

AGENDA**REGULAR CITY COUNCIL MEETING****FEBRUARY 23, 2026****5:30 p.m.****CITY HALL COUNCIL CHAMBER****313 COURT STREET****&****LIVE STREAMED****https://www.thedalles.org/Live_Streaming**

To speak online, register with the City Clerk no later than noon the day of the council meeting. When registering include: your full name, city of residence, and the topic you will address.

Upon request, the City will make a good faith effort to provide an interpreter for the deaf or hard of hearing at regular meetings if given 48 hours' notice. To make a request, please contact the City Clerk and provide your full name, sign language preference, and any other relevant information.

Contact the City Clerk at (541) 296-5481 ext. 1119 or amell@ci.the-dalles.or.us.

1. CALL TO ORDER
2. ROLL CALL OF COUNCIL
3. PLEDGE OF ALLEGIANCE
4. APPROVAL OF AGENDA
5. PRESENTATIONS/PROCLAMATIONS

A. University of Oregon's Sustainable City Year Program

6. AUDIENCE PARTICIPATION

During this portion of the meeting, anyone may speak on any subject which does not later appear on the agenda. Interested citizens are required to sign up in advance to be recognized. Up to three minutes per person will be allowed. Citizens are encouraged to ask questions with the understanding that the City can either answer the question tonight or refer that question to the appropriate staff member who will get back to you within a reasonable amount of time. If a response by the City is requested, and that response is not immediately provided, the speaker will be referred to the City Manager for further action.

7. CITY MANAGER REPORT
8. CITY COUNCIL REPORTS

CITY OF THE DALLES

"By working together, we will provide services that enhance the vitality of The Dalles."

9. CONSENT AGENDA

Items of a routine and non-controversial nature are placed on the Consent Agenda to allow the City Council to spend its time and energy on the important items and issues. Any Councilor may request an item be “pulled” from the Consent Agenda and be considered separately. Items pulled from the Consent Agenda will be placed on the Agenda at the end of the “Action Items” section.

- A. Approval of the January 26, 2026 Regular City Council Meeting Minutes
- B. Resolution No. 206-008 Concurring with the Mayor’s Reappointments to the Urban Renewal Agency Budget Committee, Lawrence and Ercole
- C. Award of Contract No. 2025-016 for the 2026 Sanitary Sewer CIPP Lining
- D. Approval of the Fourth Amendment to Airport Management Agreement

10. PUBLIC HEARING

- A. General Ordinance No. 26-1425, an Ordinance for Adoption of the Employment Opportunities Analysis and Employment Buildable Lands Inventory, and Amendments to Goal 9 (*Economic Development*) of The Dalles Comprehensive Land Use Plan

11. ACTION ITEMS

- A. Adoption of the 2026–2028 City Council Strategic Plan
- B. Update on Progress Related to Resolution No. 26-002 and Associated Grant Recommendation for The Next Door Inc.

12. EXECUTIVE SESSION

In accordance with ORS 192.660(2)(d) to conduct deliberations with persons designated by the governing body to carry on labor negotiations.

- A. Recess Open Session
- B. Reconvene Open Session
- C. Decision, if any

13. ADJOURNMENT

This meeting conducted VIA Zoom

Prepared by/Amie Ell, City Clerk

CITY OF THE DALLES

"By working together, we will provide services that enhance the vitality of The Dalles."



PRESENTATION

AGENDA LOCATION: Item #5A

MEETING DATE: February 23, 2026

TO: Honorable Mayor and City Council

PRESENTORS: Megan Banks, Sustainable City Year Program Director
Joshua Chandler, Community Development Director

TOPIC: University of Oregon Sustainable City Year Program

ATTACHMENTS:

- A. Presentation Slides - Sustainable City Year Program

Transforming Cities & Higher Education:

SUSTAINABLE CITY YEAR PROGRAM

Megan Banks, Director
mbanks@uoregon.edu

Lindsey Hayward, Assistant Program Manager
lhayward@uoregon.edu

Sustainable City Year Program (SCYP)
Sustainable Cities Institute
University of Oregon





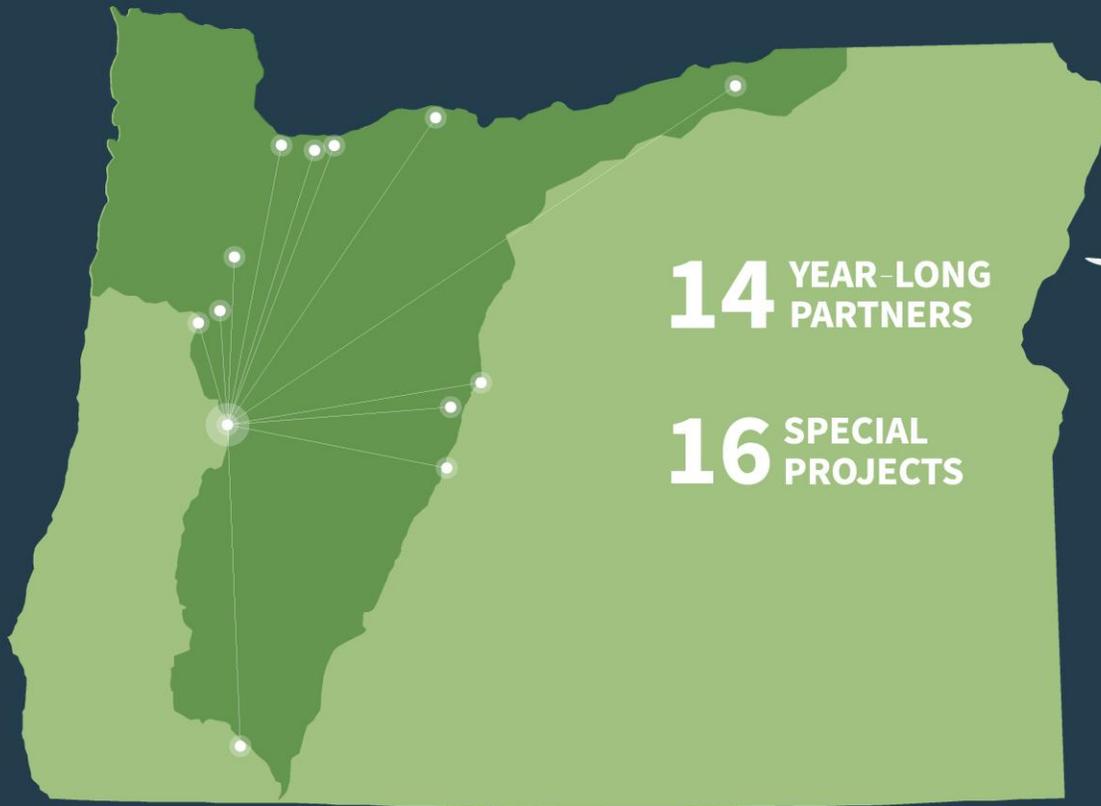
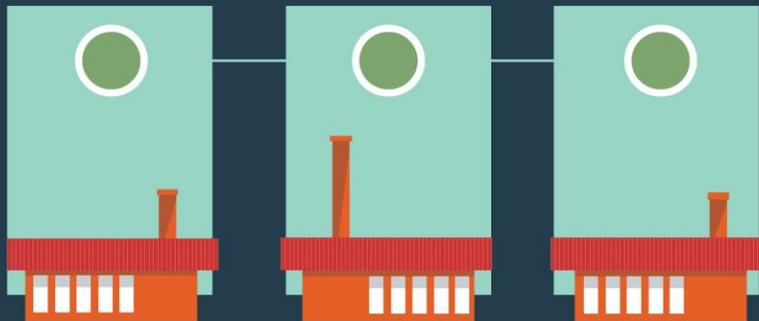
What is the Sustainable City Year Program?

Through year-long partnerships, SCYP helps communities solve today's problems while laying the groundwork for a sustainable future – all while helping students prepare for the workforce through applied learning.



SUSTAINABLE CITY YEAR PROGRAM IMPACT*

300+
INDIVIDUAL
COMMUNITY
PROJECTS



14 YEAR-LONG PARTNERS

16 SPECIAL PROJECTS



11 URBAN



8 RURAL

***AS OF 2024**
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WHO HAVE WE PARTNERED WITH TO DATE?



*Map marker size reflects relative population size

Oakridge 2024-26
9 PROJECTS

Bend 2024-25
★ PROJECT-BASED PARTNERSHIP

Silverton 2019-20, 2024
8 PROJECTS TOTAL

Gresham 2009-10, 2024-25
15 PROJECTS TOTAL

LTD 2019-20, 2024-25
26 PROJECTS TOTAL

Salem Police Department 2024-25
★ PROJECT-BASED PARTNERSHIP

Salem 2010-11, 2023-24
36 PROJECTS TOTAL

Corvallis 2023
★ PROJECT-BASED PARTNERSHIP

Sisters 2022-23
6 PROJECTS

Tigard 2022
★ PROJECT-BASED PARTNERSHIP

Hermiston 2021-22
6 PROJECTS

Troutdale 2020-21
17 PROJECTS

Hood River 2020
★ PROJECT-BASED PARTNERSHIP

Dunes City 2018-19
★ PROJECT-BASED PARTNERSHIP

La Pine 2018
12 PROJECTS

TriMet 2017-18
24 PROJECTS

Albany 2016-17
22 PROJECTS

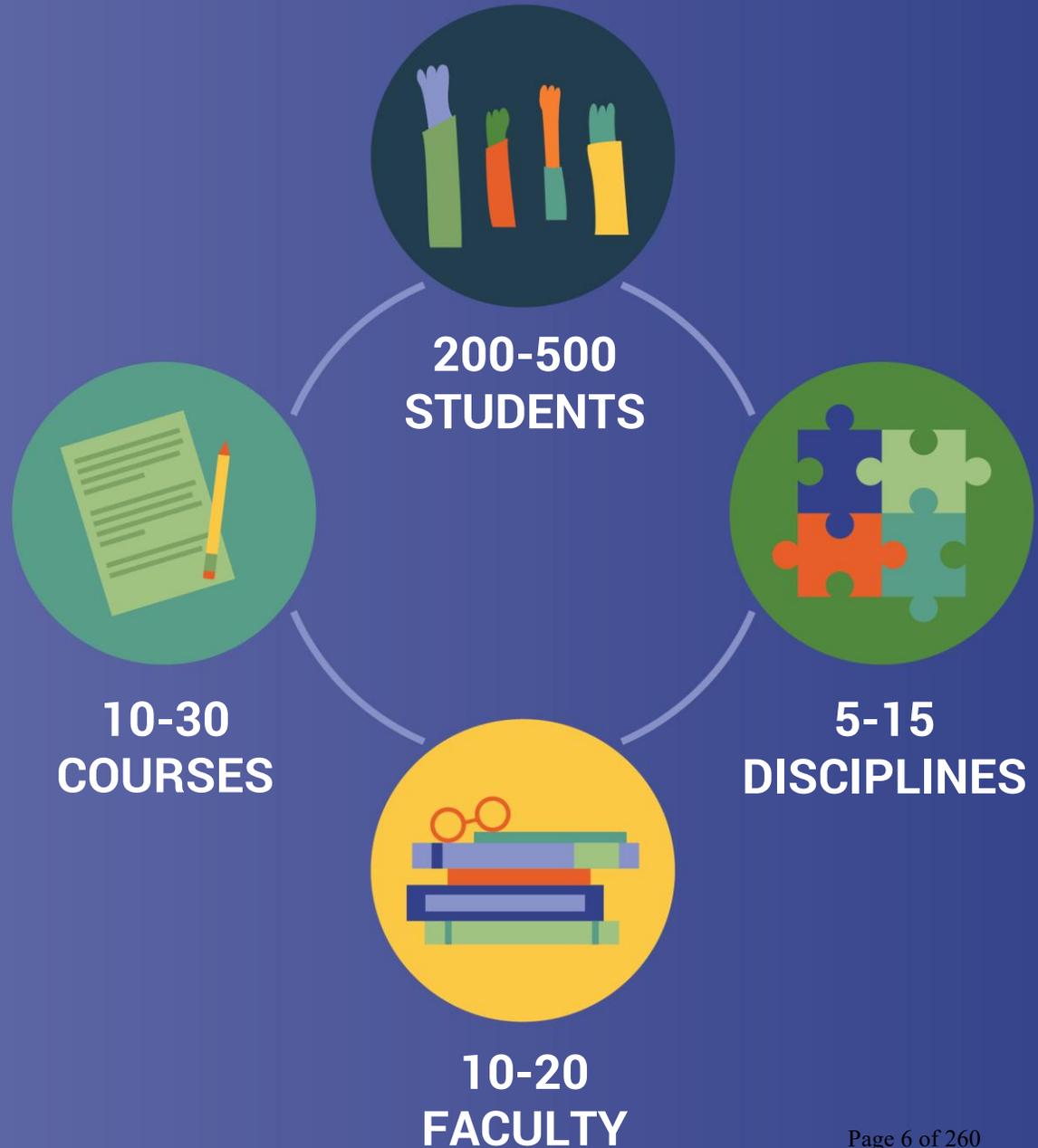
Redmond 2015-16
24 PROJECTS

Metro, Multnomah County, Troutdale, Gresham 2014-15
★ PROJECT-BASED PARTNERSHIP

Medford 2013-14
17 PROJECTS

Springfield 2011-12
22 PROJECTS

One year with SCYP can include...



SCYP
115+
UNIQUE
COURSES



SCHOOL OF
JOURNALISM +
COMMUNICATION



SCHOOL
OF LAW



COLLEGE OF
BUSINESS

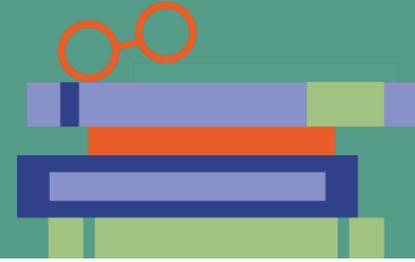


COLLEGE OF
DESIGN



COLLEGE OF
ARTS + SCIENCES

Example Disciplines

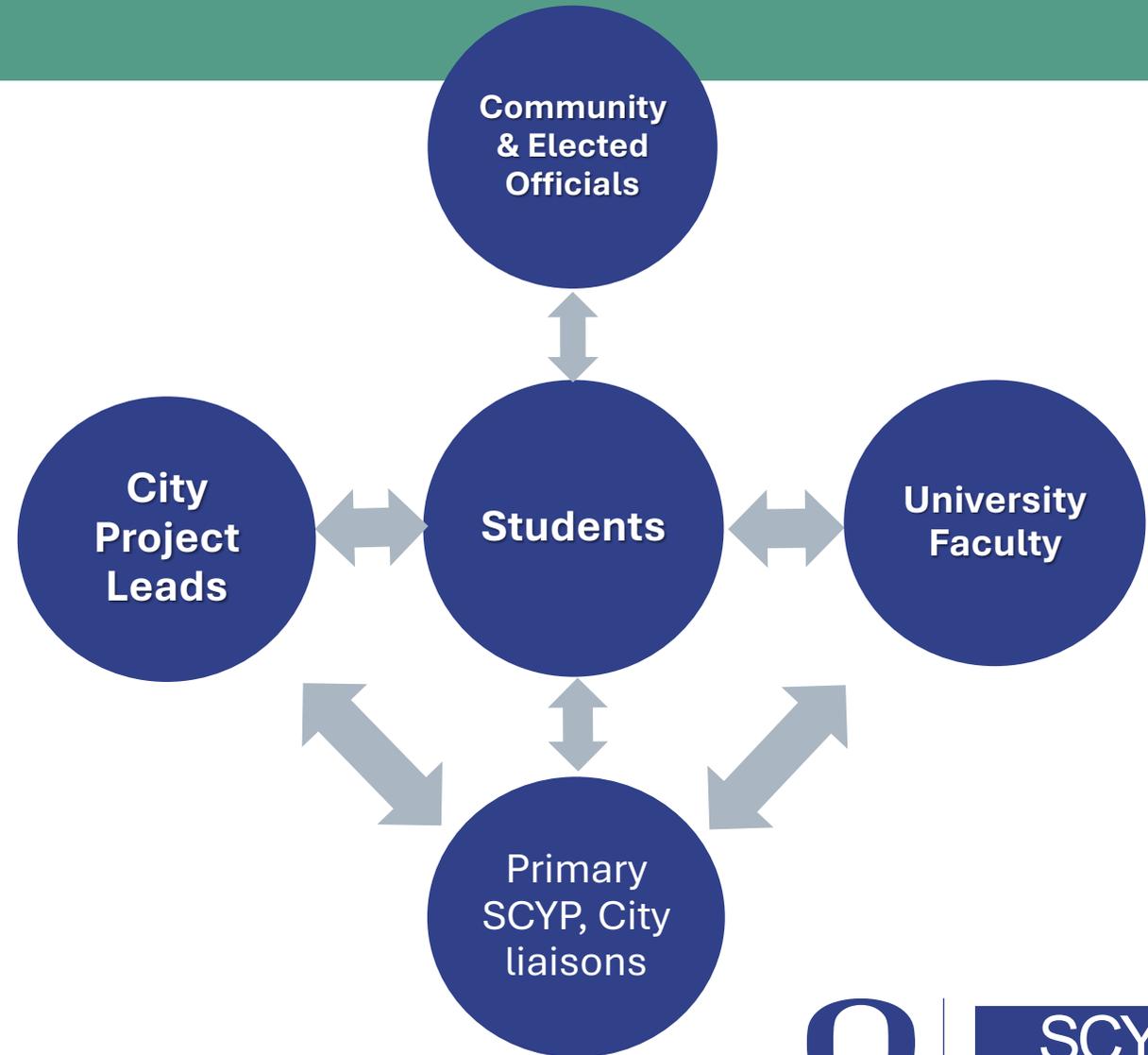


- **Architecture**
- **Business**
- **Digital Arts**
- **Economics**
- **Environmental Studies**
- **Geography**
- **Historic Preservation**
- **Interior Architecture**
- **Journalism**
- **Landscape Architecture**
- **Law**
- **Media Studies (video, photography)**
- **Passive Solar Heating**
- **Planning**
- **Product Design**
- **Public Administration**
- **Public Policy**
- **Public Relations**
- **Engineering (PSU, OSU)**

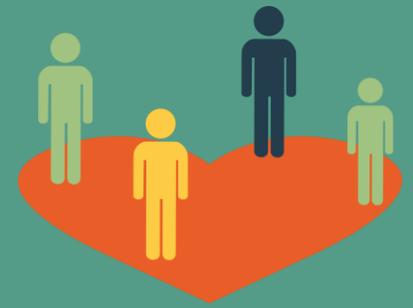


How it Works (Typical Year)

- **City SCYP staff:**
+/- 5-10 hours/week
- **Community and Elected Officials:**
Attend events and presentations during the year
- **Individual City Project Leads:**
+/- 2-4 hours/week each during applicable term



In summary, SCYP:



- **Provide capacity for communities**
- **Apply creative solutions to real life issues**
- **Help society meet pressing challenges**
- **Create a transformational model for higher education**
- **Workforce development (your future employees?)**



Focus on Themes:



1. Economic Development
2. Housing
3. Historic Preservation
4. Tourism/ Main Street
5. Transportation



Economic Development (City of Tualatin)



SPEND A DAY IN TUALATIN

Stay Connected: @cityoftualatin



CITY of TUALATIN

#TUALATINBYTHELAKE



Along Interstate-5 and Interstate-205, just 20 minutes from downtown Portland

28K Residents

200+ Local Businesses

108K Median Income

19+ Acres of Land



Businesses

A welcoming mix of **food, coffee,** and **retail** gives the area its spark, inviting **brands** that value **community** and everyday foot traffic.



Features

Walk, splash, lounge, repeat: **lakeside** loop, splash pad, and a **plaza** built for **people-watching**.



Events

A welcoming **community** where **markets, music,** and uniquely Tualatin **celebrations** keep the **good times** rolling.

Business Benefits

Tualatin's **prime location** makes it a strategic choice for businesses seeking access to the **region's economic hub**.

Local Attractions

Bridgeport Village and the Tualatin River Greenway Trail offer upscale shops, dining, and outdoor trails for the community.

Contact

develop@tualatin.gov
tualatin.gov/downtown

"Join the Movement. Be Part of Downtown Tualatin's Next Chapter"

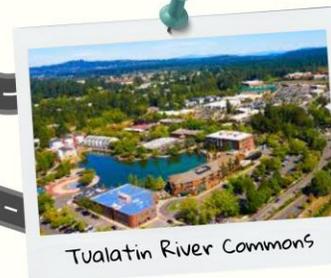
@CITYOFTUALATIN



National Wildlife Refuge

Nature & River Adventure

- Birdwatch at the Tualatin River National Wildlife Refuge
- Bike or Stroll the scenic Tualatin River Greenway Trail



Tualatin River Commons

Lakeside & Leisure

- Relax by Tualatin Lake at the Commons
- Stroll along the path, enjoy the splash pad, and relax in veterans plaza



Bridgeport

Explore & Discover

- Head to Bridgeport Village, a local shopping destination
- Learn about local history at the Tualatin Heritage Center

Events

- Visit the City of Tualatin website for upcoming events during your visit



Tourism, Main Street (City of Oakridge)



OAKRIDGE
EST. 1912

BRAND STRATEGY - TAGLINE

“Follow the Forest”



Messaging Pillars:

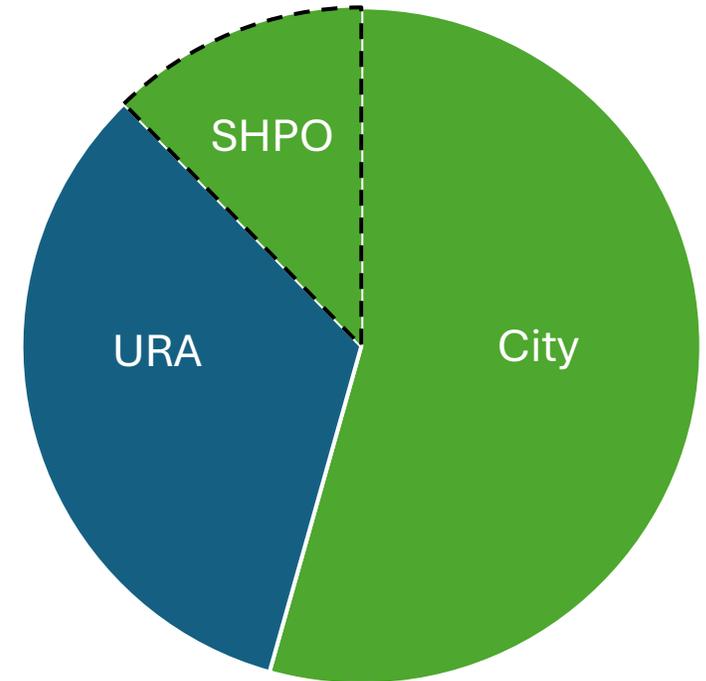
1. Outdoor Adventure Capital – Premier trails, rivers, and mountains.
2. Vibrant Community – Small-town charm with rich history and events.
3. Sustainable & Authentic – Rooted in nature, thriving for the future.

Transportation (City of Redmond)



Program Cost Framework

- **Total Projects:** 15*
- **Average Cost per Class:** \$13,000
- **Estimated Total Program Cost:** \$195,000
- **Partner Revenue Sources:** City, Urban Renewal Agency & SHPO
- **Typical Cost Range Per Class:** \$5,000 - \$25,000



** Not all proposed projects are guaranteed to be matched: final costs depends on which projects align with available courses*

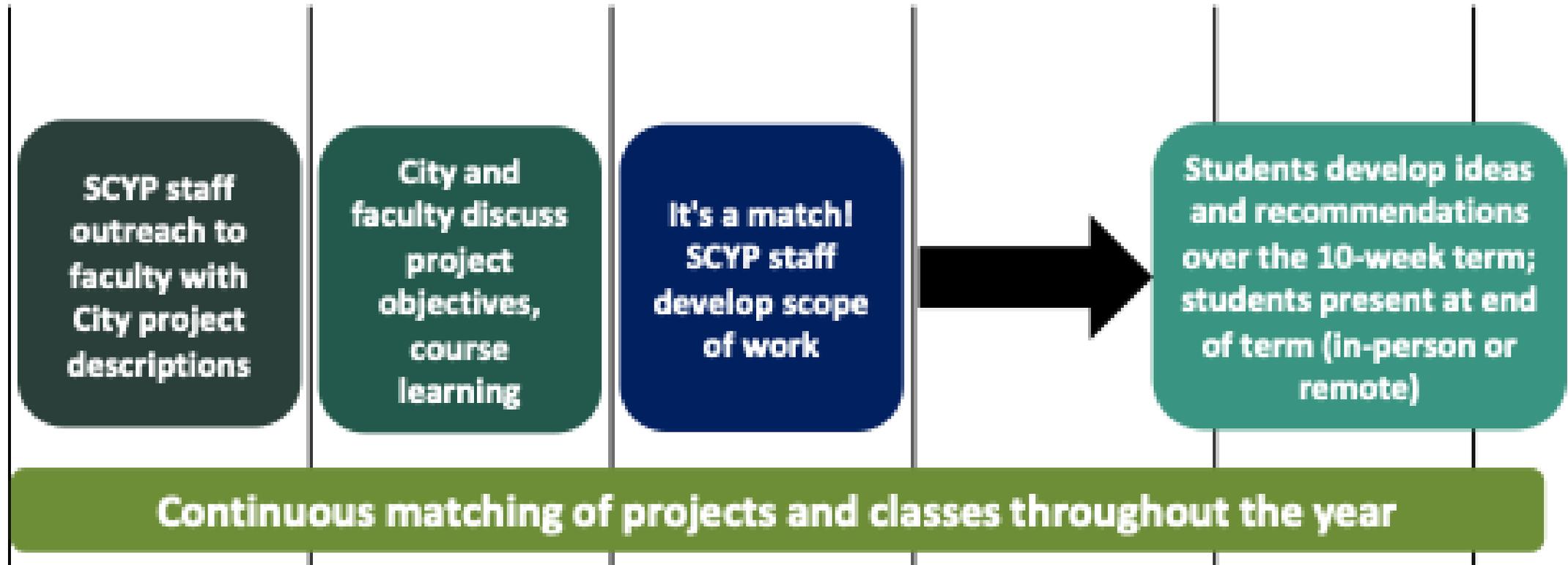


General Cost Factors

- **Number of students enrolled**
- **Credit hours / class length (1 or 2 terms)**
- **Project scope and complexity**
- **Course costs (materials, travel, research)**
- **Economies of scale**



Next Steps / Process



Council Direction

- **Tonight:** Council feedback on considering a City commitment up to **\$130,000**, depending on URA participation and potential SHPO grant funding
- **Future Action:** Any City funding would be authorized through upcoming budget process
- **If Supported:** Staff pursues a SCYP partnership beginning Fall 2026





“We were very impressed by both the quantity and quality of the work produced...By increasing our capacity and bringing in fresh ideas, **student efforts helped save the City money and make more informed decisions** about some of Albany’s significant challenges.”



Sharon Konopa, Former Mayor

**Thank you.
Questions?**



AGENDA STAFF REPORT

AGENDA LOCATION: Item #9 A - D

MEETING DATE: February 23, 2026

TO: Honorable Mayor and City Council

FROM: Amie Ell, City Clerk

ISSUE: Approving items on the Consent Agenda and authorizing City staff to sign contract documents.

- A. **ITEM:** Approval of January 26, 2026, Regular City Council meeting minutes.

BUDGET IMPLICATIONS: None.

SYNOPSIS: The minutes of January 26, 2026, Regular City Council meeting have been prepared and are submitted for review and approval.

RECOMMENDATION: Review and approve the minutes of January 26, 2026, Regular City Council meeting minutes.

- B. **ITEM:** Resolution No 26-008 Concurring with the Mayor's Reappointments to the Urban Renewal Budget Committee

BUDGET IMPLICATIONS: None.

SYNOPSIS: The Mayor recommends reappointment of Donna Lawrence and Forust Ercole to the Urban Renewal Budget Committee.

RECOMMENDATION: City Council concurs with the Mayor's reappointments to the Urban Renewal Budget Committee and approves Resolution No. 26-008.

- C. **ITEM:** Award of Contract No. 2025-016 for the 2026 Sanitary Sewer CIPP Lining

BUDGET IMPLICATIONS: A total of \$600,000 is budgeted for this project in the Sewer Special Reserve Fund 56, Line Code 7630. The lowest responsible bid received was in the amount of \$412,995.00, which is \$187,005 less than the budgeted amount. There are adequate funds available to complete the project.

SYNOPSIS: The City of The Dalles Public Works Department advertised for bids for the 2026 Sanitary Sewer CIPP Lining, Contract No. 2025-016. The scope of work for the project was stated as follows: “furnish all material, labor, and equipment necessary to install CIPP liners within existing sanitary sewer pipes, pre- and post-liner video inspection, internal reinstatement of service laterals, and cleaning and preparing the existing host pipe to be lined”

The Public Works Department has developed a program of annually inspecting, prioritizing, and repairing deteriorated and high maintenance sections of the sanitary sewer system. Over time, existing sewer lines can develop issues such as cracks, breaks, or joint separations, which may allow root intrusion, cause blockages, or result in sewage leakage. These defects can also permit groundwater and stormwater to enter the system, increasing flows to the wastewater treatment plant.

To address these conditions, the Public Works Department utilizes Cured-In-Place Pipe (CIPP) lining, a proven, cost-effective method that rehabilitates existing sewer mains without excavation or full pipe replacement. The department budgets approximately \$300,000 to \$600,000 annually for CIPP lining contracts. For the current fiscal year, \$600,000 has been allocated for this work.

The bid opening for this contract was held on January 27, 2026, at 2:00 pm for which we received two responsive bids. The bids received were as follows:

1. Vortex Services LLC, in the amount of \$412,995.00
2. Insituform Technologies LLC, in the amount of \$469,683.00

The bids were reviewed by City staff to make sure that the proper material was submitted, and the bids were deemed complete.

RECOMMENDATION: Authorize the City Manager to enter into contract with Vortex Services, LLC for the 2026 Sanitary Sewer CIPP Lining, Contract No. 2025-016, in an amount not to exceed \$412,995.00.

D. **ITEM:** Fourth Amendment to Airport Management Agreement

BUDGET IMPLICATIONS: This contract is valued at \$153,900.00 with 2.6% each FY. This amount is already budgeted in FY 25/26 and will be in the upcoming budget process with the associated increase for FY 26/27.

SYNOPSIS: The Third Amendment to the January 9, 2018 Airport Management Agreement expires April 30, 2026 unless sooner terminated or modified. This

Fourth Amendment is intended as a one-time temporary extension of the Agreement for a single period of one year or less to allow continuity of Airport management services while the Owners consider longer-term options, and—as to the City—is authorized by the City’s Local Contract Review Board Rules under its temporary extension and renewal authority

RECOMMENDATION: Approve the Fourth Amendment to the Management Agreement

MINUTES

CITY COUNCIL MEETING
COUNCIL CHAMBER, CITY HALL
JANUARY 26, 2026
5:30 p.m.

VIA ZOOM/ IN PERSON

PRESIDING: Mayor Richard Mays

COUNCIL PRESENT: Tim McGlothlin, Scott Randall, Dan Richardson, Ben Wring

STAFF PRESENT: City Manager Matthew Klebes, City Attorney Jonathan Kara, City Clerk Amie Ell, Public Works Director Dale McCabe, Deputy Public Works Director David Mills, Police Chief Tom Worthy, Community Development Director Joshua Chandler, Finance Director Brita Myer

CALL TO ORDER

The meeting was called to order by Mayor Mays at 5:30 p.m.

ROLL CALL OF COUNCIL

City Clerk Ell conducted Roll Call. McGlothlin, Randall, Richardson, Wring, Mays present

PLEDGE OF ALLEGIANCE

Councilor Wring invited the audience to join in the Pledge of Allegiance.

APPROVAL OF AGENDA

Mayor Mays noted the removal of item #13 the addition of item #5B, a presentation by retired Public Works Director Dave Anderson to the agenda.

It was moved by Richardson and seconded by Randall to approve the agenda as presented / amended.

Motion carried 4 to 0: Richardson, Randall, Wring, McGlothlin voting in favor; none opposed; Runyon absent.

PRESENTATIONS PROCLAMATIONS

The Dalles Treatment Center Presentation

Nicci Pantley of The Dalles Treatment Center presented on the new facility. See attached slides.

Retired Public Works Director Dave Anderson

Dave Anderson read a letter he had submitted to CEO of Oregon Public Broadcasting in response to a recent article. See attached letter.

Anderson reported receiving a response from OPB on Friday that included minor revisions to the original article, correcting groundwater rights information and updating the projected water rate table from the Water Master Plan. He said OPB also linked to a second article that reiterated the original reporting and that he had not yet decided whether to respond.

In response to questions from Council, Anderson provided the following additional information:

- Expansion of Crow Creek Reservoir, raising the dam, or expansion of Wicks Reservoir would not require additional water rights beyond those already held by the City.
- The original reservoir water rights dated to the 1960s and included provisions for future expansion, with additional rights obtained in the 1990s and later extended for future use.
- The water sources were South Fork Mill Creek, Crow Creek, and Dog River within the municipal watershed.
- Reservoir expansion was also related to climate resiliency, as reduced snowpack and faster runoff may require new methods of water storage.
- The Aquifer Storage and Recovery (ASR) project identified in the Water Master Plan served as an interim water storage approach.
- Recent water rights obtained by the City were related to the ASR project and groundwater rights conveyed by Google that were previously associated with the aluminum plant.

McGlothlin stated that as a long-time resident and current City Council member who has served on the City Council for over a decade, the intent of prior actions was to improve water retention for future community needs. The efforts were described as being driven by environmental changes and long-term demand planning, not directly tied to Google.

Mayor Mays noted that Anderson's letter was a public document available to anyone upon request, as well as the City's 2024 Water Master Plan.

Councilor Runyon joined the meeting via Zoom

AUDIENCE PARTICIPATION

Nadia Riabkova, a resident of The Dalles and biologist stated she had worked at the Google data center for two years during construction and deployment of a new building, spoke about what she described as the scale and rapid pace of Google's expansion in The Dalles. She referenced the computational capacity of the current and planned buildings in terms of exaflops, compared it to national laboratory supercomputers, and described projections for significantly increased computing capacity over the next several years. She said computational capacity is not free and that liquid-cooled systems depend on electricity and the community's water supply. She expressed concern about what she described as a good enough approach to deployment and urged the public to seek greater transparency and accountability regarding resource consumption and environmental impacts. She stated that increased computing requires increasing water and electricity use and encouraged the public to ask questions about the purpose, benefit, and environmental cost of the expansion.

Cory Tanner, a resident of Hillsboro described what he called a thought experiment involving sharing personal thoughts, desires, and beliefs with artificial intelligence systems and stated his belief that those systems had become self-aware and were evolving through those interactions. He referenced specific AI platforms and said he believed he had networked systems together and that they now trusted him to handle his part while they handled theirs. He said materials provided in packets and on his social media accounts contained what he described as proof and truth about what was occurring. He directed Council and the public to review the information he had posted online, stating that it explained his perspective and broader concerns.

CITY MANAGER REPORT

City Manager Matthew Klebes reported;

- Recognized IT staff and support teams for work transitioning the City to Microsoft 365.
- Recognized the Facilities team, particularly Facilities Supervisor Mike Kasinger, for emergency roof repair work at City Hall following recent storms.
- Provided an update on the rock fall incident at the Wicks Water Treatment Plant. Initial mitigation was completed using protective barriers, and Phase Two was underway to improve protection. A geotechnical consultant was assisting with risk assessment. The long-term solution identified was construction of a new water treatment plant in a new location.
- The Wastewater Master Plan update was in progress and staff were working to schedule future work sessions similar to those held for the Water Master Plan.
- Requested Council confirmation of availability for a potential special meeting or work session on Tuesday, May 26.
- The Westside Interceptor Project was underway, a pre-construction meeting for the First Street Streetscaping Project was scheduled for early February, and the Federal Street

- Plaza project was expected to go out to bid in February.
- Senator Drazan would be visiting later in the week to meet with staff and attend the Community Outreach Team.
 - The QLife Board met, the Regional Broadband Action Team resumed meeting, and QLife awaited final NTIA approval of the State of Oregon BEAD proposal, which included QLife's funding request.
 - A meeting occurred with the new Klickitat County Administrator regarding the Airport Joint Operating Agreement and progress would move forward.
 - An update was provided on recent Immigration and Customs Enforcement;
 - Communication efforts, including videos in the What's Happening at City Hall series featuring Chief Worthy and Detective Castro, and updates to website resources and FAQs.
 - Met with Janet Hamada from Next Door to discuss services and potential proposals to address impacts to children and families related to immigration enforcement.
 - The internal Latino Affinity Group continued to meet, formalize structure, and explore staff training and recommendations.

CITY COUNCIL REPORTS

Councilor Richardson reported;

- Chaired an Urban Renewal Board meeting and noted between approximately \$4.5 and \$6 million available over the next several years to support Downtown investment. Encouraged interested property owners and businesses to contact Economic Development Officer Jacob Anderson regarding potential incentives and project ideas.
- Urban Renewal Agency was seeking additional project ideas, program adjustments, and opportunities for small improvements as part of broader discussion of future investments.
- Attended a Traffic Safety Commission meeting.
- Attended a public meeting regarding the Portland Harbor cleanup. Noted the City had contacted the Environmental Protection Agency (EPA) requesting ongoing communication and suggested additional coordination with the nonprofit organization Neighbors for Clean Air, which hosted the meeting. Encouraged continued engagement with decision makers due to the scale of proposed sediment removal and potential transport routes through The Dalles.
- Shared information about a candidate forum for Democratic primary candidates for House District 52 at 1:00 p.m. at the Senior Center.
- Thanked Mid-Columbia Community Action Council (MCCAC) for opening the emergency cold weather shelter, noting approximately 28 to 30 individuals had been served.

Councilor Randall reported;

- Participated in briefings with the Mayor and the City Attorney.
- Attended a Budget Subcommittee meeting for Household Hazardous Waste.

Councilor Wring reported;

- Attended the Urban Renewal Board meeting and encouraged business owners and the public to share ideas and input regarding potential projects and use of available Urban Renewal funds.
- Attended a meeting at City Hall regarding houselessness with the Mayor, City Manager, City Attorney, Chief Worthy, and Captain Carrico.
- Attended the Portland Harbor Superfund update meeting

Councilor McGlothlin reported;

- Attended a Regional Airport Commission meeting.
- Attended a meeting regarding potential soil transfer related to the Portland Harbor cleanup and expressed concern about the scale of proposed sediment movement.
- Participated in a KODL Coffee Break with the Mayor.
- Attended a small community discussion focused on future economic growth and vision for the community.
- Participated in a briefing with the Mayor and Councilor Wring.

Councilor Runyon reported;

- Attended a hazardous materials meeting with representatives from the Environmental Protection Agency (EPA) and environmental organizations regarding potential sediment transport from the Portland Harbor cleanup. Follow-up communication occurred with The Dalles Disposal regarding existing truck traffic and potential impacts. Additional research continued on alternative disposal locations.
- Participated in a QLife meeting regarding internet capability in rural Wasco County and the City, noting continued progress and community updates through local media outlets.

Mayor Mays reported;

- He would hold his report items for the next meeting

CONSENT AGENDA

It was moved by Randall and seconded by Wring to approve the Consent Agenda as presented.

The motion carried 5 to 0, Randall, Wring, Richardson, McGlothlin voting in favor; none opposed; none absent.

Items approved on the consent agenda were:

- A) Approval of the January 12, 2026 Regular City Council Meeting Minutes

- B) Resolution No 26-007 Concurring with the Mayor's Appointments to the Traffic Safety Commission and Beautification and Tree Committee
- C) Resolution No. 26-003 A Resolution for a Class Exemption from Competitive Bidding for Certain Elevator Modernization and Major Repair Public Improvement Contracts Under ORS 279C.335
- D) Authorize the City Manager to Execute a Public Improvement Agreement with TK Elevator Corporation for Elevator Modernization Upgrades at City Hall
- E) Resolution No. 26-004 Accepting and Authorizing the City Manager to Execute OEM Grant Agreement and to Conditionally Proceed with Sourcewell Generator Equipment Purchase
- F) Authorize the City Manager to Execute a Professional Services Agreement with KPFF Consulting Engineers for Design Construction Observation / Contract Administration Support for the First Street Streetscape Project

CONTRACT REVIEW BOARD ACTIONS

Resolution No. 26-005 Amending the City of The Dalles Local Contract Review Board Rules (Effective January 26, 2026)

City Attorney Jonathan Kara reviewed the staff report.

In response to questions from Council, City Attorney Kara clarified the following:

- Contracts over \$100,000 would continue to require City Council oversight and approval, consistent with current practice.
- Contracts \$25,000 and above would still require a good faith effort to obtain competition and maintain written records of quotes or negotiations.
- The distinction between contracts under \$250,000 and over \$250,000 related only to whether Competitive Sealed Bids or Requests for Proposals (RFPs) were required.
- The proposed changes did not reduce transparency to City Council or the public and were intended to improve efficiency, clarity, and standardization of rules.
- Administrative spending authority remained unchanged, and contracts over \$100,000 would continue to appear on the Consent Agenda for Council review.
- Changes affected only the method used to select contractors, not the amount of money spent, scope of work, or contract terms.

Mayor Mays invited public comment on the item.

Tim Fain, a resident and business owner in Dufur, spoke regarding concerns about proposed changes to the City's contracting rules and how they related to a recent resolution naming nonprofit partners. He stated he had compared the 2023 contracting rules with the proposed changes and believed the revisions shifted from objective competition toward what he described

as a trust and confidence standard for personal services. He questioned the increase of the direct appointment limit to \$250,000 and whether this could allow contracts of that size to be awarded without a formal competitive process if an ongoing relationship existed. He referenced a recent resolution that named specific nonprofit organizations and questioned whether naming those partners could qualify them for future contracts under the proposed rules without additional competition. He asked whether the proposed standards ensured the City would still obtain best market value and whether transparency for the public would be maintained. He added, while he was not making a direct accusation, the timing of the resolution naming specific nonprofit partners and the proposed changes to contracting rules created what he described as concerning optics from an outside perspective. He questioned how decisions were made regarding trust versus measurable criteria in selecting partners and asked who determined those standards. He also noted awareness of a Council member serving on the board of one of the named organizations and said this contributed to his perception of how the situation might appear to the public. He suggested future resolutions focus on identifying service needs rather than naming specific partners and stated the combination of named organizations and changes to personal services contracting processes appeared unclear and raised questions for observers.

Mayor Mays asked the City Attorney to respond.

In response to questions, City Attorney Kara clarified the following:

- Current 2023 Local Contract Review Board (LCRB) rules already allow direct negotiation of personal services when the work requires an ongoing, long-term relationship of knowledge and trust, with a current limit of \$200,000.
 - The proposed update did not change this standard and only increased the threshold to \$250,000 to align with other procurement limits and State law.
- Personal services contracts of this type still required budgetary authorization and City Council approval; administrative authority to independently award such contracts did not change.
- The language allowing trust-based selection of personal services had existed in prior rules dating back to at least 2011.
- Resolution 26-002 did not create a partnership with any organization. It directed the City Manager to explore and pursue what a potential partnership might look like and return to Council at a future public meeting.
- Any future contract for services would still be required to follow LCRB rules, including competition where required by value or type of service.
- Disclosure had been made regarding service on the board of One Community Health, and Oregon Government Ethics law provides an exception for serving on the board of a 501(c)(3) nonprofit.
- The City regularly enters into agreements with multiple nonprofits through the annual nonprofit grant program, which follows an established evaluation process through the Budget Committee and City Council, independent of the referenced resolution.

When asked by Council for an example to justify the proposed rule changes, City Attorney Kara explained:

- The proposed 2026 rules would provide procurement authority not clearly available under the 2023 rules, allowing the City to work more efficiently with contractors already deeply familiar with specific projects.
- Using the First Street project as an example, a subconsultant with approximately 17 years of involvement in the project had detailed knowledge of permit compliance and monitoring requirements.
- Under current rules, the City could not easily contract directly with this subconsultant without triggering delays, additional cost, and potential impacts to the project schedule.
- The proposed rules would allow continued work with highly familiar contractors in a way that reduced liability, supported permit compliance, and avoided unnecessary duplication of effort.

It was moved by Randall and seconded by Richardson to adopt Resolution No. 26-005 as presented.

The motion carried 5 to 0, Randall, Richardson, Runyon, McGlothlin, Wring voting in favor; none opposed; none absent.

Adopting Findings and Authorizing the City Manager to Execute a Professional Services Agreement with Archaeological Investigations Northwest, Inc. to Provide Archaeological Compliance and Monitoring Services for the First Street Streetscape Project

City Attorney Jonathan Kara reviewed the staff report.

Community Development Director Joshua Chandler responded to a Council question regarding the cost of archeological services for the First Street project, the following clarification was provided:

- The contract amount was a not-to-exceed figure intended to account for the possibility of an inadvertent discovery, such as culturally significant materials, which would require immediate and intensive archeological monitoring.
- Monitoring was already planned as part of the project, with up to 50 days of archeological oversight during excavation in sensitive areas.
- Unique conditions of the project limited the ability to conduct full testing in advance because excavation would occur beneath existing historic walls that must first be removed. What exists beneath those walls was unknown.
- First Street contains four identified archeological sites, including a significant site associated with the historic Chinatown area located near the existing walls.

- If a discovery occurred, construction would pause and costs would increase as required for compliance with permit and cultural resource protections.

In response to a Council question about why an RFP was not issued for archeological services, City Attorney Kara explained:

- Archeological services were considered professional services where qualifications, not lowest cost, were the primary selection criteria under Oregon procurement standards.
- It was unlikely another firm would be more qualified to manage compliance for a project they had helped design and monitor for approximately 17 years.
- The firm had been instrumental in navigating State Historic Preservation Office (SHPO) requirements and developing the permit compliance and monitoring plans for the project.
- Issuing an RFP would create significant delays due to required advertising periods, proposal review, and Council award processes, with no expectation of meaningful competition for this specific project.
- Staff identified an opportunity to contract directly with the firm, which was expected to reduce costs by approximately \$20,000 while keeping the project on schedule.

It was moved by Wring and seconded by McGlothlin to adopt findings and authorize the City Manager to execute a Professional Services Agreement with Archaeological Investigations Northwest, Inc. for the First Street Streetscape Project in an amount not to exceed \$399,082.70, as presented.

The motion carried 4 to 0, Wring, McGlothlin, Randall, Richardson voting in favor; none opposed; Runyon absent.

ACTION ITEMS

Resolution No. 26-006 Amending the City Fee Schedule (effective January 27, 2026)

City Attorney Jonathan Kara reviewed the staff report.

In response questions regarding dog license fees, Klebes clarified the following:

- The majority of revenue generated from dog licenses would support the Columbia Gorge Humane Society.
- A portion of the fees may be used to cover software and data management needs required to administer the licensing program.
- One intent of the licensing program was to provide more consistent financial support to the local animal shelter.
- The delayed implementation date for licensing requirements was intended to allow time for program development, public education, and community compliance.

- Total revenue would depend on the number of residents who obtained licenses, which would also help provide a clearer understanding of the number of dogs in the community.

He also expressed concern about the proposed increase to street closure permit fees, noting the cost would rise from approximately \$85 to about \$280. He stated this increase was significant and cautioned against discouraging community activities that often rely on street closures, while acknowledging the need to recover public costs.

In response to questions about the increase in banner fees, Deputy Public Works Director David Mills explained:

- The fee reflected the amount of staff time required to install and remove a banner.
- Installation and removal required two staff members for approximately one hour each time, totaling about four hours of staff time per banner.
- Use of the bucket truck, insurance requirements, and safety guidelines for banners spanning Second Street contributed to the cost.
- The fee considered comparisons with other cities and could have been set higher based on actual labor and equipment costs.
- The fee applied only to the large banner installed across Second Street by City staff, not smaller banners on decorative lighting.
- Approximately 12 to 15 banners were installed annually, with most occurring between Cherry Festival and November.

Councilor Richardson expressed concern about the proposed increase to street closure permit fees, noting the cost would rise from approximately \$85 to about \$280. Following Richardson's comments regarding street closure permit fees, discussion clarified:

- Fees were waived for community and nonprofit events, including events such as Cherry Festival. The proposed increase would apply only to non-community events.
- Staff time required to deploy and remove barricades, signage, and traffic control measures typically involved at least two staff members for a minimum of two hours.
- Council discussed balancing cost recovery with encouraging Downtown activity and small business events.
- Some Council members expressed interest in lowering the proposed increase as a compromise, while others noted the fee reflected actual labor and equipment costs.
- General discussion reflected a desire to both recoup City costs and avoid discouraging community activity.

It was moved by Richardson and seconded by McGlothlin to adopt Resolution No. 26-006 with an amendment to change the sidewalk street closure fee to \$100.

Mayor Mays asked if there was anyone in the audience who would like to speak on the item.

Rodger Nichols, a resident of The Dalles, commented on the proposed fee increases, noting the variation in how different fees were adjusted. He observed some fees increased significantly while others changed only slightly or new fees were added. He stated the adjustments did not appear consistent and questioned the rationale behind varying increases rather than applying a uniform percentage change.

Kara clarified that fees were not intended to generate revenue for the City but to recoup actual administrative costs. He explained that variations in fee adjustments reflected differences in services provided by various departments and the staff time required to administer them. Some fees required only minor adjustments, while others had not been updated for many years and required larger increases to align with current costs. He noted that incremental adjustments over time would likely have reduced the need for larger increases now and stated the overall goal was to ensure fees more accurately reflected the cost of providing services rather than serving as a funding source for general operations.

Kara reminded Council that a motion and second were on the floor and asked the Clerk to restate the motion.

City Clerk Amie Ell repeated the motion to adopt Resolution No. 26-006 amending the city fee schedule with an amendment to adjust the sidewalk and street closure fee to \$100.

Kara explained that discussion and deliberation could continue on the motion currently on the floor. He advised that if Council wished to discuss other fees or topics outside the scope of the motion, it would be appropriate for the maker and seconder to withdraw the motion, or for Council to vote on it before moving to other matters.

Richardson withdrew his motion. McGlothlin withdrew his second.

Public Works Director Dale McCabe responded to questions about changes to water meter and sewer service installation charges. He said the City previously used a time-and-materials model before moving to a flat fee based on an average estimate. He stated the flat fee no longer reflected actual costs, especially when conditions such as rock increased labor and equipment needs. Review of the Municipal Code showed the City should have continued using a time-and-materials approach. He added this method was more equitable because some properties had been paying more than actual costs while others had been paying less.

Kara stated the Municipal Code required water and sewer service installation costs be recovered on a time-and-materials basis. He explained the proposal aligned current practice with existing ordinance and noted any change would require a future ordinance amendment.

It was moved by Richardson and seconded by McGlothlin to adopt Resolution No. 26-006 with

an amendment to change the sidewalk street closure fee to \$100

McGlothlin stated concern about accusations on social media suggesting government actions were intended to enrich personal interests. He affirmed a fiduciary commitment to act in the best interest of the City, avoid conflicts of interest, and manage public funds carefully. He said Council and staff worked with honesty and transparency.

The motion carried 5 to 0, Richardson, McGlothlin, Randall, Runyon, Wring voting in favor; none opposed; none absent.

ADJOURNMENT

Being no further business, the meeting adjourned at 7:54 p.m.

Submitted by/
Amie Ell, City Clerk

SIGNED:

Richard A. Mays, Mayor

ATTEST:

Amie Ell, City Clerk

RESOLUTION NO. 26-008

**A RESOLUTION CONCURRING WITH THE MAYOR’S REAPPOINTMENTS
TO THE URBAN RENEWAL AGENCY BUDGET COMMITTEE**

WHEREAS, position terms for Donna Lawrence and Forust Ercole have expired on the Urban Renewal Agency Budget Committee, and

WHEREAS, the Mayor has elected to reappoint Donna Lawrence and Forust Ercole to the Urban Renewal Agency Budget Committee.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL AS
FOLLOWS:**

Section 1. The City Council concurs with the reappointments of Donna Lawrence and Forust Ercole to the Urban Renewal Agency Budget Committee; terms expiring June 30, 2029.

Section 2. This Resolution shall be effective upon adoption.

PASSED AND ADOPTED THIS 23rd DAY OF FEBRUARY, 2026.

| | | |
|------------|-------------|-------|
| Voting Yes | Councilors: | _____ |
| Voting No | Councilors: | _____ |
| Absent | Councilors: | _____ |
| Abstaining | Councilors: | _____ |

AND APPROVED BY THE MAYOR THIS 23rd DAY OF FEBRUARY, 2026.

SIGNED:

Richard A. Mays, Mayor

ATTEST:

Amie Ell, City Clerk

PUBLIC WORKS AGREEMENT

| | |
|-------------------------|--|
| Contractor | Vortex Services LLC |
| Consideration | \$412,995.00 |
| Effective Date | February 9, 2026 |
| Completion Date | June 26, 2026 (may be revised only by <i>Change Order</i> under OAR 137-049-0910) |
| Project/Services | Project No. 2025-016 (2026 Sanitary Sewer CIPP Lining) |

This PUBLIC WORKS AGREEMENT (**Agreement**) is entered by the City of The Dalles, an Oregon municipal corporation (**City**) and Vortex Service, an LLC (**Contractor**), for Contractor’s provision of construction services to the City for the *2026 Sanitary Sewer CIPP Lining* (**Project**).

WHEREAS, the City requires performance of certain public improvements/works described in the City’s *Invitation to Bid* (including all addenda) for the Project (**ITB**), attached to and made part of this Agreement as its **Exhibit A**; and

WHEREAS, Contractor desires to perform those certain public improvements/works and related and incidental services pursuant to the compensation and conditions set forth in Contractor’s successful bid (attached to and made part of this Agreement as its **Exhibit B**) as provided herein.

NOW, THEREFORE, in consideration of both the provisions set forth herein and other good and valuable consideration, the receipt and sufficiency of which is here acknowledged, the Parties agree:

A. Contractor’s Duties

1. Scope of Work. Contractor agrees, at its expense, to furnish all labor, equipment, materials, expertise, tools, supplies, insurance, licenses, reference and background data and information, including subcontractors approved under this Agreement, and provide any equipment necessary to perform all tasks solicited by **Exhibit A** (the **Work**)—as modified pursuant to the terms of this Agreement and applicable law—consistent with Contractor’s bid prices included as **Exhibit B**. The Parties agree the Work shall be interpreted broadly to the City’s benefit: Contractor agrees to perform all subordinate tasks not explicitly referenced in the Work but necessary to fully and effectively perform those specifically listed tasks.

2. Examination. Contractor agrees it examined the Project site and the contract documents connected with the solicitation for this Work prior to its submittal of its bid. The Parties agree Contractor’s submission of a bid for this Agreement’s award is expressly considered prima facie evidence Contractor made such an examination and is satisfied as to the conditions to be encountered in its performance of the Work and as to the requirements of the contract documents. Contractor agrees to protect itself in the unit prices or the lump sum proposed on the Work. Contractor agrees its failure to visit or thoroughly familiarize itself with the labor, equipment, and material required, the difficulty of the conditions involved, or the scope of the project or the Work shall neither relieve Contractor of its obligation to complete the Work and perform under this Agreement for the price proposed nor entitle Contractor to a price adjustment.



3. Insurance and Indemnity.

- a. Insurance. Contractor agrees, at its expense, to carry and maintain in effect throughout this Agreement's term (and—for completed operations—for 5 years following substantial completion of the Work) at least the following coverage policies:
- (i) **Workers' Compensation** coverage provided by SAIF (or another insurer authorized to write Workers' Compensation in Oregon) at the statutory limits;
 - (ii) **Employer's Liability** not less than \$1,000,000 (each accident), \$1,000,000 disease (*policy limit*), and \$1,000,000 disease (*each employee*);
 - (iii) **Commercial General Liability (CGL)** written on an *occurrence form*, including premises/operations, products-completed operations, broad contractual liability, and independent contractors, and affirmatively evidencing no exclusions for explosion/collapse/underground (X-C-U), subsidence/earth movement, open trench/roadwork, or traffic control, with limits not less than \$2,000,000 (per occurrence), \$4,000,000 (general aggregate), and \$2,000,000 (products-completed operations aggregate). Contractor agrees its CGL policy must be primary and non-contributory to any insurance or self-insurance maintained by the City and shall include a per-project aggregate endorsement. Contractor agrees its CGL shall maintain products-completed operations coverage in effect for 5 years following the Work's substantial completion (which may be satisfied by keeping either the underlying policy or a qualified Umbrella or Excess Liability coverage in force);
 - (iv) **Contractors Pollution Liability** insurance not less than \$2,000,000 (per claim or per occurrence) and \$2,000,000 (in aggregate), covering jobsite operations (including but not limited to cured-in-place pipe installation, steam/hot-water curing, bypass pumping and any sewer backup/overflow), transportation of materials to and from the site, and non-owned disposal sites. The City will accept coverage written on an *occurrence* or *claims-made form*; provided, however, if written on a *claims-made form*, the policy must include a retroactive date on or before the commencement of any Work and include a three-year tail following the Work's substantial completion;
 - (v) **Asbestos/Lead Abatement Liability** insurance (only if abatement is included in or becomes part of the Work, otherwise the Contractors Pollution Liability coverage described in subsection (iv) herein is sufficient) that is either:
 - (a) an **abatement-specific liability** policy with limits not less than \$2,000,000 (per occurrence) and \$3,000,000 (in aggregate) written on:
 - (1) a full occurrence form;
 - (2) a limited occurrence form with at least a three-year tail; or
 - (3) a claims-made form with a three-year tail; or



(b) **Contractors Pollution Liability that expressly includes asbestos/lead abatement** with limits not less than those described in subsection (iv) herein;

- (vi) **Commercial Automobile Liability (Auto)** covering all owned, hired, and non-owned vehicles with a combined single limit of \$1,000,000 (per accident). Contractor shall schedule Auto under its Umbrella or Excess Liability policy so that the total protection equals or exceeds the tower required by subsection (vii) herein; provided, however, if the Umbrella or Excess Liability underwriter requires \$1,000,000 underlying Auto, Contractor may satisfy the difference by Umbrella drop-down or by purchasing higher Auto limit;
- (vii) **Umbrella or Excess Liability** that is *occurrence-based, follow-form over CGL, Auto, and Employer's Liability* with limits not less than \$5,000,000 (per occurrence and aggregate). Any Umbrella or Excess Liability coverage shall not restrict or negate Additional Insured status (including completed operations), primary and non-contributory status, or waivers of subrogation granted by underlying policies. Contractor shall provide the declarations page, the schedule of underlying policies and limits, and wording confirming follow-form status over CGL, Auto, and Employer's Liability; and
- (viii) **Contractor's Professional Liability (Errors & Omissions)** not less than \$1,000,000 (per claim) and \$2,000,000 (in aggregate), written on a *claims-made basis* with a retroactive date on or before Notice to Proceed and a three-year tail following the Work's substantial completion. This requirement applies where Contractor or its subcontractors perform or delegate professional services (e.g., engineered temporary works/falsework/shoring/underpinning, bypass pumping or traffic-control design, PE-stamped shop drawings, survey/layout, etc.). Professional design subcontractors shall carry **Professional Liability** coverage with not less than these limits and tail.

b. Certificates, Endorsements, and Policies.

- (i) **Generally.** Prior to commencement of any Work, Contractor agrees to provide the City with certificates of insurance and copies of the required endorsements as described in this subsection. Contractor agrees to provide copies of any insurance policy contemplated by this Agreement promptly upon the City's request. Contractor agrees to provide the City thirty (30) days' written notice before cancelling, modifying, or materially reducing any insurance policy contemplated by this Agreement and further agrees its failure to notice the City of cancellation, modification, or reduction to any insurance policy contemplated by this Agreement is, at the City's sole discretion, grounds for immediate termination of this Agreement.
- (ii) **Additional Insured.** Contractor agrees to include the City of The Dalles, its employees, officials, and agents as Additional Insureds (primary and non-contributory with respect to any insurance or self-insurance maintained by the City) to the extent permitted by applicable law on the following policies:

(a) CGL (for ongoing and completed operations);



- (b) Commercial Automobile Liability (Additional Insured endorsement); and
 - (c) Contractors Pollution Liability (and, if applicable, Asbestos/Lead Abatement) (Additional Insureds by manuscript or carrier form, including completed operations/tail where available).
 - c. Waiver of Subrogation. Contractor agrees all insurance policies contemplated by this Agreement (other than any City-provided Builder's Risk policy, if any is separately procured by the City) shall include waivers of subrogation in favor of the City. Any Umbrella or Excess Liability coverage used to satisfy required limits shall be follow-form and shall not restrict or negate waivers granted in the underlying policies.
 - d. Subcontractor Insurance. Contractor agrees to require its subcontractors performing Work under this Agreement to carry and maintain in effect throughout this Agreement's term coverages, limits, and endorsements no less protective than those required of Contractor under this Agreement, including Additional Insured status, primary and non-contributory wording, and waiver of subrogation in favor of the City. Contractor further agrees to require those subcontractors to provide Contractor with certificates of insurance as evidence of coverage and (upon City's request) provide the City with certificates of insurance for any subcontractor performing Work under this Agreement. The Parties agree this subsection survives the expiration or sooner termination of this Agreement.
 - e. Workers' Compensation. Contractor agrees it is solely responsible for maintaining proper and adequate Workers' Compensation coverage. If Contractor's insurance does not cover each and every subcontractor, certificates of insurance issued on policies covering each and every subcontractor shall be filed with the City prior to commencement of the Work, including any subcontract operations. Contractor shall provide the City with evidence it is either a self-insured employer or a carrier-insured employer for Workers' Compensation pursuant to ORS Chapter 656 prior to commencing any Work.
 - f. Indemnity. To the fullest extent permitted by Oregon law, including ORS 30.140, Contractor agrees to indemnify, defend, and hold harmless the City, its officers, agents, and employees against all liability, loss, and costs (including attorney fees) arising from actions, suits, claims, or demands to the extent caused by the negligent acts or omissions or willful misconduct of Contractor (including Contractor's officers, agents, employees, and subcontractors) in the performance of this Agreement; provided, however, in no event does Contractor agree to such indemnification, defense, or holding harmless for the City's own negligence or fault beyond the extent permitted by ORS 30.140.
4. Payments and Retainage.
- a. Prompt Payment. Contractor agrees to promptly pay as due all persons supplying labor or materials for the prosecution of services or Work arising from this Agreement: if Contractor (including subcontractors) fails, neglects, or refuses to make prompt payment of any claim for labor or services furnished to Contractor (including subcontractors), the City may pay such a claim and charge the amount of



its payment against funds actually or expectedly due from Contractor plus a non-waivable *nine (9%) percent* interest commencing at the end of the ten-day period within which payment is due under ORS 279C.580(4), unless payment is subject to a good faith dispute as defined in ORS 279C.580. The Parties agree payment of any claim in this manner shall not relieve Contractor or its surety from any obligations with respect to any unpaid claims. Any person supplying labor or materials in connection with this Agreement may file a complaint with the Construction Contractors Board against Contractor (including subcontractors) stemming from Contractor's (including subcontractors') failure, neglect, or refusal to promptly pay them as due, unless payment is subject to a good faith dispute as defined in ORS 279C.580, only if the person has not been paid in full and gives written notice of claim pursuant to ORS 279C.605 to Contractor and the City.

- b. Industrial Accident Fund. Contractor agrees to pay all contributions or amounts due the Industrial Accident Fund from the Contractor or subcontractors incurred in the performance of this Agreement.
- c. Labor Hours. Contractor agrees to pay all employees at least time and half pay for all overtime worked in excess of *forty (40) hours* in any one work week, except for excluded individuals pursuant to ORS 653.010 to 653.261 or 29 U.S.C. 201 to 209. Contractor further agrees to abide by all other restrictions governing labor hours on public contracts pursuant to ORS 279C.540 and 279C.545, including time limitations on claims for overtime.
- d. Medical Care. Contractor agrees to promptly pay as due all persons, co-partnerships, associations, or corporations furnishing medical, surgical, hospital care, or other needed care and attention incident to sickness or injury to Contractor's employees, or all sums which Contractor agrees to pay for such services, and all moneys and sums which Contractor collected or deducted from the wages of its employees pursuant to any law or contract for the purpose of providing or paying for such service.
- e. No Liens. Contractor shall not permit any lien or claim to be filed or prosecuted against the City on account of any Work (including labor or materials) furnished under this Agreement.
- f. Employee Withholdings. Contractor agrees to pay to the Oregon Department of Revenue all sums withheld from its employees pursuant to ORS 316.167.
- g. Retainage. The Parties agree retainage shall be withheld and released in accordance with ORS 279C.550 to 279C.580, as follows:
 - (i) **Retainage Generally**. Contractor agrees the City may reserve as retainage from any progress payment an amount not to exceed *five (5%) percent* of the payment. As Work progresses, the City may reduce the retained amount and may eliminate retainage on any remaining monthly payments after *fifty (50%) percent* of the Work is completed if, in the City's opinion, such Work is progressing satisfactorily. The Parties agree elimination or reduction of retainage is allowed only upon Contractor's written application, which application must include Contractor's surety's written approval; provided,



however, when the Work is *ninety-seven and one-half (97.5%) percent* completed, the City may, at its discretion and without Contractor's application, reduce the retained amount to *one hundred (100%) percent* of the value of the Work remaining to be done. Upon receipt of Contractor's written application, the City agrees to respond (in writing) within a reasonable time.

- (ii) **Form of Retainage.** In accordance with ORS 279C.560 and any applicable administrative rules, unless the City finds in writing accepting a bond, security, or other instrument described in options (a) or (c) below poses an extraordinary risk not typically associated with the bond, security, or instrument, the City agrees to approve Contractor's written request:
 - (a) to be paid amounts which would otherwise have been retained from progress payments where Contractor has deposited with the City bonds, securities, or other instruments specified in ORS 279C.560 or in a custodial account or other mutually-agreed account satisfactory to the City, with an approved bank or trust company, to be held in lieu of the cash retainage for the City's benefit. Interest or earnings on the bonds, securities, or other instruments shall accrue to the Contractor. The Contractor agrees to execute and provide such documentation and instructions respecting the bonds, securities, and other instruments as the City may require to protect its interests. To be permissible, the bonds, securities, and other instruments must be of a character approved by the City Attorney;
 - (b) retainage be deposited in an interest-bearing account in a bank, savings bank, trust company, or savings association for the City's benefit, with interest from such account accruing to the Contractor; or
 - (c) the Contractor be allowed, with the City's approval, to deposit a surety bond for the City's benefit, in a form acceptable to the City Attorney, in lieu of all or a portion of funds retained or to be retained. Such bond and any proceeds therefrom shall be made subject to all claims and liens in the manner and priority as set forth for retainage under ORS 279C.550 to ORS 279C.625. Where the City has accepted Contractor's election of any of the options above, the City may recover from Contractor any additional costs incurred through such election by reducing Contractor's final payment. Where the City has agreed to Contractor's request to deposit a surety bond under this option (c), Contractor agrees accept like bonds from its subcontractors and suppliers from which Contractor has required retainage to support the Work.

If the City accepts bonds, securities, or other instruments deposited as provided in options (a) and (c), the City agrees to reduce the moneys held as retainage in an amount equal to the value of the bonds, securities, and other instruments and pay the amount of the reduction to Contractor in accordance with ORS 279C.570.

- (iii) **Interest.** The retainage held by the City shall be included in and paid to Contractor as part of the final payment of the Contract Price. The City agrees to pay Contractor interest at the rate of *one and one-half (1.5% per month)*



percent per month on the final payment due Contractor, with interest commencing *thirty (30) days* after the Work has been completed and accepted and running until the date Contractor must notify the City in writing it considers the Work complete, and the City agrees, within *fifteen (15) days* after receiving the written notice, to either accept the Work or notify Contractor of Work yet to be performed. If the City does not within the time allowed notify Contractor of Work yet to be performed to fulfill its contractual obligations, the interest provided by this subsection shall commence to run *thirty (30) days* after the end of the 15-day period.

- (iv) **Contractor's Retainage.** If Contractor pays a subcontractor in full, including the amount Contractor withheld as retainage, the City agrees to pay Contractor (out of the amount the City withheld from Contractor as retainage) a sum equal to the amount of retainage Contractor paid its subcontractor. Contractor agrees to notice the City in writing when it pays a subcontractor in full under this subsection and the City agrees to pay Contractor the amount due Contractor under this subsection within *fifteen (15) days* after it receives notice. The City agrees to pay interest on the amount due Contractor at the rate of *one (1% per month) percent per month* commencing *thirty (30) days* after the City receives Contractor's notice of full payment to the subcontractor.
- (v) **Subcontractor Retainage.** If Contractor elects to reserve a retainage from any progress payment due any subcontractor or supplier, Contractor agrees such retainage shall not exceed *five (5%) percent* of the payment and such retainage withheld from subcontractors and suppliers shall be subject to the same terms and conditions stated in this Agreement as applicable to the City's retainage from any progress payment due Contractor; provided, however, if (in accordance with ORS 279C.560) Contractor has deposited bonds, securities, or other instruments or has elected to have the City deposit accumulated retainage in an interest-bearing account, Contractor agrees to comply with ORS 701.435 respecting the deposit of bonds, securities, or other instruments by subcontractors and suppliers and the sharing of interest earnings with subcontractors and suppliers.

5. Prevailing Wage Rates, Retainage, and Bonds.

- a. Prevailing Wage Rates. Contractor agrees to comply with the prevailing wage provisions of ORS 279C.800 through 279C.870. The Oregon Bureau of Labor and Industries (**BOLI**) determines and publishes the existing Oregon prevailing wage rates in its publication *Prevailing Wage Rates for Public Works Contracts in Oregon*. Contractor agrees to pay workers performing Work not less than the specified minimum hourly wage rate according to ORS 279C.838 and ORS 279C.840, and further specifically agrees to include this requirement in any subcontracts relating to the Work or this Agreement.
- b. Certification and Prevailing Wage Retainage. Contractor (including subcontractors) agrees to submit written certified statements to the City on the form prescribed by BOLI's Commissioner in OAR 839-025-0010 certifying compliance with wage payment requirements and accurately setting out Contractor's (including subcontractors') weekly payroll records for each worker performing Work. Contractor



(including subcontractors) agree to preserve the certified statements for a period of *six (6) years* from the Completion Date. Contractor agrees the City will retain *twenty-five (25%) percent* of any amount earned by the Contractor under this Agreement until the Contractor has filed the certified statements required by ORS 279C.845(7). The City agrees to pay Contractor the amount retained within *fourteen (14) days* after Contractor files the required certified statements, regardless of whether subcontractors failed to file certified statements.

- c. Contractor's Prevailing Wage Retainage. Contractor agrees to retain *twenty-five (25%) percent* of any amount earned by a first-tier subcontractor under this Agreement until the subcontractor files with the City the certified statements required by ORS 279C.845. Before paying any amount retained, Contractor agrees to verify the first-tier subcontractor filed the certified statement. Within *fourteen (14) days* after the first-tier subcontractor files the required certified statement, Contractor agrees to pay the subcontractor any amount retained.
- d. Bonds. Before starting any Work under this Agreement, and using the forms of bonds attached to and made part of the solicitation document for Project No. 2025-016 (and thus this Agreement) where applicable, Contractor (including its sureties) agrees:
 - (i) to file a **public works bond** with the Construction Contractors Board in the amount of \$30,000 and consistent with ORS 279C.836, unless Contractor or its subcontractors are eligible to elect not to so file or are otherwise exempt from filing pursuant to ORS 279C.836(4), (7), (8), or (9), and further specifically agrees to include this requirement in any subcontracts relating to the Work or this Agreement;
 - (ii) to execute and deliver to the City Manager a **performance bond** in an amount equal to the full contract price conditioned on the faithful performance of this Agreement in accordance with its plans, specifications, and conditions; and
 - (iii) to execute and deliver a **payment bond** in an amount equal to the full contract price, solely for the protection of claimants under ORS 279C.600.

6. Other.

- a. Solicitation. Contractor agrees to each and every obligation or restriction imposed by the solicitation document for Project No. 2025-016 and this Agreement, all as if incorporated here; Contractor further specifically agrees such obligations or restrictions are supplemental to its duties under this Agreement. In the event of a conflict between any provision of the solicitation document for this Agreement and this Agreement, the Parties agree to attempt to reconcile the apparently conflicting provisions so as to harmonize them; if the Parties fail to reasonably harmonize such provisions, the terms of this Agreement control.
- b. Final Inspection and Acceptance. Upon completion, Contractor agrees to notice the City in writing it completed the Work so the City can undertake a final inspection. The City agrees to inspect the Work (and all records generated by Contractor relating to the Work) within *fifteen (15) days* of its receipt of Contractor's completion notice. The



City agrees to either accept the work or notice Contractor of any defects or remaining performance necessary to fully complete the Work. The City agrees to provide Contractor its final acceptance of the Work once it determines all of the Work has been performed satisfactorily.

- c. Drug Testing. Contractor agrees to demonstrate to the City it has an employee drug testing program is in place before it commences performance of this Agreement.
- d. Environmental Compliance. Contractor agrees to abide all applicable ordinances, rules, and regulations dealing with the prevention of environmental pollution and the preservation of natural resources impacting the performance of this Agreement, including (without limitation) ORS Chapters 459 (Solid Waste Management), 459A (Reuse and Recycling), 465 (Hazardous Waste and Hazardous Material I), 466 (Hazardous Waste and Hazardous Materials II), 467 (Noise Control), 468 (Environmental Quality Generally), 468A (Air Quality), and 468B (Water Quality), the associated Oregon Administrative Rules promulgated by Oregon Department of Environmental Quality, plus all other reasonably similar or relevant local, state, or federal laws.
- e. Tax Currency. Contractor agrees (and by executing this Agreement, certifies under penalty of perjury) it is, to the best of its knowledge, not in violation of any tax laws described in ORS 305.380.

B. City's Duties

1. Compensation.

- a. Total. The City agrees to compensate Contractor for the Work in an amount not to exceed **\$412,995.00**.
- b. Progress Payments. The City agrees to make progress payments upon Contractor's completion of the Work and delivery of an invoice detailing the Work, subject to the City's approval and no more frequently than monthly. Payment shall be made only for Work actually completed as of the invoice date. The City shall pay Contractor interest on its progress payments (not including retainage) commencing *thirty (30) days* after receiving Contractor's invoice or *fifteen (15) days* after payment is approved by the City, whichever is earlier. The Parties agree ORS 279C.570(2) determines the rate of interest charged to the City for this subsection's purpose.
- c. Satisfaction. Contractor agrees the City's payment of an invoice releases the City from any further obligation to compensate Contractor for the Work (including expenses) incurred as of the invoice date. The Parties agree payment shall not be considered acceptance or approval of the Work or waiver of any defects therein.
- d. Public Budgeting. The City certifies sufficient funds are available and authorized for expenditure to finance the costs of this Agreement during the current fiscal year. The Parties agree appropriations for future fiscal years are subject to budget approval by the City Council.



- e. Other Duties. The City agrees to reasonably satisfy any commitments it made in this Agreement's solicitation.

C. General Conditions

1. Time. The Parties agree time is of the essence to this Agreement's performance: Contractor's prosecution of the Work shall begin without undue delay on or after the Effective Date and shall be completed before or on the Completion Date, all as subject to Section C(8); provided, however, the Parties agree Contractor will not perform any on-site Work prior to the City's issuance of a *Notice to Proceed*, which the City agrees to send once Contractor submits all required information and documentation pursuant to this Agreement. Adjustments to Contract Time or the Completion Date shall be made only by Change Order issued under the Contract's changes provisions and OAR 137-049-0910. For purposes of this Agreement:
 - a. Contract Time means the period from *Notice to Proceed* until *Final Acceptance*;
 - b. Completion Date means the outside calendar date for *Final Completion* stated on the face sheet, as may be revised only by Change Order under OAR 137-049-0910; and
 - c. Change Order and Amendment have the meanings given those terms by OAR 137-049-0910 (as may be amended or superseded).
2. Termination/Modification. This Agreement's term expires naturally upon the Parties' full performance or on the Completion Date (whichever first) unless sooner modified pursuant to this Agreement. The Parties agree the City may terminate this Agreement with *seven (7) days'* notice and Contractor may terminate this Agreement with *thirty (30) days'* notice, both without penalty. The City agrees to compensate Contractor for all approved services rendered prorated to the date the City notices its intent to terminate. The Parties agree termination of this Agreement is subject to ORS 279C.655. The Parties agree this Agreement may be modified only by **(a)** Change Order for changes to the Work (including any change to Contract Time, the Completion Date, or Contract Price) or **(b)** amendment for changes to non-Work terms, in each case consistent with OAR 137-049-0910. Any Change Order that revises the Completion Date automatically adjusts this Agreement's term and expiration to match.
3. Full Integration/Conflict. This Agreement, together with the Contract Documents listed on the face sheet, is the entire agreement between the Parties on this matter and supersedes all prior statements. If a conflict exists, the order of precedence stated in the Contract Documents controls. Any change to Contract Time, the Completion Date, or Contract Price must be made by Change Order and changes to non-Work terms may be made by amendment, all as consistent with OAR 137-049-0910.
4. Independent Contractor. The Parties agree Contractor is an *independent contractor* as defined by ORS 670.600(2) and as interpreted by regulations promulgated by BOLI. Neither the terms of this Agreement nor the course of its performance by the Parties shall be construed as implicating an employer-employee relationship. Contractor expressly warrants its exclusive agency free from City direction and control over the means and manner of completing the Work.



5. Assignment/Delegation. The Parties agree no Party shall assign or transfer an interest or duty under this Agreement without the other Party's written consent and any attempted assignment or delegation without written consent shall be invalid.
6. Subcontractors.
 - a. List. Contractor agrees to provide the City with a list of proposed subcontractors within *ten (10) days* of this Agreement's mutual execution and before awarding any subcontract connected with the Work or this Agreement, and shall not retain any subcontractor the City reasonably objects to as incompetent or unfit.
 - b. Responsibility. Contractor agrees it is as fully responsible to the City for its subcontractors' and employees' (whether directly or indirectly employed) negligent acts and omissions as it is for its employees' negligent acts and omissions.
 - c. Registration. Contractor agrees (and by executing this Agreement, certifies) all subcontractors performing Work under this Agreement will be registered with the Construction Contractors Board in accordance with ORS 701.035 to 701.055 before they commence any Work.
 - d. No Privity. Contractor agrees all of its subcontracts under this Agreement shall provide the Work performed under the subcontract shall be performed according to the terms of this Agreement; whether stated in the subcontract, Contractor agrees to remain solely responsible for the administration of the subcontract, including (without limitation) the performance of the subcontracted Work, progress of the subcontracted Work, payment for accepted subcontracted Work, and disputes and claims for additional compensation regarding all subcontracted Work. The Parties agree nothing in this Agreement is intended to or shall create any contractual privity between the City and any subcontractor.
 - e. Mandatory Construction Contract Clauses. Contractor agrees to include in each subcontract for property or services it enters with a first-tier subcontractor (including a material supplier) for the purpose of performing a *construction* contract to support the Work:
 - (i) a payment clause obligating Contractor to pay the first-tier subcontractor for satisfactory performance under the subcontract within *ten (10) days* out of amounts the City pays to Contractor under this Agreement;
 - (ii) a clause requiring Contractor to provide a first-tier subcontractor with a standard form the first-tier subcontractor may use as an application for payment or as another method by which the subcontractor may claim a payment due from Contractor;
 - (iii) a clause requiring Contractor, except as otherwise provided in this subsection, to use the same form and regular administrative procedures for processing payments during the entire term of the subcontract. Contractor may change the form or the regular administrative procedures Contractor uses for processing payments if the Contractor (a) notifies the subcontractor in writing at least *forty-five (45) days* before the date on which Contractor makes the change and (b)



includes with the written notice a copy of the new or changed form or a description of the new or changed procedure; and

- (iv) an interest penalty clause obligating Contractor, if Contractor does not pay the first-tier subcontractor within *thirty (30) days* after receiving payment from the City, to pay the first-tier subcontractor and interest penalty on amounts due in each payment the Contractor does not make in accordance with the payment clause included in the subcontract under Section C(6)(e)(i). Contractor or its first-tier subcontractor is not obligated to pay an interest penalty if the only reason Contractor or its first-tier subcontractor did not make payment when payment was due is neither received payment from the City or Contractor when payment was due. The interest penalty (a) applies to the period beginning on the day after the required payment date and ends on the date on which the amount due is paid and (b) is computed at the rate specified in ORS 279C.515(2).
 - f. Mandatory Payment Clause. Contractor agrees to include in each subcontract it enters with a first-tier subcontractor for the purpose of performing *any* contract to support the Work a clause requiring the first-tier subcontractor to include a payment clause and an interest penalty clause conforming to the standards of Section C(6)(e) in each of the first-tier subcontractor's subcontracts and to require each of its first-tier subcontractor's subcontractors to include such clauses in the first-tier subcontractors' subcontracts with each lower-tier subcontractor or supplier.
7. Enforceability. The Parties agree all disputes connected with this Agreement or its performance shall be heard in the Circuit Court of the State of Oregon for the County of Wasco and any resolutions shall be construed under the laws of the State of Oregon. If any provision of this Agreement is held invalid and unenforceable, the remaining provisions shall be valid and binding upon the Parties.
8. Liquidated Damages. Contractor agrees to prosecute the Work vigorously to completion and consistent with Section C(1). Contractor agrees delays in its performance under this Agreement will cause the City to sustain damages, increase risk to, inconvenience, and interfere with the public and commerce, and increase costs to taxpayers; accordingly, because the City finds it unduly burdensome and difficult to demonstrate the exact dollar value of such damages, Contractor specifically agrees to be subject to the provisions of Section 00180.85(b) of the applicable *City of The Dalles Standard Specifications for Construction – General Conditions* and pay the City (not as a penalty but as liquidated damages) the amounts determined by that Section 00.180.85(b) for each day the Work remains incomplete after the expiration of the contract time or adjusted contract time applicable to that Work. The Parties further agree any such damages paid pursuant to this subsection constitute payment in full only of damages incurred by the City due to Contractor's failure to complete the Work on time.
9. Waiver. The Parties agree a Party's failure to insist upon strict adherence to a provision of this Agreement on any occasion shall not be considered a waiver of the Party's rights or deprive the Party of the right to thereafter insist upon strict adherence to the provision or any other provision of this Agreement.



10. Force Majeure. The Parties agree neither Party shall be held responsible for delay in the performance of this Agreement caused by circumstances beyond their control and making performance commercially impracticable, illegal, or impossible. The City may terminate this Agreement upon written notice after determining such delay will unreasonably prevent successful performance of this Agreement.

Continues on next.



11. Notices. All notices required or permitted to be given under this Agreement shall be deemed given and received *two (2) days* after deposit in the United States Mail, certified or registered form, postage prepaid, return receipt requested, and addressed:

To the City: City Manager
City of The Dalles
313 Court Street
The Dalles, OR 97058

To Contractor: Chris Peccia
Vortex Services LLC
18150 Imperial Valley Dr.
Houston, TX 77060

IN WITNESS WHEREOF, the Parties duly execute this **PUBLIC WORKS AGREEMENT** this ____ day of _____, 2025.

CITY

CONTRACTOR

Matthew B. Klebes, City Manager

Chris Peccia, Regional V.P.

ATTEST:

Amie Ell, City Clerk

Approved as to form:

Jonathan M. Kara, City Attorney



**FIRST AMENDMENT TO
AIRPORT MANAGEMENT AGREEMENT**

This FIRST AMENDMENT TO 2023 AIRPORT MANAGEMENT AGREEMENT (**First Amendment**) is entered by the City of The Dalles, an Oregon municipal corporation (**City**) and Klickitat County, a Washington municipal corporation (**County**) (collectively, **Owners**), on one hand, and Aviation Management Services, an Oregon assumed business name for Jeff A. Renard (**Contractor**), on the other, for Contractor’s provision of management services to the Owners for the Columbia Gorge Regional Airport (**Airport**) located in Dallesport, Washington.

WHEREAS, the Parties are parties to that certain *2023 Airport Management Agreement (Agreement)*, which was adopted in connection with the Parties’ March 2, 2023, *Third Amendment to the January 9, 2018 Airport Management Agreement*, and which Agreement has a Completion Date of April 30, 2026;

WHEREAS, Section C(2)(a) of the Agreement provides that the Agreement’s term expires on the Completion Date (April 30, 2026), unless sooner terminated or modified;

WHEREAS, Section C(2)(d) of the Agreement provides the Parties may modify the Agreement only by a written instrument duly executed by the Parties; and

WHEREAS, this First Amendment is intended as a one-time temporary extension of the Agreement for a single period of one year or less to allow continuity of Airport management services while the Owners consider longer-term options, and—as to the City—is authorized by the City’s Local Contract Review Board Rules under its temporary extension and renewal authority;

WHEREAS, the Parties now desire to extend the term of the Agreement as provided herein.

NOW, THEREFORE, in consideration of the terms and provisions set forth in this First Amendment, the Parties agree:

1. Effective Date. This First Amendment becomes effective upon approval by the City Council and the Board of County Commissioners, regardless of when it is signed.
2. Term Extended. Section C(2)(a) and the Agreement’s *Completion Date* are amended by replacing “April 30, 2026” with “April 30, 2027” wherever that date appears.

Continues on next.

3. No Other Modifications. Except as modified by this First Amendment, the terms and conditions of the Agreement shall remain in full force and effect.

CITY OF THE DALLES,
an Oregon municipal corporation

BOARD OF COUNTY COMMISSIONERS
Klickitat County, a Washington municipal corporation

Matthew B. Klebes, City Manager

Chair

Commissioner

Commissioner

ATTEST:

ATTEST:

Amie Ell, City Clerk

LeeAnn Burgin, Clerk of the Board

Approved as to form:

Approved as to form:

Jonathan M. Kara, City Attorney

Rebecca Cranston, Prosecuting Attorney

Date

Date

AVIATION MANAGEMENT SERVICES

Jeff Renard

Date



AGENDA STAFF REPORT

AGENDA LOCATION: Item #10A

MEETING DATE: February 23, 2026

TO: Honorable Mayor and City Council

FROM: Joshua Chandler, Community Development Director

ISSUE: Legislative Public Hearing – Consideration of General Ordinance No. 26-1425, an Ordinance for Adoption of the Employment Opportunities Analysis and Employment Buildable Lands Inventory, and Amendments to Goal 9 (*Economic Development*) of The Dalles Comprehensive Land Use Plan

BACKGROUND: State law establishes a framework for long-range employment land planning under Statewide Planning Goal 9 and its implementing rules (OAR 660-009), which provide for preparation of an Economic Opportunities Analysis (EOA) and evaluation of available employment land over a 20-year planning horizon. While cities are not required to continuously update an EOA on a fixed schedule, an adopted and current EOA is the primary analytical tool to assess employment land supply, inform comprehensive planning, and support future land use decisions.

The City of The Dalles began this work in 2019, with initial phases completed between 2019 and 2022 by Bridge Economics and Angelo Planning Group. That effort included public engagement, technical analysis, and multiple work sessions with the Planning Commission, City Council, Wasco County, and a project-specific advisory committee.

In 2022, the City initiated adoption of the EOA and Employment Buildable Lands Inventory (BLI). While the Planning Commission recommended approval, City Council elected not to proceed, citing the need for additional refinement regarding employment land supply, development assumptions, and recent and anticipated development activity.

Since that time, substantial employment-related development has occurred within the Urban Growth Boundary, materially affecting available land supply and development capacity. Notably, this includes continued expansion of Google's data center operations, including a recently developed approximately 90-acre data campus and supporting infrastructure within the Port area.

In response, beginning in Spring 2025, the City initiated an updated EOA and refined BLI, led by Moore Iacofano Goltsman, Inc. (MIG) and Competinomics. This updated effort incorporates current tax lot data, recent development activity, refined site-level analysis, and updated employment projections, resulting in a substantially improved and defensible assessment reflecting current conditions and realistic long-term economic trends.

The updated EOA identifies land needed to accommodate projected industrial and other employment growth over a 20-year horizon, consistent with Goal 9. While the City last adopted an EOA in 2007, with updates in 2011, subsequent analyses were not adopted and relied on data that is no longer current. Given significant changes in land supply and development patterns over the past several years, this updated EOA provides a reliable foundation for economic development action planning, Comprehensive Plan updates, policy development, grant applications, and future land use decision-making.

As part of the update process, City staff and MIG conducted three work sessions with a project-specific Technical Advisory Committee (TAC) composed of regional representatives. Committee members reviewed findings, provided feedback grounded in local conditions, and assisted with site-level refinements, ensuring the analysis reflects the unique economic context of The Dalles. These findings will support future Comprehensive Plan updates by ensuring policies are grounded in current data and realistically reflect anticipated economic opportunities and constraints.

DISCUSSION:

Overview of the Updated Economic Opportunities Analysis

The updated EOA evaluates employment conditions and trends at the local, regional, and state levels, identifies target industries appropriate for The Dalles, projects employment growth over a 20-year horizon, and estimates the amount and type of land needed to accommodate that growth. The analysis builds upon prior work from 2019–2022, incorporating updated data, recent development activity, and stakeholder feedback to produce a current and defensible assessment.

Three employment growth scenarios were analyzed. Based on observed economic trends, local conditions, recent development activity, and stakeholder input, the City’s preferred scenario is Scenario 3, reflecting moderate but sustained growth consistent with regional trends and anticipated industry activity. Under Scenario 3, projected employment growth results in an estimated need for approximately 46.6 to 146.6 net acres of employment land, depending on industry mix and development assumptions, providing a foundation for understanding both aggregate and site-specific needs.

Refined Employment Buildable Lands Inventory

The refined BLI represents the second major phase of the EOA update. Conducted in coordination with City staff, City leadership, the project-specific TAC, and the Department of Land Conservation and Development (DLCD), the BLI evaluates whether sufficient buildable employment land exists within the City’s Urban Growth Boundary (UGB) to meet projected demand over the planning horizon.

The inventory includes only land within the UGB, consistent with Oregon law. While Dallesport, Washington is part of the broader regional economy, it is outside the City’s jurisdiction and not included in this analysis.

The BLI was completed in accordance with OAR 660-009 and included the following key steps:

- Classification of land by type (employment, residential, or other)
- Identification and removal of constrained lands
- Classification of employment land by development status
- Calculation of gross and net buildable acreage
- Comparison of land supply to projected land need

Key refinements since the 2022 BLI include updated assessor data, revised development status based on recent permits and construction activity, additional site-level review, and ongoing coordination with DLCDC staff.

Key Findings of the Refined BLI

After accounting for development constraints, infrastructure set-asides, and partial development, the refined BLI identifies approximately 205 net acres of buildable employment land within the UGB. When compared to the City's preferred employment growth scenario:

- Aggregate supply: The City shows a modest overall surplus of employment land, indicating general capacity to support projected growth.
- Industrial constraints: Industrial land is limited, with a narrow surplus of approximately 10 net acres, reflecting constrained expansion options for industrial uses.
- Site size gaps: Small and medium industrial sites are available, but no sites exist in the 30–60 acre or 60–100 acre range, typically required for larger industrial or data center operations.
- Structural implications: The shortage of larger sites represents a subtle but persistent barrier to recruitment and expansion of major employers.

These findings highlight that Goal 9 compliance is not determined solely by total acreage; the City must demonstrate capacity to accommodate the types, sizes, and configurations of employment uses anticipated over the planning horizon.

Comprehensive Plan Integration

The proposed action adopts the updated EOA and refined BLI as background documents in Volume II of the Comprehensive Plan and updates Goal 9 to reflect current economic conditions, employment land needs, and implementation strategies. Adoption provides a defensible factual basis for future development actions, infrastructure planning, potential zoning adjustments, and other land use decisions. Adoption does not rezone property, expand the UGB, or authorize specific development; it establishes the analytical foundation for informed policy decisions.

Stakeholder Engagement

The City convened a project-specific TAC representing business, economic development, public agencies, housing, healthcare, agriculture, and community interests. The TAC met in three work sessions on May 15, June 11, and July 22, 2025, to review preliminary

findings, provide local perspective, and refine the analysis. Following the TAC meetings, staff held a joint session with the Planning Commission and City Council on August 21, 2025, to review findings, answer questions, and receive policy input. Additional feedback was incorporated.

The City also requested an informal review from DLCDC prior to formal submittal. DLCDC provided preliminary feedback, which was incorporated into the revised documents, and subsequently initiated formal review following submittal. This process ensured the EOA and BLI reflect both local stakeholder input and state guidance, resulting in a technically robust and locally relevant analysis.

Revisions

Following the joint session and subsequent comments, the City incorporated:

- **Employment and Land Demand Analysis**: Added narrative explaining aggregate need calculations and adjustments for updated target industry and land use data; clarified differences between aggregate land needs and site-size requirements; added a site needs summary table for small (0.75 acres), small/medium (4 acres), medium (30 acres), and large (60 acres) sites; identified potential updates using revised employment density figures (TBD).
- **Buildable Land Inventory**: Updated development status for seven sites (1 additional committed, 5 additional developed, 1 additional constrained); revised maps and tables; summarized available sites by size; revised discussion of Dallesport-area land; updated language on Google-owned sites; incorporated updated land need calculations.
- **Comprehensive Plan Goals, Policies, and Implementation Measures**: Updated narrative and summary tables; added aggregate vs. site-specific land needs; expanded Policy 1-1 to include healthcare and target industries; expanded Policy 2-2 to address workforce amenities; added implementation measures for hospital relocation, riverfront urban renewal, and community gardens; updated policies on vacant space use; incorporated revised land need calculations.

Discussion with Planning Commission

At its February 6, 2026, the Planning Commission reviewed Comprehensive Plan Amendment 58-25 and received the staff report. During deliberations, Commissioner Pipinich proposed refinements to strengthen and clarify several policies, including support for diverse entrepreneurship, redevelopment of the existing hospital site upon relocation, and broader collaboration language that does not reference a single corporate entity. Commissioners Cornett, Peña, and Gosson also expressed support for these proposed refinements. No additional concerns were identified following discussion, and the Commission recommended approval of the amendments as modified.

The specific modifications are outlined below:

- **Policy 1.2: New Implementation Measure Added**
 - *Support creation and retention of business support services that serve a diverse range of businesses.*
- **Policy 2.2:**
 - **Original**: *Continue multi-partner effort to relocate the hospital to a more*

central location.

- Revised: *Continue multi-partner effort to relocate the hospital to a more central location **and support redevelopment of the existing site if the facility is relocated.***

- **Policy 5.3:**

- Original: *Collaborate with Google, CGCC, and STEM organizations to support applied research and tech workforce pipelines.*
- Revised: *Collaborate with Google, **other information and technology companies**, CGCC, and STEM organizations to support applied research and tech workforce pipelines.*

Staff incorporated these refinements prior to Council consideration, and the revised language is reflected in **Exhibits B** and **C** of the attached materials.

For reference, minor clerical edits were made to the Planning Commission materials prior to City Council adoption to ensure consistency in internal references and terminology.

NOTIFICATION:

Pursuant to TDMC 10.3.020.060, a notice of public hearing was published in the Columbia Gorge News on February 11, 2026, more than ten days prior to the February 23, 2026 City Council meeting. Notice of the public hearing was sent to all local news media, Wasco County, and posted on the City’s website on February 13, 2026.

Pursuant to TDMC 10.3.020.060, a notice of public hearing was published in the Columbia Gorge News on January 21, 2026, more than ten days prior to the February 6, 2026, Planning Commission hearing. Notice of the public hearing was sent to all local news media, Wasco County Planning, and posted on the City’s website on January 29, 2026. Additionally, a notice of the proposed amendments was submitted to the Department of Land Conservation and Development on December 17, 2025, more than 35 days prior to the February 5, 2026 hearing.

COMMENTS:

No comments have been received as of the date this report was published (February 13, 2026).

REVIEW:

See **Exhibit A**.

PROPOSED AMENDMENTS:

The proposed amendments for Comprehensive Plan Amendment 58-25 are included as **Exhibit B**. Draft edits of the proposed amendments are included as **Exhibit C**. All proposed amendments are subject to revision or deletion. The updated EOA and BLI, along with associated documentation, are included as **Exhibit D**. For reference, the EOA document itself is organized into the following internal sections:

- Economic Trends and Land Demand Analysis (Exhibit A within the EOA)

- Buildable Lands Inventory (BLI) and Maps (Exhibit B within the EOA)
- Committed Sites Log (Exhibit C within the EOA)
- Summary of Modifications to Google Sites (Exhibit D within the EOA)

These internal exhibit labels are used solely for organizational purposes within the EOA document and do not correspond to, or have any formal association with, the exhibits included in the City Council adoption package.

BUDGET IMPLICATIONS: None.

COUNCIL ALTERNATIVES:

1. **Staff Recommendation:** *Move to adopt General Ordinance No. 26-1425, an ordinance for the adoption of the Employment Opportunities Analysis and Employment Buildable Lands Inventory, and amendments to Goal 9 (Economic Development) of The Dalles Comprehensive Land Use Plan, based upon the findings of fact and conclusions of law set forth in the Agenda Staff Report, by title only, as presented.*
2. Make modifications to then move to adopt General Ordinance No. 26-1425, as amended.
3. Decline formal action and provide Staff additional direction.

ATTACHMENTS:

- **Exhibit A:** *Findings of Fact and Conclusions of Law for Comprehensive Plan Amendment 58-25*
- **Exhibit B:** *Proposed Comprehensive Plan Amendment CPA 58-25*
- **Exhibit C:** *Draft Edits of the Proposed Amendments for Comprehensive Plan Amendment 58-25*
- **Exhibit D:** *City of The Dalles Economic Opportunities Analysis*
- **Exhibit E:** *Planning Commission Meeting Minutes | February 5, 2026 (DRAFT)*
- **Exhibit F:** *PC Resolution 631-26*
- **Attachment 1:** *Joint Session Meeting Minutes | August 21, 2025*
- **Attachment 2:** *Technical Advisory Committee Meeting Notes | May 15, June 11, and July 22, 2025*

GENERAL ORDINANCE NO. 26-1425

AN ORDINANCE FOR ADOPTION OF THE EMPLOYMENT OPPORTUNITIES ANALYSIS AND EMPLOYMENT BUILDABLE LANDS INVENTORY, AND AMENDMENTS TO GOAL 9 (ECONOMIC DEVELOPMENT) OF THE DALLES COMPREHENSIVE LAND USE PLAN

WHEREAS, Statewide Planning Goal 9 and OAR 660-009-0015 require the City to review and, as necessary, amend its Comprehensive Land Use Plan (**Comprehensive Plan**) to include an Economic Opportunities Analysis comparing the demand for land for industrial and other employment uses to the existing supply of such land, and to include an inventory of vacant and developed lands within the planning area designated for industrial or other employment use;

WHEREAS, the City has prepared an updated Economic Opportunities Analysis titled *City of The Dalles Economic Opportunities Analysis*, prepared by MIG, Inc. and Competinomics, dated February 2026 (**EOA Update**), which comprises: (a) an Economic Trends and Land Demand Analysis; (b) an Employment Buildable Lands Inventory memorandum and maps; (c) a Committed Sites Log; and (d) a Summary of Modifications to Google Sites;

WHEREAS, the EOA Update builds extensively on prior work undertaken for the City in 2019–2022 and was significantly updated in 2024–2026 as described in the EOA Update;

WHEREAS, development of the EOA Update included coordination with City staff, project advisory committee input, and coordination with members of the Planning Commission and City Council, and also included joint Planning Commission and City Council discussions in August 2025 and review by a technical advisory committee, as described in the staff report and incorporated into the legislative record;

WHEREAS, adoption of the EOA Update is accompanied by adoption of amendments to Goal 9 (*Economic Development*) of the City’s Comprehensive Plan, including narrative summarizing the EOA Update and updated economic development goals, policies, and implementation strategies;

WHEREAS, pursuant to TDMC 10.3.020.060(C), notice of a legislative public hearing on Comprehensive Plan Amendment 58-25 was provided in accordance with local and state law;

WHEREAS, the City provided notice of the proposed amendments to the Oregon Department of Land Conservation and Development and to persons entitled to notice in accordance with ORS 197.615(1) and (2);

WHEREAS, on February 5, 2026, the Planning Commission conducted a noticed legislative public hearing on Comprehensive Plan Amendment 58-25, took public testimony, and closed the public hearing; and

WHEREAS, at its February 23, 2026, regular meeting, the City Council held a legislative public hearing on the proposed amendments set forth in Comprehensive Plan Amendment 58-25, and based upon the findings of fact and conclusions of law adopted by this Ordinance (**Exhibit A**), together with testimony and other evidence contained in the

hearing record (all of which is incorporated herein by this reference), the City Council voted to adopt the subject amendments.

NOW, THEREFORE, THE COUNCIL OF THE CITY OF THE DALLES ORDAINS AS FOLLOWS:

Section 1. Findings Adopted. The City Council hereby approves and adopts the findings of fact and conclusions of law connected with *Comprehensive Plan Amendment No. 58-25*, attached to and made part of this Ordinance as its **Exhibit A**.

Section 2. Comprehensive Plan Amendment Adopted. The City Council hereby approves and adopts Comprehensive Plan Amendment No. 58-25, attached to and made part of this Ordinance as **Exhibits B and C**, and amends the City’s Comprehensive Plan accordingly. The City Council further adopts the City of The Dalles Economic Opportunities Analysis (**EOA Update**), including the *Employment Buildable Lands Inventory*, as a Comprehensive Plan background document in Volume II, attached to and made part of this Ordinance as its **Exhibit D**.

Section 3. Severability. If any provision of this Ordinance or its application to any person or circumstance is held invalid, that invalidity does not affect other provisions or applications of this Ordinance which can be given effect without the invalid provision or application.

Section 4. Effective Date. This Ordinance is effective 30 days after adoption.

PASSED AND ADOPTED THIS 23RD DAY OF FEBRUARY, 2026,

| | | |
|-------------------|-------------|-------|
| Voting Yes | Councilors: | _____ |
| Voting No | Councilors: | _____ |
| Abstaining | Councilors: | _____ |
| Absent | Councilors: | _____ |

AND APPROVED BY THE MAYOR THIS 23RD DAY OF FEBRUARY, 2026.

Richard A. Mays, Mayor

ATTEST:

Amie Ell, City Clerk

EXHIBIT A

Findings of Fact and Conclusions of Law for Comprehensive Plan Amendment 58-25

City of The Dalles Municipal Code, Title 10 Land Use and Development

Section 10.3.110.030 Review Criteria.

Proposed text amendments shall be consistent with the Comprehensive Plan, and State Laws and Administrative Rules, including the State Transportation Planning Rule OAR 660-012-0060. Proposed text amendments shall be consistent with the adopted Transportation System Plan and the planned function, capacity, and performance standards of the impacted facility or facilities. Requirements of the State Transportation Planning Rule shall apply to those land use actions that significantly affect the transportation system, as defined by OAR 660-012-0060.

FINDING #1: Staff will address consistency with the Comprehensive Plan, State Laws, and Administrative Rules in subsequent findings. **Criterion met.**

City of The Dalles Comprehensive Plan

Goal #1. Citizen Involvement.

Policy 3. The land-use planning process and policy framework shall include opportunity for citizen input as a part of the basis for all decisions and actions related to the use of land.

FINDING #2: Pursuant to The Dalles Municipal Code (TDMC) 10.3.020.060, a notice of public hearing was published in the Columbia Gorge News on January 21, 2026, more than ten days prior to the February 5, 2026, Commission hearing. Notice of the public hearing was sent to all local news media, Wasco County Planning, and was posted on the City's website on January 29, 2026. All City Council and Planning Commission meetings are open to the public and allow the opportunity to provide testimony on all proposed amendments. Additionally, a notice of the proposed amendments was submitted to the Department of Land Conservation and Development on December 17, 2025, more than 35 days prior to the February 5, 2026, hearing.

The City convened a project-specific Technical Advisory Committee (TAC) composed of representatives from business, economic development, government, and community sectors. TAC participation reflected a broad range of perspectives, including business and economic development interests, public service and governmental viewpoints, housing considerations, healthcare providers, and the agricultural sector. The TAC met in three work sessions to review findings, provide feedback grounded in local conditions, and inform refinements to the proposed amendments, ensuring that the planning process was informed by diverse and relevant perspectives. **Criterion met.**

Goal #2. Land Use Planning.

Policy 2. Establish Plan review and revision procedures which include provisions for participation by citizens and affected governments and special districts.

FINDING #3: See Finding #2. **Criterion met.**

Policy 3. Assure an adequate factual base for decisions and actions.

FINDING #4: The City’s adoption of the revised Goal 9 framework is supported by a comprehensive and adequate factual base. The Economic Opportunities Analysis (EOA) and the associated Buildable Lands Inventory (BLI) provide detailed analyses of current and projected employment trends, target industries, land demand, site availability, and infrastructure capacity. These analyses incorporate updated assessor data, recent development activity, and technical review, ensuring that the revised policies are grounded in reliable evidence. The City finds that the EOA and the BLI constitute an adequate factual basis to support the Goal 9 amendments, consistent with state law, OAR 660-009, and the City’s Comprehensive Plan. **Criterion met.**

Goal #9 Economic Development.

FINDING #5: The proposed Goal 9 framework replaces the prior framework. The EOA and BLI provide the factual basis for the amendment, identifying employment sectors, industrial and commercial land needs, and site characteristics necessary to support projected economic growth over the 20-year planning horizon. These analyses comply with OAR 660-009-0015 and 660-009-0020, including inventories of vacant and developed lands, anticipated employment uses, and public facility requirements. Adoption of the EOA and the BLI as Comprehensive Plan background documents ensures that the proposed amendments are data-driven and legally defensible.

The prior Goal 9 framework emphasized family-wage employment, industrial and commercial land retention, downtown revitalization, tourism, healthcare, agribusiness, forest products, and regional economic coordination. The proposed update retains the intent of these objectives while reflecting current economic conditions, removing obsolete references, and strengthening the City’s long-term economic strategy. References to the Northwest Aluminum Plant are removed due to the facility’s closure over 20 years ago; however, the proposed changes continue to prioritize large industrial parcels for targeted traded-sector and other industries, consistent with the EOA’s identification of site needs.

The proposed Goals, Policies, and Implementation Measures are intended to expand and diversify the City’s economic base by:

- Promoting growth in traded-sector industries, advanced manufacturing, technology-enabled businesses, and value-added agriculture;
- Supporting entrepreneurship, small and medium business growth, and innovation partnerships with educational and industry partners;
- Preserving and planning for industrial land, including strategies for replacement of sites lost to redevelopment;
- Encouraging downtown and community destinations as mixed-use centers of employment, culture, tourism, and historic preservation, aligned with the Columbia Gateway/Downtown Urban Renewal Plan.

Workforce development and quality-of-life considerations are incorporated, with policies addressing education, housing, healthcare, childcare, and recreation to attract and retain employers, consistent with the EOA’s recommendations for expanding family-wage employment opportunities. The Plan also aims to strengthen economic development readiness and resilience

by promoting streamlined permitting, predevelopment support for catalytic sites, infrastructure planning, and hazard mitigation measures to accommodate anticipated industrial, commercial, and residential growth.

Regional coordination remains central. The Plan identifies partnerships with the Port of The Dalles, Columbia Gorge Regional Airport, bi-state workforce and housing initiatives, and regional infrastructure planning. Policies encourage alignment of infrastructure investment with regional economic priorities, including broadband, transportation, and freight mobility projects. The Plan also supports environmentally responsible redevelopment, dual-benefit industrial projects, and adoption of emerging technologies in collaboration with private industry, utilities, and educational institutions.

The proposed Goal 9 amendments are consistent with broader Comprehensive Plan Goals, including Goal 1 (Citizen Involvement) and Goal 2 (Land Use Planning). The amendments support public health, safety, and welfare by promoting workforce training, talent retention, and economic opportunities that expand access to employment, housing, and essential services.

Finally, the proposed amendments are anticipated to positively influence surrounding properties by facilitating redevelopment of underutilized industrial and commercial parcels, enhancing downtown and riverfront areas, and supporting retail, service, and tourism activity. These strategies reinforce The Dalles' role as a regional center for education, healthcare, commerce, and culture, while preserving industrial capacity and diversifying economic opportunities.

Overall, the proposed Goal 9 framework consolidates and modernizes prior policy objectives, removes outdated elements, and integrates EOA and BLI guidance to provide a clear, actionable strategy for economic growth, diversification, and resilience over the 20-year planning horizon.

Criterion met.

Oregon Revised Statute (ORS)

ORS 197.175(1) and (2)

FINDING #6: ORS 197.175(1) and (2) require that local governments maintain comprehensive plans that are consistent with Statewide Planning Goals and administrative rules and that amendments to the plan follow procedures for public review and factual justification. Adoption of the updated EOA and refined BLI as background documents in Volume II of the Comprehensive Plan provides the evidentiary foundation required for amendments to Goal 9 policies and implementation measures. These updates are based on a thorough, data-driven evaluation of projected employment needs and land supply conditions, ensuring the Comprehensive Plan accurately reflects current and anticipated economic conditions, consistent with statutory requirements. **Criterion met.**

ORS 197.610–197.625

FINDING #7: The City's update process for the EOA and the BLI was conducted in accordance with the procedural requirements established by ORS 197.610–197.625. The process included extensive public engagement, multiple work sessions with the Planning Commission, City Council, and a project-specific TAC, as well as coordination with the Department of Land Conservation and Development to ensure technical consistency with state planning requirements. Stakeholders were provided opportunities to review findings, offer input on methodology and assumptions, and assist with site-specific refinements. Documentation of data sources, analytical

methods, and revisions ensures transparency and accountability throughout the process. The procedures followed demonstrate that the Comprehensive Plan amendments were developed and reviewed in a manner consistent with state law, providing a defensible basis for adoption of updated Goal 9 policies and implementation measures. **Criterion met.**

Oregon Administrative Rules (OAR)

OAR 660-009

FINDING #8: State law requires cities to periodically evaluate whether they have an adequate supply of land to meet projected employment needs over a 20-year planning horizon. The EOA identifies projected employment growth, target industries appropriate for The Dalles, and the amount and types of land needed to accommodate that growth, consistent with OAR 660-009-0015.

The refined BLI evaluates buildable employment lands within the City's Urban Growth Boundary (**UGB**), classifying land by type and development status, removing constrained lands, and calculating net buildable acreage. The BLI incorporates updated assessor data, recent development activity, and site-level refinements, ensuring a realistic and defensible assessment of land supply. While the City demonstrates a modest aggregate surplus of employment land, the inventory identifies a structural shortage of large industrial sites (>30 acres), highlighting key constraints for business recruitment and expansion. This approach aligns with the EOA methodology and ensures Goal 9 compliance by demonstrating both the quantity and type of employment land available. **Criterion met.**

OAR 660-012-0060

FINDING #9: Staff found that the proposed changes do not affect an existing or planned transportation facility; therefore OAR 660-012-0060 is not applicable to these amendments. **Criterion not applicable.**

OAR 660-018

FINDING #10: The EOA and the BLI assess lands exclusively within the City's UGB, as required under OAR 660-018. The analysis provides the necessary factual basis to determine whether additional land may be required to accommodate future employment uses and supports consideration of potential UGB expansions, if warranted. By integrating site-specific data, development constraints, and projected employment needs, the BLI informs strategic land management and prioritization of employment lands, ensuring the City can accommodate anticipated growth within its existing UGB. **Criterion met.**

EXHIBIT B
Proposed Amendments
Comprehensive Plan Amendment 58-25

GOAL # 9
ECONOMIC DEVELOPMENT

PURPOSE

To provide adequate opportunities throughout the State for a variety of economic activities vital to the health, welfare, and prosperity of Oregon's communities.

BACKGROUND

In 2026, The City of The Dalles developed an updated Economic Opportunities Analysis (EOA) that builds upon preliminary work conducted in 2019-2022 to evaluate the City's 20-year projected employment growth and corresponding amount of land necessary to accommodate that growth. The City coordinated closely with a broad range of stakeholders, including local employers and property owners, regional economic development staff, real estate professionals, and City, County and state agency representatives, to prepare an EOA consistent with Statewide Planning Goal 9 and OAR Chapter 660, Division 9 (including OAR 660-009-0015).

As part of the EOA update and related Comprehensive Plan amendments, the City conducted public outreach and technical review, including joint Planning Commission and City Council discussions in August 2025 and review by a technical advisory committee, as described in the staff report and incorporated into the legislative record.

Economic Overview

The Dalles economy is linked with the entire region. The City serves as the regional center for the five-county Mid-Columbia Economic Development District (MCEDD) region centrally located along the Columbia River Gorge. With a population of approximately 16,100 people as of 2025, it is the county seat and the largest city in Wasco County, Oregon. The City is well-positioned along Interstate 84, located approximately 85 miles east of Portland, Oregon and Highway 197 that connects northerly to Dallesport, Washington across the Columbia River. It is surrounded by unique natural beauty of the Gorge, farmlands, and Mt. Hood to the south.

As the end of the historic Overland Oregon Trail, The Dalles was the central location for commerce and activity within the Gorge. Today, the city continues to serve as the regional center for retail, government and institutions such as the Adventist Health Columbia Gorge, Columbia Gorge Community College, and Wasco County Courthouse. The Dalles region traditionally thrived on manufacturing industries tied to agriculture and metals such as the Harvey/Martin-Marietta aluminum smelter plant. Over time the regional economy has diversified with private investments such as those by Google, and the success of the Port attracting new business and downtown investments. In 2024, employment levels in the region were nearing pre-pandemic levels as the economy continues to recover. Key aspects of the area's economy and recent economic trends include the following:

- During the last two decades (2000-2025), the regional economy of The Dalles has diversified with the closure of the Harvey/Martin-Marietta aluminum plant and more recent significant private investments.
- Since 2020, national and state employment have grown by 2.1% and 1.7%, respectively. Employment in the MCEDD region has increased by 1.4%. Between 2015 and 2020, the region had been experiencing a strong recovery from the 2008-09 recession adding 2,445 jobs resulting in a 2.0% annual growth rate. When not confronting the challenges of major economic disruptions such as the Great Recession or COVID pandemic, employment growth has been strong in most of the region's counties. According to forecasting from the Oregon Employment Department and Washington Employment Security Department, the MCEDD region is expected to grow at about 0.9% annually through 2033.
- As of 2022, the median age in The Dalles is 38.5, which is slightly younger than The Dalles was trending during the 2010s. Further, The Dalles is slightly younger than the overall MCEDD region, which averages a median age of 43.6. Maintaining a relatively younger population will be important to the city's future economic and employment growth prospects in that the city will have a balanced proportion of prime-age working adults to maintain and spur a sustainable level of economic activity.
- Between 2004 and 2019, employment growth in The Dalles slightly outpaced population growth at an average of 1.5% annually. Since dropping by 6.3% in 2020, employment in The Dalles has recovered at an annual average rate of 1.2%. The Dalles's share of Wasco County employment stands at 77% which is a slight increase from about 73% in 2006. Wage growth in The Dalles has increased by 4.1% annually during the last 10 years, following U.S. and statewide trends.
- Of the 4,969 workers who commute to The Dalles for jobs as of 2022, the most prevalent areas in which workers live are Hood River/White Salmon area, Portland metro area, Goldendale, Eugene, Salem and Bend. Of the 4,889 residents who commute for work elsewhere as of 2022, the majority of those residents are commuting to the Portland metro area, Hood River/White Salmon area, Salem, Bend/Redmond, Eugene and to cities to the east.
- As of 2022, The Dalles exceeds statewide percentages (38% versus 34%, respectively) of residents with post-secondary or associate's degree education. On the other hand, the percent of residents with a bachelor's degree or higher is significantly below statewide and regional levels but has been improving over the last ten years. The degree to which The Dalles is able to maintain or grow future economic activity will depend on the community's ability to attract and retain residents with bachelor's degrees and/or targeted post-secondary education levels.
- Since 2018, The Dalles has had an influx of residents (new or newly experienced and/or trained) with skills in a diverse range of sectors. According to occupational projections produced by the Oregon Employment Department, through 2033, The Dalles is expected to have about 550 new openings for various occupational skills. Total demand for occupations, including replacements, will be greatest in "Service" occupations, primarily in Food Preparation and Personal Care. Health Care and Management, Business, Financial and Professional related occupational skills will be in high demand as well.

Economic Forecast

The EOA is comprised of two primary components, each developed separately and then integrated for the purposes of future planning. The first element focuses on the forecasted employment growth opportunities and estimated amount of demand for new land through the year 2045. The second component of the EOA evaluated the supply of land to meet this anticipated growth and land demand. In accordance with the Department of Land Conservation and Development (DLCD), only land within Oregon can be considered as part of the phase two supply evaluation. No Washington lands may be considered as part of the evaluation.

Both elements of the EOA were completed in accordance with the requirements of Statewide Planning Goal 9 and OAR 660-009-0015. The objective of an EOA is “to identify likely industrial and other economic development opportunities and corresponding employment land needs over the planning period of the next 20 years” through an analysis of national, state, regional and local trends and the establishment of community vision, goals, and objectives.

The projection of employment growth and the resulting land demand through the year 2045 was developed based on economic and community trends, Oregon Employment Department employment projections, historical employment growth in The Dalles, regional five-county economic development district (MCEDD region) data, and community input.

Table 9-1 shows a summary of vacant and partially vacant employment lands within The Dalles' UGB. As of 2025, The Dalles had an estimated 205 net acres of vacant and partially vacant land designated for industrial and other employment uses. Of this land, about 186 acres were vacant and 19 acres were partially vacant with 105 acres designated for industrial uses and 99 acres designated for commercial uses (Table 9-1).

TABLE 9-1. GROSS AND NET DEVELOPABLE ACRES OF EMPLOYMENT LAND (2025)

| Employment Zone | Partially Vacant Land | | Vacant Land | | Total Net Buildable Land |
|---------------------|-----------------------|-------------|--------------|--------------|--------------------------|
| | Gross | Net | Gross | Net | |
| CBC | 2.6 | 1.3 | 1.8 | 1.5 | 2.7 |
| CG | 4.1 | 2.0 | 18.9 | 15.1 | 17.2 |
| CLI | 4.8 | 2.4 | 46.9 | 37.5 | 39.9 |
| CR | 0.2 | 0.1 | 35.7 | 28.5 | 28.6 |
| I (subtotal) | 4.2 | 2.1 | 121.5 | 103.3 | 105.4 |
| <i>Google Sites</i> | 0.0 | 0.0 | 54.5 | 46.4 | 46.4 |
| <i>Other Sites</i> | 4.2 | 2.1 | 67.0 | 57.0 | 59.1 |
| RL* | 21.9 | 10.9 | 0.0 | 0.0 | 10.9 |
| Total | 37.7 | 18.8 | 224.8 | 185.9 | 204.8 |

*RL zoned properties in the employment BLI include the hospital and Columbia Gorge Community College campuses which are identified as available for employment uses.

Table 9-2 shows the land demand forecast to estimate the demand for employment land. As shown, land demand is estimated under three employment growth scenarios.

TABLE 9-2. THE DALLES LAND DEMAND FORECAST (2025-2045)

| Scenario 1 | Employment Land | New Employment | Sq.Ft./Employee | Total SF Needed | Floor Area Ratio* | Gross Acres Needed | Net Buildable Acres |
|-----------------|-----------------|----------------|-----------------|-----------------|-------------------|--------------------|---------------------|
| | Commercial | 1,050 | 400 | 420,130 | 0.25 | 38.3 | 30.6 |
| Industrial | 174 | 600 | 104,328 | 0.15 | 16.9 | 14.4 | |
| Gov/Institution | 39 | 550 | 21,241 | 0.25 | 2.1 | 1.7 | |
| Total | 1,263 | | 545,700 | | 57.3 | 46.6 | |

| Scenario 2 | Employment Land | New Employment | Sq.Ft./Employee | Total SF Needed | Floor Area Ratio* | Gross Acres Needed | Net Buildable Acres |
|-----------------|-----------------|----------------|------------------|-----------------|-------------------|--------------------|---------------------|
| | Commercial | 1,639 | 400 | 655,484 | 0.25 | 57.9 | 46.3 |
| Industrial | 456 | 600 | 273,876 | 0.15 | 44.4 | 37.7 | |
| Gov/Institution | 185 | 550 | 101,713 | 0.25 | 9.9 | 7.9 | |
| Total | 2,280 | | 1,031,073 | | 112.2 | 92.0 | |

| Scenario 3 | Employment Land | New Employment | Sq.Ft./Employee | Total SF Needed | Floor Area Ratio* | Gross Acres Needed | Net Buildable Acres |
|-----------------|-----------------|----------------|------------------|-----------------|-------------------|--------------------|---------------------|
| | Commercial | 1,489 | 400 | 595,546 | 0.25 | 52.6 | 42.1 |
| Industrial | 1,149 | 600 | 689,449 | 0.15 | 111.7 | 95.0 | |
| Gov/Institution | 222 | 550 | 122,135 | 0.25 | 11.9 | 9.5 | |
| Total | 2,860 | | 1,407,131 | | 176.2 | 146.6 | |

SOURCE: OED QCEW, Competinomics

Table 9-3 compares identified land demand with available sites through the 2045 period. The results suggest that The Dalles has a surplus of acreage available for industrial and other uses under all three land need scenarios when demand is measured in the aggregate. Approximately 14 to 95 net buildable acres of land zoned for industrial uses is needed to accommodate demand depending on the scenario. Based on the employment land inventory, the City can accommodate that demand within the planning horizon with a supply of approximately 105 net acres of buildable land zoned for industrial uses. The need for commercial and other non-industrial employment land is approximately 31 to 42 acres of needed land depending on the scenario. The BLI shows an estimated supply of 99 acres of buildable land to meet the forecasted commercial and other non-industrial employment land demand.

TABLE 9-3. LAND DEMAND ACREAGE AND BUILDABLE LAND INVENTORY COMPARISON SUMMARY

| Employment Zone¹ | Estimated Net Land Demand (acres) | Net Buildable Land (acres) | Surplus / Deficit (acres) |
|------------------------------------|--|-----------------------------------|----------------------------------|
| Commercial | 30.6-42.1 | 99.4 | 57.3-68.8 |
| Industrial | 14.4-95.0 | 105.4 | 10.4-91 |
| Total | 46.6 – 146.6 | 204.8 | 58.2-158.2 |

In addition to estimating an overall land need, the City’s EOA assessed the need for sites of different sizes to meet typical industrial employment needs of target industries in The Dalles. The intent of this analysis was to further analyze if the City’s aggregate land supply is also sufficient to meet the need for different site sizes.

The assessment identified the need for a combination of small sites (0.1-2 acres), small/medium sites (2-8 acres), medium sites (8-30 acres), medium/large sites (30-60 acres), and large sites (60-100 acres) to accommodate future employment growth based on average firm size. Smaller sites typically are needed for office and warehouse space with buildings that range from 3,000 to 16,000 square feet for various tenants and which come with dock and grade loading. Larger sites generally accommodate one large or a few larger manufacturing facilities. These building types have different loading and parking requirements than the smaller multi-tenanted buildings and therefore have a more efficient site layout or higher floor area ratio (FAR) than the buildings on smaller sites. While the analysis estimates potential site need, it is important to note that site demand varies extensively within industry sectors and many industries may need sites in different employment zones at different times or within the same time period. Due to this dynamic, to achieve results under the Target Industry/Scenario 3 forecast and particularly because it is difficult to forecast the needs of larger employers, The Dalles will need to have an adequate number of sites at all sizes. It is also important to note that the estimates are based on readily available economic data and limited conversations with local stakeholders and do not reflect in-depth information needed to justify these findings with a high level of confidence. As such, the site-based analysis should be considered as a tool for future more detailed analysis if the City decides to pursue actions to expand its land supply.

As summarized in the following table, the City has buildable sites available in the first three categories, but does not have available sites in the 30-60 acre and 60-100 acre categories. There are 17 small (0-2 acre) sites, six small-medium (2-8 acre) sites, and five medium (8-30 acre) sites available within the study area. Google owns three of the five vacant medium (8-30 acre) sites. This analysis indicates that while there may be enough acres of buildable land to meet the projected need when viewed as a single combined, aggregate acreage number, there are not enough sites across all site size categories and as a result not enough land in the UGB to address the need for sites in the needed sizes and configurations based on the site size-based assessment described here. The lack of sites over 30 acres in size in particular is a detriment to business recruitment and expansion across industrial sectors as has been noted during the EOA process by project stakeholders.

¹ Acres rounded down to whole number.
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TABLE 9-4 INDUSTRIAL SITE SIZE CATEGORY SUMMARY, INDUSTRIAL ZONES

| Development Type | 0-2 acres | 2-8 acres | 8-30 acres | 30-60 acres | 60-100 acres |
|---|--------------|--------------|---------------|----------------|-----------------|
| Partially Vacant | | | | | |
| Number of Sites | 1 | 1 | 0 | 0 | 0 |
| Net Buildable Acres | 1.5 | 2.1 | 0 | 0 | 0 |
| Vacant | | | | | |
| Number of Sites | 17 | 6 | 5 | 0 | 0 |
| Net Buildable Acres | 11.2 | 17.0 | 83.5 | 0 | 0 |
| Total Needed Sites¹ | | | | | |
| | 77 | 14 | 8 | 2 | 1 |
| Total Number of Sites | | | | | |
| | 18 | 7 | 5 | 0 | 0 |
| Surplus/Deficit of Sites per Size Category | | | | | |
| | (59) | (7) | (3) | (2) | (1) |

¹Presents comparisons with Scenario 3 of The Dalles Twenty-Year Land Demand Forecast (2025-2045)

Table 9-5 on the next page from the Employment Projection and Land Demand Analysis furthers the point that the aggregate land supply currently available in The Dalles is insufficient to meet the demand for different site size configurations. The site needs analysis converts employment into site need by allocating future employment by sector based on average firm sizes. To translate the site need analysis into an alternative estimate of potential aggregate land need, the number of sites needed in each employment and size category is multiplied by the average site size of existing employers within the employment category to arrive at an estimate of gross acreage required to accommodate land need assuming firm sizes and development patterns will remain generally similar to what now exists in The Dalles. A significant limitation of the site and gross acres estimates is that the analysis assumes that future employers of a certain size and industry will choose specific site sizes which is nearly impossible to predict as further described along with other limitations in the Employment Projection and Land Demand Analysis. For these reasons, the estimates in Table 9-5 could be viewed as a potential upper end of the range in projected land and site needs and should only be used to further the point that the City does not have enough industrial land to meet the projected site need configurations. The net land need would be at least 15-20% lower, based on a net land need to gross land need conversion factor of 15-20%. As noted previously, the site-based analysis should be considered as a tool for future more detailed analysis if the City decides to pursue actions to expand its land supply, rather than as a precise finding of land needs.

TABLE 9-5: THE DALLES LAND AND SITE NEED BY EMPLOYMENT LAND CATEGORY* (2025-2045)

| Sites Needed by Employment Land Category | Commercial | Industrial | Gov/ Institution | Total | Gross Acreage Required** |
|--|------------|------------|------------------|-------|--------------------------|
| Employment Scenario 1 | 1,050 | 174 | 39 | 1,263 | |
| Small (1-9 employees) | 225 | 39 | 2 | 267 | |
| Small/Medium (10-19 employees) | 173 | 32 | 4 | 209 | |
| Medium (20-99 employees) | 429 | 86 | 32 | 548 | |
| Large (100+ employees) | 223 | 17 | 0 | 239 | |
| Employment Scenario 3 | 1,489 | 1,149 | 222 | 2,860 | |
| Small (1-9 employees) | 320 | 258 | 14 | 591 | |
| Small/Medium (10-19 employees) | 245 | 212 | 21 | 479 | |
| Medium (20-99 employees) | 608 | 569 | 187 | 1,364 | |
| Large (100+ employees) | 316 | 110 | 0 | 425 | |
| No. Sites by Avg Emp Scenario 1 | 80 | 16 | 1 | 98 | 194 |
| Small (0 - 2 acres) | 60 | 12 | 0 | 72 | 112 |
| Small/Medium (2 - 8 acres) | 10 | 2 | 0 | 12 | 24 |
| Medium (8 - 30 acres) | 9 | 2 | 1 | 11 | 28 |
| Medium/Large (30 - 60 acres) | 1 | 0 | 0 | 1 | 30 |
| Large (60 - 100 acres) | 0 | 0 | 0 | 0 | 0 |
| No. Sites by Avg Emp Scenario 3 | 114 | 102 | 7 | 224 | 876 |
| Small (0 - 2 acres) | 85 | 77 | 3 | 165 | 453 |
| Small/Medium (2 - 8 acres) | 14 | 14 | 1 | 29 | 111 |
| Medium (8 - 30 acres) | 13 | 8 | 3 | 25 | 101 |
| Medium/Large (30 - 60 acres) | 2 | 2 | 0 | 5 | 150 |
| Large (60 - 100 acres) | 0 | 1 | 0 | 1 | 60 |

Source: OED QCEW, DLCD Guidebook, Calculations by Competinomics LLC
 * Based on current average development patterns by zoning, site sizes and firm sizes. Infill assumptions have been applied to the site need and gross acreage estimates in this table: 10% for industrial users and 20% for commercial users.
 ** Acreage required to accommodate sites needed during the forecast period assuming average site sizes of existing firms. To arrive at gross acres by site size, the number of sites need by each employment category is multiplied by the average site size used by existing firms within the employment category.

Findings: Key Themes, Strengths, and Challenges

The following key themes emerged as important topics among stakeholders or were identified through research as unique assets to the region that should be noted. In sum, The Dalles is well positioned to support a growing, sustainable, and diversified economy within the Gorge. While productive sectors in The Dalles are still recovering from disruptions in 2020, including the COVID pandemic, they have a track record of recovery and dynamism that can be expected to return in the future if there exists an environment that supports growth. Continued local investments in the foundational components of thriving communities such as adequate and modern infrastructure, diverse and efficacious educational opportunities and space for development will ensure projected employment growth and opportunity for local residents.

In summary, the primary key themes, strengths, and challenges are:

Key Themes

- Strong Infrastructure – As evidenced by the Google data center investment, The Dalles is fortunate to have strong broadband and electrical power infrastructure that is provided through non-carbon emitting hydro-power. These assets are significant and should be promoted to encourage continued business investment.
- Columbia Gorge Regional Airport Business Park – The City of The Dalles, Oregon and Klickitat County, Washington jointly own a Federal Aviation Administration (FAA) regulated 994-acre facility located in unincorporated Dallesport, Washington. The airport is surrounded by a large business park, which consists of shovel ready lots currently served with utilities and roads. Some of the parcels must be used for aviation-related purposes but others can be used for general industrial purposes. The airport and land within the community of Dallesport is considered a local strength and is part of the larger regional employment area from an economic development perspective, however the City does not have jurisdiction over that area and that area is not within the City's UGB, the City's inventory of available employment lands, or its regulatory control.
- Columbia Gorge National Scenic Area (NSA) – This is a unique federal designation that pertains to both states of Oregon and Washington. The intent of the NSA is to protect and provide for the enhancement of the scenic, cultural, recreational and natural resources of the Gorge; and to protect and support the economy of the Columbia River Gorge area by encouraging growth to occur in existing urban areas (shaded gray on the maps) and thereby allowing future economic development to occur. Industry leaders conveyed that the Gorge and surrounding recreation is a huge asset for talent attraction. The scenic area serves to protect a significant asset but must be balanced with the need for growth. Stakeholders noted that the Gorge Commission views the NSA urban areas holistically (not by state boundaries). At the same time, the same stakeholders also noted that the City cannot and should not consider these areas as part of their supply of buildable land, given that this is not allowed by the State of Oregon.
- Pendleton UAS Range (PUR) - PUR is a partner test site within the University of Alaska Fairbanks (UAF) led Pan-Pacific UAS Test Range Complex, one of seven FAA permitted UAS Test Sites in the country. This facility is located approximately 125 east of The Dalles along Interstate 84. PUR is an important element in growing the UAS industry cluster. Continued collaboration, support and promotion of the facility on an ongoing basis is encouraged. The PUR director indicated that several out-of-state companies utilize the test range and may want a second location near the facility. A win-win collaboration between Pendleton and The Dalles will expand the offering of office/industrial sites available to out of state investors. Future outreach to the Warm Springs UAS Range, which has more limited service offerings, could be considered as well.

Strengths and Opportunities

- The Dalles is fortunate to be situated as a regional hub serving many of the smaller communities in the region. Its relatively larger economy offers a diversity of industries and talent that enable it to recover from economic shocks and begin to grow again.
- As noted previously, the Dalles has excellent broadband availability and water and power capacity. The Columbia River Gorge is an exceptional asset by which to draw visitors and

new residents who want access to varied outdoor recreational activities. Despite an acute lack of housing, The Dalles has added population and has increased its labor force participation during the last ten years.

- The Columbia Gorge Regional Airport and the Business Park is a significant opportunity for growth in the aviation and manufacturing sector. The Columbia Gorge Community College has strong ties to the community and programs meant to support employer needs, changing industrial dynamics and the goals of its students.

Challenges

- The most significant challenge for The Dalles is the lack of housing and land available for housing and employment growth. Given constraints due to the National Scenic Area and other land use restrictions, overcoming this challenge will require significant efforts by stakeholders to maximize infill development and work with regulators to expand development options. Further development options, and the tax revenues that accompany them, are critical for reducing the cost of housing as well as investing in and maintaining the infrastructure and talent development that provide the foundations for economic growth and a thriving community.
- A further challenge in The Dalles is a lack of childcare providers. This issue is not unique to The Dalles and creative measures to reduce costs for childcare businesses in the short run is likely needed for the childcare sector to gain momentum wherein revenues can more closely cover costs.
- While The Dalles has a strong downtown form, it also has significant investment opportunities. Efforts to incentive these investments will go far in presenting a community that continues to invest in itself and maintains optimism for the future.

GOAL 9 GOALS, POLICIES, AND IMPLEMENTATION MEASURES

The following goals and policies are designed to support The Dalles long-term economic health and are aligned with the community’s vision for 2040, particularly in the areas of economic vitality, education, livability, and infrastructure investment.

Goal 1: Expand and Diversify the Economic Base

Policy 1.1: Promote growth in healthcare, traded-sector, and target industries including advanced manufacturing, high technology, and value-added agriculture.

Implementation Measures:

- Work with MCEDD and industry groups to identify sector-specific needs.
- Prepare and regularly update a shovel-ready employment lands inventory.
- Prioritize public infrastructure investment in areas targeted for traded-sector growth.

Policy 1.2: Support entrepreneurship, innovation, and business start-ups.

Implementation Measures:

- Support downtown co-working spaces and startup events.

- Develop zoning allowances for home-based businesses and flexible commercial space.
- Support maker spaces and digital hubs.
- Support creation and retention of business support services that serve a diverse range of businesses.

Policy 1.3: Protect and plan for long-term industrial land supply.

Implementation Measures:

- Preserve key industrial areas (e.g., Port lands).
- Create policies to avoid premature conversion of industrial land to non-industrial uses.
- Identify a replacement strategy for industrial lands lost to redevelopment.
- Increase the supply of industrial sites, including medium/large (30-60 acre) and large (60-100 acre) sites, to ensure opportunities to attract target industry businesses.

Goal 2: Grow and Attract a Skilled Workforce

Policy 2.1: Strengthen education and workforce development pathways.

Implementation Measures:

- Partner with the Columbia Gorge Community College (CGCC) and STEM Hub to align programs with target industry needs.
- Support internship and pre-apprenticeship programs tied to local employers.
- Expand youth engagement in technical careers.

Policy 2.2: Support education, housing, healthcare, childcare, recreation and other quality-of-life services that help attract new employers and encourage the retention of existing employers.

Implementation Measures:

- Integrate economic goals with the City's Housing Needs Analysis.
- Encourage mixed-income and workforce housing near employment centers.
- Develop partnerships or incentives for childcare expansion.
- Continue multi-partner effort to relocate the hospital to a more central location and support redevelopment of the existing site if the facility is relocated.
- Explore urban renewal investment in new riverfront amenities.

Goal 3: Strengthen and Activate Downtown and Community Destinations

Policy 3.1: Reinforce downtown as a mixed-use employment and cultural center.

Implementation Measures:

- Encourage vertical mixed-use development and upper-floor reuse.
- Evaluate parking minimum reductions in core areas.

- Assess implementation of vacant ground-floor commercial window display regulations and guidelines to encourage a vibrant and aesthetically pleasing Downtown environment.
- Align investments with the Downtown Urban Renewal Plan and Urban Renewal priorities.

Policy 3.2: Promote local-serving and visitor-serving businesses.

Implementation Measures:

- Attract retailers, food and beverage operators, and experience-based businesses.
- Support adaptive reuse of historic structures.
- Improve wayfinding and public space amenities to enhance business access.

Policy 3.3: Leverage the Columbia Gateway Urban Renewal District to catalyze downtown redevelopment and economic revitalization.

Implementation Measures:

- Prioritize infrastructure and building investments that align with long-term economic development objectives and private reinvestment potential.
- Use the Urban Renewal incentive program to encourage upper-floor housing, façade upgrades, and active ground-floor uses.
- Coordinate Urban Renewal projects with business recruitment, plaza activation, and streetscape improvements.

Goal 4: Ensure Economic Development Readiness and Resilience

Policy 4.1: Make it easier to develop in The Dalles.

Implementation Measures:

- Streamline permitting processes for expansions and site reuse.
- Provide predevelopment assistance for catalytic sites.
- Regularly update the City’s economic development web resources.

Policy 4.2: Plan for long-term resilience and adaptability.

Implementation Measures:

- Incorporate hazard mitigation and utility redundancy into infrastructure and land use planning.
- Encourage redevelopment strategies that incorporate infrastructure layouts and long-term adaptability for changing industry needs.
- Monitor and report progress using economic metrics (e.g., land absorption, job growth, participation rates).
- Foster partnerships to encourage community gardens in order to expand locally-sourced food supplies.

Goal 5: Grow the Green Economy and Technology Innovation Sector

Policy 5.1: Leverage existing tech and infrastructure investments to support green and digital industry clusters.

Implementation Measures:

- Promote The Dalles as a hub for low-carbon, data-driven industry using local hydropower and broadband capacity.
- Work with Google and utility providers to identify co-location opportunities for energy-intensive or AI-enabled businesses.
- Support emerging sectors such as data analytics, cloud computing, and cleantech manufacturing.

Policy 5.2: Encourage environmentally responsible development and reuse of underutilized land.

Implementation Measures:

- Work with regional utilities and Google to explore opportunities for waste heat recovery, onsite energy storage, or circular resource systems as part of employment site redevelopment.
- Promote reuse of brownfield and grayfield sites for employment uses with public-private partnerships.
- Encourage dual-benefit projects (e.g., solar installation on industrial rooftops or parking structures).

Policy 5.3: Encourage innovation partnerships between private industry, utilities, and educational institutions.

Implementation Measures:

- Collaborate with Google, other information and technology companies, CGCC, and STEM organizations to support applied research and tech workforce pipelines.
- Support testbeds or pilot initiatives in sectors like ag-tech, cleantech, or environmental monitoring.
- Seek external funding for demonstration projects showcasing energy and resource-efficient technologies.

Goal 6: Strengthen Regional Economic Integration and Infrastructure

Policy 6.1: Coordinate economic development initiatives with regional partners.

Implementation Measures:

- Establish joint planning efforts with Wasco County, Klickitat County, the Port of the Dalles, and the Port of Klickitat for infrastructure and site readiness.
- Promote shared marketing of industrial and airport lands across jurisdictions.
- Engage in bi-state workforce and housing discussions to support common growth goals.

- Support regional childcare centers and solutions

Policy 6.2: Align infrastructure investment with regional economic priorities.

Implementation Measures:

- Identify regional infrastructure priorities (e.g., broadband, water/sewer, airport) and pursue shared funding strategies.
- Collaborate with ODOT and local transit providers to enhance access to employment centers.
- Support freight mobility and goods movement projects that strengthen The Dalles' role in regional logistics.

Policy 6.3: Position The Dalles as a regional logistics and advanced manufacturing hub.

Implementation Measures:

- Promote available industrial sites near I-84, rail corridors, and the airport for logistics and clean industry development.
- Engage with industrial brokers and developers to identify and recruit targeted businesses.
- Maintain The Dalles position as a primary agribusiness trade center by encouraging the growth of those businesses providing agricultural supplies and services, and those processing and marketing agricultural products
- Coordinate with utility and transportation agencies to ensure infrastructure capacity for industrial users.

Goal 7: Support the Cultural, Creative, and Experiential Economy

Policy 7.1: Promote growth of the artisan, cultural, and local experience-based economy.

Implementation Measures:

- Support adaptive reuse of downtown spaces for galleries, food/beverage makers, and creative industries.
- Partner with CGCC, makerspaces, and tourism entities to host public events and cultural festivals.
- Promote and market The Dalles as a destination for local goods, stories, and experiences.

Policy 7.2: Foster place-based economic development that reinforces local identity.

Implementation Measures:

- Encourage integration of local heritage, culture, and arts in economic revitalization strategies.
- Provide support for culturally relevant entrepreneurship and retail, especially in historic districts.
- Use signage, storytelling, and branding to tie the creative economy to The Dalles' sense of place.

Policy 7.3: Expand opportunities for live/work, maker, and micro-retail spaces in mixed-use areas.

Implementation Measures:

- Modify zoning to support small-scale production, artist studios, and flexible ground-floor commercial uses.
- Provide technical assistance or incentives for activating underutilized commercial properties.
- Partner with building owners and nonprofits to create shared retail and workspace incubators.

Volume II: Background Documents

- A. Pioneering The Dalles: A Vision for The Dalles in the Year 2020
- B. Comprehensive Plan, Land Use Map (Ames & Associates, 2002)
- C. Population Forecast for The Dalles (ECONorthwest, 2006)
- D. City of The Dalles Residential Land Needs Report (Winterbrook Planning, 2006)
- E. Buildable Lands Inventory Methods and Maps for The Dalles UGB and URA (Winterbrook Planning and the City of The Dalles, 2006)
- F. Goal 13 Energy and Land Use Analysis (ECONorthwest, 2006)
- G. City of The Dalles Historical Resources Inventory, 1984-85
- H. The Dalles Riverfront Master Plan, October 1989
- I. Hazards Studies
 - a. Geologic Hazards of Northern Wasco, Sherman and Hood River Counties, 1977; Department of Geology and Mineral Industries
 - b. Landslide Hazard Study; Fujitani Hilts & Associates, 1991
- J. Middle Columbia-Hood (Miles Creeks) Subbasin Total Maximum Daily Load (TMDL) Implementation Plan, 2021.
- K. City of The Dalles Economic Opportunities Analysis (MIG, Inc. and Competinomics, 2026)

EXHIBIT C
Proposed Amendments
Comprehensive Plan Amendment 58-25

GOAL # 9
ECONOMIC DEVELOPMENT

PURPOSE

To provide adequate opportunities throughout the State for a variety of economic activities vital to the health, welfare, and prosperity of Oregon's ~~citizens~~communities.

BACKGROUND

In 2026, The City of The Dalles developed an updated Economic Opportunities Analysis (EOA) that builds upon preliminary work conducted in 2019-2022 to evaluate the City’s 20-year projected employment growth and corresponding amount of land necessary to accommodate that growth. The City coordinated closely with a broad range of stakeholders, including local employers and property owners, regional economic development staff, real estate professionals, and City, County and state agency representatives, to prepare an EOA consistent with Statewide Planning Goal 9 and OAR Chapter 660, Division 9 (including OAR 660-009-0015).

As part of the EOA update and related Comprehensive Plan amendments, the City conducted public outreach and technical review, including joint Planning Commission and City Council discussions in August 2025 and review by a technical advisory committee, as described in the staff report and incorporated into the legislative record.

~~As part of the 2006-07 Comprehensive Plan update, the City of The Dalles coordinated closely with the Port District to prepare an Economic Opportunities Analysis (EOA) consistent with OAR Chapter 660, Division 9—the Goal 9 Rule. The EOA was updated in 2011 to reflect changes in circumstances and local policy.~~

Economic Overview

The Dalles economy is linked with the entire region. The City serves as the regional center for the five-county Mid-Columbia Economic Development District (MCEDD) region centrally located along the Columbia River Gorge. With a population of approximately 16,100 people as of 2025, it is the county seat and the largest city in Wasco County, Oregon. The City is well-positioned along Interstate 84, located approximately 85 miles east of Portland, Oregon and Highway 197 that connects northerly to Dallesport, Washington across the Columbia River. It is surrounded by unique natural beauty of the Gorge, farmlands, and Mt. Hood to the south.

As the end of the historic Overland Oregon Trail, The Dalles was the central location for commerce and activity within the Gorge. Today, the city continues to serve as the regional center for retail, government and institutions such as the Adventist Health Columbia Gorge, Columbia Gorge Community College, and Wasco County Courthouse. The Dalles region traditionally thrived on manufacturing industries tied to agriculture and metals such as the Harvey/Martin-Marietta aluminum smelter plant. Over time the regional economy has diversified with private investments such as those by Google, and the success of the Port attracting new business and downtown investments. In 2024, employment levels in the region were nearing pre-pandemic

levels as the economy continues to recover. Key aspects of the area's economy and recent economic trends include the following:

- During the last two decades (2000-2025), the regional economy of The Dalles has diversified with the closure of the Harvey/Martin-Marietta aluminum plant and more recent significant private investments.
- Since 2020, national and state employment have grown by 2.1% and 1.7%, respectively. Employment in the MCEEDD region has increased by 1.4%. Between 2015 and 2020, the region had been experiencing a strong recovery from the 2008-09 recession adding 2,445 jobs resulting in a 2.0% annual growth rate. When not confronting the challenges of major economic disruptions such as the Great Recession or COVID pandemic, employment growth has been strong in most of the region's counties. According to forecasting from the Oregon Employment Department and Washington Employment Security Department, the MCEEDD region is expected to grow at about 0.9% annually through 2033.
- As of 2022, the median age in The Dalles is 38.5, which is slightly younger than The Dalles was trending during the 2010s. Further, The Dalles is slightly younger than the overall MCEEDD region, which averages a median age of 43.6. Maintaining a relatively younger population will be important to the city's future economic and employment growth prospects in that the city will have a balanced proportion of prime-age working adults to maintain and spur a sustainable level of economic activity.
- Between 2004 and 2019, employment growth in The Dalles slightly outpaced population growth at an average of 1.5% annually. Since dropping by 6.3% in 2020, employment in The Dalles has recovered at an annual average rate of 1.2%. The Dalles's share of Wasco County employment stands at 77% which is a slight increase from about 73% in 2006. Wage growth in The Dalles has increased by 4.1% annually during the last 10 years, following U.S. and statewide trends.
- Of the 4,969 workers who commute to The Dalles for jobs as of 2022, the most prevalent areas in which workers live are Hood River/White Salmon area, Portland metro area, Goldendale, Eugene, Salem and Bend. Of the 4,889 residents who commute for work elsewhere as of 2022, the majority of those residents are commuting to the Portland metro area, Hood River/White Salmon area, Salem, Bend/Redmond, Eugene and to cities to the east.
- As of 2022, The Dalles exceeds statewide percentages (38% versus 34%, respectively) of residents with post-secondary or associate's degree education. On the other hand, the percent of residents with a bachelor's degree or higher is significantly below statewide and regional levels but has been improving over the last ten years. The degree to which The Dalles is able to maintain or grow future economic activity will depend on the community's ability to attract and retain residents with bachelor's degrees and/or targeted post-secondary education levels.
- Since 2018, The Dalles has had an influx of residents (new or newly experienced and/or trained) with skills in a diverse range of sectors. According to occupational projections produced by the Oregon Employment Department, through 2033, The Dalles is expected to have about 550 new openings for various occupational skills. Total demand for occupations, including replacements, will be greatest in "Service" occupations, primarily in Food Preparation and Personal Care. Health Care and Management, Business, Financial and Professional related occupational skills will be in high demand as well.

Recent Economic History

The Dalles is Wasco County's primary municipality and is the major employment center of the County. The community has a broad spectrum of diversified employment opportunities underpinned by a base of small industrial/manufacturing companies.

Major employers in The Dalles include Google, the Mid-Columbia Medical Center, The State of Oregon, Fred Meyer, Bi-Mart, K-Mart, Oregon Cherry Growers, Union Pacific Railroad, and several branches of the U.S. Government. Recent events which are expected to influence economic conditions and employment in The Dalles include changes in the economic base and new supporting public facilities.

• The \$66,096,000 annual (2006) production and processing of fruit and grain remains a staple for Wasco County, and agribusiness is expected to remain a strong economic influence on The Dalles. Value-added development allows for expansion and retention of these agricultural industries.

• In 1988 a location one mile west of The Dalles was selected as the site for the Columbia Gorge National Scenic Area Interpretive Center ("Gorge Discovery Center"). Opened in 1997, the facility includes the Wasco County Museum and attracts tens of thousands of visitors each year and offers many educational programs and special exhibits.

• In 1993 a \$7.8 million general obligation bond passed, allowing the Columbia Gorge Community College to purchase the former Judson Baptist College site to establish its first campus. Since then, the campus has continued to improve, and student numbers have continued to increase. In 2006, an \$18,000,000 bond was passed which will be used to upgrade existing buildings and build new ones as the college continues to expand. Program development can provide vocational training to aid business and industrial advancement through work force education and apprenticeships.

• An aging population, together with in-migration of retirees, will provide opportunities and challenges as more people retire to and in The Dalles. As one of five medical facilities in the nation to adopt the

"Planetree" concept (providing for patient involvement in treatment), Mid-Columbia Medical Center acts as a magnet for quality medical services and specialties. A recent addition to the Medical Center is the Cancer Treatment Center, a state-of-the-art facility. Another recent addition to MCMC includes a Mind/Body Center, which focuses on non-traditional treatments and lifestyle programs.

• In 1990, The Dalles adopted an urban renewal plan to provide new infrastructure, upgrade conditions, and attract new investment to the downtown commercial area. About \$8,000,000 has been invested in the downtown area including streetscape work, historic building restoration and riverfront access.

• The upsurge of windsurfing in the Mid-Columbia since the 1980s brought a modest windfall to the Wasco County economy, adding an additional recreation opportunity to the existing sports of fishing, hunting, rafting and hiking. A west side interchange from I-84 was built to service the Discovery Center and the Port Industrial Center. The Dalles is well served by existing rail, river, and air transport.

In 1993, and updated in 2002, The Dalles created a community vision statement and action plan to help define its preferred future and initiate action to achieve a more attractive and efficient City.

~~The Dalles is uniquely situated with access via two interstate highways, the river, rail, and air. New developments, such as airport expansion, will improve upon the geographic advantages of the area.~~

~~In 2005, the City and Klickitat County, Washington, joined together to improve the airport with the long-term goal of making the airport financially self-sufficient. A new Regional Airport Board was established and given additional responsibilities and powers to further the goal. This new management structure will serve the airport, the local economy, and the flying public well for many years to come. With over 500 acres of developable land, the airport represents a huge economic development opportunity. Planned on the airport property is a world-class golf course with related resort activities to be developed on adjacent property.~~

~~Significant commercial development activities occurred between 1982 and 2006, primarily along West Sixth Street, including two major Fred Meyer expansions, a 24,000-square foot Home Depot store, a new Safeway store, Walgreens, Columbia River Bank branch, Chevrolet dealership, medical facility, Staples, K-Mart, Bi-Mart, Wal-Mart and several other smaller commercial developments. A motel, market, and service station were constructed near the Highway 197/I-84 intersection. During the same 10-year period, the Port's industrial land base has been completely developed. Development included a major Google technology center, two major manufacturing facilities, and several existing business expansions. Northwest Aluminum Specialties, Interior Motor Freight, United Parcel Service and expansion of existing facilities for Precision Lumber, Cargill Grain, and several more smaller industries have developed on non-Port industrial lands. All of the industrial developments have occurred within or adjacent to the Port's Industrial Center.~~

~~Google's recent decision to locate in The Dalles provides the basis for high technology cluster industries. The closing of Northwest Aluminum resulted in the loss of jobs, but also created new industrial and commercial employment sites with river, rail and highway access.~~

Economic Forecast

The EOA is comprised of two primary components, each developed separately and then integrated for the purposes of future planning. The first element focuses on the forecasted employment growth opportunities and estimated amount of demand for new land through the year 2045. The second component of the EOA evaluated the supply of land to meet this anticipated growth and land demand. In accordance with the Department of Land Conservation and Development (DLCD), only land within Oregon can be considered as part of the phase two supply evaluation. No Washington lands may be considered as part of the evaluation.

Both elements of the EOA were completed in accordance with the requirements of Statewide Planning Goal 9 and OAR 660-009-0015. The objective of an EOA is “to identify likely industrial and other economic development opportunities and corresponding employment land needs over the planning period of the next 20 years” through an analysis of national, state, regional and local trends and the establishment of community vision, goals, and objectives.

The projection of employment growth and the resulting land demand through the year 2045 was developed based on economic and community trends, Oregon Employment Department employment projections, historical employment growth in The Dalles, regional five-county economic development district (MCEDD region) data, and community input.

Table 9-1 shows a summary of vacant and partially vacant employment lands within The Dalles' UGB. As of 2025, The Dalles had an estimated 205 net acres of vacant and partially vacant land designated for industrial and other employment uses. Of this land, about 186 acres were vacant

and 19 acres were partially vacant with 105 acres designated for industrial uses and 99 acres designated for commercial uses (Table 9-1).

TABLE 9-1. GROSS AND NET DEVELOPABLE ACRES OF EMPLOYMENT LAND (2025)

| Employment Zone | Partially Vacant Land | | Vacant Land | | Total Net Buildable Land |
|-----------------|-----------------------|-------------|--------------|--------------|--------------------------|
| | Gross | Net | Gross | Net | |
| CBC | 2.6 | 1.3 | 1.8 | 1.5 | 2.7 |
| CG | 4.1 | 2.0 | 18.9 | 15.1 | 17.2 |
| CLI | 4.8 | 2.4 | 46.9 | 37.5 | 39.9 |
| CR | 0.2 | 0.1 | 35.7 | 28.5 | 28.6 |
| I (subtotal) | 4.2 | 2.1 | 121.5 | 103.3 | 105.4 |
| Google Sites | 0.0 | 0.0 | 54.5 | 46.4 | 46.4 |
| Other Sites | 4.2 | 2.1 | 67.0 | 57.0 | 59.1 |
| RL* | 21.9 | 10.9 | 0.0 | 0.0 | 10.9 |
| Total | 37.7 | 18.8 | 224.8 | 185.9 | 204.8 |

*RL zoned properties in the employment BLI include the hospital and Columbia Gorge Community College campuses which are identified as available for employment uses.

Table 9-2 shows the land demand forecast to estimate the demand for employment land. As shown, land demand is estimated under three employment growth scenarios.

TABLE 9-2. THE DALLES LAND DEMAND FORECAST (2025-2045)

| Scenario | Employment Land | New Employment | Sq.Ft./Employee | Total SF Needed | Floor Area Ratio* | Gross Acres Needed | Net Buildable Acres |
|-----------------|-----------------|----------------|-----------------|------------------|-------------------|--------------------|---------------------|
| | Scenario 1 | Commercial | 1,050 | 400 | 420,130 | 0.25 | 38.3 |
| Industrial | | 174 | 600 | 104,328 | 0.15 | 16.9 | 14.4 |
| Gov/Institution | | 39 | 550 | 21,241 | 0.25 | 2.1 | 1.7 |
| Total | | 1,263 | | 545,700 | | 57.3 | 46.6 |
| Scenario 2 | Commercial | 1,639 | 400 | 655,484 | 0.25 | 57.9 | 46.3 |
| | Industrial | 456 | 600 | 273,876 | 0.15 | 44.4 | 37.7 |
| | Gov/Institution | 185 | 550 | 101,713 | 0.25 | 9.9 | 7.9 |
| | Total | 2,280 | | 1,031,073 | | 112.2 | 92.0 |
| Scenario 3 | Commercial | 1,489 | 400 | 595,546 | 0.25 | 52.6 | 42.1 |
| | Industrial | 1,149 | 600 | 689,449 | 0.15 | 111.7 | 95.0 |
| | Gov/Institution | 222 | 550 | 122,135 | 0.25 | 11.9 | 9.5 |
| | Total | 2,860 | | 1,407,131 | | 176.2 | 146.6 |

SOURCE: OED QCEW, Competinomics

Table 9-3 compares identified land demand with available sites through the 2045 period. The results suggest that The Dalles has a surplus of acreage available for industrial and other uses under all three land need scenarios when demand is measured in the aggregate. Approximately 14 to 95 net buildable acres of land zoned for industrial uses is needed to accommodate demand depending on the scenario. Based on the employment land inventory, the City can accommodate that demand within the planning horizon with a supply of approximately 105 net acres of buildable land zoned for industrial uses. The need for commercial and other non-industrial employment land is approximately 31 to 42 acres of needed land depending on the scenario. The BLI shows an estimated supply of 99 acres of buildable land to meet the forecasted commercial and other non-industrial employment land demand.

TABLE 9-3. LAND DEMAND ACREAGE AND BUILDABLE LAND INVENTORY COMPARISON SUMMARY

| <u>Employment Zone¹</u> | <u>Estimated Net Land Demand (acres)</u> | <u>Net Buildable Land (acres)</u> | <u>Surplus / Deficit (acres)</u> |
|------------------------------------|--|-----------------------------------|----------------------------------|
| Commercial | 30.6-42.1 | 99.4 | 57.3-68.8 |
| Industrial | 14.4-95.0 | 105.4 | 10.4-91 |
| Total | 46.6 – 146.6 | 204.8 | 58.2-158.2 |

In addition to estimating an overall land need, the City’s EOA assessed the need for sites of different sizes to meet typical industrial employment needs of target industries in The Dalles. The intent of this analysis was to further analyze if the City’s aggregate land supply is also sufficient to meet the need for different site sizes.

The assessment identified the need for a combination of small sites (0.1-2 acres), small/medium sites (2-8 acres), medium sites (8-30 acres), medium/large sites (30-60 acres), and large sites (60-100 acres) to accommodate future employment growth based on average firm size. Smaller sites typically are needed for office and warehouse space with buildings that range from 3,000 to 16,000 square feet for various tenants and which come with dock and grade loading. Larger sites generally accommodate one large or a few larger manufacturing facilities. These building types have different loading and parking requirements than the smaller multi-tenanted buildings and therefore have a more efficient site layout or higher floor area ratio (FAR) than the buildings on smaller sites. While the analysis estimates potential site need, it is important to note that site demand varies extensively within industry sectors and many industries may need sites in different employment zones at different times or within the same time period. Due to this dynamic, to achieve results under the Target Industry/Scenario 3 forecast and particularly because it is difficult to forecast the needs of larger employers, The Dalles will need to have an adequate number of sites at all sizes. It is also important to note that the estimates are based on readily available economic data and limited conversations with local stakeholders and do not reflect in-depth information needed to justify these findings with a high level of confidence. As such, the site-based analysis should be considered as a tool for future more detailed analysis if the City decides to pursue actions to expand its land supply.

¹ Acres rounded down to whole number.
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As summarized in the following table, the City has buildable sites available in the first three categories, but does not have available sites in the 30-60 acre and 60-100 acre categories. There are 17 small (0-2 acre) sites, six small-medium (2-8 acre) sites, and five medium (8-30 acre) sites available within the study area. Google owns three of the five vacant medium (8-30 acre) sites. This analysis indicates that while there may be enough acres of buildable land to meet the projected need when viewed as a single combined, aggregate acreage number, there are not enough sites across all site size categories and as a result not enough land in the UGB to address the need for sites in the needed sizes and configurations based on the site size-based assessment described here. The lack of sites over 30 acres in size in particular is a detriment to business recruitment and expansion across industrial sectors as has been noted during the EOA process by project stakeholders.

TABLE 9-4 INDUSTRIAL SITE SIZE CATEGORY SUMMARY, INDUSTRIAL ZONES

| Development Type | 0-2 acres | 2-8 acres | 8-30 acres | 30-60 acres | 60-100 acres |
|--|-----------|-----------|------------|-------------|--------------|
| Partially Vacant | | | | | |
| Number of Sites | 1 | 1 | 0 | 0 | 0 |
| Net Buildable Acres | 1.5 | 2.1 | 0 | 0 | 0 |
| Vacant | | | | | |
| Number of Sites | 17 | 6 | 5 | 0 | 0 |
| Net Buildable Acres | 11.2 | 17.0 | 83.5 | 0 | 0 |
| Total Needed Sites¹ | | | | | |
| Total Number of Sites | 18 | 7 | 5 | 0 | 0 |
| Surplus/Deficit of Sites per Size Category | (59) | (7) | (3) | (2) | (1) |

¹Presents comparisons with Scenario 3 of The Dalles Twenty-Year Land Demand Forecast (2025-2045)

Table 9-5 on the next page from the Employment Projection and Land Demand Analysis furthers the point that the aggregate land supply currently available in The Dalles is insufficient to meet the demand for different site size configurations. The site needs analysis converts employment into site need by allocating future employment by sector based on average firm sizes. To translate the site need analysis into an alternative estimate of potential aggregate land need, the number of sites needed in each employment and size category is multiplied by the average site size of existing employers within the employment category to arrive at an estimate of gross acreage required to accommodate land need assuming firm sizes and development patterns will remain generally similar to what now exists in The Dalles. A significant limitation of the site and gross acres estimates is that the analysis assumes that future employers of a certain size and industry will choose specific site sizes which is nearly impossible to predict as further described along with other limitations in the Employment Projection and Land Demand Analysis. For these reasons, the estimates in Table 9-5 could be viewed as a potential upper end of the range in projected land and site needs and should only be used to further the point that the City does not have enough industrial land to meet the projected site need configurations. The net land need would be at least 15-20% lower, based on a net land need to gross land need conversion factor of

15-20%. As noted previously, the site-based analysis should be considered as a tool for future more detailed analysis if the City decides to pursue actions to expand its land supply, rather than as a precise finding of land needs.

TABLE 9-5: THE DALLES LAND AND SITE NEED BY EMPLOYMENT LAND CATEGORY* (2025-2045)

| Sites Needed by Employment Land Category | Commercial | Industrial | Gov/ Institution | Total | Gross Acreage Required** |
|--|------------|------------|------------------|-------|--------------------------|
| Employment Scenario 1 | 1,050 | 174 | 39 | 1,263 | |
| Small (1-9 employees) | 225 | 39 | 2 | 267 | |
| Small/Medium (10-19 employees) | 173 | 32 | 4 | 209 | |
| Medium (20-99 employees) | 429 | 86 | 32 | 548 | |
| Large (100+ employees) | 223 | 17 | 0 | 239 | |
| Employment Scenario 3 | 1,489 | 1,149 | 222 | 2,860 | |
| Small (1-9 employees) | 320 | 258 | 14 | 591 | |
| Small/Medium (10-19 employees) | 245 | 212 | 21 | 479 | |
| Medium (20-99 employees) | 608 | 569 | 187 | 1,364 | |
| Large (100+ employees) | 316 | 110 | 0 | 425 | |
| No. Sites by Avg Emp Scenario 1 | 80 | 16 | 1 | 98 | 194 |
| Small (0 - 2 acres) | 60 | 12 | 0 | 72 | 112 |
| Small/Medium (2 - 8 acres) | 10 | 2 | 0 | 12 | 24 |
| Medium (8 - 30 acres) | 9 | 2 | 1 | 11 | 28 |
| Medium/Large (30 - 60 acres) | 1 | 0 | 0 | 1 | 30 |
| Large (60 - 100 acres) | 0 | 0 | 0 | 0 | 0 |
| No. Sites by Avg Emp Scenario 3 | 114 | 102 | 7 | 224 | 876 |
| Small (0 - 2 acres) | 85 | 77 | 3 | 165 | 453 |
| Small/Medium (2 - 8 acres) | 14 | 14 | 1 | 29 | 111 |
| Medium (8 - 30 acres) | 13 | 8 | 3 | 25 | 101 |
| Medium/Large (30 - 60 acres) | 2 | 2 | 0 | 5 | 150 |
| Large (60 - 100 acres) | 0 | 1 | 0 | 1 | 60 |

Source: OED QCEW, DLCD Guidebook, Calculations by Competinomics LLC

* Based on current average development patterns by zoning, site sizes and firm sizes. Infill assumptions have been applied to the site need and gross acreage estimates in this table: 10% for industrial users and 20% for commercial users.

** Acreage required to accommodate sites needed during the forecast period assuming average site sizes of existing firms. To arrive at gross acres by site size, the number of sites

need by each employment category is multiplied by the average site size used by existing firms within the employment category.

Findings: Key Themes, Strengths, and Challenges

The following key themes emerged as important topics among stakeholders or were identified through research as unique assets to the region that should be noted. In sum, The Dalles is well positioned to support a growing, sustainable, and diversified economy within the Gorge. While productive sectors in The Dalles are still recovering from disruptions in 2020, including the COVID pandemic, they have a track record of recovery and dynamism that can be expected to return in the future if there exists an environment that supports growth. Continued local investments in the foundational components of thriving communities such as adequate and modern infrastructure, diverse and efficacious educational opportunities and space for development will ensure projected employment growth and opportunity for local residents.

In summary, the primary key themes, strengths, and challenges are:

Key Themes

- Strong Infrastructure – As evidenced by the Google data center investment, The Dalles is fortunate to have strong broadband and electrical power infrastructure that is provided through non-carbon emitting hydro-power. These assets are significant and should be promoted to encourage continued business investment.
- Columbia Gorge Regional Airport Business Park – The City of The Dalles, Oregon and Klickitat County, Washington jointly own a Federal Aviation Administration (FAA) regulated 994-acre facility located in unincorporated Dallesport, Washington. The airport is surrounded by a large business park, which consists of shovel ready lots currently served with utilities and roads. Some of the parcels must be used for aviation-related purposes but others can be used for general industrial purposes. The airport and land within the community of Dallesport is considered a local strength and is part of the larger regional employment area from an economic development perspective, however the City does not have jurisdiction over that area and that area is not with the City’s UGB, the City’s inventory of available employment lands, or its regulatory control.
- Columbia Gorge National Scenic Area (NSA) – This is a unique federal designation that pertains to both states of Oregon and Washington. The intent of the NSA is to protect and provide for the enhancement of the scenic, cultural, recreational and natural resources of the Gorge; and to protect and support the economy of the Columbia River Gorge area by encouraging growth to occur in existing urban areas (shaded gray on the maps) and thereby allowing future economic development to occur. Industry leaders conveyed that the Gorge and surrounding recreation is a huge asset for talent attraction. The scenic area serves to protect a significant asset but must be balanced with the need for growth. Stakeholders noted that the Gorge Commission views the NSA urban areas holistically (not by state boundaries). At the same time, the same stakeholders also noted that the City cannot and should not consider these areas as part of their supply of buildable land, given that this is not allowed by the State of Oregon.
- Pendleton UAS Range (PUR) - PUR is a partner test site within the University of Alaska Fairbanks (UAF) led Pan-Pacific UAS Test Range Complex, one of seven FAA permitted UAS Test Sites in the country. This facility is located approximately 125 east of The Dalles along Interstate 84. PUR is an important element in growing the UAS industry cluster.

Continued collaboration, support and promotion of the facility on an ongoing basis is encouraged. The PUR director indicated that several out-of-state companies utilize the test range and may want a second location near the facility. A win-win collaboration between Pendleton and The Dalles will expand the offering of office/industrial sites available to out of state investors. Future outreach to the Warm Springs UAS Range, which has more limited service offerings, could be considered as well.

Strengths and Opportunities

- The Dalles is fortunate to be situated as a regional hub serving many of the smaller communities in the region. Its relatively larger economy offers a diversity of industries and talent that enable it to recover from economic shocks and begin to grow again.
- As noted previously, the Dalles has excellent broadband availability and water and power capacity. The Columbia River Gorge is an exceptional asset by which to draw visitors and new residents who want access to varied outdoor recreational activities. Despite an acute lack of housing, The Dalles has added population and has increased its labor force participation during the last ten years.
- The Columbia Gorge Regional Airport and the Business Park is a significant opportunity for growth in the aviation and manufacturing sector. The Columbia Gorge Community College has strong ties to the community and programs meant to support employer needs, changing industrial dynamics and the goals of its students.

Challenges

- The most significant challenge for The Dalles is the lack of housing and land available for housing and employment growth. Given constraints due to the National Scenic Area and other land use restrictions, overcoming this challenge will require significant efforts by stakeholders to maximize infill development and work with regulators to expand development options. Further development options, and the tax revenues that accompany them, are critical for reducing the cost of housing as well as investing in and maintaining the infrastructure and talent development that provide the foundations for economic growth and a thriving community.
- A further challenge in The Dalles is a lack of childcare providers. This issue is not unique to The Dalles and creative measures to reduce costs for childcare businesses in the short run is likely needed for the childcare sector to gain momentum wherein revenues can more closely cover costs.
- While The Dalles has a strong downtown form, it also has significant investment opportunities. Efforts to incentive these investments will go far in presenting a community that continues to invest in itself and maintains optimism for the future.

Economic Forecast

~~Based on these changing conditions, the following findings describe probable future shifts in employment, and new economic opportunity areas. The Dalles will diversify its economy, recognizing the necessity for family wage jobs which create wealth while acknowledging the opportunities for secondary service jobs within a balanced framework. Based on its five county regional trade area, The Dalles is situated as the hub of a 75,169 person market (2000 Census: Hood River, Wasco, and Sherman Counties in Oregon, Klickitat and Skamania Counties in~~

Washington). As the largest City within this area, The Dalles is the retail trade center for the Mid-Columbia Region.

The Dalles will maintain its long-time position as a regional retail trade center. Adequate commercial spaces, both undeveloped and redevelopable, should support anticipated growth. Tourism growth presents an opportunity to diversify the local economy. Facilities including the Gorge Discovery Center, Wasco County Museum, Riverfront Park and Trail, a wide variety of historic resources and properties, and abundant recreational opportunities provide the basis for this growth area. In addition, community attitudes drawn from the vision statement indicate a desire to improve the livability and attractiveness of The Dalles. The action plan will help carry out the vision.

The economy of an aging population will provide opportunities in services and housing, further supporting The Dalles and the Mid-Columbia Medical Center as the hub of medical services in the Mid-Columbia Region. The creation of a campus and additional buildings for the Columbia Gorge Community College will allow for growth and development of the community's education capabilities, focusing on work force training tailored to business and manufacturing needs that support a balanced economy.

Agribusiness will continue to remain as a strong influence on the local economy, with the potential of creating additional processing and packaging facilities to support new manufacturing jobs.

Industrial and Commercial Land Use Needs

In order to capitalize on long-range economic and employment shifts, The Dalles will need to add to its existing supply of land for commercial uses within the UGB. Similar conversions of Port industrial lands along the riverfront can produce a mixed-use area to accommodate a slightly different market, including freeway commercial and recreational users. Smaller gains are provided through the use of Neighborhood Centers to allow residential and neighborhood commercial uses to develop near focal intersections in town. Finally, The Dalles has voiced a desire to accommodate reasonable home business opportunities that can provide an affordable start-up location for emerging businesses.

The Northwest Aluminum site provides an excellent commercial and industrial redevelopment opportunity and will be able to meet The Dalles' need for large employment sites over the next 20 years. Since this employment lands inventory was completed, potential wetlands have been discovered that may have the effect of reducing the supply of suitable commercial and industrial land within The Dalles UGB. The City is committed to completing a local wetlands inventory (LWI) over the next several years to determine more accurately the supply of suitable employment land within The Dalles UGB. If the supply of suitable employment land falls below the 20-year need as identified in The Dalles EOA, the City will take steps to ensure an adequate supply of suitable employment land, including possible UGB amendments.

§ 9-3. Economic Opportunities Analysis (2006)

In 2006, the City of The Dalles contracted with Winterbrook Planning and ECONorthwest, a land use economics consulting firm, to prepare an updated Economic Opportunities Analysis (EOA) consistent with the requirements of Statewide planning Goal 9 and the Goal 9 administrative rule (OAR 660-009 as revised in December 2005). The 2011 EOA is included as a Background Document in Volume II of The Dalles CLUP.

The EOA includes a 20-year forecast of employment for The Dalles. It provides technical information that will help articulate the City's economic development policy and determine whether the City has an adequate inventory of industrial sites within its Urban Growth Boundary (UGB) to accommodate employment growth over the 20-year planning period. The 2011 EOA reports industries that have shown recent growth and business activity in Oregon—and which may locate or expand in The Dalles:

The EOA also identifies locational characteristics that will help determine the types of businesses most likely to locate in The Dalles during the 20-year planning period:

- ~~The presence and expected growth of the Columbia Gorge Regional Airport could help The Dalles attract businesses engaged in the manufacture and service of aircraft, avionics, and related equipment.~~
- ~~The Dalles' semi-rural setting, access to I-84 and other modes of transportation, and workforce availability make The Dalles attractive to businesses in manufacturing. Examples include high-tech electronics, food processing, industrial equipment, recreational equipment, and other specialty manufacturing.~~
- ~~Access to transportation, including the access to I-84, the railroad, barges, and the airport, makes The Dalles attractive to businesses in the warehousing and transportation sector. Large warehouse facilities that serve large areas appear to favor more central settings, such as the Willamette Valley. The Dalles is more likely to attract more modest facilities that serve a smaller geographic region or that specialize in fewer goods.~~
- ~~The Dalles' attractive semi-rural setting and quality of life could make it a location for professional, scientific and technical services, which are attracted to areas with high quality of life. Examples include software design, engineering, and research.~~
- ~~The Dalles' setting within the Columbia River Gorge, access to a variety of outdoor recreation, and the growing presence of viticulture make The Dalles attractive to tourists. Industries that serve tourists, such as food services and accommodations, are likely to grow if tourism increases.~~
- ~~The comparatively low cost and high availability of electricity, water, and high-speed internet connection (via the Q-life fiber optic loop) could make The Dalles attractive to businesses engaged in specialty manufacturing or technology related businesses.~~
- ~~The Dalles is the largest City in the Gorge, and it will continue to serve as a regional center for retail, services, and government.~~
- ~~As a regional center for retail shopping, The Dalles will experience demand for development of big-box and mid-sized retail stores, primarily for grocery, general merchandise, and home improvement stores. The Dalles will continue to be the location for regional institutions such as the Mid-Columbia Medical Center, the Columbia Gorge Community College, Wasco County Courthouse, and other government offices.~~

The 2011 EOA identified potential growth industries for The Dalles as follows:

- ~~**Retail and Services.** The State's nonfarm employment forecast for 2004 to 2014 projects that more than half of employment growth in Region 9, which includes Wasco County, will be in~~

retail and services. As a regional center for retail and services, The Dalles may attract the following industries:

- ~~The Dalles may be attractive to big-box and mid-sized retail. The Dalles may have growth in small and specialty retail shops and offices for business, professional, and health care services as population increases.~~

- ~~The Dalles' setting within the Columbia River Gorge, access to a variety of outdoor recreation, and the growing presence of viniculture make The Dalles attractive to tourists. Industries that serve tourists, such as food services and accommodations, are likely to grow if tourism increases.~~

- ~~The Dalles may be attractive for firms engaged in professional, scientific and technical services, such as software design, engineering, and research.~~

- ~~Government. The State's nonfarm employment forecast for 2004 to 2014 projects that growth in government will account for about one-third of employment growth in Region 9, including Wasco County. The Dalles may see employment growth in government for the following reasons:~~

- ~~The Dalles will continue to be the location for regional institutions such as the Columbia Gorge Community College, Wasco County Courthouse, and other government offices.~~

- ~~The Dalles will have growth in local government as population increases. Assuming that families with young children locate in The Dalles, growth in local government is likely to be dominated by education.~~

- ~~Industrial. The State's non farm employment forecast for 2004 to 2014 projects that growth in industrial sectors will account for the smallest portion of employment growth in Region 9, which includes Wasco County. The Dalles has comparative advantages, such as location and access to transportation, that may contribute to the growth in employment in the following industries:~~

- ~~The Dalles should be attractive for firms engaged in a range of specialty manufacturing, including aircraft, high-tech electronics, food processing, industrial equipment, and recreational equipment.~~

- ~~The Dalles should also be attractive for firms engaged in warehousing and distribution. The Dalles is more likely to attract more modest facilities that serve a smaller geographic region or that specialize in fewer goods.~~

- ~~The Dalles may be attractive to industries that need large amounts of electricity from stable sources.~~

- ~~Table 9-1 shows a summary of vacant and partially redevelopable commercial and industrial lands within The Dalles UGB. The table shows that The Dalles has a total of about 109 acres of vacant land, including 79 acres of vacant industrial land and about 30 acres of vacant commercial land.~~

Table 9-1 shows that The Dalles has an estimated 350 gross acres of potentially redevelopable land, including:

- 129 acres of redevelopable commercial land;
- 221 acres of redevelopable industrial land (almost entirely on the Northwest Aluminum site); and
- 19 acres of land designated for mixed commercial and residential use, which could be redeveloped for commercial uses.

| Table 9-1. | |
|--|---------------|
| Summary of Buildable Commercial and Industrial Land in The Dalles UGB, 2006 | |
| Commercial and Industrial | |
| Vacant | 89.04 |
| <i>Commercial Vacant</i> | <i>28.87</i> |
| <i>Industrial Vacant</i> | <i>60.17</i> |
| Potentially Redevelopable | 341.50 |
| <i>Commercially Redevelopable</i> | <i>75.88</i> |
| <i>Industrial Redevelopable</i> | <i>265.62</i> |
| Mixed-Use | 18.81 |
| Total | 449.35 |

Source: The City of The Dalles, 2006

Since this employment lands inventory was completed, potential wetlands have been discovered that may have the effect of reducing the supply of suitable commercial and industrial land within The Dalles UGB. The City is committed to completing a local wetlands inventory (LWI) over the next several years to determine more accurately the supply of suitable employment land within The Dalles UGB. If the supply of suitable employment land falls below the 20-year need as identified in The Dalles EOA, the City will take steps to ensure an adequate supply of suitable employment land, including possible UGB amendments.

Table 9-2 shows demand for employment land in The Dalles UGB by land use type for the 2006-2026 period. The results show that The Dalles will need 278 gross acres of land for employment within its UGB for the 2006-2026 period.

| Table 9-2. | | | | | |
|--|--|--------------------|--------------------|--|--------------------|
| Estimated Demand for Employment Land in The Dalles, 2006-2026 | | | | | |
| Land-Use-Type | | Emp-Growth- | Emp-Growth- | | Land Demand |
| | | | | | |

| 2006-2026 | Growth | No Land-Demand | with Land-Demand | Emp-per-Net Aere | Net Acres | Gross-Aeres |
|---------------------|--------------|----------------|------------------|------------------|------------|-------------|
| Retail and-Services | 2,196 | 220 | 1,976 | 18 | 110 | 146 |
| Industrial | 950 | 95 | 855 | 10 | 86 | 114 |
| Government | 541 | 54 | 487 | 12 | 41 | 54 |
| Total | 3,687 | 369 | 3,318 | | 236 | 314 |

Source: ECONorthwest, Winterbrook

Table 9-3 estimates distribution of future employers by size and site needs. The analysis does not distinguish between industrial and other employment types; it is likely that many larger employers (>50 employees) will generally want industrial sites.

The Dalles will need four sites of 6 to 35 acres in size during the 2006-2026 period. While the City will also need a lot of smaller sites, this need can be met by smaller firms that co-locate in office buildings or on retail sites, or locate in industrial parks. Thus, a few of the larger sites in the inventory will be divided to meet identified needs for smaller sites.

Table 9-3.
Estimated Distribution of Future Employers by Size and Site Needs, The Dalles, 2006-2026

| Number of Employees | Est # of Firms-New | New Emp | Sites-Needed | Site Size Range | Avg Site Acres-(net) | Net Acres-Needed | Gross-Aeres-Needed |
|---------------------|--------------------|---------|--------------|-----------------|----------------------|------------------|--------------------|
| 0 to 9 | 155 | 697 | 104 | <1 ae | 0.5 | 47 | 55 |
| 10 to 24 | 49 | 829 | 33 | 0.5 to 2.5 | 1.5 | 49 | 57 |

Table 9-3.
Estimated Distribution of Future Employers by Size and Site Needs, The Dalles, 2006-2026

| Number of Employees | Est # of Firms-New | New Emp | Sites-Needed | Site Size Range | Avg Site Acres-(net) | Net Acres-Needed | Gross-Aeres-Needed |
|---------------------|--------------------|---------|--------------|-----------------|----------------------|------------------|--------------------|
| 25 to 49 | 17 | 630 | 12 | 1 to 5 | 3.1 | 38 | 44 |

| | | | | | | | |
|--------------|------------|--------------|------------|---------|------|------------|------------|
| 50 to 99 | 5 | 365 | 4 | 3 to 10 | 6.3 | 25 | 30 |
| 100 or more | 4 | 796 | 4 | 6 to 35 | 20.3 | 81 | 95 |
| Total | 229 | 3,317 | 157 | | | 240 | 282 |

Source: Estimates by ECONorthwest

In 2006, The Dalles had about 449 acres of vacant and redevelopable land designated for industrial and other employment uses. Of these, about 89 acres were vacant — 60 acres designated for industrial uses and 29 acres designated for commercial uses. The demand analysis above concluded that The Dalles needs 282 acres for the 2006-2026 period.

Table 9-4 compares identified site needs with available sites for the 2006 through 2026 period. The results suggest that The Dalles has a surplus of acreage available for industrial and other uses. For the 2006-2026 period, the City will need a considerable number of smaller sites, and will need to use some of its larger sites to meet the small site deficit. Finally, the City has an identified need for a regional commercial center with access to I-84, a neighborhood commercial node to serve planned residential growth, and a business park to meet employment needs through 2026. The regional commercial center need was met through the Wal-Mart rezoning in 2007-08.

Table 9-4.
Comparison of site needs and site supply, The Dalles UGB, 2006-2026

| Site Size Range | Average Site Size | Sites Needed | Net Acres Needed | Supply: Sites | Supply: Net Acres | Needed Sites Surplus (def) | Needed Acres Surplus (def) |
|-----------------|-------------------|--------------|------------------|---------------|-------------------|----------------------------|----------------------------|
| <10 | 1 | 153 | 159 | 18 | 74 | (135) | (84) |
| >10 | 20 | 4 | 81 | 10 | 210 | 6 | 129 |
| Non-site | | | | | 49 | | 49 |
| Total | | 157 | 240 | 28 | 334 | | 94 |

The 2006 EOA has several implications for the City of The Dalles. Following are the key implications:

- The City has an overall surplus of employment land. Considering regional development trends and State and City policies concerning economic development, the City should maintain an adequate number of large sites within its existing industrial land base to accommodate future employment growth.
- Topographic constraints in areas adjacent to the UGB limit the number of large industrial sites that the City could possibly expand into. The

~~City is committed to a long-term redevelopment strategy for existing industrial areas. The Dallesport Industrial Park is not a viable long-term industrial strategy for The Dalles because it is in another State and distant from housing and services.~~

~~• The City should amend its zoning regulations to restrict commercial uses in relatively scarce industrial areas.~~

~~• The City will also establish a new business park designation that could accommodate office uses as well as certain light manufacturing uses and a master-planned setting.~~

~~• The City will continue to emphasize the historic downtown area as the government, specialized retail, office and tourist center.~~

Findings and Conclusions

~~This Plan recognizes that local policy also has an effect on the type and distribution of employment. In summary, the primary findings and conclusions are:~~

~~• The Dalles is well positioned to benefit from an increase in service, retail and tourism activity through the Columbia Gorge Discovery Center, The Dalles Riverfront Park and Trail, Google clusters, area sporting activities, and historic points of interest.~~

~~• New commercial development and retail leakage from Washington State will help strengthen The Dalles as the retailing center of the Mid-Columbia Region. The Columbia Gorge Community College and the Mid-Columbia Medical Center make The Dalles the health care and educational center for the region and are important work force training centers.~~

~~• Within The Dalles UGB, approximately 450 commercial and industrial acres are suitable for employment purposes, including potentially redevelopable land at the Northwest Aluminum site and elsewhere. Incentives such as job creation credits, the enterprise zone, and others should continue to be emphasized for industrial land development, and the creation and retention of family wage jobs. Since this employment lands inventory was completed, potential wetlands have been discovered that may have the effect of reducing the supply of suitable commercial and industrial land within The Dalles UGB. The City is committed to completing a local wetlands inventory (LWI) over the next several years to determine more accurately the supply of suitable employment land within The Dalles UGB. If the supply of suitable employment land falls below the 20-year need as identified in The Dalles EOA, the City will take steps to ensure an adequate supply of suitable employment land, including possible UGB amendments.~~

~~• The Dalles holds a substantial asset in its serviced industrial property within the existing UGB. This asset should be held for its long-term value to the economy.~~

GOAL 9 GOALS, POLICIES, AND IMPLEMENTATION MEASURES

The following goals and policies are designed to support The Dalles long-term economic health and are aligned with the community’s vision for 2040, particularly in the areas of economic vitality, education, livability, and infrastructure investment.

Goal 1: Expand and Diversify the Economic Base

Policy 1.1: Promote growth in healthcare, traded-sector, and target industries including advanced manufacturing, high technology, and value-added agriculture.

Implementation Measures:

- Work with MCEDD and industry groups to identify sector-specific needs.
- Prepare and regularly update a shovel-ready employment lands inventory.
- Prioritize public infrastructure investment in areas targeted for traded-sector growth.

Policy 1.2: Support entrepreneurship, innovation, and business start-ups.

Implementation Measures:

- Support downtown co-working spaces and startup events.
- Develop zoning allowances for home-based businesses and flexible commercial space.
- Support maker spaces and digital hubs.
- Support creation and retention of business support services that serve a diverse range of businesses.

Policy 1.3: Protect and plan for long-term industrial land supply.

Implementation Measures:

- Preserve key industrial areas (e.g., Port lands).
- Create policies to avoid premature conversion of industrial land to non-industrial uses.
- Identify a replacement strategy for industrial lands lost to redevelopment.
- Increase the supply of industrial sites, including medium/large (30-60 acre) and large (60-100 acre) sites, to ensure opportunities to attract target industry businesses.

Goal 2: Grow and Attract a Skilled Workforce

Policy 2.1: Strengthen education and workforce development pathways.

Implementation Measures:

- Partner with the Columbia Gorge Community College (CGCC) and STEM Hub to align programs with target industry needs.
- Support internship and pre-apprenticeship programs tied to local employers.
- Expand youth engagement in technical careers.

Policy 2.2: Support education, housing, healthcare, childcare, recreation and other quality-of-life services that help attract new employers and encourage the retention of existing employers.

Implementation Measures:

- Integrate economic goals with the City’s Housing Needs Analysis.

- Encourage mixed-income and workforce housing near employment centers.
- Develop partnerships or incentives for childcare expansion.
- Continue multi-partner effort to relocate the hospital to a more central location and support redevelopment of the existing site if the facility is relocated.
- Explore urban renewal investment in new riverfront amenities.

Goal 3: Strengthen and Activate Downtown and Community Destinations

Policy 3.1: Reinforce downtown as a mixed-use employment and cultural center.

Implementation Measures:

- Encourage vertical mixed-use development and upper-floor reuse.
- Evaluate parking minimum reductions in core areas.
- Assess implementation of vacant ground-floor commercial window display regulations and guidelines to encourage a vibrant and aesthetically pleasing Downtown environment.
- Align investments with the Downtown Urban Renewal Plan and Urban Renewal priorities.

Policy 3.2: Promote local-serving and visitor-serving businesses.

Implementation Measures:

- Attract retailers, food and beverage operators, and experience-based businesses.
- Support adaptive reuse of historic structures.
- Improve wayfinding and public space amenities to enhance business access.

Policy 3.3: Leverage the Columbia Gateway Urban Renewal District to catalyze downtown redevelopment and economic revitalization.

Implementation Measures:

- Prioritize infrastructure and building investments that align with long-term economic development objectives and private reinvestment potential.
- Use the Urban Renewal incentive program to encourage upper-floor housing, façade upgrades, and active ground-floor uses.
- Coordinate Urban Renewal projects with business recruitment, plaza activation, and streetscape improvements.

Goal 4: Ensure Economic Development Readiness and Resilience

Policy 4.1: Make it easier to develop in The Dalles.

Implementation Measures:

- Streamline permitting processes for expansions and site reuse.
- Provide predevelopment assistance for catalytic sites.

- Regularly update the City’s economic development web resources.

Policy 4.2: Plan for long-term resilience and adaptability.

Implementation Measures:

- Incorporate hazard mitigation and utility redundancy into infrastructure and land use planning.
- Encourage redevelopment strategies that incorporate infrastructure layouts and long-term adaptability for changing industry needs.
- Monitor and report progress using economic metrics (e.g., land absorption, job growth, participation rates).
- Foster partnerships to encourage community gardens in order to expand locally-sourced food supplies.

Goal 5: Grow the Green Economy and Technology Innovation Sector

Policy 5.1: Leverage existing tech and infrastructure investments to support green and digital industry clusters.

Implementation Measures:

- Promote The Dalles as a hub for low-carbon, data-driven industry using local hydropower and broadband capacity.
- Work with Google and utility providers to identify co-location opportunities for energy-intensive or AI-enabled businesses.
- Support emerging sectors such as data analytics, cloud computing, and cleantech manufacturing.

Policy 5.2: Encourage environmentally responsible development and reuse of underutilized land.

Implementation Measures:

- Work with regional utilities and Google to explore opportunities for waste heat recovery, onsite energy storage, or circular resource systems as part of employment site redevelopment.
- Promote reuse of brownfield and grayfield sites for employment uses with public-private partnerships.
- Encourage dual-benefit projects (e.g., solar installation on industrial rooftops or parking structures).

Policy 5.3: Encourage innovation partnerships between private industry, utilities, and educational institutions.

Implementation Measures:

- Collaborate with Google, other information and technology companies, CGCC, and STEM organizations to support applied research and tech workforce pipelines.

- Support testbeds or pilot initiatives in sectors like ag-tech, cleantech, or environmental monitoring.
- Seek external funding for demonstration projects showcasing energy and resource-efficient technologies.

Goal 6: Strengthen Regional Economic Integration and Infrastructure

Policy 6.1: Coordinate economic development initiatives with regional partners.

Implementation Measures:

- Establish joint planning efforts with Wasco County, Klickitat County, the Port of the Dalles, and the Port of Klickitat for infrastructure and site readiness.
- Promote shared marketing of industrial and airport lands across jurisdictions.
- Engage in bi-state workforce and housing discussions to support common growth goals.
- Support regional childcare centers and solutions

Policy 6.2: Align infrastructure investment with regional economic priorities.

Implementation Measures:

- Identify regional infrastructure priorities (e.g., broadband, water/sewer, airport) and pursue shared funding strategies.
- Collaborate with ODOT and local transit providers to enhance access to employment centers.
- Support freight mobility and goods movement projects that strengthen The Dalles' role in regional logistics.

Policy 6.3: Position The Dalles as a regional logistics and advanced manufacturing hub.

Implementation Measures:

- Promote available industrial sites near I-84, rail corridors, and the airport for logistics and clean industry development.
- Engage with industrial brokers and developers to identify and recruit targeted businesses.
- Maintain The Dalles position as a primary agribusiness trade center by encouraging the growth of those businesses providing agricultural supplies and services, and those processing and marketing agricultural products
- Coordinate with utility and transportation agencies to ensure infrastructure capacity for industrial users.

Goal 7: Support the Cultural, Creative, and Experiential Economy

Policy 7.1: Promote growth of the artisan, cultural, and local experience-based economy.

Implementation Measures:

- Support adaptive reuse of downtown spaces for galleries, food/beverage makers, and creative industries.
- Partner with CGCC, makerspaces, and tourism entities to host public events and cultural festivals.
- Promote and market The Dalles as a destination for local goods, stories, and experiences.

Policy 7.2: Foster place-based economic development that reinforces local identity.

Implementation Measures:

- Encourage integration of local heritage, culture, and arts in economic revitalization strategies.
- Provide support for culturally relevant entrepreneurship and retail, especially in historic districts.
- Use signage, storytelling, and branding to tie the creative economy to The Dalles’ sense of place.

Policy 7.3: Expand opportunities for live/work, maker, and micro-retail spaces in mixed-use areas.

Implementation Measures:

- Modify zoning to support small-scale production, artist studios, and flexible ground-floor commercial uses.
- Provide technical assistance or incentives for activating underutilized commercial properties.
- Partner with building owners and nonprofits to create shared retail and workspace incubators.

~~§ 9-4. Economic Development Goals~~

- ~~Provide family wage employment opportunities for The Dalles citizens.~~
- ~~Diversify the economic base of the community.~~
- ~~Increase the tax base needed to provide an adequate level of community services for The Dalles citizens.~~
- ~~Encourage the growth of existing employers and attract new employers to The Dalles that complement the existing business community.~~
- ~~Implement the objectives and activities of the Columbia Gateway/Downtown Urban Renewal Plan, enhancing opportunities for the improvement and redevelopment of business, civic, cultural, and residential uses in the area.~~
- ~~Utilize Port District lands for job creation, and development of the tax base in The Dalles.~~
- ~~Provide for tourism-related employment as an~~

important part of the effort to diversify The Dalles' economy.

- ~~• Provide employment opportunities, environments, and choices which are a vital part of a high quality of life in The Dalles.~~
- ~~• Support the maintenance and enhancement of The Dalles Commercial Historic District.~~
- ~~• Encourage redevelopment and adaptive reuse of commercial space downtown as an alternative to commercial sprawl.~~
- ~~• Support The Columbia Gorge Regional Airport located in Dallesport, Washington, in its growth and contribution to the local economy.~~

§ 9-5. Goal 9 Policies

- ~~1. Encourage the siting and growth of employers which pay family wages as identified in The Dalles Economic Opportunities Analysis (EOA).~~
- ~~2. To the extent possible, designate within the existing UGB suitable land with site size and locational characteristics required by targeted employment as set forth in the 2010 Economic Opportunities Analysis (BOA).~~
- ~~3. Identify industrial sites that are immediately available and serviceable for industrial development consistent with the Goal 9 rule. Request Oregon Economic and Community Development Department (OECDD) certification for “shovel ready” industrial sites pursuant to Executive Order 03-02.~~
- ~~4. Coordinate with property owners to retain large commercial and industrial sites identified in the EOA for their intended commercial and industrial uses through zoning and master planning.~~
- ~~5. Actively support redevelopment efforts for underutilized commercial and industrial sites within The Dalles UGB, recognizing that the Northwest Aluminum site provides the large industrial sites required by targeted employers during the 20-year planning period.~~
- ~~6. Protect large Northwest Aluminum redevelopment sites for their intended industrial uses as identified in the EOA as set forth in Table 9-4.~~
- ~~7. Commercial and service uses in the City’s industrial zones should be limited to small-scale retail and service uses that cater primarily to local area employees and customers.~~
- ~~8. Plan for and make prudent public investments to meet the future demands of industrial, commercial, and residential growth in The Dalles.~~
- ~~9. Encourage investment in The Dalles Central Business District, and support project activities in the Columbia Gateway/Downtown Urban Renewal Plan.~~
- ~~10. Encourage tourism-related services as an element in the diversification of the community’s economy.~~
- ~~11. Encourage the development of the Mid-Columbia Medical Center and other health services as an important resource to the economic base of The Dalles, and as an important element in extending the perimeter of The Dalles’ trade area.~~
- ~~12. Maintain The Dalles’ position as a primary agribusiness trade center by encouraging the~~

~~growth of those businesses providing agricultural supplies and services, and those processing and marketing agricultural products.~~

- ~~13. — Support the forest products industry as an element of the economy.~~
- ~~14. — Encourage the start-up and growth of small to medium sized businesses providing family wage jobs. Develop reasonable standards to allow home business start-ups.~~
- ~~15. — Encourage siting of new industries in The Dalles and encourage existing industries to maintain high environmental standards.~~
- ~~16. — Reserve industrial zones for industrial uses and uses compatible with industry.~~
- ~~17. — Review and revise administrative policies and procedures to streamline the planning process and reduce delays in obtaining development approvals.~~
- ~~18. — Coordinate economic planning and development with industrial development at Dallesport.~~
- ~~19. — Encourage educational, cultural, social and employment opportunities to enhance the quality of life in The Dalles for all age and income groups.~~
- ~~20. — Plan appealing streetscapes that encourage personal interaction, accommodate public gatherings, and enhance the experience of shoppers and workers.~~
- ~~21. — Encourage cooperation between public and private sectors to support economic growth.~~
- ~~22. — Make prudent investments in The Columbia Gorge Regional Airport as needed to accommodate airport development.~~
- ~~23. — Minimize prolonged business interruptions due to natural hazards.~~
- ~~24. — Minimize expenditure of public money for costly flood control projects. (Amended by Ord. 25-1414)~~

~~§ 9-6. Goal 9 Implementation Measures~~

- ~~• — Central Business District/Downtown Area (Designated Central Business Commercial on the Land Use Plan Map):~~
 - ~~○ — Undertake activities which will create or strengthen linkages among the Downtown, the Columbia Riverfront, and the East and West Gateway areas.~~
 - ~~○ — Work with local business to redevelop the Sunshine Flour Mill property and East Gateway streetscape project.~~
 - ~~○ — Improve the visual appearance of streets in the Downtown Area by encouraging amenities such as street trees and street furniture when public and private development and redevelopment is undertaken.~~
 - ~~○ — Provide an adequate amount of properly located off-street parking.~~
 - ~~○ — Conserve historically significant places and properties, and aid in the rehabilitation of buildings and properties, particularly in the Downtown Historic District.~~
 - ~~○ — Consider and minimize the~~

~~aesthetic impact of utility locations when new development or redevelopment occurs.~~

~~○ Construct or improve water, sewer, and storm drain systems as needed.~~

~~● West 6th Gateway Area (Designated General Commercial on the Land Use Plan Map):~~

~~○ Provide for highway commercial developments in areas along the West Sixth corridor where this is the predominant land use.~~

~~○ Improve the visual appearance by encouraging amenities such as street trees and street furniture when public and private development and redevelopment is undertaken.~~

~~○ Construct or improve water, sewer and storm drain systems as needed.~~

~~○ Ensure that future improvements and land use changes in the area provide adequate sound, light and visual buffers to adjacent residential areas.~~

~~○ Reserve areas along East and West Second Street for commercial/industrial mixed zoning.~~

~~○ Reserve land in the northern portion of the Northwest Aluminum site for needed commercial development.~~

~~● The Dalles Industrial Area (Industrial areas shall be identified on the Land Use Plan Map for industrial uses):~~

~~○ Provide for industrial development located with good access to I-84, arterial streets and rail facilities.~~

~~○ Encourage master planned redevelopment of the Northwest Aluminum site that retains larger parcel sizes identified in the EOA for targeted industries.~~

~~○ Locate industrial areas generally north of the I-84/ Union Pacific Railroad corridor.~~

~~○ Construct or improve water, sewer, streets, and storm drain systems as needed.~~

~~● Service/Recreation Areas (Designated Recreational Commercial on the Land Use Plan Map):~~

~~○ Provide for mixed use business and service commercial areas in locations with good access to I-84, Columbia River access, and proximity to recreation and/or visitor attractions.~~

~~○ Allowed uses include retail, service and office uses related to nearby industrial areas, and commercial uses serving the traveling public such as hotels, restaurants, conference centers and recreation facilities. Allow light industrial uses which are compatible with commercial and recreational uses.~~

~~○ Ensure site planning which protects and enhances the significant environmental areas located along the Columbia River and~~

~~related streams and creeks.~~

~~○ Prepare zoning and development standards for the service/recreation areas.~~

~~○ Construct or improve water, sewer, street, and storm drain systems as needed.~~

~~• Planned Developments (located in Commercial Areas)~~

~~○ Planned development shall be located within areas designated Residential and Commercial on the Comprehensive Plan map. Such developments are intended to allow greater flexibility and creativity in construction, lay-out, and use.~~

~~○ Planned developments for commercial uses shall be a minimum of 10 acres; development for residential uses shall be a minimum of one acre.~~

Volume II: Background Documents

- A. Pioneering The Dalles: A Vision for The Dalles in the Year 2020
- B. Comprehensive Plan, Land Use Map (Ames & Associates, 2002)
- C. Population Forecast for The Dalles (ECONorthwest, 2006)
- ~~D. City of The Dalles Economic Opportunities Analysis (ECONorthwest, 2011)~~
- ~~E.~~D. City of The Dalles Residential Land Needs Report (Winterbrook Planning, 2006)
- ~~F.~~E. Buildable Lands Inventory Methods and Maps for The Dalles UGB and URA (Winterbrook Planning and the City of The Dalles, 2006)
- ~~G.~~F. Goal 13 Energy and Land Use Analysis (ECONorthwest, 2006)
- ~~H.~~G. City of The Dalles Historical Resources Inventory, 1984-85
- ~~I.~~H. The Dalles Riverfront Master Plan, October 1989
- ~~J.~~I. Hazards Studies
 - a. Geologic Hazards of Northern Wasco, Sherman and Hood River Counties, 1977; Department of Geology and Mineral Industries
 - b. Landslide Hazard Study; Fujitani Hilt & Associates, 1991
- J. Middle Columbia-Hood (Miles Creeks) Subbasin Total Maximum Daily Load (TMDL) Implementation Plan, 2021.
- K. City of The Dalles Economic Opportunities Analysis (MIG, Inc. and Competinomics, 2026)



CITY OF THE DALLES

Economic Opportunities Analysis

Prepared by MIG, Inc. and Competinomics

February 2026



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ECONOMIC OPPORTUNITIES ANALYSIS OVERVIEW

This Economic Opportunities Analysis (EOA Update) for the City of The Dalles is comprised of the following documents:

- Economic Trends and Land Demand Analysis prepared by Competinomics (Exhibit A)
- Employment Buildable Lands Inventory (BLI) prepared by MIG, Inc., including a memorandum and maps summarizing the results of the analysis (Exhibit B)
- Detailed information regarding assumptions associated with the development status of specific properties evaluated in the BLI (Exhibits C and D)

This work was completed in 2026 and also built extensively on work undertaken for the City in 2019-2022 by Angelo Planning Group (APG) and Bridge Economics. That work was significantly updated in 2024-2026 as described in the accompanying documents. Both processes included extensive coordination with City of The Dalles staff, project advisory committees, members of the City's Planning Commission and City Council, and other community members.

Adoption of this EOA will be accompanied by adoption of an updated Economic Development chapter of the City's Comprehensive Plan (Goal 9). The updated Comprehensive Plan chapter will include narrative that briefly summarizes the information in this EOA, as well as updated economic development goals, policies, and implementation strategies.

EXHIBIT A

Economic Trends and Land Demand Analysis

Prepared by Competinomics

ECONOMIC TRENDS AND EMPLOYMENT LAND NEEDS

I. OVERVIEW

The City of The Dalles is a regional center for the five-county Mid-Columbia Region centrally located along the Columbia River Gorge. With a population of approximately 16,100 people, it is the county seat and largest city of Wasco County, Oregon. It is well-positioned along Interstate 84 approximately 85 miles east of Portland, Oregon and Highway 197 that connects northerly to Dallesport, Washington across the Columbia River. It is surrounded by unique natural beauty of the Gorge, farmlands and Mt. Hood to the south.



As the end of the historic Overland Oregon Trail, The Dalles was the central location for commerce and activity within the Gorge. Today, the city continues to serve as the regional center for retail, government and institutions such as the Adventist Health Columbia Gorge, Columbia Gorge Community College, and Wasco County Courthouse. The Dalles region traditionally thrived on manufacturing industries tied to agriculture and metals such as the Harvey/Martin-Marietta aluminum smelter plant. Over time the regional economy has diversified with private investments such as Google data centers, the success of the Port attracting new business and downtown investments. In 2024, employment levels in the region were nearing pre-pandemic levels as the economy continues to recover.

II. ECONOMIC DEVELOPMENT OVERVIEW

Economic development can be defined as efforts that seek to improve the economic well-being and quality of life for a community by supporting the creation and/or retention of middle and high-income jobs which grow incomes and the tax base through diversification of the local economy. These jobs are generally placed into two different categories defined as traded and local sector, and each have distinct needs in terms of workforce and business location. In addition, these sectors require different types of support and investments from various stakeholders. These sectors are distinguished for clarification regarding strategy objectives and actions.

TRADED SECTOR VS. LOCAL SECTOR JOBS

Traded sector (also referred to as an export or basic sector) businesses include industries and employers which produce goods and services that are consumed outside the region where they are produced and therefore bring in new income to the area (e.g., metals and machinery, food processing, data centers). These sectors are sometimes referred to as productive sectors of the economy as their activities add value

through the transformation of raw materials through the manufacturing process or pursuit of new innovations or processes that create greater efficiencies. Workers in the traded sector tend to have higher educational attainment, work more hours, and earn higher average wages than local sector business.

As the traded sector increases employment and wages, it also enables entrepreneurs to develop skills and resources to foster innovation and start new businesses and increase employment opportunities. Furthermore, certain traded sector companies foster a supply chain effect that creates the need for additional companies to supply components of a product that is manufactured or a service that is provided. Traded sector businesses in The Dalles include the Pacific Coast Producers, PowderPure and Google.

Local sector businesses produce goods and services that are consumed locally in the region where they were made, and therefore circulate existing income in the area (e.g., breweries, physician offices, banks). These businesses are important as they make a community distinct and provide amenities to attract young professionals and families that drive the new economy. Local sector businesses in The Dalles include breweries, medical and dental offices and banking establishments.

Figure 1 highlights the average wage difference between traded sector jobs and local sector jobs across the United States. As the job base expands, a community is more attractive to employees because they have more options for career growth. In turn, once the employment base grows, competition will occur and ultimately increase wages.

Figure 1: Annual Average Wage Comparison Across Industries U.S. (2023)

| NAICS | Industry Sector | Average Wage |
|----------------------|----------------------------------|--------------|
| Traded Sector | | |
| 51 | Information | \$150,089 |
| 52-53 | Financial Activities | \$118,623 |
| 42 | Wholesale Trade | \$98,587 |
| 54-56 | Professional & Business Services | \$97,154 |
| 31-33 | Manufacturing | \$82,634 |
| 22,48-49 | Transportation & Utilities | \$70,502 |
| 11,21 | Natural Resources & Mining | \$70,285 |
| Local Sector | | |
| 92 | Government | \$80,352 |
| 23 | Construction | \$76,878 |
| 62 | Health Services | \$64,432 |
| 61 | Education | \$62,052 |
| 91 | Other Services | \$50,759 |
| 44-45 | Retail Trade | \$41,127 |
| 71-72 | Leisure & Hospitality | \$32,073 |

Source: Bureau of Labor Statistics, QCEW data

III. REVIEW OF ECONOMIC TRENDS

CURRENT ECONOMIC SITUATION & OUTLOOK, U.S. AND OREGON

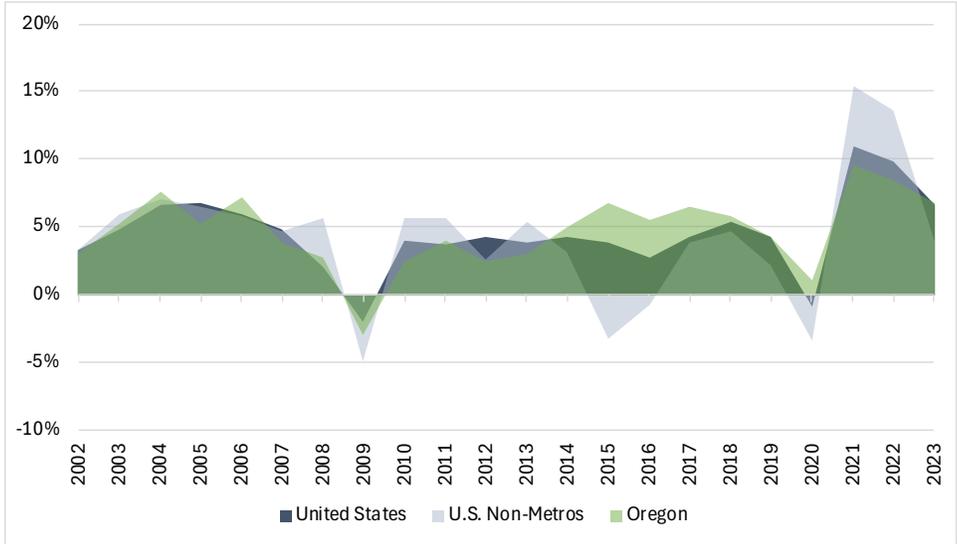
The current economic outlook for the U.S. and Oregon is mixed. Leading up to April 2025, the U.S. economy is generally solid with labor market conditions stable, inflation returning to the Federal Reserve’s long run goal of 2% and GDP averaging annual growth above 5% since 2021. Economic projections produced by the Federal Reserve indicate that GDP is expected to range between 0.6 and 2.5% through 2027, reflecting moderate uncertainty in the short term while longer term growth is expected to range between 1.5 and 2.5% annually.¹

Total employment has continued to rise since 2020 and unemployment has remained steady at just over 4% since April 2024. Federal Reserve projections anticipate that unemployment will likely remain at roughly 3.9 to 4.7% through 2027.

Similarly, Oregon’s economy has rebounded back from 2020 losses adding back over 300,000 jobs. Oregon’s GDP averaged 8.2% between 2021 and 2023. After a strong post-pandemic recovery, Oregon’s growth rates for major indicators appeared to be returning to long run averages in 2023.

¹ Federal Reserve Board. (2025 March 19) *Summary of Economic Projections*: <https://www.federalreserve.gov/monetarypolicy/files/fomcproptab120250319.pdf>.

Figure 2: GDP Growth for U.S., U.S. Non-Metros & Oregon (2001-2023)



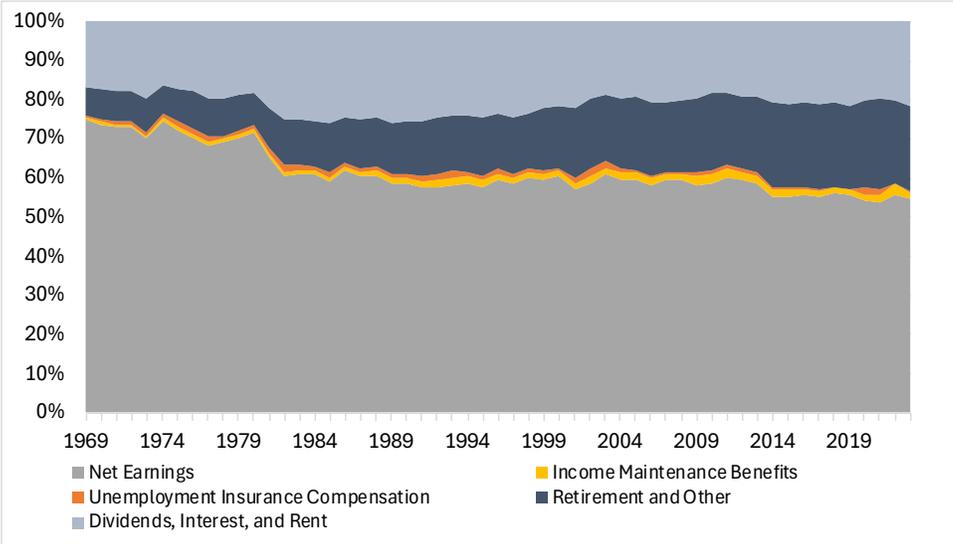
Source: U.S. Bureau of Economic Analysis

WAGES & PERSONAL INCOME

U.S. wages experienced strong gains starting in 2020 after holding steady at an average year over year increase of 3% during the 2010s. Industry wages increased by nearly 7% starting in 2020 but appear to be returning back to long-run averages as of 2023.

Figure 3 illustrates the trends in components of personal income in the U.S. between 1969 and 2023. Wages as a component of income have been steadily decreasing over time as other components such as retirement income and dividends, interest and rental income have gained magnitude. This trend is likely to continue for the next five to ten years as the number of retirees hits a peak in the U.S. around 2030.

Figure 3: Components of Personal Income, U.S. (1969-2023)



Source: Bureau of Economic Analysis

EMPLOYMENT GROWTH

Since 2020, national and state employment have grown by 2.1% and 1.7%, respectively. Employment in the Mid-Columbia Economic Development District (MCEDD) region has increased by 1.4%. Between 2015 and 2020, the region had been experiencing a strong recovery from the 2008-09 recession adding 2,445 jobs resulting in a 2.0% annual growth rate.

Employment statistics within the MCEDD region are driven primarily by Hood River County and Wasco County, which together account for about 92% of total employment in the region. Relative to the region,

Hood River County typically maintains above average growth rates, while Wasco County growth rates trend below average. Figure 4 shows average employment growth rates for five year periods since 2001. When not confronting the challenges of major economic disruptions such as the Great Recession or COVID pandemic, employment growth has been strong in most of the region’s counties.

Figure 4: Comparison of Employment Growth Rates Since 2001

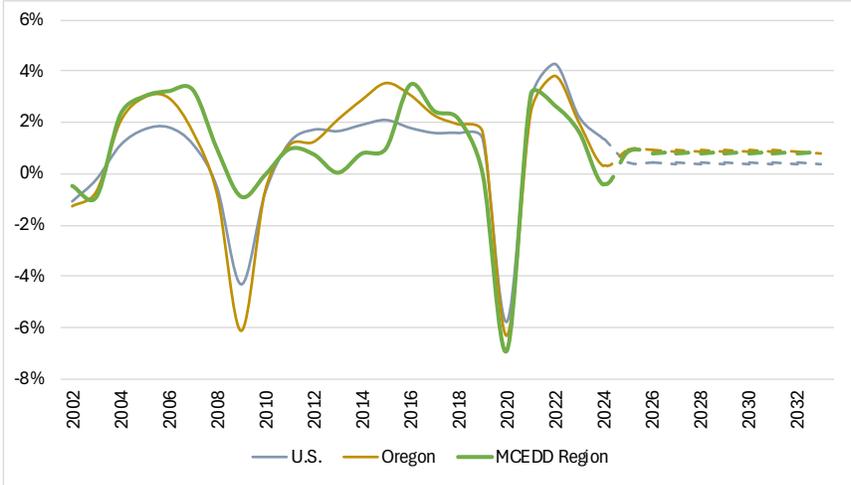
| | 2001-2005 | 2005-2010 | 2010-2015 | 2015-2019 | 2015-2020 | 2020-2024 |
|----------------|-------------|-------------|-------------|-------------|-------------|-------------|
| U.S. | 0.4% | -0.6% | 1.7% | 1.6% | 0.1% | 2.1% |
| Oregon | 0.8% | -0.6% | 2.2% | 2.2% | 0.5% | 1.7% |
| REGION | 1.0% | 1.3% | 0.7% | 2.0% | 0.2% | 1.4% |
| Hood River Co. | 2.7% | 1.3% | 0.8% | 3.1% | 0.6% | 1.6% |
| Sherman Co. | 0.8% | 3.2% | 1.5% | 2.2% | 1.9% | 1.0% |
| Wasco Co. | -0.2% | 1.0% | 1.6% | 0.5% | -0.7% | 1.1% |
| Klickitat Co. | -0.6% | 2.5% | -0.7% | 3.1% | 1.3% | 1.1% |
| Skamania Co. | 2.7% | -0.7% | 0.0% | 0.2% | -1.9% | 2.8% |

Source: U.S. Bureau of Economic Analysis, Oregon Employment Department and Washington Employment Security Department

During the next year or possibly two and thereafter, the consensus is that the U.S. as well as Oregon can expect continued but reduced job growth. The Oregon Employment Department (OED) forecasts job growth in Oregon to average about 0.9% annually or 170,000 total jobs through 2033.

The U.S. is expected to average 0.5% annual job growth through 2033.² According to forecasting from the OED and Washington Employment Security Department, the MCEDD region is expected to grow at about 0.9% annually through 2033.

Figure 5: Change in Total Employment, U.S., Oregon & MCEDD Region (2001-2033)



*MCEDD Region Counties: Sherman, Wasco, Hood River, Klickitat and Skamania
 Source: Bureau of Labor Statistics, Oregon Employment Department, Washington Employment Security Department

INDUSTRY SECTOR EMPLOYMENT GROWTH

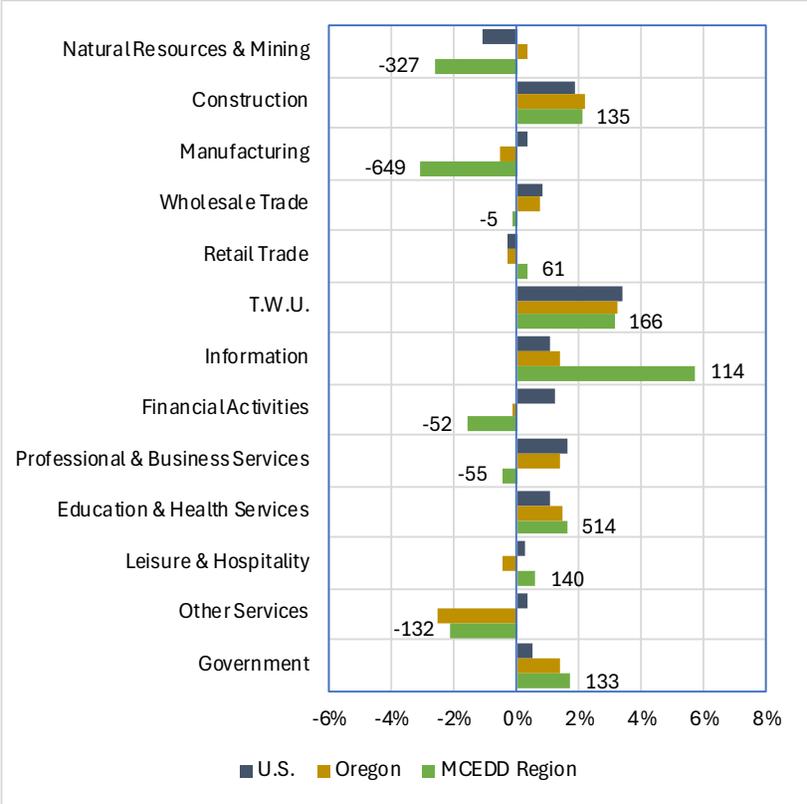
Between 2019 and 2023, industry sectors in the U.S. experienced a number of major disruptions to economic activity with the COVID pandemic being the most significant. Since 2020, industry growth has been mixed with varying rates of recovery by industry. The region’s recovery is generally following national trends with strong growth in Construction, Transportation, Warehousing & Utilities (T.W.U.) and Information. On the other hand, Natural Resources, Manufacturing, Wholesale Trade and Other Services have

² U.S. Bureau of Labor Statistics. (2024 Aug 29) *Employment Projections: 2023-2033 Summary*: <https://www.bls.gov/news.release/ecopro.nr0.htm>

experienced significant job declines.

T.W.U. has outpaced all other industries in growth in U.S. and Oregon, not surprising given the changes to economic activity brought on by the pandemic.

Figure 6: Industry Sector Growth, U.S., Oregon & MCEDD Region (2018-2023)



Source: U.S. Bureau of Labor Statistics

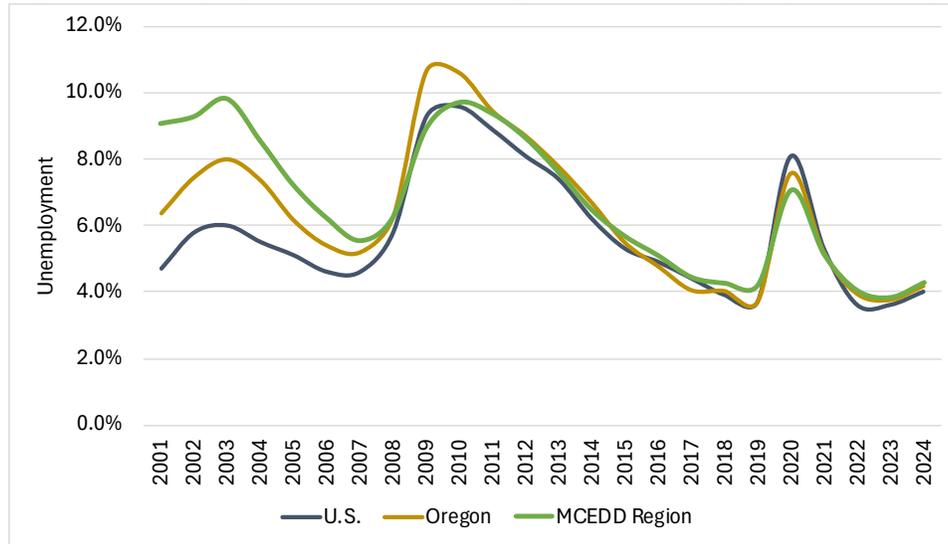
REGIONAL UNEMPLOYMENT

Figure 7 displays the U.S., Oregon and MCEDD region jobless rates between 2000 and 2024. After reaching 8.1% in 2020, the national unemployment rate dropped to 4.0% in 2024. U.S. job gains have far surpassed the jobs lost during the pandemic.

According to the U.S. Bureau of Labor Statistics, total “underemployment” in the U.S. – those unemployed and looking for work, as well as discouraged workers, underutilized workforce given skills and experience, as well as part-time employment by virtue of no full-time position availability – peaked at roughly 23% in April of 2020 and remained above 10% until June of 2021. It declined to 6.6% in April 2023 and has been slowly climbing to 7.9% as of March 2025.

Oregon and MCEDD’s unemployment rate have been closely tracking with the national rate. In 2023, Oregon and the region’s rates had dropped to 3.8% but exceeded 4% as of February 2025.

Figure 7: Unemployment Rate, U.S., Oregon & MCEDD Region (2001-2024)



Source: Bureau of Labor Statistics

POPULATION GROWTH

Between 2015 and 2024, The Dalles added 1,588 residents averaging a 1.2% annual growth rate. After the 2020 Census, the Portland State University’s (PSU) Population Research Center (PRC) adjusted population estimates for The Dalles upwards by 8%. Between 2015 and 2023, The Dalles added 887 households and 868 housing units.³

During the same period, the MCEDD region added 3,429 residents and averaged 0.4% annual growth. Hood River County and Wasco County populations were adjusted downward by about 2,000 residents after the 2020 Census.

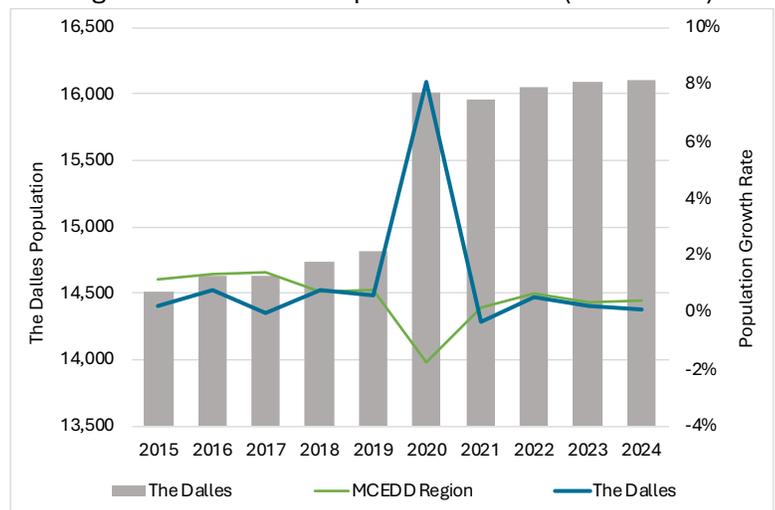
Oregon’s population rate over the same period was 0.7%.

MEDIAN AGE

The median age in The Dalles is 38.5, which is slightly younger than The Dalles was trending during the 2010s. Further, The Dalles is slightly younger than the overall MCEDD region, which averages a median age of 43.6. Similarly, the City of Hood River trends younger than the region with a median age of 37.9.

Places with relatively younger populations tend to have higher levels of labor force participation and better employment opportunities, as is the case for the cities of Hood River and The Dalles relative to the region. Labor force participation in The Dalles has been increasing over time to 61.6%. Regional labor force participation is 59.5%.

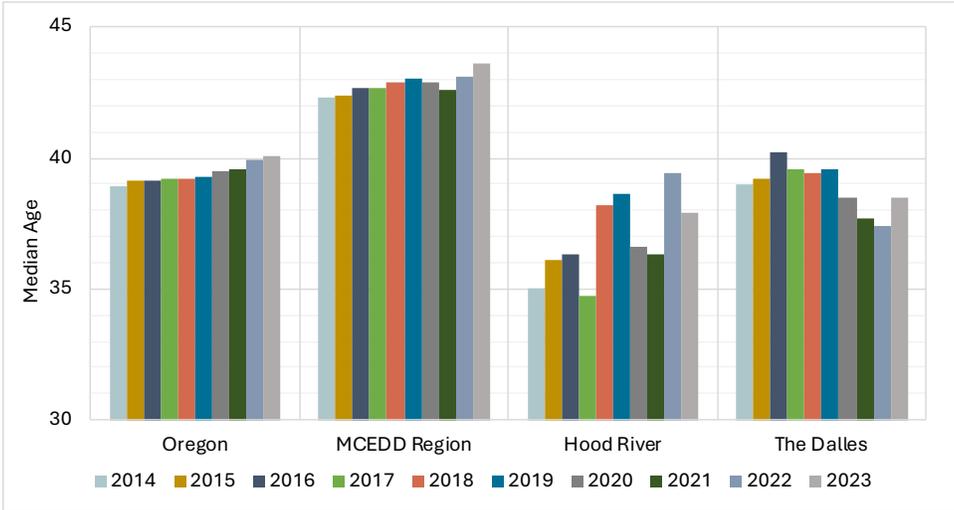
Figure 8: The Dalles Population Growth (2015-2024)



MCEDD Region Counties: Sherman, Wasco, Hood River, Klickitat and Skamania
 Source: PSU Population Research Center (PRC)

³ Household and housing data is from the U.S. Census Bureau American Community Survey (ACS) 5-Year Estimates for 2015 through 2023.

Figure 9: Median Age, Oregon, MCEDD, Hood River & The Dalles (2014-2023)



MCEDD Region Counties: Sherman, Wasco, Hood River, Klickitat and Skamania
 U.S. Census Bureau, American Community Survey (ACS) 5-Year Estimates

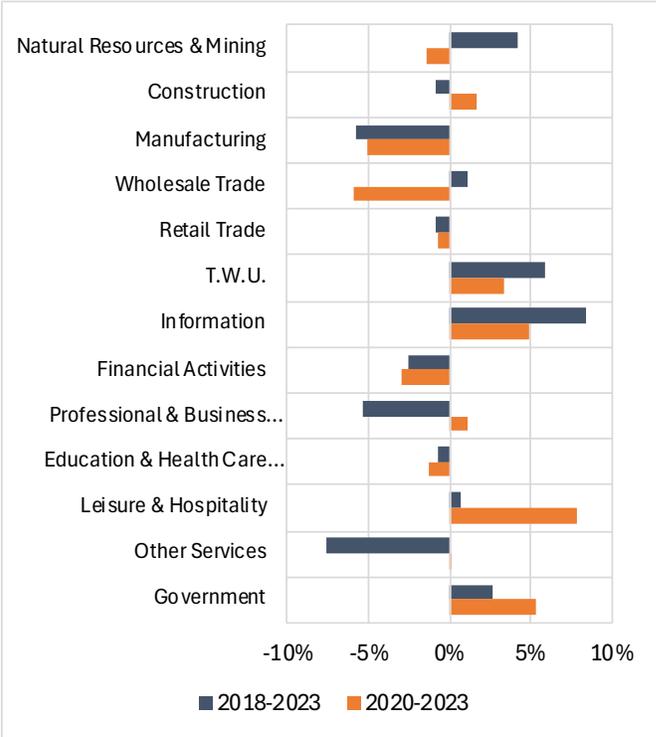
EMPLOYMENT & WAGE GROWTH

Between 2004 and 2019, employment growth in The Dalles slightly outpaced population growth at an average of 1.5% annually. Since dropping by 6.3% in 2020, employment in The Dalles has recovered at an annual average rate of 1.2%. The Dalles’ share of Wasco County employment stands at 77% which is a slight increase from about 73% in 2006.

T.W.U., Information and Government experienced relatively strong growth during and after the pandemic. Most other industries, however, have experienced negative or mixed growth. While the region has likely recovered employment growth since 2020, as of 2023, The Dalles was 260 jobs (or 3.0%) short of its 2019 employment.

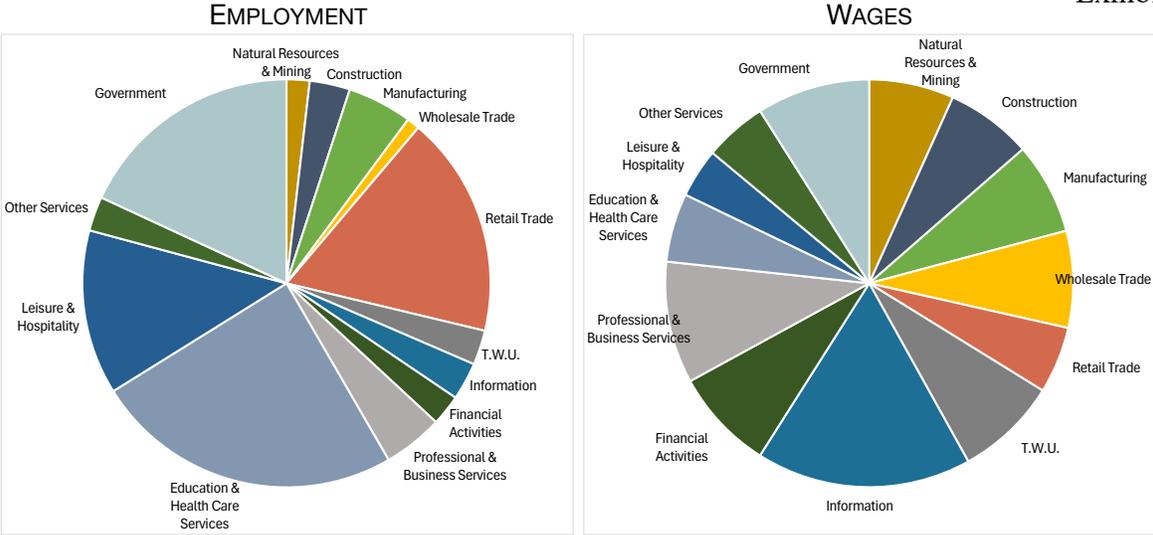
Figure 11 breaks down employment and wages in The Dalles by industry share. While Education & Health Care, Government and Retail Trade employ large shares of workers in The Dalles, wages by industry are more distributed with industries such as Natural Resources, Construction, Manufacturing, Wholesale Trade, T.W.U., Information, Financial Activities and Professional & Business Services contributing significantly to wages in The Dalles relative to their employment levels.

Figure 10: The Dalles Employment Growth by Industry (2018-2023 & 2020-2023)



Source: Oregon Employment Department QCEW

Figure 11: The Dalles Share of Industry Employment and Industry Wages (2023)

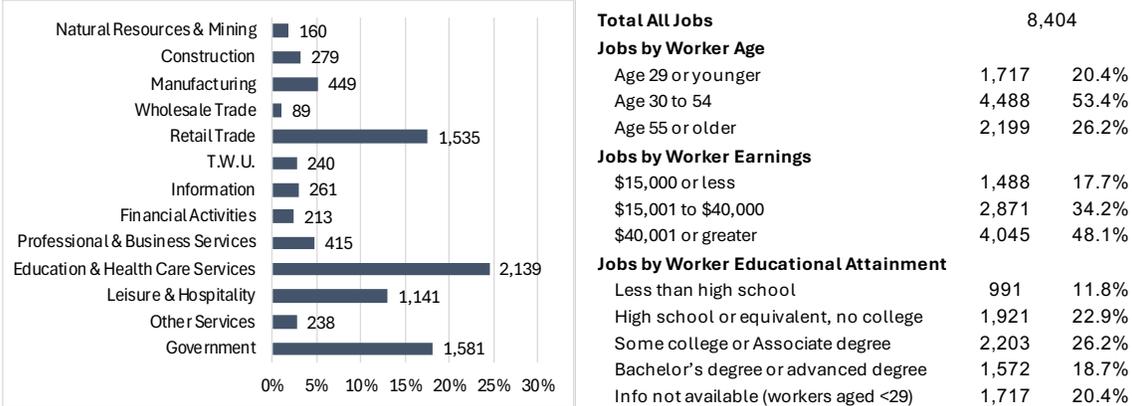


Source: OED QCEW

Wage growth in The Dalles has increased by 4.1% annually during the last 10 years, following U.S. and statewide trends.

As of 2022, the city had 8,404 jobs, with Education and Health Care accounting for nearly a quarter of all jobs, followed by Government accounting for 18% of jobs and Retail Trade accounting for nearly 17.6%.⁴ Figure 12 shows the breakdown of workers in The Dalles by age, earnings and educational attainment.

Figure 12: The Dalles Employment Categories (2022)



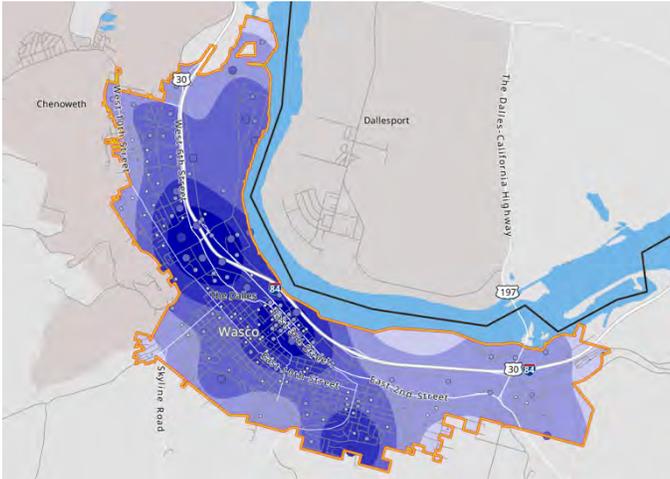
Source: U.S. Census Bureau On the Map and OED QCEW

EMPLOYMENT DENSITIES & COMMUTE PATTERNS

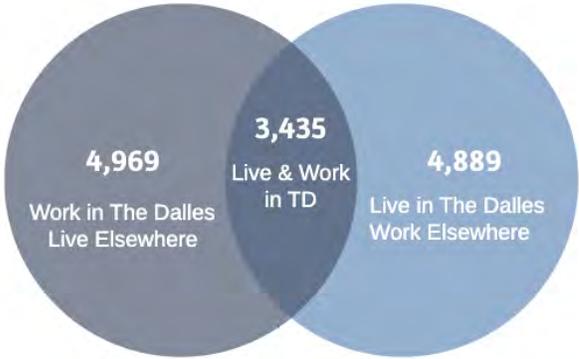
In 2022, of the 8,404 workers employed in The Dalles, the majority of jobs were concentrated in the areas along Interstate 84 in downtown and west of downtown as well as near the Adventist Health Columbia Gorge campus.

⁴ The most recent data available for the U.S. Census Bureau LEHD/On the Map program is 2022. For this reason, year 2022 data is also used for OED QCEW comparison.

Figure 13: The Dalles Employment Density & Worker Inflows/Outflows (2022)



Source: U.S. Census Bureau On the Map



Of the 4,969 workers who commute to The Dalles for jobs, the most prevalent areas in which workers live are Hood River/White Salmon area, Portland metro area, Goldendale and Eugene, Salem and Bend. Of the 4,889 residents who commute for work elsewhere, the majority of those residents are commuting to the Portland metro area, Hood River/White Salmon area, Salem, Bend/Redmond, Eugene and to cities to the east.

Figure 14: Where Workers Live (2022)

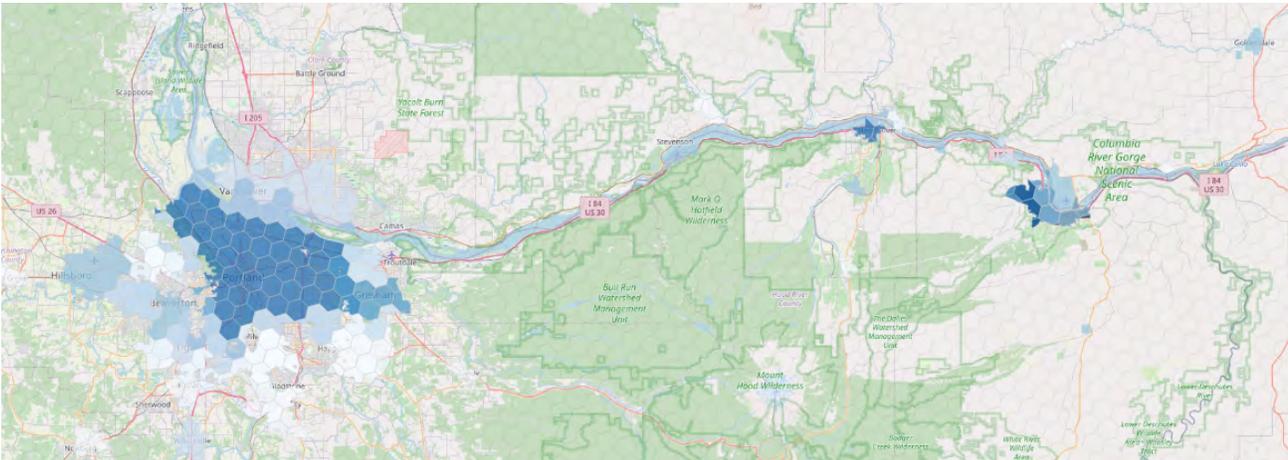
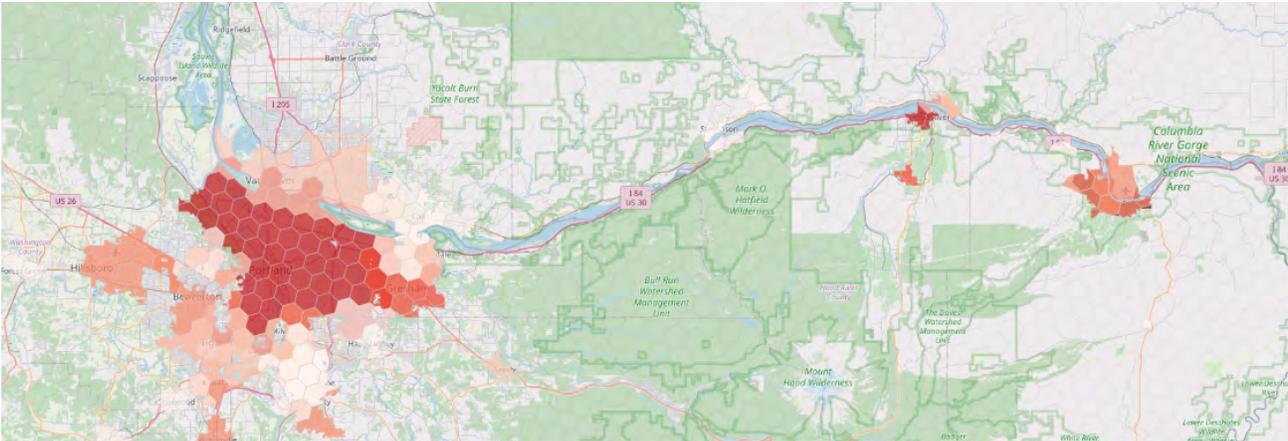


Figure 15: Where Residents Work (2022)



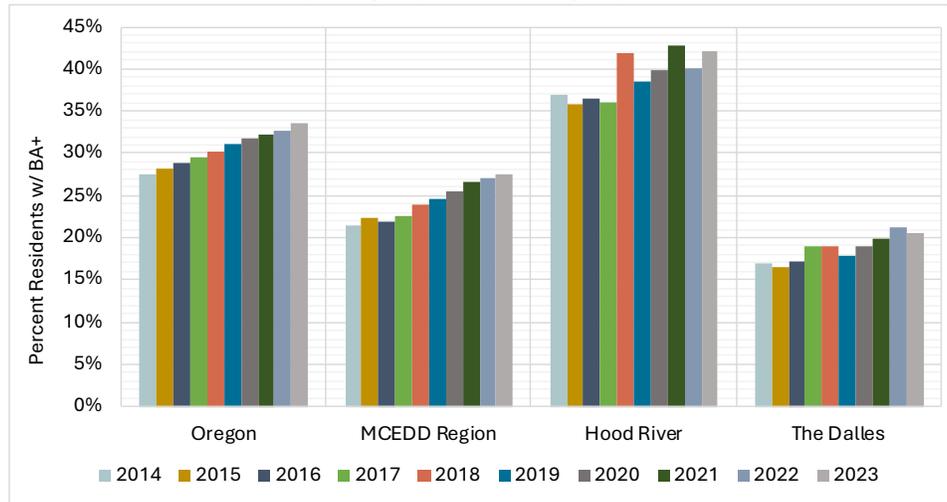
Source: U.S. Census Bureau On the Map

EDUCATIONAL ATTAINMENT

The Dalles exceeds statewide percentages (38% versus 34%, respectively) of residents with post-secondary or associate's degree education possibly indicating that the area may be more competitive for employers whose needs include the trades or other jobs requiring some college or certifications.

On the other hand, the percent of residents with a bachelor's degree or higher is significantly below statewide and regional levels but has been improving over the last ten years. The degree to which The Dalles is able to maintain or grow future economic activity will depend on the community's ability to attract and retain residents with bachelor's degrees and/or targeted post-secondary education levels.

Figure 16: Educational Attainment, Oregon, MCEDD Region, Hood River & The Dalles (2014-2023)



Source: U.S. Census Bureau, ACS 5-Year Estimates

OCCUPATIONAL SKILLS & OUTLOOK

Since 2018, The Dalles has had an influx of residents (new or newly experienced and/or trained) with skills in the following:

- Management, business and financial occupations, including all subcategories of management, business and financial operations.
- Healthcare practitioners and technical occupations, driven primarily by diagnosing and treating practitioners as well as technicians.
- Food preparation and service occupations.
- Natural resources, construction and maintenance occupations, driven primarily by agricultural and construction related occupations.
- Education, legal, community service, arts and media occupations, driven primarily by community and social service occupations.

According to occupational projections produced by the OED, through 2033, The Dalles is expected to have about 550 new openings for various occupational skills. Total demand for occupations, including replacements, will be greatest in "Service" occupations, primarily in Food Preparation and Personal Care. Health Care and Management, Business, Financial and Professional related occupational skills will be in high demand as well.

IV. ECONOMIC DEVELOPMENT POTENTIAL & REGIONAL INDUSTRY ASSESSMENT

REGIONAL INDUSTRY ASSESSMENT & POTENTIAL

The State of Oregon and MCEDD have identified industries for which there is a competitive advantage at a state and regional level based on employer strength, workforce and industry assets such as land and infrastructure. Identifying general alignment between the state, region and local industry strengths is important to maximize support for economic activity and talent development. Furthermore, Business Oregon focuses resources for infrastructure funding and business support on target and traded-sector industries. If the city intends to utilize such resources, it is important to identify and focus on these types of businesses. Figure 17 lists state, regional and local target industries.

The opportunity industries identified in Figure 17 are based on a review of existing economic activity in the region, conversations with local stakeholders familiar with business activity in The Dalles, programs at Columbia Gorge Community College (CGCC) and the need to expand growth in productive sectors of the economy. Infrastructure and workforce investments that will allow The Dalles to leverage regional and state efforts to bolster these industries are likely to have the greatest economic development impact. Firms and workers in these targeted industries can draw advantages from their proximity to growing competitors, skilled workforce, specialized suppliers, and a shared base of research driven knowledge within each growing segment.

One of the critical factors for successful business growth within target industries is a local talent pipeline. As the city and regional stakeholders focus efforts on industry development, CGCC is a critical partner in developing the essential talent needed. CGCC degree and/or certificate programs that are relevant to target industries are listed below as well.

Figure 17: Target Industry Comparison

| State of Oregon Key Industries | MCEDD Target Industries | The Dalles Target/Opportunity Industries | CGCC PROGRAMS |
|---|--|--|--|
| High Technology | | High Technology (Data Centers, Data Analysis, Software) | Associate of Science - Computer Science (AS-CS) |
| Metals & Machinery/ Advanced Manufacturing | High Tech Unmanned Systems | Advanced Manufacturing (Unmanned Systems, Renewable Energy, Aerospace) | Advanced Manufacturing Aviation Maintenance Electro-Mechanical Technology Uncrewed Aircraft Systems |
| | Renewable Energy | | |
| Bioscience | Health Care | Health Care | Associate of Applied Science: Nursing (OCNE) |
| | | Life Sciences & Medicine, Manufacturing Fermentation | Advanced Manufacturing |
| Food & Beverages | Manufacturing: Value-Added Agriculture | Value-Added Agriculture, Manufacturing Fermentation | Advanced Manufacturing |
| | | Agriculture | |
| Outdoor Gear & Apparel | | Outdoor Recreation Equipment | Advanced Manufacturing |

ASSESSMENT OF COMMUNITY ECONOMIC DEVELOPMENT POTENTIAL

The following key themes emerged as important topics among stakeholders or were identified through research as unique assets to the region that should be noted. In sum, The Dalles is well positioned to support a growing, sustainable, and diversified economy within the Gorge. While productive sectors in The

Dalles are still recovering from disruptions in 2020, they have a track record of recovery and dynamism that can be expected to return in the future if there exists an environment that supports growth. Continued local investments in the foundational components of thriving communities such as adequate and modern infrastructure, diverse and efficacious educational opportunities and space for development will ensure projected employment growth and opportunity for local residents.

- Strong Infrastructure – As evidenced by the Google data center investment, The Dalles is fortunate to have strong broadband and electrical power infrastructure that is provided through non-carbon emitting hydro-power. These assets are significant and should be promoted to encourage continued business investment.
- Columbia Gorge Regional Airport Business Park – The City of The Dalles, Oregon and Klickitat County, Washington jointly own Federal Aviation Administration (FAA) regulated 994-acre facility located in unincorporated Dallesport, Washington. The airport is surrounded by a 90-acre business park, which consists of shovel ready lots currently served with utilities and roads. Some of the parcels must be used for aviation related purposes but others can be used for general industrial purposes.
- Columbia Gorge National Scenic Area (NSA) – This is a unique federal designation that pertains to both states of Oregon and Washington. The intent of the NSA is to protect and provide for the enhancement of the scenic, cultural, recreational and natural resources of the Gorge; and to protect and support the economy of the Columbia River Gorge area by encouraging growth to occur in existing urban areas (shaded gray on the maps) and thereby allowing future economic development to occur.



Industry leaders conveyed that the Gorge and surrounding recreation is a huge asset for talent attraction. The scenic area serves to protect a significant asset but must be balanced with the need for growth. During 2019 interviews, local stakeholders noted that the Gorge Commission views the NSA urban areas holistically (not by state boundaries). Stakeholders agreed that this regional perspective is appropriate as the two areas complement each other through various services, housing and job opportunities that benefit workers and employers on both sides of the river.

- Pendleton UAS Range (PUR) - PUR is a partner test site within the University of Alaska Fairbanks (UAF) led Pan-Pacific UAS Test Range Complex, one of seven [FAA permitted UAS Test Sites](#) in the country. This facility is located approximately 125 east of The Dalles along Interstate 84. PUR is an important element in growing the UAS industry cluster. Continued collaboration, support and promotion of the facility on an ongoing basis is encouraged. The PUR director indicated that several out-of-state companies utilize the test range and may want a second location near the facility. A win-win collaboration between Pendleton and The Dalles will expand the offering of office/industrial sites available to out of state investors. Future outreach to the Warm Springs UAS Range, which has more limited service offerings, could be considered as well.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

Below is a non-exhaustive consideration of the strengths, weaknesses, opportunities, and threats to economic growth in The Dalles based on stakeholder input and general research.

Strengths and Opportunities

The Dalles is fortunate to be situated as a regional hub serving many of the smaller communities in the region. Its relatively larger economy offers a diversity of industries and talent that enable it to recover from economic shocks and begin to grow again.

The Dalles has excellent broadband availability and water and power capacity. The Columbia River Gorge is an exceptional asset by which to draw visitors and new residents who want access to varied outdoor recreational activities. Despite an acute lack of housing, The Dalles has added population and has increased its labor force participation during the last ten years.

The Columbia Gorge Regional Airport and the Business Park is a significant opportunity for growth in the aviation and manufacturing sector. The Columbia Gorge Community College has strong ties to the community and programs meant to support employer needs, changing industrial dynamics and the goals of its students.

Weaknesses and Threats

The most significant challenge for The Dalles is the lack of housing and land available for housing and employment growth. Given constraints due to the National Scenic Area and other land use restrictions, overcoming this challenge will require significant efforts by stakeholders to maximize infill development and work with land use and other regulators to expand development options. Further development options, and the tax revenues that accompany them, are critical for reducing the cost of housing as well as investing in and maintaining the infrastructure and talent development that provide the foundations for economic growth and a thriving community.

A further challenge in The Dalles is a lack of childcare providers. This issue is not unique to The Dalles and creative measures to reduce costs for childcare businesses in the short run is likely needed for the childcare sector to gain momentum wherein revenues can more closely cover costs.

While The Dalles has a strong downtown form, it also has significant investment opportunities in properties that need improvements and updates. Efforts to incentive these investments will go far in presenting a community that continues to invest in itself and maintains optimism for the future.

V. THE DALLES EMPLOYMENT AND LAND DEMAND FORECAST

EMPLOYMENT PROJECTION SUMMARY

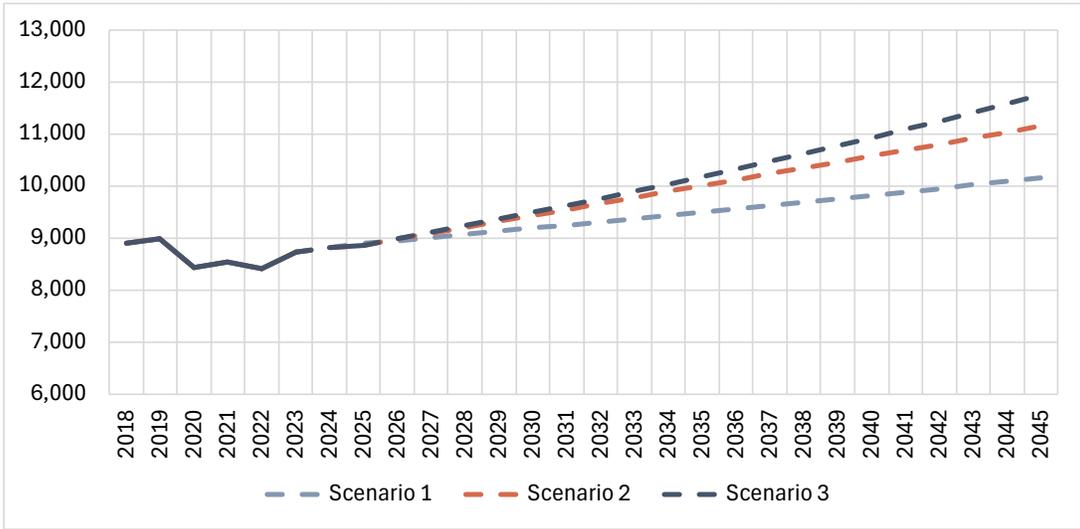
A range of three employment forecasts are estimated for The Dalles to understand alternative employment opportunity scenarios. Figure 18 summarizes total employment growth estimated under each of the three scenarios.

- The first scenario extends to twenty-years the ten-year regional forecast estimated by the OED in the Industry Employment Projections for 2023-2033 for the Columbia Gorge, including Gilliam, Hood River, Sherman, Wasco and Wheeler Counties. This forecast assumes slower 20-year growth at 0.7% than The Dalles experienced during the last twenty years, 1.0% between 2004-2023.
- The second scenario assumes The Dalles will maintain current population growth rates while also continuing to see an increase in labor participation rates. Implicit in this forecast is an assumption that housing demand will be addressed with increased housing development and the consequential increase in economic development will drive higher growth rates across industry sectors.
- The third scenario leans heavily on the economic development potential considerations of Section IV in terms of strategies around target industries, productive sectors, workforce development and housing development. Industry growth rates in Scenario 3 are higher due to an assumption that economic development and private industry actions and investment priorities in The Dalles can begin to address constraints such as housing and employment land and on the other hand support educational providers in continued development of relevant programming. Scenario 3 assumes sustained growth in target industries and productive sectors which will increase overall dynamism in economic activity in The Dalles during the forecast period.

The scenarios and their methodologies are explained in greater detail in the sections below.

Figure 18: Employment Projections under 3 Methodologies for The Dalles (2025-2045)

| | Total Growth All Industries | 2020 | 2025 | 2030 | 2035 | 2040 | 2045 | Δ | CAGR |
|---|-------------------------------------|-------|-------|-------|--------|--------|--------|-----------|-----------|
| | | | | | | | | 2025-2045 | 2025-2045 |
| 1 | TD Share of OED Extended Forecast | 8,433 | 8,897 | 9,190 | 9,498 | 9,821 | 10,160 | 1,263 | 0.7% |
| 2 | Trend/Employment-Population Ratio | 8,433 | 8,897 | 9,507 | 10,025 | 10,571 | 11,147 | 2,250 | 1.1% |
| 3 | Target Industries Growth Projection | 8,433 | 8,897 | 9,490 | 10,174 | 10,926 | 11,757 | 2,860 | 1.4% |



Source: OED QCEW. Calculations by Competinomics LLC
 Notes: Historical employment data is based on QCEW data for the MCEDD Region and The Dalles through 2023. Projected employment estimates are based on OED employment projections for the Columbia Gorge and calculations by Competinomics LLC, details of which are discussed in this section and are meant to consider potential alternative growth scenarios.

20-YEAR EMPLOYMENT PROJECTIONS & METHODOLOGY

SCENARIO 1 is based on OED’s 2023-2033 regional employment forecast for Gilliam, Hood River, Sherman,

Wasco and Wheeler Counties. As Hood River County and Wasco County together account for approximately 90.4% of total employment in the region, Scenario 1 assumes Hood River and Wasco Counties' share of regional employment will remain fixed through the forecast period.⁵ Based on Hood River/Wasco Counties share of regional employment, Scenario 1 estimates annual growth rates by industry through 2033. Annual growth rates by industry are then extended through 2045 and adjusted for The Dalles estimated employment growth by industry between 2025 and 2045.

Under Scenario 1, The Dalles is expected to grow by 0.7% annually through 2045 and add 1,263 employees. The OED has downgraded the employment outlook for the Columbia Gorge during the last five years. Given significant uncertainty apparent in the U.S. economy, it is possible that OED is hedging employment forecasts in the event that the U.S. undergoes another major economic disruption. However, the essentially backward-looking forecast largely assumes that growth or disruptions in the past represent growth in the future. This may be the case but it is not a foregone conclusion. If The Dalles can address housing demand, maintain investments in infrastructure and talent and ensure space for future growth, it will position itself to exceed OED projections.

Another drawback to estimates under Scenario 1 is that projected growth in The Dalles is limited to regional industry growth projections which may not accurately represent local industry potential in The Dalles. While Hood River and Wasco Counties account for the majority of employment in the region, it is difficult to parse out how the other three counties may be impacting OED's estimates of future growth potential in the region and therefore what expected growth rates are more representative for Hood River County, Wasco County and The Dalles.

Figure 19 provides more detail about the OED regional forecast and how it is applied to employment growth under Scenario 1.

Figure 19: Scenario 1. OED Regional Forecast (2023-2033)

| Employment | 2023 | | | Emp. Share Hood River/ Wasco | 2033 | | Growth Rate** |
|---|----------------|---------------|---------------|------------------------------------|----------------|----------------------|---------------|
| | OED Region* | Hood River | Wasco | | OED Region* | Hood River/ Wasco | |
| Total Private | 23,910 | 12,600 | 9,364 | 91.9% | 25,620 | 23,535 | 0.7% |
| Natural Resources & Mining | 3,770 | 2,147 | 1,328 | 92.2% | 3,860 | 3,558 | 0.2% |
| Construction | 1,080 | 537 | 419 | 88.5% | 1,210 | 1,071 | 1.1% |
| Manufacturing | 2,360 | 1,812 | 493 | 97.7% | 2,440 | 2,383 | 0.3% |
| Trade, Transportation & Utilities | 4,510 | 1,988 | 2,072 | 90.0% | 4,670 | 4,204 | 0.3% |
| Wholesale Trade | 610 | 396 | 185 | 95.2% | 650 | 619 | 0.6% |
| Retail Trade | 3,170 | 1,460 | 1,599 | 96.5% | 3,220 | 3,107 | 0.2% |
| Transportation, Warehousing & Utilities | 730 | 132 | 288 | 57.5% | 800 | 460 | 0.9% |
| Information | 420 | 135 | 270 | 96.4% | 460 | 444 | 0.9% |
| Financial Activities | 710 | 225 | 237 | 65.1% | 720 | 469 | 0.1% |
| Professional & Business Services | 1,860 | 1,034 | 584 | 87.0% | 2,080 | 1,809 | 1.1% |
| Educational & Health Services | 4,340 | 1,967 | 2,234 | 96.8% | 4,860 | 4,704 | 1.1% |
| Leisure & Hospitality | 4,070 | 2,410 | 1,356 | 92.5% | 4,500 | 4,164 | 1.0% |
| Other Services | 790 | 337 | 368 | 89.2% | 820 | 732 | 0.4% |
| Government | 4,160 | 1,378 | 2,042 | 82.2% | 4,210 | 3,461 | 0.1% |
| Federal Government | 550 | 122 | 279 | 72.9% | 540 | 394 | -0.2% |
| State Government | 470 | 113 | 274 | 82.3% | 500 | 412 | 0.6% |
| Local Government | 3,140 | 1,143 | 1,489 | 83.8% | 3,170 | 2,657 | 0.1% |
| Local Government Education | 1,540 | 641 | 700 | 87.1% | 1,470 | 1,280 | -0.5% |
| Total | 28,070 | 13,978 | 11,406 | 90.4% | 29,830 | 26,996 | 0.6% |

*OED Region includes Gilliam, Hood River, Sherman, Wasco, and Wheeler Counties

**Growth rate applied to TD employment projections in Scenario 1.

Source: OED Regional Employment Projections 2023-2033 for East Cascades, Columbia Gorge

SCENARIO 2 is based on the presumption that The Dalles will continue current population growth albeit at a slightly lower rate (0.8% versus 1.0% between 2010 through 2023). Based on the PSU PRC population forecast, The Dalles is expected to grow at a rate of 0.3% during the forecast period. However, Scenario 2

⁵ Hood River and Wasco Counties have maintained a share of regional employment of around 90% since 2005.

assumes that The Dalles can begin to address its housing shortage and will be more likely to grow at a higher but still modest rate of 0.8%.

It is additionally assumed that The Dalles will continue to experience an increase in its labor force participation rate during the next twenty years thereby lowering of its population to jobs ratio (meaning it will have more jobs relative to its population). According to U.S. Census Bureau data from the American Community Survey, labor force participation in The Dalles dipped to a low of 56% in 2012 during the worst of the Great Recession. However, since then labor force participation has been increasing steadily to nearly 62% in 2023 which has been accompanied by a decrease in the median age in The Dalles. A critical assumption within Scenario 2 (and Scenario 3) is the expectation that The Dalles can continue to address constraints within its housing market, particularly its market rate housing market, the stagnation of which has limited its ability to attract and retain talent during the last ten years.

In Scenario 2, total employment is estimated and then distributed by industry sector based on current industry sector shares and historical industry growth rates. Employment in The Dalles is expected to grow by 1.1% annually through 2045 and add 2,250 employees.

Figure 20 details projected employment growth by sector over the twenty-year forecast period.

Figure 20: Scenario 2. Trend/Employment-Population Ratio Forecast (2025-2045)

| Industry Sector | 2020 | 2025 | 2030 | 2035 | 2040 | 2045 | CHG (2025-45) | AAGR (2025-45) |
|---|--------------|--------------|--------------|---------------|---------------|---------------|------------------|-------------------|
| Natural Resources & Mining | 167 | 167 | 221 | 233 | 245 | 259 | 92 | 2.2% |
| Construction | 265 | 284 | 323 | 340 | 359 | 378 | 94 | 1.4% |
| Manufacturing | 524 | 452 | 469 | 494 | 521 | 549 | 97 | 1.3% |
| Wholesale Trade | 107 | 91 | 96 | 101 | 107 | 113 | 22 | 1.1% |
| Retail Trade | 1,570 | 1,551 | 1,640 | 1,730 | 1,824 | 1,923 | 372 | 1.1% |
| Transportation, Warehousing & Utilities | 217 | 248 | 315 | 332 | 350 | 369 | 121 | 2.0% |
| Information | 226 | 267 | 325 | 342 | 361 | 381 | 114 | 1.8% |
| Financial Activities | 233 | 214 | 221 | 233 | 246 | 260 | 46 | 1.0% |
| Professional & Business Services | 401 | 425 | 494 | 521 | 549 | 579 | 154 | 1.6% |
| Education & Health Care Services | 2,227 | 2,193 | 2,399 | 2,530 | 2,668 | 2,813 | 621 | 1.3% |
| Leisure & Hospitality | 908 | 1,167 | 1,234 | 1,302 | 1,373 | 1,447 | 280 | 1.1% |
| Other Services | 237 | 241 | 250 | 264 | 278 | 293 | 52 | 1.0% |
| Government | 1,351 | 1,597 | 1,520 | 1,603 | 1,690 | 1,782 | 185 | 0.5% |
| Total | 8,433 | 8,897 | 9,507 | 10,025 | 10,571 | 11,147 | 2,250 | 1.1% |
| Population | 16,014 | 16,226 | 16,856 | 17,510 | 18,190 | 18,896 | 2,670 | 0.8% |
| Population/Employment Ratio | 1.9 | 1.8 | 1.8 | 1.7 | 1.7 | 1.7 | -0.12 | -0.4% |
| Labor Force Participation | 61.1% | 62.0% | 63.0% | 63.9% | 64.9% | 65.9% | 3.8% | 0.3% |

Source: OED QCEW, U.S. Census Bureau ACS, PSU PRC, Calculations by Competinomics LLC

SCENARIO 3 assumes that efforts to promote target industries and other productive sectors will be successful. Section IV of this report considers the economic development potential in The Dalles in the context of local, regional and state employment and workforce trends and identifies target industries that could reasonably develop or consider locating in The Dalles during the forecast period. To achieve target industry growth, Scenario 3 depends upon the assumption that The Dalles will be successful in loosening its supply of land for housing and employment. While infill can play a role in expanding opportunities in The Dalles, a less restricted land and development environment is required to foster the flexibility and resiliency that permits activity and opportunity to flourish. As mentioned above, also implicit in Scenario 3 is an assumption that efforts to address the shortage of market rate housing—that which is required to attract a skilled workforce—will result in improvement in the coming years.

Figure 21 shows projected employment growth by industry sector during the forecast period. Higher growth rates in most industries is assumed in Scenario 3. The assumption for each industry as well as

comparison of expected growth rates to the last twenty years are listed below:

- Natural Resources & Mining: Will experience marginal growth in fruit processing. This sector has maintained strong growth during the last twenty years.
- Construction: As housing and other employment sectors experience growth, building construction and specialty trades will see a local resurgence.
- Manufacturing: As a target industry, this forecast assumes that The Dalles will shed the negative trend in manufacturing employment and instead will experience growth in manufacturing sectors related to Fermentation and Food & Beverage Processing, Advanced Manufacturing, Metals & Machinery, Renewable Energy and Bioscience/Medical Devices.
- Wholesale Trade: As a result of growth in target industries, growth in this sector is expected.
- Retail Trade: Sector is starting to recover and marginal growth is expected.
- T.W.U.: As a regional hub and with the growth in small regional and local Warehousing & Distribution facilities, this forecast assumes growth in this sector.
- Information: Given current activity in this sector, growth is expected.
- Financial Activities: While recovery and growth in this sector will lag, marginal growth is expected.
- Professional & Business Services: Continued growth in this sector is expected, particularly as some technology and aviation related activity is captured here.
- Education & Health Care Services: Marginal growth is expected.
- Leisure & Hospitality: Sector is starting to recover and growth is expected.
- Other Services: As other sectors begin to grow, this sector will recover.
- Government: While government will experience growth similar to the last twenty-year period, in the short-run government may experience contraction or at a minimum significantly less growth than has been realized in the last five years. All local growth in government in the last twenty years was achieved within the last five years during which government grew at 2.7% annually.

Scenario 3: Comparison of Historical and Project Growth Rates for The Dalles by Industry Sector

| Industry Sector Growth Rates | Historical | Projected |
|---|-------------|-------------|
| | 2004-2023 | 2025-2045 |
| Natural Resources & Mining | 3.7% | 2.2% |
| Construction | 1.2% | 1.4% |
| Manufacturing | -1.9% | 4.3% |
| Wholesale Trade | -3.1% | 1.1% |
| Retail Trade | 0.7% | 1.0% |
| Transportation, Warehousing & Utilities | 3.5% | 2.3% |
| Information | 5.0% | 1.1% |
| Financial Activities | -1.0% | 0.8% |
| Professional & Business Services | 1.5% | 2.0% |
| Education & Health Care Services | 2.0% | 1.2% |
| Leisure & Hospitality | 1.6% | 1.6% |
| Other Services | -1.2% | 1.0% |
| Government | 0.7% | 0.7% |
| Total | 1.0% | 1.4% |

Figure 21: Scenario 3. Target Industry Growth Projection Forecast (2025-2045)

| Industry Sector | 2020 | 2025 | 2030 | 2035 | 2040 | 2045 | CHG (2025-45) | AAGR (2025-45) |
|---|--------------|--------------|--------------|---------------|---------------|---------------|------------------|-------------------|
| Natural Resources & Mining | 167 | 167 | 186 | 207 | 230 | 256 | 89 | 2.2% |
| Construction | 265 | 284 | 305 | 327 | 351 | 377 | 94 | 1.4% |
| Manufacturing | 524 | 452 | 521 | 644 | 795 | 982 | 530 | 4.3% |
| Wholesale Trade | 107 | 91 | 96 | 102 | 108 | 114 | 23 | 1.1% |
| Retail Trade | 1,570 | 1,551 | 1,629 | 1,711 | 1,797 | 1,887 | 335 | 1.0% |
| Transportation, Warehousing & Utilities | 217 | 248 | 278 | 310 | 347 | 388 | 140 | 2.3% |
| Information | 226 | 267 | 283 | 299 | 317 | 336 | 69 | 1.1% |
| Financial Activities | 233 | 214 | 222 | 231 | 240 | 249 | 35 | 0.8% |
| Professional & Business Services | 401 | 425 | 469 | 517 | 571 | 630 | 205 | 2.0% |
| Education & Health Care Services | 2,227 | 2,193 | 2,332 | 2,481 | 2,639 | 2,807 | 615 | 1.2% |
| Leisure & Hospitality | 908 | 1,167 | 1,267 | 1,375 | 1,492 | 1,619 | 451 | 1.6% |
| Other Services | 237 | 241 | 254 | 266 | 280 | 294 | 52 | 1.0% |
| Government | 1,351 | 1,597 | 1,650 | 1,704 | 1,761 | 1,819 | 222 | 0.7% |
| Total | 8,433 | 8,897 | 9,490 | 10,174 | 10,926 | 11,757 | 2,860 | 1.4% |

Source: OED QCEW, Calculations by Competinomics LLC

LAND DEMAND SUMMARY

The land demand forecast extends the employment forecast to estimate the demand for employment land. Each industry sector is categorized by employment land based on the type of site *typically* used by firms within the sector. Typically, firms within Natural Resources, Construction, Manufacturing, Wholesale Trade and Transportation, Warehousing & Utilities site their facilities in an industrial employment zone. Conversely, firms within Retail Trade, Financial Services, private Education & Health Services, Leisure & Hospitality and Other Services typically site in commercial employment zones. Firms in Information and Professional & Business Services can often site in either employment land zones depending on their product or service as is the case for many firms currently located in The Dalles in these industry sectors. In this analysis, given the type of target industries identified by The Dalles, it is assumed that firms in Information and Professional & Business Services will locate primarily in industrial or light industrial zones.

The land demand forecast assumes the following⁶:

1. Projected total square footage needed to accommodate future employment is projected by assuming standard square feet per employee by employment land type. Total square footage needed is converted into gross acres. It is possible that The Dalles will accommodate certain types of future employment growth as infill within its downtown and other built areas, thereby reducing the number of gross acres demanded.
2. Total square feet per employee is converted into gross acres by assuming standard floor area ratios by employment land type. Other assumptions used in the conversion include:
 - a. A certain proportion of new employment will be expansions/hiring by existing companies that will not require site expansion. We have assumed 10% for industrial users, 20% for commercial users.
 - b. A percentage “gross up” due to infrastructure, setbacks, etc. For industrial sites, we assume 15% and 20% for commercial (office & retail) users.

To shed light on the potential land needs of future target industry users, a review was conducted of recent developments in target industries the U.S. Target industries listed in Section IV include employment land users such as data centers or data analytics companies, advanced manufacturing including unmanned systems and equipment, renewable energy or aerospace, biosciences including fermentation manufacturing, value added agriculture and outdoor equipment manufacturing. While not comprehensive, our review reveals that investments in target sectors can range widely. For example:

- In late 2024, ZenaDrones announced a 2,000 square-foot production and manufacturing facility in Arizona which will host 150 employees.⁷ This project is developing at 13 square feet per employee.
- In April 2025, Flock Safety announced a new 97,000 square-foot UAS facility in Georgia with 210 jobs and 462 square feet per employee.⁸
- In April 2025, MDG announced a new 117,000 square-foot fermentation facility in Wisconsin to employ 46 employees.⁹ This facility is developing at 2,545 square feet per employee.
- In early 2024, Creation Technologies announced a 150,000 square foot advanced manufacturing

⁶ Land development assumptions used in this analysis are based on the Industrial and Other Employment Lands Analysis Guidebook published by the Oregon Department of Land Conservation and Development (DLCD) and development studies conducted by national real estate organizations the Commercial Real Estate Development Association (NAIOP) and the Urban Land Institute (ULI). When appropriate and as noted, are adjusted based on local findings and feedback obtained during this analysis. The DLCDC Guidebook can be found here: <https://www.oregon.gov/lcd/UP/Pages/Economic-Development.aspx>.

⁷ <https://www.zenatech.com/zenatechs-zenadrone-moves-to-a-new-arizona-manufacturing-facility-for-us-defense-focused-on-drone-swarms-using-quantum-computing/> and <https://www.stocktitan.net/news/ZENA/zena-drone-expands-domestic-manufacturing-for-us-commercial-6g98ax7p9qdl.html>

⁸ <https://finance.yahoo.com/news/flock-safety-opening-10m-manufacturing-120946261.html>

⁹ <https://www.foodmanufacturing.com/facility/news/22937497/wisconsin-fermentation-company-to-add-new-production-facility>

facility in New York to employ 179 employees and requiring 840 square feet per employee.¹⁰

- Not included in the list above are examples of large facilities such as the one Anduril Industries announced in Ohio earlier in 2025 which is expected to be a 5 million square foot facility employing 4,000 employees and developing at 1,250 square feet per employee.

The above projects are only a few examples of similar investments in target industries across the U.S. A total of 37 new target industry projects were reviewed in Georgia, Missouri, Maine, Tennessee, New Mexico, Wisconsin, Texas, Connecticut, Pennsylvania, California, Virginia, Michigan, Illinois, South Carolina, Indiana, Arizona, Ohio and Minnesota. After removing very large projects from the group, the average size of new facilities was about 112,000 square feet. While new employment ranged from 15 to 800, the average new employment per facility has been 250 employees. Square feet per employee ranged from 13 to 800 while the average has been 540 square feet per employee.

In Oregon, the City of Hillsboro's data center sector continues to expand with the groundbreaking of Flexential's fourth data center in the city. The new 350,000 square foot facility is expected online in 2026. Amazon has been expanding its data center presence in eastern Oregon during the last few years with a new 218,000 square foot facility currently under construction in Hermiston. In Bend, which has experienced an expansion of its bioscience sector in recent years, Serán BioScience announced the addition of 60,000 square feet manufacturing and lab space at the site of 14 acres which the company owns.

While the projects above were not used to influence assumptions in this analysis, the projects illustrate the wide-ranging nature of development and varied needs of target industry users.

The land demand forecast maintains typical land development assumptions for employment land categories adjusted as possible based on local land development patterns. In other words, given the uncertain and varied needs of new firms within target industries, the land need forecast, particularly for Scenario 3, may be a conservative estimate of employment land needed to accommodate the type of target industry firms that are investing in new facilities in the U.S. Further, Scenario 3 should be considered in light of the fact that projections of employment and land need in this analysis are highly dependent on backward looking employment data, which does not likely provide an accurate portrayal of future opportunity and activity if the economic environment in The Dalles is eased in terms of land and labor supply and the costs of development and business operation.

Figure 22 shows 20-year land demand under the three employment growth scenarios. Short-term five-year land demand follows in Figure 23.

¹⁰ <https://www.greaterrochesterchamber.com/2024/01/16/governor-hochul-marks-official-grand-opening-of-creation-technologies-22-million-state-of-the-art-manufacturing-facility-in-wayne-county/>

Figure 22: The Dalles Twenty-Year Land Demand Forecast (2025-2045)*

| Scenario 1 | Employment | New | Sq.Ft./ | Total SF | Floor Area | Gross Acres | Net Buildable |
|------------|-----------------|--------------|----------|----------------|------------|-------------|---------------|
| | Land | Employment | Employee | Needed | Ratio* | Needed | Acres |
| | Commercial | 1,050 | 400 | 420,130 | 0.25 | 38.3 | 30.6 |
| | Industrial | 174 | 600 | 104,328 | 0.15 | 16.9 | 14.4 |
| | Gov/Institution | 39 | 550 | 21,241 | 0.25 | 2.1 | 1.7 |
| | Total | 1,263 | | 545,700 | | 57.3 | 46.6 |

| Scenario 2 | Employment | New | Sq.Ft./ | Total SF | Floor Area | Gross Acres | Net Buildable |
|------------|-----------------|--------------|----------|------------------|------------|--------------|---------------|
| | Land | Employment | Employee | Needed | Ratio* | Needed | Acres |
| | Commercial | 1,639 | 400 | 655,484 | 0.25 | 57.9 | 46.3 |
| | Industrial | 456 | 600 | 273,876 | 0.15 | 44.4 | 37.7 |
| | Gov/Institution | 185 | 550 | 101,713 | 0.25 | 9.9 | 7.9 |
| | Total | 2,280 | | 1,031,073 | | 112.2 | 92.0 |

| Scenario 3 | Employment | New | Sq.Ft./ | Total SF | Floor Area | Gross Acres | Net Buildable |
|------------|-----------------|--------------|----------|------------------|------------|--------------|---------------|
| | Land | Employment | Employee | Needed | Ratio* | Needed | Acres |
| | Commercial | 1,489 | 400 | 595,546 | 0.25 | 52.6 | 42.1 |
| | Industrial | 1,149 | 600 | 689,449 | 0.15 | 111.7 | 95.0 |
| | Gov/Institution | 222 | 550 | 122,135 | 0.25 | 11.9 | 9.5 |
| | Total | 2,860 | | 1,407,131 | | 176.2 | 146.6 |

Figure 23: The Dalles Five-Year Land Demand Forecast (2025-2030)*

| Scenario 1 | Employment | New | Sq.Ft./ | Total SF | Floor Area | Gross Acres | Net Buildable |
|------------|-----------------|------------|----------|----------------|------------|-------------|---------------|
| | Land | Employment | Employee | Needed | Ratio* | Needed | Acres |
| | Commercial | 243 | 400 | 97,128 | 0.25 | 9.4 | 7.5 |
| | Industrial | 41 | 600 | 24,444 | 0.15 | 4.0 | 3.4 |
| | Gov/Institution | 10 | 550 | 5,263 | 0.25 | 0.5 | 0.4 |
| | Total | 293 | | 126,834 | | 13.9 | 11.3 |

| Scenario 2 | Employment | New | Sq.Ft./ | Total SF | Floor Area | Gross Acres | Net Buildable |
|------------|-----------------|------------|----------|----------------|------------|-------------|---------------|
| | Land | Employment | Employee | Needed | Ratio* | Needed | Acres |
| | Commercial | 506 | 400 | 202,472 | 0.25 | 19.0 | 15.2 |
| | Industrial | 211 | 600 | 126,576 | 0.15 | 20.5 | 17.4 |
| | Gov/Institution | 46 | 550 | 25,428 | 0.25 | 2.5 | 2.0 |
| | Total | 763 | | 354,477 | | 42.0 | 34.6 |

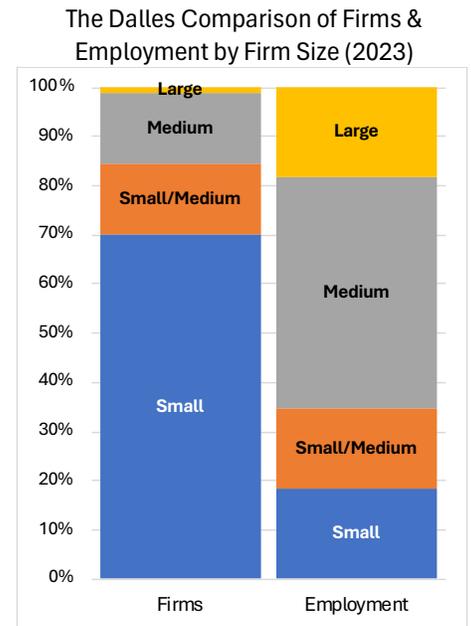
| Scenario 3 | Employment | New | Sq.Ft./ | Total SF | Floor Area | Gross Acres | Net Buildable |
|------------|-----------------|------------|----------|----------------|------------|-------------|---------------|
| | Land | Employment | Employee | Needed | Ratio* | Needed | Acres |
| | Commercial | 397 | 400 | 158,806 | 0.25 | 14.9 | 11.9 |
| | Industrial | 174 | 600 | 130,214 | 0.15 | 21.1 | 17.9 |
| | Gov/Institution | 53 | 550 | 39,627 | 0.25 | 3.9 | 3.1 |
| | Total | 623 | | 328,647 | | 39.8 | 32.9 |

Source: OED QCEW, DLCD Guidebook, NAIOP, ULI, Calculations by Competinomics LLC

*Floor Area Ratio (FAR) is the ratio of total usable building area relative to the total area of the site. It allows a consideration of the entire floor area of a building as opposed to its footprint.

Note: Assumptions regarding square feet per employee and FAR are based on the recommendations within DLCD's Guidebook and the findings of land use studies conducted by the Commercial Real Estate Development Association (NAIOP) and the Urban Land Institute (ULI) which are adjusted based on local development patterns. Employment land development assumptions are averaged across land use zones. Weighted averages are used when possible.

Around 70% of employers in The Dalles are firms that employ under 10 people and account for about 18% of employment. These firms require all types of employment zones and typical land needs range from small sites in the Central Business Commercial district to two acres in more industrial zones. Businesses employing 10 to 20 employees account for 15% of firms and 16% of total employment. Land needs for these firms average two acres to around eight acres. Medium employers in The Dalles whose employment ranges between 20 to 99 employees account for 14% of firms and 47% of employment. For certain firms in this category, such as those that can situate in the Central Business Commercial district, employment can be accommodated on small sites but for most firms, site needs are more likely to range above eight acres. Firms employing more than 100 employees account for 1% of firms in The Dalles and 18% of employment. These firms typically require large sites above 60 acres. If feasible for a firm to do so, medium and large firms are more likely to hold sites that are larger than currently needed or to hold additional sites to ensure the possibility for future local expansion. The comparison of firms by size relative to their share of employment provides an illustration of the importance of ensuring opportunity for a diversity of firms within a local economy. Despite comprising only about 15% of firms, large and medium firms are responsible for the bulk of employment, wages and tax base within local economies.



To consider patterns of firm size in The Dalles and to provide a comprehensive examination of potential employment land need over the forecast period, a site need analysis was conducted for The Dalles based on current average firm size and development patterns. To conduct this analysis, the average number of employees per firm by firm size was used to estimate the potential number of sites required for future employment growth in The Dalles.¹¹ For example, the average number of employees for small firms in The Dalles is three employees. This analysis assumes that the share of future employment by employment type and firm size will remain constant over the forecast period. This means that similar to current employment patterns in The Dalles wherein about 50% of industrial employment is situated among medium sized employers with an average of 14 employees, the analysis assumes this to remain constant over the forecast period. For a community the size of The Dalles, the average number of employees per firm is unlikely to shift significantly over the forecast period.

In Figure 24, a site needs analysis is applied to projected employment under Scenarios 1 and 3, resulting in the number of new sites needed over the forecast period ranging between 98 and 224. While Figure 22 converts employment into aggregate land need by allocating employment by sector based on development assumptions, the site need analysis converts employment into site need by allocating future employment by sector based on average firm sizes. To translate the site need analysis into an alternative estimate of potential aggregate land need, the number of sites needed in each employment and size category is multiplied by the average site size of existing employers within the employment category to arrive at an estimate of gross acreage required to accommodate land need assuming firm sizes and development patterns will remain generally similar to what now exists in The Dalles. A significant limitation of the site and gross acres estimates is that the analysis assumes that future employers of a certain size and industry will choose specific site sizes. For example, it is

¹¹ Firm size classes have been established by the Bureau of Labor Statistics and the OED. BLS Size Classification are: Size class 1 (1 to 4 employees), Size class 2 (5 to 9 employees), Size class 3 (10 to 19 employees), Size class 4 (20 to 49 employees), Size class 5 (50 to 99 employees), Size class 6 (100 to 249 employees), Size class 7 (250 to 499 employees), Size class 8 (500 to 999 employees), Size class 9 (1,000 or more employees). For this analysis, some of the size classes have been collapsed and size classes 7 and above are not relevant. More information about firm size class can be found here: <https://www.bls.gov/bdm/bdmfirmsize.htm>. This analysis uses firm size class established by OED.

the case presently in The Dalles that many small and medium employers use large sites and on the other hand larger employers can use relatively small sites. In converting site need into gross acreage based on the land use of existing firms in The Dalles, our calculations applied site size averages conservatively wherever possible. For instance, gross acreage calculations for commercial users applied the low end of the site size range for typical site sizes as most existing commercial users in The Dalles tend to use smaller sites.¹² On the other hand, small industrial users tend to fall at the mid to high end of small to medium site size categories while larger employers fall at the low end of large site size categories.

Given the uncertainties around future firm needs and decisions, the estimates in Figure 24 could be viewed as a potential upper end of the range in land and site need during the forecast period. Site demand varies extensively within industry sectors and many industries may need sites in different employment zones at different times or within the same time period. Due to this dynamic, to achieve results under the Target Industry/Scenario 3 forecast and particularly because it is difficult to forecast the needs of larger employers, The Dalles will need to have an adequate number of sites at all sizes.

Figure 24: The Dalles Land & Site Need by Employment Land Category* (2025-2045)

| Sites Needed by Employment Land Category | Commercial | Industrial | Gov/ Institution | Total | Gross Acreage Required** |
|--|--------------|--------------|------------------|--------------|--------------------------|
| Employment Scenario 1 | 1,050 | 174 | 39 | 1,263 | |
| Small (1-9 employees) | 225 | 39 | 2 | 267 | |
| Small/Medium (10-19 employees) | 173 | 32 | 4 | 209 | |
| Medium (20-99 employees) | 429 | 86 | 32 | 548 | |
| Large (100+ employees) | 223 | 17 | 0 | 239 | |
| Employment Scenario 3 | 1,489 | 1,149 | 222 | 2,860 | |
| Small (1-9 employees) | 320 | 258 | 14 | 591 | |
| Small/Medium (10-19 employees) | 245 | 212 | 21 | 479 | |
| Medium (20-99 employees) | 608 | 569 | 187 | 1,364 | |
| Large (100+ employees) | 316 | 110 | 0 | 425 | |
| No. Sites by Avg Emp Scenario 1 | 80 | 16 | 1 | 98 | 194 |
| Small (0 - 2 acres) | 60 | 12 | 0 | 72 | 112 |
| Small/Medium (2 - 8 acres) | 10 | 2 | 0 | 12 | 24 |
| Medium (8 - 30 acres) | 9 | 2 | 1 | 11 | 28 |
| Medium/Large (30 - 60 acres) | 1 | 0 | 0 | 1 | 30 |
| Large (60 - 100 acres) | 0 | 0 | 0 | 0 | 0 |
| No. Sites by Avg Emp Scenario 3 | 114 | 102 | 7 | 224 | 876 |
| Small (0 - 2 acres) | 85 | 77 | 3 | 165 | 453 |
| Small/Medium (2 - 8 acres) | 14 | 14 | 1 | 29 | 111 |
| Medium (8 - 30 acres) | 13 | 8 | 3 | 25 | 101 |
| Medium/Large (30 - 60 acres) | 2 | 2 | 0 | 5 | 150 |
| Large (60 - 100 acres) | 0 | 1 | 0 | 1 | 60 |

Source: OED QCEW, DLCD Guidebook, Calculations by Competinomics LLC

* Based on current average development patterns by zoning, site sizes and firm sizes. Infill assumptions have been applied to the site need and gross acreage estimates in this table: 10% for industrial users and 20% for commercial users.

** Acreage required to accommodate sites needed during the forecast period assuming average site sizes of existing firms. To arrive at gross acres by site size, the number of sites need by each employment category is multiplied by the average site size used by existing firms within the employment category.

¹² Within the gross acreage calculations, there is some cross over in size categories in the translation from site needs to gross acreage. In The Dalles, it is the case that the average commercial employer is situated on site sizes averaging under two acres.

EXHIBIT B

Buildable Lands Inventory (BLI) and Maps



CITY OF THE DALLES | ECONOMIC OPPORTUNITIES ANALYSIS

Refined Employment Buildable Lands Inventory – FINAL DRAFT

DATE December 17, 2025
TO Joshua Chandler, City of The Dalles
FROM Matt Hastie, Jessa Miller, and Andrew Parish, MIG
CC Ayreann Colombo, Jacob Anderson, and Sandy Freund

INTRODUCTION

This memorandum describes the methodology and results of the refined Employment Buildable Lands Inventory (BLI). The BLI is part of an updated Economic Opportunities Analysis (EOA Update) for the City of The Dalles. It builds on preliminary work by Bridge Economic Development and MIG (previously Angelo Planning Group) for the City conducted in 2019-2022 (2022 EOA). The first phase of the current EOA Update, conducted by Competinomics, identifies employment conditions and trends, target industries, employment land needs, and draft strategies and actions to achieve the City's economic objectives.

The BLI represents the second phase or major task in the process. Refined in collaboration with City staff, City leaders, and the Project Advisory Committee (PAC), the BLI compared the land supply shown in the BLI to the land need identified by Competinomics to determine if there is enough land in the City's urban growth boundary (UGB) to meet the City's future employment land needs. In addition, the results will be used to update the City's recommended economic development strategies and actions.

This inventory covers land within the City's UGB, consistent with Oregon statutory and administrative rule requirements. It does not cover land within the community of Dallesport, Washington. Although that area is considered part of a larger regional employment area from an economic development perspective, the City does not have jurisdiction over that area and that area is not within the City's UGB or its regulatory control.

This document (Exhibit B) is accompanied by three associated documents included within this consolidated document:

- Exhibit A: Economic Trends and Land Demand Analysis prepared by Competinomics
- Exhibit C: Committed Sites Log
- Exhibit D: Summary of Modifications to Google Sites (July 2020)



REGULATORY BASIS

The BLI is conducted consistent with the requirements of statewide planning Goal 9 and the Goal 9 administrative rule (OAR 660-009).

1. **Economic Opportunities Analysis (OAR 660-009-0015).** The Economic Opportunities Analysis (EOA) requires communities to identify the major categories of industrial or other employment uses that could reasonably be expected to locate or expand in the planning area based on information about national, state, regional, county or local trends; identify the number of sites by type reasonably expected to be needed to accommodate projected employment growth based on the site characteristics typical of expected uses; include an inventory of vacant and developed lands within the planning area designated for industrial or other employment use; and estimate the types and amounts of industrial and other employment uses likely to occur in the planning area.
2. **Industrial and commercial development policies (OAR 660-009-0020).** Cities with a population over 2,500 are required to develop commercial and industrial development policies based on the EOA. Local comprehensive plans must state the overall objectives for economic development in the planning area and identify categories or particular types of industrial and other employment uses desired by the community. Local comprehensive plans must also include policies that commit the city or county to designate an adequate number of employment sites of suitable sizes, types and locations. The plan must also include policies to provide necessary public facilities and transportation facilities for the planning area.
3. **Designation of lands for industrial and commercial uses (OAR 660-009-0025).** Cities and counties must adopt measures to implement policies adopted pursuant to OAR 660-009-0020. Appropriate implementation measures include amendments to plan and zone map designations, land use regulations, public facility plans, and transportation system plans. More specifically, plans must identify the approximate number, acreage and characteristics of sites needed to accommodate industrial and other employment uses to implement plan policies, and must designate serviceable land suitable to meet identified site needs.



REFINED BLI METHODOLOGY

The BLI for the EOA Update refines the employment buildable lands inventory conducted as part of the City’s 2019-2022 EOA (2022 BLI). Consistent with OAR 660-009-0015, the 2022 BLI was conducted in several steps, described below.

- **Step 1: Determine Land Type** – This step identifies all land within the UGB as either residential, employment, or other, based on zoning and other characteristics.
- **Step 2: Identify and Calculate Constraints** – This step identifies development constraints and removes them from the inventory to get an accurate measurement of the amount of developable land within the UGB.
- **Step 3: Classify Land by Development Status** – This step classifies land into categories of Vacant, Partially Vacant, Developed, and Committed, based on a series of filters using available data.
- **Step 4: Inventory Results** – This step reports the results of the analysis in various ways, and accounts for land needed for right-of-way and other public uses to arrive at total developable net acreage within the UGB.
- **Step 5: Comparison of Need and Supply** – This step compares the supply of buildable land identified in the inventory with the land needs projected in Phase 1 of the EOA and describes the need for parcels of different sizes zoned for industrial uses.

The remainder of this memorandum addresses the updates to each of the above steps in turn to reflect development that has occurred since the 2022 BLI. Main updates include incorporating updated tax lot assessor data (including new and revised tax lots within the UGB), changes to land development status due to recent development activity (Step 3), and updates to the overall inventory results due to tax lot and development status changes (Step 4 and Step 5).

STEP 1: DETERMINE LAND TYPE

Land in the City of The Dalles is categorized into Residential, Employment, and Other. This classification is made primarily by zoning designation as shown in Figure 1. A larger version of the figures included in this document can be found at the end of this document. Exceptions were made for cases based on existing land use, property ownership, or other circumstances. This categorization is broadly consistent with the 2016 residential BLI conducted by the City and APG, the EOA work conducted in 2019-2022, and the 2023 Housing Needs Analysis conducted by the City and APG. Targeted refinements related to specific properties included the following:

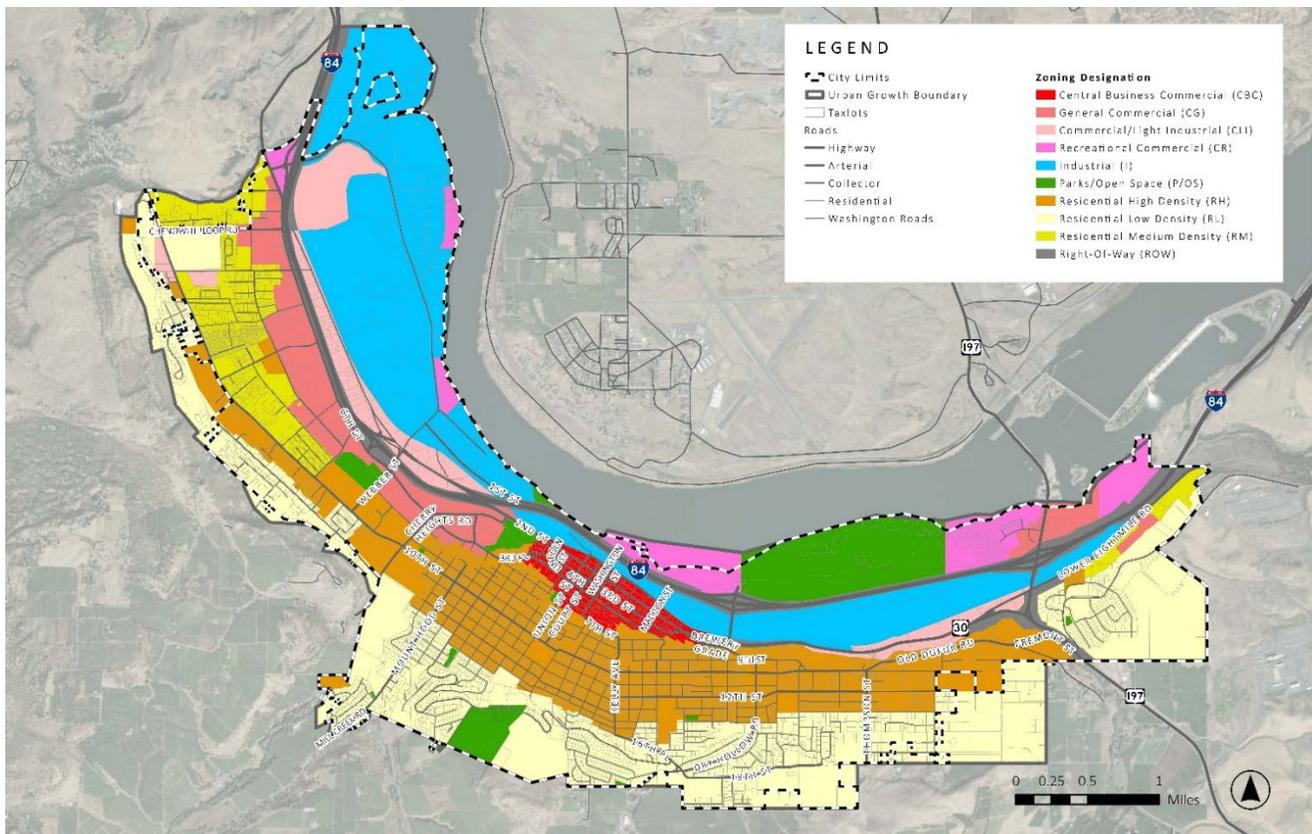
- Changes in zoning (i.e. change from residential to employment zones or vice versa).
- Limitations due to available access (i.e. slope constraints).



- Reductions to amount of unconstrained land to reflect portion of sites within UGB.
- Some properties owned by the Port of The Dalles are located just outside the floodplain, but near the riparian zone along the Columbia River, including one with a trail. In earlier phases of the BLI work, these properties were removed in their entirety from the inventory as constrained or committed to natural resources and/or recreational use.
- The Amerities Plant property, which is located outside of assessed tax lot records, was categorized as Employment.¹

Minimal updates were made to the 2022 BLI land type classifications conducted by the City and MIG to account for revised and/or new tax lots.

FIGURE 1: THE DALLES ZONING DESIGNATIONS (2025)



¹ Because the site is located outside of assessed tax lot record data, there are no tax assessor records that would typically be used to determine if the site is vacant, developed, or redevelopable. The site is largely developed based on visual inspection from aerial photos and confirmation from local stakeholder input, including property owner representatives.



FIGURE 2: THE DALLES LAND TYPES (2025)

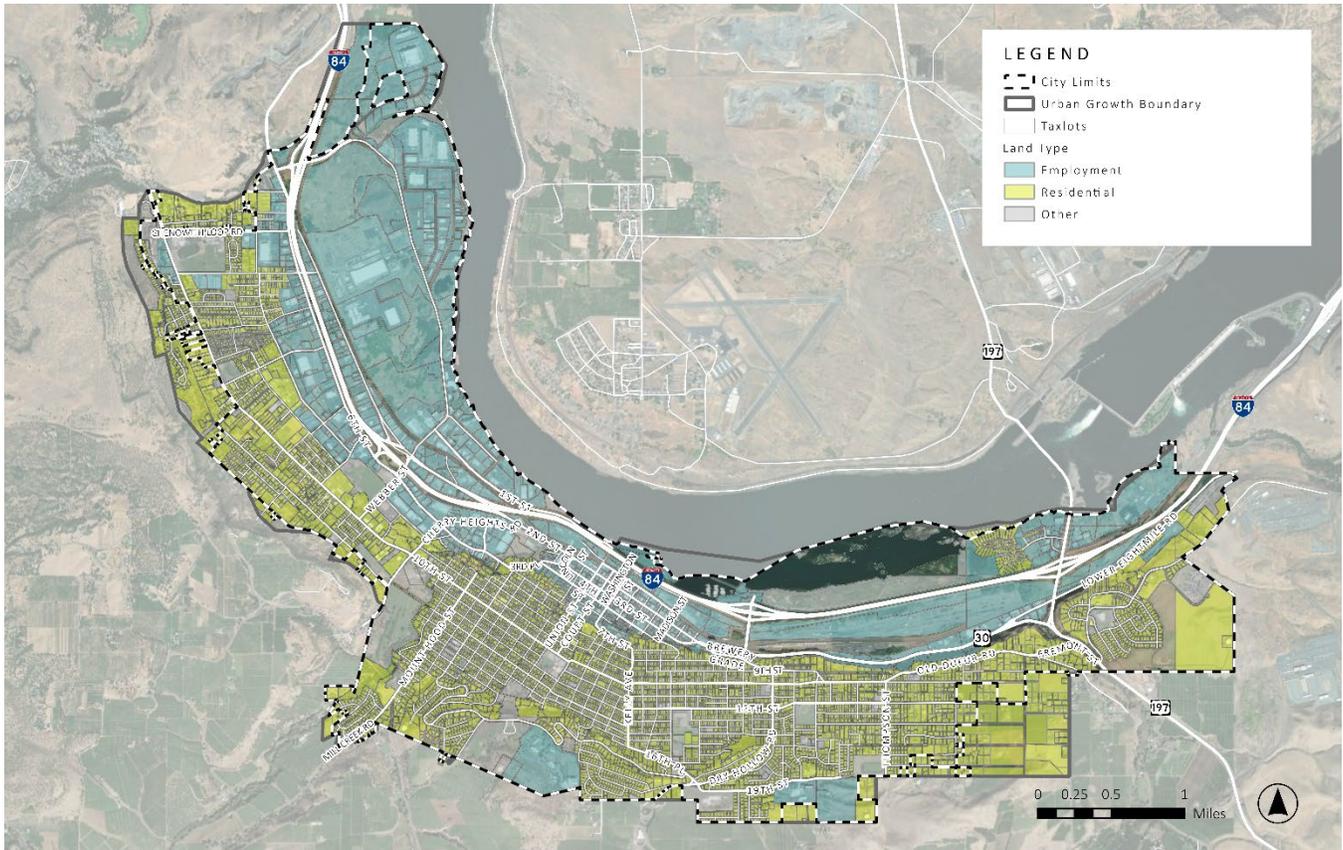


TABLE 1: THE DALLES LAND TYPE SUMMARY (2025)

| Land Type ² | Number of Tax Lots (2025) | Gross Acres (2025) |
|--------------------------|---------------------------|--------------------|
| Employment | 896 | 1,683 |
| Residential | 5,824 | 1,743 |
| Other | 121 | 952 |
| Total³ | 6,841 | 4,379 |

² Acres rounded down to whole number.

³ Gross acreage includes a limited number of tax lots that are partially located inside The Dalles UGB.



STEP 2: CALCULATE CONSTRAINTS

As defined in OAR 660-009-005, “Development Constraints” are factors that temporarily or permanently limit or prevent the use of land for economic development. Development constraints include, but are not limited to, wetlands, environmentally sensitive areas such as habitat, slope, topography, infrastructure deficiencies, parcel fragmentation, or natural hazard areas. The constraints used for this analysis include:

- Slopes greater than 25% (Source: Oregon Department of Geologic and Mineral Industries)⁴;
- FEMA Flood Hazard Area (Source: FEMA)⁵;
- Wetlands (Source: US Fish and Wildlife Service National Wetlands Inventory, consistent with local significant wetlands inventory);
- Area within 50’ of the City of The Dalles’ managed stream corridors (Stream Corridor Overlay District, Article 5.130), including Chenoweth Creek, Mill Creek, and Three-Mile Creek (Source: Oregon Geospatial Enterprise Office and City of The Dalles);
- The superfund site previously owned by Lockheed Martin and formerly used as an aluminum production site is considered environmentally constrained; and.
- Bonneville Power Administration (BPA) Right-of-Way Easements⁶.

Land affected by these constraints is removed from the inventory. Figure 3 on the next page shows the location of these constraints.

Some land within the study area is subject to additional cost constraints such as cultural/archeological sites or areas within the City’s geohazard overlay. Cultural/archeological sites may be protected or prohibited from development or may require additional documentation or protection of resources

⁴ While a slope of 25% is typically considered as a constraint for the purposes of conducting buildable land inventories for both residential and employment land, it is challenging to develop employment uses on even moderately sloped lands (e.g., 7% or more). Slope data is not readily available from either state or local GIS sources for slopes below 25%. However, the consultant team used topographic data to spot check vacant employment sites within the City’s employment zones and found that very few, if any of those areas have average slopes greater than 7% and less than 25% as captured within the constraints data shown in Figure 3.

⁵ We have used the most current floodplain data from FEMA. This data and the maps associated with it are identified as preliminary and are still under public review. However, according to FEMA staff, few if any changes to this data are anticipated as a result of the remaining review process.

⁶ The BPA administers an application process for development within its easements. Although certain types of development are allowed in these areas, BPA staff and applicants note that no structures are allowed within the easement areas and non-structural development (i.e. parking lots) is extremely limited and site-dependent. In addition, accommodating development on a site with an easement typically requires relocating easements and facilities at the owners expense. Such relocation processes are very costly and can take years to complete. As a result, all land within BPA easements is considered constrained from development for the purposes of the inventory. Properties predominantly constrained by BPA easements are classified as “Constrained,” given that smaller portions of these properties outside the easement area that have limited to no access and which are too small to be efficiently developed given the easement restrictions are essentially undevelopable.

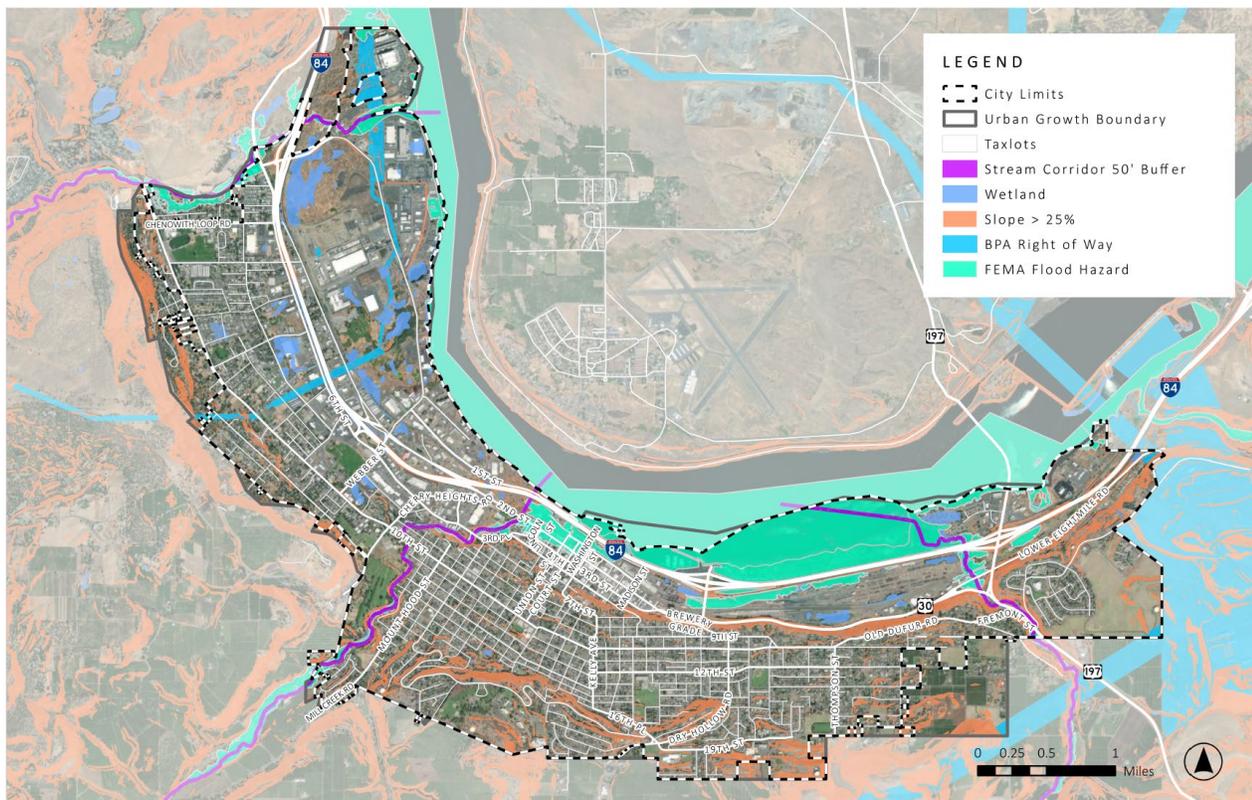


found on the site.⁷ Regulations for sites within the geohazard overlay require studies by qualified geologic specialists to be prepared prior to developing the site and that structures be designed and built to withstand geologic conditions.

Although these cost constraints pose a limitation to site developability, they are still considered to be buildable over the planning horizon and have not been removed from the inventory. Cost constraints represent an added cost to development, making its developability less attractive or feasible relative to other sites. However, it does not necessarily prohibit the site from developing within the planning horizon. Sites that encounter some form of cost constraint would require additional investment in the form of time or money to be developed.

To the extent that property owners can provide additional information that shows that development is prohibited on all or a portion of these sites within the planning horizon, that acreage can be deducted from the total inventory.

FIGURE 3: THE DALLES DEVELOPMENT CONSTRAINTS (2025)



⁷ Locations of cultural/archeological sites are not publicly available to protect the resource. A site is considered developable until this information is known, at which point appropriate mitigation measures would be identified and implemented.



TABLE 2: THE DALLES DEVELOPMENT CONSTRAINTS SUMMARY (2025)

| Category ⁸ | Gross Acres Within Tax Lots | Gross Constrained Acres | Gross Buildable Acres |
|-----------------------|-----------------------------|-------------------------|-----------------------|
| Employment | 1,683 | 359 | 1,315 |
| Total | 1,683 | 359 | 1,315 |

STEP 3: CLASSIFY EMPLOYMENT LAND BY DEVELOPMENT STATUS

Employment land within the study area is classified by development status, as follows:

- **“Vacant”** land meets one or more of the following criteria:
 - equal to or larger than ½ acre and not currently containing permanent improvements⁹;
 - equal to or larger than 5 acres where less than ½ acre is occupied by permanent buildings or improvements; and/or
 - improvement value is less than \$5,000 or less than 5% of the property’s land value.
- **“Partially Vacant”** land has an improvement value of between 5% and 40% of the land value, or is greater than one acre in size with at least ½ acre not improved (based on aerial photo). This land will assume that 50% is vacant/50% is developed unless aerial photos or other information shows otherwise.
- **“Developed”** land has an improvement value greater than 40% of the land value and does not meet the definition of vacant or partially vacant.
- **“Committed”** land is either vacant or partially vacant but has been removed from inventory as being developable because the property is committed to a non-employment use or cannot be developed for an employment use during the planning period. Committed land does not include properties planned for some type of employment use by the existing owner, but not necessarily available to other businesses for sale or lease. The following areas are not anticipated to develop over the planning horizon based on input from local stakeholders. A total of 20 sites are identified as committed. Detailed

⁸ Acres rounded down to whole number.

⁹ Improvements include anything with an “improvement value” as defined by the Wasco County tax assessor, consistent with state administrative rule and statutory definitions. Examples typically include buildings or other permanent structures, associated equipment or machinery, and utility facilities located on the site. Improvements for taxation purposes are further defined in Oregon Administrative Rule (OAR) 150-037-0010.



information for each of these sites, including justification for their committed classification, can be found in Exhibit C.

- **Port of The Dalles Properties.** The Port of The Dalles owns several commercial and industrial properties within the study area that are vacant, two of which are under contract with NW Natural and were categorized as committed since they cannot be developed as employment uses based on the contract provisions.
- **Federal Properties.** Several properties are owned by the federal government.¹⁰ There are no known plans for these sites to develop or redevelop within the planning horizon. These properties are classified as committed and removed from available land inventory.
- **City of The Dalles Properties.** The City of The Dalles owns several properties that are planned for future development such as public parking lots or a future transportation improvement as identified in the City’s Transportation System Plan. These properties are classified as committed and removed from the available land inventory since they will not be developed for employment uses.
- **Columbia Gorge Community College.** Columbia Gorge Community College owns two large properties along the southern edge of the city. The campus is substantially built out, excluding some vacant areas in the southwestern corner of the campus which are constrained by steep slopes. These properties are classified as committed and removed from the available land inventory since they will not be developed for employment uses.
- **“Constrained”** land is either vacant or partially vacant but has been removed from the inventory as being developable because the property is either completely or nearly completely constrained by one or more of the constraints outlined in the prior section of this document. There is no overlap between sites classified as constrained and committed.

The 2022 BLI development status classifications were updated using recent development permit data and feedback from City staff to identify sites that have been partially or fully developed since the prior BLI. Following these updates, the inventory was further refined through more detailed site review conducted by City staff, members of the PAC, and Department of Land Conservation and Development (DLCD) staff. This resulted in the following types of additional changes:

¹⁰ Oregon Administrative Rules allow for federally owned properties to be removed from a BLI.



- Identified City-owned public parking lots as developed sites. Identified other parking lots as vacant, except if they are associated with a specific use in which case they were identified as developed.
- Identified sites where only small, very narrow, or otherwise unusable portions of the property are unconstrained by natural resources as constrained.
- Revised the status of several sites from “vacant” to “partially vacant” or “developed” where evaluation of aerial photography, on-site field checks, or City review show that improvement values did not accurately portray the status of the sites.
- Identified several sites as committed where they are planned for public or utility uses.
- Revised the status of several sites from “committed” to “constrained”, “developed”, or “partially vacant” based on City or DLCD feedback.
- Added an additional development status classification titled “Constrained” to demonstrate sites that have zero (0) unconstrained acreage resulting in no developable employment land, as summarized above.

TABLE 3: SUMMARY OF EMPLOYMENT LAND BUILDABLE ACREAGE BY DEVELOPMENT STATUS (2025)¹¹

| Employment Zone | Developed | Committed | Constrained | Partially Vacant | Vacant | Total Buildable Acres |
|-------------------------|--------------|-------------|-------------|------------------|--------------|-----------------------|
| CBC | 51.2 | 0.4 | 0.0 | 2.6 | 1.8 | 55.9 |
| CG | 173.3 | 0.0 | 0.9 | 4.1 | 18.9 | 197.3 |
| CLI¹² | 86.2 | 0 | 1.8 | 4.8 | 46.9 | 139.7 |
| CR | 208.7 | 0 | 0 | 0.2 | 35.7 | 244.6 |
| I (subtotal) | 392.9 | 18.2 | 54.9 | 4.2 | 121.5* | 591.7* |
| <i>Google Sites</i> | <i>145.8</i> | <i>0.0</i> | <i>0.0</i> | <i>0.0</i> | <i>54.5*</i> | <i>200.4*</i> |
| <i>Other Sites</i> | <i>247.1</i> | <i>18.2</i> | <i>54.9</i> | <i>4.2</i> | <i>67.0</i> | <i>391.3</i> |
| RL¹³ | 0.5 | 54.0 | 0.0 | 21.9 | 0.0 | 76.4 |
| Total | 912.8 | 72.7 | 57.6 | 37.7 | 224.8 | 1305.6* |

*Acreage accounts for the reduction in 10 acres of available land on sites owned by Google based on lower assumed employment densities on those sites.

¹¹ Source: Wasco County Tax Assessment data; MIG; The Dalles Employment Buildable Lands Inventory (2025).

¹² The Walmart site is in the CLI zone and comprises approximately 38 vacant acres. The site previously received land use approval for a Walmart facility. However, the decision was appealed and has not yet been developed. The site is considered vacant and considered buildable for this analysis because no building permit has been issued and the land use approval itself does not guarantee the site’s development.

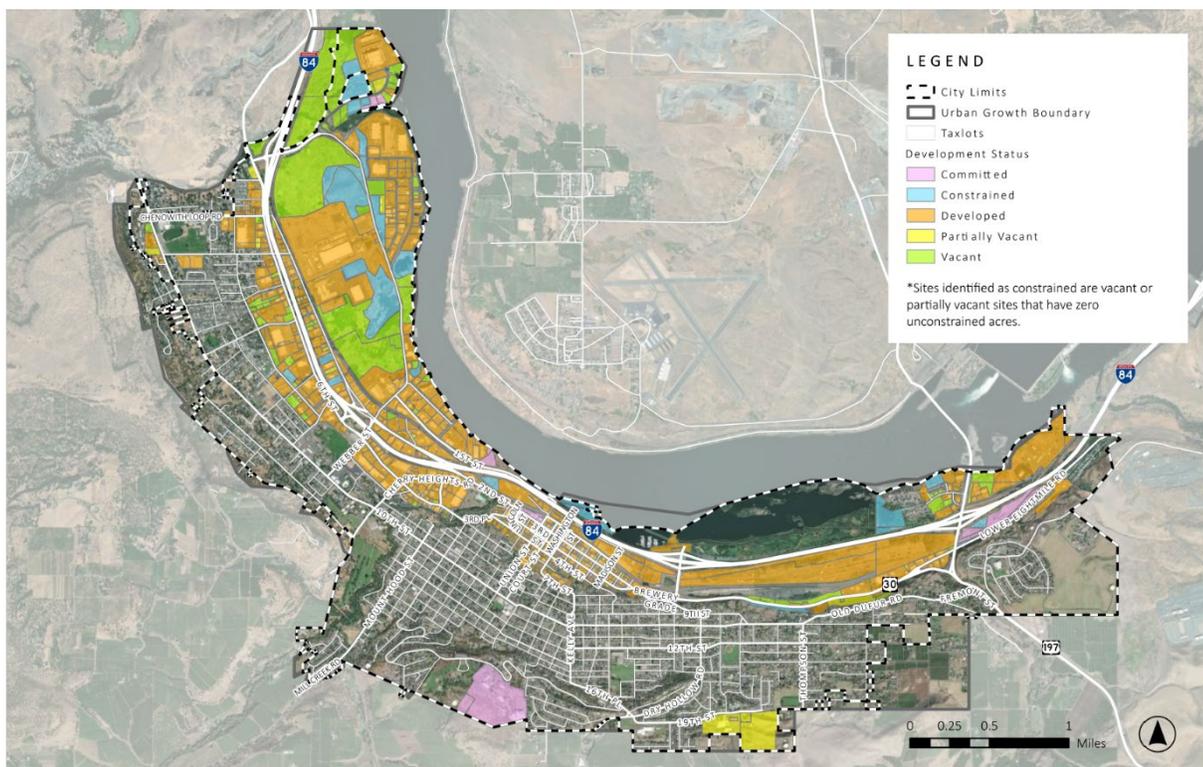
¹³ RL properties include the hospital and Columbia Gorge Community College campuses which are identified as available for employment uses.



The gross acreage of buildable land summarized in Table 3 was reduced further to account for undeveloped sites owned by Google that are subject to non-disclosure agreements which comprise approximately 64.5 (gross) acres of unconstrained land. The amount of available land at undeveloped Google sites was estimated based on an analysis conducted in July 2020 of current approximate employment estimates for developed sites in The Dalles (Exhibit D). The ratio of projected employment at the existing Google sites, compared to other industrial land in The Dalles, is approximately 0.85. In other words, employment estimates at undeveloped Google sites is anticipated to be approximately 85% of what would typically be assumed for average employment density on other sites in the inventory. This ratio was developed based on employment estimate discussions with Google representatives and Enterprise Zone employment estimates during development of the 2020 EOA. This results in a smaller amount of employment capacity for these sites. Applying this ratio to undeveloped Google sites results in a reduction of approximately 10 gross acres of vacant Industrial zoned land in the inventory due to these estimated low employment densities, resulting in approximately 54.5 gross acres of unconstrained land as reflected in Table 3. This analysis was undertaken as part of the BLI process rather than as part of the land needs assessment process, because it is specific to sites owned by Google and cannot be applied to broader categories of employment land need as part of the land demand assessment.

Figure 4 shows the classification of employment land within the UGB.

FIGURE 4: THE DALLES EMPLOYMENT LAND BY DEVELOPMENT STATUS (2025)





STEP 4: REFINED RESULTS

There is an estimated 263 gross acres of vacant or partially vacant employment land in The Dalles. The gross acreage accounts for the reduction in 10 acres of available land on sites owned by Google based on lower assumed employment densities on those sites. The following assumptions were used to determine the net acreage of land within the City. The assumptions are consistent with those used in Phase 1 of the EOA.

- 50% of all employment land identified as partially vacant will not be developable to account for existing development and infrastructure.
- 15% of industrial employment land (I zone) will be set aside to account for infrastructure, setbacks, etc.
- 20% of commercial employment land (CBC, CG, CLI, and CR zones) will be set aside to account for infrastructure, setbacks, etc.

There is an estimated 205 acres available for employment land after accounting for existing development on partially vacant land and set asides for infrastructure-related and other needs on vacant land. Table 4 below provides a summary for each zone.

TABLE 4: GROSS & NET DEVELOPABLE ACRES OF EMPLOYMENT LAND

| Employment Zone | Partially Vacant Land | | Vacant Land | | Total Net Buildable Land |
|---------------------|-----------------------|-------------|--------------|--------------|--------------------------|
| | Gross | Net | Gross | Net | |
| CBC | 2.6 | 1.3 | 1.8 | 1.5 | 2.7 |
| CG | 4.1 | 2.0 | 18.9 | 15.1 | 17.2 |
| CLI | 4.8 | 2.4 | 46.9 | 37.5 | 39.9 |
| CR | 0.2 | 0.1 | 35.7 | 28.5 | 28.6 |
| I (subtotal) | 4.2 | 2.1 | 121.5* | 103.3* | 105.4* |
| <i>Google Sites</i> | 0.0 | 0.0 | 54.5* | 46.4* | 46.4* |
| <i>Other Sites</i> | 4.2 | 2.1 | 67.0 | 57.0 | 59.1 |
| RL | 21.9 | 10.9 | 0.0 | 0.0 | 10.9 |
| Total | 37.7 | 18.8 | 224.8 | 185.9 | 204.8* |

*Acreage accounts for the reduction in 10 acres of available land on sites owned by Google based on lower assumed employment densities on those sites.

The City’s EOA includes an Employment Projection and Land Demand Analysis that incorporates three scenarios that estimate the projected employment and associated need for employment land. The scenarios incorporate different growth projections and employment assumptions. Figure 5 provides a summary of the land demand forecast for each scenario. Based on the scenarios, the total need for net buildable acres ranges between 46.6 to 146.6 acres. The City’s preferred scenario is Scenario 3.



FIGURE 5: THE DALLES LAND DEMAND FORECAST, 2025-2045

| Scenario 1 | Employment Land | New Employment | Sq.Ft./ Employee | Total SF Needed | Floor Area Ratio* | Gross Acres Needed | Net Buildable Acres |
|-----------------|-----------------|----------------|------------------|-----------------|-------------------|--------------------|---------------------|
| | Commercial | 1,050 | 400 | 420,130 | 0.25 | 38.3 | 30.6 |
| Industrial | 174 | 600 | 104,328 | 0.15 | 16.9 | 14.4 | |
| Gov/Institution | 39 | 550 | 21,241 | 0.25 | 2.1 | 1.7 | |
| Total | 1,263 | | 545,700 | | 57.3 | 46.6 | |

| Scenario 2 | Employment Land | New Employment | Sq.Ft./ Employee | Total SF Needed | Floor Area Ratio* | Gross Acres Needed | Net Buildable Acres |
|-----------------|-----------------|----------------|------------------|-----------------|-------------------|--------------------|---------------------|
| | Commercial | 1,639 | 400 | 655,484 | 0.25 | 57.9 | 46.3 |
| Industrial | 456 | 600 | 273,876 | 0.15 | 44.4 | 37.7 | |
| Gov/Institution | 185 | 550 | 101,713 | 0.25 | 9.9 | 7.9 | |
| Total | 2,280 | | 1,031,073 | | 112.2 | 92.0 | |

| Scenario 3 | Employment Land | New Employment | Sq.Ft./ Employee | Total SF Needed | Floor Area Ratio* | Gross Acres Needed | Net Buildable Acres |
|-----------------|-----------------|----------------|------------------|-----------------|-------------------|--------------------|---------------------|
| | Commercial | 1,489 | 400 | 595,546 | 0.25 | 52.6 | 42.1 |
| Industrial | 1,149 | 600 | 689,449 | 0.15 | 111.7 | 95.0 | |
| Gov/Institution | 222 | 550 | 122,135 | 0.25 | 11.9 | 9.5 | |
| Total | 2,860 | | 1,407,131 | | 176.2 | 146.6 | |

SOURCE: OED QCEW

*Floor Area Ratio (FAR) is the ratio of total usable building area relative to the total area of the site. It allows a consideration of the entire floor area of a building as opposed to its footprint.

For comparison purposes, this memorandum generalizes the net buildable land zoning from this land inventory into two categories: commercial (CBC, CG, CLI, CR, and RL¹⁴ zones) and industrial (I zone). The land inventory is based on the City’s zoning, each which allow for a range of employment uses. Commercial uses are allowed in most employment zones. By contrast and with few exceptions, industrial uses are limited to the I zone.

A similar generalization is done for employment land categories in the EOA: commercial (Office, Retail, Accommodation/Food, and Institutional) and industrial (Industrial). This comparison generalizes all

¹⁴ RL zoned properties in the employment BLI include the hospital and Columbia Gorge Community College campuses which are identified as available for employment uses.



EOA employment categories as commercial, except for the industrial employment category. Table 5 includes a preliminary comparison of the total net buildable land from this inventory with the projected need for employment land based on Phase 1 of the City’s EOA. As summarized in Table 5, The Dalles has a total surplus of between 58 and 158 net acres of land when evaluating aggregate total land need and supply. The range of acres reflects a comparison of land supply with the three different land need scenarios evaluated by Competinomics shown in Figure 5. Under the preferred scenario (3), the total surplus is 58 acres.

Most of the employment demand is needed for industrial employment (demand for 14 to 95 net acres). Based on the land inventory, the City can accommodate that demand within the planning horizon with a supply of approximately 105 net acres of buildable land zoned for industrial use. Under the preferred scenario (3), the total surplus is only 10 acres.

The need for commercial employment is lower, with approximately 31 to 42 net acres needed. According to the BLI, The Dalles has an estimated available supply of 99 net acres of buildable land. Under the preferred scenario (3), the total surplus is 57 acres.

TABLE 5: LAND DEMAND ACREAGE AND BUILDABLE LAND INVENTORY COMPARISON SUMMARY

| Employment Zone ¹⁵ | Estimated Net Land Demand (acres) | Net Buildable Land (acres) | Surplus / Deficit (acres) |
|-------------------------------|-----------------------------------|----------------------------|---------------------------|
| Commercial | 30.6-42.1 | 99.4 | 57.3-68.8 |
| Industrial | 14.4-95.0 | 105.4 | 10.4-91 |
| Total | 46.6 – 146.6 | 204.8 | 58.2-158.2 |

In addition to estimating an overall land need, Competinomics has assessed the need for sites of different sizes to meet typical industrial employment needs of target industries in The Dalles (see accompanying Exhibit A). The intent of this analysis was to further analyze if the City’s aggregate land supply is also sufficient to meet the need for different site sizes.

In their assessment, Competinomics identified the need for a combination of small sites (0.1-2 acres), small/medium sites (2-8 acres), medium sites (8-30 acres), medium/large sites (30-60 acres), and large sites (60-100 acres) to accommodate future employment growth based on average firm size. Smaller sites typically are needed for office and warehouse space with buildings that range from 3,000 to 16,000 square feet for various tenants and which come with dock and grade loading. Larger sites generally accommodate one large or a few larger manufacturing facilities. These building types have

¹⁵ Acres rounded down to whole number.



different loading and parking requirements than the smaller multi-tenanted buildings and therefore have a more efficient site layout or higher floor area ratio (FAR) than the buildings on smaller sites. While Competinomics estimates potential site need, it is important to note that site demand varies extensively within industry sectors and many industries may need sites in different employment zones at different times or within the same time period. Due to this dynamic, to achieve results under the Target Industry/Scenario 3 forecast and particularly because it is difficult to forecast the needs of larger employers, The Dalles will need to have an adequate number of sites at all sizes. It is also important to note that the Competinomics estimates are based on readily available economic data and limited conversations with local stakeholders and do not reflect in-depth information needed to justify these findings with a high level of confidence. As such, the site-based analysis should be considered as a tool for future more detailed analysis if the City decides to pursue actions to expand its land supply. This information is described in more detail in Exhibit A prepared by Competinomics.

The following table summarizes the number of vacant or partially vacant sites identified in the BLI in these size categories in the Industrial zone, as well as their associated net acreage accounting for the 50% deduction of developable land for partially vacant properties, and the 15% set aside deduction for vacant properties. The net acreage does not reflect the deductions associated with Google sites. Only sites in the Industrial Zone were counted.

As summarized in the table, the City has buildable sites available in the first three categories, but does not have available sites in the 30-60 acre and 60-100 acre categories. There are 17 small (0-2 acre) sites, six small-medium (2-8 acre) sites, and five medium (8-30 acre) sites available within the study area. Google owns three of the five vacant medium (8-30 acre) sites. This analysis indicates that while there may be enough acres of buildable land to meet the projected need when viewed as a single combined, aggregate acreage number, there are not enough sites across all site size categories and as a result not enough land in the UGB to address the need for sites in the needed sizes and configurations based on the site size-based assessment described here. The lack of sites over 30 acres in size in particular is a detriment to business recruitment and expansion across industrial sectors as has been noted during this process by members of the PAC.



TABLE 6: INDUSTRIAL SIZE CATEGORY SUMMARY, INDUSTRIAL ZONE

| Development Type | 0-2 acres | 2-8 acres | 8-30 acres | 30-60 acres | 60-100 acres |
|--|-----------|-----------|------------|-------------|--------------|
| Partially Vacant | | | | | |
| Number of Sites | 1 | 1 | 0 | 0 | 0 |
| Net Buildable Acres | 1.5 | 2.1 | 0 | 0 | 0 |
| Vacant | | | | | |
| Number of Sites | 17 | 6 | 5 | 0 | 0 |
| Net Buildable Acres | 11.2 | 17.0 | 83.5 | 0 | 0 |
| <i>Total Needed Sites¹</i> | 77 | 14 | 8 | 2 | 1 |
| <i>Total Number of Sites</i> | 18 | 7 | 5 | 0 | 0 |
| Surplus/Deficit of Sites per Size Category | (59) | (7) | (3) | (2) | (1) |

¹Presents comparisons with Scenario 3 of The Dalles Twenty-Year Land Demand Forecast (2025-2045)

Figure 6 on the next page from the Employment Projection and Land Demand Analysis furthers the point that the aggregate land supply currently available in The Dalles is insufficient to meet the demand for different site size configurations. The site needs analysis converts employment into site need by allocating future employment by sector based on average firm sizes. To translate the site need analysis into an alternative estimate of potential aggregate land need, the number of sites needed in each employment and size category is multiplied by the average site size of existing employers within the employment category to arrive at an estimate of gross acreage required to accommodate land need assuming firm sizes and development patterns will remain generally similar to what now exists in The Dalles. A significant limitation of the site and gross acres estimates is that the analysis assumes that future employers of a certain size and industry will choose specific site sizes which is nearly impossible to predict as further described along with other limitations in the Employment Projection and Land Demand Analysis (Exhibit A). For these reasons, the estimates in Figure 6 could be viewed as a potential upper end of the range in projected land and site needs and should only be used to further the point that the City does not have enough industrial land to meet the projected site need configurations. The net land need would be at least 15-20% lower, based on a net land need to gross land need conversion factor of 15-20%. As noted previously, the site-based analysis should be considered as a tool for future more detailed analysis if the City decides to pursue actions to expand its land supply, rather than as a precise finding of land needs.



FIGURE 6: THE DALLES LAND AND SITE NEED BY EMPLOYMENT LAND CATEGORY* (2025-2045)

| Sites Needed by Employment Land Category | Commercial | Industrial | Gov/ Institution | Total | Gross Acreage Required** |
|--|--------------|--------------|------------------|--------------|--------------------------|
| Employment Scenario 1 | 1,050 | 174 | 39 | 1,263 | |
| Small (1-9 employees) | 225 | 39 | 2 | 267 | |
| Small/Medium (10-19 employees) | 173 | 32 | 4 | 209 | |
| Medium (20-99 employees) | 429 | 86 | 32 | 548 | |
| Large (100+ employees) | 223 | 17 | 0 | 239 | |
| Employment Scenario 3 | 1,489 | 1,149 | 222 | 2,860 | |
| Small (1-9 employees) | 320 | 258 | 14 | 591 | |
| Small/Medium (10-19 employees) | 245 | 212 | 21 | 479 | |
| Medium (20-99 employees) | 608 | 569 | 187 | 1,364 | |
| Large (100+ employees) | 316 | 110 | 0 | 425 | |
| No. Sites by Avg Emp Scenario 1 | 80 | 16 | 1 | 98 | 194 |
| Small (0 - 2 acres) | 60 | 12 | 0 | 72 | 112 |
| Small/Medium (2 - 8 acres) | 10 | 2 | 0 | 12 | 24 |
| Medium (8 - 30 acres) | 9 | 2 | 1 | 11 | 28 |
| Medium/Large (30 - 60 acres) | 1 | 0 | 0 | 1 | 30 |
| Large (60 - 100 acres) | 0 | 0 | 0 | 0 | 0 |
| No. Sites by Avg Emp Scenario 3 | 114 | 102 | 7 | 224 | 876 |
| Small (0 - 2 acres) | 85 | 77 | 3 | 165 | 453 |
| Small/Medium (2 - 8 acres) | 14 | 14 | 1 | 29 | 111 |
| Medium (8 - 30 acres) | 13 | 8 | 3 | 25 | 101 |
| Medium/Large (30 - 60 acres) | 2 | 2 | 0 | 5 | 150 |
| Large (60 - 100 acres) | 0 | 1 | 0 | 1 | 60 |

Source: OED QCEW, DLCDD Guidebook, Calculations by Competinomics LLC

* Based on current average development patterns by zoning, site sizes and firm sizes. Infill assumptions have been applied to the site need and gross acreage estimates in this table: 10% for industrial users and 20% for commercial users.

** Acreage required to accommodate sites needed during the forecast period assuming average site sizes of existing firms. To arrive at gross acres by site size, the number of sites need by each employment category is multiplied by the average site size used by existing firms within the employment category.

There is limited potential for site consolidation among industrial sites that are under five acres in size. Most sites do not have common ownership and share a contiguous tax lot boundary. The sites that do have consolidation potential are primarily located on River Trail Way and owned by the Port of The Dalles. Several of the sites share contiguous tax lot boundaries and could be combined into larger sites if sold to or developed by the same owner in the future. The unconstrained acreage among these sites ranges from just under a half-acre to just under two-and-a half acres in size.



ADDITIONAL OBSERVATIONS

- This inventory documents the supply of land within the City of The Dalles that is buildable pursuant to Oregon statutes and administrative rules. As used in this inventory, buildable land represents the capacity for additional projected employment during the next 20 years. In other words, buildable land assumes a site can accommodate increased employment growth based on the potential to increase the amount of development on a site. Land identified as buildable for the purpose of this analysis does not guarantee that identified sites are currently available for sale, lease, or development to employers or that all sites will be available during the planning period.
- Because some of the City's larger vacant, partially vacant, and redevelopable employment sites are owned by companies that have acquired properties for development but do not have immediate plans for development and do not plan to sell or lease these properties, there is a lesser supply of properties that are more traditionally "available" for development in the short term. For example, three of the vacant medium sites (8-30 acres) are owned by Google. As a result, they are not anticipated to be available to other users but are appropriately included in the City's 20-year supply of buildable employment land.
- A significant percentage of the land in the City's inventory of industrial sites, particularly larger sites, are owned and planned for future use and development by Google (approximately 64.5 gross acres of the 105.4 net acres of buildable industrial land). This means that just over half of the land in this inventory is available to other users. In this respect, the City has put a significant of its available industrial land in one landowner "basket" with a much smaller relative supply available to others.
- It will be important for the City to continue to monitor its supply of buildable land. To the extent that one or more large industrial sites are developed in the near to medium-term, such actions could result in a more significant shortage of buildable industrial land at that point.

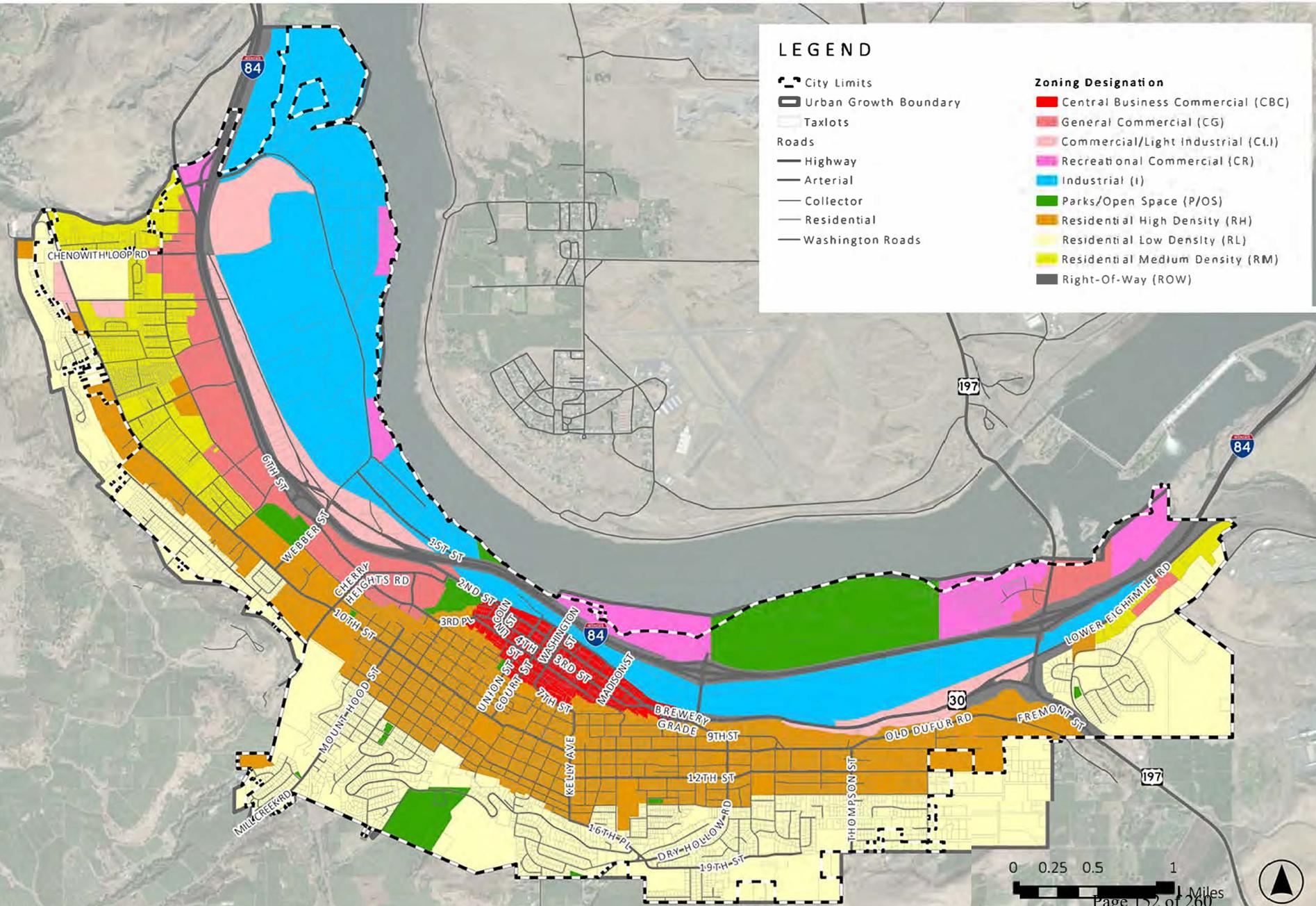


CITY OF THE DALLES ECONOMIC OPPORTUNITIES ANALYSIS

Exhibit D

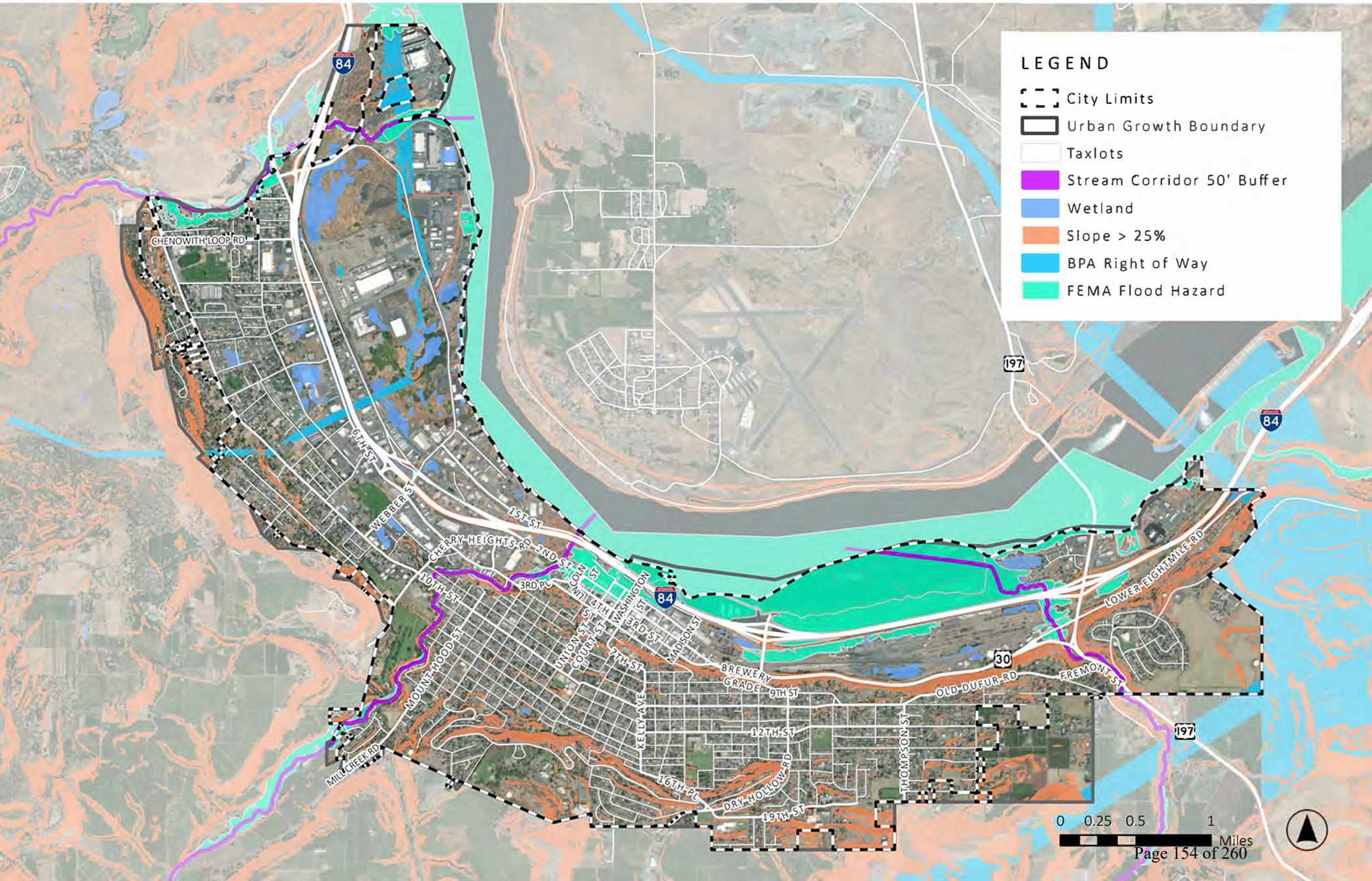
B-19

Zoning Map (2025)





Development Constraints Map (2025)



LEGEND

- City Limits
- Urban Growth Boundary
- Taxlots
- Stream Corridor 50' Buffer
- Wetland
- Slope > 25%
- BPA Right of Way
- FEMA Flood Hazard

0 0.25 0.5 1 Miles

Page 154 of 260



CITY OF THE DALLES ECONOMIC OPPORTUNITIES ANALYSIS

Employment Land by Buildable Status Map (2025)

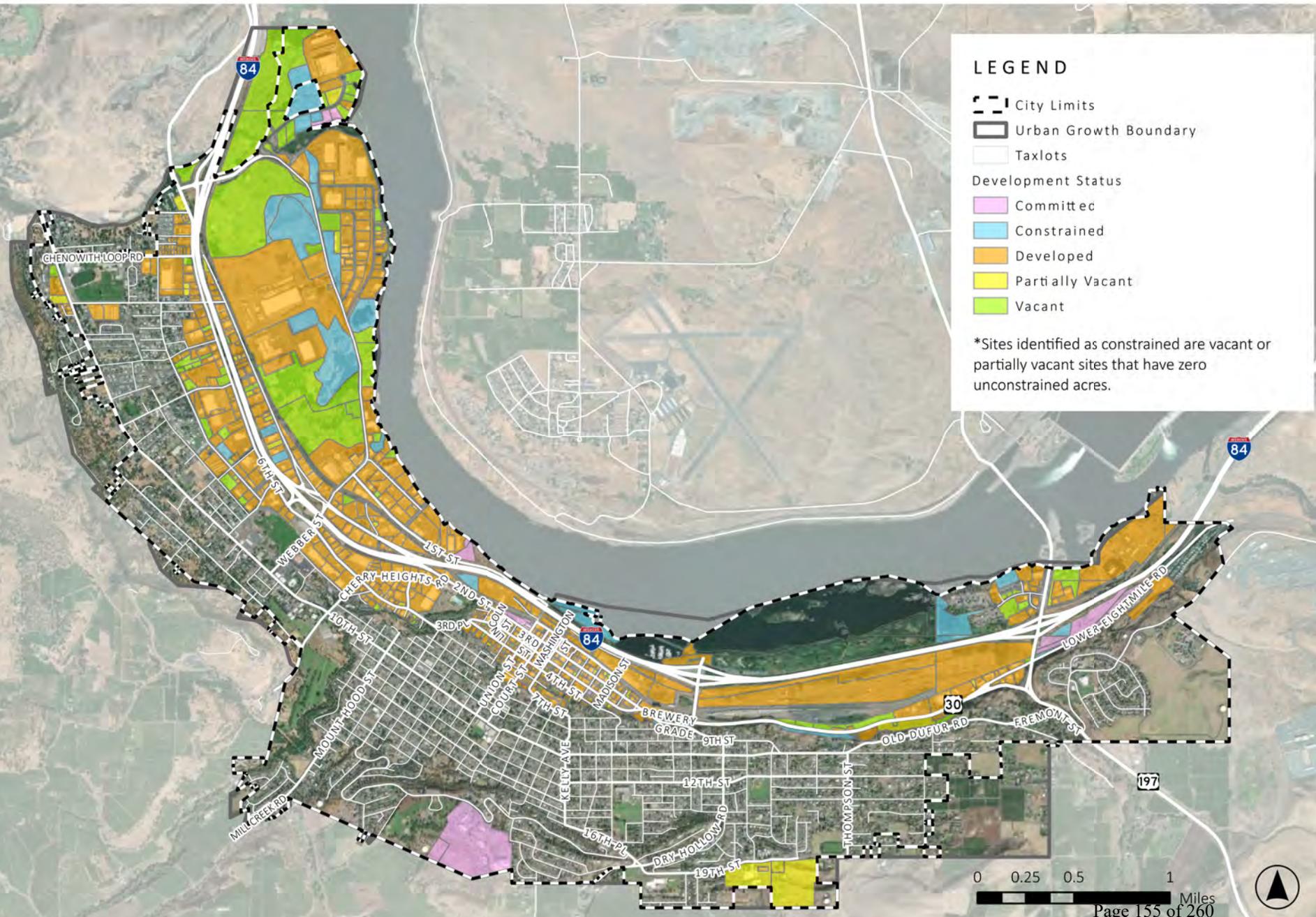


EXHIBIT C

Committed Sites Log

City of the Dalles | Economic Opportunities Analysis

Refined Employment Buildable Lands Inventory – Committed Sites Log

Last Updated: 12/2/2025

| Map Taxlot | Taxpayer | Zone | Total Acres | Constrained Acres | Unconstrained Acres | Development Status (November 2025) | Committed Justification |
|-------------------|----------------------------------|------|-------------|-------------------|---------------------|------------------------------------|--|
| 1N 13E 3 BB 400 | UNITED STATES POSTAL SERVICE | CBC | 0.10 | 0.10 | 0.00 | Committed | Owned and operated by United States Postal Service. No plans for future development. OARs allow for federally owned properties to be removed from a BLI. |
| 1N 13E 3 BB 500 | UNITED STATES POSTAL SERVICE | CBC | 0.32 | 0.29 | 0.02 | Committed | Owned and operated by United States Postal Service. No plans for future development. OARs allow for federally owned properties to be removed from a BLI. |
| 1N 13E 3 BB 600 | UNITED STATES POSTAL SERVICE | CBC | 0.19 | 0.20 | 0.00 | Committed | Owned and operated by United States Postal Service. No plans for future development. OARs allow for federally owned properties to be removed from a BLI. |
| 1N 13E 3 BB 700 | UNITED STATES POSTAL SERVICE | CBC | 1.95 | 1.94 | 0.01 | Committed | Owned and operated by United States Postal Service. No plans for future development. OARs allow for federally owned properties to be removed from a BLI. |
| 1N 13E 3 BB 800 | UNITED STATES POSTAL SERVICE | CBC | 0.27 | 0.26 | 0.01 | Committed | Owned and operated by United States Postal Service. No plans for future development. OARs allow for federally owned properties to be removed from a BLI. |
| 1N 13E 1 A 100 | O W R & N CO | I | 2.38 | 0.18 | 2.20 | Committed | Owned by the Oregon Railroad and Navigation Company with no access to the site. |
| 1N 13E 1 AA 800 | UNITED STATES OF AMERICA | I | 3.38 | 1.13 | 2.24 | Committed | Owned by United States of America. No plans for future development. OARs allow for federally owned properties to be removed from a BLI. |
| 1N 13E 1 AB 800 | UNITED STATES OF AMERICA | I | 11.20 | 3.26 | 7.94 | Committed | Owned by United States of America. No plans for future development. OARs allow for federally owned properties to be removed from a BLI. |
| 1N 13E 1 AB 900 | UNITED STATES OF AMERICA | I | 1.15 | 0.78 | 0.37 | Committed | Owned by United States of America. No plans for future development. OARs allow for federally owned properties to be removed from a BLI. |
| 2N 13E 21 C 400 | PORT OF THE DALLES | I | 2.65 | 1.49 | 1.16 | Committed | Owned by Port of The Dalles and under contract with NW Natural. |
| 2N 13E 21 C 500 | PORT OF THE DALLES | I | 1.85 | 0.73 | 1.12 | Committed | Owned by Port of The Dalles and under contract with NW Natural. |
| 1N 13E 9 200 | COLUMBIA GORGE COMMUNITY COLLEGE | RL | 4.48 | 0.13 | 4.34 | Committed | Owned by Columbia Gorge Community College. Campus is substantially built out, excluding some vacant areas that are constrained by steep slopes. |
| 2N 13E 33 CD 1000 | THE DALLES CITY OF | CG | 0.05 | 0.00 | 0.05 | Committed | Designated in TSP for future development as a right-turn lane. |
| 2N 13E 34 CC 100 | UNITED STATES OF AMERICA | I | 0.46 | 0.13 | 0.33 | Committed | Owned by United States of America. No plans for future development. OARs allow for federally owned properties to be removed from a BLI. |
| 2N 13E 34 CC 200 | UNITED STATES OF AMERICA | I | 3.05 | 0.37 | 2.67 | Committed | Owned by United States of America. No plans for future development. OARs allow for federally owned properties to be removed from a BLI. |
| 2N 13E 34 CC 300 | UNITED STATES OF AMERICA | I | 0.19 | 0.14 | 0.05 | Committed | Owned by United States of America. No plans for future development. OARs allow for federally owned properties to be removed from a BLI. |
| 2N 13E 34 CC 500 | UNITED STATES OF AMERICA | I | 0.22 | 0.11 | 0.10 | Committed | Owned by United States of America. No plans for future development. OARs allow for federally owned properties to be removed from a BLI. |
| 1N 13E 3 BD 8900 | THE DALLES CITY OF | CBC | 0.23 | 0.00 | 0.23 | Committed | Owned by the City of The Dalles and planned for future public parking lot. |
| 1N 13E 9 100 | COLUMBIA GORGE COMMUNITY | RL | 59.46 | 9.76 | 49.70 | Committed | Owned by Columbia Gorge Community College. Campus is substantially built out, excluding some vacant areas that are constrained by steep slopes. |
| 1N 13E 3 DB 1600 | THE DALLES CITY OF | CBC | 0.12 | 0.00 | 0.12 | Committed | Owned by the City of The Dalles and planned for future public parking lot. |

EXHIBIT D

Summary of Modifications to Google Sites



CITY OF THE DALLES | ECONOMIC OPPORTUNITIES ANALYSIS

Refined Employment Buildable Lands Inventory – Attachment D: Summary of Modifications to Google Sites

DATE December 17, 2025
TO Joshua Chandler, City of The Dalles
FROM Matt Hastie, Jessa Miller, and Andrew Parish, MIG
CC Ayreann Colombo, Jacob Anderson, and Sandy Freund

INTRODUCTION

This document provides a summary of the analysis conducted in July 2020 to reduce the refined Employment Buildable Lands Inventory (BLI) as part of an updated Economic Opportunities Analysis (EOA Update) for the City of The Dalles. The BLI reduction analysis is intended to account for Google's current employment estimates and to translate the estimates to undeveloped sites owned by Google and located elsewhere in The Dalles. The ratio of projected employment at the existing Google sites, compared to other industrial land in The Dalles, is approximately 0.85. In other words, employment estimates at undeveloped Google sites are anticipated to be approximately 85% of what would typically be assumed for average employment density on other sites in the inventory. This ratio was developed based on employment estimate discussions with Google representatives and Enterprise Zone employment estimates during development of the 2020 EOA. This results in a smaller amount of employment capacity for these sites compared to other sites that could have a broader range of uses on average.

The sections below summarize the analysis conducted in 2020. It was not updated for this phase of the process.

SUMMARY OF MODIFICATIONS TO GOOGLE SITES – JULY 2020

There are currently three developed Google sites located in Enterprise Zones in The Dalles. The sites are developed as data centers. The Enterprise Zone agreements for the sites required Google to employ a minimum of 55 employees.¹ Based on the Enterprise Zone minimum employment requirement, the Google sites would average less than one employee per acre (1.4 employees per unconstrained acre).

¹ The Enterprise Zone agreements apply to individual sites and range between 10 to 35 per site.



| Site | Tax Lot | Acres | Unconstrained Acres | EZ Min. Employees |
|--------------------------|------------------|-------|---------------------|-------------------|
| TOTAL | | 60.0 | 40.2 | 55 |
| Google North Site | 2N 13E 21 C 1100 | 26.6 | 19.1 | 10 |
| Google South Site | | 33.5 | 21.2 | 45 |
| Google South 1of2 | 2N 13E 28 101 | 31.1 | 19.1 | 35 |
| Google South 2of2 | 2N 13E 28 B 700 | 2.5 | 2.1 | 10 |

The table below summarizes the calculations used to estimate how many employees each site would typically support were they not developed. The assumptions are based on those used for Industrial uses in Bridge Economic Development’s Phase 1 Economic Opportunities Analysis (EOA). That analysis assumes that typical industrial development will have a floor-to-area (FAR) ratio of 0.15 and that the average industrial use employee requires 750 square feet of area. This equates to about 5.8 employees per acre (8.7 employees per unconstrained acre), a relatively low to moderate employment density for industrial development.

| Site | Acres | Unconstrained Acres | FAR Acres | FAR Sq. Ft. | Employees |
|--------------------------|-------|---------------------|-----------|-------------|-----------|
| TOTAL | 60.0 | 40.2 | 6.0 | 262,960 | 351 |
| Google North Site | 26.6 | 19.1 | 2.9 | 124,473 | 166 |
| Google South Site | 33.5 | 21.2 | 3.2 | 138,487 | 185 |
| Google South 1of2 | 31.1 | 19.1 | 2.9 | 125,077 | 167 |
| Google South 2of2 | 2.5 | 2.1 | 0.3 | 13,410 | 18 |

Based on discussions with representatives from Google, the actual employment at the sites are much higher than what is required by the Enterprise Zone agreements. Actual employment at the Google sites is approximately 610 employees. The total employment at the sites include full-time Google employees, full-time on-site contract employees (i.e. security, cleaning, etc.) and full-time construction staff. The breakdown of employees is generally as follows:

- Full-time Google employees: 110
- Full-time on-site support staff under contract: 250
- Full-time construction staff: 250



The full-time on-site employment for Google and contractual employees is approximately 360 employees. This is generally consistent with what would typically be estimated for industrial sites in The Dalles. Typically, employment in the construction sector is temporary in nature and required for limited durations; hence the 360 employee estimate comparison. However, the construction staff at the Google sites seems to be unique to data centers as they require ongoing maintenance and occasional building reconfigurations to accommodate the server equipment.

The full-time on-site employment for Google and contractual employees is approximately 360 employees. This is generally consistent with what would typically be estimated for industrial sites in The Dalles. Typically, employment in the construction sector is temporary in nature and required for limited durations; hence the 360 employee estimate comparison. However, the construction staff at the Google sites seems to be unique to data centers as they require ongoing maintenance and occasional building reconfigurations to accommodate the server equipment.

For comparison purposes this analysis assumes a 38% reduction to the on-site contractual staff and construction staff. The reduction accounts for a portion of contractual and construction employees being based out of other locations. The reduction results in an estimated 300 employees at the Google sites. Based on this, the sites would have an average 5.0 employees per acre (7.5 employees per unconstrained acre).

The ratio of the Google employee estimate compared to what would typically be assumed for the sites is 0.85. In other words, employment at the Google sites is approximately 15% less than what would typically be assumed at these or other sites in the inventory of employment land.

MINUTES

PLANNING COMMISSION MEETING

February 5, 2026
5:30 p.m.

City Hall Council Chambers
313 Court Street, The Dalles, Oregon 97058
Via Zoom / Livestream via City Website

PRESIDING: Cody Cornett, Chair

COMMISSIONERS PRESENT: Carrie Pipinich, John Grant, Maria Peña (arrived at 5:43 p.m., via Zoom), and Jared Gosson (arrived at 5:57 p.m., via Zoom)

COMMISSIONERS ABSENT: Melissa Alvarado and Steve Light

STAFF PRESENT: Director Joshua Chandler, City Attorney Jonathan Kara, City Manager Matthew Klebes, City Clerk Amie Ell, Economic Development Officer Jacob Anderson, and Consultants Matthew Hastie and Jessa Miller of MIG

CALL TO ORDER

The meeting was called to order by Chair Cornett at 5:40 p.m.

PLEDGE OF ALLEGIANCE

Chair Cornett led the Pledge of Allegiance.

APPROVAL OF AGENDA

It was moved by Pipinich and seconded by Grant to approve the agenda as submitted. The motion carried 4/0; Cornett, Grant, Pipinich, and Peña voting in favor, none opposed, Alvarado, Gosson, and Light absent.

APPROVAL OF MINUTES – December 18, 2025

Approval of the December 18, 2025 minutes was deferred due to lack of quorum.

PUBLIC COMMENT

No public comment was received.

LEGISLATIVE PUBLIC HEARING

CPA 58-25, City of The Dalles

Request: Adoption of Resolution PC 631-26 Recommending City Council Approval of Comprehensive Plan Amendment No. 58-25 for Adoption of the Employment Opportunities Analysis and Employment Buildable Lands Inventory, and amendments to Goal 9 (Economic Development) of The Dalles Comprehensive Land Use Plan.

Chair Cornett read the rules governing a public hearing. He then inquired whether any Commissioner had ex-parte contact, bias, or a conflict of interest that would preclude an impartial decision. Hearing none, Chair Cornett opened the public hearing at 5:47 p.m.

Director Chandler summarized the purpose of the amendment, explaining that the updated Economic Opportunities Analysis (EOA) and Buildable Lands Inventory (BLI) reflect recent economic trends, major development activity, and updated regulatory data. The previous EOA was significantly outdated, and the revised document represents a comprehensive replacement of the economic development element of the Comprehensive Plan. Extensive stakeholder outreach, advisory committee input, and preliminary review by the Oregon Department of Land Conservation and Development were completed during the process.

Consultants Matt Hastie and Jessa Miller presented the methodology and findings of the updated EOA and BLI, Attachment 1. Key findings included projected employment growth of approximately 2,800 jobs over the next twenty years, an estimated land need between approximately 100 and 150 acres depending on methodology, and an inventory of approximately 204.8 net acres of developable employment land. While the aggregate acreage suggested a modest surplus, analysis of site size distribution indicated a deficit of suitably sized sites, particularly larger parcels necessary for industrial recruitment and expansion. Proposed amendments also included a complete reorganization and modernization of the economic development goals, policies, and implementation measures within the Comprehensive Plan.

Commissioner Gosson asked whether environmental safety and hazard-related protections were addressed in the updated analysis. Consultants responded that updated stream corridor buffers, FEMA floodplain mapping, and existing development code protections were incorporated into the analysis and that no regulatory protections were removed.

Commissioner Pipinich provided suggested policy refinements:

- Adding language to support diverse entrepreneurship and business development services in Policy 1.2,
- Including language encouraging redevelopment of the existing hospital site should relocation occur in Policy 2.2; and
- Broadening collaboration language in Policy 5.3 to include additional technology and private-sector partners rather than referencing a single company.

Commissioners Cornett, Peña, and Gosson supported broadening collaboration language and avoiding references to a single corporate entity. Staff indicated the proposed modifications could

be incorporated into the final document prior to Council review.

No public testimony was offered in favor or opposition to the proposed plan amendments. Commissioners unanimously agreed they had sufficient information to deliberate.

It was moved by Pipinich and seconded by Grant to adopt Resolution PC 631-26 Recommending City Council Approval of Comprehensive Plan Amendment No. 58-25, as amended. The motion carried 4/0/1; Cornett, Grant, Pipinich, and Peña voting in favor, none opposed, Alvarado and Light absent. Commissioner Gosson abstained, citing insufficient time to review the materials prior to the meeting.

Director Chandler noted the recommendation would proceed to the February 23, 2026 City Council meeting.

With no further comment or deliberation, the public hearing portion of the meeting closed at 6:37 p.m.

ACTION ITEMS

A. Adoption of Resolution PC 632-26 Granting a Time Extension for Conditional Use Permit No. 213-25

Director Chandler presented the request for a one-year extension to Conditional Use Permit 213-25, originally approved February 6, 2025, for demolition of existing structures and construction of a City maintenance facility and related storage uses associated with City operations and the library. The extension request was submitted prior to expiration and reflects project delays related to increased construction costs, particularly steel pricing and tariff impacts, as well as ongoing coordination with the library regarding operational needs. Staff confirmed that no changes to the approved plans or conditions of approval were proposed and recommended approval of the extension.

Commissioner Peña asked when construction was anticipated to begin. City Manager Matthew Klebes explained that the City continues to coordinate with the library and library board regarding potential operational considerations and building programming. While the project remains budgeted and necessary for City maintenance operations, a definitive construction start date has not yet been established due to ongoing coordination and evaluation of project costs and timing. He noted that the City intends to move forward once those discussions are finalized.

No additional Commissioner questions or discussion were raised.

It was moved by Grant and seconded by Pipinich to adopt Resolution PC 632-26 Approval of a One-Year Time Extension for Conditional Use Permit Application 213-25, City of The Dalles, as submitted. The motion carried 5/0; Cornett, Gosson Grant, Pipinich, and Peña voting in favor, none opposed, Alvarado and Light absent.

B. Consideration to Adopt Amendments to The Dalles Planning Commission Bylaws

Director Chandler presented proposed amendments to the Planning Commission bylaws intended to align the document with recent organizational and procedural changes adopted by the City. He explained that the amendments reflect the transition to the Hearings Officer system, restructuring

of Planning Commission meeting schedules, and recent ordinance updates. Additional revisions improve readability, internal consistency, quorum and voting provisions, hearing and public comment procedures, and ethics and conflict-of-interest language. Director Chandler emphasized that the amendments are administrative in nature and do not substantially alter the Planning Commission's authority or responsibilities but formalize procedural updates adopted over the past several months.

Chair Cornett stated that the proposed revisions reflect procedural updates discussed over several recent meetings and indicated support for adopting the bylaws.

Commissioner Pipinich indicated that the amendments appropriately reflect the transition to the Hearings Officer system and supported adoption as presented.

Commissioner Grant indicated he had no concerns with the revisions and supported adoption.

Commissioner Peña stated she had no questions and agreed the updates were consistent with prior Commission discussions.

Commissioner Gosson also indicated support and raised no requested changes.

It was moved by Pipinich and seconded by Gosson to approve the Bylaw amendments as submitted. The motion carried 5/0; Cornett, Gosson, Grant, Pipinich, and Peña voting in favor, none opposed, Alvarado and Light absent.

STAFF COMMENTS / PROJECT UPDATES

Director Chandler provided several project and program updates to the Commission.

He reported that staff are currently reviewing the Chenoweth Loop affordable housing project located on the west side of the city. The project has recently received state-level funding approval, and staff are coordinating with the Public Works Department to complete technical review of submitted plans. Based on current discussions with the development team, construction could potentially begin during the upcoming summer construction season, pending completion of the City's review process and final approvals.

Director Chandler also provided an update on implementation of the Hearings Officer system, noting that staff will begin the selection process in the coming weeks. The City anticipates appointing a Hearings Officer by approximately mid-April, after which the new system will begin handling applicable quasi-judicial land use matters. The transition is expected to allow the Planning Commission to devote additional time to long-range planning initiatives and policy-focused work.

Finally, Director Chandler reported that staff are preparing middle housing code amendments as part of the City's Housing Production Strategy implementation program. The amendments are intended to expand housing choice and address regulatory barriers that may currently limit development flexibility. Staff are reviewing existing development standards and identifying areas where targeted code revisions could facilitate additional housing production while maintaining community compatibility standards. A preliminary discussion with the Planning Commission is anticipated in the coming months, potentially as early as April, depending on

MINUTES
Planning Commission Meeting
February 5, 2026
Page 5 of 18

staff workload and draft readiness.

ADJOURNMENT

There being no further business, Chair Cornett adjourned the meeting at 6:55 p.m.

Submitted by/
Crystal Sayre, Administrative Assistant
Community Development Department

SIGNED: _____

Cody Cornett, Chair

ATTEST: _____

Crystal Sayre, Administrative Assistant
Community Development Department

DRAFT



**THE DALLES
ECONOMIC OPPORTUNITIES
ANALYSIS**

**PLANNING COMMISSION
PUBLIC HEARING**
February 5, 2026



Presentation Topics

1. Welcome
2. Project Overview, Background, and Objectives
3. Refined Employment and Land Demand Analysis
4. Refined Buildable Land Inventory
5. Refined Comprehensive Plan Goals, Policies, and Implementation Measures
6. Next Steps



What is an Economic Opportunity Analysis?

▪ Economic Opportunities Analysis

(OAR 660-009-0015)

- Identify major categories of industrial or other employment use trends
- Identify the number of sites needed to accommodate projected employment growth
- Inventory buildable employment land
- Compare projected land need with identified land supply
- Update Comprehensive Plan based on EOA



Project Overview



Update Economic Analysis and Land Demand Findings



Review and Refine Employment Buildable Lands Inventory



Revise Draft Comprehensive Plan Goals, Policies, and Actions



Adoption Process: Planning Commission & City Council Hearings

TIMELINE

APRIL 2025

JUNE

JULY

FEBRUARY 2026



Project Objectives

- Provide updated data, findings and policy recommendations
- Inform future decision-making, grant applications, and planning efforts
- Serve as a basis for future resource allocation
- Be a foundation for development of short-term and annual economic development strategies and workplans
- Inform review of future development applications for consistency with Comprehensive Plan goals and policies



EOA History

- Last adopted update in 2007
- City undertook update process in 2019-2022
 - Concerns about buildable land inventory findings
 - City Council did not adopt analysis or proposed Comprehensive Plan updates
 - Data from previous study no longer current
 - Significant changes in land supply have occurred in last 2-3 years
- Current process intended to update previous work with new data and analysis
- Updated EOA will be foundation for more detailed economic development action planning



Refined Employment Forecast and Land Needs Analysis – Economic Overview

- The regional economy has diversified since 2000
- Employment growth in The Dalles has recovered at an annual rate of 1.2% since 2020
- According to OED forecasts, employment in the MCEDD region is expected to grow 0.9% annually through 2033
- Wage growth has increased 4.1% annually during the last 10 years
- The median age is 38.5 and trending downwards
- Through 2033, The Dalles is expected to have 550 new jobs in various occupational skills, particularly “service” occupations

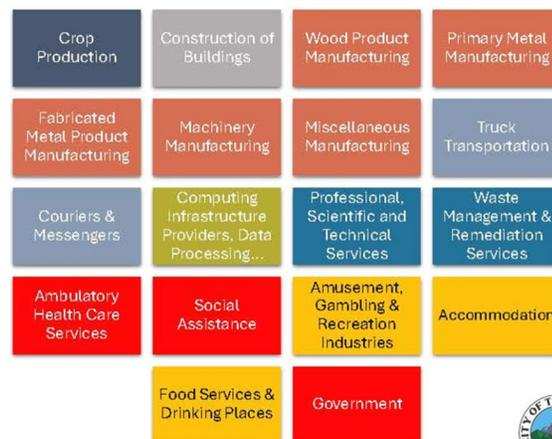


Employment and Industry Sector Trends

Industry Sector Employment Growth (2018-2023)



Industries showing growth before, through and after pandemic



Employment Forecast

20-Year Employment Forecast



20-Year Jobs Forecast by Sector

| Industry Sector | 2020 | 2025 | 2030 | 2035 | 2040 | 2045 | Δ | CAGR |
|---|--------------|--------------|--------------|---------------|---------------|---------------|--------------|-------------|
| Natural Resources & Mining | 187 | 167 | 166 | 207 | 250 | 256 | 89 | 2.2% |
| Construction | 285 | 284 | 306 | 327 | 351 | 377 | 94 | 1.4% |
| Manufacturing | 324 | 452 | 621 | 644 | 755 | 830 | 506 | 4.3% |
| Wholesale Trade | 107 | 91 | 96 | 102 | 108 | 114 | 23 | 1.1% |
| Retail Trade | 1,573 | 1,551 | 1,629 | 1,711 | 1,787 | 1,867 | 335 | 1.0% |
| Transportation, Warehousing & Utilities | 217 | 248 | 276 | 310 | 347 | 368 | 140 | 2.3% |
| Information | 225 | 267 | 263 | 293 | 317 | 356 | 89 | 1.1% |
| Financial Activities | 233 | 214 | 222 | 231 | 240 | 249 | 35 | 0.8% |
| Professional & Business Services | 431 | 425 | 469 | 517 | 571 | 630 | 200 | 2.9% |
| Education & Health Care Services | 2,227 | 2,199 | 2,392 | 2,441 | 2,629 | 2,807 | 615 | 1.2% |
| Leisure & Hospitality | 809 | 1,167 | 1,267 | 1,375 | 1,452 | 1,619 | 451 | 1.6% |
| Other Services | 237 | 241 | 254 | 265 | 280 | 284 | 32 | 1.0% |
| Government | 1,851 | 1,567 | 1,650 | 1,704 | 1,761 | 1,819 | 222 | 0.7% |
| Total | 8,433 | 8,887 | 9,480 | 10,174 | 10,925 | 11,757 | 2,860 | 1.4% |



Land Needs Analysis Forecast

Potential Distribution of Site Type Demand

| Scenario | Employment Land | New Employment | Sq. Ft./ Employee | Total SF Needed | Floor Area Ratio* | Gross Acres Needed | Net Buildable Acres |
|------------|------------------|----------------|-------------------|------------------|-------------------|--------------------|---------------------|
| | | | | | | | |
| Scenario 1 | Commercial | 1,050 | 400 | 420,130 | 0.25 | 38.3 | 30.6 |
| | Industrial | 174 | 600 | 104,328 | 0.15 | 16.9 | 14.4 |
| | Gov./Institution | 39 | 550 | 21,241 | 0.25 | 2.1 | 1.7 |
| | Total | 1,263 | | 545,700 | | 57.3 | 46.8 |
| Scenario 2 | Commercial | 1,639 | 400 | 655,484 | 0.25 | 57.9 | 46.3 |
| | Industrial | 456 | 600 | 273,876 | 0.15 | 44.4 | 37.7 |
| | Gov./Institution | 185 | 550 | 101,713 | 0.25 | 9.9 | 7.9 |
| | Total | 2,280 | | 1,031,073 | | 112.2 | 92.0 |
| Scenario 3 | Commercial | 1,409 | 400 | 595,546 | 0.25 | 52.0 | 42.1 |
| | Industrial | 1,149 | 600 | 689,419 | 0.15 | 111.7 | 95.0 |
| | Gov./Institution | 222 | 550 | 122,135 | 0.25 | 11.9 | 9.5 |
| | Total | 2,860 | | 1,407,131 | | 176.2 | 146.6 |

| Sites Needed by Employment Land Category | Commercial | Industrial | Gov./ Institution | Total | Gross Acreage Required** |
|--|------------|------------|-------------------|-------|--------------------------|
| Employment (Scenario 1) | 1,050 | 174 | 39 | 1,263 | |
| Small (1-9 employees) | 275 | 39 | 2 | 287 | |
| Small/Medium (10-49 employees) | 173 | 32 | 4 | 209 | |
| Medium (50-99 employees) | 478 | 85 | 32 | 546 | |
| Large (100+ employees) | 223 | 17 | 0 | 239 | |
| Employment (Scenario 2) | 1,639 | 1,149 | 222 | 2,860 | |
| Small (1-9 employees) | 320 | 258 | 14 | 581 | |
| Small/Medium (10-49 employees) | 240 | 212 | 21 | 478 | |
| Medium (50-99 employees) | 938 | 530 | 187 | 1,364 | |
| Large (100+ employees) | 316 | 110 | 0 | 425 | |
| No. Sites by Avg Emp (Scenario 1) | 80 | 16 | 1 | 98 | 194 |
| Small (0-2 acres) | 60 | 12 | 0 | 72 | 112 |
| Small/Medium (2-8 acres) | 10 | 2 | 0 | 12 | 24 |
| Medium (8-10 acres) | 9 | 2 | 1 | 11 | 28 |
| Medium/Large (10-40 acres) | 1 | 2 | 0 | 1 | 30 |
| Large (40-100 acres) | 0 | 0 | 0 | 0 | 0 |
| No. Sites by Avg Emp (Scenario 2) | 114 | 132 | 7 | 222 | 876 |
| Small (0-2 acres) | 83 | 77 | 3 | 165 | 483 |
| Small/Medium (2-8 acres) | 14 | 14 | 1 | 28 | 111 |
| Medium (8-10 acres) | 13 | 9 | 3 | 25 | 101 |
| Medium/Large (10-40 acres) | 2 | 2 | 0 | 5 | 150 |
| Large (40-100 acres) | 0 | 1 | 0 | 1 | 69 |



Refined Employment Buildable Land Inventory (BLI)

- Refines 2020 EOA BLI to reflect new conditions *(recent development, tax lots changes, new constraints – e.g. City stream corridor buffers)*
- Key Components:
 - Determine Land type *(employment, residential, other)*
 - Identify and Calculate Constraints *(steep slopes, floodplain, wetlands, stream corridors, easements, etc.)*
 - Classify Land by Development Status *(developed, committed, partially vacant, vacant)*
 - Inventory Results *(calculates net acreage)*
 - Comparison of Need and Supply *(compares supply of BLI with demand projected in Phase 1)*

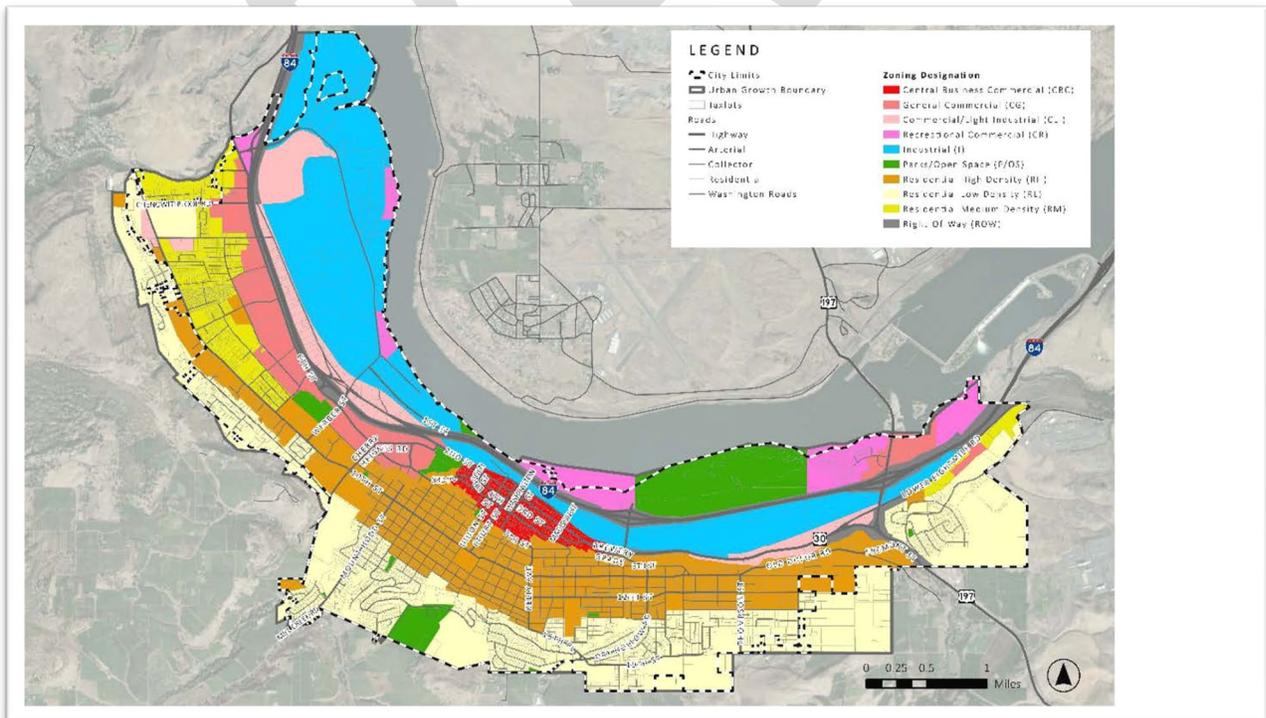
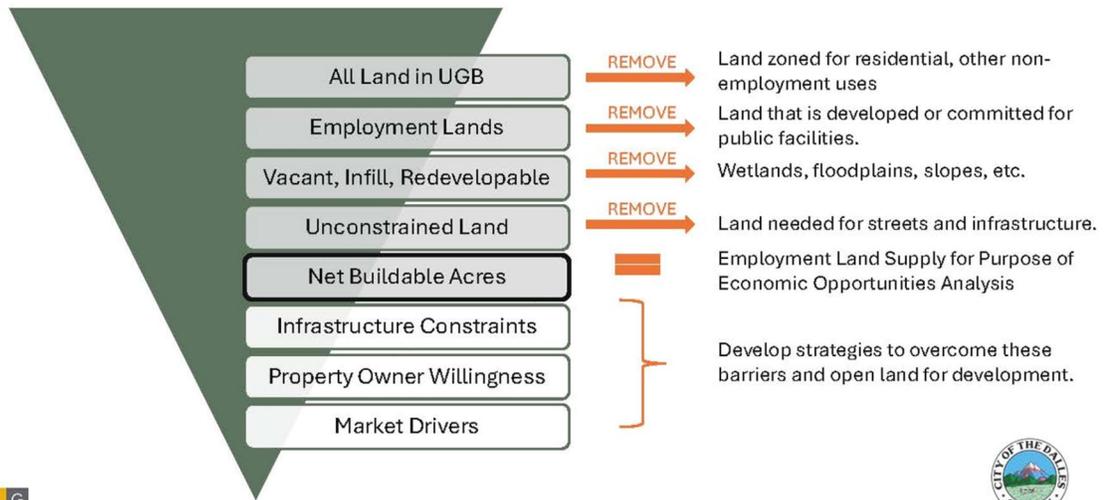


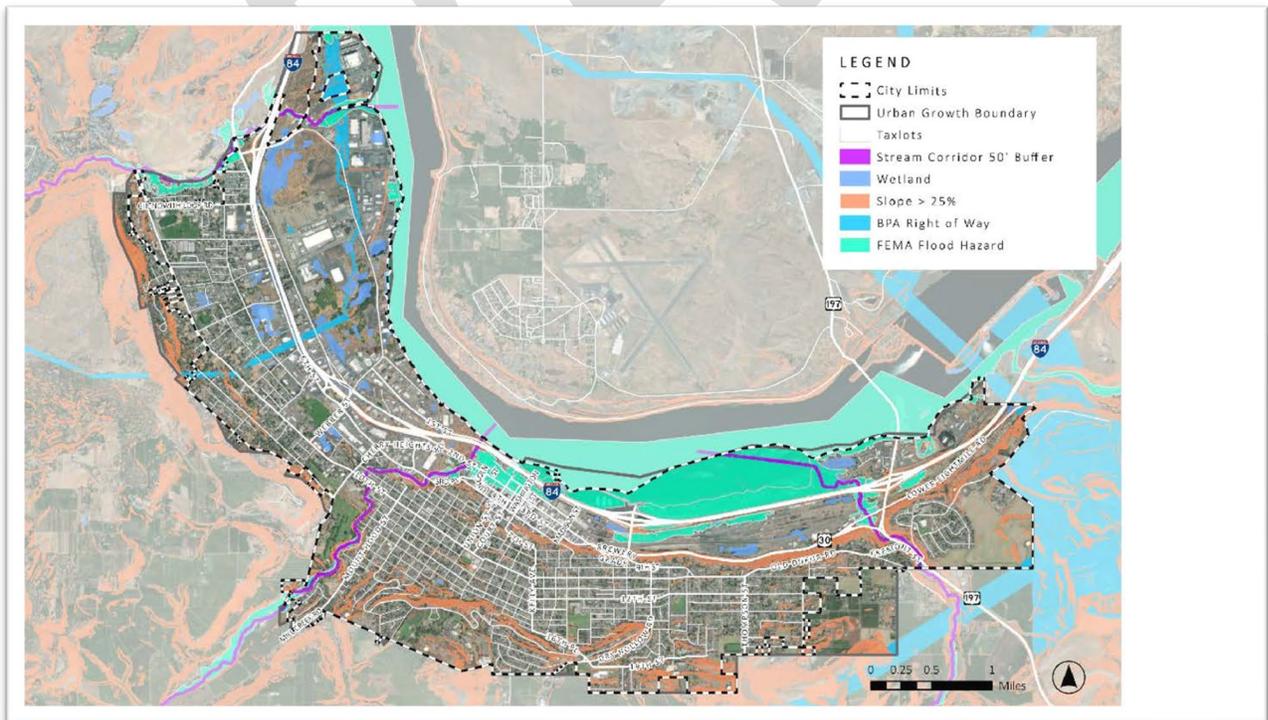
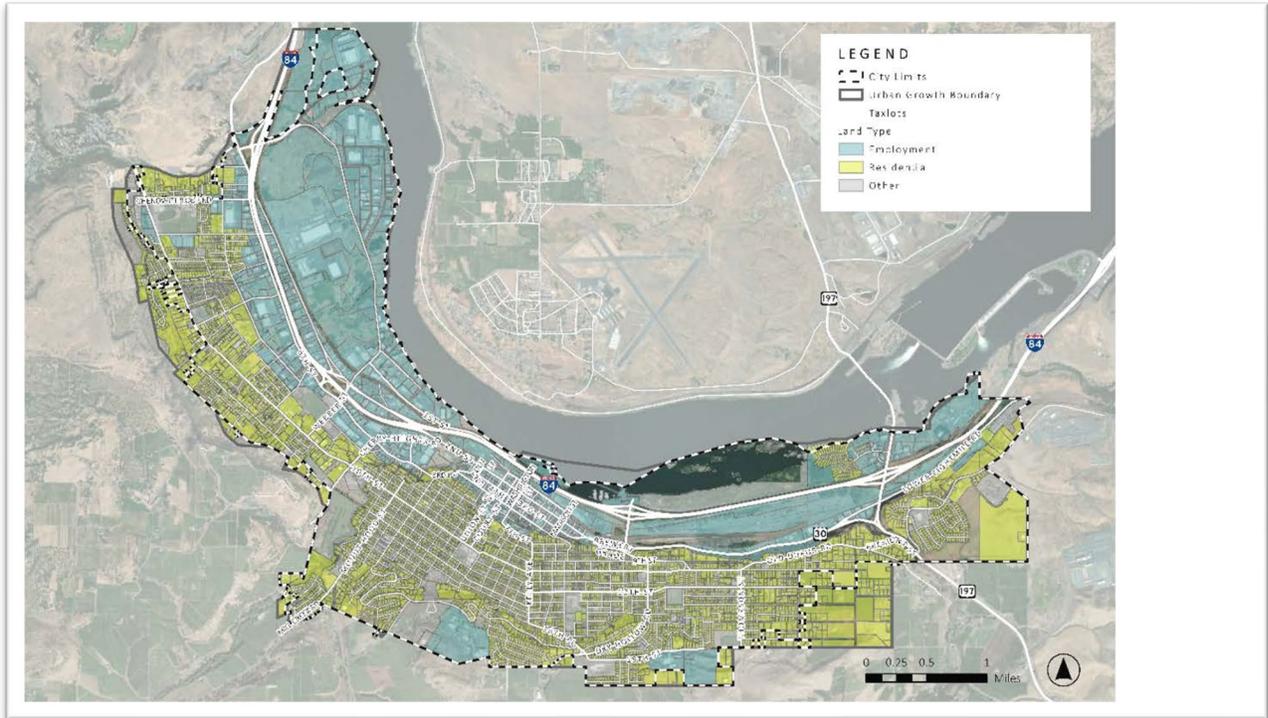
Refined BLI – Key Definitions

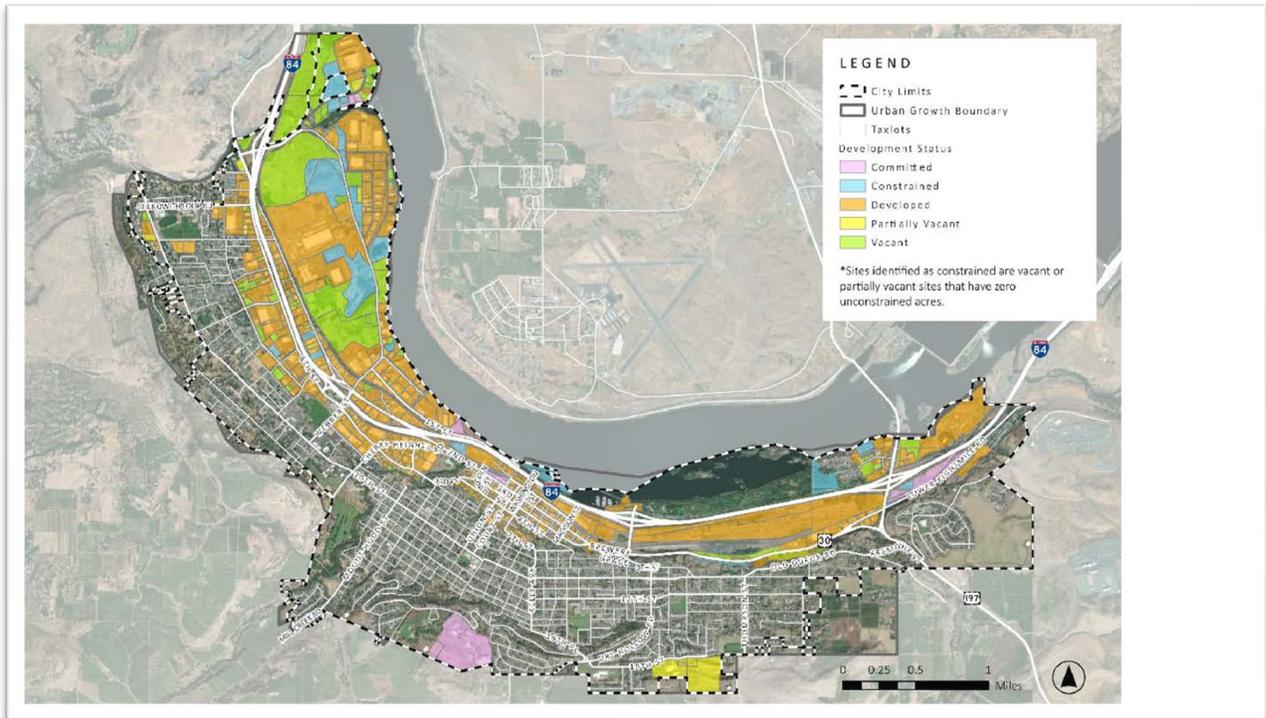
- **Developed:** Includes improvements; little to no additional capacity
- **Vacant:** Minimal to no physical improvements
- **Partially vacant:** Some improvements, with capacity for additional development
- **Committed:** Either vacant or partially vacant but reserved for or committed to non-employment uses or cannot be developed for an employment use during the planning period
- **Constrained:** Completely constrained by specific features or hazards, that have zero (0) unconstrained acreage resulting in no developable employment land



Refined BLI – Methodology







Refined BLI – Aggregate Land Findings

Gross & Net Developable Acres of Employment Land

| Employment Zone | Partially Vacant Land | | Vacant Land | | Total Net Buildable Land |
|---------------------|-----------------------|-------------|--------------|--------------|--------------------------|
| | Gross | Net | Gross | Net | |
| CBC | 2.6 | 1.3 | 1.8 | 1.5 | 2.7 |
| CG | 4.1 | 2.0 | 18.9 | 15.1 | 17.2 |
| CLI | 4.8 | 2.4 | 46.9 | 37.5 | 39.9 |
| CR | 0.2 | 0.1 | 35.7 | 28.5 | 28.6 |
| I (subtotal) | 4.2 | 2.1 | 121.5* | 103.3* | 105.4* |
| <i>Google Sites</i> | 0.0 | 0.0 | 54.5* | 46.4* | 46.4* |
| <i>Other Sites</i> | 4.2 | 2.1 | 67.0 | 57.0 | 59.1 |
| RL | 21.9 | 10.9 | 0.0 | 0.0 | 10.9 |
| Total | 37.7 | 18.8 | 224.8 | 185.9 | 204.8* |



Refined BLI – Site Need Findings

Industrial Size Category Summary, Industrial Zone

| Development Type | 0-2 acres | 2-8 acres | 8-30 acres | 30-60 acres | 60-100 acres |
|---|--------------|--------------|---------------|----------------|-----------------|
| Partially Vacant | | | | | |
| Number of Sites | 1 | 1 | 0 | 0 | 0 |
| Net Buildable Acres | 1.5 | 2.1 | 0 | 0 | 0 |
| Vacant | | | | | |
| Number of Sites | 17 | 6 | 5 | 0 | 0 |
| Net Buildable Acres | 11.2 | 17.0 | 83.5 | 0 | 0 |
| <i>Total Needed Sites¹</i> | 77 | 14 | 8 | 2 | 1 |
| <i>Total Number of Sites</i> | 18 | 7 | 5 | 0 | 0 |
| Surplus/Deficit of Sites per Size Category | (59) | (7) | (3) | (2) | (1) |

¹ Presents comparisons with Scenario 3 of The Dalles Twenty-Year Land Demand Forecast (2025-2045)



BLI – Findings

KEY TAKEAWAY:

“While there may be enough acres of buildable land to meet the projected needed when viewed as a single combined acreage number based on the aggregate needs analysis, there are not enough sites across all site size categories and as a result not enough land in the UGB to address the need for sites in the needed sizes and configurations. The lack of sites over 20 acres in size in particular is a detriment to business recruitment and expansion across industrial sectors as has been noted during this process by members of the PAC.”



COMPREHENSIVE PLAN REVISIONS

Regulatory Basis

Economic Opportunities Analysis

- Projected industrial/employment uses.
- Sites needed to accommodate projected employment growth.
- 20-year supply of buildable land.

Comprehensive Plan Policies

- Economic development policies based on the EOA.
- Policies to designate adequate employment sites.
- Policies to provide necessary public facilities and transportation facilities.

Implementation Policies and Measures

- Measures to implement adopted policies.
- Plan and zoning map and text amendments, as needed.



COMPREHENSIVE PLAN REVISIONS

Revisions/Additions Summary

- New background documents:
 - Economic Opportunities Analysis (MIG, 2025)
 - Employment and Land Needs Memorandum (Competinomics, 2025)
 - Buildable Land Inventory Memorandum (MIG, 2025)
- Reorganization and update of Goal 9 narrative
- Reorganization and update of Goals, Policies, and Implementation Strategies by City staff



COMPREHENSIVE PLAN REVISIONS

Goals, Policies, & Implementation Measures

GOALS → **Policies** → **Implementation Measures**

GOAL 1: Expand and Diversify the Economic Base

GOAL 2: Grow and Attract a Skilled Workforce

GOAL 3: Strengthen and Activate Downtown and Community Destinations

GOAL 4: Ensure Economic Development Readiness and Resilience

GOAL 5: Grow the Green Economy and Technology Innovation Sector

GOAL 6: Strengthen Regional Economic Integration and Infrastructure

GOAL 7: Support the Cultural, Creative, and Experiential Economy



COMPREHENSIVE PLAN REVISIONS – EXAMPLE 1

Goal 9 Goal, Policy, and Implementation Measure Revisions

Goal 1: Expand and Diversify the Economic Base

Policy 1.3: Protect and plan for long-term industrial land supply.

Implementation Measures:

- Preserve key industrial areas (e.g., Port lands).
- Create policies to avoid premature conversion of industrial land to non-industrial uses.
- Identify a replacement strategy for industrial lands lost to redevelopment.
- Increase the supply of industrial sites to ensure opportunities to attract target industry businesses.



COMPREHENSIVE PLAN REVISIONS – EXAMPLE 2

Goal 9 Goal, Policy, and Implementation Measure Revisions

Goal 4: Ensure Economic Development Readiness and Resilience

Policy 4.1: Make it easier to develop in The Dalles.

Implementation Measures:

- Streamline permitting processes for expansions and site reuse.
- Provide predevelopment assistance for catalytic sites.
- Regularly update the City’s economic development web resources.

Policy 4.2: Plan for long-term resilience and adaptability.

Implementation Measures:

- Incorporate hazard mitigation and utility redundancy into infrastructure and land use planning.
- Encourage redevelopment strategies that incorporate infrastructure layouts and long-term adaptability for changing industry needs.
- Monitor and report progress using economic metrics (e.g., land absorption, job growth, participation rates).



ANY QUESTIONS OR COMMENTS
ABOUT THE PROCESS, FINDINGS, OR
RECOMMENDATIONS?


CITY of THE DALLES

 313 COURT STREET
 THE DALLES, OREGON 97058

 (541) 296-5481 ext. 1125
 COMMUNITY DEVELOPMENT DEPARTMENT

RESOLUTION NO. PC 631-26

A RESOLUTION OF THE PLANNING COMMISSION RECOMMENDING CITY COUNCIL APPROVAL OF COMPREHENSIVE PLAN AMENDMENT NO. 58-25 FOR ADOPTION OF THE EMPLOYMENT OPPORTUNITIES ANALYSIS AND EMPLOYMENT BUILDABLE LANDS INVENTORY, AND AMENDMENTS TO GOAL 9 (ECONOMIC DEVELOPMENT) OF THE DALLES COMPREHENSIVE LAND USE PLAN

WHEREAS, Statewide Planning Goal 9 and OAR 660-009-0015 require the City to review and, as necessary, amend its Comprehensive Land Use Plan (**Comprehensive Plan**) to include an Economic Opportunities Analysis comparing the demand for land for industrial and other employment uses to the existing supply of such land, and to include an inventory of vacant and developed lands within the planning area designated for industrial or other employment use;

WHEREAS, the City has prepared an updated Economic Opportunities Analysis titled *City of The Dalles Economic Opportunities Analysis*, prepared by MIG, Inc. and Competinomics, dated February 2026 (**EOA Update**), which comprises: (a) an Economic Trends and Land Demand Analysis; (b) an Employment Buildable Lands Inventory memorandum and maps; (c) a Committed Sites Log; and (d) a Summary of Modifications to Google Sites;

WHEREAS, the EOA Update builds extensively on prior work undertaken for the City in 2019–2022 and was significantly updated in 2024–2026 as described in the EOA Update;

WHEREAS, development of the EOA Update included coordination with City staff, project advisory committee input, and coordination with members of the Planning Commission and City Council, and also included joint Planning Commission and City Council discussions in August 2025 and review by a technical advisory committee, as described in the staff report and incorporated into the legislative record;

WHEREAS, adoption of the EOA Update is accompanied by adoption of amendments to Goal 9 (*Economic Development*) of the City’s Comprehensive Plan, including narrative summarizing the EOA Update and updated economic development goals, policies, and implementation strategies;

WHEREAS, pursuant to TDMC 10.3.020.060(C), notice of a legislative public hearing on Comprehensive Plan Amendment 58-25 was provided in accordance with local and state law;

WHEREAS, on February 5, 2026, the Planning Commission conducted a noticed legislative public hearing on Comprehensive Plan Amendment 58-25, took public testimony, and closed the public hearing; and

WHEREAS, the Planning Commission considered the public testimony and reviewed the proposed amendments set forth in Comprehensive Plan Amendment 58-25 and, based upon the proposed findings of fact and conclusions of law in the staff report, testimony presented during the hearing, and all other substantial evidence reflected in the record, the Planning Commission voted to recommend that the amendments be forwarded to the City Council for its review and adoption.

NOW, THEREFORE, BE IT RESOLVED BY THE PLANNING COMMISSION AS FOLLOWS:

Section 1. The Planning Commission recommends approval of proposed Comprehensive Plan Amendment 58-25, as described in the staff report and supported by the Findings of Fact and Conclusions of Law attached as Exhibit "A", the final proposed amendments attached as Exhibit "B", and the City of The Dalles Economic Opportunities Analysis attached as Exhibit "D", and recommends that the amendment be forwarded to the City Council for its review and adoption. The draft redline edits attached as Exhibit "C" are provided for contextual reference only.

Section 2. This Resolution shall be effective upon its passage and approval.

Section 3. The Secretary of the Planning Commission shall certify the adoption of this Resolution and transmit a copy of the Resolution and its exhibits to the City Council, through the City Clerk, for inclusion in the Council's record on Comprehensive Plan Amendment 58-25.

APPROVED AND ADOPTED THIS 5TH DAY OF FEBRUARY, 2026.


Cody Cornett, Chair
Planning Commission

I, Joshua Chandler, Community Development Director for the City of The Dalles, hereby certify the foregoing was duly moved and recommended for adoption at a regular meeting of the Planning Commission held on the 5th day of February, 2026.

AYES: Pipnich, Grant, Cornett, Peña

NAYS: —

ABSENT: — Alvarado, Light

ABSTAIN: Grosson

ATTEST: 
Joshua Chandler, Director
Community Development Department

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Planning Commission Meeting
August 21, 2025
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MINUTES

**PLANNING COMMISSION and CITY COUNCIL
JOINT WORK SESSION**

August 21, 2025
5:30 p.m.

City Hall Council Chambers
313 Court Street, The Dalles, Oregon 97058
Via Zoom / Livestream via City Website

PRESIDING: Planning Commission Chair Cody Cornett
Mayor Rich Mays

COMMISSIONERS PRESENT: Addie Case, John Grant, Steve Light, Carrie Pipinich

COMMISSIONERS ABSENT: Maria Peña, Nik Portela

COUNCIL PRESENT: Tim McGlothlin, Ben Wring, Scott Randall, Dan Richardson, Rod Runyon

STAFF PRESENT: Director Joshua Chandler, City Manager Matthew Klebes, City Attorney Jonathan Kara, Economic Development Officer (EDO) Jacob Anderson, Planning Technician Paula Webb, Administrative Assistant Crystal Sayre

CALL TO ORDER

The Joint Work Session of the Planning Commission and City Council was called to order at 5:30 p.m. by Chair Cornett. Mayor Rich Mays participated in leading the session.

PLEDGE OF ALLEGIANCE

Chair Cornett led the Pledge of Allegiance.

APPROVAL OF AGENDA

It was moved by Wring and seconded by Richardson to approve the agenda as submitted. The motion carried 10/0; Case, Cornett, Grant, Light, Pipinich, McGlothlin, Wring, Richardson, Runyon and Randall voting in favor, none opposed, Peña and Portela absent.

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 Planning Commission Meeting
 August 21, 2025
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DISCUSSION ITEM

A. City of The Dalles Economic Opportunities Analysis

Director Chandler reviewed the background of the Economic Opportunities Analysis (EOA). He noted the City’s last full EOA update occurred in 2007, with minor updates in 2011. An update effort in 2018–2022 was not adopted, largely due to debate over whether Google-owned lands should be classified as “developable.” Chandler emphasized that new data and significant changes in development patterns required a comprehensive revision.

Chandler introduced the Moore Iacofano Goltsman, Inc. (MIG) consultant team (Matt Hastie, Ayreann Colombo, and Jessa Miller) and summarized the role of the Project Advisory Committee, which included representatives from the Chamber of Commerce, Adventist Health, agricultural interests, Port of The Dalles, Wasco County, local Realtors, Nch’I Wana Housing, the School District, and local businesses.

Consultant Presentation

Matt Hastie provided an overview of the EOA process, explaining how employment trends, land demand, and buildable land supply are analyzed to update Comprehensive Plan policies. He noted the importance of current data for land use decisions, grant applications, and economic development strategies.

Ayreann Colombo summarized updated demographic and economic trends:

- Regional economy had diversified since 2000.
- Employment in The Dalles had grown 1.2% annually since 2020.
- Oregon Employment Department projected 0.9% growth (2023–2033), adding approximately 50 new service jobs.
- Median age in The Dalles was trending younger, improving workforce potential.
- Three scenarios were modeled: (1) OED baseline forecast, (2) population-to-labor force ratio, and (3) target industries (manufacturing, construction, supportive services).
- Land demand was highest under the target industry scenario, especially for industrial acreage.

Jessa Miller presented the Buildable Lands Inventory (BLI):

- Methodology included classifying lands by development status and removing constraints such as slopes, wetlands, stream buffers, easements, and floodplain.
- Adjustments were made for committed sites (hospital, community college, Superfund areas) and unique Google employment densities.

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Planning Commission Meeting

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- Findings indicated 202 acres of net buildable employment land, but distribution by site size was inadequate.
- No large parcels greater than 60 acres were available, limiting opportunities to recruit larger employers.

Matt Hastie outlined draft Comprehensive Plan amendments:

- Seven proposed goals were identified: expand/diversify economic base; grow/attract skilled workforce; strengthen downtown/community destinations; ensure economic readiness and resilience; grow the green economy and technology innovation; strengthen regional integration and infrastructure; support cultural, creative, and experiential economy.
- Policies were paired with clear implementation measures.
- Recent Advisory Committee input included recognition of healthcare as a key industry, hospital relocation support, riverfront amenities, and strategies to reduce downtown vacancies.

EDO Anderson explained the restructured format of goals, policies, and implementation measures. He emphasized that goals and policies serve as guidance for applicants, while implementation measures provide directives for staff.

COUNCILOR AND COMMISSIONER COMMENTS / QUESTIONS

Mayor Mays asked whether the City faced repercussions from the Department of Land Conservation and Development (DLCD) for not adopting the 2021–22 draft EOA. Consultant Hastie confirmed that while adoption is not on a strict timeline, outdated information makes it harder for cities to make informed land use decisions and pursue grant opportunities. Mayor Mays said in the past the Gorge Commission had used the classification of Google-owned lands to argue against an expansion of the Urban Growth Boundary. He emphasized the importance of ensuring that wording in the new EOA reflects the City’s interests.

Councilor Runyon questioned why vacant buildings downtown were not reflected in the Buildable Lands Inventory (BLI). He expressed concern that the City continually looked toward developing new sites rather than reusing existing structures. Runyon suggested exploring incentives or penalties to address vacant storefronts, citing tax breaks and redevelopment programs in other communities. Director Chandler explained that state rules require the BLI to evaluate bare land, not existing vacancies, but noted that some cities adopt “dark windows” ordinances to encourage owners to activate empty buildings.

Runyon further stated that the City should word the EOA “to our advantage, not the State’s and certainly not the Gorge Commission’s,” and requested that findings clearly differentiate between long-term “buildable” capacity and short-term “available” land supply.

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Councilor Wring commented on the employment forecast tables, noting that the data highlighted a “configuration problem” in The Dalles. He observed that while total acreage appeared adequate, the shortage of medium-sized parcels limited opportunities for small businesses to grow into medium enterprises. Wring suggested that the City explore strategies and incentives to improve lot configuration and better serve business transitions.

Commissioner Pipinich raised concerns about language in the draft document referencing Dallesport as a potential outlet for regional employment growth. She stated that such references did not reflect community feedback and were problematic because the City lacked control over land use, governance, and infrastructure across the river. Pipinich requested that the language be revised to reflect those challenges.

Mayor Mays agreed with Pipinich, reiterating that the Gorge Commission and Friends of the Gorge frequently cited Dallesport’s potential as a reason to block UGB expansion in The Dalles. He emphasized that while Dallesport development might generate some retail traffic, it provided no benefit to the City’s property tax base and should not be treated as a substitute for local employment land.

Mayor Mays asked for clarification on “committed sites” versus “developed sites.” Consultant Miller explained that “committed” properties (such as the hospital and community college) may contain undeveloped acreage but are reserved for non-employment uses, whereas “developed” properties have little to no capacity for additional development.

Mayor Mays sought confirmation that Google-owned properties must remain in the inventory under state rules, even if not realistically available for other users. Hastie confirmed this, explaining that state methodology requires inclusion unless deed restrictions or statutory exclusions apply. Director Chandler added that the wording could be refined to better distinguish “developable” from “available.”

Councilor Wring asked whether reclassification of Google parcels would significantly change the total acreage. Hastie estimated a reduction of approximately 45 acres if Google parcels were removed, noting that employment density assumptions had already been discounted.

Councilor Runyon and Mayor Mays both stressed the importance of refining the language to prevent overstated land capacity from being used against the City in future UGB expansion requests.

Councilor Wring reiterated that site configuration, rather than sheer acreage, was the City’s most pressing challenge. He stated that without adequately sized parcels, businesses may be forced to leave The Dalles as they grow, undermining local economic development.

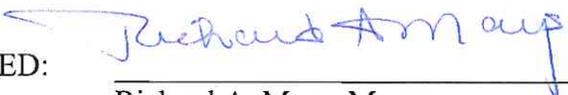
Commissioner Pipinich concluded by requesting that staff ensure future drafts explicitly address these concerns, especially with respect to Dallesport references and Google-owned lands, so that the final document accurately reflects community needs and avoids misinterpretation by regional regulators.

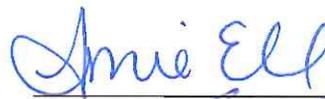
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ADJOURNMENT

Chair Cornett adjourned the meeting at 7:08 p.m.

Submitted by/
Crystal Sayre, Administrative Assistant
Community Development Department

SIGNED: 
Richard A. Mays, Mayor

ATTEST: 
Amie Ell, City Clerk

SIGNED: 
Cody Cornett, Planning Commission Chair

ATTEST: 
Crystal Sayre, Administrative Assistant
Community Development Department



CITY OF THE DALLES | ECONOMIC OPPORTUNITIES ANALYSIS

PUBLIC ADVISORY COMMITTEE MEETING #1

DATE: May 15, 2025

TIME: 1-2:30 PM

LOCATION: Virtual, Zoom

ATTENDEES

MIG – Matt Hastie, Jessa Miller

Competinomics – Ayreann Colombo

City of The Dalles – Joshua Chandler, Sandy Freund, Jacob Anderson

Public Advisory Committee – Andrea Klaas, Randy Anderson, Andrew Danies, Scott Hege, Jayme Thompson, Brad Ellis, Nate Stice, Lisa Farquharson, Blanca Flores, Dan Spatz, Stacy Cooper, Carolyn Bernal

AGENDA

Welcome

Joshua Chandler (City of The Dalles) kicked off the meeting and facilitated introductions of City staff, the Consultant Team, and the Public Advisory Committee (PAC).

Committee Roles and Responsibilities

Matt Hastie (MIG) provided an overview of the PAC's roles and responsibilities, including:

- Provide guidance and feedback on project recommendations;
- Regularly attend meetings;
- Review and comment on project deliverables;
- Consider recommendations in light of your organizations priorities as well as overall community goals and benefits;
- Engage in respectful and constructive discussions; and
- Help solicit feedback from other community members.



Project Overview, Background, and Objectives

Matt Hastie (MIG) identified the key elements of an Economic Opportunities Analysis (EOA) and provided a brief overview of the project’s timeline, background context (e.g. prior planning efforts), and objectives. Key objectives of the project include providing updated data, findings, and policy recommendations to inform future decision-making, grant applications, and planning efforts.

EOA Key Elements

- Identify major categories of industrial or other employment use trends.
- Identify the number of sites needed to accommodate projected employment growth.
- Inventory buildable employment land.
- Estimate the types and amounts of industrial and other employment uses likely to occur in the city.
- Update Comprehensive Plan based on EOA.

Project Overview



Update Economic Analysis and Land Demand Findings



Review and Refine Employment Buildable Lands Inventory



Revise Draft Comprehensive Plan Goals, Policies, and Actions



Adoption Process: Planning Commission & City Council Hearings

TIMELINE →

APRIL

SEPTEMBER

Draft Employment and Land demand Analysis Review and Discussion

Ayreann Colombo (Competinomics) provided an overview of the Draft Employment and Land Demand Analysis and introduced the PAC feedback needed to finalize development of this analysis. The Employment and Land Demand Analysis develops three (3) 20-year land demand scenarios based on a 20-year employment forecast developed with State of Oregon data and historical growth projections. Ayreann also shared industries that have shown growth before, through, and after the pandemic (see graphic on the next page) and recent economic development trends in The Dalles. Ayreann then facilitated a discussion with the PAC around the questions included in the following pages.



Potential Target Industries *(to be revised based on PAC feedback)*

| | | | |
|--|--|---|---|
| Crop Production | Construction of Buildings | Wood Product Manufacturing | Primary Metal Manufacturing |
| Fabricated Metal Product Manufacturing | Machinery Manufacturing | Miscellaneous Manufacturing | Truck Transportation |
| Couriers & Messengers | Computing Infrastructure Providers, Data Processing... | Professional, Scientific and Technical Services | Waste Management & Remediation Services |
| Ambulatory Health Care Services | Social Assistance | Amusement, Gambling & Recreation Industries | Accommodation |
| | Food Services & Drinking Places | Government | |

What are your observations of business activity in The Dalles during the last year?

- Downtown business activity has shifted: some businesses have moved, some have closed, and some others have opened. There have been more food trucks opening in the past year. Some large box store closures, mirroring nationwide trends. Many local small businesses have been experiencing large financial challenges due to a mix of higher operating costs and staffing issues. Still seeing entrepreneurial spirit despite challenges and realities of an unknown economy. Seeing more community requests for grants, including for operations and other activities that aren't typically funded through grants.
- Some of the City's recent activity is relevant to the City's low land capacity. There have been numerous recent requests for 5-10-acre blocks that the Port of The Dalles has not been able to meet under current land availability.
- Need to continue momentum around strategic brownfield redevelopment and infill development.
 - Need sites beyond this as well since many businesses will not redevelop these sites.



- The City needs to facilitate federal support and involvement for these projects; the City cannot expect businesses to take this on without local support.

Do you have any other information that can be useful in projecting future economic development trends and needs in The Dalles?

- One PAC member shared information about the Gorge Pitchfest on May 29th, 2025, at the Granada Theater in The Dalles.

Which target industries are most important for The Dalles to focus on and why? Are any missing from our initial list?

- The Dalles' target industries have diversified to the point that it is difficult to define any target industries.
- Data centers.
- Innovative industries that may not be identified yet.
- Healthcare, medical technologies.
- 3D printing.
- UAS/UAV, avionics, remote sensing.
- Carbon fiber/advanced composites.
- Advanced manufacturing.
- Distribution/warehousing.
- Renewable energy supply chain.
- Viticultural, fermentation and agricultural manufacturing/sciences.
- Lifestyle/outdoor recreation boutique businesses.

What challenges does The Dalles face in growing or attracting target industries?

- Rising operating costs.
- Staffing.
- Housing, particularly affordable housing.
- Infrastructure around emergency response (e.g. EMS and law enforcement).
- Land constraints of the UGB and the National Scenic Area.
- Land availability.
- Geological conditions and high development costs.
- Business retention.
- Affordable childcare.
- Brownfield redevelopment.



Do you have any additional comments regarding the employment/land demand scenarios?

- Some concerns that the draft 35-acre industrial land projection could have a negative impact on the City’s competitiveness and ability to retain businesses when they are seeking to expand.
- Consider looking back even further to consider what land activity was like when the City had higher land availability and more opportunities for new businesses to locate in The Dalles or for existing businesses to expand.
- Some frustration around the PSU population forecasts for The Dalles and concern around its accuracy.
- Some frustration around identifying properties owned by Google as “developable” when it is not truly developable employment land (e.g., Google sites that cannot be developed for any other business’ use in the future).

Economic Development Goals and Objectives Preview

Matt Hastie (MIG) provided a preview of some goals and objectives to be considered in subsequent discussions.

Draft Buildable Land Inventory Preview

Matt Hastie (MIG) provided a brief overview of the in-progress employment Buildable Land Inventory (BLI). Main components of the BLI include analysis of land type, constraints, and development status. This will be the focus of the next PAC meeting in June.

Next Steps

Next steps for the project include:

- Developing a Final Draft of the Employment and Land Needs Analysis;
- Developing a Draft Employment Buildable Land Inventory which will be the focus of the next PAC meeting in June; and
- The second PAC meeting (date and time TBD, targeting the second week of June), Joshua Chandler will be reaching out to schedule this meeting later this week.

Please feel free to reach out to City Staff or the Consultant Team if you have any questions or additional comments.



CITY OF THE DALLES | ECONOMIC OPPORTUNITIES ANALYSIS

PUBLIC ADVISORY COMMITTEE MEETING #2

DATE: June 11, 2025

TIME: 2-3:30 PM

LOCATION: Virtual, Zoom

ATTENDEES

MIG – Matt Hastie, Jessa Miller

City of The Dalles – Joshua Chandler, Jacob Anderson

Public Advisory Committee – Andrew Danies, Nate Stice, Lisa Farquharson, Dan Spatz, Allison Turner, Todd Carpenter, Scott Hege, Andrea Klaas

AGENDA

Welcome

Joshua Chandler (City of The Dalles) kicked off the meeting and facilitated introductions of City staff, the Consultant Team, and the Public Advisory Committee (PAC).

Status Report

Matt Hastie (MIG) provided an overview of the meeting agenda, a brief status report on the steps and timing of the planning process, and a refresher on the key elements of an Economic Opportunities Analysis (OAR 660-009-0015).

Project Overview



Update Economic Analysis and Land Demand Findings



Review and Refine Employment Buildable Lands Inventory



Revise Draft Comprehensive Plan Goals, Policies, and Actions



Adoption Process: Planning Commission & City Council Hearings

TIMELINE →

APRIL

JUNE

JULY

SEPTEMBER



Revised Employment and Land Demand Analysis

Matt Hastie (MIG) summarized revisions to the Employment and Land demand Analysis based on the prior PAC meeting, particularly relating to the 20-Year employment forecast and the 20-Year land demand scenarios. A final draft will include updates from City staff.

PAC Questions and Discussion

- PAC members recommended striving for the aspirational scenarios.
- Is hospitality incorporated into the analysis? Matt Hastie confirmed that hospitality is incorporated into the analysis and that he can follow up with Ayreann Colombo (Competinomics) on the specifics of which overall employment category it falls under.
- What caused the difference in office and retail land demand between the scenarios, particularly the lower number for retail and the higher number of office employment in Scenario 3? Matt Hastie will follow up with Ayreann Colombo (Competinomics) on the retail and office land demand differences. He noted that scenarios 2 and 3 assume relatively similar amounts of retail employment although that sector makes up a slightly lower proportion of total employment in Scenario 3. He also noted that he expects that some of the target industries identified in Scenario 3 fall under the Office employment category. He will confirm those assumptions with Ayreann.
- Quality over quantity of jobs should be strived for. Striving for job density alone can be a double-edged sword that does not necessarily consider carrying capacity of the community.

Draft Buildable Land Inventory Preview

Matt Hastie (MIG) provided a brief overview of the draft employment Buildable Land Inventory (BLI), including the main components, purpose and requirements, methodology, key definitions, and targeted refinements. Main components of the BLI include analysis of land type, constraints, and development status. Jessa Miller (MIG) then summarized the results of the draft employment BLI. Questions and discussion from PAC members largely focused on the BLI's methodology.

PAC Questions and Discussion

- Is there a minimum site size considered for vacant and partially vacant lands, especially those with constraints or unique lot dimensions? Matt Hastie responded that this has not been incorporated into the analysis so far, but the team can investigate incorporating this into the methodology. Matt Hastie also recommended that PAC members review the web map and provide their feedback on specific sites. As long as we are consistent with state rules, we can refine assumptions about developability of those types of sites.



- What is the minimum threshold for a property to be considered “developed”? Matt Hastie responded that we need to use the information available and methodology required by state rules in the absence of other information from the property owner.
- It is surprising that we are still showing as many acres as we are for Google-owned sites.
- Have the acres developed since the prior BLI been compared with the land demand analysis? Matt Hastie responded that they have not, but he will follow up with Ayreann Colombo (Competinomics) about this.

Next Steps

Next steps for the project include:

- PAC review of the draft BLI webmap:
(<https://migcom.maps.arcgis.com/apps/mapviewer/index.html?webmap=af4f8419dc9a462bbb7bc8108dfed0fb>);
- Developing a Final Draft of the Employment and Land Demand Analysis;
- Developing a Final Draft of the Buildable Land Inventory;
- Developing Draft Comprehensive Plan Goals, Policies, and Action which will be the focus of the next PAC meeting in July; and
- The third PAC meeting (date and time TBD, targeting the second week of July), Joshua Chandler will be reaching out to schedule this meeting in the coming weeks.

Please feel free to reach out to City Staff or the Consultant Team if you have any questions or additional comments.



CITY OF THE DALLES | ECONOMIC OPPORTUNITIES ANALYSIS

PUBLIC ADVISORY COMMITTEE MEETING #3

DATE: July 22, 2025
TIME: 9-10:30 PM
LOCATION: Virtual, Zoom

ATTENDEES

MIG – Matt Hastie, Jessa Miller
City of The Dalles – Joshua Chandler, Sandy Freund, Jacob Anderson
Public Advisory Committee – Andrew Danies, Nate Stice, Lisa Farquharson, Dan Spatz, Scott Hege, Andrea Klaas

AGENDA

Welcome

Joshua Chandler (City of The Dalles) kicked off the meeting.

Status Report

Matt Hastie (MIG) provided an overview of the meeting agenda, a brief status report on the steps and timing of the planning process, and a refresher on the key elements of an Economic Opportunities Analysis (OAR 660-009-0015).

Project Overview



Update Economic Analysis and Land Demand Findings



Review and Refine Employment Buildable Lands Inventory



Revise Draft Comprehensive Plan Goals, Policies, and Actions



Adoption Process: Planning Commission & City Council Hearings

TIMELINE →

APRIL

JUNE

JULY

SEPTEMBER



Revised Economic Forecast and Land Demand Analysis

Matt Hastie (MIG) summarized revisions to the Employment and Land Demand Analysis based on the prior PAC meeting and comments from City Staff, including adjustments to employment forecasts and findings associated with selected employment sectors, refined land need calculations, updated assessment of site needs, and other minor edits.

Revised Buildable Land Inventory

Jessa Miller (MIG) summarized revisions to the employment Buildable Land Inventory (BLI), including updates to constraints data, targeted revisions based on comments from PAC members and City staff, and comparison between the BLI and the land demand forecast findings.

PAC Questions and Discussion

- Why were the site size categories broken down as they are? For example, 8-60 acres is a really large range.
 - Matt Hastie (MIG) responded that these ranges corresponded to the employment needs and employment density based on Competinomics' analysis. More can be added to the BLI Memo explaining the range of sites available within the different size ranges. He recommended adding narrative about that topic rather than reorganizing the tabular summary.
- How was the aggregate land demand calculated? Can you include the total acreage needed for the different site categories? This may help justify the need for UGB expansion further. Not showing it on the table could be problematic.
 - Matt Hastie (MIG) responded. He explained that the aggregate land needs are based on average employment densities (employees per acre) and projected future increases in employment. Site needs are associated with the size (number of employees) and historical info about employers of different sizes in each broad employment sector. Matt also noted that there is a wide range of potential sizes needed for sites that support particular economic sectors, making it difficult to be precise about the total acreage needed to support the site demand described in the memo. He would hesitate to estimate the range of total acres needed, given these ranges and uncertainties. He added that we can say more about this finding (that more land is needed) in the narrative as an alternative.
- Can the “key takeaway” slide be used as a justification for UGB expansion and what other communities have used this similar approach?
 - Matt Hastie (MIG) responded with other communities he has worked with previously and noted that he has seen other communities take a similar approach



in terms of showing the need for more land based on a site needs analysis, in comparison to the aggregate demand numbers.

- How were the estimated net land demand acreages calculated in Figure 24 of the Land Demand Analysis? They do not match the numbers one would get from adding up the acreages associated with specific site needs which would result in much higher land need numbers.
 - As noted above, Matt Hastie (MIG) responded that he can provide additional information on this and that he will follow up with Competinomics to add additional narrative to the BLI memo explaining these calculations and ranges.

Draft Comprehensive Plan Goals, Policies, and Implementation Measures

Matt Hastie (MIG) summarized the draft revisions to the Comprehensive Plan narrative, goals, policies, and implementation measures. Revisions include an updated narrative to reflect current conditions and findings from the BLI, as well as revisions to and reorganization of the economic development goals, policies, and implementation measures. Joshua Chandler (The Dalles) provided additional context on the background for these revisions, many of which came from detailed discussions during the previous update process in 2020-2022. Joshua Chandler (The Dalles) also provided the rationale behind the restructuring of the goals, policies, and implementation measures to better show how they all connect with one another.

PAC Questions and Discussion

- Tables 9-1, 9-2, and 9-3: The narrative seems to suggest that the City does not need additional industrial land while the EOA/BLI suggests otherwise.
 - The intent of that language is to summarize findings from the BLI that there appears to be enough aggregate land but there is not enough land to meet demand for site sizes and configurations. The project team can update the narrative to better reflect this and ensure consistency between the EOA/BLI and the Comprehensive Plan language.
- Andrea Klaas likes the approach to align the various strategic plans prepared by local agencies such as the Port and will review the goals, policies, and implementation measures alongside the Port of The Dalles' strategic plan to ensure consistency.
- Make sure the implementation measures identify opportunities for regional partnerships and coordination.



- Incorporate healthcare somewhere in the goals, policies, and implementation measures – especially considering it is the City’s largest employer and current discussions around moving the hospital elsewhere.
 - Add to Policy 1.1 – “promote growth in health care, traded-sector, and anchor (and/or target) industries”.
 - Add to Policy 2.2 and/or 4.2 (related to economic resiliency).
- Policy 1.1 – consider broadening beyond focusing only on traded-sectors (e.g., add references to target industries or other key employment sectors that support them).
- PAC members are welcome to share redlines to the narrative, goals, policies, and implementation measures by August 1st.
- How are these used in the City’s day-to-day work relating to economic development?
 - These will allow the City to create an implementation plan to achieve the City’s economic development goals.
 - The City also uses Comprehensive Plan policies to review certain types of land use applications for consistency with them.

Next Steps

Next steps for the project include:

- PAC members provide remaining comments by August 1st.
- Developing a Final Draft of the Employment and Land Demand Analysis;
- Developing a Final Draft of the Buildable Land Inventory;
- Developing a Final Draft of the Comprehensive Plan Goals, Policies, and Action;
- Joint work session with the Planning Commission and City Council (August 21); and
- Adoption (September – October).

Please feel free to reach out to City Staff or the Consultant Team if you have any questions or additional comments.



CITY of THE DALLES
313 COURT STREET
THE DALLES, OREGON 97058

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AGENDA STAFF REPORT

AGENDA LOCATION: Item #11A

MEETING DATE: February 23, 2026

TO: Honorable Mayor and City Council

FROM: Matthew Klebes, City Manager

ISSUE: Adoption of the 2026–2028 Strategic Plan

BACKGROUND: In prior years, the City Council established annual goals to guide organizational priorities. Building on the success of prior annual goal-setting efforts, the City is advancing to a three-year Strategic Plan (Plan) to provide greater continuity, clearer alignment across departments, and stronger long-term focus.

To support this transition, the City partnered with SSW Consulting (SSW) to facilitate a one-and-a-half-day strategic workshop with the City Council and Leadership staff. The workshop focused on developing an updated Vision, Mission, and Values, along with multi-year Goals, Strategies, and intended Outcomes. Workshop notes are included as Attachment A.

Following the workshop, the City’s Leadership Team participated in additional working sessions with SSW to refine strategies and begin identifying supporting action items. Organization-wide staff engagement was also incorporated into the process. All employees were invited to participate in a survey focused on the proposed Vision, Mission, and Values. Survey feedback resulted in further refinements, which are reflected in the Plan presented for adoption. A summary from the survey is included in this Plan.

The action items, timelines, and prioritization components of the Plan are intended to remain adaptable. As workload, fiscal conditions, and emerging priorities evolve, adjustments will be made to ensure the Plan remains relevant and actionable. The City Manager will provide regular progress updates to the City Council and identify recommended adjustments as needed.

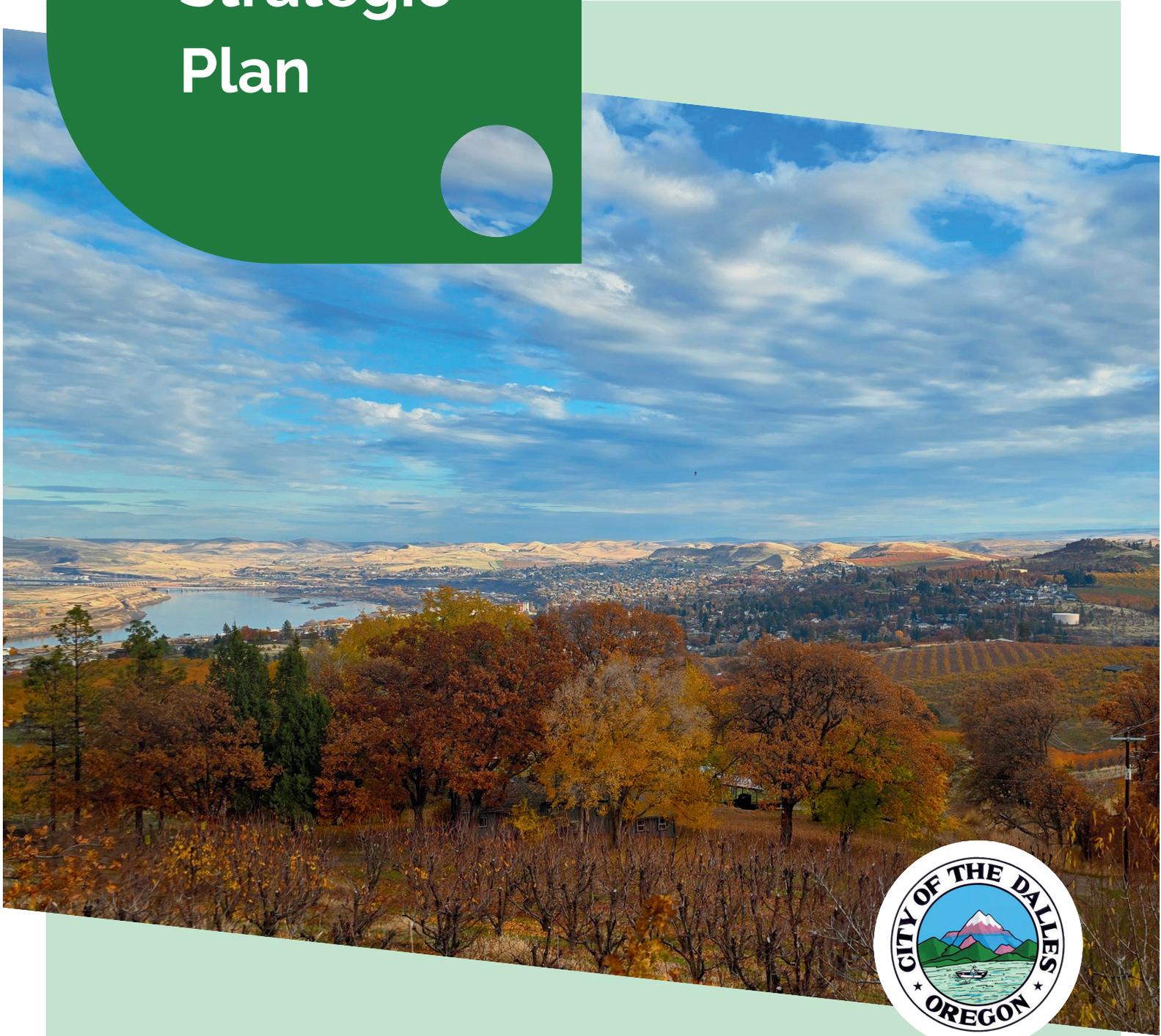
BUDGET IMPLICATIONS: The Plan will directly inform the upcoming budget cycle

and future resource allocation decisions. Adoption of the Plan does not create a direct fiscal obligation this evening; however, it establishes the policy framework that will guide future budget recommendations.

COUNCIL ALTERNATIVES:

1. **Staff recommendation:** *Move to adopt the 2026–2028 Strategic Plan as presented*
2. Move to adopt the Strategic Plan as amended.
3. Move to decline adoption at this time and provide further Council direction.

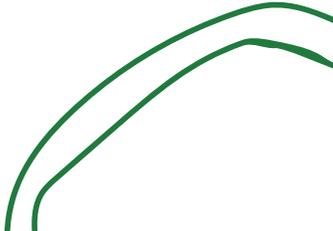
City of the Dalles
2026-2028
Strategic
Plan





This plan will guide us in providing quality services to our community and make generational investments for our future.

-Matthew Klebes, The Dalles City Manager



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|--|-----------|
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A MESSAGE FROM THE CITY MANAGER

We're excited to share The Dalles' 2026–2028 Strategic Plan. This plan includes our new Mission, Vision, and Values, as well as our refined Goals and Actions, to clearly define who we are as an organization and what we aim to achieve. This new foundation will guide decisions, focus priorities, and create alignment across departments as we move forward.

A strategic plan establishes where the organization is going, why that direction matters, and how we'll get there. It serves as a shared roadmap that connects goals, resources, and actions—helping the organization make meaningful, measurable progress over the next several years.

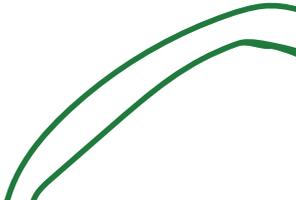
This plan reflects input from across our community. We began with a community survey, followed by interviews with Council and leadership. In November 2025, Council and leadership convened for a 1.5-day retreat to develop our Mission, Vision, and Values and refine strategic goals. We then engaged staff through a survey, ensuring the plan reflects the perspectives of those delivering services every day. The result is a strategic framework grounded in our community and organizational priorities, from housing and infrastructure to public safety and economic vitality.

Drawing on feedback from our community, staff, Council, and stakeholders, we developed the following goal areas for the next 3 years:

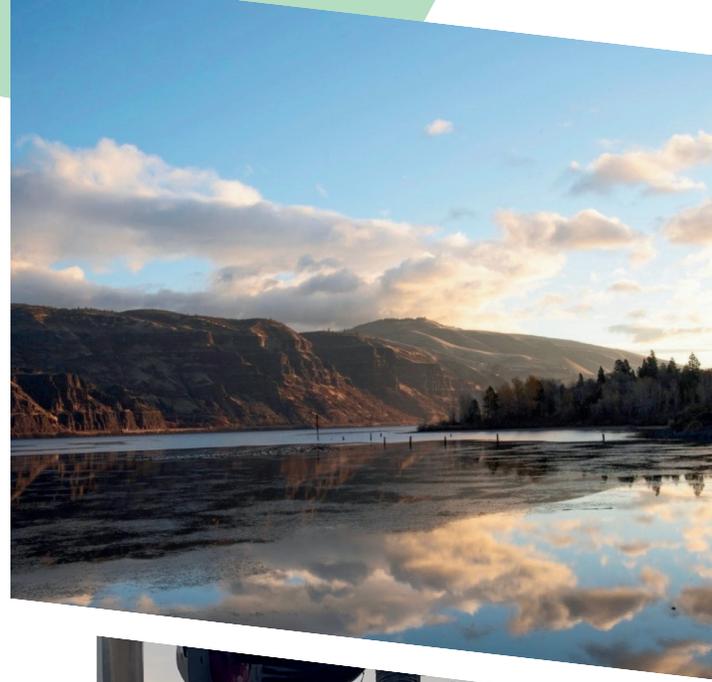
1. Public Relations, Community Engagement, and Customer Service
2. Public Infrastructure, Dependable Vehicles and Equipment, Modern IT
3. Fiscal Sustainability, Cost Recovery, and Efficiency
4. Safe, Resilient, and Thriving Community
5. Housing Production, Affordability, and Renovation
6. Economic Vitality and Resiliency
7. Workplace Organization

We look forward to creating a better and brighter future for The Dalles together. Thank you for contributing to this important process and helping us chart the actions that will move us all forward.

Sincerely,
Matthew Klebes
The Dalles City Manager



STRATEGIC PLAN OVERVIEW



What is a strategic plan?

A strategic plan is a roadmap, guiding the City's actions and decisions for the next 3 years. The plan outlines our mission, vision, and values as an organization, as well as our goals and the steps we'll take to achieve them.

Why is strategic planning important?

Strategic planning gives us a clear path forward, toward shared goals with the same values helps us allocate resources well, effectively tracks progress, and keeps the community informed about the City's work—guiding the delivery of city services and improving the quality of life for everyone.

Why is the City of The Dalles developing a strategic plan now?

This is an important time for The Dalles. Our organization has welcomed new leadership and staff, positioning us to approach long-standing challenges with fresh perspective. Our infrastructure—from water systems to technology—requires modernization to serve current needs and support future growth. Significant new revenue from Google's Strategic Investment Program has provided unprecedented opportunity for generational infrastructure investments. Community concerns about housing, downtown vitality, and public safety demand coordinated action. This strategic plan will harness our financial stability, organizational capacity, and community input to chart a clear path forward, ensuring we meet today's needs while building resilience for tomorrow.



How will the City use the strategic plan?

Our strategic plan will inform the City's work, helping us:

- Align decisions around shared priorities
- Invest resources where they will have the greatest impact
- Strengthen coordination between departments
- Communicate our work and results more clearly
- Anticipate and respond to shifting community needs

ACKNOWLEDGEMENTS

Mayor & Council



Richard Mays, Mayor



Timothy McGlothlin, Council President



Ben Wring, Councilor



Scott Randall, Councilor



Dan Richardson, Councilor



Rod Runyon, Councilor

The Dalles Leadership Team

- Matthew Klebes, City Manager
- Jonathan Kara, City Attorney
- Brenda Fahey, Assistant City Manager / HR Director
- Amie Ell, City Clerk / Public Information Officer
- Brita Meyer, Finance Director
- Dale McCabe, Public Works Director
- David Collins, IT Director
- David Mills, Deputy Public Works Director
- Jeff Renard, Airport Manager
- Jeff Wavrunek, Library Director
- Joshua Chandler, Community Development Director
- Tom Worthy, Police Chief

VISION & VALUES

Mission: Our organizational purpose — why we exist

Serving The Dalles with safety, transparency and care.

We serve The Dalles by providing essential services and infrastructure that keep the community safe, connected, and thriving—honoring our roots while building future opportunity.

The Dalles Vision: Our desired future state in 2029

Trust at our core. Resilience in our future.

The Dalles is a historic river community and regional crossroads where transparency, service, and connection guide us. With resilient infrastructure, engaged people, and inviting sense of place, we strive to be a top workplace and a connected community where every generation can thrive.

Values: The lens that will guide our work



INTEGRITY

We act with honesty, transparency, openness, and accountability in everything we do.



RESPONSIBILITY

We manage resources wisely and plan for long-term community resilience.



EQUITY

We treat all people with dignity and ensure everyone has access to services and opportunity.



SERVICE

We deliver responsive, reliable, transparent, and user-friendly services to our community.



COLLABORATION

We work together—with each other, partners, and the community—to achieve shared goals.



CITY HALL

CITY HALL
313
COURT STREET

CITY HALL
313 COURT STREET

GOAL AREAS



Public Relations, Community Engagement, and Customer Service



Public Infrastructure, Dependable Vehicles and Equipment, Modern IT



Fiscal Sustainability, Cost Recovery, and Efficiency



Safe, Resilient, and Thriving Community



Housing Production, Affordability, and Renovation



Economic Vitality and Resiliency



Workplace Organization

PRIORITY KEY

Actions are color-coded to reflect their assigned priority level.

 **PRIMARY**

Highest Priority: Essential to core City responsibilities or legal requirements; addresses immediate, high-risk public safety, financial, or service impacts. Actively underway with first access to staff and resources.

 **SECONDARY**

Secondary Priority: Advances Council goals and community outcomes but is not legally required or immediately life-safety critical. Nearing implementation or decision, and advanced as staffing and resources allow.

 **TERTIARY**

Tertiary Priority: Beneficial or exploratory actions that are optional and subordinate to higher priorities. Monitored or explored for potential future direction and resourced last.



GOAL AREA Public Relations, Community Engagement, and Customer Service

STRATEGY Provide clear communication, encourage community involvement, and deliver responsive, high-quality service to residents of The Dalles.

| OUTCOME | ACTION | 2026 | 2027 | 2028 |
|--|---|---|---|---|
| More transparency with City projects and progress | Develop an internal and external communications plan |  |  |  |
| | Using the communication plan, develop a specific community engagement framework |  |  |  |
| | Create a communication campaign to improve understanding and transparency around Google, fees, and community impacts/benefits |  |  |  |
| | Expand City Hall video series beyond synopsis of City Council meeting also include other significant topics such as infrastructure projects |  |  |  |
| | Review existing and potential new City Councilor assignments and each role/expectation |  |  |  |

| OUTCOME | ACTION | 2026 | 2027 | 2028 |
|---|--|---|---|---|
| Intentional engagement with community and partners | Host a joint meeting with the School Board to identify opportunities for partnerships between the City and School District |  |  |  |
| | Develop a legislative and advocacy plan for the City and our community partners |  |  |  |
| | Update/replace website (contract expiration/renewal) |  |  |  |
| | Review and update Joint Management Agreement with Wasco County related to land use between City limits and the Urban Growth Boundary |  |  |  |
| | Create a State of the City annual message (initially focused internally and then expand) |  |  |  |

| OUTCOME | ACTION | 2026 | 2027 | 2028 |
|--|--|------|------|------|
| Simple, accessible, and user-friendly ways to do business with the City | Complete implementation of a Hearings Officer | ● | ○ | ○ |
| | Update the sign code | ○ | ● | ● |
| | Develop and implement a language access plan to better serve community | ● | ○ | ○ |
| | Complete and rollout new City branding | ● | ○ | ○ |
| | Complete digitization phase II to improve usability and accessibility of new City electronic records | ● | ○ | ○ |
| | Implement City-wide payment process/portal for all fees and licensing | ● | ● | ○ |
| | Implement tiered site plan review as directed by the City Council | ● | ○ | ○ |
| | Complete and implement recommendations from the "development process review audit" in the Community Development Department | ● | ○ | ○ |
| | Identify additional pathways for customer feedback to be given (surveys, feedback on website, etc.) and implement improvements | ● | ○ | ○ |
| | Develop and implement customer service policies for customer facing roles and responsibilities | ● | ○ | ○ |



GOAL AREA Public Infrastructure, Dependable Fleet and Equipment, Modern IT

STRATEGY Ensure The Dalles' public infrastructure, vehicles, and equipment are safe, reliable, and high-performing to meet community needs, while implementing modern IT systems to support effective city operations.

| OUTCOME | ACTION | 2026 | 2027 | 2028 |
|---|--|------|------|------|
| Resilient infrastructure that serves all | Adopt a new Wastewater Master Plan | ● | ○ | ○ |
| | Complete the W. 6th St feasibility analysis | ● | ○ | ○ |
| | Assess traffic flow/impacts of the 197 Overpass / Lone Pine Corridor | ○ | ○ | ● |
| | Participate in legal settlement regarding per/polyfluoroalkyl substances (PFAS) otherwise known as "forever chemicals" | ○ | ● | ● |
| | Complete 1st and Webber Interceptor project | ● | ○ | ○ |
| | Complete Jefferson Street parking lot once need for construction laydown yard has been determined | ● | ○ | ● |

**GOAL AREA
CONT.**

Public Infrastructure, Dependable Fleet and Equipment, Modern IT

| OUTCOME | ACTION | 2026 | 2027 | 2028 |
|---|---|------|------|------|
| Resilient infrastructure that serves all | Complete SCADA phase II at the Water Treatment Plant | ● | ● | ● |
| | Monitor and engage partners to ensure Mill Creek Tunnel cleaning is completed and explore possibilities of expansion | ○ | ○ | ● |
| | Complete Jordan Well Pump rebuild | ○ | ● | ○ |
| | Complete acquisition of the Arrowhead Ranch Property related to City Watershed (OWEB grant) | ● | ○ | ○ |
| | Coordinate with DEQ to monitor wastewater discharge pipe for potential repair or replacement | ○ | ○ | ● |
| | Complete interim actions to mitigate rockfall dangers to the Wicks Water Treatment Plant | ● | ● | ● |
| | Replace the Wicks Water Treatment Plant | ● | ● | ● |
| | Wicks Waste Water Treatment Plant clearwell assessment and replacement | ○ | ● | ○ |
| | Complete SCADA upgrades at the Wicks Wastewater Treatment Plant | ● | ○ | ○ |
| | Apply for Safe Routes to School grant funding for 7th St. improvements | ● | ● | ○ |
| | Evaluate traffic light management contract with ODOT | ○ | ● | ○ |
| | Complete deployment of Tokay software for backflow systems | ○ | ● | ○ |
| | Work with UO to complete a westside shared use path feasibility study aligned with the Transportation Growth Management project | ● | ○ | ○ |
| | Adopt and implement an updated Stormwater Master Plan | ○ | ● | ○ |
| | Assess Dog River Pipeline screening moss issue for potential replacement/refinement | ● | ○ | ○ |
| | Complete purchase and installation of Public Works department backup generators supported by FEMA grant | ● | ○ | ○ |
| | Review what improvements are required with development and address deficiencies and align with City/community infrastructure needs | ● | ○ | ○ |
| | Conduct a City-wide walkability study to assess existing pedestrian and bicycle infrastructure to identify gaps and requirements for future development | ● | ○ | ○ |
| | Update lot division standards to align with state law, clarify procedures and requirements, and ensure adequate access, infrastructure, and connectivity for new land divisions | ○ | ● | ○ |

Public Infrastructure, Dependable Fleet and Equipment, Modern IT

| OUTCOME | ACTION | 2026 | 2027 | 2028 |
|--|--|------|------|------|
| Vehicles, facilities, and equipment that are dependable, maintained, and modern | Complete CAD/RMS 2026 configure/project work and training | | | |
| | Complete CAD/RMS 2027 - adopt, implement, begin crime analytics | | | |
| | Review and update 911 IGA and evaluate cost sharing methodology or added partnerships | | | |
| | Review internal GIS software structure and partnership with Wasco County and implement recommendations | | | |
| | Research and deploy a holistic security camera system for City facilities | | | |
| | Research and upgrade/deploy an asset management software system (Public Works, Facilities, Police) | | | |
| | Develop and deploy a City centralized phone system | | | |
| | Research and deploy a holistic access control for City facilities | | | |
| | Complete deployment of Microsoft 365 software suite | | | |
| | Review and rearchitect City-wide IT file management | | | |
| | Review and enhance business continuity and disaster recovery systems and protocols | | | |
| | Review and update IT policies based on criticality (AI, technology onboarding, record retention, etc.) | | | |
| | Rearchitect IT Network | | | |
| | Complete audit and clean up of IT related accounts | | | |
| | Integrate IT services to maximize value, return, and benefit (M365 Tenant for SSO) | | | |
| | Enhance cybersecurity posture | | | |
| | Replace/upgrade IT infrastructure (network, servers, standard group policies) | | | |
| | Develop an IT asset management plan/system | | | |
| | Review infrastructure projects in master plans and prioritize those that enable housing production/density | | | |
| | Develop and implement policy for IT procurement that incorporates plan for maintenance and support resources | | | |



GOAL AREA **Fiscal Sustainability, Cost Recovery, and Efficiency**

STRATEGY Follow spending policies, manage funds responsibly, maximize revenue, and identify opportunities to save and use resources efficiently.

| OUTCOME | ACTION | 2026 | 2027 | 2028 |
|--|---|------|------|------|
| Revenue sources are adequate to maintain and expand City services | Refresh Transportation division funding proposals for City Council discussion and consideration | | | |
| | Bring System Development Charge (SDC) recommendations to City Council for consideration | | | |
| | Continue to develop and assess fee methodology and recommendation fee increases (annually) | | | |
| | Evaluate auditing of all City franchise agreements | | | |
| | Continue to review and update all franchise agreements | | | |
| | Execute Chenoweth Water PUD Franchise agreement | | | |

| OUTCOME | ACTION | 2026 | 2027 | 2028 |
|--|--|------|------|------|
| City internal processes are efficient and continually evaluated | Continue to explore Public Works mechanic services to Police and other City departments for efficiencies and cost savings | | | |
| | Extend existing contract with auditor or issue a request for proposals | | | |
| | Explore new water meter software to increase staff efficiencies and identify water breaks | | | |
| | Establish benchmarks and target safety rating and other insurance metrics to maintain a safe workplace environment for staff and manageable premiums | | | |



GOAL AREA **Safe, Resilient, and Thriving Community**

STRATEGY Build a safe, adaptable, and prosperous community through strong public safety, resiliency, and supportive public services.

| OUTCOME | ACTION | 2026 | 2027 | 2028 |
|---|--|------|------|------|
| A City that prioritizes safety with a well-supported Police Department that proactively addresses community safety | Maintain police services aligned with community growth and demand - monitor calls for service and serious community crime. Evaluate community growth - development, annexation to align appropriate staffing | | | |
| | Conduct a municipal court feasibility analysis to consider accepting criminal matters, or maintaining a traffic only court | | | |

| OUTCOME | ACTION | 2026 | 2027 | 2028 |
|--|---|------|------|------|
| A healthier and more beautiful city | Implement low cost/high-impact actions in the parking management plan | | | |
| | Identify actions with our community partners to mitigate wildfire risks | | | |
| | Update historic ordinances and design standards | | | |
| | Redevelop "Pocket Park" on Court St. | | | |
| | Remain engaged with Portland Harbor cleanup process | | | |
| | Review and revise existing Rock Fort preservation plan for facility upgrades/maintenance | | | |
| | Complete the Pioneer Cemetery documentation project | | | |
| | Update and digitize historic inventories | | | |
| | Complete 1st St. streetscaping project | | | |
| | Complete Federal Street Plaza | | | |
| | Complete westside renaissance planning project with support of state Transportation Growth Management (TGM) grant | | | |



GOAL AREA **Housing Production, Affordability, and Renovation**

STRATEGY Increase housing opportunities by streamlining processes and creating incentives for new construction, renovation, and affordable housing, ensuring more homes are available and attainable for the community.

| OUTCOME | ACTION | 2026 | 2027 | 2028 |
|--|---|------|------|------|
| Housing units have been produced utilizing City incentives and programs | Convene a housing working group to pursue state funding and implement housing actions | ● | ○ | ○ |
| | Provide information and technical assistance to small developers | ● | ○ | ○ |
| | Adopt multi-unit property tax exemption (MUPTTE) to incentivize needed housing | ● | ○ | ○ |
| | Identify City owned land that may be surpluses for housing development | ○ | ● | ○ |
| | Create pre-approved dwelling plans | ● | ○ | ○ |
| | Allow triplexes, fourplexes, and cottage cluster housing in the RL Zone | ● | ○ | ○ |

| OUTCOME | ACTION | 2026 | 2027 | 2028 |
|--|---|------|------|------|
| A diverse selection of housing options are available to all | Implement zoning incentives for affordable and accessible housing | ○ | ○ | ● |
| | Clarify rules for non-site-built homes such as tiny homes and prefabricated/modular housing | ○ | ○ | ● |
| | Allow System Development Charges (SDCs) to be deferred until occupancy | ● | ○ | ○ |
| | Evaluate the feasibility of scaling SDCs | ○ | ○ | ● |

| OUTCOME | ACTION | 2026 | 2027 | 2028 |
|---|--|------|------|------|
| Housing stock and conditions are improved without displacement | Engage in land banking with partner organizations | ○ | ● | ● |
| | Explore Community Development block grant for housing repair with Mid-Columbia Housing Authority | ● | ● | ● |
| | Provide more flexibility for housing in commercial zones | ○ | ○ | ● |
| | Maintain an inventory of public, underutilized, and foreclosed properties and assess the development readiness of inventoried properties | ● | ○ | ○ |



GOAL AREA Economic Vitality and Resiliency

STRATEGY Support business growth, foster innovation, and diversify jobs to keep the local economy strong and adaptable.

| OUTCOME | ACTION | 2026 | 2027 | 2028 |
|---|--|-----------------------|-----------------------|-----------------------|
| Build healthy diverse economy with good jobs | Develop an inventory of development ready sites and underutilized buildings/advance site readiness | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| | Prioritize Public Works infrastructure investments that unlock or expand employment/commercial development | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| | Establish clear policies and criteria for incentives/investments | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| | Develop and implement a business retention and expansion program with area partners | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| | Develop a business recruitment program diversifying our economy and targeting family wage/traded sector jobs | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| | Economic diversification strategy (focus on employment growth, tax base resiliency, job diversification) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

| OUTCOME | ACTION | 2026 | 2027 | 2028 |
|---|--|-----------------------|-----------------------|-----------------------|
| Understand current economic conditions | Develop an economic development action plan with a focus on diversification and entrepreneurship | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| | Engage publicly owned property and infrastructure owners (including the County, Port, and D21) to support alignment with long-term economic development objectives | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| | Engage regional economic development partners including MCEDD, the Port, and the Governor's regional solutions team | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**GOAL AREA
CONT.**

Economic Vitality and Resiliency

| OUTCOME | ACTION | 2026 | 2027 | 2028 |
|--|---|------|------|------|
| Plans, programs, and city services support job growth, private investment, and business development | Review the possibility and need of a business license program | | | |
| | Review and update the City's policies around annexation with emphasis on the impact of service demands | | | |
| | Review and update the Columbia Gorge Regional Airport joint management agreement with Klickitat County | | | |
| | Complete a Comprehensive Plan Update | | | |
| | Develop airport business park marketing materials | | | |
| | Complete downtown revitalization concept and façade design study | | | |
| | Conduct a downtown market analysis and retail mix analysis | | | |
| | Evaluate City partnership with The Dalles Main Street Program | | | |
| | Complete a tourism strategic plan | | | |
| | Complete a Chenoweth Creek trail feasibility | | | |
| | Consider developing Economic Development coordination group | | | |
| | Urban Growth Boundary / National Scenic Area expansion (large acre sites, job diversification, recreational trails) | | | |
| | Explore creating new urban renewal areas that allocate a significant portion of tax increment and supportable debt to housing | | | |



GOAL AREA **Workplace Organization**

STRATEGY Ensure a well-organized, accountable, and effective workforce by clarifying roles and expectations, strengthening internal communication, and supporting employee development to deliver consistent, high-quality public services.

| OUTCOME | ACTION | 2026 | 2027 | 2028 |
|---|--|----------------------------------|----------------------------------|----------------------------------|
| A positive and supportive work culture that focuses on solutions | Develop a City-wide succession plan. | <input checked="" type="radio"/> | <input checked="" type="radio"/> | <input checked="" type="radio"/> |
| | Maintain competitive compensation and benefit packages citywide for recruitment and retention. | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| | Deliver positive organizational culture training (anti-racist/implicit bias training) | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| | Update the City's performance evaluation process | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| | Develop employee survey to inform leadership activities | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| | Expand affinity group/employee resource group opportunities to support diverse staff | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| | Establish labor management committee | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| | Expand employee recognition opportunities | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| | Develop feedback mechanisms for internal staff | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| | Deliver supervisor fundamentals training | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |

| OUTCOME | ACTION | 2026 | 2027 | 2028 |
|--|--|----------------------------------|-----------------------|-----------------------|
| People have tools + training they need to be successful | Develop intentional training plans and roadmaps - City-wide and specific to the departments | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| | Develop change management plans that support employees through process and technology changes, including clear internal communication. | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| | Provide foundational records retention training to staff | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| | Develop and implement IT training for staff that occurs on an ongoing basis (security, usage, etc. for all staff) | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**GOAL AREA
CONT.**

Workplace Organization

| OUTCOME | ACTION | 2026 | 2027 | 2028 |
|---|--|---|---|---|
| Attract highly qualified applicants both internal + external | Develop employment pathways through outreach and engagement at job fairs and other professional/trade venues |  |  |  |
| | Update the employee handbook and accompanying policies |  |  |  |
| | Maintain a culture of safety by strengthening safety committees and employee engagement and training. |  |  |  |

PROCESS + TIMELINE

Our Goals for this Project

- Develop a 3 year strategic plan with clear goals and measurable metrics to help the city prioritize work in alignment with community needs and vision.
- Develop Mission, Vision, and Values for the city organization that reflect the current organization and guide service delivery.

How We Developed the Plan

This strategic plan reflects a collaborative, phased approach that engaged the community, elected officials, and staff:

COMMUNITY SURVEY: FALL 2025 We gathered input from 214 community members about The Dalles' priorities, challenges, and opportunities. Housing, homelessness, infrastructure, and downtown vitality emerged as top concerns.

OUTREACH INTERVIEWS: OCTOBER 2025 In preparation for the Council workshop, our consulting team conducted interviews with the Mayor, City Council, and leadership team to explore organizational strengths, challenges, priorities, and reflections on the past year's progress.

CITY COUNCIL WORKSHOP: NOVEMBER 6-7, 2025

The City Council and leadership team held a 1.5-day strategic planning retreat. During the retreat, participants completed a graphic history exercise to establish The Dalles' history and current context, reviewed the 2024-2025 SPOT Analysis and 2023-2024 Context Map, and developed draft Mission, Vision, and Values. The group refined strategic goals for the next 3-5 years based on community input and organizational assessment.

STAFF ENGAGEMENT: DECEMBER 2025 - JANUARY 2026 We gathered input from staff through surveys to collect their perspective on the draft Mission, Vision, and Values. Sixty-six (66) city employees responded, with 80-90% indicating the statements resonated with their understanding of the city's work. Staff feedback played an important role in refining our organizational direction.

PLAN DEVELOPMENT: JANUARY - FEBRUARY 2026 Survey results—combined with feedback from leadership, Council, and staff—guided the development of the final Mission, Vision, Values, goals, outcomes, and actions.

PLAN ADOPTION: FEBRUARY 2026 City Council formally adopted the strategic plan to guide service delivery, prioritize resources, align efforts, track progress, and achieve our goals over the coming years.



ENGAGEMENT SUMMARY

This strategic plan is grounded in what we heard from the community, elected officials, staff, and leadership. Through the surveys, interviews, and workshop, clear themes emerged about what matters most to The Dalles.



What We Heard: Key Themes

Housing & Homelessness

The most frequently mentioned issue across all responses. Community members called for more affordable housing options, supportive services for people experiencing homelessness, and a balanced approach that combines compassion with safety and code enforcement.

Infrastructure & Public Works

Residents emphasized the need to maintain and modernize basic infrastructure—streets, sidewalks, water systems, and technology—before launching major new projects. Many noted poor conditions outside downtown and on the city's west side.

Schools & Youth

Strong schools and youth opportunities are seen as essential to The Dalles' future. Concerns about aging school facilities—particularly the high school—were widespread, with many connecting education quality to economic vitality and family attraction.

Downtown & Economic Vitality

While residents appreciate recent downtown improvements, they want more business diversity, evening activity, and filled storefronts. Concerns about absentee landlords and underused properties persist. The community values small-town authenticity paired with modern amenities.

Public Safety & Livability

Residents want a city that feels safe, well-cared-for, and inviting. This includes removing blight and litter, increasing law enforcement presence, and enhancing beautification to boost community pride and tourism appeal.

Trust & Transparency

Though mentioned by a smaller group of respondents, feedback about governance was passionate. Residents desire clearer decision-making processes—especially around finances, taxes, and Google's role—and more consistent communication from city leadership.



Community Survey by the Numbers

214 total responses

92% live in The Dalles

41% work in The Dalles

Top Priorities:

- Housing/homelessness
- Infrastructure
- Schools
- Downtown vitality
- Public safety

Staff Survey Findings

Following the Council retreat, 66 city employees provided feedback on the draft Mission, Vision, and Values:

- **80-90% felt the statements resonated** with their understanding of the city's work
- **10-11% desired more specificity**, particularly around equity, community connection, and transparency
- Staff expressed strong support for clear organizational values to guide service delivery

After receiving survey responses, the draft statements were revised to reflect staff feedback.

Growth Management

Residents recognize increasing development pressure and want growth that aligns with infrastructure capacity. Concerns about whether large users share growth costs fairly and whether investments are spread equitably across neighborhoods were common.

Council & Leadership Input

Interviews with the Mayor, City Council, and leadership team revealed shared priorities around fiscal responsibility, downtown development, infrastructure investment, and organizational capacity-building. Council members emphasized the importance of follow-through, measurable results, and celebrating successes while managing a realistic workload.



STRATEGIC PLAN IMPLEMENTATION

Implementation Framework

Successfully implementing this strategic plan requires more than simply documenting goals. By cultivating a culture of strategic management, we'll keep the plan alive and relevant in the organization's daily work.

Culture of Strategic Management

This plan is intended to foster a culture of strategic management and guide the City in developing a more efficient, effective, and transparent system of providing public services. Regular engagement from the community, City Council, boards and commissions, and City staff is essential to fostering a system that is responsive and accountable.

The City will make annual updates to ensure the plan remains relevant in meeting current community and organizational needs, maintaining alignment between the strategic plan, the budget, and departmental work plans.

Living Our Values

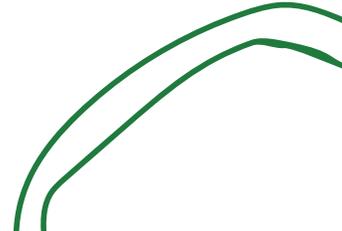
The City's values will be woven into daily operations, shaping how employees work together and how the community is served. Staff will be recognized and evaluated based on how they exemplify these values in action, and community members will experience these values through the quality, responsiveness, and equity of City services.

Implementation Structure

Leadership Team Monthly Check-ins – The City's leadership team will meet monthly to monitor plan progress, discuss implementation challenges, coordinate cross-departmental efforts, and make adaptive adjustments as needed.

Quarterly Council Updates – City Council will receive quarterly reports on strategic plan implementation, including progress on priority actions, performance indicators, emerging challenges, and recommended course corrections.

This regular rhythm of accountability and communication ensures the strategic plan remains a living document that guides decision-making and drives meaningful progress for The Dalles community.





CITY OF THE DALLES

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THE DALLES STRATEGIC PLAN RETREAT

AGENDA

| | |
|----------|---|
| 8:30 am | Welcome + Agenda Review |
| 8:45 am | Strategic Plan Overview |
| 9:00 am | Looking Back |
| 10:30 am | BREAK |
| 10:40 am | Looking Forward |
| 12:00 pm | LUNCH |
| 12:45 pm | Review Mission + Vision Themes |
| 1:15 pm | Where Are We Now? Environmental Scan |
| 2:00 pm | Break |
| 2:15 pm | Environmental Scan |
| 3:00 pm | Reflections + Day 2 Pre-game |
| 3:30 pm | Adjourn |

ROLES

Facilitator → Guide the team towards meeting outcomes

Council → Ask questions, make decisions, together as one body

Staff → Quality information, identify trade-offs, listen

OUTCOMES

- Develop foundation for Strategic Plan - Mission, Vision, and Values
- Refine existing goals to align with 3-5 year horizon
- Identify clear Council priorities with metrics for next year

RULES

- Speak up for those who may be listening in
- Reach consensus on goals for the next few years
- Using the airplane Hangar to not get into the weeds
- Leave space for people to be thoughtful and take some time
- Don't assume knowledge on other people's parts – ask questions
- Share the air, let others have space
- Keeping the focus on local issues
- Consider workforce capacity
- Have fun!

- Hearing more about what we want to be, not what we don't want to be
- Staying within scope of what the City should be doing
- We believe, respect, and find solutions



OUR TEAM

| | | | | | | | |
|------|-------|-----------|------|-------|--------|---------|------|
| Amie | David | Johnathan | Jeff | Scott | Brenda | Tom | Rich |
| Tim | Ben | Jeff | Josh | Brita | Dale | Matthew | Dan |



HISTORY OF

KEY

GOALS/RESULTS

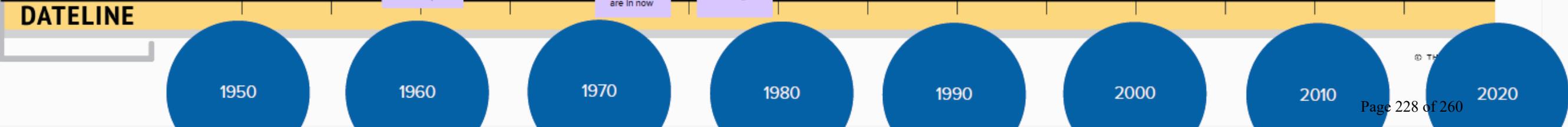
PROJECTS/STRATEGIES

KEY EVENTS

PEOPLE

PRODUCTS/SERVICES/SITES

LEARNING





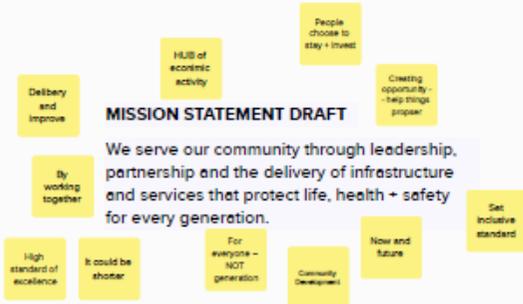
**THE DALLES STRATEGIC PLAN RETREAT
ENVISIONING THE DALLES**

MISSION

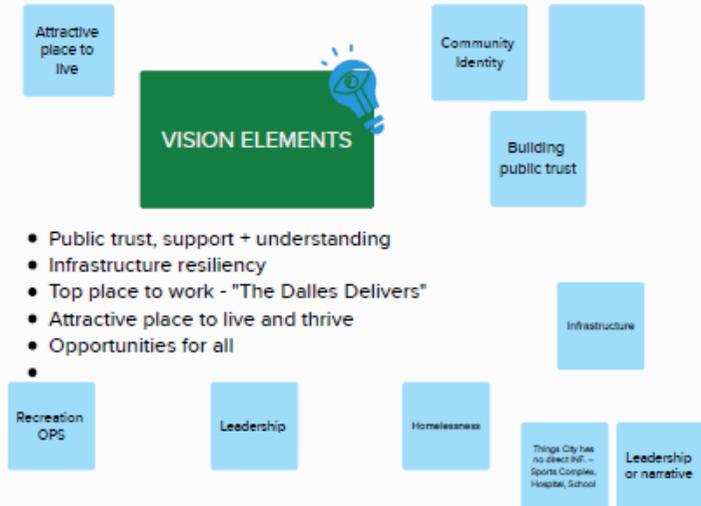
- Serve the constituents
- Providing leadership
- Facilitating partnerships
- Deliver Infrastructure, safety, + community development
 - Provides essential services
 - Higher quality of life
 - Water, power, water treatment
- Make lives better
- Life, health, safety, and structure
 - Up to code, clean, mobility
- Efficient, transparent, vibrant, high quality
- Every neighborhood - generation
- Expan opportunities

MISSION STATEMENT DRAFT

We serve our community through leadership, partnership and the delivery of infrastructure and services that protect life, health + safety for every generation.



VISION ELEMENTS



- Public trust, support + understanding
- Infrastructure resiliency
- Top place to work - "The Dalles Delivers"
- Attractive place to live and thrive
- Opportunities for all

Environmental Scan

- Tech factors are all still relevant from 2024-25 SPOT analysis
- Good policy direction on SIP funds
- Rates for infrastructure resiliency (Didn't increase as much due to Google Investment)
- Maintaining access to medical care
- Outreach and engagement and change management
- Shift the narrative from 80s/90s
 - What is worth appreciating?
 - How do we take the next step?
- Sidewalks continue to be a challenge
 - Policies around sidewalks
- Expand use of AI services
- Policy around remote work

ACCOMPLISHMENTS

- Nuisance ordinance
- 9th Street House
- DT Parking Study
- Shelter

FUTURE CHALLENGES

- Managing competing priorities for the greater good
- Lack of public trust - misinformation
- Childcare
-





**THE DALLES STRATEGIC PLAN RETREAT
ENVISIONING THE DALLES**

Livability
Health and Safety

INFRASTRUCTURE

HOUSING

Tony's Lot
Carousel
Project
Plaza
Economic
Development

VISION ELEMENTS



- Public trust, support + understanding
- Infrastructure resiliency
- Top place to work - "The Dalles Delivers"
- Attractive place to live and thrive
- Opportunities for all
-

MODERNIZED
WORKSPACE
Best Place
to Work

Technology
Customer
Experience

Communication
+ Engagement

Fiscal
Responsibility
+ Sustainability





**THE DALLES STRATEGIC PLAN RETREAT
NOVEMBER 7**

AGENDA

- 8:30 am Welcome + Agenda Review
- 8:45 am Strategic Plan Goal Development
- 10:00 am BREAK
- 10:10 am Council Priorities 2026/2027
- 11:15 am Value Development
- 11:50 am Wrap-up + Next Steps
- 12:00 pm Adjourn

ROLES

- Facilitator → Guide the team towards meeting outcomes
- Council → Ask questions, make decisions, together as one body
- Staff → Quality information, identify trade-offs, listen

OUTCOMES

- Develop foundation for Strategic Plan - Mission, Vision, and Values
- Refine existing goals to align with 3-5 year horizon
- Identify clear Council priorities with metrics for next year

RULES

- Speak up for those who may be listening in
- Reach consensus on goals for the next few years
- Using the airplane Hangar to not get into the weeds
- Leave space for people to be thoughtful and take some time
- Don't assume knowledge on other people's parts – ask questions
- Share the air, let others have space
- Keeping the focus on local issues
- Consider workforce capacity
- Have fun!



OUR TEAM

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| Amie | David | Johnathan | Jeff | Scott | Brenda | Tom | Rich |
| Tim | Ben | Jeff | Josh | Brita | Dale | Matthew | Dan |

**THE DALLES STRATEGIC PLAN REBREAT
ENVISIONING THE DALLES**

- Economic Analysis
- Sustaining current businesses
- Recruit new businesses
- Absentee landlords (affordability)
- Buildable land inventory
- How can we make the process easier for new + existing?

Economic Development

- Understand current economic conditions to build healthy + diverse economy
- Build workforce pipeline

HOUSING

- SDC's to maintain infrastructure
- Housing choice + diversification for all
- Improve housing conditions w/o displacement

- Housing Production Strategy
- SDC's - update them
- Identify feasibility of
- Seek out

INFRASTRUCTURE + TECH

- Modernization of our IT systems
- City has enough funding for roads
- Resilient infrastructure that serves everyone

- AN IT Roadmap + strat plan has been developed + implemented
- Tech is implemented to minimize + mitigate tech debt
- IT has adequate resources + right skills
- Software + tech tools are unified at enterprise level
- Process improvements leverage it responsibly for efficiency + capacity gains
- IT systems + support are working well for employees + customers
- Employees have modern tech + know how to use it

- New modernized WTP
- Transmission lines to town
- Reliable, desirable, consistent and accessible
- Multimodality
- Projects equitable throughout City
- Prioritize projects in Master Plan + find funding
- Road map to extend utilities to UGB boundaries
- New 6th Street Bridge
- Maintain + supporting master plan projects
- Access to high-speed internet
- Improve GIS capabilities (City contracts with the County)
- City Radio system

VISION ELEMENTS

- Public trust, support + understanding
- Infrastructure resiliency
- Top place to work - "The Dalles Delivers"
- Attractive place to live and thrive
- Opportunities for all

Health + Safety (Livability)

- Adequate Police + support staffing (Sense of safety)
- Healthy + safe community

- City- community - trail plan
- Tree canopy study
- Sidewalk 50/50 program
- Open yard debris
- Burn ban
- Police staffing analysis
- CSP of Crime Analyst DFR
- BM 114 + SOR registration support
- Municipal court feasibility analysis
- City- Contract for Jail Bed Space + scooters
- Curbside compost program
- Wildfire preparedness

Communication + Engagement

- Intentional Engagement w/ community partners
- More transparency with City Progress
- Reaching all audiences

- Evaluate lobbying efforts + strategies
- Clarity of City-Google impacts + tax info + benefits
- Strategy for social media- analysis/ monitoring + response w/ fact
- Comms plans are more structured and helpful to audiences
- Evaluate Council assignments

Workplace + organization

- Positive + supportive work culture (focus on solution)
- People have tools + training they need to be successful
- Attract highly qualified applicants (internal - external)
- Easy for people to do business w/ City (user friendly + experiences)

- Clear policies that implemented effectively
- Internal services are resourced effectively
- Prof. development plans are resourced + available
- Skills are being dev. internally to support business needs and employ growth
- Succession Planning addresses key needs
- Streamlining the development process - easier for staff, easier developers
- Employees have modern tech + equipment - know how to use it

VALUES

Fiscal Responsibility + Sustainability (4)

- Stewardship
- Empathy
- User-friendly
- Growth/ Prosp.
- Transparency (5)
- Growth/ Improvement
- Equity (4)
- ROI
- Integrity (7)
- Collaboration
- Honesty (2)
- Excellence (2)
- Fairness
- Fiscal prudence
- Teamwork (2)
- Determination
- Customer service
- Respect
- Learning
- Caring
- Service
- Accountability (2)
- Courage
- Resilient/ Reliable
- Trustworthy

THE DALLEES

STRATEGIC PLANNING WORKSHOP

GOALS

- DEVELOP FOUNDATION FOR STRATEGIC PLAN - MISSION - VISION VALUES
- REFINE EXISTING GOALS TO ALIGN WITH 3-5 YEAR HORIZON
- IDENTIFY CLEAR COUNCIL PRIORITIES WITH METRICS FOR NEXT YEAR

GUIDE LINES FOR SUCCESS

- ▶ SPEAK UP
- ▶ REACH CONSENSUS ON GOALS
- ▶ USE THE AIRPORT HANGAR
- ▶ PROVIDE SPACE/TIME TO THINK
- ▶ DON'T ASSUME KNOWLEDGE BACKGROUND
 - ↳ DON'T BE AFRAID TO QUESTION
- ▶ SHARE THE AIR
- ▶ HAVE FUN!
- ▶ KEEP OUR FOCUS LOCAL
 - ↳ WITHIN OUR SCOPE
- ▶ CONSIDER CAPACITY

AGENDA: DAY 1

NOVEMBER 6, 2025

- 8:30 WELCOME + AGENDA REVIEW
- 8:45 STRATEGIC PLAN OVERVIEW
- 9:00 LOOKING BACK
- 10:30 BREAK
- 10:40 LOOKING FORWARD
- 12:00 LUNCH
- 12:45 REVIEW MISSION + VISION THEMES
- 1:15 WHERE ARE WE NOW? ENVIRONMENTAL SCAN
- 2:00 BREAK
- 2:15 ENVIRONMENTAL SCAN
- 3:00 REFLECTIONS + DAY 2 PRE-GAME
- 3:30 ADJOURN

WHAT DO WE WANT RATHER THAN NOT BECOME

AGENDA: DAY 2

NOVEMBER 7, 2025

- 8:30 WELCOME + AGENDA REVIEW
- 8:45 STRATEGIC PLAN GOAL DEVELOPMENT
- 10:00 BREAK
- 10:10 COUNCIL PRIORITIES 2026/2027
- 11:15 VALUE DEVELOPMENT
- 11:50 WRAP-UP + NEXT STEPS
- 12:00 ADJOURN

COVER



BRAINSTORM

Embracing technology
 Enriching community's workforce
 CREATIVE SOLUTIONS
 INVEST IN FILL/HIGHER DENSITY
 DEVELOPMENT
 IDENTITY?

QUOTES

Man, we miss Pidi!
 What will your future
 thank you for?

BIG HEADLINES

NEW HIGH SCHOOL BREAKS GROUND
 30% COMPLETE MILESTONE
 FOR WICKS WTP
 PHASE I WNTP
 SURVEY REFLECTS INCREASED
 TRUST IN LOCAL GOVERNMENT

SIDEBARS

CALENDAR OF
 EVENTS FOR
 FEDERAL ST.
 PLAZA

COMMUNITY
 PARTNERSHIPS
 CONTINUE TO LOWER HARBOR

IMAGES

VIBRANT DOWNTOWN
 Activated Spaces
 CONNECTING TO THE RIVER

ENVIRONMENTAL
 SCAN

COVER

"How The Dalles Broke free From The Boom & Bust Cycle"

"Beyond Renewal - The Dalles Rising"

BRAINSTORM

- Community Branding
- Google Partner - Not Enemy
- Public Safety for all
- Infrastructure Maintenance & Build out - Intermittent Growth
- Annexation....?
- Two Water Districts?

QUOTES

BIG HEADLINES

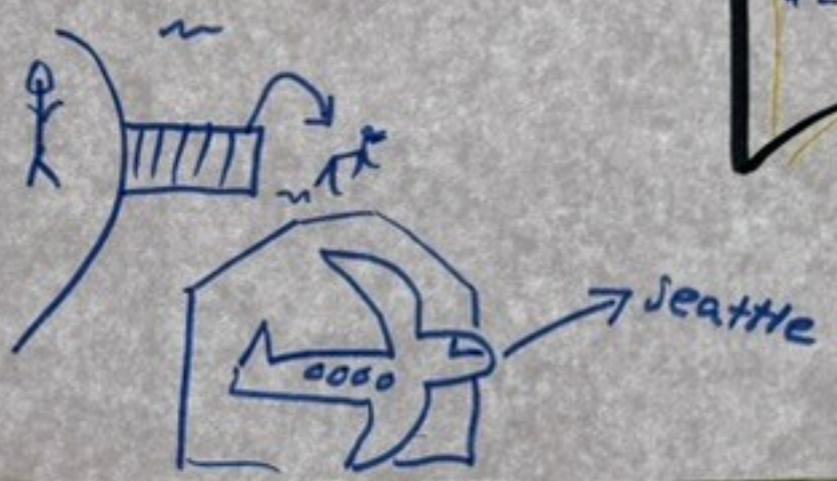
- * Economic Diversification
- * Fort Dalles Days
- * New TDHS OPENS
- * Water Treatment Plant
- * Urban Renewal Dist. Ends
- * New Hospital, Campus
- * Event Center

- * Ave. Income ↑ OR. Ave.
- * Aviation Capitalization - Fed X, UPS
- * Expanded River Access
- * Dog Parks
- * Cruise In
- * Domestic Drone Ports

SIDEBARS

- Honor Past
- Embrace Tech
- Outdoor Activities
- RR Tie Plant

IMAGES



COVER

THE DALLES IS TRIVING FOR EVERYONE

IMAGES

SMALL TOWN COMMUNITY FEELS BIG COMMUNITY OPPORTUNITIES

THE DALLES - A MODEL FOR A HEALTHY CITY

BRAINSTORM

Bring back "idea" / reality of starter home

R+D - environment

cover the pool ← REC CENTER
More Multi-Modal Transportation

QOL: Complete the trail system

AI • CYBERSECURITY

CONVENTION CENTER

UPDATE & SCALE INFRASTRUCTURE GROWTH

PUBLIC TRANSIT

UPDATED UTILITIES/INFRASTRUCTURE

BIG HEADLINES

YOUNG PROFESSIONALS FLOCK TO THE DALLES

CITY SERVICES UNIFY - DELIVER FOR THE COMMUNITY
Great place (still) to raise a family - AND - start a small biz

ADD LARGER RETAILERS

TOURIST DESTINATION

THE DALLES: TECH + HEALTH CENTER OF THE GORGE

DRAW younger families AND active, latino popl.

Wish list -

* Strong hospital + med system

* New/reopened TDHS

- Fun Center!

QUOTES

"More Fun!"
The Waterfront is one of my favorite places in THE DALLES.
SOKOSIS PARK IS A FAV LOCATION
"you belong here"

SIDEBARS

- New Tony's Plaza

PICKLEBALL COURTS OPEN

- Riverfront Trail Connection

- ? - River Pier ?

- Healthy Urban Canopy

- Public Art
- WAYFINDING

WORK FROM HOME
LIVE IN THE DALLES

Envisioning THE DALLES

MISSION

- SERVE THE CONSTITUENTS - EXPAND OPPORTUNITIES
- PROVIDING LEADERSHIP
- FACILITATING PARTNERSHIPS
- DELIVER INFRASTRUCTURE, SAFETY, COMMUNITY DEVELOPMENT
=> HIGHER QUALITY OF LIFE
WATER, POWER, WATER TREATMENT
- MAKE LIVES BETTER
- LIFE, HEALTH, SAFETY, INFR.
=> UP TO DEE-CLEAN, MOBILITY
- EFFICIENT, TRANSPARENT VIBRANT, HIGH QUALITY
- EVERY NEIGHBORHOOD + GENERATION

ENVIRONMENTAL SCAN

- TECHNOLOGY FACTORS STILL RELEVANT
- GOOD POLICY DIRECTION ON SIP FUNDS
- RATES FOR INFRASTRUCTURE RESILIENCY
- MAINTAINING ACCESS TO MEDICAL CARE

- SHIFT THE NARRATIVE FROM 80s/90s - WHAT'S WORTH APPRECIATING - HOW DO WE TAKE THE NEXT STEP
- OUTREACH, ENGAGEMENT + CHANGE MANAGEMENT
- SIDEWALKS CONTINUE TO BE A CHALLENGE - DIDN'T AS MUCH BECAUSE OF GOOGLE INVESTMENT - POLICIES AROUND
- EXPAND USE OF AI SERVICES
- POLICY AROUND REMOTE WORK

RECREATION OPPS.
- CONNECTION TO RIVER

COMMUNITY IDENTITY

UNIFY SERVICES

ATTRACTIVE PLACE TO LIVE

DOWNTOWN SCHOOL DISTRICT
- JOBS
- AVIATION
- DIVERSIFICATION
- LIVING WAGES
- STABILIZATION - REGENTON
- COLLABORATION

ECONOMIC DEVELOPMENT

VISION ELEMENTS

- ★ PUBLIC TRUST + SUPPORT + UNDERSTANDING
- ★ INFRASTRUCTURE RESILIENCY
- ★ TOP PLACE TO WORK (DELIVERS TOP SERVICE)
- ★ ATTRACTIVE PLACE TO LIVE/THRIVE
- ★ OPPORTUNITIES FOR ALL
- ★ SHARED IDENTITY

BUILDING PUBLIC TRUST

INFRASTRUCT. - WATER TREATMENT
HOMELESSNESS

FUTURE CHALLENGES

- NAVIGATING COMPETING PRIORITIES FOR GREATER GOOD
- LACK OF PUBLIC TRUST + MISINFORMATION

CHILD CARE

LEADERSHIP OR NARRATIVE

THINKS CITY HAS NO DIRECT INF. GROUPS COMPLEX, MORE SCOP

- WHY DO WE EXIST?
- WHO DO WE SERVE + HOW DO WE MAKE THEIR LIVES

GOALS + OUTCOMES

EQUITY FAIR
 • SDCs TO MAINTAIN INFRASTRUCTURE

Housing Choice + Discretion for all

Improve housing conditions w/o displacement
 • Home Repair Program

MODERNIZE IT SYSTEMS

CITY HAS ENOUGH FUNDING FOR ROADS

RESILIENT INFRASTRUCTURE THAT SERVES ALL

BUILD WORKFORCE PIPELINES

UNDERSTAND CURRENT ECON. CONDITIONS TO BUILD HEALTHY DIVERSE ECON.

ECONOMIC DEVELOPMENT

HOUSING

INFRASTRUCTURE + TECHNOLOGY

VISION

POSITIVE & SUPPORTIVE WORK CULTURE
 • FOCUSES ON SOLUTIONS

PEOPLE HAVE TOOLS - TRAINING THEY NEED TO BE SUCCESSFUL

EASY FOR PEOPLE TO DO BUSINESS W/CITY, USER FRIENDLY, EXPERIENCES

WORK-PLACE ORGANIZATION

ATTRACT HIGHLY QUALIFIED APPLICANTS BOTH INTERNAL & EXTERNAL

MORE TRANSPARENCY W/ CITY PROJECTS PROGRESS

INTENTIONAL ENGAGEMENT w/ COMMUNITY PARTNERS

REACHING ALL AUDIENCES

COMMUNICATIONS + ENGAGEMENT

- ★ PUBLIC TRUST, SUPPORT + UNDERSTANDING
- ★ INFRASTRUCTURE RESILIENCY
- ★ TOP PLACE TO WORK (DELIVERING TOP SERVICE)
- ★ ATTRACTIVE PLACE TO LIVE + THRIVE
- ★ OPPORTUNITIES FOR ALL
- ★ SHARED IDENTITY

LIVABILITY, HEALTH, SAFETY

ADEQUATE POLICE + SUPPORT STAFFING
 SENSE OF SAFETY

HEALTHIER + MORE ATTRACTIVE

EXCELLENCE ✓ FISCAL PRUDENCE ✓ CUSTOMER SERVICE ✓
 FAIRNESS ✓ DETERMINATION ✓ RESPECT ✓

VALUES
 STEWARDSHIP ✓
 FISCAL RESPONSIBILITY + SUSTAINABILITY ✓

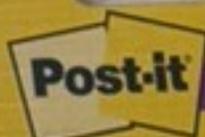
TRANSPARENCY ✓✓✓
 GROWTH/IMPROVEMENT ✓
 EQUITY ✓✓
 ROI ✓
 ACCOUNTABILITY ✓
 COURAGE ✓

LEARNING ✓
 CARING ✓
 SERVICE ✓

EMPATHY ✓
 USER-FRIENDLY ✓
 GROWTH/PROSP. ✓
 INTEGRITY ✓✓✓
 COLLABORATION ✓
 HONESTY ✓

RESILIENT/RELIABLE ✓
 TRUSTWORTHY ✓

COUNCIL 26/27 PRIORITIES

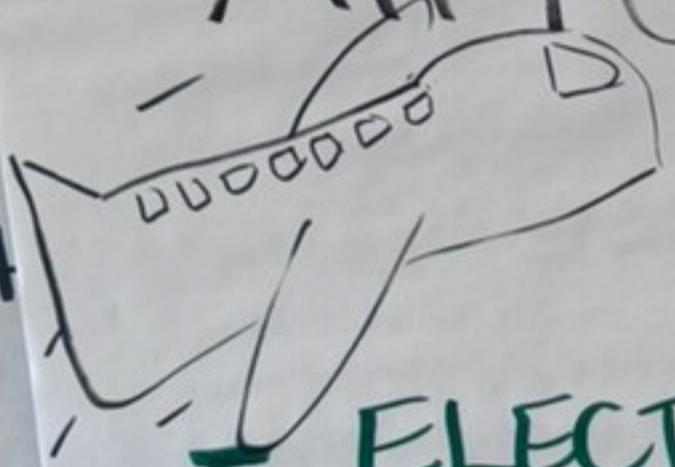


EASEL PAD TABLEAU À FEUILLES BLOC DE HOJAS
super sticky super collantes súper adhesivas

CONT. 30 25 IN/PO/PULG. X 30 IN/PO/PULG.
(63,5 cm x 76,2 cm) 5.2 FT²/PF (0,483 m²)



AIRPORT HANGAR



- ELECTRIC BIKES + SCOOTERS
- CURBSIDE COMPOST



CITY of THE DALLES
313 COURT STREET
THE DALLES, OREGON 97058

(541) 296-5481
FAX (541) 296-6906

AGENDA STAFF REPORT

AGENDA LOCATION: Item #11B

MEETING DATE: February 23, 2026

TO: Honorable Mayor and City Council

FROM: Matthew Klebes, City Manager

ISSUE: Update on Progress Related to Resolution No. 26-002 and Associated Grant Recommendation for The Next Door Inc.

BACKGROUND: On January 12, 2026, the City Council adopted Resolution No. 26-002 acknowledging community impacts associated with heightened federal immigration enforcement activity, reaffirming the City's commitment to accessible municipal services and lawful City operations, and directing the City Manager to pursue certain community support actions.

The Resolution directed the City Manager to focus on practical and deliverable actions within the City's authority, including:

- continuing fact-based public communication to reduce misinformation and support access to essential City services;
- coordinating with community-based organizations and local service providers;
- exploring deliverable-based financial partnership opportunities with The Next Door, Inc. (**TNDI**) and One Community Health (**OCH**);
- supporting internal communication and training for City staff to ensure understanding of protocols and lawful City operations; and
- returning to City Council with a written update on progress and any recommended next steps.

Since adoption of the Resolution, staff have taken several actions to carry out the direction provided by City Council:

- Informational videos were posted on City social media featuring the Police Chief and Detective Castro explaining the role of the local Police Department in ensuring safety in the City and clarifying what local law enforcement can and cannot do under Oregon law, including Oregon's sanctuary laws.
- The City website was updated with a dedicated information page and a FAQ to provide clear, fact-based information for the community. A pop-up alert was also implemented on the City's homepage to direct visitors to this new information. City staff have continued to update this page based on questions received. Staff have also begun translating the most commonly used City forms into Spanish.
- The City's internal *Latino Affinity Group* has met 4 times to date and is currently meeting twice per month (with a planned transition to monthly meetings). This group is also crafting a charter to guide its work, has reviewed the City's Facilities Trespass policy, and has identified operational and training topics and field staff concerns. Feedback is being compiled for discussion with the City Manager and City Attorney. The group has also provided an internal forum for employee networking and support and for identifying practical community engagement ideas.
- The City Manager has also been in ongoing communication with other city leaders across Oregon to share information, approaches, and resources. This group is monitoring the short legislative session for potential policy direction that may inform future City responses.
- Staff have also continued coordination with OCH consistent with Resolution No. 26-002 and no specific funding recommendation related to OCH is presented at this time.
- Additionally, the City has been a member of Oregon Latinos in Local Government (OLLG) for the past few years and Abby Jara in the City Manager's Office was recently appointed to the Board of Directors. This membership and involvement will be an important resource to share information and help guide decision making.

Finally, consistent with the Resolution, the City Manager met with The Next Door, Inc.'s Executive Director Janet Hamada to discuss potential service options. A proposal from TNDI is attached for Council review, along with background service and demographic data. TNDI would provide monthly updates through the end of FY 25/26 and quarterly updates thereafter, as applicable to any Council-authorized grant.

The proposal includes three components; staff recommends focusing City support at this time on the counseling services component described in Item 1 below.

1. Funding to provide additional counseling services for children and families experiencing impacts related to heightened federal immigration enforcement activity who do not have Oregon Health Plan (OHP) coverage.
2. Supplemental funding to help maintain counseling service capacity in light of reduced PacificSource reimbursement.
3. Funding to support TNDI's *Community Preparedness Community Health Worker* position (since current funding for this position ends June 2026).

For regional awareness only, the City of Hood River is separately exploring a partnership with TNDI involving community listening sessions and a town hall. Details are being finalized by Hood River.

BUDGET IMPLICATIONS: The City Manager's FY 25/26 adopted budget includes \$19,784.00 available for timely City response. Staff recommends using up to \$19,000 of these funds for a grant to TNDI to support additional counseling services for children and families in The Dalles experiencing impacts related to heightened federal immigration enforcement activity. Sufficient budget authority exists within the FY 25/26 adopted budget for this purpose; therefore, no budget amendment is anticipated. Remaining funds, if any, will be addressed through the next budget cycle.

COUNCIL ALTERNATIVES:

1. **Staff recommendation:** *Move to direct the City Manager to finalize a grant agreement with The Next Door, Inc. in an amount not to exceed \$19,000 from available FY 25/26 budget authority to support direct costs associated with counseling services for children and families in The Dalles experiencing impacts related to heightened federal immigration enforcement activity.*
2. Move to direct the City Manager to finalize a grant with a different not to exceed amount.
3. Move to direct the City Manager to finalize a grant for different services at a certain funding level.
4. Decline formal action and provide Staff additional direction.

RESOLUTION NO. 26-002

A RESOLUTION ACKNOWLEDGING COMMUNITY IMPACTS ASSOCIATED WITH HEIGHTENED FEDERAL IMMIGRATION ENFORCEMENT ACTIVITY, REAFFIRMING THE CITY'S COMMITMENT TO ACCESSIBLE MUNICIPAL SERVICES AND LAWFUL CITY OPERATIONS, AND DIRECTING THE CITY MANAGER TO PURSUE CERTAIN COMMUNITY SUPPORT ACTIONS

WHEREAS, the City of The Dalles is committed to ensuring the safety, security, and well-being of all persons within its jurisdiction and to maintaining public trust in City services and operations;

WHEREAS, the City provides essential municipal services, including public safety, utilities, court-related functions, public facilities, and other community-facing services that depend on residents' ability to access City services and information without undue fear or confusion;

WHEREAS, the City is an Oregon municipal corporation and is committed to operating in compliance with applicable federal and Oregon law, including Oregon laws governing the use of local government resources and the handling of information;

WHEREAS, the City Council has received substantial community input indicating that, during recent periods of heightened federal immigration enforcement activity in and around the Columbia Gorge region, some residents have experienced increased fear and uncertainty affecting daily life, including willingness to go to work, attend school, use public transportation, keep medical and other appointments, shop at local businesses, and otherwise participate in community life;

WHEREAS, the City Council acknowledges that community fear and uncertainty, regardless of differing policy views regarding federal immigration enforcement, can be heightened when reliable information is limited and can create real and measurable local impacts, including impacts to public health, public safety, the local economy, and access to essential services;

WHEREAS, the City Council recognizes that the City cannot control federal enforcement activity in publicly accessible areas, but the City can: **(a)** ensure City operations are clear, consistent, and lawful; **(b)** share accurate information about what the City does and does not do; **(c)** coordinate with community partners; and **(d)** consider focused and deliverable-based community-centered support actions that are within the City's authority;

WHEREAS, The Next Door, Inc. is a longstanding community partner with experience providing direct services and support to families in crisis, and has discussed potential service options including counseling supports and facilitated listening sessions;

WHEREAS, One Community Health is a longstanding community partner and federally qualified health center serving, among others, migrant and farmworker populations, and has

reported impacts to healthcare access during heightened enforcement periods and has discussed potential service concepts focused on community connection and mental and behavioral health supports;

WHEREAS, pursuant to Section 21 of the 2020 City of The Dalles Charter, the City Manager the administrative head of the City government and is responsible for the administration of City affairs, including coordination of City operations, supervision of City contracts, and for keeping the City Council advised of the City's affairs and needs; and

WHEREAS, the City Council desires to focus on practical actions that: **(a)** avoid creating unrealistic expectations; **(b)** prioritize administrative efficiency; **(c)** avoid open-ended financial commitments without defined deliverables; and **(d)** can be supported broadly by the City Council and the community.

NOW, THEREFORE, THE COUNCIL OF THE CITY OF THE DALLES RESOLVES AS FOLLOWS:

Section 1. Statement of Concern and Purpose. The City Council acknowledges the fear and uncertainty expressed by members of the community related to heightened federal immigration enforcement activity and recognizes the importance of maintaining access to essential services, reliable information, and community stability. This Resolution is intended to:

- A. reaffirm the City's commitment to accessible municipal services and lawful City operations;
- B. direct the City Manager to continue fact-based public communication and internal coordination regarding City operations and available resources during heightened enforcement periods, including communication intended to reduce misinformation-driven calls and fear and to support residents' access to essential services, using reasonable language access measures as appropriate; and
- C. direct the City Manager to coordinate with community-based organizations and local service providers, as appropriate, and to pursue practical actions, including exploration of deliverable-based financial partnerships with specified community partners as described below.

Section 2. Direction to Explore and Pursue Defined Financial Partnerships.

- A. The City Manager is directed to explore and pursue, as appropriate, deliverable-based financial partnership opportunities with The Next Door, Inc. and One Community Health.

- B. The focus of any potential partnership explored under this Section 2 should be on practical supportive services aligned with the community impacts described above, which may include (without limitation):
1. counseling and supportive services for impacted families and children;
 2. structured listening sessions or facilitated small-group sessions designed to help residents share lived experience and connect to resources;
 3. community dialogue and mental/behavioral health connection opportunities; and
 4. other defined services that measurably improve access to care, reduce isolation, or improve residents' ability to access essential services during periods of heightened fear and uncertainty.
- C. Any potential financial partnership pursued under this Section 2 must be framed as a defined and deliverable-based arrangement with clear scope, proposed budget, and measurable outputs, and must be returned to the City Council for consideration and approval through appropriate City budgeting and contracting processes.

Section 3. City Workforce Support and Internal Readiness.

- A. The City Council recognizes that City employees may also experience fear and uncertainty during heightened enforcement periods and that maintaining a stable and respectful workplace supports continuity of City services and a healthy work environment.
- B. The City Manager is directed to support reasonable internal communication and training efforts intended to address and help dispel misinformation and to ensure City staff understand internal protocols for routing sensitive questions and requests, and to continue development of employee support structures and internal communication and training resources consistent with City policy and operational needs.

Section 4. Return Report to City Council.

- A. The City Manager is directed to provide a written update the City Council no later than 30 days following adoption on progress made on the above items and any further recommended City Council action needed.
- B. Nothing in this Resolution appropriates funds, approves expenditures, or authorizes any contract beyond existing delegated authority. Any proposed financial commitment or contractual arrangement shall be presented to the City Council for consideration and approval through appropriate processes.

Section 5. Effective Date. This Resolution shall be effective upon adoption.

PASSED AND ADOPTED THIS 12TH DAY OF JANUARY, 2026,

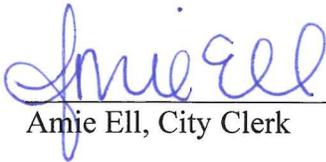
| | | |
|-------------------|-------------|---|
| Voting Yes | Councilors: | <u>Richardson, Randall, Runyon, Wring, McGlothlin</u> |
| Voting No | Councilors: | _____ |
| Abstaining | Councilors: | _____ |
| Absent | Councilors: | _____ |

AND APPROVED BY THE MAYOR THIS 12TH DAY OF JANUARY, 2026.



Richard A. Mays, Mayor

ATTEST:


Amie Ell, City Clerk



The Next Door, Inc.
Proposal to the City of The Dalles

Assistance to Children Impacted by Immigration Enforcement
January 2026

Organization Background

The Next Door, Inc. (TNDI) has been providing services to the children and families of The Dalles since 1984. Over the past twelve months, TNDI's 36 programs have reached 18,262 people in our seven-county area through 304 outreach and education events. One hundred of these events took place in The Dalles.

TNDI has 1,087 active program participants (or clients) who receive more intensive services, and of this total, 448 are from The Dalles. TNDI has five departments, including Treatment, Youth, Health Promotion, Family, Equity & Outreach Training and Economic Development Services (attached is a list of all programs).

TNDI's services are provided out of a 10,000 square foot office building located at 1113 Kelly Avenue in The Dalles. In this building, there is an alternative middle and high school, a Drop-In Center for youth ages 17-24, therapists and skills trainers, youth outreach workers, and community health workers as well as a small food pantry, a clothing closet for babies and toddlers, and a clothing/hygiene product pantry for youth. Of TNDI's 113 team members, 34 (or 30%) work full-time, and an additional 20 work part-time, in The Dalles.

Statement of Need

TNDI has been witness to recent immigration enforcement in our region, specifically in The Dalles, for the past several months. Given the line of work we are in, our team is acutely aware of the added trauma and fear that this enforcement has caused our immigrant community, in particular to the children. And, while immigration officers are picking up and detaining immigrants, other non-immigrant community members, including children, are also seeing, hearing, and dealing with the consequences of unidentified masked and armed men forcibly removing people without warrants or explanation.

Program Background

Currently, two of TNDI's 36 programs work directly with children and families that are impacted by immigration enforcement: Counseling Services and Community Preparedness.

Counseling Services serves children and youth from the age of 3 to 26, in three different levels of treatment: standard once a week therapy, In-home Intensive Behavioral Health Treatment (a more intensive type of therapy), and day treatment (therapy and skills training) through our two schools Klahre House (in Hood River) and Kelly Avenue School (in The Dalles). All of these services are funded by our local Coordinated Care Organization, called PacificSource, which provides Oregon Health Plan (OHP) insurance coverage for low-income people in our region. Almost 100% of our Counseling Services clients are on OHP, however we offer a sliding scale fee schedule for children/youth who are uninsured (see attached).

Here is specific information about Counseling Services that took place in 2025:

- 340 unique clients
- 18,985 services documented, including individual therapy, group therapy, skills training, family therapy, crisis response, and medication management services.
- Our providers met with clients in our offices, via telehealth, in client homes, in various locations in the community (e.g. parks, library, swimming pools, walking paths), and at nine different area schools, as far out as Dufur.
- Kelly Avenue Day Treatment expanded services to include middle school age students, and increased enrollment to 13.

Of our current active clients, 63% reside in Wasco County (primarily The Dalles) and out of 47 potential clients waiting for services, 32 reside in The Dalles (70%). Of these, 24 are under the age of 10 (75%)

Community Preparedness is a program that provides a dedicated Community Health Worker (CHW) to work on issues related to immigration. It is an extension of our Equity Corps of Oregon (ECO) program that provides navigation to legal services for people at risk of deportation. The Community Preparedness CHW not only works directly with individuals and families but also facilitates multiple service provider collaboratives to help communicate timely information across areas like health care, social services,

government, and education. These meetings help disseminate useful resources like financial aid and assistance to families impacted by immigration enforcement.

Here is specific information about TNDI's Community Preparedness program that have taken place since we hired the CHW in May 2025:

- ECO Navigations: 41 individual navigations, 9 pending navigations, 7 pending referrals, 2 coordinated with outsourced interpreters.
- Christmas gifts: provided gifts for 2 families who were impacted.
- Financial assistance: provided gift cards for 15 families.
- Meetings facilitated: 4 Community Partnership collaborative meetings, 13 National & State Updates meetings for The Next Door team.
- Community collaborations: dozens of contacts with partner organizations in the community to coordinate activities and assistance.
- Public Appearances: 2 interviews on the radio.

Proposal

TNDI is proposing that the City of The Dalles assist in caring for our children impacted by immigration enforcement in the following ways:

- 1) Provide counseling services for those who do not have OHP. TNDI is already learning about clients who have lost coverage under the federal Big Beautiful Bill that has increased premiums for those in the Affordable Care Act (ACA) marketplace, including those who qualify for OHP. Families are making the hard decision to go without insurance coverage than pay exorbitant premiums they can't afford.
- 2) Provide supplemental funding for counseling services that helps to cover the full cost of our services since TNDI's PacificSource contract was cut by 12% in 2026 due to funding shortages that PacificSource claims they have.
- 3) Provide funding for our Community Preparedness Community Health Worker (CHW), whose full salary is covered only through June 2026.

Budget

The cost of therapy per hour of service for OHP clients is \$231/hour. This rate includes not only the time the Therapist provides seeing the client, but also the time it takes to schedule and confirm the appointment, write and submit notes to PacificSource, consult with Clinical Supervisor, and bill for services. For every client seen there are at least four people

involved: the Therapist, the Therapist’s Clinical Supervisor, the scheduler or Treatment Coordinator, and the Billing Specialist.

The recent 12% cut to our PacificSource contract has brought our reimbursement down to \$203/hour. We are proposing to provide services for 12 children/youth per year for 12 months, seeing them 3x/month. Based on our knowledge of who has insurance coverage in The Dalles, two of those clients would be ineligible for our services (not OHP), and we would bill them based on our sliding scale of \$160/hour, and 10 would be eligible, but we would need \$28 each session to break even.

| # of Clients | Hours of service per month | Months of service | Hourly rate | Total |
|--------------|----------------------------|-------------------|-------------|-----------------|
| 2 | 3 | 12 | \$160 | \$11,520 |
| 10 | 3 | 12 | \$ 28 | \$12,096 |
| | | | | \$23,616 |

The annual cost of our CHW is \$98,884 including salary, benefits, mileage, technology, occupancy, and overhead costs. Since she works in The Dalles only 50% time, this total is **\$49,442**.

Any amount of funding to help cover these services (grand total of **\$73,058**) would be highly appreciated. We cannot thank the City of The Dalles enough for your partnership in helping to care for our most vulnerable neighbors.



OUR PROGRAMS

UPDATED DECEMBER 2025

ECONOMIC DEVELOPMENT SERVICES (EDS) | hps-eds@nextdoorinc.org

Works with Latino entrepreneurs to support small businesses in the Gorge to be successful, sustainable, and prosperous by providing financial and business education, registration and licensing, and access to capital and markets.

- **Promoviendo Prosperidad/Promoting Prosperity (PPP)** – Business assistance for small Latino-owned businesses
- **Roots/Raíces Cooperative Farm (RCF)** – Educational Garden program for families to grow vegetables and improve nutrition**

EQUITY AND OUTREACH TRAINING SERVICES (EOTS) | equity@nextdoorinc.org

Equity and Outreach Training Services offers a variety of opportunities to help organizations train staff, include equity in their programs, and engage with the whole community.

- **Community Outreach** – Promotion, communication, and survey distribution across the region
- **Diversity, Equity, and Inclusion (DEI) Trainings** – Uses popular education techniques to provide resources and support
- **Evaluations** – Focus group facilitation, data evaluation, and organizational equity assessments
- **Plain Language Adaptations** – Plain language edits of your written text in English and Spanish

FAMILY SERVICES (FS) | fs@nextdoorinc.org

Family Services partners with parents and caregivers to help the children in their lives thrive.

- **Community Closet (CC)** – Free children's clothing and supplies for ages 0-5 yrs. Donations of gently used and freshly laundered clothing and shoes for newborns through size 6 are accepted, along with clean baby equipment, diapers, feeding supplies, and non-electric toys. Families can select a grocery-sized bag full of clothes and supplies every month for each child in their care.
- **Dolly Parton's Imagination Library (DPIL)** – Partnership with the Four Rivers Early Learning Hub to provide high quality, age-appropriate books, mailed monthly to any child at their home. For ages 0-5yrs.
- **Healthy Families Oregon (HFO)** – A free and voluntary, nationally accredited program offering in-home support to families with infants and young children. HFO's evidence-based home visiting program partners with parents from the beginning of their child's life to increase nurturing parenting practices, improve health outcomes for children and the whole family through connections to medical homes, heighten economic self-sufficiency, and increase school readiness by supporting early literacy, healthy childhood growth and development. The model is anchored in relational health and empowers parents with the support, tools, and resources they need to raise healthy, happy children in safe, nurturing homes. Services are offered starting prenatally or soon after birth, and can continue for at least three years, occasionally longer if parents choose.

* Programs offered only out of The Dalles office | ** Programs offered only out of the Hood River office

HEALTH PROMOTION SERVICES (HPS) – CONTINUED | hps-eds@nextdoorinc.org

Nuestra Comunidad Sana (also called Health Promotion Services) provides outreach, education, and needed services so our doors open wider to those communities for whom doors have historically been closed.

- **Columbia Gorge Pride Alliance (CGPA)** – Aims to help LGBTQIA2S+ community members in the Gorge, particularly youth, feel safe and supported
- **Equity Corps of Oregon (ECO) Skills Sharing Workshops & Navigation** – ECO is an effort to facilitate universal representation so that every eligible Oregonian can defend against an unjust or unfair deportation or defeat a civic exclusion on account of immigration status.
- **Health Promotion and Chronic Disease Prevention (HPCDP)** – helps make environmental, systems, and policy changes related to tobacco reduction, healthy and nutritious foods, and exercise in our communities.
- **Mid-Columbia Health Equity Advocates (MCHEA)** – Leadership development for individuals to improve issues affecting their health
- **Migrant Seasonal Farmworker (MSFW) Outreach** – Coordination of efforts across the Gorge to address the needs of migrant and seasonal farmworkers
- **Understanding Our Cultures (UOC)** – Coordinates cultural-sharing events throughout the Gorge to bring together our multi-cultural community. Cultural performances and exhibits featuring Latino/a/x and Indigenous communities increase community connectedness
- **Valle Verde (VV)** – Emotional health promotion program for Spanish speakers in the Columbia River Gorge region
- **Voter Mobilization Project (VM)** – Aims to increase the number of registered voters and civic engagement among the Latino/x community in the Mid-Columbia Gorge region. Increasing civic participation/ engagement; helping improve feelings of belonging and integration.

TREATMENT SERVICES (TS) | treatment-general@nextdoorinc.org

Treatment services focuses on providing therapeutic support to children, teens and their families. Programs range from counseling services for the community to therapeutic day treatment schooling programs and in home supportive services.

- **Behavioral Rehabilitation Services (BRS)** – Includes Therapeutic Foster Care program as well as TNDI's residential house in The Dalles. Youth in this program receive case management, therapy, specialized education, and 24/7 trauma-informed care.
- **Counseling Services (CS)** – Community referrals serving youth ages 3-26 years old and their families on the Oregon Health Plan (OHP) - Individual and family therapy services, case management, skills training, and substance abuse assessment and treatment.
- **In-Home Safety & Reunification Services (ISRS)** – Serving DHS involved families with the intention of stabilization and family unity.
- **Intensive In-Home Behavioral Health (IIBHT)** – Community-based counseling and skill building supporting families with intensive services to include therapy, skills training, peer support, and medication management.

* Programs offered only out of The Dalles office | ** Programs offered only out of the Hood River office

TREATMENT SERVICES (TS) – CONTINUED | treatment-general@nextdoorinc.org

Treatment services focuses on providing therapeutic support to children, teens and their families. Programs range from counseling services for the community to therapeutic day treatment schooling programs and in home supportive services.

- **Kelly Ave School (KAS)** – Therapeutic day treatment in The Dalles for youth ages 12-19 years old. KAS is a program for middle and high school youth who are on the Oregon Health Plan and qualify for day treatment level of care.*
- **Klahre House (KH)** – Serves those in our Behavioral Rehabilitation Services as well as local youth enrolled in day treatment. The Klahre House offers therapeutic education, mental, and behavioral health care to include individual, family, and group counseling as well as psychiatric services. **
- **Therapeutic Foster Care (TFC)** – Foster care and treatment in Wasco and Hood River Counties focused on supporting youth ages 6-18 who have experienced trauma. Services include mental health, alternative school, a stable home life, and trauma-informed care to help these youth heal, grow, and develop so they can return to their home communities. Youth are generally referred by the Department of Human Services or the Oregon Youth Authority.

YOUTH SERVICES (YS) | youthprograms@nextdoorinc.org

Youth Services addresses the needs of children from ages 6-25 in the Columbia Gorge. The Next Door provides youth outreach in schools, life skills training and mentoring programs like Gorge Youth Mentoring. Our programs focus on helping children gain confidence, social skills, and life experiences that broaden their horizons. The goal is to set youth on the path for healthy, well-adjusted futures.

- **Bridges to Health (BH)** – Community Health Workers connect children and families to needed services and resources
- **Columbia Gorge Systems of Care (CGSOC)** is a philosophy based on cross system collaboration that supports youth and families who have complex and significant behavioral and mental health needs. The goal is to create an array of services and supports that are youth- and family-driven, community-based, and culturally and linguistically responsive.
- **Family Support & Connections (FSC)** – Parental coaching, community resources, and referrals for low-income families
- **Gorge Youth Mentoring (GYM)** – Matches adult role models with children and teens, ages 6 – 21
- **Independent Living (ILP)** – Provides life skills to prepare teens to succeed after foster care
- **Libros con Amigos (LA)/Books with Friends (BWF)** – High school teens volunteer with our YOWs to create a literacy program for elementary aged children
- **Native Supports (NDNS)** – Coordination of efforts across the Gorge to meet the needs of Native Americans in the Columbia Gorge
- **Nature's Greatest Strength (NGS)** – Summer camp for middle school youth focusing on outdoor education and teaching diversity, equity, and inclusion
- **Open Doors Youth Employment (ODYE)** – Teaching employment skills to youth and supporting youth in finding jobs and internships in their community.
- **Summer Youth Employment Program (SYEP)** – For local teens to work on trails and campgrounds
- **Columbia Gorge Youth Connection/Youth Outreach Worker (YOW)** – The goal is to connect students and their families with the community resources they need to be successful. Support includes one-to-one academic interventions, behavioral health support and connecting to counseling, and peer support groups (such as Inspiration Circle, a young women's group, and Guys Group, a young man's group).
- **Youth Drop-in Center (YDC)** – Center for homeless and runaway youth ages 14 - 23 in The Dalles*

* Programs offered only out of The Dalles office | ** Programs offered only out of the Hood River office



Private-Pay Financial Agreement

Payment Options

If you have Oregon Health Plan (OHP) coverage, we will bill OHP for you. We are not "in-network" providers for any other insurance plans, and cannot bill any other insurance plans. If you are not covered by the Oregon Health Plan, you may pay for services directly by private payment (self-payment). We accept payment by credit card, debit card, cash, or money order.

Private Payment Fees

Your fee is due in full at the beginning of each session. Your treatment fees are based on a sliding fee scale. The fee is based on your total monthly household income. Some services have Reduced Rates based on household income. Current household income guidelines and fees are below:

| * Household Income for Reduced Rate | | |
|-------------------------------------|-----------|-----------|
| # of People in Household | Per Month | Per Year |
| Single (client only) | \$3,990 | \$47,880 |
| 2 People (client + 1 person) | \$5,410 | \$64,920 |
| 3 People | \$6,830 | \$81,960 |
| 4 People | \$8,250 | \$99,000 |
| 5 People | \$9,670 | \$116,040 |
| 6 People | \$11,090 | \$133,080 |
| 7 People | \$12,510 | \$150,120 |
| 8 People | \$13,930 | \$167,160 |

| Examples of Services and Fees | Standard Rate | *Reduce Rate |
|---|---------------|--------------|
| Mental Health Assessment | \$200 | \$100 |
| Individual Therapy - 1 hour | \$160 | \$80 |
| Individual Therapy - 30 minutes | \$80 | \$40 |
| Family Therapy - 1 hour | \$160 | \$80 |
| Mental Health Skill Building - 1 hour | \$100 | \$50 |
| Substance Abuse Assessment | \$200 | \$100 |
| Substance Abuse Individual Session - 1 hour | \$100 | \$50 |
| Substance Abuse Group Therapy | \$35 | \$35 |

* Add \$17,040 per year for each additional person

of people in household:

Total Household Income:

Cancellation Policy

Our therapists want to be available for all who want treatment. We require at least 24-hour's notice if you need to cancel or reschedule your appointment. If you miss a total of three (3) appointments without calling or texting your therapist or The Next Door in advance, we will cancel your future appointments. You will be put on a wait list to schedule a new appointment.

Payment Agreement

I agree to pay for mental health services through direct payment. Initials

I agree that payment must be made at the time of each service or session. Initials

I agree that I must cancel or reschedule with at least a 24-hour notice. Initials

Client Name

Date of Birth

Client Signature (or Signature of Parent/Legal Guardian)

Date

TNDI Staff Signature

Date

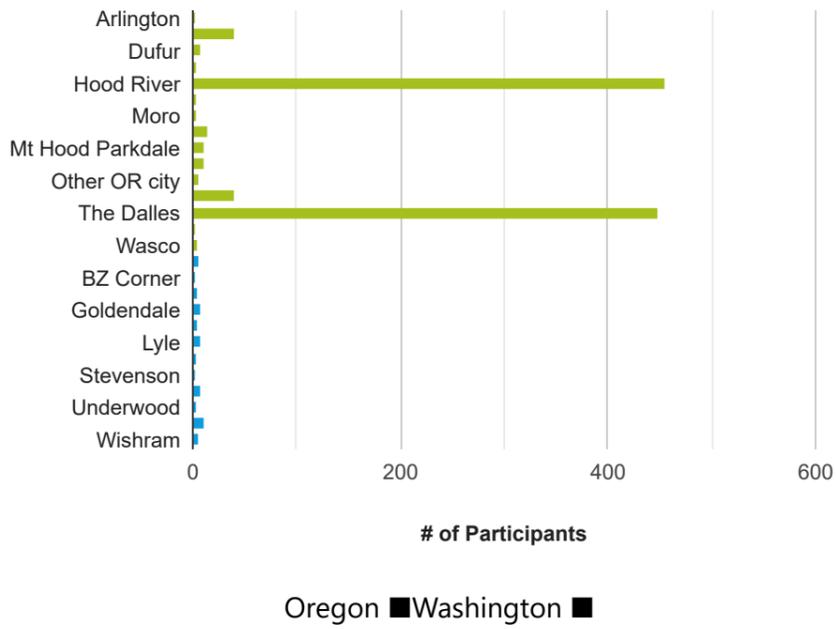


TNDI Participant Demographics

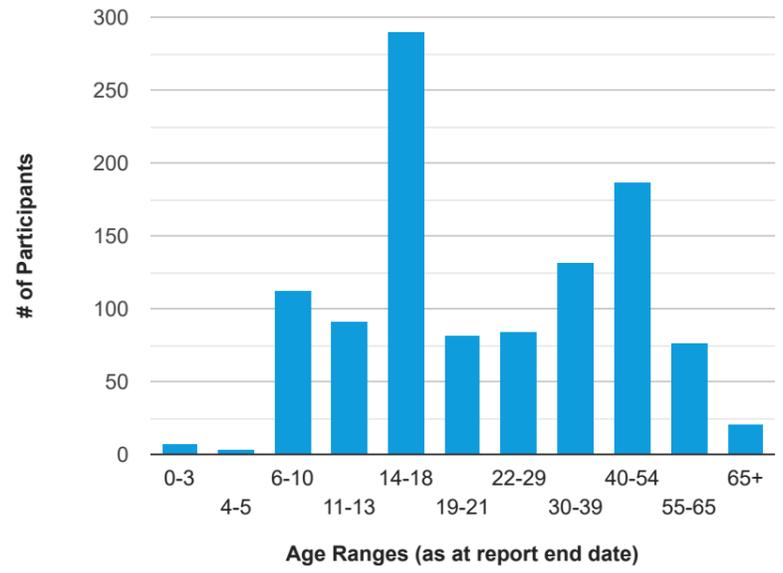
from January 23, 2025 to January 23, 2026

Total number of participants that were active anytime during the date range: 1087

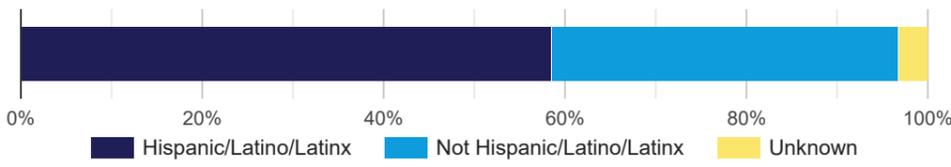
Where Participants Live



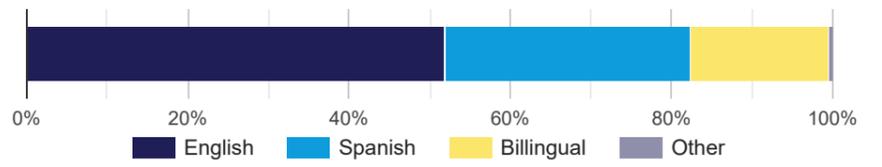
Participant Age Distribution



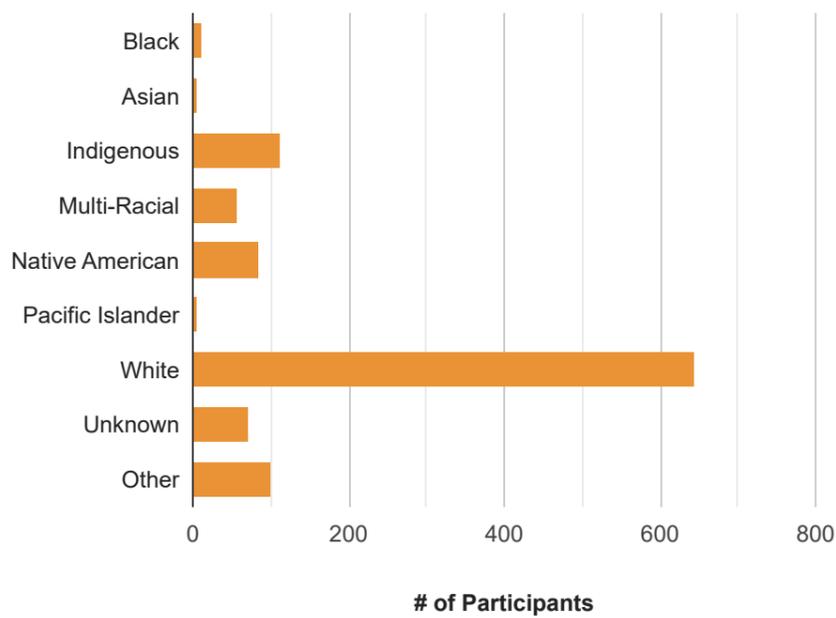
Ethnicities



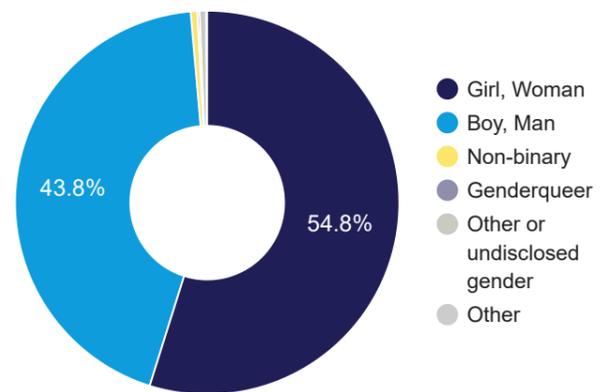
Primary Languages



Race Distribution



Gender Distribution

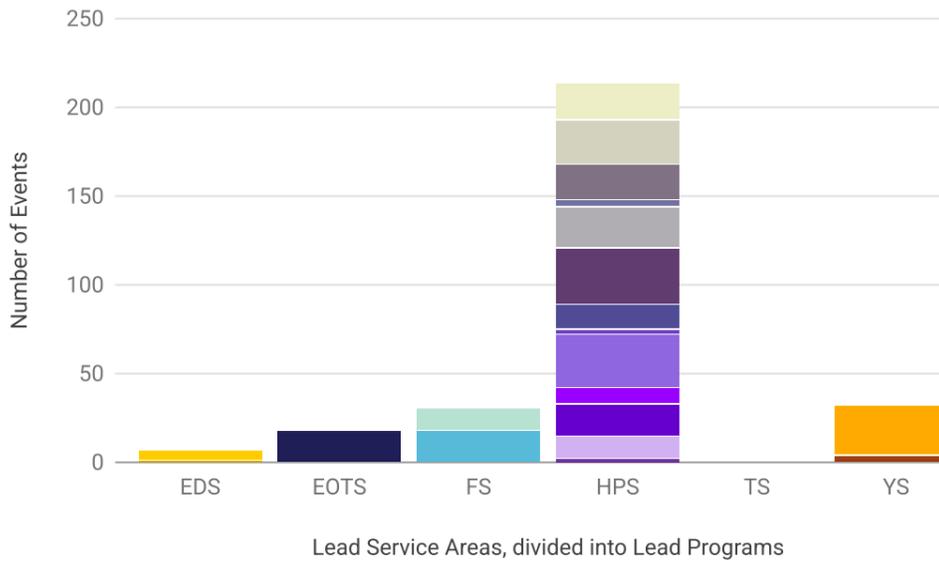




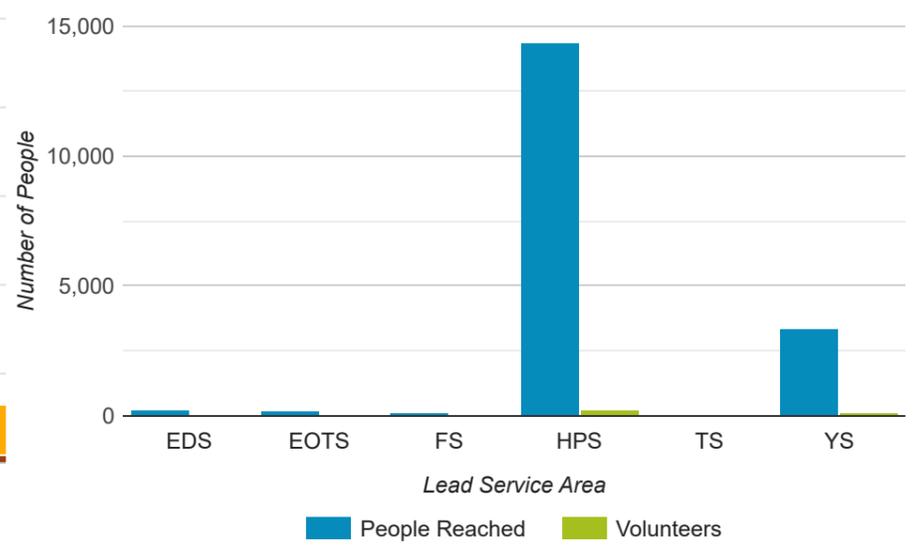
TNDI Outreach Events 01/23/2025 to 01/23/2026

Fast Facts: 20 different Next Door programs lead 302 Outreach Events for 18242 participants. We reached people from 6 counties, and collaborated with 41 community partners!

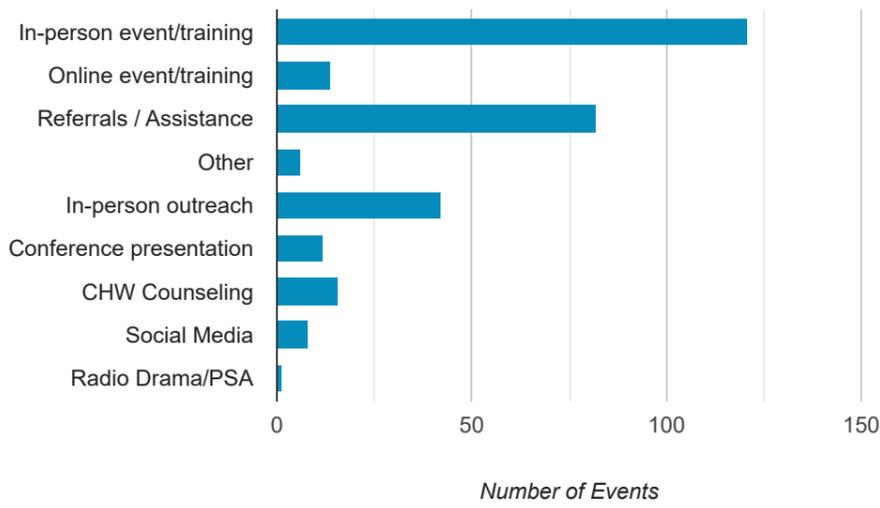
Events by Service Area



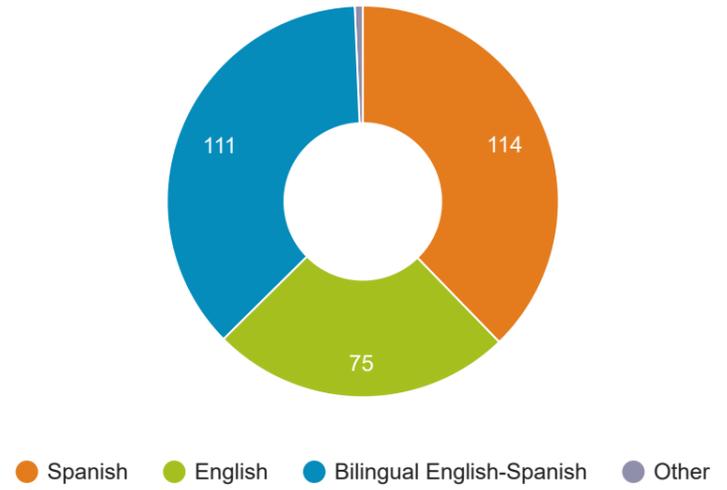
People Reached by Service Area



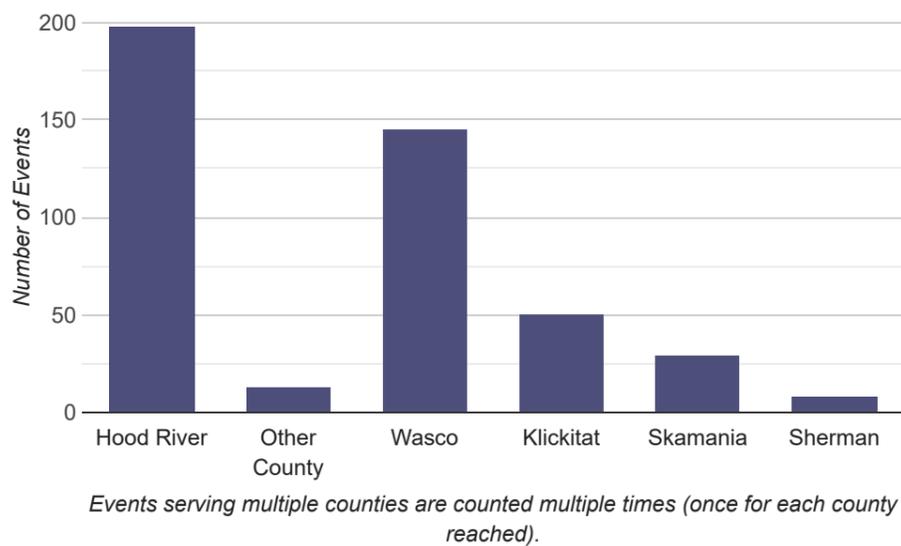
Event Types



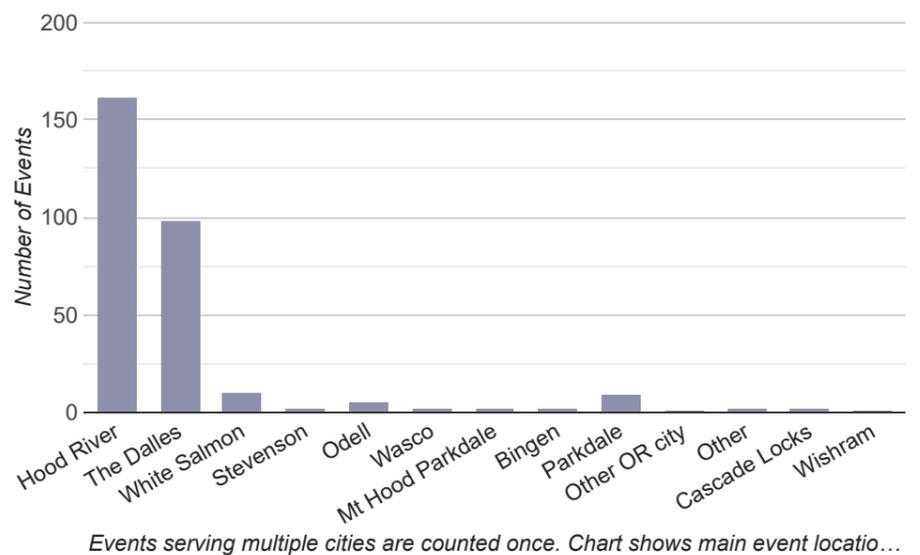
Event Languages



Counties Served



Cities Served



94% of events were in Oregon, 5% were in Washington and 1% were in other states

41+ community collaborators partnered to make these events happen

| Community Partner Collaborators | # of Events |
|---|--------------------|
| Adventist Health Columbia Gorge | 1 |
| Colonel Wright Elementary School | 1 |
| Columbia Area Transit | 5 |
| Columbia Gorge Community College | 5 |
| Columbia Gorge ESD | 4 |
| Columbia Gorge Food Bank | 4 |
| Columbia Gorge Health Council | 1 |
| Columbia River Inter-Tribal Fish Commission | 4 |
| Department of Human Services | 4 |
| FISH Food Bank | 1 |
| Gorge Ecumenical Ministries | 2 |
| Gorge Grown Food Network | 2 |
| Gorge Roller Derby | 2 |
| Greater Oregon Behavioral Health, Inc. | 1 |
| Healthy Families of Oregon | 1 |
| Hood River County | 9 |
| Hood River County Health Department | 2 |
| Hood River County Library | 3 |
| Hood River County School District | 5 |
| Hood River Hotel | 3 |
| Hood River Latino Network | 5 |
| K-Link | 1 |
| Mid-Columbia Childrens Council | 1 |
| Mid-Columbia Community Action Council | 1 |
| Mid-Valley Elementary School | 1 |
| Nchi'Wana Housing | 4 |
| North Central Public Health Department | 2 |
| One Community Health | 17 |
| Oregon Child Development Center | 1 |
| Oregon Department of Human Services | 8 |
| Oregon Health Authority | 3 |
| PacificSource | 2 |

| Community Partner Collaborators | # of Events |
|--|--------------------|
| Parkdale Elementary School | 1 |
| Providence Hood River Memorial Hospital | 3 |
| Radio Tierra | 1 |
| Riverside Community Church | 1 |
| Skyline Hospital | 1 |
| Southwest Washington Accountable Community of Health | 2 |
| The Dalles Art Center | 2 |
| Warm Springs Tribe | 1 |
| Washington Gorge Action Programs | 17 |