDATION SURVEY

An important segment of the update process consisted of the community's validation of the Citizen Advisory Committee's work. The committee consisted of a well rounded cross-section of community folks, but for the implementation stage to be successful, confirming the committee work with the community was vital. Two routes were used to gather input and feedback from the community: an Open House was held to present the work and allow the public to comment and a Strategy Validation Survey was published in *The Dalles Chronicle* two times. The survey consisted of a listing of the Tier One Strategies and asked as to their importance in meeting the envisioned future of The Dalles. A total of 14 days was allowed for the return of the survey. The survey was not intended to be statistically significant, but only to provide a tangible look at whether the committee was truly representative of the community and also provide more guidance for implementation.

The following two pages contain the survey as published in the paper and the results of the survey from the XXX returned by citizens of the community.

VISION ACTION PLAN STRATEGY SURVEY RESULTS

The listed results are compiled to show the percentage of received responses corresponding to each of the three category choices. A total of XXX surveys were returned and are represented as follows:

1	2	3
Not	Somewhat	Very
Important	Important	Important

1. Complete the Riverfront Development Plan.....
2. Develop downtown vacant land and buildings, including second story space.....
3. Completion of a broadband network to serve the community.....
4. Enhance the National Historic Districts thru expansion and renovations.....
5. Expand workforce training programs at the community college.....
6. Create a competitive advantage to attract new port businesses.....
7. Develop opportunities to share administrative services.....
8. Institute publicly funded street and sidewalk improvement throughout the community.....
9. Move forward with the next improvement in the wastewater treatment plant.....
10. Develop handicap accessible corridors between core areas of the community.....
11. Complete the renovation of the Civic Theatre.....
12. Support/Enhance the museums and historical buildings thru funding and events.....
13. Increase awareness/participation in cultural projects thru marketing campaign.....
14. Enhance K-12 music programs (thru community support/funding).....
15. Secure stable funding for the purchase and operation of the Granada Theatre.....
16. Complete handicap accessibility at the Art Center.....
17. Improve visual attractiveness of city thru partnerships to reduce litter and increase landscaping
18. Complete the Riverfront Trail along the Columbia River.....
19. Develop family-based community recreation centers.....
20. Develop site specific open space opportunities in the downtown core area.....
21. Fund daily youth activities.....
22. Merge School Districts 9 & 12 (The Dalles and Chenowith).....
23. Add more degree choices at the community college.....
24. Support the community college thru partnerships, signage, and training.....
25. Support assisted living opportunities that are affordable.....
26. Apply for and secure "All American City" award.....
27. Involve youth in government thru internships, mentor programs, and committee appointments
28. Consolidate historic sites under one organization.....
29. Build a downtown Pioneer Square facility to be used as a gathering place.....
30. Embrace and integrate the Healthy Communities model

COMMUNITY ATTITUDE SURVEY

Conducted as part of the update process, the Community Attitude Survey was as equally important in providing guidance to the Citizen Advisory Committee as the Strategy Survey was to the validation of the committee work. During the strategy formulation stage of the committee's work, they were provided the opportunity to view results from this survey to help them focus their efforts. The identification of statements that received poor results can easily be recognized in the final strategies that were produced by the committee. For example, survey question # 16: There are many recreational activities for young people in the community, received a positive response of only 26%. The implementation of Strategies 4.2 and 4.4 would directly fill a void that the community identified thru this survey.

The survey was designed during the original action plan creation (1995). In addition to being a guide in strategy formulation, the survey was intended to be used repeatedly as a tracking instrument for the community. The questions were designed to be applicable to the community at any point in time, but also flexible enough for the addition or deletion of specific issues no longer of particular interest or importance to the community. The opportunity to compare results of the surveys conducted several years apart, allows the community to identify changing attitudes about distinct issues. For example, are the community development programs and actions truly enhancing the impression of livability in The Dalles? Although specific programs are not identified by the survey, comparing results elicits a sense of particular projects and their effectiveness. A good example is survey question # 9: The Dalles downtown area is an interesting and attractive place to visit and shop. With the positive responses increasing from 37% in 1995 to 58% in 2002, one can theorize that the 2nd St Streetscape Project finished in 2001 had a major influence on the 21% gain.

The survey was conducted by mail and distributed to 1200 people randomly selected from the local Public Utility District. A stamped, addressed return envelope was provided along with a cover letter and the survey. There were 464 respondents, or a 39% response rate. This response rate corresponds to a 95% confidence interval, plus or minus 5%. *(For comparison purposes, the 1995 distribution was sent to 1170 randomly selected households with a 31% response rate, corresponding to a 93% confidence interval, plus or minus 4%)*

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

The Community Attitude Survey

Table One: Overall Results

Table Two: Gender Comparison

Table Three: Age Group Comparison

Table Four: Home Ownership Comparison

Table Five: Length of Residency Comparison

The total number of responses within each demographic category is represented by (n = ##) below each listing. The results from the original distribution in 1995 are contained within parentheses following the results from the 2002 survey, thus allowing the comparison referenced earlier in the text. The order of the questions in the Tables has been organized from the highest percentage of agreement to the lowest with the survey question number listed after.

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

Table One: Overall Results Community Attitude Survey

	Strongly Agree Or Agree	Neutral	Strongly Disagree or Disagree
The scenic views along I-84 near The Dalles are beautiful. (Q15)	73% (74%)	14% (10%)	13% (16%)
I like living in The Dalles. (Q13)	72% (80%)	18% (13%)	10% (6%)
I can participate in many community volunteer opportunities. (Q12)	71% (75%)	23% (19%)	5% (6%)
There are many historic buildings in The Dalles which should be preserved. (Q20)	70% (67%)	22% (26%)	8% (7%)
The Dalles is a good place to retire. (Q21)	67% (70%)	22% (16%)	11% (13%)
We enjoy a clean environment here. (Q22)	64% (67%)	22% (18%)	15% (15%)
Parents have ample opportunity to become involved in school activities. (Q19)	64% (71%)	31% (25%)	5% (3%)
The Dalles downtown area is an interesting and attractive place to visit and shop. (Q9)	58% (37%)	27% (33%)	15% (30%)
The traffic system in The Dalles operates smoothly. (Q1)	56% (46%)	25% (25%)	18% (29%)
The number and quality of sidewalks in the community meet the needs of users. (Q10)	56% (54%)	22% (24%)	22% (22%)
A visitor to The Dalles will find many interesting things to do. (Q18)	47% (48%)	29% (31%)	24% (21%)
The community has a high quality of life. (Q3)	44% (52%)	33% (31%)	22% (16%)
We have enough bicycle paths. (Q24)	44% (29%)	30% (38%)	26% (33%)
The utility services that I receive are delivered well and at a reasonable price. (Q2)	40% (52%)	24% (19%)	36% (29%)
The quality of housing in The Dalles is adequate. (Q23)	39% (24%)	33% (32%)	28% (44%)
There are many opportunities for citizens to be involved in their local government. (Q27)	39% (51%)	43% (36%)	18% (13%)
A wide range of cultural opportunities exist in the community. (Q25)	31% (32%)	44% (41%)	25% (28%)
Neighborhoods in The Dalles have a sense of community. (Q26)	29% (35%)	42% (34%)	29% (31%)
There are many riverfront activities available to the public. (Q11)	28% (33%)	36% (29%)	36% (38%)
There are many recreational activities for young people in the community. (Q16)	26% (26%)	27% (25%)	47% (49%)
Neighborhoods are well kept. (Q8)	25% (37%)	34% (31%)	41% (32%)
The local government in the community works efficiently and effectively. (Q5)	24% (21%)	46% (36%)	30% (44%)
The programs offered by the public schools adequately meet the needs of schoolchildren. (Q4)	23% (25%)	38% (36%)	40% (39%)
The public schools in the community are very good. (Q17)	22% (30%)	42% (39%)	36% (31%)
Children in The Dalles will want to live here when they grow up. (Q6)	11% (14%)	29% (34%)	60% (52%)
There are opportunities to find "family wage" jobs in The Dalles. (Q14)	6% (14%)	23% (30%)	71% (56%)
The local economy in The Dalles is vibrant and healthy. (Q7)	6% (26%)	17% (34%)	77% (40%)

	Very Satisfied or Satisfied	Neutral	Very Dissatisfied or Dissatisfied
Feeling of safety	71% (58%)	18% (28%)	11% (15%)
Quality of life	64% (69%)	23% (23%)	13% (8%)
The environment	63% (63%)	27% (24%)	11% (13%)
Traffic/Transportation	53% (52%)	28% (26%)	19% (21%)
Utilities (water, sewer, electric, etc.)	44% (52%)	30% (25%)	25% (23%)
City of The Dalles customer service	39% (48%)	47% (40%)	15% (12%)
Cultural life	36% (37%)	49% (46%)	15% (16%)

City government leadership	28% (26%)	47% (39%)	25% (36%)
Public schools	26% (28%)	37% (37%)	37% (35%)
The local economy	7% (28%)	26% (36%)	67% (36%)

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

	Strongly Agree or Agree		
	OVERALL	FEMALES (n = 242)	MALES (n = 206)
The scenic views along I-84 near The Dalles are beautiful. (Q15)	73%	75%	71%
I like living in The Dalles. (Q13)	72%	68%	76%
I can participate in many community volunteer opportunities. (Q12)	71%	70%	73%
There are many historic buildings in The Dalles which should be preserved. (Q20)	70%	77%	64%
The Dalles is a good place to retire. (Q21)	67%	64%	70%
We enjoy a clean environment here. (Q22)	64%	59%	69%
Parents have ample opportunity to become involved in school activities. (Q19)	64%	69%	59%
The Dalles downtown area is an interesting and attractive place to visit and shop. (Q9)	58%	62%	54%
The traffic system in The Dalles operates smoothly. (Q1)	56%	53%	59%
The number and quality of sidewalks in the community meet the needs of users. (Q10)	56%	57%	56%
A visitor to The Dalles will find many interesting things to do. (Q18)	47%	46%	47%
The community has a high quality of life. (Q3)	44%	40%	47%
We have enough bicycle paths. (Q24)	44%	38%	51%
The utility services that I receive are delivered well and at a reasonable price. (Q2)	40%	37%	44%
The quality of housing in The Dalles is adequate. (Q23)	39%	34%	45%
There are many opportunities for citizens to be involved in their local government. (Q27)	39%	34%	44%
A wide range of cultural opportunities exist in the community. (Q25)	31%	33%	28%
Neighborhoods in The Dalles have a sense of community. (Q26)	29%	31%	26%
There are many riverfront activities available to the public. (Q11)	28%	28%	30%
There are many recreational activities for young people in the community. (Q16)	26%	24%	28%
Neighborhoods are well kept. (Q8)	25%	27%	23%
The local government in the community works efficiently and effectively. (Q5)	24%	25%	22%
The programs offered by the public schools adequately meet the needs of schoolchildren. (Q4)	23%	21%	24%
The public schools in the community are very good. (Q17)	22%	20%	23%
Children in The Dalles will want to live here when they grow up. (Q6)	11%	12%	10%
There are opportunities to find "family wage" jobs in The Dalles. (Q14)	6%	7%	5%
The local economy in The Dalles is vibrant and healthy. (Q7)	6%	5%	7%

	Very Satisfied or Satisfied		
	OVERALL	FEMALES (n = 242)	MALES (n = 206)
Feeling of safety	71%	70%	73%
Quality of life	64%	62%	67%
The environment	63%	60%	66%
Traffic/Transportation	53%	52%	53%
Utilities (water, sewer, electric, etc.)	44%	41%	48%
City of The Dalles customer service	39%	41%	37%

Cultural life	36%	39%	33%
City government leadership	28%	29%	27%
Public schools	26%	22%	30%
The local economy	7%	6%	8%

**Table Three: Age Group Comparison
Community Attitude Survey**

	Strongly Agree or Agree		
	OVERALL	FEMALES (n = 242)	MALES (n = 206)
The scenic views along I-84 near The Dalles are beautiful. (Q15)	73%	75%	71%
I like living in The Dalles. (Q13)	72%	68%	76%
I can participate in many community volunteer opportunities. (Q12)	71%	70%	73%
There are many historic buildings in The Dalles which should be preserved. (Q20)	70%	77%	64%
The Dalles is a good place to retire. (Q21)	67%	64%	70%
We enjoy a clean environment here. (Q22)	64%	59%	69%
Parents have ample opportunity to become involved in school activities. (Q19)	64%	69%	59%
The Dalles downtown area is an interesting and attractive place to visit and shop. (Q9)	58%	62%	54%
The traffic system in The Dalles operates smoothly. (Q1)	56%	53%	59%
The number and quality of sidewalks in the community meet the needs of users. (Q10)	56%	57%	56%
A visitor to The Dalles will find many interesting things to do. (Q18)	47%	46%	47%
The community has a high quality of life. (Q3)	44%	40%	47%
We have enough bicycle paths. (Q24)	44%	38%	51%
The utility services that I receive are delivered well and at a reasonable price. (Q2)	40%	37%	44%
The quality of housing in The Dalles is adequate. (Q23)	39%	34%	45%
There are many opportunities for citizens to be involved in their local government. (Q27)	39%	34%	44%
A wide range of cultural opportunities exist in the community. (Q25)	31%	33%	28%
Neighborhoods in The Dalles have a sense of community. (Q26)	29%	31%	26%
There are many riverfront activities available to the public. (Q11)	28%	28%	30%
There are many recreational activities for young people in the community. (Q16)	26%	24%	28%
Neighborhoods are well kept. (Q8)	25%	27%	23%
The local government in the community works efficiently and effectively. (Q5)	24%	25%	22%
The programs offered by the public schools adequately meet the needs of schoolchildren. (Q4)	23%	21%	24%
The public schools in the community are very good. (Q17)	22%	20%	23%
Children in The Dalles will want to live here when they grow up. (Q6)	11%	12%	10%
There are opportunities to find "family wage" jobs in The Dalles. (Q14)	6%	7%	5%
The local economy in The Dalles is vibrant and healthy. (Q7)	6%	5%	7%

	Very Satisfied or Satisfied		
	OVERALL	FEMALES (n = 242)	MALES (n = 206)
Feeling of safety	71%	70%	73%
Quality of life	64%	62%	67%
The environment	63%	60%	66%
Traffic/Transportation	53%	52%	53%
Utilities (water, sewer, electric, etc.)	44%	41%	48%

City of The Dalles customer service	39%	41%	37%
Cultural life	36%	39%	33%
City government leadership	28%	29%	27%
Public schools	26%	22%	30%
The local economy	7%	6%	8%

**Table Four: Home Ownership Comparison
Community Attitude Survey**

	Strongly Agree or Agree		
	OVERALL	OWN (n =)	RENT (n =)
The scenic views along I-84 near The Dalles are beautiful. (Q15)	73%	75%	71%
I like living in The Dalles. (Q13)	72%	68%	76%
I can participate in many community volunteer opportunities. (Q12)	71%	70%	73%
There are many historic buildings in The Dalles which should be preserved. (Q20)	70%	77%	64%
The Dalles is a good place to retire. (Q21)	67%	64%	70%
We enjoy a clean environment here. (Q22)	64%	59%	69%
Parents have ample opportunity to become involved in school activities. (Q19)	64%	69%	59%
The Dalles downtown area is an interesting and attractive place to visit and shop. (Q9)	58%	62%	54%
The traffic system in The Dalles operates smoothly. (Q1)	56%	53%	59%
The number and quality of sidewalks in the community meet the needs of users. (Q10)	56%	57%	56%
A visitor to The Dalles will find many interesting things to do. (Q18)	47%	46%	47%
The community has a high quality of life. (Q3)	44%	40%	47%
We have enough bicycle paths. (Q24)	44%	38%	51%
The utility services that I receive are delivered well and at a reasonable price. (Q2)	40%	37%	44%
The quality of housing in The Dalles is adequate. (Q23)	39%	34%	45%
There are many opportunities for citizens to be involved in their local government. (Q27)	39%	34%	44%
A wide range of cultural opportunities exist in the community. (Q25)	31%	33%	28%
Neighborhoods in The Dalles have a sense of community. (Q26)	29%	31%	26%
There are many riverfront activities available to the public. (Q11)	28%	28%	30%
There are many recreational activities for young people in the community. (Q16)	26%	24%	28%
Neighborhoods are well kept. (Q8)	25%	27%	23%
The local government in the community works efficiently and effectively. (Q5)	24%	25%	22%
The programs offered by the public schools adequately meet the needs of schoolchildren. (Q4)	23%	21%	24%
The public schools in the community are very good. (Q17)	22%	20%	23%
Children in The Dalles will want to live here when they grow up. (Q6)	11%	12%	10%
There are opportunities to find "family wage" jobs in The Dalles. (Q14)	6%	7%	5%
The local economy in The Dalles is vibrant and healthy. (Q7)	6%	5%	7%

	Very Satisfied or Satisfied		
	OVERALL	OWN (n =)	RENT (n =)
Feeling of safety	71%	70%	73%
Quality of life	64%	62%	67%
The environment	63%	60%	66%
Traffic/Transportation	53%	52%	53%

Utilities (water, sewer, electric, etc.)	44%	41%	48%
City of The Dalles customer service	39%	41%	37%
Cultural life	36%	39%	33%
City government leadership	28%	29%	27%
Public schools	26%	22%	30%
The local economy	7%	6%	8%

**Table Five: Length of Residency Comparison
Community Attitude Survey**

	Strongly Agree or Agree		
	OVERALL	FEMALES (n = 242)	MALES (n = 206)
The scenic views along I-84 near The Dalles are beautiful. (Q15)	73%	75%	71%
I like living in The Dalles. (Q13)	72%	68%	76%
I can participate in many community volunteer opportunities. (Q12)	71%	70%	73%
There are many historic buildings in The Dalles which should be preserved. (Q20)	70%	77%	64%
The Dalles is a good place to retire. (Q21)	67%	64%	70%
We enjoy a clean environment here. (Q22)	64%	59%	69%
Parents have ample opportunity to become involved in school activities. (Q19)	64%	69%	59%
The Dalles downtown area is an interesting and attractive place to visit and shop. (Q9)	58%	62%	54%
The traffic system in The Dalles operates smoothly. (Q1)	56%	53%	59%
The number and quality of sidewalks in the community meet the needs of users. (Q10)	56%	57%	56%
A visitor to The Dalles will find many interesting things to do. (Q18)	47%	46%	47%
The community has a high quality of life. (Q3)	44%	40%	47%
We have enough bicycle paths. (Q24)	44%	38%	51%
The utility services that I receive are delivered well and at a reasonable price. (Q2)	40%	37%	44%
The quality of housing in The Dalles is adequate. (Q23)	39%	34%	45%
There are many opportunities for citizens to be involved in their local government. (Q27)	39%	34%	44%
A wide range of cultural opportunities exist in the community. (Q25)	31%	33%	28%
Neighborhoods in The Dalles have a sense of community. (Q26)	29%	31%	26%
There are many riverfront activities available to the public. (Q11)	28%	28%	30%
There are many recreational activities for young people in the community. (Q16)	26%	24%	28%
Neighborhoods are well kept. (Q8)	25%	27%	23%
The local government in the community works efficiently and effectively. (Q5)	24%	25%	22%
The programs offered by the public schools adequately meet the needs of schoolchildren. (Q4)	23%	21%	24%
The public schools in the community are very good. (Q17)	22%	20%	23%
Children in The Dalles will want to live here when they grow up. (Q6)	11%	12%	10%
There are opportunities to find "family wage" jobs in The Dalles. (Q14)	6%	7%	5%
The local economy in The Dalles is vibrant and healthy. (Q7)	6%	5%	7%

Very Satisfied or Satisfied
OVERALL FEMALES MALES
(n = 242) (n = 206)

Feeling of safety	71%	70%	73%
Quality of life	64%	62%	67%
The environment	63%	60%	66%
Traffic/Transportation	53%	52%	53%
Utilities (water, sewer, electric, etc.)	44%	41%	48%
City of The Dalles customer service	39%	41%	37%
Cultural life	36%	39%	33%
City government leadership	28%	29%	27%
Public schools	26%	22%	30%
The local economy	7%	6%	8%

IMPLEMENTATION

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

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

Upon adoption of the updated Vision Action Plan by The Dalles City Council, staff from the Community Development Department will present the plan to various local organizations and agencies, seeking their adoption/recognition of the plan. These presentations will promote the power of the vision and action plan, while helping the effort to coordinate the resources of the community. Also, an annual report to City Council will provide updates to track the progress of the community efforts in implementing the strategies. The report will include:

- Agencies/Organizations who have adopted/recognized the plan
- Activities of the agencies/organizations regarding the plan
- Status of the strategies

UPDATE PROCESS SUMMARY

The update process spanned a one year period and utilized the effort of hundreds of community volunteers. Following is a synopsis of the update schedule:

July/August 2001

- Research other community vision plans
- Gather status of original action plan strategies
- Develop plan for update

September/October 2001

- Appointment of Citizen Advisory Committee
- Public awareness campaign
- Meeting 1: Introduction of process

November/December 2001

- Meeting 2: Values/Trends & Issues/Vision exercises
- Meeting 3: Revise Vision Statement, Strategy formulation
- Public awareness campaign

January/February 2002

- Community Attitude Survey
- Meeting 4: Strategy formulation, Revised Vision Statement acceptance
- Meeting 5: Strategy formulation, breakdown into Tier One/Two, Action Planning
- Meeting 6: Action Planning

March/April 2002

- Information compilation
- Strategy Validation Survey creation
- Plan outline
- Public awareness campaign

May/June 2002

- Community Open House
- Strategy Validation Survey published in *The Dalles Chronicle*
- Updated Vision Action Plan Draft One
- City Council review

July 2002

- City Council adoption
- Implementation commencement

ACKNOWLEDGEMENTS

Citizen Advisory Committee

Robb Van Cleave	Mayor	Cheryl Crawley	School District 12
Chris Zukin	City Councilor	Elizabeth Priest	D-12 Student
Mary Ann Davis	City Councilor	John Dallum	School District 9
Dorothy Davidson	City Councilor	Eric Leibbrandt	D-9 Student
Jim Broehl	City Councilor	David Ladouceur	D-9 Student
Mike Tenney	City Councilor	Lee Bryant	Senior Center
Nolan Young	City Manager	Ed Schmidt	Juvenile Dept
Scott Hege	Port of The Dalles	Ron Krol	Public-at-Large
Carol Mauser	Senior Services	Jeannie Nelson	Public-at-Large
Jorge Barragan	Public-at-Large	Dixie Parker	Public-at-Large
Rev. Juan DeLeon	Public-at-Large	Crystal Slusher	Public-at-Large
Jay Waterbury	Chief of Police	Jerry Jeffers	Public-at-Large
Dennis Whitehouse	Columbia Gorge CC	Etta Myers	Public-at-Large
Frank Toda	Columbia Gorge CC	Paula Kuttner	Public-at-Large
Susan Huntington	Chamber of Commerce	Carole Anderson	Public-at-Large
Debby Jones	Northern Wasco Co Parks & Rec	Ken Farner	Public-at-Large
Anita Clason	Chamber of Commerce	Rusty Hampton	Public-at-Large
Robert Brown	Employment Agency	Bonnie Jones	Public-at-Large
Scott McKay	Wasco County Commissioner	Greg Weast	Public-at-Large
Rene Duboise	Adult & Family Services	Laura Comini	Public-at-Large
Ivan Frazier	Mid-Col Child & Family Center	Catherine Sessions	Mid-Col Medical Center
Ruby Mason	Mid-Col Housing Agency	Barbara Bailey	Public-at-Large
Karl Kozad	Northern Wasco Co Parks & Rec	Jack Evans	Public-at-Large
Scott Mengis	Port of The Dalles Board	Brian Stahl	Public Works Director

Project Team Leaders

Dan Durow, Director - Community Development Department

Darren Wyss, RARE Planner

Steven Ames, Consultant - Steven Ames Planning

