COLUMBIA GATEWAY URBAN RENEWAL AGENCY BOARD
September 15, 2026
5:30 p.m.

City Hall Council Chambers
313 Court Street, The Dalles, Oregon

Via Zoom
https://us06web.zoom.us/j/86259459367?pwd=Z0Nnd3E4bkxBUVhXQkRKTkJCdEJ6QT09
Meeting ID: **862 5945 9367** Passcode: **292293**
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Contact the City Clerk at (541) 296-5481 ext. 1119, or amell@thedalles.gov.

1. ROLL CALL

2. PLEDGE OF ALLEGIANCE

3. APPROVAL OF AGENDA

4. APPROVAL OF MINUTES – August 11, 2026

5. PUBLIC COMMENT – During this portion of the meeting, anyone may speak on any urban renewal subject. Five minutes per person will be allowed.

6. DISCUSSION
   A. Sustainable City Year Federal Street Plaza Project

7. STAFF COMMENTS / PROJECT UPDATES
   A. Exterior Pilot Refresh Update
   B. Incentive Program Update

8. BOARD MEMBER COMMENTS / QUESTIONS

9. ADJOURNMENT

Meeting conducted in a room in compliance with ADA standards.

Prepared by/
Crystal Sayre, Administrative Assistant
Community Development Department

COLUMBIA GATEWAY URBAN RENEWAL AGENCY BOARD MEETING MINUTES

August 12, 2026 at 6:00 p.m.

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

PRESIDING: Dan Richardson, Chair

BOARD PRESENT: Jill Amery, Ben Wring, Scott Hege, Marcus Swift, Walter Denstedt, Bets Stelzer, Timothy McGlothlin, Dan Richardson

BOARD ABSENT: Kristen Lillvik

STAFF PRESENT: Urban Renewal Manager and Economic Development Officer (EDO) Jacob Anderson, City Attorney Jonathan Kara, City Manager Matthew Klebes, Administrative Assistant Crystal Sayre

EXECUTIVE SESSION

The Columbia Gateway Urban Renewal Agency Board met in Executive Session on August 11, 2026 at 5:30 p.m. pursuant to ORS 192.660(2)(f), to consider information or records exempt from public inspection under ORS 192.345(21), related to confidential Basalt Commons financing and project-cost information. No final action was taken. The Executive Session adjourned at approximately 6:00 p.m.

CALL TO ORDER

The meeting was called to order by Dan Richardson, Chair at 6:00 p.m., following adjournment of the Executive Session.

PLEDGE OF ALLEGIANCE

Chair Richardson led the Pledge of Allegiance.

APPROVAL OF AGENDA

It was moved by Board Member Amery and seconded by Board Member Hege to approve the agenda as prepared. The motion carried 8/0; Richardson, Amery, Wring, Hege, Swift, Denstedt, Stelzer, McGlothlin voting in favor, none opposed, Lillvik absent.

APPROVAL OF MINUTES

It was moved by Board Member Wring and seconded by Board Member Swift to approve the minutes of May 19, 2026 as prepared. The motion carried 7/0/1, Richardson, Amery, Wring,

Hege, Swift, Stelzer, McGlothlin voting in favor, none opposed, Denstedt abstained due to absence at the May 19th meeting, Lillvik absent.

PUBLIC COMMENT

Chair Richardson opened public comment for items related to Urban Renewal.

Charles Gomez, Granada Theater

Mr. Gomez expressed concerns regarding the Basalt Commons project's request for additional extension and overall project momentum. His main points included:

- He is supportive of the project generally but opposed the height variance previously approved.
- Concern that the project mirrors past stalled projects (e.g., Hilton proposal) due to insufficient "skin in the game."
- Belief that increased project costs, inflation, and timeline delays raise questions about financial viability.
- Concern that taxpayer-funded variances or extensions may not adequately reflect cost changes or developer investment.
- Strong emphasis that meaningful personal financial investment drives timely completion ("skin in the game").
- Urged the Board to consider whether continued extensions fairly protect taxpayer interests.

No other public commenters came forward at this time.

ACTION ITEM

Combined Third Amendment to the Incentive Program Grant Agreement and First Amendment to the Development Funding Agreement with TD3rd, LLC

Staff Summary

EDO Anderson summarized key points relevant to decision making:

- The developer requested a timeline extension.
- Staff originally recommended two months but indicated no objection if the Board approved a longer extension.
- The project has completed all major permitting steps, secured financing, and is considered near construction ready.
- The project's incentive remains capped at $1,000,000 (no variance requested).
- The DFA amount remains $730,000, staying under the $750,000 Bureau of Labor and Industries (BOLI) threshold for prevailing wage.
- Staff reviewed confidential financial documents and found progress satisfactory and the project actively advancing.

- Sufficient funds remain in the Urban Renewal budget to support this project without preventing other incentive applications.
- County participation in property purchase/lease-back has ended, but developer financing now covers this portion.

Board Discussion

- Chair Richardson emphasized that Urban Renewal still has sufficient funds for other projects and that the Basalt Commons subsidy is relatively modest compared to total project cost.
- Hege noted that large projects in small communities often face long timelines, and granting an extension prevents losing a nearly completed effort.
- Wring felt two months would be insufficient and suggested four months, with an expiration date of December 18, 2026.
- McGlothlin supported a longer extension, citing recent developer progress.
- Swift supported combining amendments and proposed four months, noting that the Board's previous shorter extension contributed to repeated requests.
- Denstedt expressed continued concerns about the project's lengthy timeline and indicated he would vote against further extension.

Public Comment on Action Item

Roger Nichols, appearing as a citizen, encouraged granting the maximum extension, stating the project is extremely close to completion and represents significant long-term effort.

Motion

It was moved by Board Member Swift and seconded by Board Member McGlothlin to authorize the Agency Manager to execute the Combined Third Amendment to the Incentive Program Grant Agreement and First Amendment to the Development Funding Agreement with TD3rd, LLC, with a four-month extension, subject to City Attorney approval. The motion carried 7/1, Richardson, Amery, Wring, Hege, Swift, Stelzer, McGlothlin voting in favor, Denstedt opposed, Lillvik was absent.

BOARD MEMBER COMMENTS / QUESTIONS

General consensus was to move Board Comments to after Staff Updates for future meetings. Some general comments were made; none required Board action.

STAFF COMMENTS/ PROJECT UPDATES

EDO Anderson summarized several project updates:

- Several active incentive program projects are progressing, including Canton Walk, Sigmund's Flowers, Granada Theater, The Mint, and others.
- Multiple new applications are expected for roof repair, façade improvements, and second-floor residential activation.

- Tony's Lot: The Chamber of Commerce requested use of the lot during Cherry Festival; Board consensus approved continued use. Short-term presentation options and long-term planning for development will be brought to the Board.
- Federal Street Plaza is expected to be completed later this year.
- Board will receive the Sustainable City Year Program final report next meeting, which will include development concepts for Tony's Lot and surrounding assets.
- The First Street project has had several unexpected delays, which has impacted the budget and timelines for completion.

ADJOURNMENT

Being no further business, the meeting adjourned at 6:52 p.m.

_____

Meeting conducted in a room in compliance with ADA standards.

Submitted by/
Crystal Sayre, Administrative Assistant
Community Development Department

SIGNED: _____
Dan Richardson, Chair

ATTEST: _____
Crystal Sayre, Administrative Assistant
Community Development Department

DRAFT

AGENDA STAFF REPORT
AGENDA LOCATION: 6.A.

MEETING DATE: September 15, 2026

TO: Chair and Members of the Urban Renewal Agency Board

FROM: Jacob Anderson
Agency Manager

ISSUE: Sustainable City Year Program – Tony's Lot Discussion

BACKGROUND

As part of the City's partnership with the University of Oregon Sustainable City Year Program, student teams evaluated the Federal Street Plaza and surrounding redevelopment sites, including the Urban Renewal Agency-owned former Tony's Town & Country property.

Six student teams specifically evaluated Tony's Lot and developed concepts ranging from permanent commercial development to flexible public gathering, market, food vendor, and entertainment space.

DISCUSSION

Although the individual concepts varied, several common themes emerged for Tony's Lot, including flexible gathering space, food and beverage opportunities, live entertainment, markets, and other uses that complement the Federal Street Plaza.

The final report recommends preserving flexibility so that near-term activation of the property can support the Plaza without unnecessarily limiting its long-term redevelopment potential.

Staff is seeking Board discussion on the future role of Tony's Lot and whether the Agency should continue to position the property primarily for future redevelopment or explore interim improvements and programming opportunities.

BUDGET IMPLICATION

There are no immediate budget implications associated with this discussion. Any Future improvements or redevelopment would be brough back to the Board for consideration.

Staff recommendation: Discussion only. No formal action is requested.

Attachments:

- **Attachment A –** The Dalles Federal Street Plaza Project: A vision for the Plaza and Surrounding Redevelopment Sites

SPRING 2026
THE DALLES

BA 308: LEADERSHIP AND COMMUNICATION
LUNDQUIST COLLEGE OF BUSINESS

The Dalles Federal Street Plaza Project: A Vision for the Plaza and Surrounding Redevelopment Sites

Halle Steindorf
Report Author • Lundquist College of Business

Nya Williams
Contributing Author • Lundquist College of Business

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Associate Teaching Professor of Management • Lundquist College of Business



UNIVERSITY OF OREGON

CITY OF THE DALLES OREGON

SCI Sustainable Cities Institute

SCYP Sustainable City Year Program

Acknowledgments

The authors wish to acknowledge and thank the Federal Street Plaza Ad Hoc Committee for their commitment to overseeing the design, construction, cost elements, and grant opportunities of the Plaza. We would like to thank the following committee members for their support and contributions to the undergraduate Business and Communication classes as they were instrumental in the completion of this report.

Jacob Anderson, Economic Development Officer, City of The Dalles

Rich Mays, Mayor, City of The Dalles

Tim McGlothlin, City Councilor, City of The Dalles

This report represents original student work and recommendations prepared by students in the University of Oregon's Sustainable City Year Program for the City of The Dalles. Text and images contained in this report may not be used without permission from the University of Oregon.

Contents

4 About SCI

4 About SCYP

5 About The Dalles

6 Course Participants

9 Course Description

10 Executive Summary

12 Introduction: The Federal Street Plaza Project

15 The Dalles Overview

19 The Federal Street Plaza

28 Craig Building and Transportation Building

39 Former Tony's Town & Country Site

48 Coordinated Four-Site Vision Concepts

53 Conclusion

54 References

55 Appendix A: Community Demand Assessment Survey

60 Appendix B: The Federal Street Plaza

62 Appendix C: Craig & Transportation Building

64 Appendix D: Tony's Lot

About SCI

The Sustainable Cities Institute (SCI) is an applied think tank focusing on sustainability and cities through applied research, teaching, and community partnerships. We work across disciplines that match the complexity of cities to address sustainability challenges, from regional planning to building design and from enhancing engagement of diverse communities to understanding the impacts on municipal budgets from disruptive technologies and many issues in between.

SCI focuses on sustainability-based research and teaching opportunities through two primary efforts:

1. Our Sustainable City Year Program (SCYP), a massively scaled university-community partnership program that matches the resources of the University with one Oregon community each year to help advance that community's sustainability goals; and
2. Our Urbanism Next Center, which focuses on how autonomous vehicles, e-commerce, and the sharing economy will impact the form and function of cities.

In all cases, we share our expertise and experiences with scholars, policymakers, community leaders, and project partners. We further extend our impact via an annual Expert-in-Residence Program, SCI China visiting scholars program, study abroad course on redesigning cities for people on bicycle, and through our co-leadership of the Educational Partnerships for Innovation in Communities Network (EPIC-N), which is transferring SCYP to universities and communities across the globe. Our work connects student passion, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

About SCYP

The Sustainable City Year Program (SCYP) is a yearlong partnership between SCI and a partner in Oregon, in which students and faculty in courses from across the university collaborate with a public entity on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner agency through a variety of studio projects and service-learning courses to provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches to difficult, persistent problems.

SCYP's primary value derives from collaborations that result in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

Community partnerships are possible in part due to support from U.S. Senators Ron Wyden and Jeff Merkley, as well as former Congressman Peter DeFazio, who secured federal funding for SCYP through Congressionally Directed Spending.

About The Dalles

The City of The Dalles is located approximately 75 miles east of Portland at the eastern gateway to the Columbia River Gorge National Scenic Area. The Dalles is the largest city in Wasco County and a historic center of commerce and culture in the Mid-Columbia region. The Dalles offers a unique blend of natural beauty and recreation, livability, economic opportunity, and rich heritage.



With nearly 300 days of sunshine annually, the community supports a vibrant outdoor lifestyle, including hiking, river recreation, and access to a growing regional wine industry. The Dalles is home to two historic districts with more than 100 properties listed on the National Register of Historic Places, reflecting its longstanding role as a key trading hub along the Columbia River.

The Dalles continues to serve as a vital economic center, and agriculture remains a cornerstone of the local economy. Local specialties reflect the region's identity, with cherry production, wheat farming, vineyards, and wineries anchoring the economy, alongside a growing food and beverage scene and access to outdoor recreation across the Gorge. Regional assets such as Columbia Gorge Community College, a national leader in renewable energy technology education, and private-sector data center investments underscore the City's role in both traditional and emerging industries. The presence of The Dalles Lock and Dam further strengthens the region's infrastructure, supporting navigation, irrigation, and hydropower generation.

The Dalles offers a vibrant community calendar and distinct local character. Signature events such as the Northwest Cherry Festival, Fort Dalles Fourth celebration, and seasonal events like the Starlight Parade and Festival of Trees highlight the city's agricultural heritage and strong sense of community.

Through its partnership with the Sustainable City Year Program (SCYP), The Dalles is collaborating with University of Oregon students and faculty to advance priority projects that support economic development, housing, historic preservation, and transportation. This partnership helps build local capacity while positioning The Dalles for a resilient, innovative, and sustainable future.

Course Participants

The following course participants are all University of Oregon Lundquist College of Business undergraduates.

SECTION 1: DAY IN THE LIFE OF THE PLAZA

Sara Allaho, Business Administration
Willa Balgooyen, Business Administration, Marketing
Jerry Barefield, Business Administration, Sports Business and Data Analytics
Justin Bones, Business Administration, Sports Business and Finance
Sora Brown, Business Administration
Rainie Chan, Accounting
Matthew Conti, Business Administration, Accounting and Finance
Jorja Christianson, Business Administration, Marketing
Kat Davis, Business Administration
Piper Duke, Business Administration
Thomas Fenner, Business Administration
Dani Ficek, Business Administration, Finance
Isabelle Forsythe, Business Administration, Entrepreneurship and Finance
Jansen Gagliardi, Business Administration
Beckett Glinder, Business Administration, Sports Business
Hayden Gordon, Business Administration
Remy Harmon, Business Administration
Ayden Haydu, Business Administration
Connor Hurst, Business Administration
Jacob Raher, Business Administration, Sport Business and Finance
Isabella Reyes, Business Administration, Marketing
Baylee Miller, Business Administration
Estrella Saldivar Garcia, Business Administration
Halle Steindorf, Business Administration, Sports Business
Aubrie Taylor, Accounting
Jaiden Terry, Business Administration, Marketing
Nawaf Thunayyan, Business Administration
Michael Tibebu, Business Administration, Finance
Aaliyah Watson, Business Administration, Finance
Grant Wiese, Business Administration
Cheyne Wingert, Business Administration, Entrepreneurship
Frankie Wong, Accounting
Annika Van Dyke, Business Administration
Kate Villaluz, Business Administration

SECTION 2: CRAIG AND TRANSPORTATION BUILDING

Ani Andhole, Business Administration, Operations and Business Analytics

Omar Awwad, Business Administration

Joe Chandler, Business Administration

Max Elmgren, Accounting

Cole Engstrom, Business Administration, Finance

Rory Forsythe-Elder, Business Administration and Spatial Data Science

Nathan Gonzales, Business Administration and Data Science

Clarisse Guerra, Business Administration, Marketing

Kate Guske, Business Administration, Finance

Gavin Hahn, Business Administration

Luke Hattrup, Business Administration, Entrepreneurship and Accounting

Mason Jennings, Business Administration, Sports Business

Caroline Kirkpatrick, Accounting and Psychology

Boone Koozer, Business Administration

Olivia Leddy, Business Administration

Charlie Lewis, Business Administration, Sports Business

Gage Melton, Accounting

Evan Motsko, Business Administration

Ian Murry, Business Administration

Edyn Naka'ahiki, Business Administration

David Neal, Business Administration, Sports Business

Khang Nguyen, Business Administration, Marketing and Sports Business

Barrett O'Brien, Accounting

Rowan Parker, Accounting and Economics

Cielo Ramirez, Business Administration

Sienna Rembulat, Business Administration, Marketing

Dylan Ryan, Business Administration, Operations and Business Analytics

Isabelle Schantz, Business Administration, Marketing and Sports Business

Eva Schluth, Business Administration, Finance

Avenir Shamataylo, Business Administration

Io Smith, Business Administration, Entrepreneurship

Charlie Sneed, Business Administration, Finance

Ciara Tancioco, Business Administration, Entrepreneurship

Cole Walton, Business Administration

Isaiah Williams, Business Administration, Finance

Lindsey Williams, Business Administration, Marketing

SECTION 3: TONY'S LOT

Ryan Arndt, Business Administration
Ruby Anderson, Business Administration, Operations and Business Analytics
Bianca Bleifer-Fragoulis, Business Administration, Sports Business
Stephen Bousquet, Business Administration
Lucas Calderon, Accounting
Dylan Chapman, Business Administration, Entrepreneurship
Chance Dalton, Business Administration
Matt Eilers, Accounting
Shane Fair, Business Administration, Entrepreneurship
Coral Farr, Business Administration
Alex Fischer, Business Administration, Sports Business
Bennett Fisher, Business Administration
Jack Grafe, Accounting
Jackson LaMarche, Business Administration
Jonah Lewis, Business Administration, Sports Business
Roselina Luong, Business Administration, Entrepreneurship
Brady Moss, Accounting
Duyen Nguyen, Business Administration
Jackson Ollenburger, Business Administration
Micheal Orsini, Accounting
Charlie Palensky, Accounting
Colby Parosa, Business Administration, Marketing
Taran Reddy, Accounting
Zach Reeves, Accounting
William Ricenbaw, Business Administration, Entrepreneurship
Jack Ricketts, Business Administration
Erik Rodriguez, Business Administration, Finance
Halli Romano, Business Administration, Marketing
Brooklyn Rayl, Accounting
Kaylee Thomas, Accounting
Mia Tickell, Business Administration
Saniya Ulukita, Business Administration
Nya Williams, Business Administration, Marketing
Evan Wise, Business Administration

Course Description



BUSINESS ADMINISTRATION 308: LEADERSHIP AND COMMUNICATION

Leadership and Communication is a 10-week, intensive, core course for students at the University of Oregon's Lundquist College of Business. In each course, 36 students develop their abilities to work in teams, lead, and write and speak critically and persuasively while working on projects for real organizations. The team projects constitute about half of their work in the course, with the other half of their work dedicated to individual assignments on other topics.

Besides providing value for their clients, the projects help students learn to define problems, gather data through primary and secondary sources, analyze those data, form preliminary recommendations, seek feedback, and present refined recommendations in written reports and formal presentations. Rather than interns implementing predetermined solutions, the students act more like consultants working to help clients investigate open-ended questions or challenges for their organizations with the goal of identifying actionable recommendations.

Executive Summary

Business Administration students partnered with the City of The Dalles through the Sustainable City Year Program (SCYP) to develop activation strategies for four connected components of the Federal Street Plaza Project to include: the Federal Street Plaza, the Transportation Building, the privately-owned Craig Building, and the Urban Renewal Agency-owned former Tony's Town & Country site ("Tony's Lot").



While each site presents distinct opportunities and constraints, the City sought a coordinated vision that would strengthen downtown identity, increase foot traffic, and establish these interconnected sites as complementary destinations that support the success of the multi-million-dollar Federal Street Plaza Project.

To address the City of The Dalles' goals, eighteen student teams conducted independent research using community surveys, demographic and economic data, market analysis, comparable communities, and interviews with the City's economic development staff. Six teams were allocated to each project in three class sections, each focused on: Federal Street Plaza programming, the Craig and Transportation Buildings, and Tony's Lot site.

Although each team conducted its own research and presented their distinct proposals, the projects revealed a consistent set of findings regarding the challenges downtown is facing. Student teams identified underutilized properties, an imbalanced business mix, and a missing "third space" that causes downtown to function primarily as a place people pass through, rather than a destination where they choose to spend time.

Across all proposals, several common recommendations emerged. Teams consistently proposed activating the Craig Building as a food, beverage, and entertainment anchor, utilizing the Transportation Building as a small but high-identity community amenity, and developing Tony's Lot as a flexible gathering

space that complements the Federal Street Plaza rather than competing with it. Students also emphasized the importance of recurring weekly programing, seasonal events, partnerships with local businesses, expanded Bike Hub amenities, and family-friendly experiences that encourage activity throughout the day and into the evening. Since the Craig Building is privately owned, it will rely on the owner (not the City) to move forward on the vision or concepts proposed in this report.

Taken together, the recommendations presented in this report provide The Dalles with a coordinated strategy for activating the Federal Street Plaza and the surrounding redevelopment sites. While each proposal reflects a unique approach, the consistency of the findings across eighteen independently developed projects demonstrates a shared understanding of the City's opportunities and priorities.

First, a Community Commons concept envisions the Plaza and surrounding properties as downtown's everyday gathering place, centered on flexible public space, local businesses, community programming, and family-friendly activities. Second, a Gorge Gateway and Entertainment District emphasizes The Dalles' role as a gateway to the Columbia River Gorge by pairing outdoor recreation, food and beverage, entertainment, and visitor amenities to create a regional destination.

These concepts are presented as exploratory planning frameworks that synthesize recurring themes across student proposals. They are not adopted City plans, redevelopment commitments, or promised by public or private property owners, but rather illustrate student ideas for potential direction to help coordinate future public investment, programming, and private redevelopment.

Introduction: The Federal Street Plaza Project

Over the 2026 spring term, student teams in three sections of Business Communications and Leadership (BA 308) partnered with the City of The Dalles through the Sustainable City Year Program (SCYP) to develop activation concepts for four connected downtown sites in The Dalles: the Federal Street Plaza, the Craig and Transportation Buildings, and the former Tony's Town & Country Lot ("Tony's Lot").

All three sites sit immediately adjacent to the City's Federal Street Plaza Project, a $4.9 million public investment currently under construction and scheduled for completion in late 2026 (City of The Dalles n.d.). Overall, The Dalles sought student ideas to develop a practical, creative, and organized strategy for making the Federal Street Plaza successful from day one.

The Dalles Federal Street Plaza Project uses city funding and the Columbia Gateway Urban Renewal Agency's access to city revitalization specific tax funding to construct a downtown community area aimed to "complement both the existing Craig Building and any future construction on the adjacent property and will include updates to the Transportation Building" (City of The Dalles n.d.).

The Urban Renewal Agency provides funding to assist property owners with "Improving, rehabilitating, and/or developing eligible properties located within the Gateway/ Downtown Urban Renewal Area" (City of The Dalles n.d.). The Federal Street Plaza project is a public investment focused on constructing the new plaza and implementing improvements to the Transportation Building.

Rather than redeveloping adjacent privately owned properties, the project is intended to complement existing buildings and support future private investment in surrounding sites, including the Craig Building, Tony's Lot, and other nearby parcels. By enhancing the public realm and creating an attractive downtown gathering space, the project aims to increase property value, revitalizing current assets, and bringing opportunity for business and residential growth to downtown The Dalles (City of The Dalles n.d.).

The Dalles sought student ideas as the City looks for a shared vision for the role of the Federal Street Plaza in downtown to include clear statement of purpose for the Plaza, the types of experiences it might support, and how it can contribute to downtown identity, foot traffic, and sense of place. Students were also asked to develop a "Day in the Life of the Plaza" concept showing how the space could function across the day, week, and year. This could illustrate how the Plaza might serve residents, visitors, workers, families, and businesses through both regular daily use and special programming. The goal would be to show how the Plaza can feel active and useful beyond isolated events.

Building from that shared framework, the project explored a coordinated programming and activation strategy for the Plaza. As part of this work, multiple student teams created an event, activation, or programming concepts for the space. These included recurring activities, seasonal events, signature gatherings, partnerships with downtown businesses, and other ideas that would help bring consistent life to the Plaza.

The project also examined how the Plaza activity might extend into and reinforce the surrounding downtown. This included ideas for how events, promotions, and regular use of the Plaza can support nearby restaurants, retailers, and community destinations, helping the Plaza function as an anchor for broader downtown revitalization rather than a stand-alone space.

In addition, students evaluated possible uses for unprogrammed portions of the Transportation Building. Recommendations focused on uses that increase activity, support downtown vitality, and improve the success of the Plaza area overall.

Across all proposals, student teams converged on a consistent diagnosis of downtown The Dalles, grounded in a shared set of data sources: the City of The Dalles Downtown Market Analysis (Stover, 2026), U.S. Census and World Population Review demographic data, the City's own Federal Street Plaza planning materials, a community-wide "2nd and Federal Survey," and direct interviews with Jacob Anderson, the City's Economic Development Officer and Columbia Gateway Urban Renewal Agency Manager.

This report consolidates the body of students work into a single set of findings and recommendations to support activation of the Federal Street Plaza and overall downtown environment. To organize the eighteen independent proposals, each student team was assigned the name of a tree species (e.g., Aspen, Birch, Cypress, Dogwood, Elm, Fig). Throughout this report, these tree names are used to identify and reference individual team proposals. While each team worked independently and arrived at distinct concepts, several strong and recurring themes emerged across all proposals:

- The need for food and beverage anchors.
- Flexible entertainment and gathering space.
- Evening and family-friendly programming.
- A downtown that functions as a connected destination rather than a collection of isolated stops.

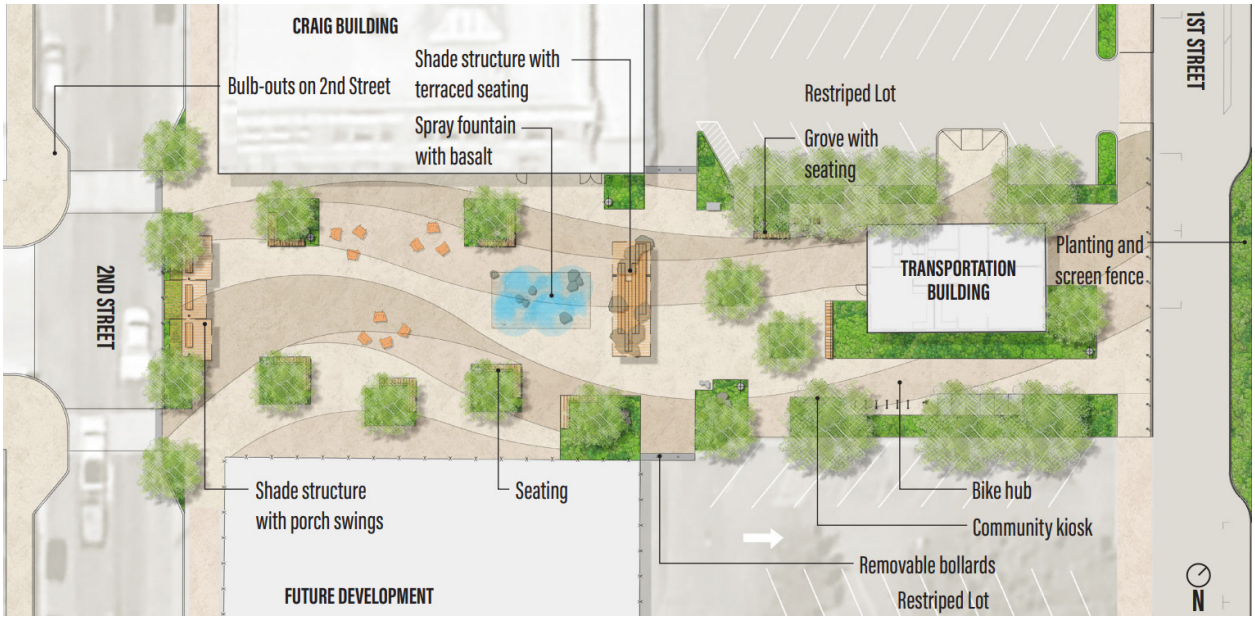


FIG. 1

Finalized Federal Street Plaza site plan mockup.

Design by: Walker Macy, LLC.

The final work presented in this report is intended to answer a central question posed by the City of The Dalles: how can four adjacent but separately controlled properties perform distinct roles while functioning as one connected downtown destination?

To address this question, the report synthesizes the findings of eighteen independent student proposals into two integrated, exploratory vision frameworks: The Community Commons and The Gorge Gateway and Entertainment District.

These frameworks illustrate how the Federal Street Plaza, the publicly controlled Transportation Building, the privately owned Craig Building, and the Agency-owned Tony's Lot can complement one another through coordinated programming, complementary land uses, and phased implementation.

They are presented as planning frameworks rather than adopted City plans or commitments by public or private property owners. Together, they provide a roadmap for launching the Plaza successfully between the four sites and the surrounding downtown, identifying mutually beneficial uses for the sites, coordinating programming and communication, and guiding future public investment and private redevelopment toward the shared goal of creating a lasting civic asset and economic development tool.

The Dalles Overview

Despite The Dalles' substantial natural and recreational assets, several teams noted that the City significantly underperforms against comparable Gorge communities in tourism draw. Travel Oregon data states that Hood River captures more than half of regional visitor traffic compared to roughly 40% for The Dalles, even though The Dalles' has comparable scenery and history.

The comparison communities most frequently cited across the eighteen proposals — Walla Walla, Washington; Pendleton, Bend, and Hood River, Oregon; and smaller examples such as Victor, Idaho, and Midland, Michigan — were consistently used to demonstrate that focused, sustained investment in downtown activation and public gathering space can measurably shift a small city's trajectory, even without a fundamental change in its underlying assets.

A DOWNTOWN BUILT FOR ERRANDS, NOT DESTINATIONS

The Downtown Market Analysis found that of the 243 businesses located in The Dalles' Central Business Commercial zone, 137 (56%) are service businesses — tax offices, insurance agencies, salons, and similar establishments — while only seven businesses (roughly 2–3%) fall into the entertainment category. Food and drink businesses account for a further 15–25% of the mix. Several teams cited a 9.29% commercial vacancy rate downtown, including 21 vacant storefronts and six vacant office spaces (Anderson). Multiple teams independently identified the same underlying pattern in this data: downtown

The Dalles functions as a place where people complete a specific task — a bank visit, a doctor's appointment, a haircut — and then leave, rather than a place where they choose to linger, browse, or socialize. Multiple student teams referenced this as a "pass-through" pattern in which, as the Downtown Market Analysis puts it, people do not come downtown to experience it, they come downtown to use it.

Several teams also described a self-reinforcing "5 PM Exodus" because so much of the business mix is service-oriented, downtown empties out once offices close, and because foot traffic is low outside business hours, entertainment and hospitality businesses are reluctant to open in the first place. Students focused on a central dynamic the "Paradox of Paralysis" — property owners and prospective business operators hold back because they do not see the foot traffic to support a new venture, which in turn ensures that the foot traffic never materializes.

DEMOGRAPHIC AND ECONOMIC CONTEXT

The Dalles has a population of approximately 16,200 residents, based on Portland State University's certified population estimates, and has experienced slow but generally stable population growth in recent years. The median age is approximately 38–39, modestly younger than the Oregon statewide median, while median household income remains below the statewide median.

At the same time, there are promising countervailing signs of momentum: the Basalt Commons project, a planned $31 million, five-story, 116-unit apartment development on the former Griffith Motors site, is expected to be the largest residential



construction in The Dalles in over a century and is drawing younger residents — many priced out of Hood River and Portland — toward downtown living (CRA Northwest). Four (soon to be five) Google data centers near The Dalles and the presence of Google contractors has added jobs to the regional economy, even as several teams noted that residents do not yet associate that investment with a stronger downtown identity.

COMMUNITY DEMAND

After the aluminum plant closure, The Dalles saw a significant decline in its downtown community's prosperity and economic vitality. As The Dalles looks to the Urban Renewal Agency to revitalize its downtown culture, capitalize on current economic and geographic assets, and define an identity worth owning, The Dalles has not only looked within, but also reached outwards to community members for their opinions on how downtown could improve.

In a survey conducted by the Urban Renewal Agency, six themes emerged as vital to local community members: public greenspace, community event space, residential housing, small business space, food and drink vendors, and family-oriented experiences (Moorhead 2026, Appendix A). First Street, strengthening connections to the riverfront, and the current construction of the Basalt Commons, a residential and business new-build, students were able to point their focus on the remaining four themes for their activation of the Federal Street Plaza, Craig and Transportation buildings, and Tony's Lot.

Students in all sections worked with this survey to recommend activations strategies that align with community needs. With this information, groups gauged the demand for public areas, community space, and food and drink vendors against their personal opinions. Together, students came to a consensus that their initial plans for the projects largely aligned with community goals and thus they were able to use their group experiences in other small-town settings to help guide their activation plans.

For example, Teams Cedar and Fig used their experience and knowledge of other small towns in their recommendations of a "Taste of the Dalles" food and store vendor mixer in Pearl, Colorado, and Nagaro Village's Scarecrow Walk which is The Dalles' sister city, Miyoshi, Japan's famous attraction.

PROBLEM IDENTIFICATION

Synthesizing across all three class sections, five interconnected problems emerge as the core challenges The Dalles is positioned to address through the Federal Street Plaza, Craig and Transportation Buildings, and Tony's Lot:

- **Limited entertainment and nightlife.**
  - With only two to three percent of downtown businesses classified as entertainment, and by several teams' count only two or three true nightlife venues, The Dalles offers residents and visitors few reasons to stay downtown after their errands are finished or after 5 PM.
- **No consistent "third space".**
  - Multiple teams, drawing on sociological research about "third places" (locations outside of home and work where community life happens organically), identified the absence of a casual, everyday gathering space — what several teams called downtown's missing "living room" — as a root cause of weak community identity and connection.
- **Underutilized, vacant key properties.**
  - The Craig Building, the Transportation Building, and Tony's Lot are all currently vacant or minimally used, despite occupying some of the most visible real estate adjacent to the City's largest current public investment. Tony's Lot has been vacant for a few years allowing for construction staging and a laydown area for the Plaza project.
- **A weak, imbalanced business mix.**
  - The dominance of service businesses over food, beverage, retail, and entertainment options limits the number of reasons a visitor has to make more than one stop downtown and limits the amount of time and money visitors spend once they arrive.
- **A "pass-through" identity and lack of differentiation.**
  - Several teams cited resident interviews ("I don't know what our identity is") and low online ratings (a 3.4 out of 5 Niche.com rating) as qualitative evidence that The Dalles has not yet translated its history, river access, and regional wine culture into a clear, marketable downtown identity distinct from neighboring Gorge communities.

The recommendations presented in the following sections of this report reflect how student teams proposed to address these problems through the specific redevelopment of the Craig Building, the Transportation Building, and Tony's Lot.



FIG. 2

A comprehensive visual representation of a survey conducted by the Urban Renewal Agency given to The Dalles citizens prior to the planning and construction of the Federal Street Plaza Project.

Source: AI-generated infographic using data from the same source as Appendix A.

The Federal Street Plaza



FIG. 3

Mockup of the Plaza's primary gathering space.

Design by: Walker Macy, LLC

THE PLAZA DESIGN OVERVIEW

The Federal Street Plaza is a $4.9 million project funded by Columbia Gateway Urban Renewal Agency that headlines the funding for downtown revitalization. The City hired design firm Walker Macy LLC and partnered with the firm to conceptualize design of the Plaza as a space that felt authentically like The Dalles and reflected the City's rich indigenous history and gorgeous scenic location.

The final design includes lighting and water features that surround basalt columns and boulders, reflecting the regional landscape and geographical character. Shade structures inspired by historic tribal fishing scaffolding will house swings, benches, and other permanent seating arrangements that allow the Plaza to host community members and events.

TEAM-BY-TEAM SUMMARIES

Team Aspen – Maintaining Daily, Weekly, Monthly, and Seasonal Programming

Team Aspen's proposal focuses on daily, weekly, monthly, and seasonal activations. Weekly activations aim to expand the bike hub currently housed in the Plaza and provide small businesses with the opportunity to use the space to highlight their products and services.

The team is a strong advocate for relocating the current weekly farmers market to the Plaza due to its central location and newer infrastructure. They also recommend beginning a music centric "First Friday" and introducing a weekly Thursday "Night Market" focused on bringing activity to the Plaza in the post-work, evening time.

However, the bulk of the team's proposal was centered around seasonal activations that could serve as large events for The Dalles: expanding the Northwest Cherry



FIG. 4

Conceptual rendering of Team Birch's River City Revival.

Credit: Image generated using artificial intelligence for illustrative purposes only.

Festival and Fourth of July celebration and beginning an annual German Oktoberfest and Christmas light walk. Their expansion of pre-existing activations with partnership of the current organizer's agreement and creation of new events aims to fuel a self-sustaining prosperous economic future for The Dalles.

Team Birch – River City Revival: Monthly Live Music Events

Team Birch followed a unique, single solution-based approach to the project. Their coined "River City Revival" is a free outdoor music festival that will occur on the last Thursday of every month. The twelve yearly themed festivals would begin in spring 2027 and reintroduce the Historic Downtown as the cultural and social heart of the community. The team emphasizes a singular approach that is repetitive and predictable, eliminating confusion and becoming a reservation on community member's calendars.

Team Cypress – Weekly, Monthly, and Yearly Plaza Programming

Team Cypress developed a weekly, monthly, and yearly plan that is centered around sustainable weekly activation in the Plaza with supplemental monthly and annual events. Their "Living Room Business Series" aims to partner with existing City programs and downtown small businesses to organize pop-up shops that allow businesses to activate outside of their working hours for free with a goal of exposure and partnership with the city in support of their businesses, such as morning yoga with Pure Yoga and craft workshops with Urban Paper.

Their monthly activation takes inspiration from wine tasting nights in Pearl, Colorado. Called "The Taste of the Dalles", this event features local eateries partnered with downtown host businesses and includes a sip and shop framework meant to drive exposure and partnership among small businesses. Their concluding activation was a yearly bike race that featured tiered rides, similar to marathons, and includes an end in the Federal Street Plaza's bike hub.



FIG. 5

Team Dogwood's mockup of the summer splash festival.

Credit: Image generated using artificial intelligence for illustrative purposes only.

This event works in tandem with the Plaza and The Dalles' fantastic location in the Columbia River Gorge.

Team Dogwood – Creating Community Through Seasonal Festivities

Team Dogwood focused on a seasonal activation strategy designed to transform the Plaza into a year-round destination. With themes of music, nature, and community, their plan aims to use the Plaza as an active gathering place rather than a space people pass through. With a goal of centralizing the Northwest Cherry Festival in the Plaza, they also recommend further seasonal events.

The team developed an idea for a Summer Splash Festival that partners with The Dalles' first responders to bring music and water safely to the hot summer months, as well as a Fall medieval Realm Faire, and a Winter lighting walk with a Plaza Christmas tree lighting ceremony. The team has confidence that their plan will encourage residents and visitors to stay, explore, and engage with Historic Downtown.

Team Elm – Refining Everyday Plaza Usage

Team Elm's focused on smaller projects that bring innovation to the downtown with community comfort at the forefront of their initiatives. With a focus on consistent Plaza activations such as relocating the farmers' market to the Plaza, they also intend to organize volunteer opportunities in support of community engagement and introduce low-cost amenities like public Wi-Fi and biking features. Their goal is to establish year-long activity and reinforce The Dalles' identity as a welcoming community for residents and businesses. The team recommended smaller, consistent activations to allow the Plaza to immediately serve the community and deliver an inviting, assessable community center downtown.



FIG. 6

Team Dogwood's mockup of the winter lighting walk.

Credit: Image generated using artificial intelligence for illustrative purposes only.



FIG. 7

Founder of Miyoshi City's Scarecrow Village, Tsukimi Ayano (center), preserves her community's memory by making scarecrows to inhabit her near-vacant village.

Credit: Roberto Maxwell (Flickr)

Team Fig – Sister City Inspiration for Seasonal Plaza Programming

Team Fig's catalyst is four-season programming that provides fun family events, interactive community bonding, and cultural activities to residents and visitors.

Taking inspiration from The Dalles' sister town Miyoshi City, Japan's "Scarecrow Village" art, the team's most popular activation is a fall scarecrow walk. In addition to the scarecrow walk, the team proposes a tree lighting and Santa at the Plaza in the winter, a relocation of the Northwest Cherry Festival to the Plaza during the spring, and a summer Harvest Festival.

With thoughtful community activations focused on family fun and traditional, proven downtown successes and art, they are assured that their events will strengthen community engagement downtown and reinforce The Dalles' cultural identity.



FIG. 8

Picture of Miyoshi City's Scarecrow Village.

Credit: Shikoku Tourism



FIG. 9

Team Fig's scarecrow mockup of The Dalles' Mayor Mays.

Credit: Image generated using artificial intelligence for illustrative purposes only.



FIG. 10

Team Dogwood's "Orchard Zone" and cherry wishing tree expansion to the Northwest Cherry Festival.

Credit: Image generated using artificial intelligence for illustrative purposes only.

COMMON THEMES ACROSS ALL SIX PROPOSALS

Despite working independently, the six student teams identified a consistent set of activation strategies for the Federal Street Plaza. The teams incorporated both existing community events and new programming, inspired by successful examples from comparable communities. The most common themes are summarized below. For a comprehensive list of team recommendations, see Appendix B.

- Collaborate with the Northwest Cherry Festival to bring the focus of the festival to the Federal Street Plaza.
- Create a schedule of seasonal activations – four yearly activations within the Plaza, one set in each season.
- Schedule live music events – the Plaza would benefit from hosting live music from local bands and artists.
- Strive for weekly scheduled activations with local businesses and the Northern Wasco County Parks & Recreation District.
- Expand the Bike Hub to include smart safety locks and bike rentals for locals and tourists to safely enjoy the natural amenities The Dalles offers.

RECOMMENDED DIRECTION

Taken together, these six proposals point toward a clear direction for activating the Federal Street Plaza through a combination of recurring programming, seasonal events, and partnership with local businesses and community organizations. Collectively, the recommendations aim to serve residents, visitors, workers, and families through both everyday use and signature community events.



FIG. 11

Team Dogwood's "Orchard Zone" and cherry wishing tree expansion to the Northwest Cherry Festival.

Credit: Image generated using artificial intelligence for illustrative purposes only.

These six proposals suggest a programming strategy that supports consistent Plaza activity at multiple scales rather than relying on a few large annual events. Organizing programming into categories: everyday use, recurring weekly and monthly events, seasonal events, and major community celebrations, creates opportunities for the Plaza to remain active and welcoming throughout the year. Every day should focus on flexible public amenities that encourage routine visits, such as seating, outdoor dining, public art, and informal gathering spaces.

Recurring weekly and monthly activities could include farmers' markets, live music, fitness classes, artisan markets, and community workshops organized in partnership with local businesses, nonprofit organizations, schools, and community groups. Seasonal programming may feature holiday markets, outdoor movie nights, cultural festivals and harvest celebrations that reflect the character of The Dalles and attract both residents and visitors.

Five of the six teams recommend expanding the existing community events in addition to introducing new seasonal programming that reflects The Dalles' history, geography, and culture. The Northwest Cherry Festival emerged as the strongest area of consensus, with teams recommending that the Plaza become the central gathering space through expanded vendor areas, parade activities, and interactive attractions such as Team Dogwood's "Orchard Zone" and cherry wishing tree.

Beyond the Cherry Festival, teams proposed additional seasonal events, including Gorge Oktoberfest, the Columbia Gorge Bike Race, River Realm Faire, Christmas Market, Gorge Light Walk, Night Markets, Summer Splash Festival, and the relocation of the Fourth of July Celebration to further establish the Plaza as a year-round destination and heart of The Dalles.

With high vacancy rates and downtown businesses struggling to keep active storefronts, teams also emphasized consistent weekly programming as a means of supporting local businesses and generating routine foot traffic. Rather than relying solely on large seasonal events, proposals recommended recurring events that incorporate partnerships with businesses to position the Plaza as an extension of the Historic Downtown. This



FIG. 12

A mockup of the Federal Street Plaza hosting The Dalles' weekly Farmers Market.

Credit: Image generated using artificial intelligence for illustrative purposes only.

includes relocating The Dalles Farmers Market to the Plaza as a headlining suggestion.

Student teams also viewed the Bike Hub as an important connection between the Plaza and the region's outdoor recreation assets. Recommendations include secure digital bike locks, bike rentals, QR-code promotions, and partnerships that encourage cyclists to extend their visits to Historic Downtown. This reinforces the Plaza's role as a gateway between the Columbia River Gorge recreation network and downtown businesses.

Collectively, these recommendations present a coordinated activation strategy that balances recurring daily use with larger community events. While each team developed its proposal independently, the consistency of the recommendations demonstrates a shared understanding of how the federal Street Plaza can become the social and economic center of the downtown and support The Dalles' broader revitalization goals.

Successful implementation will require ongoing coordination among the City of The Dalles, the Urban Renewal Agency, downtown businesses, community organizations, event organizers, and volunteers. Clear responsibility for scheduling, staffing, maintenance, cleaning, and funding should be established through partnerships and an event management framework. Combining public resources with business sponsorship, vendor fees, grants, and community partnerships can help ensure programming remains financially sustainable while keeping the Plaza active, well-maintained, and responsive to community needs.

Craig Building and Transportation Building

Six student teams developed independent proposals for activating the Craig Building and the Transportation Building. The Craig Building is a privately owned two-story building of approximately 12,000-15,000 square feet that fronts the Plaza. In contrast, the Transportation Building is a publicly controlled structure with 280 usable square feet located at the heart of the Plaza that is currently co-located with the Veterans Museum.



FIG. 13

The current landscape of the Transportation Building.

Credit: Wasco County Veterans Service Office (website) and Federal Street Plaza Ad Hoc Meeting materials

Despite working independently all six teams focused on the Craig and Transportation Buildings arrived at a remarkably similar approach: position the larger Craig Building as a multi-purpose food, beverage, and entertainment anchor, and use the small Transportation Building as a very focused, low-footprint amenity that draws people into the Plaza and toward the Craig Building.

COMMON THEMES ACROSS ALL SIX PROPOSALS

Four themes recur across every proposal for these two buildings:

- **A ground-floor food and beverage anchor in the Craig Building.** Every team proposed some version of a food hall, market, restaurant, or "food depot" on the first floor ranging from a single permanent restaurant with rotating vendor stalls (Ash, Filbert) to a full food-court concept (Cedar, Elderberry) to a farm-to-table anchor restaurant. The consistent goal is to give downtown a reliable, everyday reason to visit that does not depend on a special event.
- **A second-floor or rooftop entertainment and social space in the Craig Building.** Five of the six teams placed some form of entertainment, event, or lounge space above the ground-floor food use: an arcade and board-game lounge (Ash, Beech), a rooftop bar and event deck (Filbert, Doug Fir), a wine bar and food court gathering space

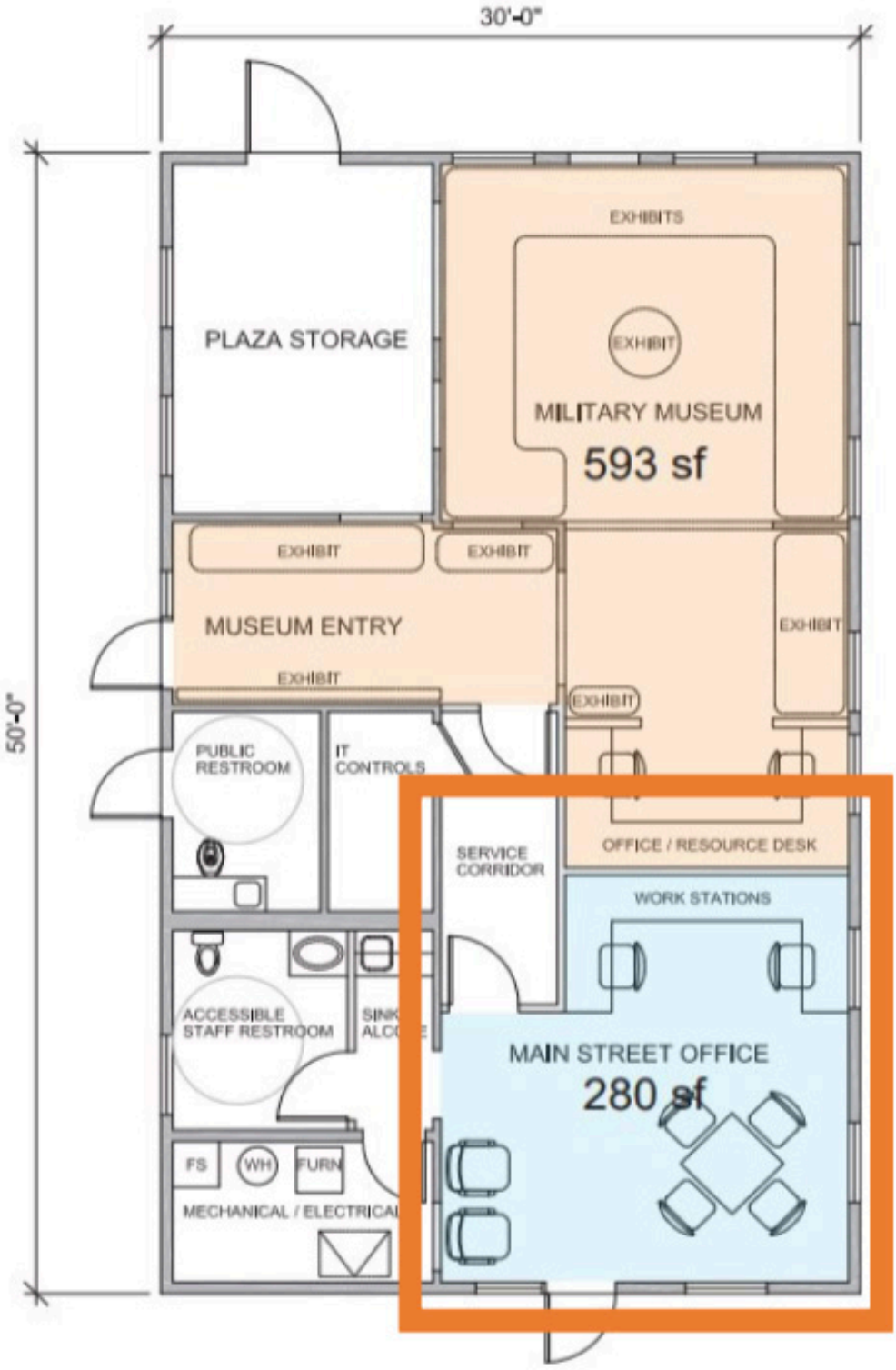


FIG. 14

Blueprint of the usable 280 square feet in the Transportation Building.

Credit: Jacob Anderson, personal communication with Team Doug Fir; also available in the Federal Street Plaza Ad Hoc Meeting materials

called “The Landing” (Cedar), or a flexible mixed-use event space (Elderberry). Several teams specifically designed this upper level to extend activity into the evening, addressing the “5 PM Exodus” identified in the situational analysis.

- **A small, focused, high-identity use for the Transportation Building.** Because the Transportation Building offers only a few hundred square feet after accommodating the Veterans Museum, every team scaled its concept accordingly: an Italian-style wine window (Ash), a bike hub and rest area (Beech), a specialty local market and bakery (Cedar), an outdoor-recreation retail and visitor center (Elderberry), an e-bike rental and visitor information hub (Filbert), and a walk-up coffee shop (Doug Fir). Despite the variety, each concept shares a common purpose: create a low-cost, high visibility “first touch” that welcomes people into the Plaza and points them toward the Craig Building and the rest of downtown.
- **Local and regional sourcing as a differentiator.** Wine from Columbia River Gorge producers, local breweries, and regional food vendors appear throughout the proposals — in Ash’s wine window, Cedar’s wine bar and market, Beech’s local beer and Orchard View Farms cherries, and Doug Fir’s rooftop partnership with Freebridge Brewing — reflecting a shared belief that leaning into The Dalles’ agricultural and wine-region identity is both authentic and commercially viable.

TEAM-BY-TEAM SUMMARIES

Team Ash — Community Drawing Wine Window

Team Ash proposed converting the Transportation Building into an Italian-inspired “wine window” (inspired by Florence’s historic Buchette del Vino) serving Mid-Columbia regional wines to pedestrians, paired with a Craig Building concept combining a permanent anchor restaurant and three rotating vendor stalls on the first floor with a family-friendly



FIG. 15

Mockup of an Italian-inspired Wine Window located in the Transportation Building.

Credit: Image generated using artificial intelligence for illustrative purposes only.



FIG. 16

A comprehensive mockup of Team Cedar's "The Landing", community rink, and specialty market.

Credit: Image generated using artificial intelligence for illustrative purposes only.

arcade and board-game lounge on the second floor. The team estimated an increase in downtown foot traffic and longer visitor dwell time within Plaza hours.

Team Beech — Low-Stakes Socializing Opportunities

Team Beech centered its proposal on the concept of "third spaces" and the post-pandemic decline in casual, in-person socializing, especially the opportunity for low-stakes, enjoyable socializing, a preference of Gen Z.

Their solution paired a pub-style restaurant and arcade/game lounge in the Craig Building (modeled on Public House in Springfield, Oregon) with a scaled-back bike hub and community rest area in the Transportation Building, developed after direct feedback from City staff about the building's budget and roughly 280 square feet of usable space.

Objectives include an increase in downtown foot traffic and a focus on community satisfaction.

Team Cedar — The Landing: A Year-Round Skating Rink

Team Cedar proposed the most vertically integrated concept: a year-round ice/roller skating rink on the Craig Building's ground floor, a food-court and wine-bar gathering space called "The Landing" on the second floor, and a specialty community market and bakery, modeled on Mazama Market in Leavenworth, Washington, in the Transportation Building. The team drew on a comparable case study, an ice rink in Victor, Idaho, (population ~2,500) that generated multi-six-figure annual revenue, to argue that a genuine, repeatable activity anchor (not just another restaurant) is what will convert The Dalles from a pass-through stop into a returning destination.



FIG. 17

Craig Building "Food Depot" mockup viewed from the Federal Street Plaza.

Credit: Image generated using artificial intelligence for illustrative purposes only.

Team Doug Fir — Creating a Downtown "Food Depot"

Team Doug Fir proposed a coffee shop as a daytime "third space" anchor for the Transportation Building, paired with a Craig Building "Food Depot" (modeled on The Annex in Eugene and the global Time Out Market concept), a three-lane bowling alley, an open-late dessert vendor, and a climate-adapted rooftop bar and event space with misting systems, a removable projection screen, and live-music infrastructure.

The team framed its solution as a "full-day activation cycle", coffee in the morning, food at midday, bowling and rooftop programming in the evening, designed specifically to appeal to the younger residents the City hopes to attract through projects like the nearby Basalt Commons housing development.

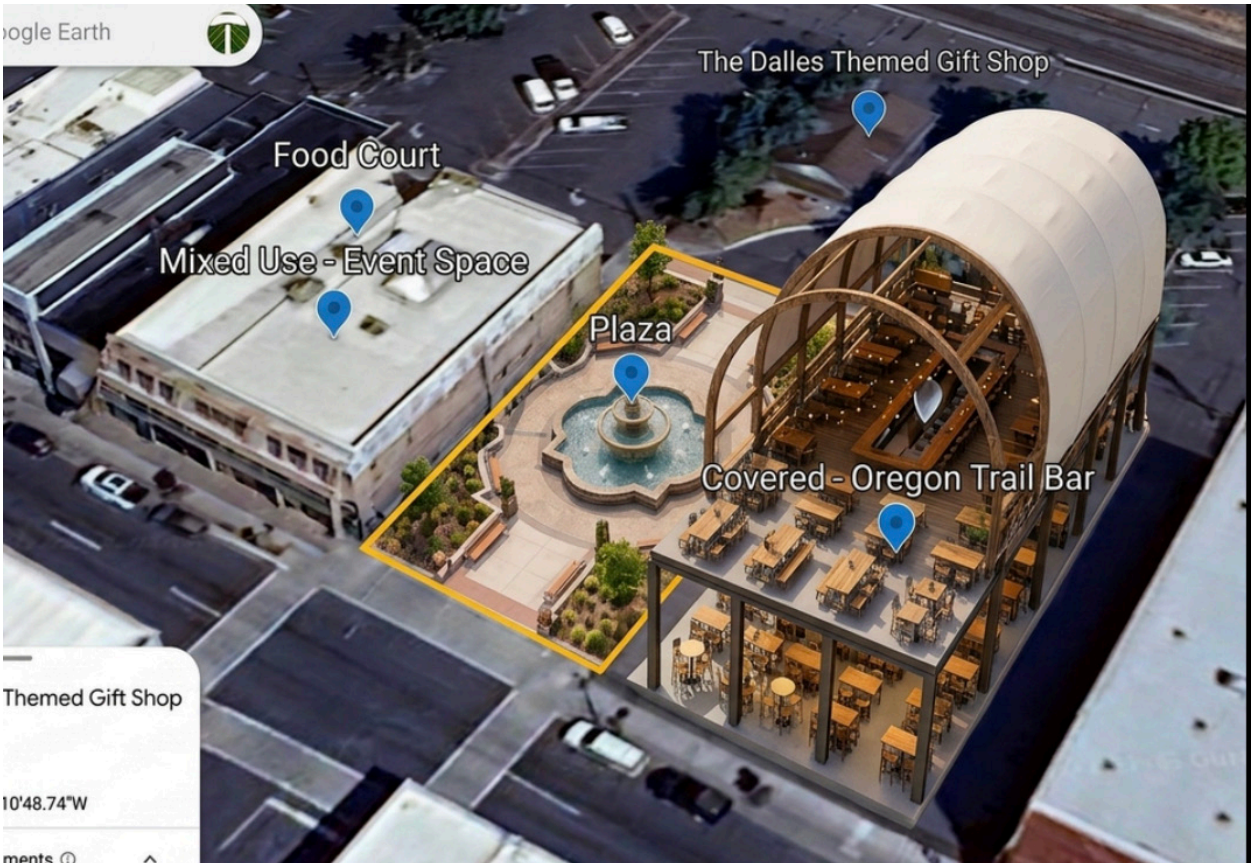


FIG. 18

Mockup of the Covered Wagon Bar, inspired by American roadside attractions.

Credit: Image generated using artificial intelligence for illustrative purposes only.

Team Elderberry — Tourist Focus: Covered Wagon Attraction and Visitor Center

Team Elderberry took the most distinctive design approach, proposing a large Oregon Trail-themed covered wagon as a landmark centerpiece at the closure of a short stretch of Federal Street, paired with a food court of local and familiar chain restaurants in the Craig Building and an outdoor-recreation retail and visitor information center (fishing, kayaking, biking gear, and guidance) in the Transportation Building.

The team drew on well-known American roadside attractions (e.g., the Cabazon Dinosaurs, the World's Largest Basket, Cadillac Ranch) as evidence that a bold, unique visual landmark can itself become a driver of tourism and local pride.

CURRENT CONDITIONS



FIG. 19

The current infrastructure in the Transportation Building in comparison to the E-bike rental proposal.

Original Image Credit: City of The Dalles

Mockup Credit: Image generated using artificial intelligence for illustrative purposes only.

FUTURE VISION



Team Filbert — Creating a Community Hub: Food Hall, Family Zone, E-bike Rental

Team Filbert grounded its proposal in the most extensive quantitative and qualitative research of the six teams, including community Facebook feedback, over 120 comments (“Happenings In The Dalles”), street interviews with residents and business owners, and a detailed cost and funding breakdown tied to the City’s Urban Renewal financing structure. Their solution paired a Craig Building “community hub”, a food hall, family activity zone with a trampoline and rock wall, and a flexible rooftop deck, with the Transportation Building converted into an e-bike rental and visitor information hub (the “Federal Street Mobility Center”), plus coordinated downtown lighting and wayfinding signage.

CURRENT CONDITIONS



FUTURE VISION



FIG. 20

The current infrastructure in the Craig Building The Dalles in comparison to the community hub mockup proposal.

Original Image Credit: City of The Dalles

Mockup Credit: Image generated using artificial intelligence for illustrative purposes only.



FIG. 21

A mockup of the lower-level skating rink design.

Credit: Image generated using artificial intelligence for illustrative purposes only.

RECOMMENDED DIRECTION

Taken together, these six proposals point toward a clear and financially reasonable direction for The Dalles: treat the Craig Building as downtown's primary indoor food, beverage, and entertainment anchor, with a ground-floor market or restaurant concept and an upper-floor or rooftop space dedicated to family and evening programming and treat the Transportation Building as a small but high-value "welcome point" that draws visitors into the Plaza.

Because the specific upper-floor draw (arcade, bowling, skating rink, wine bar, or flexible event space) is the area where the six teams diverge most, the City may wish to treat this as the key open decision, best resolved through a combination of vendor interest, capital availability, and community input, while treating the food-hall ground floor and small-footprint Transportation Building activation as points of strong, low-risk consensus ready for earlier action.

The clearest through-line for both sites across the two class sections, is a shared vision of downtown as one continuous, connected activation zone rather than three unrelated projects. Team Cedar's Craig Building concept explicitly describes the rink, food court, and market as "complementary anchors positioned to work together," and several Tony's Lot teams used nearly identical language about their own site's relationship to the Plaza and the Craig Building.



FIG. 22

A mockup of a potential market design.

Credit: Image generated using artificial intelligence for illustrative purposes only.

This suggests a natural sequencing and complementary role for the two areas covered in this report:

- **Daytime and everyday draw.**
  - The Transportation Building's small-footprint amenity (coffee, wine window, bike or e-bike hub) and the Craig Building's food hall are best positioned as the daily, walk-up anchors that build consistent foot traffic.

- **Evening and destination draw.**
  - The Craig Building's upper-floor or rooftop entertainment space and a built-venue option on Tony's Lot (restaurant, bar, live music) can jointly extend downtown's activity into the evening — directly targeting the "5 PM Exodus" identified previously in the report.

- **Flexible, low-cost public space.**
  - If the City prioritizes a lower-capital, faster-to-implement path, an open-space or market-style concept on Tony's Lot (Blackthorn, Deciduous, or Ficus) pairs naturally with the Federal Street Plaza itself, creating one larger, connected outdoor gathering district bordered by the Craig Building's food and entertainment offerings.

Several teams also acknowledged the importance of sequencing redevelopment efforts around the completion of the Federal Street Plaza. As discussions continue regarding the timing of future construction on the Craig and Transportation Buildings, students consistently emphasized the value of allowing the Plaza to establish itself as a community gathering place before adjacent construction activity begins.

During this transition period, Plaza activations and partnerships with local businesses can build familiarity with the space, encourage routine visitation, and build an identity for the space. By doing so, the City can maintain public enthusiasm while thoughtfully planning the next phases of redevelopment.

Across all student proposals, a consistent recommendation emerged: any near-time activation of Tony's Lot should be designed to complement, rather than duplicate, the food, beverage, and entertainment functions envisioned for the Craig Building while preserving flexibility for future redevelopment interim uses should rely on adaptable infrastructure that can activate the site, support Plaza programming, and encourage pedestrian activity without limiting long-term development opportunities.

As permanent public improvements are implemented and future redevelopment plans evolve, the site can continue to reinforce the broader goal of individual destinations into a connected, walkable district.

Former Tony's Town & Country Site

Throughout the six proposals for Tony’s Lot, teams consistently envisioned the site as a flexible community gathering space that complements the Federal Street Plaza and supports Historic Downtown. Several proposals initially explored the possibility of a traditional restaurant inspired by the welcoming atmosphere of Blackthorn Restaurant's outdoor space, or mixed-use commercial building for Tony's Lot.



FIG. 23

Current aerial view of the former Tony’s Town & Country site

Credit: Federal Street Plaza Ad Hoc Meeting materials

However, after comparing community feedback, construction costs, existing downtown businesses, and examples from comparable communities, the primary recommendation shifted toward a flexible community pavilion supported by rotating vendors, year-round programming, and adaptable public space. This approach better addresses community demand for gathering space while avoiding direct competition with existing restaurants and reducing long-term financial risk for the City.



FIG. 24

A comprehensive mockup of Team Alder's Tony's Landing.

Credit: Image generated using artificial intelligence for illustrative purposes only.

TEAM-BY-TEAM SUMMARIES

Team Alder — Tony's Landing: A Multi-functional Community Facility

Team Alder focuses on a multifunctional facility that could serve as a cornerstone for both tourists and the local community. With dedicated culinary space, a small retail shop, and private event space, the team designed a space that can flex to fit the community's ever-changing demands. Coined "Tony's Landing" in recognition of the former country lot, the concept is intended to bring a sense of community and purpose to The Dalles through a space that transitions between a daytime family stop to a vibrant evening social center. The team believes the project has the potential to generate revenue while acting as a catalyst for a safer, more active downtown.



FIG. 25

A comprehensive mockup of Team Blackthorn's flexible public commons and market space.

Credit: Image generated using artificial intelligence for illustrative purposes only.

Team Blackthorn — Creating a Flexible Community Space

Moving away from a permanent, single-use building, Team Blackthorn proposed an outdoor market and public green space that has the capacity to host a mix of farmers' markets and a variety of community activities.

Expanding the success of the existing The Dalles Farmers Market, the team recommends relocating the market to Tony's Lot, arguing their space can provide open lawn seating and support the downtown commerce through routine foot traffic. The proposal emphasized flexibility, allowing the site to adapt to the growing needs and interests of the community while serving as an active public gathering place.

Team Chestnut — Tony's: A Multi-story Restaurant and Rooftop Bar

With a goal of turning an unsured space in The Dalles into a destination for dining, entertainment, and community gathering, Team Chestnut proposes "Tony's", a multi-story restaurant, rooftop bar, and live music venue. The concept combines several attractions in a single full-service destination, including indoor and outdoor seating, billiards, flexible event space, and a large performance area capable of hosting live music and community events.

Designed to support both daytime activity and an active nightlife, the team believes the venue could generate routine foot traffic while becoming an economic and cultural destination for residents and visitors alike.



FIG. 26

An aerial view of the Second Street Commons, highlighting the multi-zone design.

Credit: Image generated using artificial intelligence for illustrative purposes only.

Team Deciduous — Second Street Commons: A Multi-use Community Greenspace

Similar to Team Blackthorn, Team Deciduous shifts away from a permanent commercial building in favor of the "Second Street Commons," a strategically designed, multi-use community greenspace that supports and complements the Federal Street Plaza.

The proposal organizes the site into distinct but connected zones, allowing the commons to be used in a logical manner while still serving individual needs that the community demands. A central hub with permanent seating, a flexible green space, and a distinct movie night area are key to their design. By creating spaces that can serve multiple community needs and remain adaptable over time, the team believed the commons can strengthen the Plaza while establishing Tony's Lot as a community destination.



FIG. 27

A model of the two-story, multipurpose restaurant and bar.

Credit: Image generated using artificial intelligence for illustrative purposes only.

Team Eucalyptus — Developing a High-Energy Social Venue

Similar to several other proposals, Team Eucalyptus focused on developing a two-story multipurpose building designed to revitalize the downtown social scene. The concept combines a high-energy restaurant and bar with a flexible event venue capable of hosting live entertainment, community gatherings, private events, and a vibrant nightlife experience. By responding to community requests for additional gathering and entertainment opportunities, the team believes the proposal could increase downtown engagement and transform the vacant lot into a thriving economic and social hub.



FIG. 28

The Yard mockup highlighting the adaptable community space and programming options.

Credit: Image generated using artificial intelligence for illustrative purposes only.

Team Ficus — The Yard: An Adaptable Community Destination

Following many of the recurring themes identified across the proposals, Team Ficus envisioned transforming the lot into an adaptable community destination that supports concerts, markets, food vendors, and everyday gatherings. Named “The Yard”, this space would have the capacity to host local food options, live entertainment, shaded seating, public art, and flexible event programming.

The team believes that this space can become a prime location that drives foot traffic, supports downtown businesses, strengthens the City's identity, and provides residents with a welcoming place to gather.

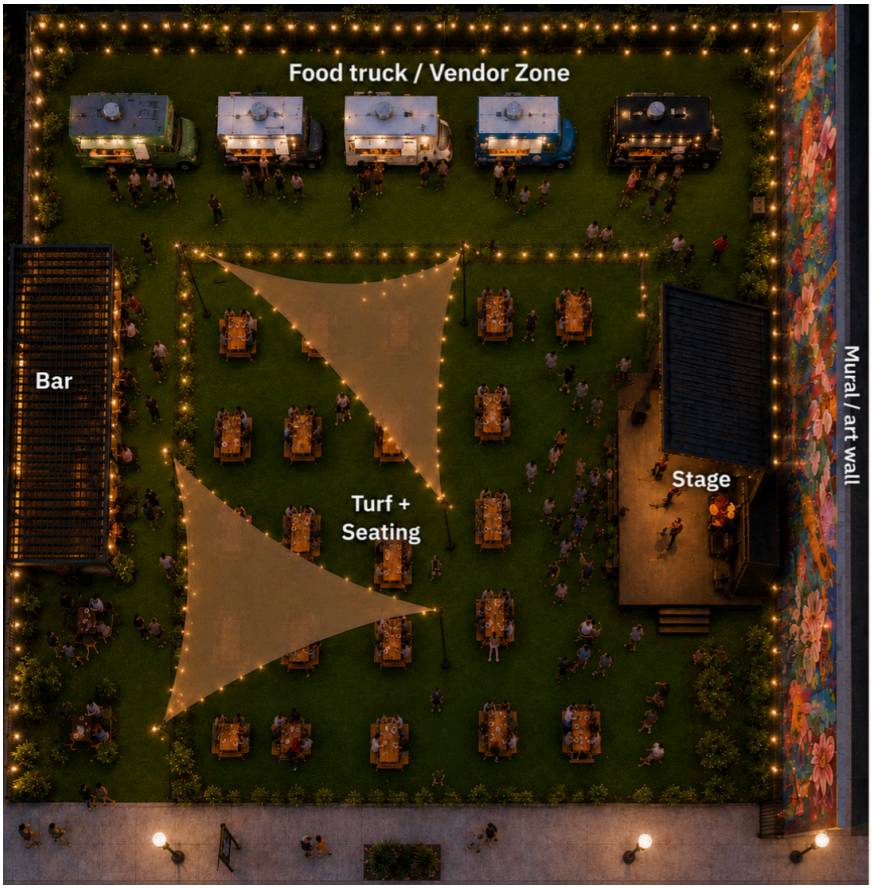
The former Tony’s Town & Country site occupies an important position adjacent to the Federal Street Plaza and is currently being used for construction staging associated with the Plaza project. Because the site is Agency-owned and its long-term redevelopment potential remains open, the student proposals explored a range of ways to activate the property while complementing the Plaza and surrounding downtown.

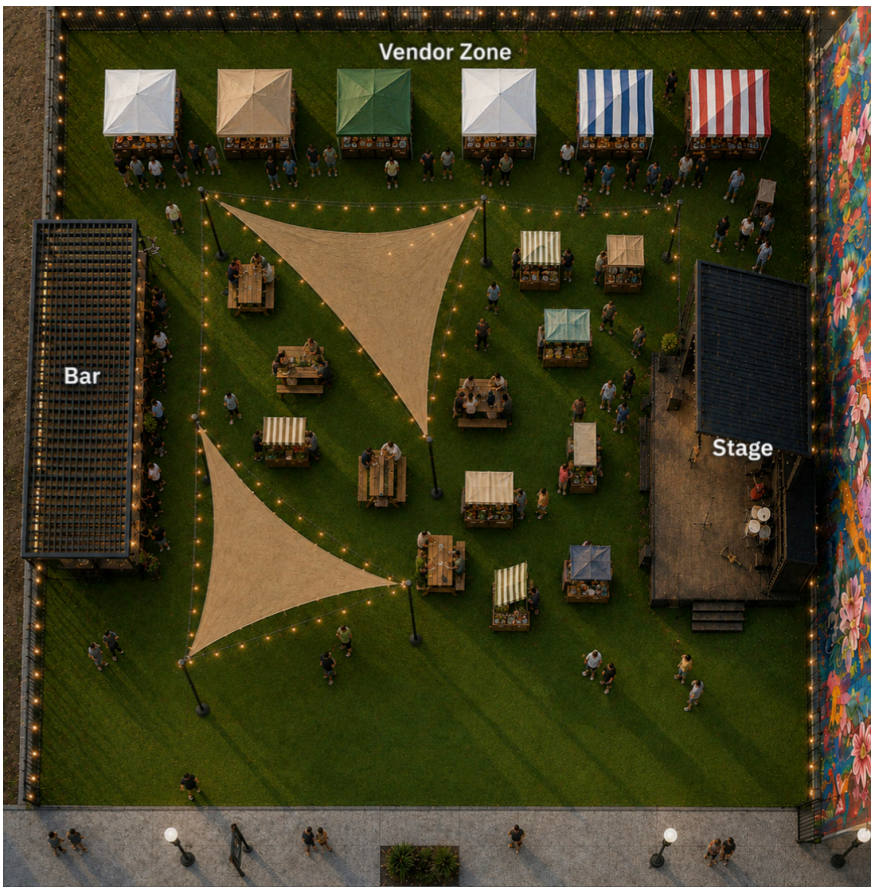
Across the six Tony’s Lot focused proposals, teams considered both flexible public space concepts and more permanent commercial or entertainment development, providing several potential approaches for the site’s role within the broader downtown vision.

FIG. 29

The Yard mockup highlighting the adaptable community space and programming options.

Credit: Image generated using artificial intelligence for illustrative purposes only.





COMMON THEMES ACROSS ALL SIX PROPOSALS

The six student team proposals varied considerably in their scale and permanence, but several common themes emerged. Teams consistently identified Tony's Lot as an opportunity to expand activity around the Plaza through food and beverage uses, community gathering space, entertainment, outdoor programming, and flexible event space.

Three proposals, Alder, Chestnut, and Eucalyptus, focused more heavily on commercial or entertainment development. These concepts included restaurants, bars, event venues, live music, and other programmed uses that could generate activity throughout the day and into the evening. The remaining proposals, Blackthorns, Deciduous, and Ficus, places greater emphasis on flexible public space, markets, food vendors, outdoor recreation, performances, and programming that could adapt to changing community needs.

Taken together, these proposals provide a range of potential uses rather than a single consensus concept. The most transferable elements across the proposals are flexible gathering space, food and beverage opportunities, recurring programming, and infrastructure that can support a variety of activities. These elements can be organized differently depending on the broader role envisioned for downtown, which informs the two integrated visions presented in this report.

RECOMMENDED DIRECTION

Under the Community Commons vision, the Federal Street Plaza functions as the civic "living room" of downtown, while Tony's Lot serves as the larger, more flexible "backyard". This distinction allows for the two adjacent spaces to support different activities without duplicating one another.

Following this vision, the site could provide flexible space for farmers and artisan markets, food trucks and seasonal vendors, outdoor recreation, community gatherings, performances, and family-oriented programming. A pavilion with covered seating, lighting, electrical service, nearby restroom access, and movable furnishing could provide a foundation for these activities, while an adjacent event lawn could accommodate informal picnics and larger gatherings. The illustrative "Tony's Landing" concept represents one way this Community Commons role could be realized. The concept combines a flexible pavilion, rotating vendors, event lawn, performance space, and adaptable programming. It should be viewed as an illustrative concept rather than a consensus recommendation or permanent development commitment.

Other elements proposed by the six teams could be incorporated as the City and Agency evaluate future activation opportunities. The emphasis on flexibility would allow Tony's Lot to complement the Plaza's more formal civic role while preserving the site's long-term redevelopment potential. Near-term improvements should therefore be adaptable and should avoid unnecessarily limiting future development options.

Under the Gorge Gateway and Entertainment District vision, the roles of the two public spaces shift. The Federal Street Plaza could serve as the downtown arrival and orientation space, connecting visitors to the Transportation Building, Craig Building, and surrounding downtown. Tony's Lot could instead provide the larger footprint needed for festivals, performances, outdoor entertainment, recreation-related events, and regional celebrations.

Several of the more entertainment-oriented student proposals could inform this role, including concepts featuring live music, food and beverage activity, event space, and evening programming. The site's larger and more flexible footprint could accommodate temporary stages, food vendors, and activities that require more space than the Plaza can provide. This approach would allow the Plaza and Tony's Lot to operate as complementary destinations: the Plaza establishes the identity and arrival experience, while Tony's accommodates larger or more flexible events. Together, these two spaces can encourage visitors to move between them and the surrounding downtown businesses.

IMPLEMENTATION AND OPERATIONAL DETAILS

Regardless of which vision provides the stronger long-term direction, Tony's Lot could be activated incrementally while preserving flexibility for future redevelopment. Potential improvements could include site preparations, grading, utilities, stormwater management, accessible routes, lighting, electrical service, landscaping, seating, pavilion or stage infrastructure, and vendor hookups. These elements could represent a significant public investment, and no claim about related construction costs should be made without a conceptual estimate.

Any interim improvements should be selected with the understanding that they may eventually need to be modified, relocated, or removed as future development opportunities emerge. Ongoing operations would also require clear responsibility for scheduling, staffing, event set up and teardown, cleaning, landscaping, repairs, utilities, and vendor coordination. A likely operating model could involve the City or Urban Renewal Agency coordinating the site's infrastructure and overall use, while programming could be delivered through partnerships with the Downtown Association, Farmer Market organizers, schools, nonprofits, community organizers, wineries, farms, and local businesses. Specific responsibilities and funding sources should be established before significant public investment.

Ultimately, Tony's Lot can play a meaningful supporting role in either vision without requiring an immediate decision on its permanent use. Its near-future activation should strengthen the Federal Street Plaza and surrounding downtown while maintaining the flexibility and development value needed for the site's long-term future.

Coordinated Four-Site Vision Concepts

TWO COMPREHENSIVE VISUAL CONCEPTS: CONNECTING THE FOUR DOWNTOWN SITES

The eighteen student proposals consistently identified the need for downtown The Dalles to function as a connected destination rather than a collection of individual properties. Across the proposals for Federal Street Plaza, Transportation Building, Craig Building, and Tony's Lot, students repeatedly emphasized complementary uses, consistent programming, food and beverage opportunities, entertainment, and connections to the surrounding downtown. The following two vision frameworks organize these recurring recommendations into two different approaches for how the four sites could work together.

The Community Commons emphasizes downtown as an everyday gathering place for residents, families, workers, and visitors. This vision prioritized flexible public space, recurring community programming, local businesses, and activities that encourage people to visit downtown regularly. The Gorge Gateway and Entertainment District places greater emphasis on The Dalles' position within the Columbia River Gorge, combining recreation, food and beverage, entertainment, and visitor-oriented amenities to create a regional destination. Both concepts use the same four properties but assign different roles to the Plaza and Tony's Lot while maintaining the Craig and Transportation Buildings as complementary anchors.

VISION ONE: THE COMMUNITY COMMONS

Under the Community Commons vision. The four properties function together as downtown's everyday "living room'. The Federal Street Plaza serves as the central civic gathering space, while the surrounding

VISION ONE: THE COMMUNITY COMMONS	
PROPERTY	**ROLE**
Federal Street Plaza	Downtown 'living room' with everyday use, recurring weekly and monthly programming, seasonal events, and major community celebrations
Transportation Building	Welcome point with a beverage window, extension of the bike hub, or visitor information amenities
Craig Building	Indoor food, beverage, and entertainment anchor with activity extending into the evening
Tony's Lot	Flexible "backyard' commons with pavilion space, markets, event lawn, rotating vendors, and future redevelopment opportunity

properties provide the food, beverage, entertainment, visitor, and flexible gathering uses needed to keep the area active throughout the day and year.

The Federal Street Plaza would remain the primary civic space, building on the recurring programming identified across all six Plaza proposals. Everyday amenities, farmers' markets, live music, fitness classes, workshops, seasonal events, and major community celebrations could establish the Plaza as a consistent part of residents' routines rather than a space used only for occasional events. This approach reflects the strongest common recommendations from the Plaza teams, including recurring programming, partnerships with local businesses, seasonal events, and an expanded connection to the Bike Hub.

The Transportation Building would serve as a small but highly visible first point of contact with downtown. Its limited 280 usable square feet makes a focused use more appropriate than a large-scale program. A coffee window, wine window (permit needed), bike or e-bike hub, or visitor information point could provide a reason to enter the Plaza while directing visitors toward the Craig Building and surrounding businesses. This reflects the consistent recommendation across all six Craig and Transportation Building proposals to use the building as a low-footprint high-identity amenity.

The Craig Building would provide the primary indoor food, beverage, and entertainment anchor. A ground-floor food hall, market, or restaurant could provide an everyday reason to visit downtown, while an upper floor or rooftop entertainment space could extend activity into the evening. This would directly address the request for entertainment and the "5 PM Exodus" identified throughout the student reports.

Tony's Lot would function as the larger and more flexible "backyard" to the Plaza's civic "living room." Rather than duplicating the Craig Building's food and entertainment role, the site could support farmers and artisan markets, food trucks, seasonal vendors, outdoor recreation, performances, family activities, and community gatherings. A flexible pavilion and event lawn could provide infrastructure for these activities while preserving the site's long term redevelopment potential. This approach incorporates the most transferable elements from the six Tony's Lot proposals while maintaining flexibility for future decisions.

Together, these uses would create a downtown environment that supports everyday activity while providing opportunities for larger community events. The Plaza would serve as the central gathering space, the Transportation Building would welcome visitors, the Craig Building would provide an indoor anchor, and Tony's Lot would expand the available public space. The four properties would therefore function as distinct destinations that reinforce one another rather than compete for the same role.

VISION TWO: THE GORGE GATEWAY AND ENTERTAINMENT DISTRICT

The Gorge Gateway and Entertainment District shifts the emphasis from downtown as primarily a community gathering place to downtown as a regional destination connected to the Columbia River Gorge. This vision builds on The Dalles' natural landscape, outdoor recreations, agricultural producers, wine industry, and historic identity while emphasizing food, entertainment, and visitor-oriented experiences.

VISION TWO: THE GORGE GATEWAY AND ENTERTAINMENT DISTRICT	
PROPERTY	**ROLE**
Federal Street Plaza	Regional arrival and orientation space, recreation gateway, and flexible event destination
Transportation Building	Bike rentals, trail information, visitor services, and outdoor recreation amenities
Craig Building	Food hall, regional wine and beverage offerings, family entertainment, and rooftop or upper-floor entertainment
Tony's Lot	Large-scale recreation events, concerts, flexible even lawn, food trucks, and regional celebrations

Under this vision, the Federal Street Plaza would serve as an arrival and orientation point for visitors entering downtown. Its connection to the Bike Hub and surrounding businesses could be strengthened through wayfinding, visitor information, recreation partnerships, and programming that encourages visitors to move from the Plaza into Historic Downtown. The Plaza could continue to host major community events while also serving as a gateway between the Columbia River Gorge recreation network and downtown businesses.

The Transportation Building would take on a more explicitly visitor-oriented role. A bike or e-bike rental, trail information, outdoor recreation retail, or visitor services could connect visitors to the Gorge while providing a first point of contact with downtown. The small footprint would remain focused on a single, recognizable use rather than attempting to accommodate multiple functions.

The Craig Building would serve as the primary indoor entertainment and food destination within the district. A food hall or restaurant could showcase local and regional products, including Columbia Gorge wines, local breweries, and regional food vendors. Upper-floor or rooftop entertainment could provide an additional destination for evening visitors and residents. These uses would build on the consistent student recommendation to use the Craig Building as a food, beverage, and entertainment anchor while giving the building a stronger regional identity.

Tony's Lot would provide the larger footprint needed for activities that cannot be accommodated within the Plaza. The site could support concerts, recreation-related events, festivals, temporary stages, food trucks, and regional celebrations.

Under this vision, the Plaza and Tony's Lot would have distinct complementary roles. The Plaza would establish the arrival and orientation experience, while Tony's Lot would accommodate larger-scale or more flexible events. This approach could encourage visitors to move between the two spaces and continue into surrounding downtown businesses.

Together, the four properties would create a connected entertainment and visitor district that uses The Dalles' existing assets as a point of differentiation. Rather than attempting to replicate neighboring Gorge communities, the district could emphasize the combination of outdoor recreation, local food and beverage, historical identity, and flexible entertainment that emerged repeatedly across the student proposals.

CONNECTING THE TWO VISIONS

Although the two concepts emphasize different outcomes, they are not mutually exclusive. Both rely on the same foundational recommendations: establish the Federal Street Plaza as an active public space, use the Transportation Building as a focused welcome point, activate the Craig Building as a food and entertainment anchor, and ensure that Tony's Lot complements rather than duplicates the uses of the surrounding properties.

The primary difference is the role assigned to the public spaces. The Community Commons places the Plaza at the center of everyday community life and uses Tony's Lot as a flexible extension of that space. The Gorge Gateway and Entertainment District places greater emphasis on visitor arrival and regional events, using Tony's Lot for larger-scale entertainment and recreation-related activities. These differences provide the City with alternative ways to organize the same four properties around different long-term priorities.

Regardless of the direction ultimately pursued, implementation should remain phased and coordinated. The Federal Street Plaza can establish its identity and programming while future decisions regarding the Craig Building and Tony's Lot continue to develop. Interim improvements to Tony's Lot should remain adaptable so they can support current Plaza activity without unnecessarily limiting future redevelopment. Across both concepts, the central recommendation is to treat the four properties as a connected downtown system, with each site serving a distinct purpose while contributing to a shared destination.

DOWNTOWN LIGHTING AS A SHARED ACTIVATION OPPORTUNITY

Regardless of which vision the City ultimately pursues, improvements to downtown lighting could provide a relatively low-cost, near-term opportunity to strengthen the character and activity of the area. Across the student proposals, there was a consistent interest in creating a downtown that feels welcoming beyond traditional business hours. Lighting can help extend that sense of activity into the evening while improving the atmosphere of public spaces and reinforcing connections between the four sites.

Lighting improvements could include string lights, architectural lighting, illuminated trees or landscaping, and other temporary or permanent installations that create visual interest along Federal Street and around key gathering areas. Within the Federal Street Plaza, lighting could be incorporated into trees, seating areas, pathways, or event infrastructure to create a more inviting environment after dark.

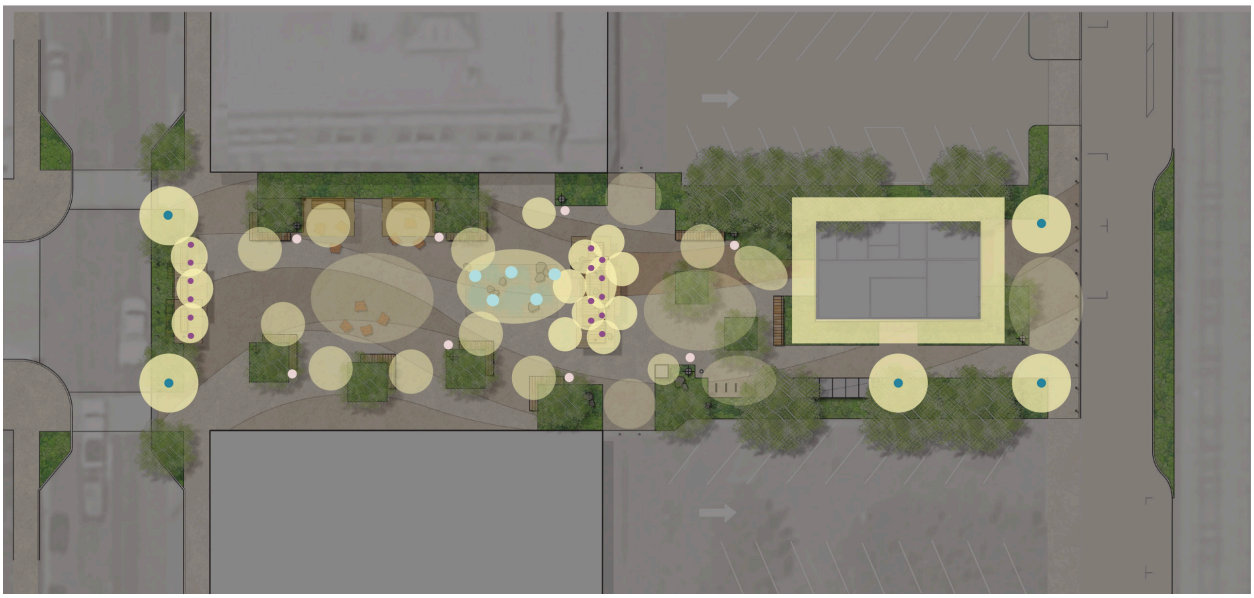


FIG. 30

A look at lighting on Federal Street in the Historic Downtown area.

Credit: Federal Street Plaza Ad Hoc Meeting materials

Similar treatments could help visually connect the Plaza to the Transportation Building, Craig Building, and Tony's Lot, creating a stronger sense of continuity across the downtown area.

Lighting could be adapted throughout the year to support different events, seasons, and community celebrations. Temporary installations or color-changing elements could complement holiday programming, festivals, concerts, and other major events without requiring permanent change to the underlying space. These improvements could be implemented incrementally, allowing the City and downtown partners to test different approaches before making larger investments.

As a shared activation strategy, downtown lighting would complement either the Community Common or Gorge Gateway and Entertainment District vision. It could provide an immediate visual improvement while longer-term decisions regarding the four properties contiue to develop. More importantly, creating a well-lit and visually connected downtown could help address the transition between daytime and evening activity and contribute to a downtown environment where residents and visitors feel encouraged to stay longer.

Conclusion

Although the eighteen student teams worked independently and developed different concepts, their work identified many of the same opportunities for The Dalles' downtown. Across the projects, students consistently identified ways to make downtown a place where people have more reasons to spend time.

Nearly every proposal, regardless of site, identified a similar challenge: downtown currently supports short, transactional visits more than sustained activity. In response, students proposed:

- a mix of food and beverage options
- flexible spaces for entertainment and events
- outdoor gathering areas that take advantage of the region's climate
- more family-friendly activities

Many proposals also looked for ways to strengthen the connection between downtown and the things that make The Dalles distinctive, including its history, river setting, wine industry, and agricultural heritage.

Taken together, the projects suggest that revitalizing downtown does not depend on a single "transformative" project. Instead, there is an opportunity to create a more connected downtown in which individual properties have different but complementary roles:

- The Federal Street Plaza could provide a central place for public gatherings and events
- The Transportation Building could offer a more focused visitor-oriented destination
- The Craig Building could become an indoor food and entertainment anchor

The two vision frameworks presented in this report illustrate how these properties could work together while leaving room for the City to determine which ideas make the most sense as priorities, funding, and opportunities evolve.

No single student proposal should be viewed as a finished plan, nor should any one concept be adopted in its entirety. What is valuable is the consistency across the 18 projects. Working independently, students arrived at many of the same conclusions about what downtown needs and what could make it more active and inviting. That consistency provides a useful starting point for the City as it considers what comes next.

The City can build on this work, along with the Federal Street Plaza project already under construction, as it makes future decisions about downtown. The concepts in this report are ideas to be refined, combined, tested, and adapted. Some may be feasible in the near term, while others may take more time, investment, or changing market conditions. Together, however, they offer a range of possibilities for creating a downtown that reflects the character of The Dalles and gives residents and visitors more reasons to **stay, return, and participate in the life of downtown.**

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Appendix A

Community Demand Assessment Survey

A survey conducted by Ann Moorhead of the Columbia Gateway Urban Renewal Agency. Open for two and a half months to the community of The Dalles through a posted QR-Code; the survey revealed anonymous 248 appropriate responses that addressed community needs without personal information attached.

"PLEASE LET US KNOW WHAT YOU WOULD LIKE TO SEE IN THIS SPACE!"

Survey open two and a half months

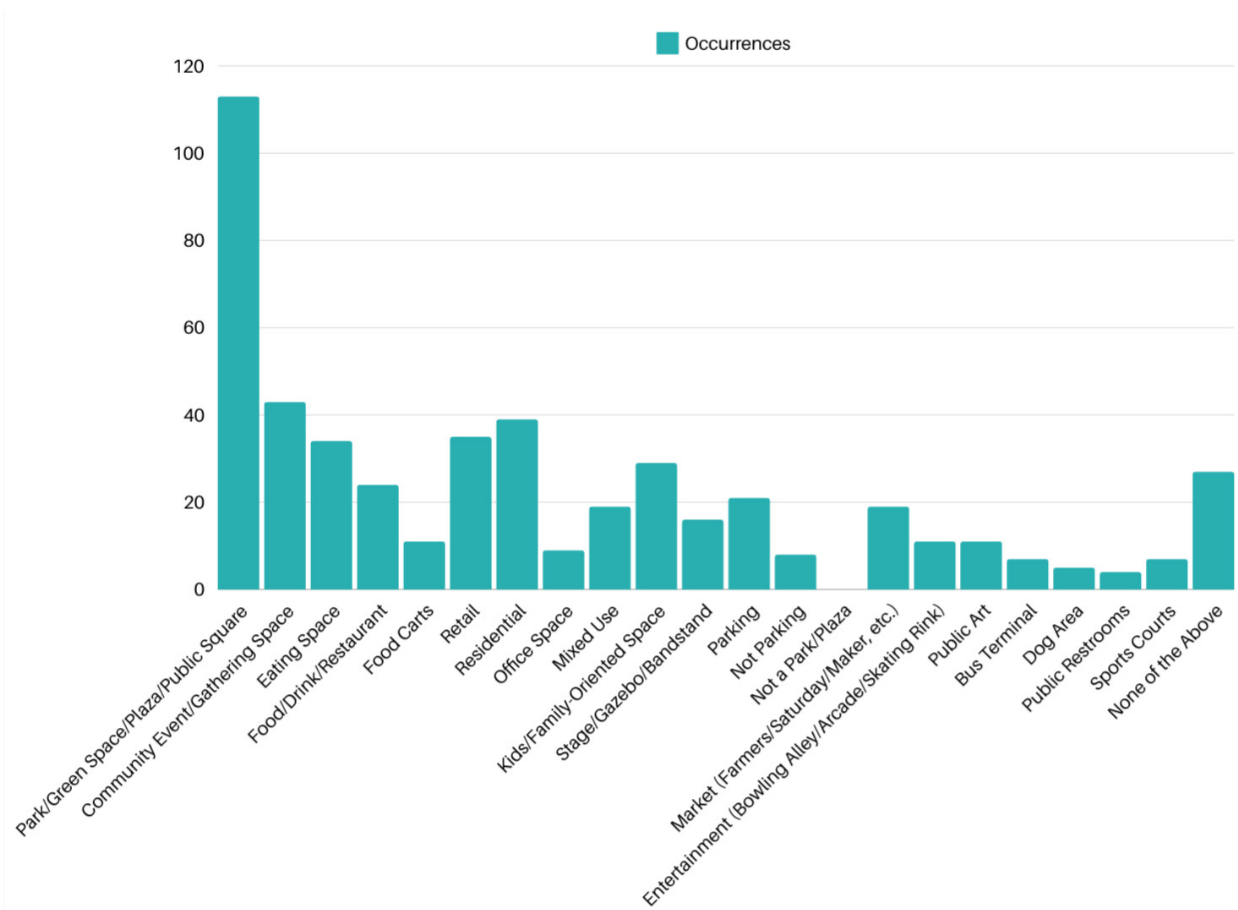
Responses: 251
Removed due to inappropriate content: 3
Total responses considered: 248
Participants were allowed to submit multiple entries
No personal information was required



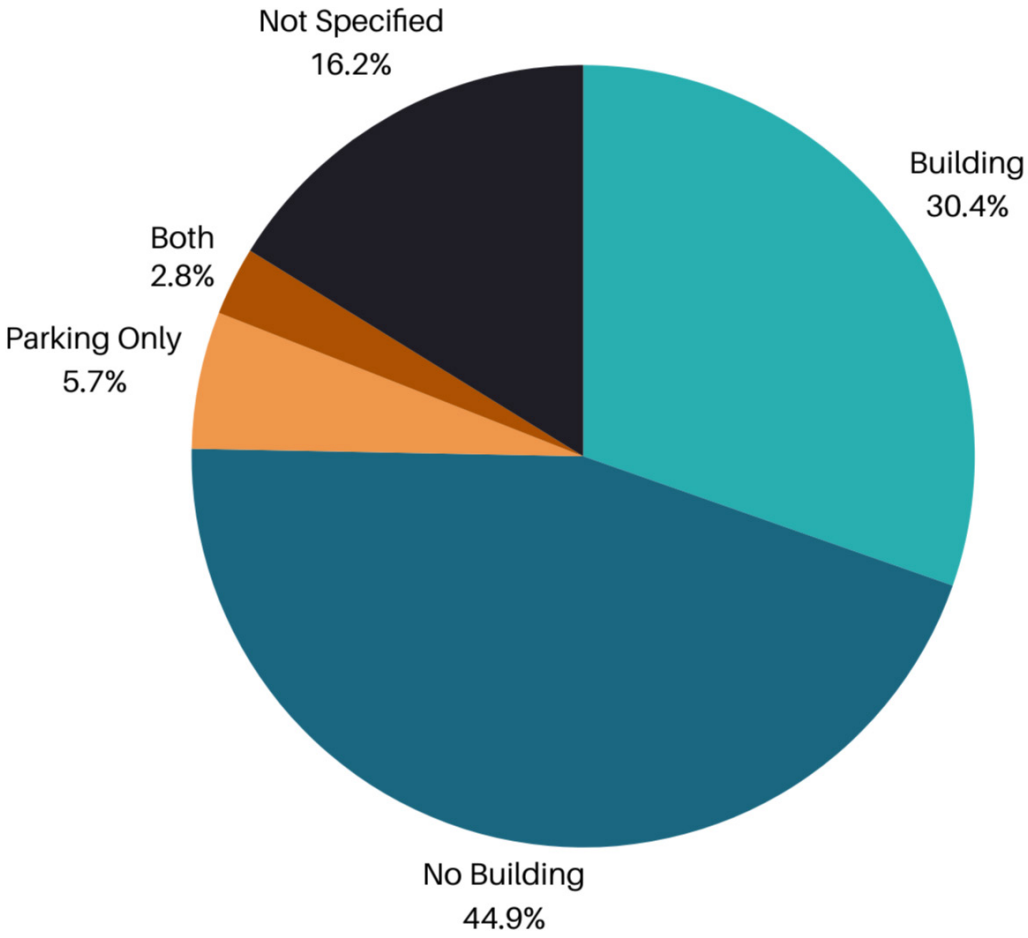
A SNAPSHOT: WORD CLOUD SHOWING FREQUENCY OF WORD USAGE



COMMON THEMES: GRAPH DISPLAYS NUMBER OF TIMES EACH CATEGORY IS MENTIONED IN RESPONSES



BUILDING VS. NO BUILDING: GRAPH OF HOW MANY PEOPLE WANTED A BUILDING SOLUTION, NO BUILDING SOLUTION, OR OTHER



TOP CATEGORY CLUSTERS

Based on the survey responses, the top six most frequently mentioned categories are:

01 PARK / PLAZA / PUBLIC SQUARE
Green spaces, walking paths, public art, benches, and shade trees.

02 COMMUNITY / EVENT SPACE
Outdoor stages, concert venues, farmers markets, and gathering areas.

03 RESIDENTIAL / HOUSING
Affordable housing units, mixed-use buildings with residential spaces.

04 RETAIL / COMMERCIAL
Small businesses, shopping centers, retail stores, and commercial spaces.

05 FOOD / DRINK / EATING SPACE
Restaurants, cafes, food trucks, picnic areas, and food courts.

06 KIDS / TEENS / FAMILY-ORIENTED
Playgrounds, skate parks, interactive structures, and family entertainment areas.

2ND & FEDERAL SURVEY

"PLEASE LET US KNOW WHAT YOU WOULD LIKE TO SEE IN THIS SPACE!"

6/26/2024
By Ann Moorhead

- Responses: 251
- Removed due to inappropriate content: 3
- **Total responses considered: 248**
- Participants were allowed to submit multiple entries
- No personal information was required
- Survey open two and a half months

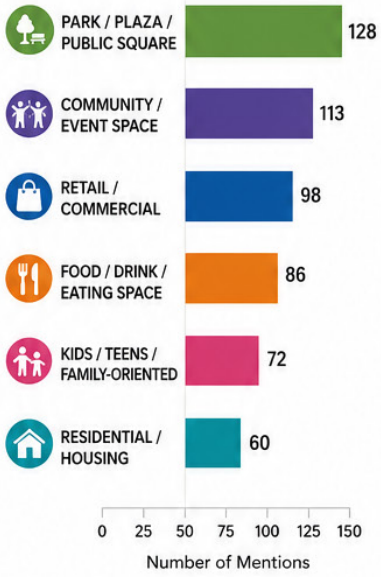
A SNAPSHOT

Word cloud showing frequency of word usage



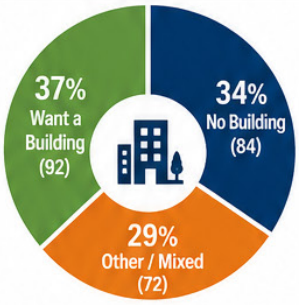
COMMON THEMES

Graph displays the number of times each category is mentioned in the responses



BUILDING VS. NO BUILDING

Graph of how many people wanted a building solution, no building solution, or other



TOP CATEGORY CLUSTERS

Based on the survey responses, the top six most frequently mentioned categories are:

01	PARK / PLAZA / PUBLIC SQUARE	Green spaces, walking paths, public art, benches, and shade trees.	128 MENTIONS	22% of all mentions
02	COMMUNITY / EVENT SPACE	Outdoor stages, concert venues, farmers markets, and gathering areas.	113 MENTIONS	19% of all mentions
03	RESIDENTIAL / HOUSING	Affordable housing units, mixed-use buildings with residential spaces.	60 MENTIONS	10% of all mentions
04	RETAIL / COMMERCIAL	Small businesses, shopping centers, retail stores, and commercial spaces.	98 MENTIONS	17% of all mentions
05	FOOD / DRINK / EATING SPACE	Restaurants, cafes, food trucks, picnic areas, and food courts.	86 MENTIONS	15% of all mentions
06	KIDS / TEENS / FAMILY-ORIENTED	Playgrounds, skate parks, interactive structures, and family entertainment areas.	72 MENTIONS	12% of all mentions

QUESTIONS? | Thank you to everyone who shared their ideas!

Appendix B

The Federal Street Plaza –

The Vision at a Glance

Six teams build upon existing events and create new events they believe are vital to the future success of the Federal Street Plaza. Here is a snapshot of the type of event, how it works within the plaza, and the teams in support of the activation.

EXISTING OR NEW EVENT	THE EVENT IN THE PLAZA	TEAMS IN SUPPORT
Existing	Move The Dalles Farmers Market to the Plaza and adjacent Tony's lot to promote sustained weekly visitation	*Aspen, Elm*
Existing	Introducing the Plaza as the focal point of the Northwest Cherry Festival celebration	*Aspen, Dogwood, Elm, Fig*
New	Creating a schedule of seasonal activations – four yearly activations within the Plaza, one set in each season	*Aspen, Cypress, Dogwood, Elm, Fig*
New	Live music events – the Plaza hosts live music from local artists	*Birch, Dogwood, Elm*
New	Weekly scheduled activations with local businesses and the Northern Wasco County Parks & Recreation District	*Aspen, Cypress, Elm, Fig*
New	Expansion of the Bike Hub to include	*Aspen, Cypress, Elm*
New	Look to attain an open container permit for events within the Plaza	*Aspen, Cypress*

Appendix C

Craig & Transportation Building – The Vision at a Glance

Six teams, dozens of ideas, and one shared direction. Here is a snapshot of the strongest concepts for the Craig and Transportation Buildings which are explored in further detail in the report.

WHERE	THE IDEA	TEAMS IN SUPPORT
Craig Building — Ground Floor	A local food hall with rotating vendors and a permanent restaurant anchor	*Ash, Beech, Cedar, Doug-Fir, Elderberry, Filbert*
Craig Building — Signature Attraction	A reason to come back again and again — candidates include a skating rink, a bowling alley, and a family arcade	*Cedar, Doug-Fir, Ash, Beech*
Craig Building — Upper Floor	A flexible event space and stage for live music, trivia, and community gatherings	*Ash, Beech, Cedar, Elderberry, Filber*
Craig Building — Rooftop	An open-air rooftop bar and gathering deck with shade, misting, and a view of the Plaza	*Doug-Fir, Filbert*
Transportation Building	A welcome center and mobility hub with bike or e-bike rentals for exploring the Gorge	*Beech, Filbert, Elderberry*
Transportation Building	A taste of the region — a coffee bar or wine window featuring Columbia Gorge producers	*Ash, Doug-Fir, Cedar*
The Plaza & Streets	A landmark worth a photo — and the history of The Dalles, told along the way	*Elderberry, Doug-Fir*
The Plaza & Streets	Lighting, signage, and small touches that tie downtown together	*Filbert, Beech*

Appendix D

Tony's Lot –

The Vision at a Glance

With any empty lot, the six teams were split between the construction of a community space versus a commercial building. Here is a snapshot of common themes across all proposals, regardless of the type of future construction they require.

WHERE	IDEA OVERVIEW	TEAMS IN SUPPORT
Live Music and/or Performance Space	Incorporated live music space for local artists to display their talent and provide entertainment on a routine basis	*Alder, Chestnut, Deciduous Eucalyptus, Ficus*
Nightlife	Extend current downtown activity beyond traditional 9 am-5 pm business hours while creating new social opportunities	*Alder, Chestnut, Eucalyptus*
Flexible Outdoor Space	Adaptable public areas capable of hosting community events, recreation, and everyday use with the capability of reflecting community needs	*Blackthorn, Deciduous, Ficus*
Farmers/Artesian Markets	Opportunity to activate the lot while supporting local businesses and entrepreneurs on a routine basis	*Blackthorn, Ficus*
Private Event Space	A venue capable of hosting private celebrations, community meetings, fundraisers, and other special events	*Alder, Chestnut, Eucalyptus*
Food Vendors	Provide diverse and dynamic dining options that complement existing downtown businesses	*Alder, Chestnut, Eucalyptus*

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