

AGENDA**PLANNING COMMISSION****March 17, 2022**

5:30 p.m.

VIA ZOOM<https://us06web.zoom.us/j/82327794645?pwd=c1d2UGhUb1BoVithR0tFUzczcWtXQT09>Meeting ID: **823 2779 4645** Passcode: **001537**

Dial: 1-669-900-6833 or 1-253-215-8782

1. CALL TO ORDER
2. ROLL CALL
3. PLEDGE OF ALLEGIANCE
4. APPROVAL OF AGENDA
5. PUBLIC COMMENT – During this portion of the meeting, anyone may speak on any subject that does not later appear on the agenda. Five minutes per person will be allowed.
6. STAFF COMMENTS / PROJECT UPDATES
7. COMMISSIONER COMMENTS / QUESTIONS
8. QUASI-JUDICIAL PUBLIC HEARING
ADJ 056-22: Brady Wolf, 800 E. 13th Street, 1N 13E 3 CD tax lot 13500
Request: Approval to reduce the minimum lot depth from 60 feet to 50 feet, to allow the applicant to partition the property into two lots on an existing 50 foot wide property. This results in a lot depth reduction of approximately 16%.
9. RESOLUTION
Resolution PC 602-22: Consideration of resolution supporting approval of ADJ 056-22, Brady Wolf.
10. DISCUSSION ITEM
 - A. First review of Land Use and Development Ordinance (LUDO) text amendments to implement stream protection/water quality improvement standards along three creeks that travel through The Dalles. These code amendments will implement The Dalles Middle-Columbia-Hood (Miles Creek) Sub-basin Total Maximum

CITY OF THE DALLES**"By working together, we will provide services that enhance the vitality of The Dalles."**

Daily Load Plan, recommended for adoption by the Planning Commission at the September 16, 2021 meeting. The Plan was later adopted by City Council on November 22, 2021.

- B. Review of draft Comprehensive Plan text amendments in support of the Industrial Buildable Lands/Economic Opportunity Analysis completed in 2020.

11. ADJOURNMENT

This meeting conducted via Zoom.

Prepared by/
Paula Webb, Secretary
Community Development Department



CITY of THE DALLES

313 COURT STREET
THE DALLES, OREGON 97058

(541) 296-5481 ext. 1125
COMMUNITY DEVELOPMENT DEPARTMENT

STAFF REPORT Adjustment No. 056-22

Applicant: Brady Wolf
Procedure Type: Quasi-Judicial
Public Hearing Date: March 17, 2022
Assessor's Map: Township 1 North, 13 East, Section 3 CD
Tax Lot: 13500
Address: 800 E. 13th Street
Zoning District: "RH" High Density Residential
Prepared by: Kaitlyn Cook, Assistant Planner

REQUEST: An adjustment of the minimum lot depth from 60 feet to 50 feet, a reduction of approximately 16 percent.

BACKGROUND: On January 24, 2022, the Applicants submitted a Minor Partition (MIP 405-22) application to the Community Development Department (CDD) for consideration of a lot division of one lot into two. Staff found that the Applicant would need an adjustment to the minimum lot depth standard, from 60 feet required to 50 feet, for the proposed lot division.

NOTIFICATION: Property owners within 300 feet, City Departments and Franchise Utilities.

COMMENTS RECEIVED: No comments were received during the comment period.

REVIEW CRITERIA:

- I. *City of The Dalles Municipal Code, Title 10 Land Use and Development*
Section 10.3.010.040 Applications

A. *Acceptance*

FINDING #1: The application was received on January 24, 2022. **Criterion met.**

B. Completeness

FINDING #2: The subject application was deemed complete on February 4, 2022. **Criterion met.**

Section 10.3.020.050 Quasi-Judicial Actions

A. Decision Types.

FINDING #3: This application is for a Quasi-Judicial Adjustment per Section 10.3.080.020 (D, 2). The specific request is for a 16% reduction of the minimum lot depth in the High Density Zone. As stated in Section 10.3.080.020 D, up to a 20% reduction in lot width or depth requirements, but no less than a minimum width of 35 feet in a residential zone and a minimum depth of 50 feet in a residential zone can be requested with a Quasi-Judicial Adjustment. **Criterion met.**

B. Staff Report.

FINDING #4: This document serves as the staff report. **Criterion met.**

C. Public Hearings.

FINDING #5: The public hearing is scheduled for March 3, 2022, which is within 45 days from the date the application was deemed complete. **Criterion met.**

D. Notice of Hearing.

FINDING #6: Appropriate mailings to property owners within 300 feet and notice to affected departments and agencies were made on February 17, 2022. **Criterion met.**

Section 10.3.080.040 Applications

A. An adjustment will be approved if the review body finds that the applicant has shown that either approval criteria 6 through 8 (Quasi-Judicial Adjustment) below, has been met.

6. Application of the regulation in questions would preclude all reasonable economic use of the site.

FINDING #7: The subject lot resembles a typical residential lot size in The Dalles of approximately 50 feet in width and 120 feet in depth. With the “RH” zone minimum lot depth being 60 feet, this standard precludes many properties from further division. Staff believes an approval of this adjustment would preclude the Applicant from reasonable siting a second residential unit on the site.

Per the project narrative provided by the Applicant, this adjustment for two parcels would allow them to spread the land costs across two homes which would maintain the affordability of the proposed development for many of their clients. **Criterion met.**

7. Granting the adjustment is the minimum necessary to allow the use of the site.

FINDING #8: Per the project narrative provided with this application, the Applicant would like to build one single family home on each parcel. With a lot depth adjustment of 10 feet, the Applicant could have one home front lot line join

Kelly Avenue and the other adjoin East 13th Street. An alternative to this land division would be to create two 25-foot wide lots that would orient toward East 13th Street. The Applicant believes that building one townhome in this neighborhood would be out of character with existing neighborhood homes. Per the Applicant's project narrative, they determined that a multilevel townhome would not be in their client's best interest to maintain ADA accessibility. The Applicant may utilize the location of this property being on a street corner. The adjustment is needed due to existing property configurations. This proposed adjustment would result in a better home siting and lot layout than two narrow lots facing East 13th Street. **Criterion met.**

8. *Any impacts resulting from the adjustment are mitigated to the extent practical.*

FINDING #9: Staff does not foresee any additional impacts. **Criterion met.**

- B. *Additional Criteria. If the applicant meets the approval criteria of subsection A above, then the following criteria must also be met:*

1. *Provide adequate provisions of light, air, and privacy to adjoining property.*

FINDING #10: The lot width reduction of 10 feet should allow adequate provisions of light, air, and privacy to adjoining properties. The proposed parcels front lot line would adjoin Kelly Avenue or East 13th Street. Additionally, the Applicant highlighted how the proposed setbacks are considerate of the privacy to the neighboring properties. While the TDMC would allow for a 5 foot side yard setback, the northern lot would have a 10 foot setback as demonstrated on the site plan. The southern lot would maintain a 10 foot rear setback as outlined in TDMC. This development shall follow the minimum setbacks for the "RH" zone; therefore, Staff does not perceive any privacy impacts. **Criterion met.**

2. *Provide for accessibility, including emergency vehicles, per City standards.*

FINDING #11: Staff has determined this request will not impact accessibility or emergency access to the site as both lots can be accessed by East 13th Street or Kelly Avenue. The Fire Marshall has not raised any safety issues regarding the proposed lot division.

The Applicant explained that building two detached single family homes would increase the accessibility for their clients and be more accessible for emergency personnel rather than a multi-level townhome. **Criterion met.**

3. *Result in a development that conforms to the general character of the neighborhood or zone district.*

FINDING #12: See Finding #6. **Criterion met.**

4. *If a reduced number of parking is requested, provide adequate parking based on a parking demand analysis, or supplement on-site parking with joint use agreements.*

FINDING #13: The Applicant is not requesting a parking reduction. **Criterion not applicable.**

RECOMMENDATION: Based on the application materials and findings demonstrating compliance with the applicable criteria, **Staff recommends approval of Adjustment No. 056-22, subject to the following conditions of approval.** This approval is based on the Applicant's submitted plans, written narrative, and supplemental application materials received by March 3, 2022. Any modifications to the approved plans other than those required by this decision will require a new land use application and approval.

Conditions of Approval:

1. Prior to application for building permit on either lot, the Applicant must:

- a. Submit a final plat to the Community Development Department in accordance with The Dalles Municipal Code Chapter 10.9 Land Divisions, subject to the review and approval of City Staff, for final signature by the Community Development Director and City engineer.
- b. All lot dimensions and specifications must be consistent with this staff report.

2. Prior to beginning construction, the applicant must:

- a. Obtain a building permit for each lot, subject to the review and approval of the City of The Dalles and Wasco County.
- b. Except as modified by this decision, all development must be completed in accordance with The Dalles Municipal Code, Title 10 Land Use and Development.



City of The Dalles
Community Development Dept
 313 Court Street
 The Dalles, OR 97058
 (541) 296-5481, ext. 1125
 www.thedalles.org



Application #: ADJ 056-22
 Filing Fee: \$80.00
 Receipt #: 245390
 Deemed Complete: _____
 Ready to Issue: _____
 Date Issued: _____

Received: _____

Land Use Application

- | | | | |
|--|---|---|-------------------------------------|
| <input type="radio"/> Building Permit | <input type="radio"/> Demolition | <input type="radio"/> Physical Constraints | <input type="radio"/> Change of Use |
| <input type="radio"/> Property Line Adjustment | <input type="radio"/> Minor Partition / Tract Map | <input checked="" type="radio"/> Adjustment | <input type="radio"/> Fence |

Applicant

Name: Brady Wolf
 Address: PO Box 2647
White Salmon, WA 98672
 Phone #: (206) 228-8715
 Email: gwcarpentry@gmail.com

Legal Owner (if different than Applicant)

Name: Columbia Gorge Habitat for Humanity
 Address: PO Box 378
The Dalles, OR 97058
 Phone #: (541) 296-8817
 Email: director@columbiagorgehabitat.org

Property Information

Address: 800 13th Ave NE

Map and Tax Lot: 1N 13E 3 CD 13500

Project Description:

Split existing 50'x120' corner lot at 13th Ave NE and Kelly Ave into two lots facing Kelly. Their 50' depths do not meet 60' depth minimum of The Dalles MC. We seek an adjustment so we can build two homes that are most in keeping the character of the neighborhood and provide affordable homes for two families.

Department Use Only

City Limits: Yes No Zone: RH Overlay: N/A Airport Zone: Yes No
 Geohazard Zone: Zone 1 Flood Designation: N/A
 Historic Structure: Yes No Current Use: _____

Previous Planning Actions:

Erosion Control Issues? Access Issues? Utilities and Public Improvements? Items Needing Attention?

- Ministerial Administrative Quasi-Judicial

Application Policy

I certify that I am the applicant or owner identified below. I acknowledge that the final approval by the City of The Dalles, if any, may result in restrictions, limitations, and construction obligations being imposed on this real property. I understand that if the property is owned in part or totality by a trust, partnership, corporation or LLC, I will be required to present legal documentation listing all persons that make-up the entity, as well as proof of my authorization to act on the entity's behalf. I consent and hereby authorize City representative(s) to enter upon my property for any purpose of examination or inspection related to this application. I certify that all information provided is true and correct, and consent to the filing of the application, authorized by my original signature below.

If the undersigned is different from the legal property owner, a notarized letter of authorization signed by the legal property owner must accompany this form.

Signature of Applicant

Brady Wolf
Digitally signed by Brady Wolf
Date: 2022.01.12 14:17:39
-08'00'

Signature of Property Owner

1/21/22
Chad Krause, CGHFT Executive Director

Additional Information

Department Comments

Conditions of Approval

Decision

Approved

Denied

Community Development Department

Public Works

Date

Date

Adjustment Application

#: ADJ 056-22

New Construction Expansion/Alteration Change of Use Amend Approved Plan

Brief Explanation:

Land costs are the biggest challenge for Habitat for Humanity's effort to provide affordable homes. The existing corner lot at 800 NE 13th Street is 50'x120' and offers us the opportunity to split it into (2) 60' wide x 50' deep lots and build two homes, but we need a waiver of the 60' min. depth.

JUSTIFICATION OF REQUEST

Review Criteria for Adjustments are found in The Dalles Municipal Code Section 3.080.040

On a separate piece of paper provide sufficient information for the review body to determine each of the issues listed in the section chosen. The information may be written, photographic, or any other method which will provide useful information to the review body.

For the approval of an Administrative Adjustment, the Applicant must satisfy the following criteria (#1-5):

1. If in a residential zone, show that the proposal will not significantly detract from the livability or appearance of the residential area.
2. If more than one adjustment is being requested, the cumulative effect of the adjustments results in a project which is still consistent with the overall purpose of the zone.
3. City-designated scenic resources and historic resources are preserved.
4. Any impacts resulting from the adjustment are mitigated to the extent practical.
5. If in an environmental sensitive area, the proposal has as few detrimental environmental impacts on the resource and resource values as is practicable.

For the approval of a Quasi-Judicial Adjustment, the Applicant must satisfy the following criteria (#6-8):

6. Application of the regulation in question would preclude all reasonable economic use of the site.
7. Granting the adjustment is the minimum necessary to allow the use of the site.
8. Any impacts resulting from the adjustment are mitigated to the extent practical.

If the Applicant meets the approval criteria listed above, then the following criteria must also be met:

1. Provide adequate provisions of light, air, and privacy to adjoining property.
2. Provide for accessibility, including emergency vehicles, per City standards.
3. Result in a development that conforms to the general character of the neighborhood or zone district.
4. If a reduced number of parking is requested, provide adequate parking based on a parking demand analysis, or supplement on-site parking with joint use agreements.

There are no mandatory plans or other types of information required with this application. It is the applicant's responsibility to provide sufficient information and documentation on each of the issues for the review body to make a decision. Insufficient justification will result in a denial.

Signature of Applicant

Brady Wolf

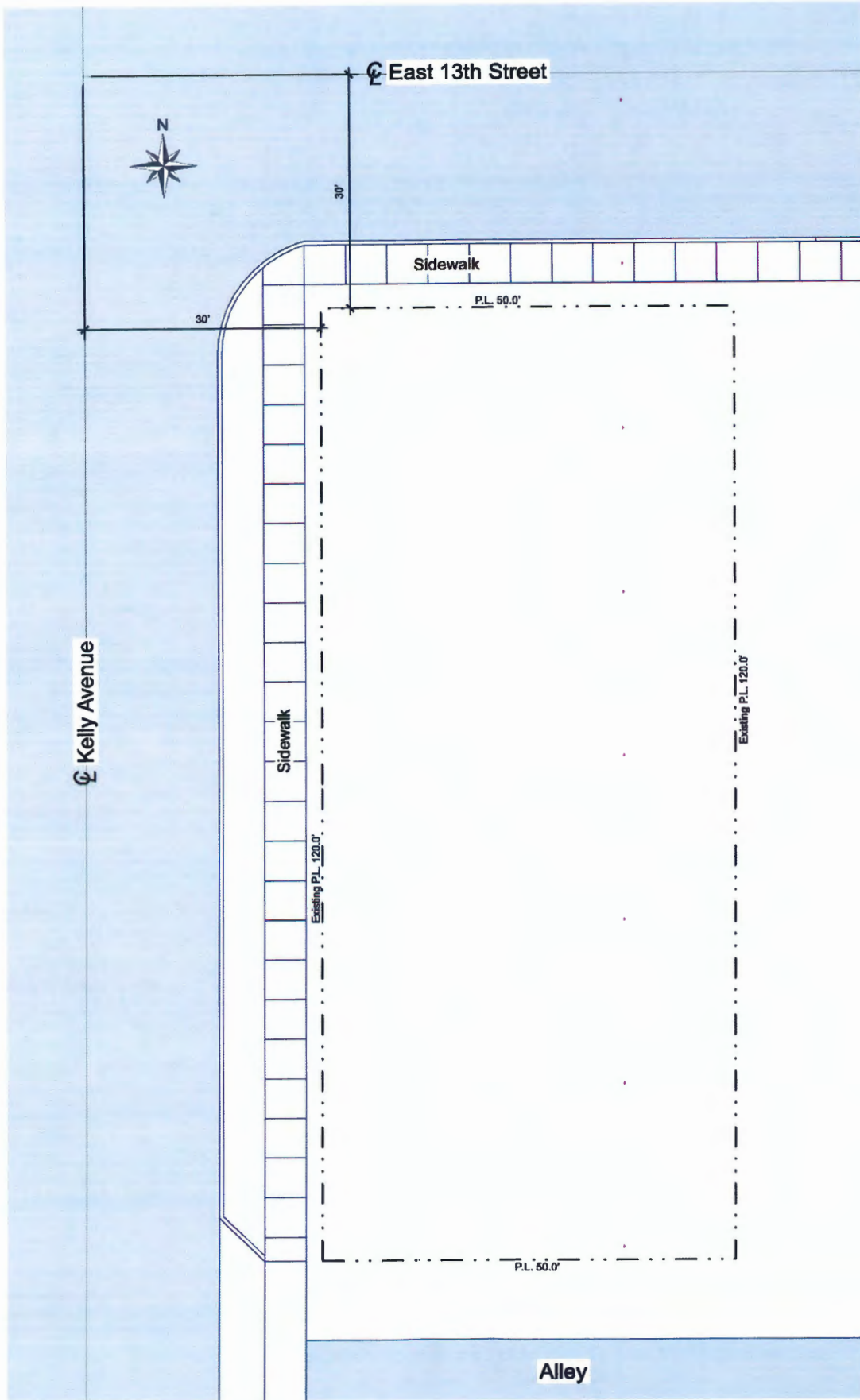
Digitally signed by Brady Wolf
Date: 2022.01.12 14:17:11
-08'00'

Date

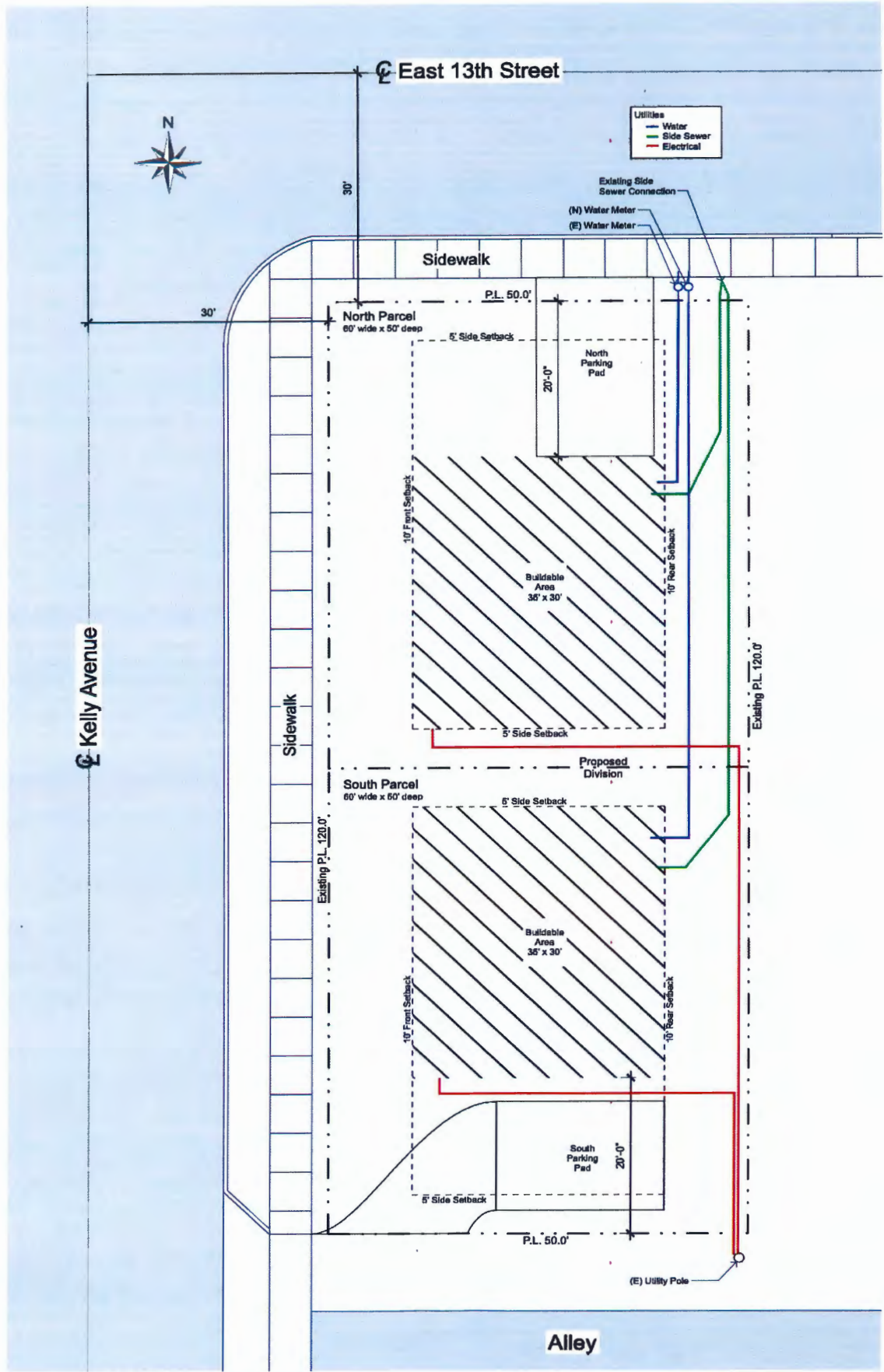
Signature of Property Owner

Chad Krause, CGFH 1/21/22
Executive Director

Date



(existing lot)



(proposed north/south parcels)

Adjustment Application

Brief Explanation

Land costs are the biggest challenge in Habitat for Humanity's efforts to provide affordable homes. The property at 800 NE 13th Street is large enough (50' x 120') to offer us the rare opportunity to split a property and build two homes, but in order to build homes that fit the existing character of the neighborhood, we need to split the lot in a way that will be just shy of The Dalles lot depth requirements (50' instead of the 60' minimum [about a 16% reduction])

JUSTIFICATION OF REQUEST

An adjustment of lot depth from 60' to 50' is an approximately 16% reduction, falling within the scope of a *Quasi-Judicial Review*, and as such, the criteria 1-5 for an *Administrative Adjustment* do not apply.

QUASI-JUDICIAL ADJUSTMENT CRITERIA #6

Application of the regulation in question would preclude all reasonable economic use of the site.

If we are not able to receive this variance, we would be forced to either build a single home on the site or two "skinny" attached townhouses:

- Building a single home on the site would not allow us to spread the land costs across two homes, would eliminate one family from homeownership, and would raise the one home cost beyond the affordable level of many of our clients.
- Building two "skinny" 3 story, attached townhouses by splitting the lot lengthwise into (2) 25' x 120' parcels would be out of character with the existing homes in this neighborhood, would be a less than ideal orientation for the "interior" home with regard to natural light and accessibility, would severely hamper ADA accessibility, and would be an increased safety risk to our volunteers (3 stories) during the building process.

QUASI-JUDICIAL ADJUSTMENT CRITERIA #7

Granting the adjustment is the minimum necessary to allow the use of the site.

As mentioned above, the adjustment allows us to cut in half our land costs while at the same time creating homes whose character and style fit those of the neighborhood.

QUASI-JUDICIAL ADJUSTMENT CRITERIA #8

Any impacts resulting from the adjustment are mitigated to the extent practical.

Very little, if any, mitigation required. Of the two streets, Kelly Ave is the thoroughfare and 13th Ave East is the side street. Driveway for the north lot will connect to 13th Ave East and driveway for the south lot will connect to alley. No impact on traffic flow or parking along Kelly Avenue.

GENERAL CRITERIA #1

Provide adequate provisions of light, air and privacy to adjoining property.

By splitting the property and facing the resulting lots to Kelly, we provide a greater buffer between the new homes and the existing home to the east (10' as a rear setback versus the 5' side yard setback). While the code would allow a 5' side yard for the new lots, our proposed driveway for the north lot places the new home approximately 20' back from 13th Ave East, similar to the existing home to the east.

When you consider the alternatives -- a single residence or (2) tall, skinny 3-story homes facing 13th Ave East built with 5' side setbacks -- our proposed north/south split allows us to build more traditional 1-2 story homes that do not tower over the existing home to the east AND provide better lighting/air/privacy to the both the existing and proposed homes.

GENERAL CRITERIA #2

Provide for accessibility, including emergency vehicles, per City standards.

By splitting the property into north and south lots, we will be able to build detached single family homes which will be inherently more ADA accessible as well as accessible to emergency personnel than the alternative attached-tall-skinny townhomes mentioned above.

GENERAL CRITERIA #3

Result a development that conforms to the general character of the neighborhood or zone district.

By splitting the property into north and south lots, we will be able to build detached single family homes that are in keeping with the mid-century style of homes in the area, both in proportions as well as style.

THE NEIGHBORHOOD



(neighboring houses, on 13th Ave E, adjacent to the lot)



(neighboring houses, on 13th Ave E, across 13th from the lot)

PAST PROJECTS



(2020 Project Home, 1100 Mt Hood Street, The Dalles, OR)



(2021 Project Home, 913 Dallesport Way, Dallesport, WA)

GENERAL CRITERIA #4

If a reduced number of parking is requested, provide adequate parking based on a parking demand analysis, or supplement on-site parking with joint use agreements.

Our preliminary design provides for a minimum of (1) single car parking pad per lot with room to easily expand those to double car pads during the detailed design of the home/lot. Once we have this variance approved, we can proceed with design of the individual homes/parking to suit the prospective homeowners.



CITY of THE DALLES

313 COURT STREET
THE DALLES, OREGON 97058

(541) 296-5481 ext. 1125
COMMUNITY DEVELOPMENT DEPARTMENT

RESOLUTION NO. PC 602-22

Approval of Adjustment Application 056-22 of Brady Wolf to reduce the minimum lot depth from 60 feet to 50 feet, a reduction of approximately 16 percent.

I. RECITALS:

- A. The Planning Commission of the City of The Dalles has on March 17, 2022 conducted a public hearing to consider the above request. A staff report was presented stating the findings of fact, conclusions of law, and a staff recommendation.
- B. Staff's report of Adjustment 056-22 and the minutes of the March 17, 2022 Planning Commission meeting, upon approval, provide the basis for this resolution and are incorporated herein by reference.

II. RESOLUTION:

Now, therefore, be it FOUND, DETERMINED, and RESOLVED by the Planning Commission of the City of The Dalles as follows:

- A. In all respects as set forth in Recitals, Part "I" of this resolution.

Adjustment 056-22 is hereby approved with the following conditions of approval:

1. Prior to application for building permit on either lot, the Applicant must:

- a. Submit a final plat to the Community Development Department in accordance with The Dalles Municipal Code Chapter 10.9 Land Divisions, subject to the review and approval of City Staff, for final signature by the Community Development Director and City engineer.
- b. All lot dimensions and specifications must be consistent with this staff report.

2. Prior to beginning construction, the applicant must:

- a. Obtain a building permit for each lot, subject to the review and approval of the City of The Dalles and Wasco County.
- b. Except as modified by this decision, all development must be completed in accordance with The Dalles Municipal Code, Title 10 Land Use and Development.

III. APPEALS, COMPLIANCE, AND PENALTIES:

- A. Any party of record may appeal a decision of the Planning Commission to the City Council for review. Appeals must be made according to The Dalles Municipal Code,

Title 10 Land Use and Development, Section 3.020.080 and must be filed with the City Clerk within ten (10) days of the date of mailing of this resolution.

- B. Failure to exercise this approval within the time limits set either by resolution or by ordinance will invalidate this permit.
- C. All conditions of approval must be met within the time limits set by this resolution or by ordinance. Failure to meet any condition will prompt enforcement proceedings that can result in: 1) permit revocation, 2) fines of up to \$500.00 per day for the violation period, 3) a civil proceeding seeking injunctive relief.

The Secretary of the Commission shall (a) certify to the adoption of the Resolution; (b) transmit a copy of the Resolution along with a stamped approved/denied site plan or plat to the applicant.

APPROVED AND ADOPTED THIS 17TH DAY OF MARCH, 2022.

 Cody Cornett, Chair
 Planning Commission

I, Alice Cannon, Community Development Director for the City of The Dalles, hereby certify that the foregoing Resolution was adopted at the regular meeting of the City Planning Commission, held on the 17th day of March, 2022.

AYES: _____

NAYS: _____

ABSENT: _____

ABSTAIN: _____

ATTEST: _____
 Alice Cannon
 Community Development Director
 City of The Dalles



CITY of THE DALLES

313 COURT STREET
THE DALLES, OREGON 97058

(541) 296-5481 ext. 1125
COMMUNITY DEVELOPMENT DEPARTMENT

MEMORANDUM

To: City of The Dalles Planning Commission

Meeting Date: March 17, 2022

Re: Draft Stream Corridor Overlay Code Amendments: Discussion of draft code amendments as recommended in *The Dalles Comprehensive Plan, Volume II: Background Document: K. Middle Columbia-Hood (Miles Creeks) Sub-basin Total Maximum Daily Load (TMDL) Implementation Plan, 2021*

Prepared by: Dawn Marie Hert, Senior Planner

DISCUSSION:

On September 16, 2021, the City Planning Commission conducted a public hearing regarding the proposed addition of the *Total Maximum Daily Load Implementation Plan* to Volume II: Background Documents of the City's Comprehensive Plan, and voted unanimously to recommend approval of Comprehensive Plan Amendment #50-21. November 22, 2021, City Council approved General Ordinance No. 21-1386 approving the ancillary document. This adopted Implementation Plan incorporates existing management strategies, as well as an assessment of how City operations could be modified to better meet Total Maximum Daily Load (TMDL) allocations. Management strategies include education about riparian protection, evaluation of roads located along perennial streams for impediments to load allocation attainment, restoration of river shading and/or channel condition on City owned properties, and consideration of riparian protection ordinances and low impact development building practices.

The main goal of the City of The Dalles TMDL Implementation Plan is to reduce all stream pollutants to comply with the requirements of the Clean Water Act for the three creeks located inside the City of the Dalles. These are Chenowith Creek, Mill Creek and Threemile Creek. At this time, temperature was the only identified pollutant source exceeding the maximum levels; therefore, the Plan's primary focus will be to reduce temperature. However, the management strategies will be beneficial not only to reducing temperature, but also to help reduce stream erosion and sediment within the streams and help maintain bacteria and oxygen at appropriate levels.

The first modification proposed in the TMDL Implementation Plan includes text modifications to The Dalles Municipal Code. The Community Development Department (CDD) implements and regulates this code and all references to the Stream Corridor (SC) Overlay. This Overlay zone complies with the safe harbor provisions of OAR 660-023-0090(8). This Overlay includes Chenowith Creek, Mill Creek and Threemile Creek and was created with the intentions of reducing stream temperature, preventing stream habitat degradation, and to protect/restore fish-bearing stream corridors. The SC Overlay additionally applies to areas within The Dalles Urban Growth Boundary (UGB) and includes the corridor extending upland 50 feet from the tops-of-bank of the three identified fish-bearing streams. All new development needs to be located outside of the Stream Corridor Overlay; maintaining a 50 foot setback from the streams.

While the Municipal Code normally relies on this 50-foot setback for new development, there are two ways it can be reduced. One is through a “Stream Corridor Setback Modification” and the other is through a “Hardship Adjustment”. The CDD is proposing to modify and update these two exceptions in the Municipal Code by reducing the potential setbacks allowed (highlighted ~~striketrough~~ is proposed as removed, highlighted **bold** is proposed as new):

10.5.130.030 Determination and Modification of SC Overlay District Boundaries

The stream corridor setbacks shall be 50 feet from the top-of-bank as shown on The Dalles Stream Corridor Inventory. An applicant for development may rely on this map to determine how a stream corridor setback affects an individual property. However, this mapped setback may be modified in two ways:

- A. Stream Corridor Delineation Process. The Planning Director may approve a modification stream top-of-bank (“bankfull stage” or the “two year recurrence flood elevation” defined in DSL Administrative Rules (OAR 141-085-0510(5)), based on site survey prepared by a registered land surveyor. The required setback shall be revised accordingly.*

Proposed Update #1: Remove Section 10.5.130.030(B) which currently allows for the 50-foot stream setback to be reduced by 50% when a riparian restoration plan is submitted. Removing this setback modification provision will bring our code in compliance with State of Oregon safe harbor rules and regulations. Removal of this reduction will be proposed for City Council consideration:

~~*B. Stream Corridor Setback Modification. The Planning Director may reduce the stream corridor setback in “developed” areas shown on The Dalles Stream Corridor Inventory to 25 feet when all of the following criteria are satisfied:*~~

- ~~*1. The applicant agrees to restore riparian vegetation within the remaining 25 foot setback area by implementing a riparian restoration plan approved by the Planning Director.*~~
- ~~*2. The riparian restoration plan shall be prepared by a wetland scientist, government agent, or other professional with expertise in riparian plants and restoration techniques acceptable to the Planning Director.*~~

3. ~~The plan shall ensure removal of invasive plant species and replacement with suitable native plant species that will effectively shade the stream and minimize stream bank erosion.~~
4. ~~The plan shall include provisions for monitoring and replacement of native plants over at least a three-year period.~~
5. ~~The Planning Director may require a riparian conservation easement for the remaining protected stream corridor.~~

Proposed Update #2: Amend Section 10.5.130.030(C) that allows for a Hardship Adjustment of 67% to the 50-foot stream setback. A maximum Hardship Adjustment of 40% to the 50-foot setback requirement will be proposed for City Council consideration:

C. Hardship Adjustment. The Planning Commission may approve a hardship adjustment to the stream setback provisions of this chapter, without going through a formal variance process, under the following circumstances:

1. *Where application of the stream setback provisions of this chapter makes it impossible to build a structure (including a building, required parking and access) otherwise permitted in the underlying zoning district, the Planning Commission may allow reductions of the setback standards of the underlying zoning district by up to ~~67%~~ 40% to permit the siting of such structures to avoid infringing on the stream setback area.*

Proposed Update #3: Amend Section 10.5.130.030(C) (2), which allows 3,000 square feet of impervious surface area within the 50-foot stream setback if it is still considered impossible to build after considering the effect of a Hardship Adjustment. A maximum of 500 square feet of impervious surface area within the 50-foot setback, after consideration of a Hardship Adjustment, will be proposed for City Council consideration:

2. *If, after considering the effect of hardship setback adjustments, it is still impossible to build a structure permitted in the underlying zoning district, the Planning Commission may approve up to ~~3,000~~ 500 square feet of impervious surface area within the required stream setback area, provided that:*
 - a. *The structure, parking and access area is located as far from the top of bank as reasonably possible; and*
 - b. *The applicant submits a stream corridor restoration plan prepared to the specifications set forth in Section 10.5.130.030(B).*

NEXT STEPS:

Staff will submit a formal land use application for the Zoning Ordinance Amendments detailed above. A notice of these code amendments will be sent to the Department of Land Conservation and Development (DLCD) and Wasco County Planning in March. Notification of the Legislative Public Hearings before the Planning Commission and City Council will be published in the local newspaper. At this time, staff has planned the Planning Commission public hearing to be held April 21, 2022 followed by the City Council public hearing on May 9, 2022.



MEMORANDUM

To: City of The Dalles Planning Commission

Meeting Date: March 17, 2022

Re: Draft Comprehensive Goal 9 Revisions: Discussion of Comprehensive Plan Amendments and adoption of Ancillary documents to *The Dalles Comprehensive Plan, Volume II: Background Documents*

Prepared by: Dawn Marie Hert, Senior Planner

BACKGROUND:

In October of 2020, Angelo Planning Group (APG) completed the methodology and updated results of the 2020 Employment Buildable Lands Inventory (BLI). The BLI was created as the second phase of the Employment Opportunities Analysis (EOA). The first phase of the EOA, conducted by Bridge Economic Development, identified employment conditions and trends, target industries, employment land needs, and draft strategies and actions to achieve the City's economic objectives. This refined BLI will be used to update the City's recommended economic development strategies and actions.

This inventory covers land within the City's urban growth boundary (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.

Planning Commission Recommendation on November 19, 2020. At the November 19, 2020 meeting, the City's consultant presented a thorough summary detailing the project and findings to the Planning Commission. Staff discussed options for moving forward and determined there were two options for the Planning Commission to consider.

Staff's recommendation to the Planning Commission was to delay adoption of the Buildable Land Inventory until the data showed that The Dalles is deficient in its supply of employment land over the coming 20-year time horizon. The 2020 BLI results showed that the City had sufficient supply of employment land during the horizon. Staff pledged to return with an update to the Employment BLI data within two years for Planning Commission and City Council consideration.

After a very thorough discussion by the Planning Commission detailing the pros and cons of the options, the Planning Commission reached consensus to recommend that the City Council adopt the Employment Opportunities Analysis; Employment Buildable Lands Inventory. The Planning Commission stated that if the data is adopted, it can be useful in highlighting the need for more industrial land in The Dalles area. The Planning Commission believed that if the data was not adopted and incorporated into the City's Comprehensive Plan, it would be difficult for staff to use the data in future policy discussions about land supply.

City Council discussion on February 8, 2021. At the February 8, 2021 City Council meeting, staff offered options for discussion. The Council was divided on which option to choose and asked that staff return to discuss this again at a future meeting.

Ultimately, the Council asked staff to evaluate how much time and effort it would take to adopt the BLI, incorporating it into the Comprehensive Plan. Staff evaluated the option and believed the Comprehensive Plan amendments and the legislative hearing process would take approximately four to six months. Staff explained to Council that they had the capacity to complete this work with the assistance of APG, if they decided to move forward with this option.

Staff concluded that the new recommended option from the Planning Commission was to adopt the Employment BLI and incorporate it into The Dalles Comprehensive Plan. This option ensured that the current data would be used in future policy discussions about local land use needs.

City Council direction to staff on April 12, 2021. At the April 12, 2021 meeting, the Council unanimously agreed with the Planning Commission and staff recommendation and directed staff to proceed with the adoption of the Employment Opportunities Analysis; Employment Buildable Lands Inventory, and amend the Comprehensive Plan.

DISCUSSION:

The City's consultant, APG, recently completed a series of draft narratives and policy amendments that were included in the action plan and generated from the 2020 Employment Buildable Lands Inventory (BLI). The Comp Plan Goal 9 Revisions Documents (APG 2020), Economic Development Action Plan (Bridge Economics, 2019) as well as the Additional Economic Development Action Plan formulated from the public hearings and task force meetings (APG, 2020) have been attached for review.

Staff will discuss these proposed amendments during the Planning Commission meeting, with specific emphasis on the policy revisions in Goal 9. The Commission is encouraged to review these documents and reach out to staff with any questions either prior to, during or after the meeting.

NEXT STEPS:

Staff will submit a formal land use application for the Zoning Ordinance Amendments detailed above. A notice of these code amendments will be sent to the Department of Land Conservation and Development (DLCD) and Wasco County Planning in March. Notification of the Legislative Public Hearings before the Planning Commission and City Council will be published

in the local newspaper. At this time, staff has planned the Planning Commission public hearing to be held April 21, 2022 followed by the City Council public hearing on May 9, 2022.

ATTACHMENTS:

Exhibit A – Employment Buildable Lands Inventory, Angelo Planning Group, October 2020

Exhibit B – Comp Plan Goal 9 Revisions Doc, Angelo Planning Group, 2022

Exhibit C – Economic Development Action Plan, Bridge Economics, 2019

Exhibit D – Additional Economic Development Action Plan, Angelo Planning Group, 2020



MEMORANDUM

Employment Buildable Lands Inventory – FINAL DRAFT

City of The Dalles Employment Opportunities Analysis

DATE October 8, 2020
TO Alice Cannon and Dawn Hert, City of The Dalles
FROM Andrew Parish, Clinton “CJ” Doxsee, and Matt Hastie, APG
CC Alisa Pyszka and, Bridge Economic Development

INTRODUCTION

This memorandum describes the methodology of and updated results of the 2020 Employment Buildable Lands Inventory (BLI). The BLI represents the second phase of an Economic Opportunities Analysis (EOA) for the City. The first phase of the EOA, conducted by Bridge Economic Development, identified employment conditions and trends, target industries, employment land needs, and draft strategies and actions to achieve the City’s economic objectives.

This memo has been revised from a previous draft based on comments provided by members of the project’s Stakeholder Advisory Committee (SAC), the Planning Commission, and City Council. It also reflects additional analysis by the consulting team in response to the received comments, as well as a continued emphasis on consistency with state requirements and standards and direct consultation with staff from the Oregon Department of Land Conservation and Development (DLCD). The memorandum in Attachment A provides a more in-depth summary of revisions that were considered and/or incorporated. Changes to the analysis and resulting assessment included:

- Clarifying how certain types of property constraints are addressed in the inventory.
- Reclassifying, adding, or removing a number of inventory properties based on SAC feedback.
- Comparing the BLI with employment land needs identified in the Phase 1 EOA.
- Assessing and describing the need for industrial sites of specific sizes.

Once the BLI has been further refined as needed, it will be used to update the City’s recommended economic development strategies and actions. The BLI also will be used to inform the upcoming Westside Planning process.

This inventory covers land within the City’s urban growth boundary (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. As an example, the City of The Dalles co-owns the Dallesport Airport and markets land there for economic development purposes.

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.

As noted above, the City of The Dalles has already developed an economic development strategy that incorporates two distinct elements. First is a long-term evaluation of the city's 20-year projected employment growth and corresponding amount of land necessary to accommodate that growth. Second is a short-term 5-year action plan for immediate programs and projects that the city and its economic development partners can implement to grow the existing economic base. This analysis builds on the first element – the EOA – through developing the BLI.

BLI Methodology

Consistent with OAR 660-009-0015, the BLI is 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 each of the above steps in turn.

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. 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, with the following general changes:

- 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. These properties were removed 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

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 1: The Dalles Zoning Designations

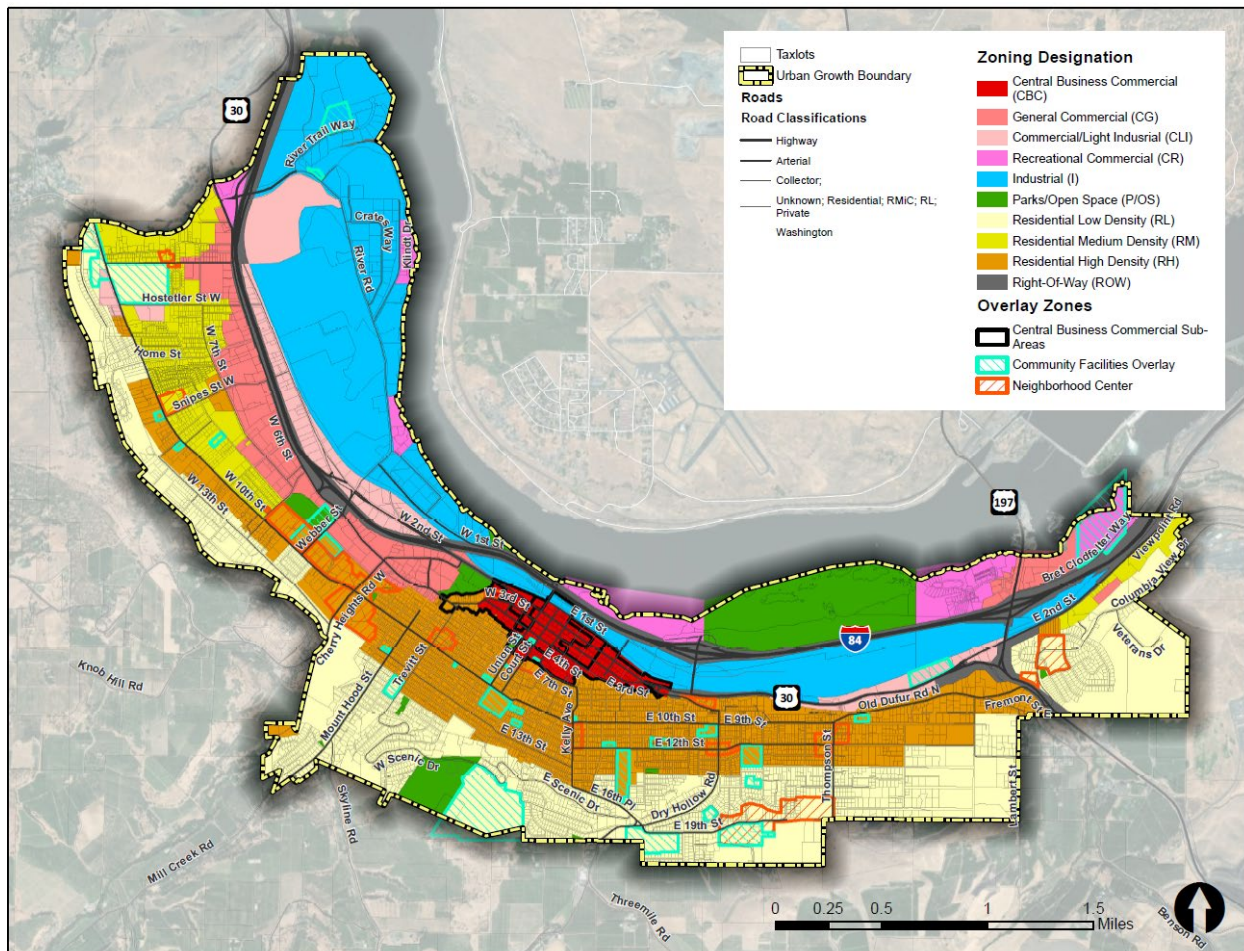


Figure 2: The Dalles Land Types

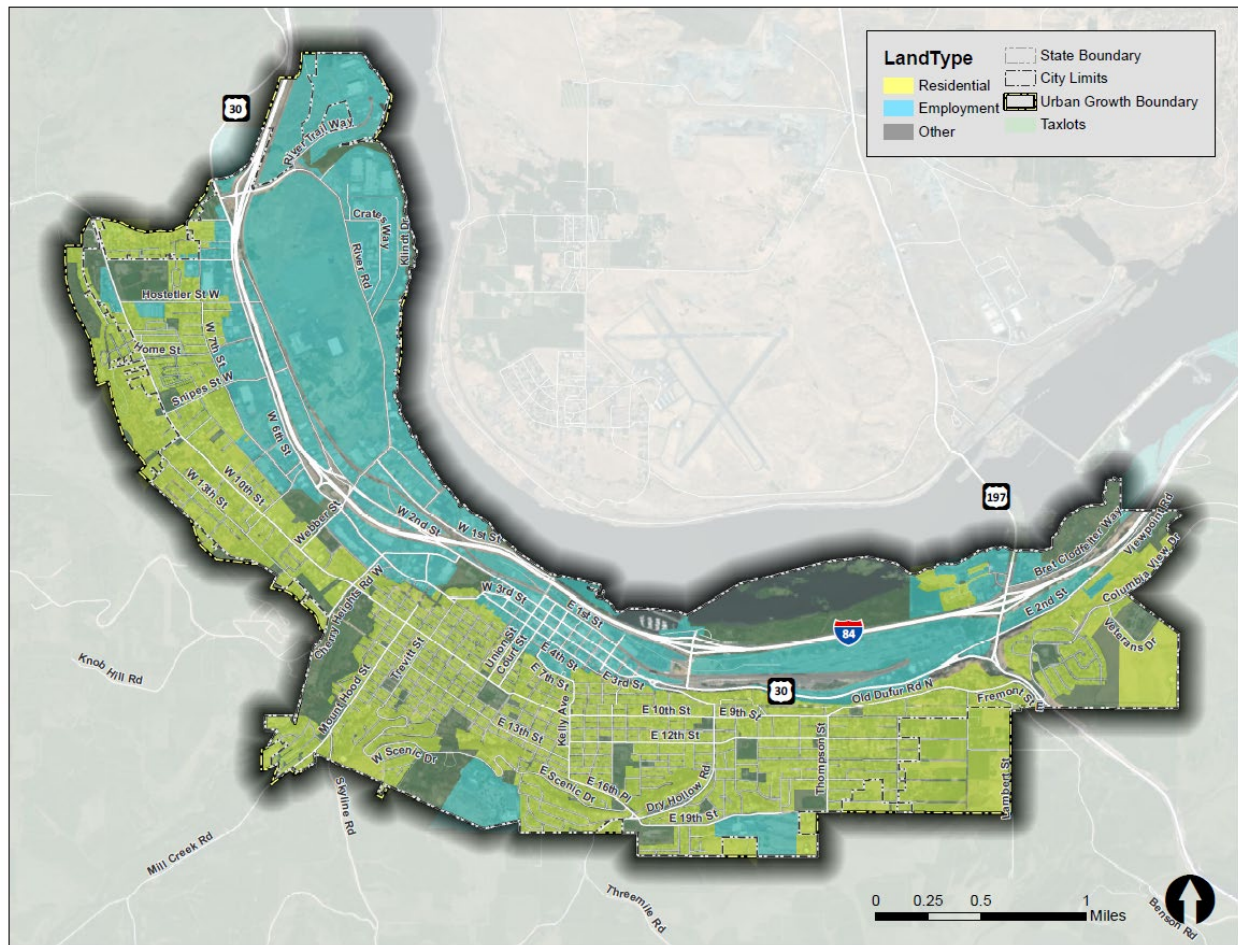


Table 1: The Dalles Land Type

	Number of Tax Lots	Gross Acres ²
Employment	885	1,518
Residential	5,690	1,724
Other	129	1,109
Total³	6,704	4,352

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)
- FEMA Flood Hazard Area (Source: FEMA)
- Wetlands (Source: US Fish and Wildlife Service National Wetlands Inventory)
- Area within 50’ of Chenoweth Creek (Source: Oregon Geospatial Enterprise Office)
- The superfund site is considered an environmental constraint and removed
- Bonneville Power Administration (BPA) Right-of-Way Easements⁴

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

Some land within the study area are 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 found on the site.⁵ 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 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.

⁴ 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.

⁵ 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.

Figure 3: The Dalles Development Constraints

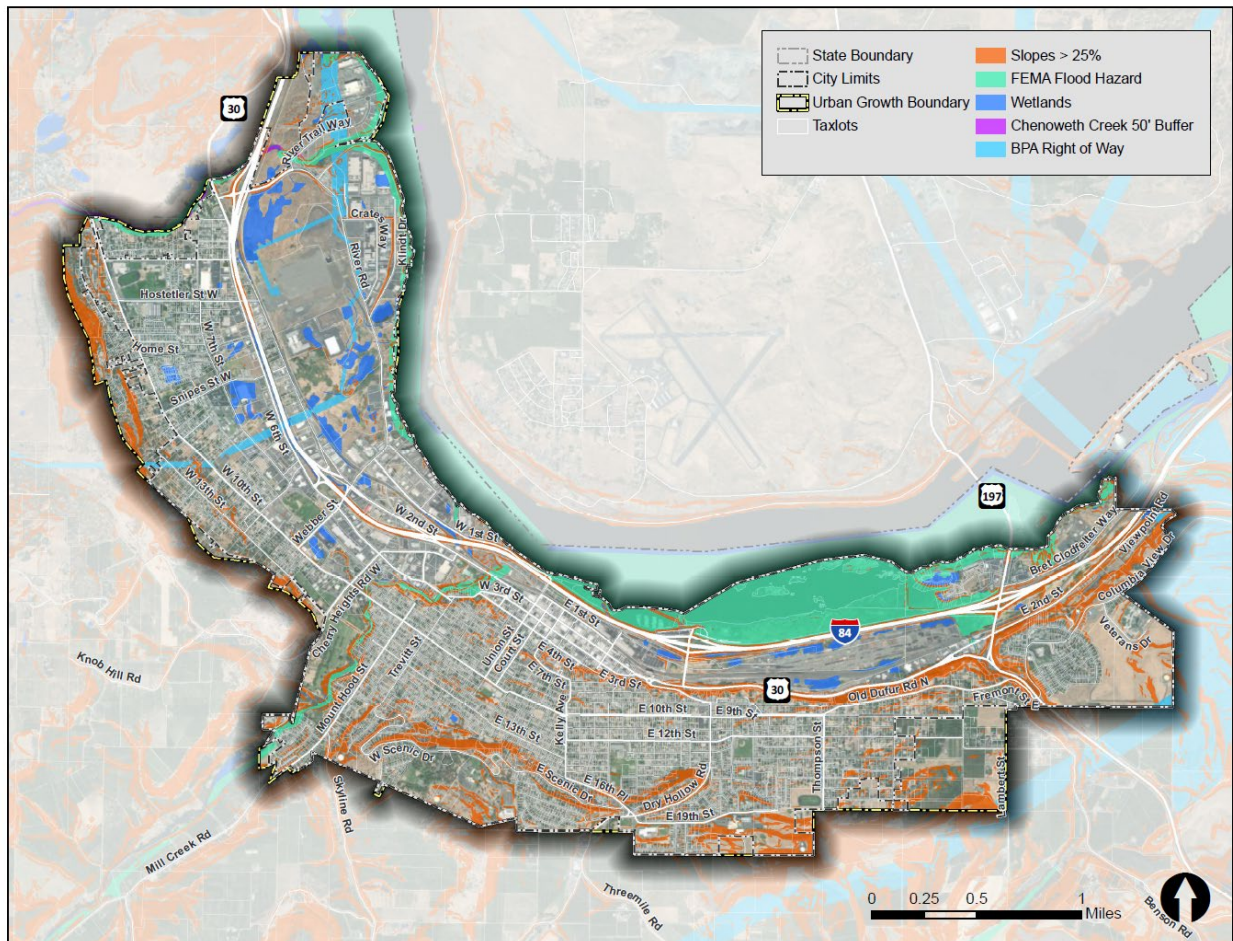


Table 2: The Dalles Development Constraints

Category ⁶	Gross Acres Within Tax Lots	Gross Constrained Acres	Gross Buildable Acres
Employment	1,518	407	1,110
Residential	1,724	314	1,410
Other	1,109	403	706
Total	4,352	1,125	3,226

⁶ Acres rounded down to whole number

STEP 3: CLASSIFY EMPLOYMENT LAND BY DEVELOPMENT STATUS

Employment land within the study area was 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 improvements ⁷
 - equal to or larger than 5 acres where less than ½ acre is occupied by permanent buildings or improvements
 - 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.
 - The Port of The Dalles owns several commercial and industrial properties within the study area. Many of these properties currently do not have improvements on them (\$0 improvements value according to tax assessor data). The Port identified several of these properties that would not be developable within the study horizon. These properties were categorized as committed.
 - Several properties are owned by the federal government.⁸ There are no known plans for these sites to develop or redevelop within planning horizon. These properties are classified as committed and removed from available land inventory.

⁷ 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.

⁸ Oregon Administrative Rules allow for federally owned properties to be removed from a BLI.

Table 3: Summary of Employment Land Gross Acreage by Development Status⁹

Employment Zone ¹⁰	Developed	Committed	Partially Vacant	Vacant	Total Gross Acres
CBC	55	2	3	3	65
CG	165	0	3	22	191
CLI¹¹	92	0	1	48	142
CR	101	0	1	28	130
I (subtotal)	260	58	6	233	558
<i>Google Sites</i>	40	0	0	182	222
<i>Other Sites</i>	220	58	6	51	336
RL	22	0	0	0	22
Total	697	60	15	336	1,110

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 222 (gross) acres of unconstrained land. The amount of available land at undeveloped Google sites was estimated based on current approximate employment estimates for developed sites in The Dalles. (see Attachment B for methodology). 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. This analysis is described in more detail in a separate memo. Applying this ratio to undeveloped Google sites results in a reduction of approximately 32 gross acres of vacant Industrial zoned land in the inventory due to these estimated low employment densities.

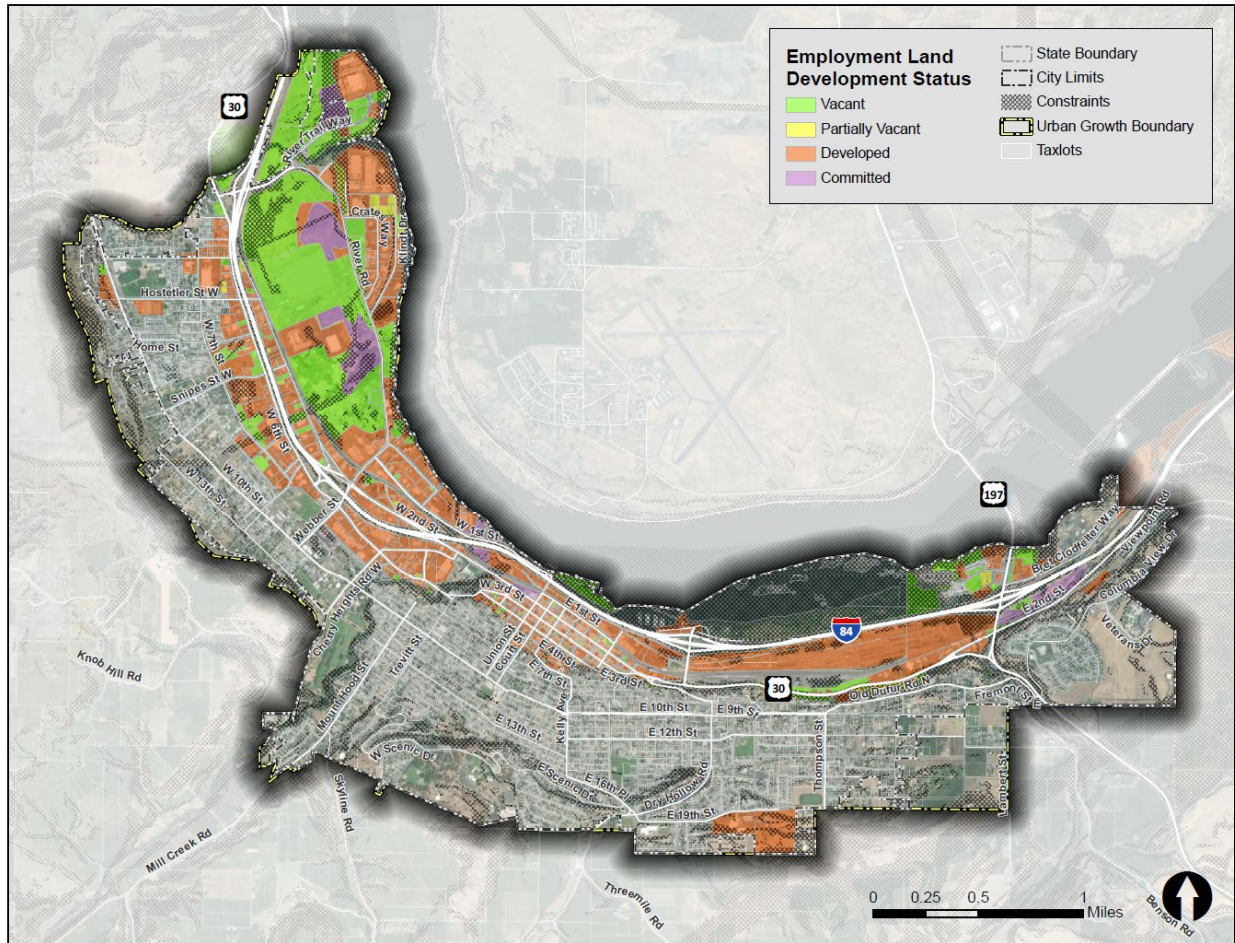
Figure 4 shows the classification of employment land within the UGB.

⁹ Source: Wasco County Tax Assessment data; Angelo Planning Group; Stakeholder Advisory Committee input

¹⁰ Acres rounded down to whole number

¹¹ The Walmart site is in the CLI zone and comprises of approximately 38 vacant acres. The site was confirmed vacant during a site visit. A portion of the site received land use approval for a Walmart facility. However, the decision was appealed and is still under review in the legal appeals process. 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.

Figure 4: Employment Land by Development Status



STEP 4: PRELIMINARY RESULTS

There is an estimated 319 gross acres of vacant or partially vacant employment land in The Dalles. The gross acreage accounts for the reduction in 32 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) and residential land (RL zone) will be set aside to account for infrastructure, setbacks, etc.

There is an estimated 261 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 ¹²	Partially Vacant Land		Vacant Land		Total Buildable Land
	Gross	Net	Gross	Net	
CBC	3	1	3	2	3
CG	3	1	22	18	19
CLI	1	0	48	38	38
CR	1	0	28	22	22
I (subtotal)	6	3	201	171	175
<i>Google Sites</i>	0	0	150	127	127
<i>Other Sites</i>	6	3	51	44	47
Total	15	7	304	253	261

¹² Acres rounded down to whole number.

Phase 1 of the City’s EOA conducted three analysis scenarios that estimated the projected 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 134 to 179 acres.

Figure 5: The Dalles Land Demand Forecast, 2018-2038 (Source: The Dalles Economic Opportunities Analysis & Action Plan, 2019)

Scenario 1	Employment Land	New	Sq.Ft./	Total SF	Floor Area	Gross Acres	Net Buildable
		Employment	Employee	Needed	Ratio*	Needed	Acres
	Industrial	672	750	503,967	0.15	81.7	69.4
	Office	350	250	87,530	0.30	7.1	5.7
	Retail	235	350	82,166	0.25	6.1	4.9
	Accommodation/Food	351	300	105,263	0.50	3.9	3.1
	Institutional	1,057	750	792,795	0.30	64.5	51.6
	Total	2,665		1,571,722		163.3	134.7

Scenario 2	Employment Land	New	Sq.Ft./	Total SF	Floor Area	Gross Acres	Net Buildable
		Employment	Employee	Needed	Ratio*	Needed	Acres
	Industrial	929	750	697,042	0.15	113.0	96.0
	Office	459	250	114,711	0.30	9.3	7.5
	Retail	180	350	63,077	0.25	4.7	3.8
	Accommodation/Food	576	300	172,883	0.50	6.4	5.2
	Institutional	1,182	750	886,259	0.30	72.1	57.6
	Total	3,326		1,933,973		205.5	170.0

Scenario 3	Employment Land	New	Sq.Ft./	Total SF	Floor Area	Gross Acres	Net Buildable
		Employment	Employee	Needed	Ratio*	Needed	Acres
	Industrial	985	750	739,090	0.15	119.8	101.8
	Office	468	250	116,963	0.30	9.5	7.6
	Retail	418	350	146,228	0.25	10.9	8.7
	Accommodation/Food	418	300	125,459	0.50	4.7	3.7
	Institutional	1,186	750	889,446	0.30	72.3	57.9
	Total	3,475		2,017,186		217.2	179.7

*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.

Source: OED QCEW and Bridge ED

For comparison purposes, this memorandum generalizes the net buildable land zoning from this land inventory into two categories: commercial (CBC, CG, CLI, CR, and RL 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 EOA employment categories as commercial, except for the industrial employment category.

The following table 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 Economic

Opportunities Analysis. As summarized in the table, The Dalles has a total surplus of between 82 and 127 net acres of land.

Most of the employment demand is needed for industrial employment (demand for 69 to 101 net acres). Based on the land inventory, the City can accommodate that demand within the planning horizon with a supply of approximately 175 net acres of buildable land zoned for industrial use.

The need for commercial employment is lower, with approximately 65 to 78 net acres needed. According to the BLI, The Dalles has an estimated available supply of 86 net acres of buildable land.

Table 5: Land Demand Acreage and Buildable Land Inventory Comparison Summary

Employment Zone¹³	Estimated Net Land Demand (acres)	Net Buildable Land (acres)	Surplus/ Deficit (acres)
Commercial	65 – 78	86	8 – 21
Industrial	69 – 101	175	74 – 106
Total	134 - 179	261	82 – 127

In addition to estimating an overall land need, Bridge Economic Development (Bridge) has assessed the need for sites of different sizes to meet typical industrial employment needs of target industries in The Dalles (see accompanying April memorandum). The purpose of this analysis is to summarize initial information about the market for certain size properties and to elicit feedback from the project Stakeholder Advisory Committee about these observations, including opinions about the ability of available industrial sites to accommodate the type of future projected users identified in the memo.

In their assessment, Bridge identified the need for a combination of both smaller sites (2-5 acres) and larger sites (12-18 acres). 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. This information is described in more detail in the separate memo prepared by Bridge, including examples of these types of sites in The Dalles and other comparable communities.

The following table summarizes the number of vacant or partially vacant sites identified in the BLI in these and other size categories in the Industrial zone. Only sites in the Industrial Zone were counted. The number of sites for all categories are based on the number of unconstrained acres,

¹³ Acres rounded down to whole number.

the 50% deduction of developable land for partially vacant properties, and 15% set aside deduction for right-of-way for properties over five acres in size. The number of sites does not reflect the deductions associated with Google sites.

As summarized in the table, the City has buildable sites available in all categories. There are nine smaller (2-5 acre) sites and one larger (12-18) acre site available within the study area. The larger sites are currently owned by Google. Several of the sites in the 0-2 acre category include just under two acres of unconstrained land (e.g., 1.84 acres).

Table 6: Industrial Site Size Category Summary, Industrial Zone

	0-2 acres	2-5 acres	5-12 acres	12-18 acres	18+ acres
Partially Vacant					
Number of Sites	7	0	0	0	0
Acres	3	0	0	0	0
Vacant					
Number of Sites	24	9	1	1*	3*
Acres	13	27	9	12	141
Total Number of Sites	31	9	2	1	3
Total Acres	16	27	19	12	141

* Sites under Google’s ownership

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 a half-acre to just under three 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, all of the larger sites (greater than 12 acres in size) 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 127 acres of the 175 acres of buildable industrial land). This means that just under 50 acres of land in the inventory are 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.
- Regionally, there is a larger supply of buildable employment land, including property within the Dallesport Airport area. However, this land cannot be included in the BLI because it is not within The Dalles UGB.
- 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 shortage of buildable industrial land at that point.

The Dalles Comprehensive Land Use Plan

Volume I Appendices

Appendix A: Comprehensive Land Use Plan (CLUP) Map

Appendix B: Guidelines for Land Use Map Classifications

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)~~Bridge Economic Development, 2014-2019

E. ~~City of The Dalles Residential Land Needs Report (Winterbrook Planning, 2006)~~City of The Dalles Economic Development Action Plan (Bridge Economic Development, 2019)

F. ~~Buildable Lands Inventory Methods and Maps for The Dalles UGB and URA (Winterbrook Planning and the City of The Dalles, 2006)~~Buildable Lands Inventory Memorandum (Angelo Planning Group, 2020)

G. Goal 13 Energy and Land Use Analysis (ECONorthwest, 2006)

H. City of The Dalles Historical Resources Inventory, 1984-85

I. The Dalles Riverfront Master Plan, October 1989

J. 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

GOAL #9 ECONOMIC DEVELOPMENT

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

Background

In 2019, The Dalles developed an economic development strategy that incorporates two distinct elements. First, a long-term evaluation of the City's 20-year projected employment growth and corresponding amount of land necessary to accommodate that growth - the Economic Opportunity Analysis (EOA). Second, a short-term action plan for immediate programs and projects that the City and its economic development partners can implement to grow the existing economic base.

As part of the 2006-07 Comprehensive Plan update, the City of The Dalles coordinated closely with the Port District 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 Economic Opportunities Analysis (EOA) consistent with OAR Chapter 660, Division 9 - the Goal 9 Rule. The EOA was updated in ~~2014~~2019 to reflect changes in circumstances and local policy.

Recent Economic History Overview

The Dalles economy is linked with the entire region. The City serves as the regional center for the five-county Mid-Columbia Region. With a population of approximately 14,700 people, it is Wasco County's largest city and serves as the County seat. The City well-positioned along Interstate 84, located approximately 85 miles east of Portland and Highway 197 that connects northerly to Dallesport, Washington across the Columbia River.

The City serves as the regional center for retail, government, and institutions such as the Mid-Columbia Medical Center, Columbia Gorge Community College, and Wasco County Courthouse. The Dalles region traditionally thrived on manufacturing industries tied to agriculture and metals such as the aluminum plan. The regional economy has since diversified with the closure of the plan and more recent significant private investments such as the Google data center, the success of the Port attracting new business, downtown investments, and burgeoning unmanned aviation systems (UAS) industry.

Key aspects of the area's economy include the following:

~~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, Columbia Gorge Community College, 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.~~ Key aspects of the area's economy include the following:

- ~~• 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 Columbia Gorge National Scenic Area Interpretive Center 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 bond election allowed Columbia Gorge Community College to purchase the former Judson Baptist College site current campus facility and to establish its first campus. Since then the campus has continued to improve and expand, and serves students from all over the Mid-Columbia region, in both Oregon and Washington student numbers have continued to increase.~~
- ~~• In 2006, an \$18,000,000 bond was passed which will be used to up-grade 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 1980's 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 in XX to service the Discovery Center and the Port Industrial Center. The Dalles is well served by existing rail, river, and air transport.~~
- ~~Google LLC opened a data center in The Dalles in 2006 and intends to construct new data centers at other locations the City.~~
- ~~[any other pertinent updates]~~
- During the last two decades, the regional economy of The Dalles has diversified with the closure of the Northwest Aluminum Specialties aluminum plant and more recent significant private investments such as the Google data center, the success of the Port attracting new business, downtown investments and burgeoning unmanned aviation systems (UAS) industry.
- The Dalles will continue to promote growth in both traded sector and local sector jobs. As of 2019, The Dalles region consists of 18% traded sector and 82% local sector businesses.
- The Mid-Columbia Economic Development District (MCEDD) region employment increased by 1.2% with most growth realized in the five years between 2014 and 2019. While the Gorge did not experience the Great Recession as severely as the state, it did not begin fully recovering until 2015-2016. MCEDD region employment growth will average 0.9% through 2028.
- Within the MCEDD region, Manufacturing has outpaced all other industries with Klickitat County experiencing an annual average of 24% employment growth between 2012 and 2017 and an almost tripling of its manufacturing employment.
- The median age in The Dalles has held steady at 39.6 since 2010. The Dalles is slightly younger than the overall MCEDD region, which averages a median age of 42.7 but older than the median age of 34.7 in the City of Hood River. 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.
- As of 2017, the city had 10,697 jobs, with Education and Health Care accounting for more than a quarter of all jobs, followed by Retail Trade, accounting for 15% of jobs. Relative to its employment shed, The Dalles contributes a greater share of employment in Trade, Transportation & Utilities, Information, Education & Health Services and Government.
- As of 2017, 74.3% of The Dalles residents had post-secondary and ~~associate's~~ associate degrees while 20.8% of residents had a bachelor's degree. 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 targeted post-secondary education levels.

- Change in local residents' occupational skills in The Dalles indicates a decrease in Management and professional occupations. Moving forward, increased and sustainable economic activity will depend on the reversal of the recent trend in the loss of occupations in management, business, science and arts.

~~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.~~[C"D5]

~~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 1982-2006, primarily along West 6th 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 I-97/1-84 intersection. During the same ten-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.~~[C"D6][MH7]

~~Google's recent decision to locate in The Dalles provides the basis for a 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~~Forecast[C"D8][MH9]

The Dalles' economic forecast was developed through a combination of analyzing national and state economic trends and soliciting input from local businesses and community members.

Since 2011, there has been a decrease in management and professional occupations. Moving forward, increased and sustainable economic activity will depend on reversing the recent trend in the loss of occupation in management, business, science, and arts. This is also dependent on the increase in educational attainment levels, particularly for residents with bachelor's degrees and targeted post-secondary education levels. Demand for occupations will be greatest in service occupations; primarily food preparation and personal care, but also protective service and building and grounds maintenance. Natural resource related occupations will be in high demand to fill the gap left by upcoming retirements.

To maximize local talent growth, The Dalles should identify and focus on the following types of businesses.

- Advanced Manufacturing (unmanned systems, renewable energy, and aerospace fields)
- High Technology (data centers, data analysis, and software)
- Agriculture
- Health Care

The Columbia Gorge Community College (CGCC) has or is considering educational programs in each of these focus areas and can serve as a critical partner in developing the workforce talent and bolstering these industries. The City can also grow the advanced manufacturing and high technology areas through collaboration with existing industries, particularly through focusing on understanding barriers to growth and developing shared interests with industry leaders. With regards to agriculture – a legacy industry – the Dalles serves an important role in the region, particularly with regards to manufacturing fermentation and value-added agriculture clusters.

Additional information about forecasted future employment and associated land needs is described further in the following sections.

~~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 maximize or improve the efficiency of 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 with 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.~~

Economic Opportunities Analysis and Action Plan (2006/2018)

The City of The Dalles developed an economic development strategy that incorporates two distinct elements. First is a long-term evaluation, through the first phase of an Economic Opportunity Analysis (EOA), of the city's 20-year projected employment growth and corresponding amount of land necessary to accommodate that growth. Second is a short-term 5-year action plan for immediate programs and projects that the city and its economic development partners can implement to grow the existing economic base. These are parallel but complimentary efforts derived from the same data, research and information provided in the EOA.

Economic Opportunity Analysis (2018)

The EOA is comprised of two primary components, each developed through separate phases. The first phase focuses on the forecasted employment growth opportunities and estimated amount of demand for new land. The second phase 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 phases 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 2038 was developed based on economic and community trends, Oregon Employment Department employment projections, historical employment growth in The Dalles and the regional five-county economic development district (Mid-Columbia Economic Development District region) of which The Dalles is a part as well as community vision and goals.

In addition, the EOA included preparation of a shorter term (five year) Economic Development that region. 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 201 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 forecast for 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 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 Dalles' may be attractive for firms engaged in professional, scientific and technical services, such as software design, engineering, and research.
- Government. The State's forecast for 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 forecast for 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 employment~~ lands within The Dalles' UGB. In 2020, The Dalles had an estimated 261 acres of vacant and partially vacant land designated for industrial and other employment uses. Of these, about 253 acres were vacant - 171 acres designated for industrial uses and 70 acres designated for commercial uses. A large portion of the vacant industrial zoned land is under one private owner – Google, LLC – comprising of nearly three-quarters of the available industrial vacant land supply.

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 Gross & Net Developable Acres of Employment Land

Commercial and Industrial	
Vacant	89.04
Commercial Vacant	28.87
Industrial Vacant	60.17
Potentially Redevelopable	341.5
Commercial Redevelopable	75.88
Industrial Redevelopable	265.62
Mixed Use	18.81
Total	449.35

Source: The City of The Dalles, 2006

Employment Zone ¹²	Partially Vacant Land		Vacant Land		Total Buildable Land
	Gross	Net	Gross	Net	
CBC	3	1	3	2	3
CG	3	1	22	18	19
CLI	1	0	48	38	38
CR	1	0	28	22	22
I (subtotal)	6	3	201	171	175
<i>Google Sites</i>	0	0	150	127	127
<i>Other Sites</i>	6	3	51	44	47
Total	15	7	304	253	261

~~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 with 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. Land demand forecast to estimate the demand for employment land. Table 9-2 shows land demand under three employment growth scenarios.~~

~~Table 9-2. Estimated Demand for Employment Land in The Dalles, 2006-2026~~ The Dalles Land Demand Forecast (2018-2038)

Land Use Type	Growth	EmpGrowth No Land Demand	EmpGrowth with Land Demand	Emp per Net Acre	Land Demand	
2006-2026					Net Acres	Gross Acres
Retail and Services	2,196	220	1,976	18	110	129
Industrial	950	95	855	10	86	101

Government	541	54	487	12	41	48
Total	3,687	369	3,318		236	278

Source: ECONorthwest. Winterbrook.

Scenario 1	Employment Land	New Employment	Sq.Ft./ Employee	Total SF Needed	Floor Area Ratio*	Gross Acres Needed	Net Buildable Acres
	Industrial	672	750	503,967	0.15	81.7	69.4
Office	350	250	87,530	0.30	7.1	5.7	
Retail	235	350	82,166	0.25	6.1	4.9	
Accommodation/Food	351	300	105,263	0.50	3.9	3.1	
Institutional	1,057	750	792,795	0.30	64.5	51.6	
Total	2,665		1,571,722		163.3	134.7	

Scenario 2	Employment Land	New Employment	Sq.Ft./ Employee	Total SF Needed	Floor Area Ratio*	Gross Acres Needed	Net Buildable Acres
	Industrial	929	750	697,042	0.15	113.0	96.0
Office	459	250	114,711	0.30	9.3	7.5	
Retail	180	350	63,077	0.25	4.7	3.8	
Accommodation/Food	576	300	172,883	0.50	6.4	5.2	
Institutional	1,182	750	886,259	0.30	72.1	57.6	
Total	3,326		1,933,973		205.5	170.0	

Scenario 3	Employment Land	New Employment	Sq.Ft./ Employee	Total SF Needed	Floor Area Ratio*	Gross Acres Needed	Net Buildable Acres
	Industrial	985	750	739,090	0.15	119.8	101.8
Office	468	250	116,963	0.30	9.5	7.6	
Retail	418	350	146,228	0.25	10.9	8.7	
Accommodation/Food	418	300	125,459	0.50	4.7	3.7	
Institutional	1,186	750	889,446	0.30	72.3	57.9	
Total	3,475		2,017,186		217.2	179.7	

*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.

Source: OED QCEW and Bridge ED

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 Emp	Sites Needed	Site Size Range	Avg Site Acres (net)	Net Acres Needed	Gross Acres Needed
0 to 9	155	697	104	<1ac	0.5	47	55
10 to 24	49	829	33	0.5 to 2.5	1.5	49	57
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	3317	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~~3~~ compares identified site needs with available sites through ~~2026-2038~~ 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. Most of the employment demand is needed for industrial employment, requiring approximately 69 to 101 acres depending on the scenario. Based on the land inventory, the City can accommodate that demand within the planning horizon with a supply of approximately 175 net acres of buildable land zoned for industrial uses. The need for commercial employment land is lower, with approximately 65 to 78 acres of needed land. The buildable land inventory shows an estimated supply of 86 acres of buildable land to meet the forecasted demand.~~

Table 9-4~~3~~. Comparison of site needs and site supply, The Dalles UGB, 2006-2026 Land Demand Acreage and Buildable Land Inventory Comparison Summary

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	4	153	159	18	74	(135)	(84)
>10	20	4	81	10	210	6	129
Non-site					49		49
Total		157	240	28	334		94

Employment Zone ¹³	Estimated Net Land Demand (acres)	Net Buildable Land (acres)	Surplus/ Deficit (acres)
Commercial	65 – 78	86	8 – 21
Industrial	69 – 101	175	74 – 106
Total	134 - 179	261	82 – 127

In addition to estimating the overall employment land need, the EOA assesses the need for sites of different sizes to meet typical industrial employment needs of target industries. The EOA identifies a need for both smaller sites (2-5 acres) and larger sites (12-18 acres). The following table summarizes the number of vacant or partially vacant sites in these and other size categories. As summarized, the City has buildable sites available in all categories; nine of which would meet the smaller site size and one – currently under Google, LLC ownership – that would meet the larger site size

Table 9-4 Industrial Site Size Category Summary, Industrial Zones

	0-2 acres	2-5 acres	5-12 acres	12-18 acres	18+ acres
Partially Vacant					
Number of Sites	7	0	0	0	0
Acres	3	0	0	0	0
Vacant					
Number of Sites	24	9	1	1*	3*
Acres	13	27	9	12	141
Total Number of Sites	31	9	2	1	3
Total Acres	16	27	19	12	141

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.

In order to capitalize on long-range economic and employment shifts, The Dalles will need to maximize or improve the efficiency of 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. [MH10]

Economic Development Action Plan (2019 – 2024)

In addition, the EOA included preparation of a shorter-term (five-year) Economic Development Action Plan that is based on the evaluation of regional industry competitive advantages, corresponding workforce

skills, and local barriers and opportunities for growth. This information was supplemented by the input of 30 regional economic development stakeholders representing tourism organizations, business owners, government officials, and real estate professionals across the region.

The Action Plan is based on an evaluation of regional industry competitive advantages, corresponding workforce skills, and local barriers and opportunities for growth. It identifies the following overall goals and objectives which are described further in the “Implementation Actions” section of this chapter.

- Goal 1: Expand the Existing Industry Base
 - Objective 1.1: Identify an Economic Development Champion
 - Objective 1.2: Engage with Industry Clusters and Define Needs
 - Objective 1.3: Make Employment Areas Desired by Industry Clusters Shovel Ready
 - Objective 1.4: Enhance the Startup Ecosystem
- Goal 2: Grow and Attract Talent
 - Objective 2.1: Build Diverse Types of Housing
 - Objective 2.2: Prepare Youth for Economic Opportunity
 - Objective 2.3: Attract Talent
- Goal 3: Create Pleasure
 - Objective 3.1: Complete and Implement the Downtown Plan
 - Objective 3.2: Celebrate the Dalles
 - Objective 3.3: Support Local Retailers and Expand the Market
 - Objective 3.4: Promote the Gorge and Enhance Access to Outdoors

Findings and Conclusions^[MH11]

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 (LWD) over the next several years to determine more accurately the supply of suitable employment land with 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.~~

- The Dalles has strong broadband and electrical power infrastructure provided through non-carbon emitting hydro-power that can be promoted to encourage continued business investment.
- The Columbia Gorge Regional Airport Business Park – jointly owned by The Dalles and Klickitat County – can serve anticipated growth in the manufacturing sectors.
- The Columbia Gorge Science Technology Engineering and Math (STEM) Hub is a relatively new organization providing specialized education. The Maker Space in The Dalles Library has played a large role for investment and collaboration with local high-tech industry leaders.
- The Pendleton UAS Range (PUR) - located 125 miles east of The Dalles – is one of seven FAA permitted unmanned aircraft system (UAS) facilities in the Country and represents a potential opportunities for The Dalles to partner with or promote the City to help grow the UAS industry.
- The Columbia Gorge National Scenic Area (NSA) – a unique federal designation to protect the scenic, cultural, recreational, and natural resources of the Gorge – limits population and employment growth outside of designated Urban Areas. Expansion of the Urban Area is a time-intensive process requiring extensive technical analysis and public involvement, which necessitates the need to utilize existing land efficiently.
- The rate of employment growth in The Dalles is expected to grow faster than Wasco County due to the City’s urban services such as a hospital, community college, and regional services.
- The EOA developed three alternate employment forecasts, resulting in a range of potential growth scenarios. The scenarios are based on the Oregon Employment Department regional forecasts, The Dalles recent employment growth rates, and if Wasco County were to experience higher employment to population ratios and The Dalles were to capture a greater share of overall employment in the County. The employment forecasts indicate employment growth to include between 2,665 to 3,475 new employees through the year 2038 and a need for between 134 to 180 developable acres of land.
- Increasing the management, business, science, and arts sectors, as well as increasing educational attainment levels will contribute to increased and sustainable economic activity.
- To maximize local talent growth, The Dalles should identify and focus on the following businesses: advanced manufacturing, high technology, agriculture, and health care.
- In aggregate, the City has enough land within its UGB to accommodate projected 20-year employment needs.
- There is a lesser supply of properties that are more traditionally available for development in the short term because some sites are owned by companies that acquired properties for development but do not have immediate plans to develop them and do not plan to sell or lease these properties.
- A significant percentage of industrial land are owned and planned for future use and development by Google, leaving just under 50 acres of industrial land available to other uses.

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.
- Develop strategies to provide adequate infrastructure to accelerate and support employment growth, with a focus on available employment areas.

Goal 9 Policies

1. Encourage the siting and growth of employers which pay family wages as identified in The Dalles Economic Opportunities Analysis (EOA). Promote and support diversification of The Dalles' economic base focusing on growth of family wage jobs. [C"D12]
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 (EOA).~~
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.~~
- 4.3. 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 under-utilized 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. [C"D13]
- 6.4. Protect large Northwest Aluminum redevelopment sites for their intended industrial uses as identified in the EOA as set forth in Table 9-4. [C"D14]
- 7.5. 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 and support surrounding businesses.
- 8.6. Plan for and make prudent adequate public investments to meet the existing and future demands of industrial, commercial, and residential growth in The Dalles.
- 9.7. Encourage investment in The Dalles Central Business District, and support project activities in the Columbia Gateway/Downtown Urban Renewal Plan.
8. Encourage tourism-related services as an element in the diversification of the community's economy.
- 10.9. Support growth of businesses that create destinations that create destinations and experiences for residents of The Dalles and visitors. [C"D15]

10. Encourage the continued 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.
11. Support and encourage the Columbia Gorge Community College in providing workforce development and training to meet the needs of new and existing businesses in The Dalles. [C"D16]
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 for and implement 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. Pursue development of higher employment densities in areas with planned or existing facilities, utilities, and transportation infrastructure.[C"D17]
24. Establish streamlined permitting processes that allow for business expansions and modifications without undergoing the same level of review as new development.[C"D18]
25. Ensure The Dalles has the services and amenities necessary to attract workers and provide the services they need, such as medical services, child care services, educational training opportunities, public transportation, retail and restaurants, and other necessary amenities.[C"D19]
26. Support and encourage infill and redevelopment, especially in existing commercial areas, as a way to use land and infrastructure more efficiently. [C"D20]
- 22-27. Facilitate and support business incubators and other methods to assist start-up businesses

Goal 9 Implementation Measures

1. 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.[C"D21]
 - 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.[C"D22]

- 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.
2. ~~West 6th Gateway Area (Designated General Commercial on the Land Use Plan Map):~~
- ~~Provide for highway commercial developments in areas along the West 6th 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.~~
3. ~~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.~~
4. ~~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.~~
5. ~~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 1 acre.~~

1. Expand the Existing Industry Base

- Collaborate with MCEDD and other stakeholders to coordinate activities.
- Engage with existing organizations to determine barriers to address at the City and to foster collaboration.
- Align downtown urban renewal plan and visioning with the Economic Development Action Plan
- Prepare an inventory of sites and buildings that clearly define and highlight the infrastructure and inventive assets within the City.
- Promote a proactive permitting process and culture.
- Promote the Columbia Gorge Regional Airport Business Park
- Invest and promote maker space collaborations.
- Support, sponsor, and promote startup collaboration networking events in downtown.
- Encourage master planned redevelopment of the Northwest Aluminum site that retains larger parcel sizes for targeted industries.

2. Grow and Attract Talent

- Encourage affordable and diverse housing types for a variety of residents.
- Encourage new higher-end market rate housing development for high-wage workforce.
- Enhance youth access to Science, Technology, Engineering, and Math (STEM) related occupations.
- Develop a consistent message for business to attract workers.

3. Create Place

- Determine and permit the necessary public infrastructure to encourage the desired private investment in conjunction with the project.
- Enhance the visual appearance in the Downtown Area.
- Define and promote a vision for The Dalles
- Attract new retailers
- Enhance and promote the bike trail network surrounding The Dalles
- Work with stakeholders such as Main Street, Chamber of Commerce, tourism organization, Northern Wasco County Park and Recreation District, and others to enhance promotion of the Gorge
- Conserve historically significant places and properties, and aid in the rehabilitation of buildings and properties, particularly in the Downtown Historic District.

THE DALLES ECONOMIC DEVELOPMENT ACTION PLAN (2019 TO 2024)									
Actions	2019	2020	2021	Year 4&5	Lead Org/ Staff	City Staff Support	Partners	Resource Required	Deliverable
GOAL 1: EXPAND THE EXISTING INDUSTRY BASE									
Objective 1.1 Identify an Economic Development Champion									
Outcome: Identified actions are implemented									
A. Hire staff person to implement Action Plan	X				Community Development Director (CDD)	City Manager Office	None	Budget for one FTE	<ul style="list-style-type: none"> Approval for staff position. 2Q 2020 Post position and recruit. 3Q 2020 Position filled. 1Q 2021
B. Collaborate with MCEDD and other stakeholders to review Action Plan and coordinate activities			X	X	NEW FTE	Community Development Director (CDD)	MCEDD, CGCC, Port Wasco County EDC, SBDC, Chamber	Staff time	<ul style="list-style-type: none"> Create list of targeted companies within industry clusters to visit. 3Q 2021 10 meetings a year (generally 1 per month). Annually Document barriers/opportunities and quotes from CEO (for marketing purposes) in a database. Annually Review Action Plan outcomes with report to Council. 4Q each year.
Objective 1.2 Engage with Industry Clusters and Define Needs									
Outcome: Understand where to best invest time and resources to support businesses									
A. Engage with existing organizations to determine barriers to address at city and foster collaboration		X	X	X	NEW FTE	Community Development Director (CDD)	CGCC, Gorge Tech Alliance (GTA), Gorge Works, Chamber, STEM Hub, K-12, SBDC, Port	Staff time	<ul style="list-style-type: none"> Attend partner meetings and foster collaboration. Annually Determine how city can support and promote CGCC development of test kitchen and certificate program. 4Q 2020.
B. Collaborate with GTA and MCEDD to foster alignment and industry promotion of Pendleton and Warm Springs UAS facilities		X	X	X	NEW FTE	Community Development Director (CDD)	MCEDD, UAS Ranges, GTA, Business Oregon	Staff time	<ul style="list-style-type: none"> Meet with Pendleton UAS to foster relationship and understanding of UAS assets to better understand UAS industry opportunities. Annually Align information with Action 1.3.B. Annually
C. Align downtown urban renewal plan and visioning with ED Action Plan		X	X		Community Development Director (CDD)	NEW FTE	Utility Providers, Public Works, Urban Renewal, Main Street	Staff time	<ul style="list-style-type: none"> Align company needs and interests with downtown projects. 3Q 2020 Outline a list of necessary public investments to foster private investment that addresses businesses' needs. 2Q 2021
Objective 1.3 Make Employment Areas Desired by Industry Clusters Shovel Ready									
Outcome: Foster regional growth of industry clusters									
A. Prepare a land supply analysis in alignment with EOA requirements	X	X			Community Development Director (CDD)	NEW FTE	Port, MCEDD, Business Oregon, Wasco County Planning Director	\$25,000 (unless grant secured)	<ul style="list-style-type: none"> Secure grant to fund project. 3Q 2019 Complete supply analysis. 2Q 2020
B. Prepare an inventory of sites and buildings that clearly define and highlight the infrastructure and incentive assets within the city			X	X	NEW FTE	Community Development Director (CDD)	MCEDD, Business Oregon, Public Works, Utility Providers, Port, Airport Business Park	Staff time	<ul style="list-style-type: none"> Identify underutilized industrial properties that can be redeveloped at higher densities. 4Q 2020 Based on information derived in 1.1.B, document where certain industry wants to expand. 1Q 2021 Determine if local improvement districts (LID) are desired to help secure grants that will finance any necessary infrastructure improvement to make sites "shovel ready" 1Q 2021 Develop a list of sites and buildings that corresponds with industry desires and incentive opportunities. 1Q 2021 Maintain and update list. Annually

EXHIBIT C

C. Promote a proactive permitting process and culture		X	X	X	Community Development Director (CDD)	Public Works, Planning, City Manager, NEW FTE	Public Works, County Building/Fire, Planning	Staff time	<ul style="list-style-type: none"> • Create a “SWAT team” of key staff from each partner to collaborate on site or building development needs. Share intent of ED Strategy and Action Plan. 1Q 2021 • Meet quarterly to discuss infrastructure investments or proactively address barriers. Annually • SWAT team convened for immediate opportunities. Annually.
D. Actively promote Columbia Gorge Regional Airport Business Park, which is within an Opportunity Zone.			X	X	Airport Manager	NEW FTE	Pendleton UAS, GTA	Staff time and \$15,000 for marketing materials	<ul style="list-style-type: none"> • Based on meetings with industry clusters, determine potential users/tenants. 1Q 2021 • Prepare marketing materials with available sites, lease rates, OZ opportunity for businesses and recent siting of Sage Tech by 4Q 2021. • Meet with Portland industrial developers and brokers by 1Q 2022. • Collaborate with Pendleton UAS to inform companies testing at site of location opportunities at the Business Park to grow the regional UAS cluster. Annually

Objective 1.4 Enhance the Startup Ecosystem

Outcome: Foster regional growth of industry clusters

A. Continue to invest in and promote maker space collaboration		X	X	X	NEW FTE	Library/Makers Space	STEM HUB, GTA, K-12 School District, MCEDD	Staff time. Urban renewal allocation.	<ul style="list-style-type: none"> • If it does not exist, create a Maker Space stakeholder group to determine alignment and foster initiatives. 4Q 2020 • Work with Maker Space to determine if local crafter space is appropriate in downtown. 1Q 2021
B. Support, sponsor and promote startup collaboration networking events downtown		X	X	X	NEW FTE	Library/Makers Space	Chamber, GTA, SBDC, MCEDD	Staff time	<ul style="list-style-type: none"> • Determine why Pub Talks are no longer happening. 4Q 2020. • If Pub Talks or Pitch events desired, determine who will lead. 2Q 2021 • City revisits home business license/permit process to encourage flex space and opportunity for entrepreneurs. 1Q 2021 • Determine how Latino population can be best engaged in start-up activities. 2Q 2021 • Leverage MCEDD’s micro-loan program to support start-ups and if appropriate for city to help seed. 4Q 2021

GOAL 2: GROW AND ATTRACT TALENT									
Actions	2019	2020	2021	Year 4&5	Lead Org/ Staff	City Staff Support	External Partners	Resource Required	Deliverable
Objective 2.1: Build Diverse Types of Housing									
Outcome: Helps attract and retain talent									
A. Encourage affordable and diverse housing types for a variety of residents.	X	X			Community Development Director (CDD)	Planning	CGCC	Staff time	<ul style="list-style-type: none"> City consider if it will reduce or defer SDC's or permit fees to encourage affordable housing. Q1 2021 Continue to support CGCC Campus student housing development with proactive permitting process. Q3 2022 Allow for various types and sizes of housing through updated flexible zoning code. Ongoing
B. Encourage new higher-end market rate housing development for high-wage workforce. This will help prevent home owners from "buying down" and balance the affordable housing supply.		X	X	X	Community Development Director (CDD)	NEW FTE Urban Renewal	Brokers, Developers, Hospital	Staff time. Urban renewal allocation.	<ul style="list-style-type: none"> Identify opportunities for market rate apartment projects downtown. 2Q 2020 Continue to collaborate with developers through public-private partnerships to build apts. Ongoing Determine available residential sites for high-income workforce. 4Q 2020
Objective 2.2: Prepare Youth for Economic Opportunity									
Outcome: Builds the local long-term workforce pipeline									
A. Enhance youth access to Science, Technology, Engineering and Math (STEM) related occupations.		X	X	X	NEW FTE	Community Development Director (CDD)	STEM Hub, Chamber, GTA, MCEDD, K-12 School District	Staff time	<ul style="list-style-type: none"> Support and promote the Gorge Works program that streamlines the internship process for business and industry. 2Q 2020 Work with STEM Hub to potentially track enrollment and completion in Career Technical Education (CTE) and other programs by industry cluster to ensure alignment with high-demand sectors. Determine gaps and how to resolve. (Potential grant opportunity through Oregon Community Foundation). 2Q 2021
B. Promote a STEM culture across the community			X	X	NEW FTE	Community Development Director (CDD)	STEM Hub, Chamber, Main Street, GTA	Staff time. Business sponsorships	<ul style="list-style-type: none"> Support North Wasco School District actions to improve facilities that will foster STEM education. Ongoing Sponsor and promote events such as a new The Dalles STEM Fair focused on maker space (Hood River STEM Fair is focused on robotics). 1 Q 2021
Objective 2.3: Attract Talent									
Outcome: Helps existing industry clusters grow in the short-term									
A. Attract talent to meet immediate needs for talent.				X	NEW FTE	Community Development Director (CDD)	CGCC, GTA, Chamber, MCEDD	Staff time	<ul style="list-style-type: none"> Create a Task Force (including CGCC) of diverse local residents that are the demographic make-up of the target audience. 1Q 2022 Task Force develops strategy for messaging, events and local engagement to attract desired group. 4Q 2022 Promote campaign with The Dalles High School and CGCC alumni database or utilizing social media tools. 1Q 2023
B. Develop a consistent message for business to attract workers.				X	NEW FTE	Community Development Director (CDD)	CGCC, GTA, Chamber, MCEDD, Hospital, Workforce Board	Staff time. \$20,000 for website development.	<ul style="list-style-type: none"> Work with local employers and partners to build a talent attraction website for the entire region. This will help them with their recruiting efforts, while also providing economic development marketing for the region. 1Q 2022

GOAL 3: CREATE PLACE									
Actions	2019	2020	2021	Year 4&5	Lead Org/ Staff	City Staff Support	External Partners	Resource Required	Deliverable
Objective 3.1: Complete and Implement the Downtown Plan									
Outcome: Attracts amenities such as recreation services, retail, and restaurants that helps retain talent									
A. Consider applying for a federal Environment Protection Agency (EPA) brownfield grant to supplement the existing state grant. The EPA grant is a more substantial amount of funding that goes beyond environmental assessments. It will also pay for market analyses for retail, housing and office uses, proposed development site layouts and proforma analysis, as well as infrastructure analysis to foster private investment interest.	X	X	X		Community Development Director (CDD)	NEW FTE	Urban Renewal, County, Port, Main Street, MCEDD	Staff time. (No match required.)	<ul style="list-style-type: none"> Work with engineering firm to prepare grant application. 3Q 2019 Identify additional properties for clean up. 4Q 2020 Identify infrastructure needs and solutions. 4Q 2021
B. Determine and permit the necessary public infrastructure to encourage the desired private investment in conjunction with the project. (Do not build the infrastructure without private investment commitment.)			X	X	Community Development Director (CDD)	Public Works	Main Street, Utility providers	Staff time	<ul style="list-style-type: none"> Prepare a list of public infrastructure projects and costs that are required with new private investment. 4Q 2021 Allocate urban renewal budget. 1Q 2022 Construct infrastructure in conjunction with private investment as an incentive. Ongoing
C. Align city policies with downtown plan and ED Strategy.		X			Community Development Director (CDD)	NEW FTE	CGCC, Main Street, Chamber	Staff time	<ul style="list-style-type: none"> Allow for small niche manufacturing for food production and manufacturing. Q4 2020 Continue a storefront improvement program for strategic downtown areas. Q4 2020 Allow for mobile trucks and align with CC culinary program to help incubate new restaurants. Ongoing
Objective 3.2: Celebrate The Dalles									
Outcome: Conveys to businesses, and their future employees, why they should stay and grow here.									
A. Enhance the image of downtown.	X	X			Community Development Director (CDD)	City Manager Office	Main Street, Chamber, DEQ	Staff time	<ul style="list-style-type: none"> Align economic development with beautification committee and private investment. Q4 2019 Discuss and derive solutions as to how the AmeriTies facility can mitigate impacts. Q1 2020
B. Define and promote a vision for The Dalles		X	X		Community Development Director (CDD)	NEW FTE	Main Street, Chamber	Staff time.	<ul style="list-style-type: none"> Work with community stakeholders, including the Chamber, to define the unique qualities that the community embraces and is authentic. Use these assets to tell the story and vision of The Dalles. (Investing resources in another brand or tagline is not recommended. Just tell the story, which is much bigger and richer than a tagline.) Q3 2020 Utilize and build off the research and recommendations in the City of The Dalles Vision Action Plan completed in May 2011. Ongoing. Work with the Chamber and local industries to promote business stories that exemplify The Dalles vision. Q1 2021

Objective 3.3: Support Local Retailers and Expand the Market									
Outcome: Increased amount of retail that serves the local community									
A. Cultivate success for existing retailers.	X	X			Community Development Director (CDD)	NEW FTE	Main Street, Chamber, SBDC	Staff time. Consultant. \$20,000	<ul style="list-style-type: none"> Build off and collaborate with Chamber’s prior work of providing a consultant to retailers. Hire a consultant to educate and train existing retailers on best practices to improve sales. 1Q 2020 Support and sponsor events downtown with consistent marketing, promotion and coordination. Ongoing
B. Attract new retailers.		X	X	X	Community Development Director (CDD)	NEW FTE	Main Street, Chamber, County	Staff time. Consultant \$20,000	<ul style="list-style-type: none"> Visit City of Beaverton to understand how they have been successful with their restaurant attraction strategy. 1Q 2020 Implement a “pre-lease” program in the city to help new local retailers navigate the permit process. This is a complimentary and informal process that introduces permit review staff to potential business owners and considered space to encourage proactive solutions or identification of costly improvements up front. 2Q 2020 Create a retail attraction strategy to recruit new restaurants. 4Q 2020 Work with local wineries to consider a downtown storefront/tasting rooms (similar to Walla Walla). Ongoing
Objective 3.4: Promote the Gorge and Enhance Access to Outdoors									
Outcome: Sets The Dalles apart from other Oregon communities									
A. Enhance and promote the bike trail network surrounding The Dalles	X	X	X	X	NEW FTE	Community Development Director (CDD)	Main Street, Chamber, Wasco County, Travel Oregon, ODOT	Staff time.	<ul style="list-style-type: none"> Support and promote events and assets such as Gravel Grinder and Highway 30 Trail connector. Ongoing Work with Columbia Gorge Interagency Public Recreation Action Team to improve and expand trails. Ongoing Complete the Bike Hub project. Q4 2021
B. Work with stakeholders to enhance promotion of the Gorge		X	X	X	NEW FTE	Community Development Director (CDD)	Main Street, Chamber, Tourism Organizations, Northern Wasco County Park and Recreation District	Staff time.	<ul style="list-style-type: none"> Utilize existing information, as in Ready Set Gorge, to define a comprehensive of list of recreation assets within Gorge for promotion throughout economic development marketing. Q1 2020 Utilize for Task 1.3.D, 2.3.B and 3.2.B. Ongoing

The Dalles Economic Development Action Plan - possible additional actions related to land supply

Actions	2019	2020	2021	Year 4&5	Lead Org/	Staff	City Staff Support	Partners	Resource Required	Deliverable	Notes
Outcome: Foster regional growth of industry clusters											
A. Prepare a land supply analysis in alignment with EOA requirements	X	X			Community Development Director (CDD)	NEW FTE	Port, MCEDD, Business Oregon, Wasco County Planning Director	\$25,000 (unless grant secured)	• Secure grant to fund project. 3Q 2019	• Complete supply analysis. 2Q 2020	
Continue to work with Google on planning for future development of their sites			X	X	CDD					Identify opportunities for more employment-intensive uses where possible	Assume this is an ongoing process
Address land use appeals and opportunities for future development of Walmart site					CDD					- Resolve land use application permitting status and issues, pending outcome of legal appeal process - Help property owner market site for alternative employment uses	Don't know what the timeline should be for this
Advocate with BPA for more streamlined approach to and flexibility of low-impact forms of development within BPA easement areas (e.g., parking, circulation, etc.)			X	X	CDD		Port, MCEDD			- Initiate discussions with BPA re: challenges of developing properties with easements - Identify potential enhancements to current BPA permitting/approval process	
Work with Port of The Dalles to support development of Port-owned sites			X	X	City Manager		Port, MCEDD, Business Oregon			- Continue to coordinate with Port to identify City actions that can support development - Partner with MCEDD, Port, Business Oregon, realtors, others to respond to inquiries about available development sites	
Continue to monitor and update the City's inventory of buildable employment land				X	CDD		Port, MCEDD, Business Oregon			- Update approximately every three to five years - If the City identifies a deficit of buildable land in future years, pursue strategies to address the deficit, including a possible UGB expansion	