City of
The Dalles
OREGON

THE DALLES STRATEGIC PLAN RETREAT

AGENDA

8:30 am	Welcome + Agenda Review
8:45 am	Strategic Plan Overview
9:00 am	Looking Back
10:30 am	BREAK
10:40 am	Looking Forward
12:00 pm	LUNCH
12:45 pm	Review Mission + Vision Themes
1:15 pm	Where Are We Now? Environmental Scan
2:00 pm	Break
2:15 pm	Environmental Scan
3:00 pm	Reflections + Day 2 Pre-game
3:30 pm	Adjourn

ROLES

Facilitator → Guide the team towards meeting outcomes

Council → Ask questions, make decisions, together as one body

Staff → Quality information, identify trade-offs, listen

OUTCOMES

- Develop foundation for Strategic Plan - Mission, Vision, and Values
- Refine existing goals to align with 3-5 year horizon
- Identify clear Council priorities with metrics for next year

RULES

- Speak up for those who may be listening in
- Reach consensus on goals for the next few years
- Using the airplane Hangar to not get into the weeds
- Leave space for people to be thoughtful and take some time
- Don't assume knowledge on other people's parts -- ask questions
- Share the air, let others have space
- Keeping the focus on local issues
- Consider workforce capacity
- Have fun!

- Hearing more about what we want to be, not what we don't want to be
- Staying within scope of what the City should be doing
- We believe, respect, and find solutions

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OUR TEAM

Amie	David	Johnathan	Jeff	Scott	Brenda	Tom	Rich
Tim	Ben	Jeff	Josh	Brita	Dale	Matthew	Dan

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City of The Dalles OREGON

THE DALLES STRATEGIC PLAN RETREAT GRAPHIC HISTORY

HISTORY OF

KEY

GOALS/ RESULTS

PROJECTS/ STRATEGIES

KEY EVENTS

PEOPLE

PRODUCTS SERVICES/ SITES

LEARNING

In the Beginning...

Considered the Last Stop

1860 Gold Rush - Mint that was never used

Fort Dalles - Barlow Road

Early it was a HUB of economic activity because of the crossroads

1941 - Airport across the river

1900's Flood

Economy - Wheat, fish, cherries

Fish canning industry late 1800's

Celilo

1858 1st City Marshall

Decision of The Dalles

1906 City park

The Dalles was the inspo for One Flew Over the Cukoos Nest

Incorporated 1857

Methodist Mission/ For Dalles

1910 Carnegie Library

1950's Agriculture, Aluminum + Fishing

1980's - 2005 - Cultural and Economic Depression

Economy: AG, Cherries, Wheat

85% of housing is pre 1990

Late 90's Tech Boom

White Salmon + Hood River benefited from the tech boom -- NOT The Dalles

AG industry provides stability through depression

Economy: AG, Hospital, School District, Cherry Growers, Fred Meyer

Nationwide Recession

COVID-19

1940's there was a strike in HA - Pinapple growers were frantic - Pineapple Wars

Dam impact desimated the Native American way of life

Irrigation District 1950's

I-84 (I-80) 1950's

60' semp housing for construction workers

JFK Campaign

1960 The City of The Dalles

1966 "The Dalles" (Formerly Dalles City)

Nationwide Recession

Logging booming in 80's

Deferred Maintainence

WIND BOOM IN THE GORGE

2005 - Union Street Undercrossing and reconnectiing the City to the River

2012 Google takes over the property

Community votes down new school

1936 The Bonnevile Dam

1980 Windsurfing took off in Hood River

National Scenic Act

2016 - 2024 Home prices boost

1936 - Charles Wheeler

1950 Population 7,676

1950's - 2000's The Dalles Rodeo

1960 Population 10,493

1970 Population 10,423

Roads being built

1980 Population 10,820

1990 Population 11,060

2000 Population 12,156

The Rodeo went away because they lost their grounds

2010 Population 13,620

2020 Population 16,010

Vanport Flood 1948 -- Making Dam construction possible

1957 The Dalles Dam - ENERGY

1950's Aluminum Plant

1958 Sewage + Water

1959 Hospital Built

1967 New Public Library

1975- Home Depot, FM- shopping was center

1975 Cascade Square was built

Downtown changed with a retail shift

1979 Hospital expanded

Aluminum plant closed - 80's

Creates hardship on the community - Eliminated family wage jobs

2 School District Division - EAST VS WEST

Underdeveloped aluminum plant

2002 New Middle School is built

School districts merge 2004

Large population of Latino kids in our schools

1964 3 School Districts Split (Farmers @ Petersberg, Aluminum and Chennoweth, The Dalles)

1974 Treaty Oak Service District -- college we are in now

1977 Community College

DATELINE

1950 | 1960 | 1970 | 1980 | 1990 | 2000 | 2010 | 2020

© TH

City of The Dalles OREGON

THE DALLES STRATEGIC PLAN RETREAT
ENVISIONING THE DALLES

MISSION

- Serve the constituents
- Providing leadership
- Facilitating partnerships
- Deliver infrastructure, safety, + community development
  - Provides essential services
  - Higher quality of life
  - Water, power, water treatment
- Make lives better
- Life, health, safety, and structure
  - Up to code, clean, mobility
- Efficient, transparent, vibrant, high quality
- Every neighborhood + generation
- Expan opportunities

Delibery and improve

HUB of econimic activity

People choose to stay + invest

Creating opportunity -- help things propser

By working together

High standard of excellence

It could be shorter

For everyone -- NOT generation

Community Development

Now and future

Set inclusive standard

MISSION STATEMENT DRAFT

We serve our community through leadership, partnership and the delivery of infrastructure and services that protect life, health + safety for every generation.

VISION ELEMENTS

- Public trust, support + understanding
- Infrastructure resiliency
- Top place to work - "The Dalles Delivers"
- Attractive place to live and thrive
- Opportunities for all
-

Downtown School District

Jobs Diversification Living wages Stability Collaboration

Attractive place to live

Community Identity

Building public trust

Economic Development

Infrastructure

Recreation OPS

Leadership

Homelessness

Things City has no direct INF. -- Sports Complex, Hospital, School

Leadership or narrative

Envrionmental Scan

- Tech factors are all still relevant from 2024-25 SPOT analysis
- Good policy direction on SIP funds
- Rates for infrastructure resiliency (Didn't increase as much due to Google investment)
- Maintaining access to medical care
- Outreach and engagement and change management
- Shift the narrative from 80s/90s
  - What is worth appreciating?
  - How do we take the next step?
- Sidewalks continue to be a challenge
  - Policies around sidewalks
- Expand use of AI services
- Policy around remote work

ACCOMPLISHMENTS

- Nuisance ordinance
- 9th Street House
- DT Parking Study
- Shelter

FUTURE CHALLENGES

- Managing competing priorities for the greater good
- Lack of public trust + misinformation
- Childcare
-

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THE DALLES STRATEGIC PLAN RETREAT
ENVISIONING THE DALLES

Livability

Health and Safety

INFRASTRUCTURE

HOUSING

VISION ELEMENTS

- Public trust, support + understanding
- Infrastructure resiliency
- Top place to work - "The Dalles Delivers"
- Attractive place to live and thrive
- Opportunities for all
-

Tony's Lot Carousel Project Plaza

Economic Development

MODERNIZED WORKSPACE

Best Place to Work

Technology

Customer Experience

Communication + Engagement

Fiscal Responsibility + Sustainability

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THE DALLES STRATEGIC PLAN RETREAT NOVEMBER 7

AGENDA

8:30 am	Welcome + Agenda Review
8:45 am	Strategic Plan Goal Development
10:00 am	BREAK
10:10 am	Council Priorities 2026/2027
11:15 am	Value Development
11:50 am	Wrap-up + Next Steps
12:00 pm	Adjourn

ROLES

Facilitator → Guide the team towards meeting outcomes

Council → Ask questions, make decisions, together as one body

Staff → Quality information, identify trade-offs, listen

OUTCOMES

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THE DALLES STRATEGIC PLAN RETREAT
ENVISIONING THE DALLES

Economic Development

- Understand current economic conditions to build healthy + diverse economy
- Build workforce pipeline

- Economic Analysis
- Sustaining current businesses
- Recruit new businesses
- Absentee landlords (affordability)
- Buildable land inventory
- How can we make the process easier for new + existing?

HOUSING

- SDC's to maintain infrastructure
- Housing choice + diversification for all
- Improve housing conditions w/o displacement

- Housing Production Strategy
- SDC's - update them
- Identify feasibility of
- Seek out

INFRASTRUCTURE + TECH

- Modernization of our IT systems
- City has enough funding for roads
- Resilient infrastructure that serves everyone

- AN IT Roadmap + strat plan has been developed + implemented
- Tech is implemented to minimize + mitigate tech debt
- IT has adequate resources + right skills
- Software + tech tools are unified at enterprise level
- Process improvements leverage it responsibly for efficiency + capacity gains
- IT systems + support are working well for employees + customers
- Employees have modern tech + know how to use it

- New modernized WTP
- Transmission lines to town
- Reliable, desirable, consistent and accessible
- Multimodality
- Projects equitable throughout City
- Prioritize projects in Master Plan + find funding
- Road map to extend utilities to UGB boundaries
- New 6th Street Bridge
- Maintain + supporting master plan projects
- Access to high-speed internet
- Improve GIS capabilities (City contracts with the County)
- City Radio system

VISION ELEMENTS

- Public trust, support + understanding
- Infrastructure resiliency
- Top place to work - "The Dalles Delivers"
- Attractive place to live and thrive
- Opportunities for all

Health + Safety (Livability)

- Adequate Police + support staffing (Sense of safety)
- Healthy + safe community

- City- community - trail plan
- Tree canopy study
- Sidewalk 50/50 program
- Open yard debris
- Burn ban
- Police staffing analysis
- CSP of Crime Analyst DFR
- BM 114 + SOR registration support
- Municipal court feasibility analysis
- City- Contract for Jail Bed Space
- Ordinance for use of electric bikes + scooters
- Curbside compost program
- Wildfire preparedness

Communication + Engagement

- Intentional Engagement w/ community partners
- More transparency with City Progress
- Reaching all audiences

- Evaluate lobbying efforts + strategies
- Clarity of City-Google impacts + tax info + benefits
- Strategy for social media- analysis/ monitoring + response w/ fact
- Comms plans are more structured and helpful to audiences
- Evaluate Council assignmenets

Workplace + organization

- Positive + supportive work culture (focus on solution)
- People have tools + training they need to be successful
- Attract highly qualified applicants (internal + external)
- Easy for people to do business w/ City (user friendly + experiences)

- Clear policies that implemented effectively
- Internal services are resourced effectively
- Prof. development plans are resourced + available
- Skills are being dev. internally to support business needs and employ growth
- Succession Planning addresses key needs
- Streamlining the development process - easier for staff, easier developers
- Employees have modern tech + equipment + know how to use it

VALUES

Fiscal Responsibility + Sustainability (4)

- Stewardship
- Empathy
- User-friendly
- Growth/ Prosp.
- Transparency (5)
- Growth/ Improvement
- Equity (4)
- ROI
- Integrity (7)
- Collaboration
- Honesty (2)
- Excellence (2)
- Fairness
- Fiscal prudence
- Teamwork (2)
- Determiniation
- Customer service
- Respect
- Learning
- Caring
- Service
- Accountability (2)
- Courage
- Resilient/ Reliable
- Trustworthy

THE DALLES
STRATEGIC PLANNING WORKSHOP

GOALS

- DEVELOP FOUNDATION FOR STRATEGIC PLAN - MISSION - VISION VALUES
- REFINE EXISTING GOALS TO ALIGN WITH 3-5 YEAR HORIZON
- IDENTIFY CLEAR COUNCIL PRIORITIES WITH METRICS FOR NEXT YEAR

GUIDE LINES FOR SUCCESS

- SPEAK UP
- REACH CONSENSUS ON GOALS
- USE THE AIRPORT HANGAR
- PROVIDE SPACE/TIME TO THINK
- DON'T ASSUME KNOWLEDGE BACKGROUND
  - DON'T BE AFRAID TO QUESTION
- SHARE THE AIR
- HAVE FUN!
- KEEP OUR FOCUS LOCAL
  - WITHIN OUR SCOPE
- CONSIDER CAPACITY

AGENDA: DAY 1

NOVEMBER 6, 2025

8:30	WELCOME + AGENDA REVIEW
8:45	STRATEGIC PLAN OVERVIEW
9:00	LOOKING BACK
10:30	BREAK
10:40	LOOKING FORWARD
12:00	LUNCH
12:45	REVIEW MISSION + VISION THEMES
1:15	WHERE ARE WE NOW? ENVIRONMENTAL SCAN
2:00	BREAK
2:15	ENVIRONMENTAL SCAN
3:00	REFLECTIONS + DAY 2 PRE-GAME
3:30	ADJOURN

WHAT DO WE WANT RATHER THAN NOT BECOME

AGENDA: DAY 2

NOVEMBER 7, 2025

8:30	WELCOME + AGENDA REVIEW
8:45	STRATEGIC PLAN GOAL DEVELOPMENT
10:00	BREAK
10:10	COUNCIL PRIORITIES 2026/2027
11:15	VALUE DEVELOPMENT
11:50	WRAP-UP + NEXT STEPS
12:00	ADJOURN

GRAPHIC HISTORY OF THE DALLES

GOALS/ RESULTS

PROJECTS/ STRATEGIES

KEY EVENTS

PEOPLE

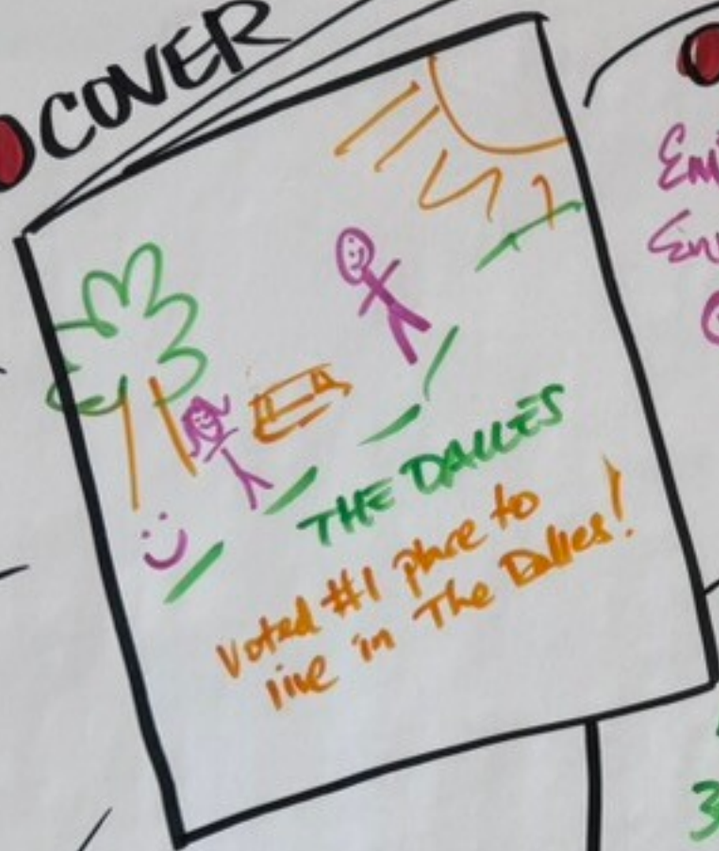
SERVICES/ SITES

LEARNING

Methodist Mission + Fort Dalles - Barlow Rd
OR Trail - Decision @ The Dalles
Incorporated 1857
Hub of Econ Activity because of Geography Crossroads
Considered a rest stop
1940 - Gold Rush → Mint
1941 Airport across River
1858 - 1st City Marshall
1910 Carnegie Lib.
Fish Canning Industry late 1800s/early 1900s
1906 City Park Dep.
~1900 - Fires/floods destroy downtown
Wheat
Fish
Sheep
Education Service Dist 1974
Rodeo
1936/37 Charles Wheeler
Pineapple Warehouses
1958 Sewage System + Water
Treaty Oak
Irrigation District
Bonneville Dam
Pop 7676
Vanport Flood 48
1957 Dalles Dam
Aluminum Plant 1958
Power/ Energy
Impacted life for indigenous pop → dispersed pop
3 School Districts
Generating electricity
1967 New Pubs Library
City of The Dalles 1966
Cascade Square 1975
Aluminum
Roads being built
Community College
Logging
Rodeo Ends
Home Depot
Tech Boom
Cultural + Economic Depression
85% of housing pre 1990
2 School Dist
Division in community
Hospital
East + West
Under developed
Mill Plant
Ag industry provides stability
Columbia View Heights housing dup.
Deferred maintenance
Union Street reconnect to boat dock
Riverfront
Aluminum closes creates hardships for this part of community
Elim. family wage jobs
Retraining efforts
Reopens
School dist merged
Google 2005
New middle school 2002
Pool bond failed
2016-2024 Housing price boom
Community voted down new high school
Larger Latino pop
Economy
School dist
Google
Build on strengths but beware
National Scenic Act Columbia River Gorge

1950 1960 1970 1980 1990 2000 2010 2020 2025

COVER



BRAINSTORM

Embracing technology
Enriching community's workforce
CREATIVE SOLUTIONS
INVEST INFILL/HIGHER DENSITY DEVELOPMENT
IDENTITY?

QUOTES

Mom, we miss Rich!
What will your future thank you for?

BIG HEADLINES

NEW HIGH SCHOOL BREAKS GROUND
30% COMPLETE MILESTONE FOR WICKS WTP
PHASE I WWTP
SURVEY REFLECTS INCREASED TRUST IN LOCAL GOVERNMENT

IMAGES

VIBRANT DOWNTOWN
Activated Spaces
CONNECTING TO THE RIVER

SIDEBARS

CALENDAR OF EVENTS FOR FEDERAL ST. PLAZA
COMMUNITY PARTNERSHIPS
CONTINUE TO LOWER HOUSING

Group #3

COVER

"How The Dalles Broke free From The Boom & Bust Cycle"

"Beyond Renewal- The Dalles Rising"

BRAINSTORM

- Community Branding
- Google Partner - Not Enemy
- Public Safety for all
- Infrastuce Maintence & Build OUT - Intermittent Growth
- Annexation....?
- Two Water Districts?

QUOTES

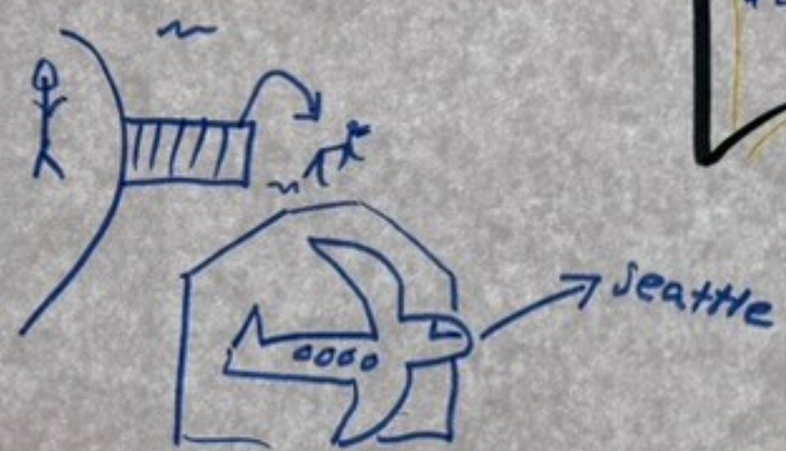
BIG HEADLINES

* Econimic Diversification
* Fort Dalles DAYS
* New TDHS OPENS
* WATER Treatment Plant
* Urban Renewal Dist. Ends
* New Hospital, Campus
* Event Center
* Ave. Income ⇧ OR. AVG
* Aviation Capitalization - FedX, UPS
* EXPANDED River Access
* Dog PARKS
* Cruise In
* Domestic Drone Parts

SIDEBARS

- Honor PAST
- Outdoor Activities
- Embrace Tech
- RR Tie Plant

IMAGES



COVER

THE DALLES IS THRIVING FOR EVERYONE

THE DALLES - A MODEL FOR A HEALTHY CITY

IMAGES

SMALL TOWN COMMUNITY FEELS
BIG COMMUNITY OPPORTUNITIES

BRAINSTORM

Bring back "idea"/reality of starter home.
R+D - environment
cover the pool < REC CENTER
More Multi-Modal Transportation
AI • CYBERSECURITY
UPDATE + SCALE INFRASTRUCTURE GROWTH
PUBLIC TRANSIT
UPDATED UTILITIES/INFRASTRUCTURE
CONVENTION CENTER
QOL: Complete the trail system
- Fun Center!

BIG HEADLINES

YOUNG PROFESSIONALS FLOCK TO THE DALLES
CITY SERVICES UNIFY - DELIVER FOR THE COMMUNITY
Great place (still) to raise a family - AND - start a small biz
ADD LARGER RETAILERS
TOURIST DESTINATION
THE DALLES: TECH + HEALTH CENTER OF THE GORGE
Draw younger families AND active, Latino people.

. wish list .
* Strong hospital + med system
* New/revamped DMS

QUOTES

"More fun!"
"The Waterfront is one of my favorite places in THE DALLES."
SORESS PARK IS A FAV LOCATION
"You belong here"

SIDEBARS

- New Tony's/Plaza
PICKLEBALL COURTS OPEN
- Riverfront Trail Connection
- ?. River Pier ?
- Healthy Urban Canopy
- Public Art
- WAYFINDING

WORK FROM HOME
LIVE IN THE DALLES

Envisioning THE DALLES

MISSION

- SERVE THE CONSTITUENTS
- EXPAND OPPORTUNITIES
- PROVIDING LEADERSHIP
- FACILITATING PARTNERSHIPS
- DELIVER INFRASTRUCTURE, SAFETY, COMMUNITY DEVELOPMENT
  => HIGHER QUALITY OF LIFE
  WATER, POWER, WATER TREATMENT
- MAKE LIVES BETTER
- LIFE, HEALTH, SAFETY, INFR.
  ↳ UP TO DATE, CLEAN, MOBILITY
- EFFICIENT, TRANSPARENT VIBRANT, HIGH QUALITY
- EVERY NEIGHBORHOOD + GENERATION

ENVIRONMENTAL SCAN

- TECHNOLOGY FACTORS STILL RELEVANT
- GOOD POLICY DIRECTION ON SIP FUNDS
- RATES FOR INFRASTRUCTURE RESILIENCY
- MAINTAINING ACCESS TO MEDICAL CARE

- SHIFT THE NARRATIVE FROM 80s|90s — WHAT'S WORTH APPRECIATING — HOW DO WE TAKE THE NEXT STEP
- OUTREACH, ENGAGEMENT + CHANGE MANAGEMENT
- SIDEWALKS CONTINUE TO BE A CHALLENGE (POLICIES AROUND)
  DIDN'T ↑ AS MUCH BECAUSE OF GOOGLE INVESTMENT
- EXPAND USE OF AI SERVICES
- POLICY AROUND REMOTE WORK

RECREATION OPPS.
- CONNECTION TO RIVER

COMMUNITY IDENTITY

UNIFY ↗ SERVICES

ATTRACTIVE PLACE TO LIVE

BUILDING PUBLIC TRUST

DOWNTOWN

SCHOOL DISTRICT

- JOBS
- AVIATION
- DIVERSIFICATION
- LIVING WAGES
- STABILIZATION - RETENTION
- COLLABORATION

ECONOMIC DEVELOPMENT

VISION ELEMENTS

- ★ PUBLIC TRUST + SUPPORT + UNDERSTANDING
- ★ INFRASTRUCTURE RESILIENCY
- ★ TOP PLACE TO WORK (DELIVERS TOP SERVICE)
- ★ ATTRACTIVE PLACE TO LIVE/THRIVE
- ★ OPPORTUNITIES FOR ALL
- ★ SHARED IDENTITY

INFRASTRUCT.
- WATER TREATMENT

HOMELESSNESS

THINGS CITY HAS NO DIRECT INF.
SPORTS COMPLEX, MORE SUPP

~~FUTURE~~ CHALLENGES

- NAVIGATING COMPETING PRIORITIES FOR GREATER GOOD
- LACK OF PUBLIC TRUST + MISINFORMATION
- CHILDCARE

LEADERSHIP OR NARRATIVE

Post-it

- WHY DO WE EXIST?
- WHO DO WE SERVE + HOW DO WE MAKE THEIR LIVES

GOALS + OUTCOMES

EQUITY FAIR
SDCs TO MAINTAIN INFRASTRUCTURE

Housing Choice + Diversification for all

Improve housing conditions w/o displacement
- Home Repair Programs

MODERNIZE IT SYSTEMS

CITY HAS ENOUGH FUNDING FOR ROADS

RESILIENT INFRASTRUCTURE THAT SERVES ALL

BUILD WORKFORCE PIPELINE

UNDERSTAND CURRENT ECON. CONDITIONS TO BUILD HEALTHY DIVERSE ECON BASE

ECONOMIC DEVELOPMENT

HOUSING

INFRASTRUCTURE + TECHNOLOGY

POSITIVE & SUPPORTIVE WORK CULTURE
- FOCUSES ON SOLUTIONS

PEOPLE HAVE TOOLS + TRAINING THEY NEED TO BE SUCCESSFUL

EASY FOR PEOPLE TO DO BUSINESS W/ CITY, USER FRIENDLY, EXPERIENCES

WORK PLACE ORGANIZATION

ATTRACT HIGHLY QUALIFIED APPLICANTS BOTH INTERNAL & EXTERNAL

MORE TRANSPARENCY W/ CITY PROJECTS PROGRESS

INTENTIONAL ENGAGEMENT W/ COMMUNITY PARTNERS

REACHING ALL AUDIENCES

COMMUNICATIONS + ENGAGEMENT

VISION

- PUBLIC TRUST, SUPPORT + UNDERSTANDING
- INFRASTRUCTURE RESILIENCY
- TOP PLACE TO WORK (DELIVERING TOP SERVICE)
- ATTRACTIVE PLACE TO LIVE + THRIVE
- OPPORTUNITIES FOR ALL
- SHARED IDENTITY

LIVABILITY, HEALTH, SAFETY

ADEQUATE POLICE + SUPPORT STAFFING
SENSE OF SAFETY

HEALTHIER + MORE ATTRACTIVE

VALUES

EXCELLENCE ✓
FAIRNESS
TEAMWORK ✓
FISCAL PRUDENCE
DETERMINATION
CUSTOMER SERVICE
RESPECT

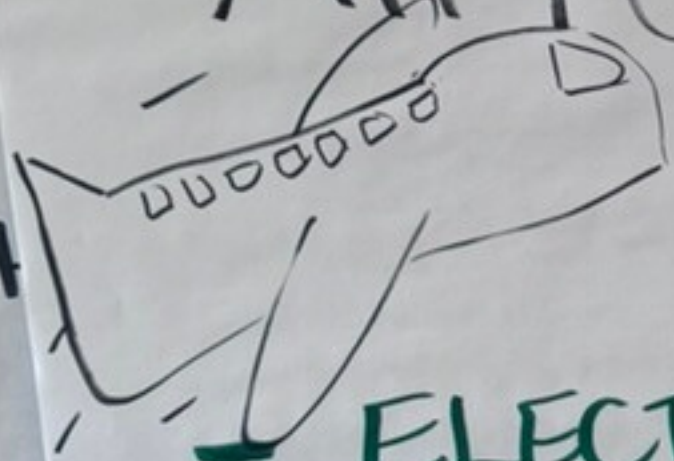
STEWARDSHIP
FISCAL ✓✓ RESPONSIBILITY + SUSTAINABILITY ✓
TRANSPARENCY ✓✓✓✓
GROWTH/IMPROVEMENT
EQUITY ✓✓✓
ROI
LEARNING
CARING
SERVICE
ACCOUNTABILITY ✓
COURAGE

EMPATHY ✓✓
USER-FRIENDLY
GROWTH/PROSP.
INTEGRITY ✓✓✓✓✓✓
COLLABORATION ✓
HONESTY ✓
RESILIENT/RELIABLE
TRUSTWORTHY

COUNCIL 26/27 PRIORITIES

Post-it
EASEL PAD TABLEAU À FEUILLES BLOC DE HOJAS
super sticky super collantes súper adhesivas
CONT. 30 25 IN/PO/PULG. X 30 IN/PO/PULG. (63,5 cm x 76,2 cm) 5.2 FT²/PI² (0,483 m²)
3M

AIRPORT HANGAR



- ELECTRIC BIKES + SCOOTERS
- CURBSIDE COMPOST