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City Council Meeting  
February 23, 2026  
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MINUTES

CITY COUNCIL MEETING  
COUNCIL CHAMBER, CITY HALL  
FEBRUARY 23, 2026  
5:30 p.m.

VIA ZOOM/ IN PERSON

**PRESIDING:** Mayor Richard Mays

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

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

**CALL TO ORDER**

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

**ROLL CALL OF COUNCIL**

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

**PLEDGE OF ALLEGIANCE**

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

**APPROVAL OF AGENDA**

Mayor Mays noted the addition of item #9D to the Consent Agenda.

It was moved by Randall and seconded by Wring to approve the agenda as amended.

Motion carried 5 to 0: Randall, Wring, Runyon, McGlothlin, Richardson voting in favor; none

opposed; none absent.

## **PRESENTATIONS PROCLAMATIONS**

### University of Oregon's Sustainable City Year Program

Megan Banks, Director of the Sustainable City Year Program (SCYP) at the University of Oregon, said universities played an important role in developing ideas and solutions that benefit society, while meaningful change occurred at the local government level. Local governments faced significant demands that limited time and capacity to explore new approaches, and the program helped bridge that gap. The Sustainable City Year Program, established in 2009–2010, partnered with urban and rural communities across Oregon and connected City-identified projects with university students and faculty across multiple disciplines, including architecture and public relations, and had also partnered with other public universities in Oregon. Participating cities designated a primary staff liaison, engaged elected officials at key events, and involved technical staff as needed, with time commitments varying throughout the year. The program provided added capacity to communities by leveraging student and faculty expertise, advanced City priorities, and prepared students through applied, real-world learning experiences.

Joshua Chandler, Community Development Director, thanked Megan Banks and described how the SCYP could support existing City priorities. Staff had worked with the University of Oregon to outline a draft work plan focused on economic development, housing, historic preservation, tourism, and transportation. Proposed projects included a downtown market analysis and Business Retention and Expansion program; implementation support for the Housing Production Strategy, including pre-approved plans and technical assistance for small developers; updates to the City's historic inventory and guidelines as a Certified Local Government; and a west side walkability study to support the Transportation and Growth Management (TGM) grant and Transportation System Plan. The proposal identified up to fifteen potential projects at an estimated total cost of approximately \$195,000, averaging about \$13,000 per project, with final costs dependent on project selection and scope. He noted the City was not committing to a specific number of projects and that funding would be determined through the budget process. He stated the City had sought support from the Urban Renewal Agency and was pursuing State Historic Preservation Office (SHPO) grants to reduce the City's share, potentially lowering the commitment to approximately \$130,000 over two years, or approximately \$106,000 if grant funding was secured. If supported, the partnership would begin in fall 2026. He reported positive feedback from other participating cities and invited Council questions.

Runyon expressed support for partnering with higher education institutions and noted the potential long-term value compared to traditional consultant services. Staff affirmed the program would provide foundational work to advance existing priorities.

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Randall highlighted alignment with Historic Landmarks Commission goals and interest in using the partnership to move those efforts forward.

Richardson emphasized the need to consider staff capacity and ensure studies include clear next steps for implementation. Chandler responded that projects were tied to ongoing work and would be coordinated by designated staff.

Mayor Mays said the estimated City share of approximately \$130,000 appeared reasonable, confirmed project themes were staff-developed, and expressed support for west side planning and walkability efforts.

### **AUDIENCE PARTICIPATION**

Ellen Potter, Executive Director of The Dalles Art Center, objected to the proposed nine-day closure of Fourth Street for the Cherry Festival carnival, stating she was speaking on behalf of the organization and other affected businesses. She said the Art Center had scheduled its annual fundraiser during that time based on prior information that the closure was not feasible and noted the event represents approximately 90 percent of the organization's monthly revenue. She raised concerns regarding ADA accessibility, stating the proposed traffic plan would eliminate designated and accessible parking and impact access to the Art Center and other Fourth Street businesses. She also referenced prior facility damage during a previous event and questioned the approval process for the extended closure.

Mayor Mays asked about the location of the accessible entrance and whether Potter represented the Board. Potter stated the accessible entrance is at the rear of the building and confirmed the Board was aware of and supported her statement.

Shannon Sheets, attorney with Gorge Legacy Law located at 112 West Fourth Street, expressed concerns regarding the proposed relocation of the Northwest Cherry Festival and carnival to Fourth Street. She stated the firm serves elderly clients with mobility and hearing challenges who require direct access to the front entrance. She noted the accessible entrance is located at the rear via an upper lot and alley, and that the stairs are not accessible or used by clients. She reported that in November 2025 the Chamber of Commerce requested feedback on a proposed Fourth Street closure and that the firm objected due to accessibility concerns and impacts to client appointments. She said a subsequent email indicated Fourth Street was no longer being considered due to business concerns. However, she reported that in January 2026 the firm was informed the Chamber and City had decided to proceed with a closure from Sunday, April 19 through April 28, for a total of nine days. The extended closure would adversely affect the business and noted that additional protective measures, such as fencing, could further limit access to the property.

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Judy Merrill addressed Council regarding the increased use of electric micro-mobility devices, including electric bicycles, scooters, skateboards, Segways, and similar devices, stating she had observed a significant rise in use since the prior spring. She referenced research into Oregon Department of Transportation materials and state bicycling guidelines and offered related resources for Council review. While acknowledging benefits such as increased physical activity and reduced vehicle use, she expressed concern that many users, both youth and adults, were not following traffic safety rules in the downtown corridor and near City limits. She reported attending multiple Traffic Safety Commission meetings, compiling observations of unsafe riding behaviors, and sharing that information with Council. She encouraged development of a local ordinance addressing operating rules for electric and non-electric bicycles and micro-mobility devices, along with education and awareness efforts to improve community safety.

Luise Langheinrich presented concerns on behalf of thirty-eight businesses located between Union Court, First Street, and Second Street, representing up to eighty employees and owners, regarding additional parking reductions expected to begin the following week and last approximately three months during reconstruction of the basalt rock wall. She noted that, in addition to the eighteen-month First Street closure, two adjacent parking lots would be unavailable or reduced due to construction staging, further limiting access for business owners, employees, and fleet vehicles. While alternative parking areas had been identified, concerns were raised about safety and accessibility, particularly for employees working into the evening. She requested clear direction from the City on available parking options during construction and encouraged consideration of additional temporary solutions. She also stated that current construction signage was confusing for customers and recommended clearer directional signage to maintain business access during the project.

Klebes acknowledged receiving additional feedback, including suggestions from the House of A La Mode business, and stated that staff had begun reviewing the ideas to determine what improvements could be implemented. He noted that the project timeline was approximately two years and emphasized the importance of addressing concerns early as construction progressed. He outlined steps taken to date to mitigate parking impacts, including repaving the existing sunken parking lots, keeping the public parking lot on First Street near the Transportation Building open, and removing center islands in that lot to improve traffic flow. He stated that the smaller lot east of the Transportation Building was closed, but the larger public lot remained available. He also referenced a public open house held in October to review anticipated impacts and stated that staff would continue evaluating suggestions to reduce impacts on downtown businesses and follow up accordingly.

Jed Lee, a resident of The Dalles, stated that he had previously submitted questions to the City in writing and had not received a response. He expressed concern that his prior comments had not been addressed and requested a response to questions related to a resolution discussed by the City. He shared personal experiences and stated that, due to reports of conditions in federal

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immigration detention facilities, he was seeking clarification regarding activities occurring in the community. He requested a response to the questions he had submitted and stated that he was seeking an answer as a reasonable accommodation related to his disability.

Mayor Mays stated that he was responding in his individual capacity and referenced the written question submitted to the City Clerk on January 17. He summarized the question as asking how the City was protecting the community from actions related to federal immigration enforcement. He stated that the City Council had adopted a resolution on January 12 expressing its position and outlined actions identified in that resolution, including formation of an internal committee, communication with other City leaders in Oregon, establishment of partnerships with One Community Health and The Next Door with a focus on families and children, and ongoing staff outreach and information sharing within the community. He stated that the resolution, which was adopted unanimously, reflected the City Council's response to the concern. He directed that any new questions be submitted in writing for consideration and advised that individual Councilors could respond at their discretion.

### **CITY MANAGER REPORT**

City Manager Matthew Klebes reported;

- City was in the midst of the annual budget process, annual audit, and SEIU union negotiations.
- Federal Street Plaza project had been advertised for bid and was anticipated to return to City Council for consideration of award at the April 13 meeting.
- Provided updates on infrastructure projects currently underway, including the First and Weber Street infrastructure project near the cruise ship dock and Public Works yard, and the First Street Streetscaping project.
- Noted staff planned to expand the "What's Happening at City Hall" video series to include infrastructure updates during non-meeting weeks.
- Shared that Q Life had received a \$15.2 million award through the National Telecommunications and Information Administration (NTIA) Broadband Equity, Access, and Deployment (BEAD) Program to serve approximately 924 homes outside City limits and expand service in northern Wasco County.
- He and staff had met with leadership from Northern Wasco County PUD and the City of Sandy to discuss long-term infrastructure planning, including the replacement of the water treatment plant and transmission lines, and to learn about Water Infrastructure Finance and Innovation Act (WIFIA) financing recently utilized by Sandy.
- Noted participation in regional meetings, including the Gorge regional City Manager luncheon and the Northwest Oregon City Managers group through the Oregon City County Managers Association, which included discussion on financing and forecasting.
- Attended a town hall hosted by Senator Merkley and following up with staff regarding

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House Bill 655, introduced by Congressman Bentz, related to transferring land in the watershed to support raising the height of Crow Creek Dam.

- Stated that a Community Outreach Team meeting was scheduled to discuss a potential trip to Washington, D.C., to advocate in support of House Bill 655 and other policy priorities.

Mayor Richard Mays inquired about viewership of the City's "What's Happening at City Hall" video recaps. City Clerk Amie Ell reported that videos were receiving several thousand views, typically between 1,000 and 5,000, and noted that when shared by the Police Department, views could reach into the tens of thousands. Mayor Mays stated that he considered the response strong and expressed support for the continued outreach effort.

### **CITY COUNCIL REPORTS**

Councilor McGlothlin reported;

- Attended the KODL Coffee Break with the Mayor.
- Participated in the Urban Renewal Agency meeting.
- Missed the Airport Commission meeting due to attending a Lions Club conference in McMinnville.
- Reported meeting with Mr. Sandoval's family following the ICE-related arrest and offering guidance, noting the family had retained legal counsel.
  - Shared that Mr. Sandoval was being held in Missouri and remained in communication with his family.
  - Stated that bond had been denied and that a court hearing was scheduled to seek bail, with additional legal options under consideration.

Councilor Wring reported;

- Attended the Urban Renewal Agency Board meeting.
- Did not attend the Columbia Gorge Community College (CGCC) Technology Open House but reported plans to visit and encouraged others to attend. Noted the College received grant funding to expand its technology lab, including additional metallurgy capabilities and metal three-dimensional printing.
- Met with the Economic Development Officer and Councilor Richardson in preparation for Urban Renewal discussion.

Councilor Randall reported;

- Attended the Historic Landmarks Commission meeting, where goals were reviewed and will be revisited at an upcoming meeting.
- Participated in a Local Public Safety Coordinating Committee meeting.
- Attended a webinar regarding the Drinking Water Source Protection Grant Program.

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- Attended a town hall hosted by Senator Jeff Merkley.
- Attended the Industrial Training and Assessment Center (ITAC) open house at Columbia Gorge Community College and reported on the advanced technology and equipment showcased.

Councilor Richardson reported;

- Chaired the Urban Renewal Agency Board meeting and noted the launch of a \$7,500 storefront refresh and rehabilitation grant program to support downtown business improvements.
- Virtually attended the Community Affairs program featuring Superintendent Bernal.
- Attended a town hall hosted by Senator Jeff Merkley.
- Attended the Columbia Cascade Housing Corporation Board meeting and reported that approximately 130 housing units were under construction throughout the Gorge, with an additional 235 units in feasibility or study phases, including approximately 75 units in The Dalles.
- Reported a positive experience with City staff assistance related to a personal water leak, noting staff were professional and responsive.
- Acknowledged that Bread and Blessings continued its operations and had relocated to a new site at The Gloria Center.

Councilor Runyon reported;

- Reported being on vacation for approximately one and one-half weeks.
- Drove throughout the community to observe street conditions and construction activity.
- Met with the Planning Director regarding several items, including topics later on the agenda.
- Met briefly with the City Manager.

Mayor Mays did not give a report.

### **CONSENT AGENDA**

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

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

Items approved on the consent agenda were:

- A) Approval of the January 26, 2026 Regular City Council Meeting Minutes
- B) Resolution No. 206-008 Concurring with the Mayor's Reappointments to the Urban Renewal Agency Budget Committee, Lawrence and Ercole

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- C) Award of Contract No. 2025-016 for the 2026 Sanitary Sewer CIPP Lining
- D) Approval of the Fourth Amendment to Airport Management Agreement
- E) Approval of Airport Vehicle Surplus

**PUBLIC HEARING**

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

Mayor Mays read the rules of the Public Hearing then asked if there were questions. There were none.

Mayor Mays asked if any members of the Council wished to make any conflict of interest disclosures or abstain from participating or voting on the matter because of possible financial gain resulting from the legislative action

There were none.

Mayor Mays opened the public hearing at 6:38 p.m.

He called for the staff report.

Joshua Chandler, Community Development Director introduced Matt Hastie and Jessa Miller of MIG who presented the Employment Opportunities Analysis and Employment Buildable Lands Inventory, and Amendments to Goal 9 (Economic Development) of The Dalles Comprehensive Land Use Plan. (see attached slides)

Mayor Mays asked if there were any questions for the presenters.

Councilor Runyon noted that the document had last been updated in 2007 and stated that significant changes had occurred locally since that time, particularly in the growth of technology-related businesses. He expressed concern about referencing a specific company within the draft language and suggested revising the section to refer more broadly to local information and technology companies, Columbia Gorge Community College (CGCC), and STEM organizations, rather than naming a single business. He indicated he may propose an amendment during deliberations. He also commented on the removal of the "Recent Economic History" section, stating that while the prior version was outdated, an updated and condensed summary would provide value for future City Council and Planning Commission members, as well as the public, by documenting key developments over the past decade or two.

Mayor Mays clarified the history of the Employment Lands Inventory and related analysis. He

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confirmed that the last discussion of the buildable lands inventory occurred in 2022 and that the methodology used at that time was consistent with guidance from the Oregon Department of Land Conservation and Development. He noted that the 2022 analysis included land owned and occupied by Google as developable, which generated debate and contributed to the decision not to adopt the report at that time. He further stated that the Columbia River Gorge Commission had relied on that analysis in considering urban growth boundary expansion. He emphasized that the current update relied on more recent data and that the status of certain properties, including the Google site, had changed since the prior analysis.

Mayor Mays asked if there was anyone present who wanted to testify.

Luisse Langheinrich, 107 East Second Street, The Dalles, expressed appreciation for the acknowledgement of regional economic development in the draft but stated concern that Goal 9 appeared primarily focused on land supply and potential urban growth boundary expansion. She referenced the original intent of Goal 9, including support for family-wage employment, and questioned how wages, job quality, and overall economic impact would be evaluated. She asked where requirements for economic or cost-benefit analysis of proposed developments were addressed, including consideration of net job gains or losses and infrastructure impacts. She encouraged the City to consider establishing clear economic analysis tools to assist in evaluating future development proposals and their long-term benefit to the community.

Klebes responded that when a large development proposal is submitted, review may include discussion of requested economic incentives, such as participation in a vertical housing zone, enterprise zone, or other local programs. He stated that when incentives are requested, those proposals involve dialogue with the City regarding what may be offered in relation to the project's commitments. He noted that projects not seeking incentives are reviewed through the Planning Office to ensure compliance with applicable land use laws. Infrastructure impacts are evaluated in part through System Development Charges (SDCs) and, where applicable, negotiated infrastructure agreements, referencing prior agreements related to recent data center developments. He encouraged the Council to continue discussions regarding SDCs and related fee structures, as identified in the Strategic Plan, particularly in relation to large-scale developments and their impacts on City infrastructure.

Langheinrich clarified that her comments were not limited to site review, System Development Charges, or land use compliance, but rather focused on establishing a formal economic impact analysis process for large-scale development proposals. She referenced examples from other states where developer fees support independent economic analysis using standardized methodologies to evaluate projected job creation, economic benefit, and infrastructure impacts. She stated that such tools would allow the City to assess tangible and intangible impacts, including employment outcomes, and provide clearer information to decision-makers and the public. She expressed concern that the current process did not formally incorporate economic analysis and urged consideration of adopting tools that would allow for comprehensive

evaluation of major projects before approval.

Klebes responded that the City had, in past instances, retained consultants to conduct economic analyses on a case-by-case basis. He acknowledged that such analysis was not specifically incorporated into the current document. He stated that the City's authority to review or potentially deny a project is generally tied to land use regulations, System Development Charges (SDCs), and applicable review standards. He noted that while economic analysis may be informative, projects that meet established land use and regulatory requirements are entitled to proceed through the review process, whereas consideration of economic incentives may involve separate evaluation and discretion by the City.

Runyon responded that the previously referenced project was located outside City limits and that the City's authority in such cases was generally limited to evaluating connections such as sewer, water, and roadway impacts. He stated that when a private landowner and private company enter into a transaction, decisions regarding the sale and development of property are largely private matters, and it is not typically the role of the City or County to deny a company the opportunity to locate in the community if it meets applicable requirements. He said that Planning staff appropriately apply existing standards and questioned how the City could intervene in private transactions beyond its established regulatory authority.

Rodger Nichols, 1617 Oregon Street, stated that the role of the press is to "comfort the afflicted and afflict the comfortable." He expressed concern regarding inequity in the allocation of speaking time during testimony, stating that one individual was allowed twenty minutes while another was limited to three minutes. He stated that if rules are established, they should be followed consistently.

City Attorney Jonathan Kara responded by acknowledging the perspective shared and explaining the distinction between public comment and testimony during a legislative public hearing. He stated that public comment provides individuals up to three minutes to present ideas to the Council, as established by City Council Rules, and noted that no speaker has been given less than three minutes during his tenure as City Attorney. He explained that testimony during a legislative public hearing differs under State law, particularly when the Council is considering legislation affecting public health, safety, and welfare. In those instances, the Council has broader authority to regulate the type and length of testimony received as part of the official record.

Mayor Mays closed the public testimony portion of the public hearing at 7:34 p.m.

It was moved by Councilor Runyon and seconded by Councilor Richardson to adopt General Ordinance No. 26-1425, an ordinance for the adoption of the Employment Opportunities Analysis and Employment Buildable Lands Inventory, and amendments to Goal Nine (Economic Development) of The Dalles Comprehensive Land Use Plan, based upon the findings of fact and

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conclusions of law set forth in the Agenda Staff Report, by title only, as presented, with amendments to Section 5.3 to include research and review with local information and technology companies, Columbia Gorge Community College (CGCC), and STEM organizations, and to retain the Economic History page with direction to the Planning Director to complete a rewrite and return with a shortened version for inclusion.

City Attorney Jonathan Kara advised that the ordinance could not be amended to that degree and adopted the same evening if the proposed change involved adding a twenty-year history that had not yet been written. He stated that the matter could be brought back at a future meeting for adoption if additional substantive language was to be developed. He explained that minor modifications, such as correcting a typographical error or adding a limited number of words that could be clearly read into the record, were procedurally acceptable and authorized under the Charter during a City Council meeting. However, he stated that open-ended or substantive amendments without specific language presented into the record could not be adopted that evening.

The motion failed 0 to 5, none voting in favor; all opposed; none absent.

It was moved by Councilor Runyon and seconded by Councilor Richardson to adopt General Ordinance No. 26-1425, an ordinance for the adoption of the Employment Opportunities Analysis and Employment Buildable Lands Inventory, and amendments to Goal Nine (Economic Development) of The Dalles Comprehensive Land Use Plan, based upon the findings of fact and conclusions of law set forth in the Agenda Staff Report, by title only, as presented, with amendments to Section 5.3 to include research and review with local information and technology companies, Columbia Gorge Community College (CGCC), and STEM organizations, and to retain the Economic History page by removing the strikethrough from the entire section.

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

### **ACTION ITEMS**

#### Adoption of the 2026–2028 City Council Strategic Plan

City Manager Matthew Kelebes reviewed the staff report.

Mayor Mays said that he had tallied the tasks identified in the three-year period of the Strategic Plan and noted a total of 126 items. He observed that thirty-nine of those items related to public infrastructure and that twenty related to public relations.

Klebes responded to a question regarding timing on updates to the Plan. He stated that the

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Council had typically conducted annual goal setting in November and that the format and facilitation for the upcoming session had not yet been determined. Updates could depend on progress made toward current priorities. If substantial progress were achieved, Council could consider reprioritizing, identifying new items, or discontinuing certain efforts. He noted that many priorities were long-term projects extending beyond three years, including replacement of the water treatment plant, which he described as a ten-year effort. He stated that further discussion would be needed regarding future updates and how overall progress within the Strategic Plan would be evaluated.

Richardson stated that the Plan reflected substantial work and expressed appreciation for the efforts of City staff and Council. He indicated support for the Plan, with the expectation that Council would review and discuss priorities in greater detail at the annual retreat to remain engaged in formulation and prioritization.

It was moved by Richardson and seconded by Randall to adopt the 2026–2028 Strategic Plan as presented.

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

### Update on Progress Related to Resolution No. 26-002 and Associated Grant Recommendation for The Next Door Inc

City Manager Matthew Kelebes reviewed the staff report.

Klebes responded to a question regarding budget and spending authority. He stated that a previously adopted resolution specifically directed him to return to Council with the update and obtain authorization before proceeding. He noted that, under his existing budgetary and spending authority, he would otherwise have been able to move forward without additional Council action, as no emergency declaration was necessary.

Klebes clarified that The Next-Door, Inc. proposal included three components. He explained that the third component, a Community Preparedness Community Health Worker position, was funded only through the end of the current fiscal year. He said the proposed use of City funds would apply solely to the first component of the proposal and would not fund the employee position.

It was moved by McGlothlin and seconded by Richardson to direct the City Manager to finalize a grant agreement with The Next Door, Inc. in an amount not to exceed \$19,000 from available FY 25/26 budget authority to support direct costs associated with counseling services for children and families in The Dalles experiencing impacts related to heightened federal immigration enforcement activity.

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

**EXECUTIVE SESSION**

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

Mayor Mays recessed Open Session at 8:15 p.m.

Mayor Mays reconvene Open Session at 8:36 p.m.

**ADJOURNMENT**

Being no further business, the meeting adjourned at 8:37 p.m.

Submitted by/  
Amie Ell, City Clerk

SIGNED:   
Richard A. Mays, Mayor

ATTEST:   
Amie Ell, City Clerk



# THE DALLES ECONOMIC OPPORTUNITIES ANALYSIS

**CITY COUNCIL  
PUBLIC HEARING**

February 23, 2026



# Presentation Topics

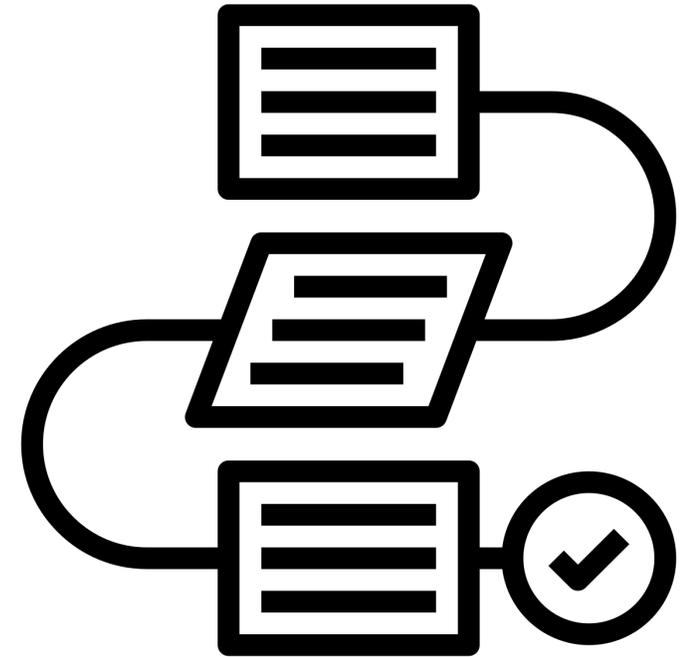
- 1. Project Overview, Background, and Objectives**
- 2. Refined Employment and Land Demand Analysis**
- 3. Refined Buildable Land Inventory**
- 4. Updated Comprehensive Plan Goals, Policies, and Implementation Measures**
- 5. Planning Commission Recommendations**
- 6. Questions and Comments for Staff**

# What is an Economic Opportunity Analysis?

## ■ Economic Opportunities Analysis

*(OAR 660-009-0015)*

- Identify major categories of industrial or other employment use trends
- Identify the number of sites needed to accommodate projected employment growth
- Inventory buildable employment land
- Compare projected land need with identified land supply
- Update Comprehensive Plan based on EOA



# Project Overview



Update Economic  
Analysis and Land  
Demand Findings



Review and  
Refine  
Employment  
Buildable Lands  
Inventory



Revise Draft  
Comprehensive  
Plan Goals,  
Policies, and  
Actions



Adoption Process:  
Planning  
Commission &  
City Council  
Hearings

*TIMELINE* →

APRIL 2025

JUNE

JULY

FEBRUARY 2026

# Project Objectives

- Provide updated data, findings and policy recommendations
- Inform future decision-making, grant applications, and planning efforts
- Serve as a basis for future resource allocation
- Be a foundation for development of short-term and annual economic development strategies and workplans
- Inform review of future development applications for consistency with Comprehensive Plan goals and policies

# EOA History

- Last adopted update in 2007
- City undertook update process in 2019-2022
  - Concerns about buildable land inventory findings
  - City Council did not adopt analysis or proposed Comprehensive Plan updates
  - Data from previous study no longer current
  - Significant changes in land supply have occurred in last 2-3 years
- Current process intended to update previous work with new data and analysis
- Updated EOA will be foundation for more detailed economic development action planning

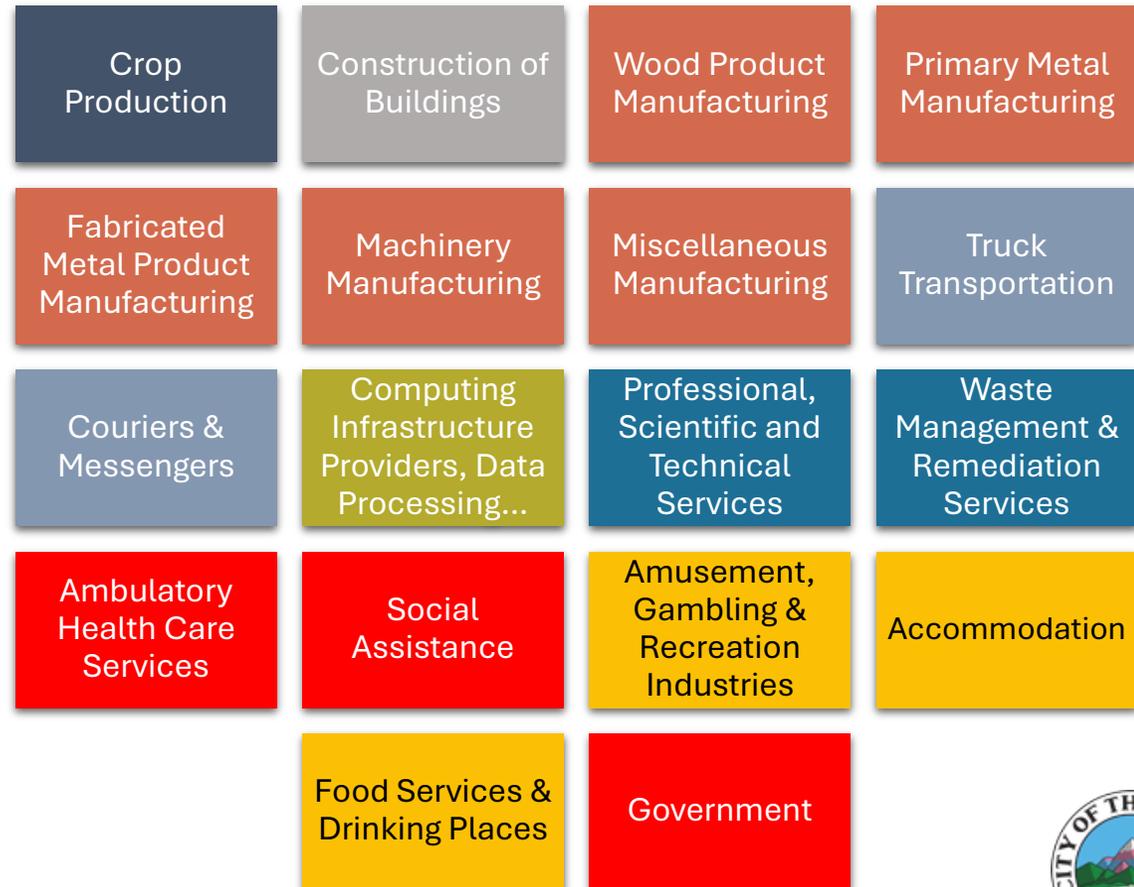
# Refined Employment Forecast and Land Needs Analysis – Economic Overview

- The regional economy has diversified since 2000
- Employment growth in The Dalles has recovered at an annual rate of 1.2% since 2020
- According to OED forecasts, employment in the MCEDD region is expected to grow 0.9% annually through 2033
- Wage growth has increased 4.1% annually during the last 10 years
- The median age is 38.5 and trending downwards
- Through 2033, The Dalles is expected to have 550 new jobs in various occupational skills, particularly “service” occupations

# Employment and Industry Sector Trends

*Industry Sector Employment Growth (2018-2023)*

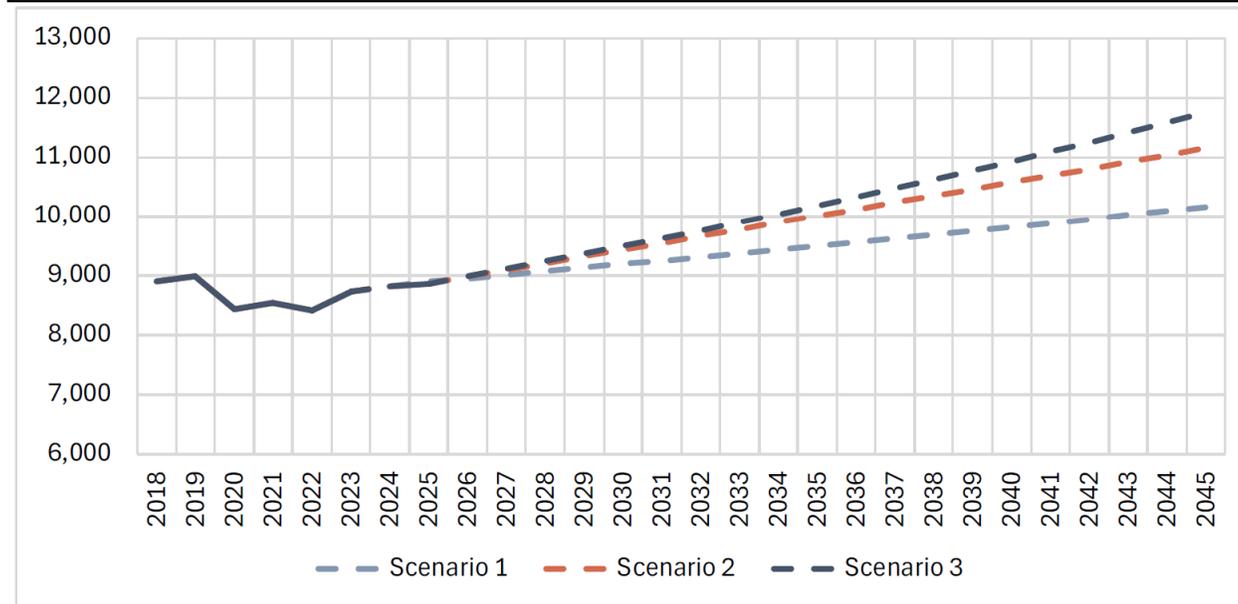
*Industries showing growth before, through and after pandemic*



# Employment Forecast

## 20-Year Employment Forecast

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



## 20-Year Jobs Forecast by Sector

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

# Land Needs Analysis Forecast

## Potential Distribution of Site Type Demand

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

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

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

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

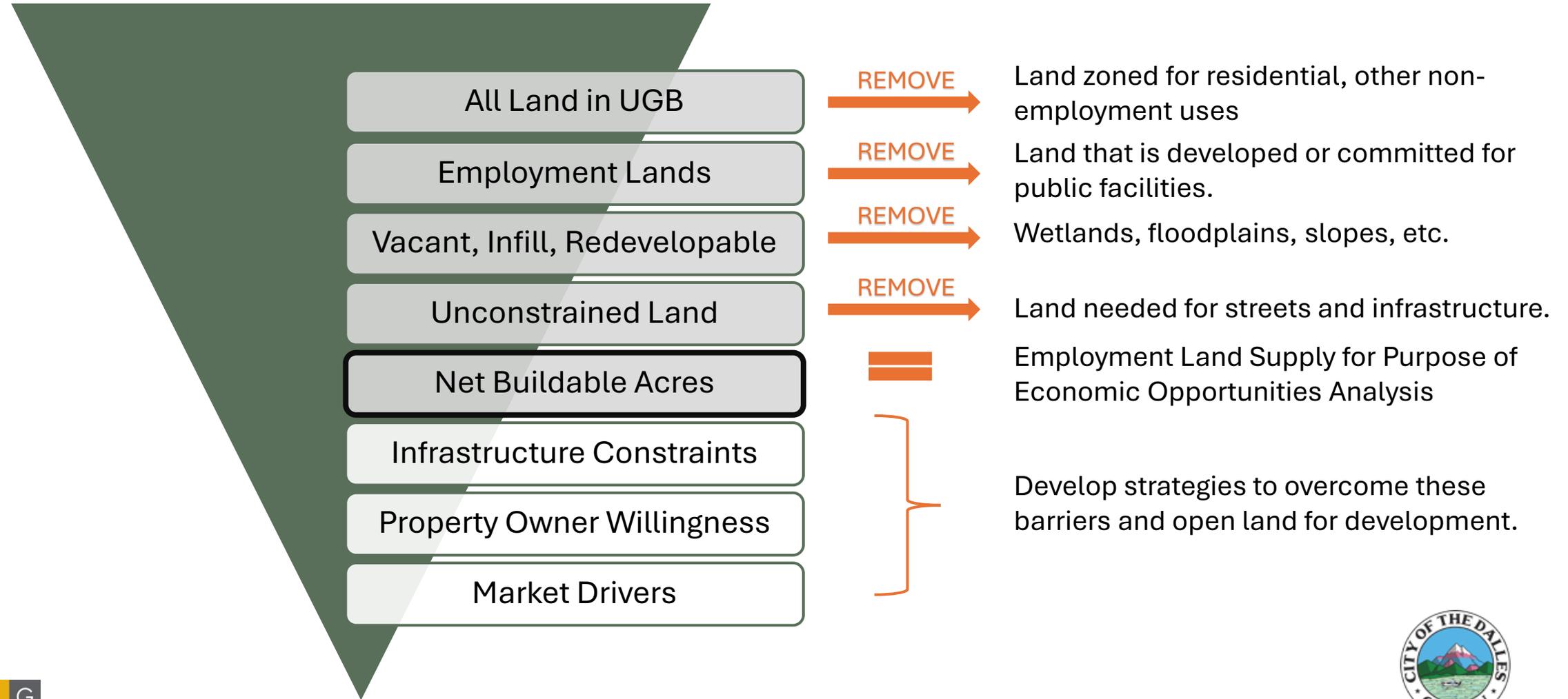
# Refined Employment Buildable Land Inventory (BLI)

- Refines 2020 EOA BLI to reflect new conditions *(recent development, tax lots changes, new constraints – e.g. City stream corridor buffers)*
- Key Components:
  - Determine Land type *(employment, residential, other)*
  - Identify and Calculate Constraints *(steep slopes, floodplain, wetlands, stream corridors, easements, etc.)*
  - Classify Land by Development Status *(developed, committed, partially vacant, vacant)*
  - Inventory Results *(calculates net acreage)*
  - Comparison of Need and Supply *(compares supply of BLI with demand projected in Phase 1)*

# Refined BLI – Key Definitions

- **Developed:** Includes improvements; little to no additional capacity
- **Vacant:** Minimal to no physical improvements
- **Partially vacant:** Some improvements, with capacity for additional development
- **Committed:** Either vacant or partially vacant but reserved for or committed to non-employment uses or cannot be developed for an employment use during the planning period
- **Constrained:** Completely constrained by specific features or hazards, that have zero (0) unconstrained acreage resulting in no developable employment land

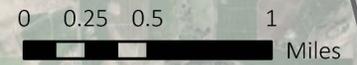
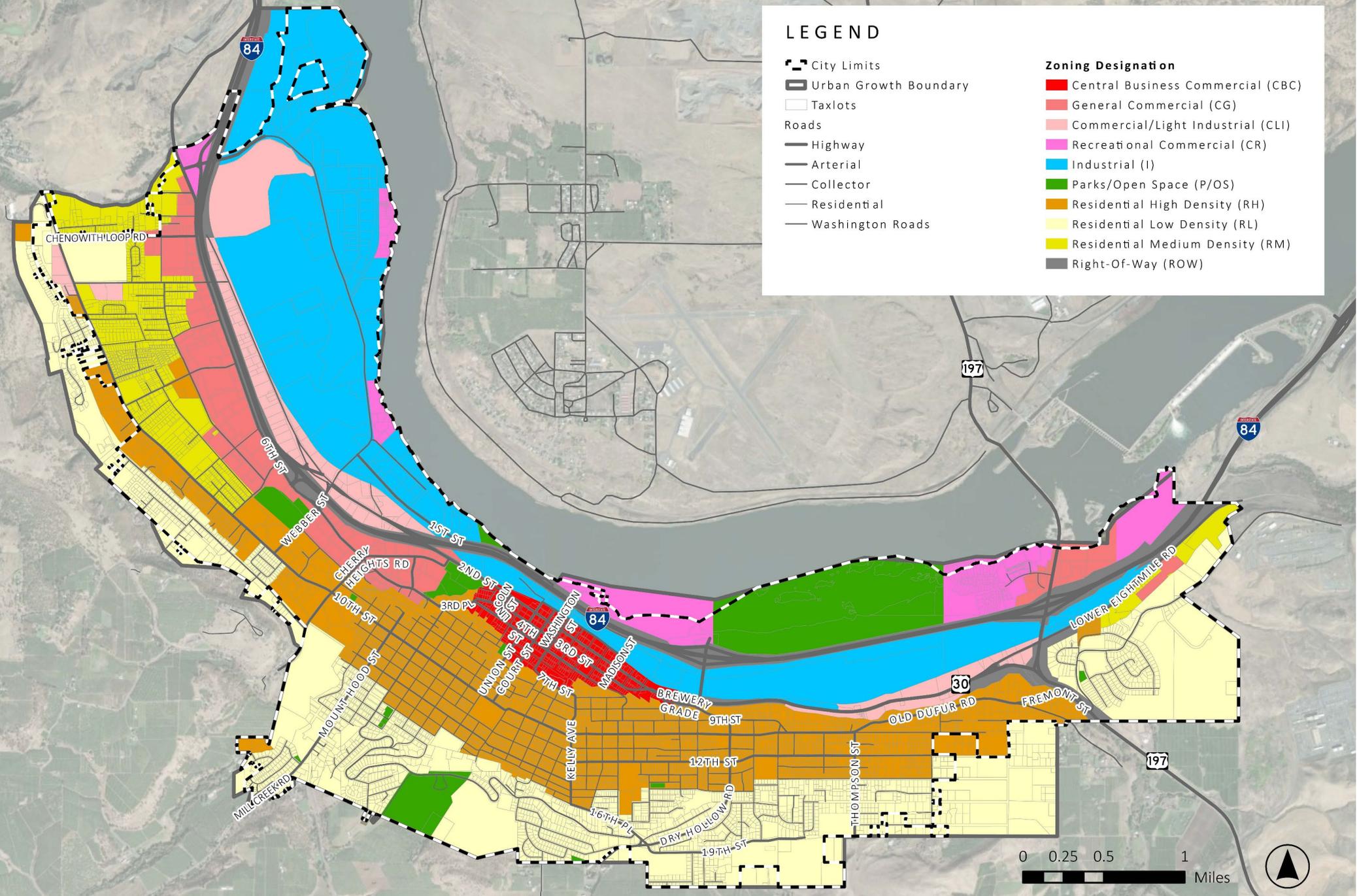
# Refined BLI – Methodology



# LEGEND

- City Limits
- Urban Growth Boundary
- Taxlots
- Roads**
- Highway
- Arterial
- Collector
- Residential
- Washington Roads

- Zoning Designation**
- Central Business Commercial (CBC)
- General Commercial (CG)
- Commercial/Light Industrial (CLI)
- Recreational Commercial (CR)
- Industrial (I)
- Parks/Open Space (P/OS)
- Residential High Density (RH)
- Residential Low Density (RL)
- Residential Medium Density (RM)
- Right-Of-Way (ROW)



# LEGEND

 City Limits

 Urban Growth Boundary

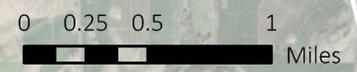
 Taxlots

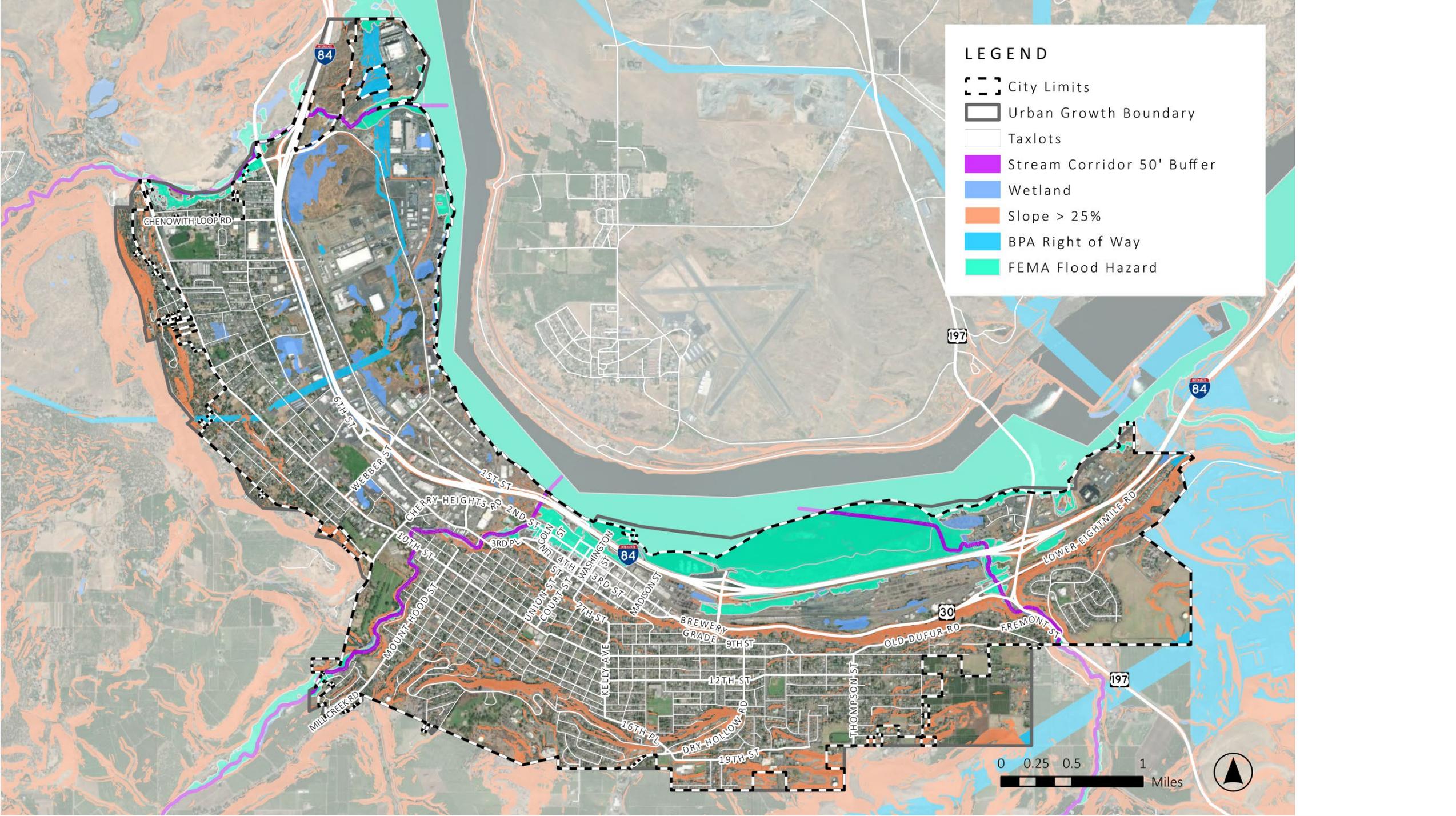
Land Type

 Employment

 Residential

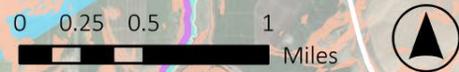
 Other

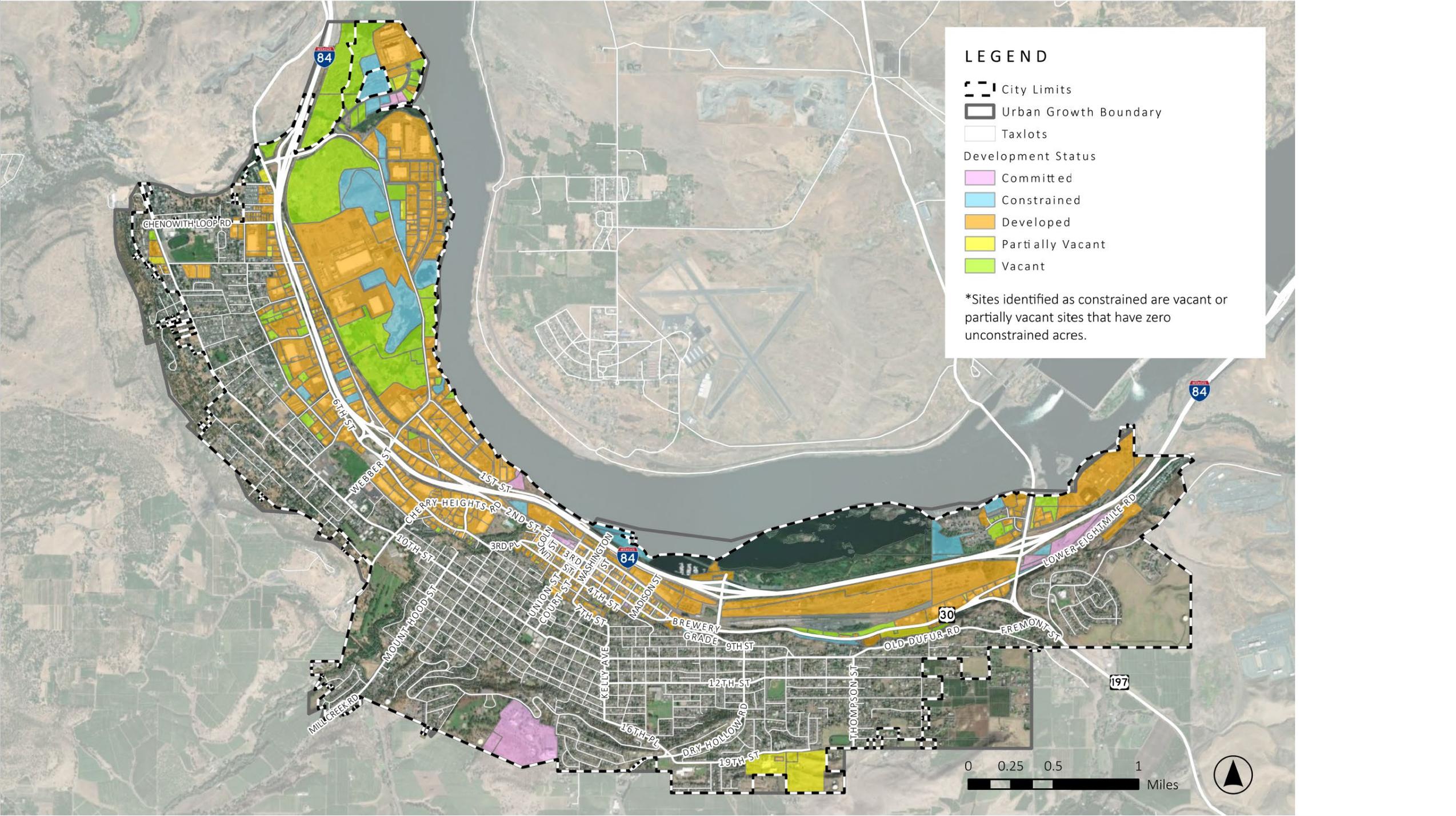




**LEGEND**

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

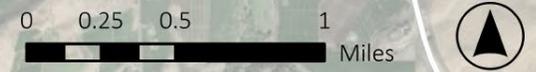




### LEGEND

-  City Limits
-  Urban Growth Boundary
-  Taxlots
- Development Status
-  Committed
-  Constrained
-  Developed
-  Partially Vacant
-  Vacant

\*Sites identified as constrained are vacant or partially vacant sites that have zero unconstrained acres.



# Refined BLI – Aggregate Land Findings

## Gross & Net Developable Acres of Employment Land

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

# Refined BLI – Site Need Findings

## Industrial Size Category Summary, Industrial Zone

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

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

# BLI – Findings

## KEY TAKEAWAY:

*“While there may be enough acres of buildable land to meet the projected needed when viewed as a single combined acreage number based on the aggregate needs analysis, there are not enough sites across all site size categories and as a result not enough land in the UGB to address the need for sites in the needed sizes and configurations. The lack of sites over 20 acres in size in particular is a detriment to business recruitment and expansion across industrial sectors as has been noted during this process by members of the PAC.”*

# COMPREHENSIVE PLAN REVISIONS

## Regulatory Basis

### **Economic Opportunities Analysis**

- Projected industrial/employment uses.
- Sites needed to accommodate projected employment growth.
- 20-year supply of buildable land.

### **Comprehensive Plan Policies**

- Economic development policies based on the EOA.
- Policies to designate adequate employment sites.
- Policies to provide necessary public facilities and transportation facilities.

### **Implementation Policies and Measures**

- Measures to implement adopted policies.
- Plan and zoning map and text amendments, as needed.

# COMPREHENSIVE PLAN REVISIONS

## Revisions/Additions Summary

- New background documents:
  - Economic Opportunities Analysis (MIG, 2025)
  - Employment and Land Needs Memorandum (Competinomics, 2025)
  - Buildable Land Inventory Memorandum (MIG, 2025)
- Reorganization and update of Goal 9 narrative
- Reorganization and update of Goals, Policies, and Implementation Strategies by City staff

# COMPREHENSIVE PLAN REVISIONS

Goals, Policies, & Implementation Measures

GOALS → Policies → Implementation Measures

**GOAL 1: Expand and Diversify the Economic Base**

**GOAL 2: Grow and Attract a Skilled Workforce**

**GOAL 3: Strengthen and Activate Downtown and Community Destinations**

**GOAL 4: Ensure Economic Development Readiness and Resilience**

**GOAL 5: Grow the Green Economy and Technology Innovation Sector**

**GOAL 6: Strengthen Regional Economic Integration and Infrastructure**

**GOAL 7: Support the Cultural, Creative, and Experiential Economy**

# COMPREHENSIVE PLAN REVISIONS – EXAMPLE 1

## Goal 9 Goal, Policy, and Implementation Measure Revisions

### Goal 1: Expand and Diversify the Economic Base

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

*Implementation Measures:*

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

# COMPREHENSIVE PLAN REVISIONS – EXAMPLE 2

## Goal 9 Goal, Policy, and Implementation Measure Revisions

### Goal 4: Ensure Economic Development Readiness and Resilience

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

*Implementation Measures:*

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

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

*Implementation Measures:*

- Incorporate hazard mitigation and utility redundancy into infrastructure and land use planning.
- Encourage redevelopment strategies that incorporate infrastructure layouts and long-term adaptability for changing industry needs.
- Monitor and report progress using economic metrics (e.g., land absorption, job growth, participation rates).

# COMPREHENSIVE PLAN REVISIONS

## Planning Commission Recommended Revisions

### Goal 1: Expand and Diversify the Economic Base

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

#### *Implementation Measures:*

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

# COMPREHENSIVE PLAN REVISIONS

## Planning Commission Recommended Revisions

### Goal 2: Grow and Attract a Skilled Workforce

**Policy 2.1:** Strengthen education and workforce development pathways.

#### *Implementation Measures:*

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

# COMPREHENSIVE PLAN REVISIONS

## Planning Commission Recommended Revisions

### Goal 2: Grow and Attract a Skilled Workforce

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

#### *Implementation Measures:*

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

# COMPREHENSIVE PLAN REVISIONS

## Planning Commission Recommended Revisions

### Goal 5: Grow the Green Economy and Technology Innovation Sector

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

#### *Implementation Measures:*

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



**ANY QUESTIONS OR COMMENTS  
ABOUT THE PROCESS, FINDINGS, OR  
RECOMMENDATIONS?**