

COUNCIL GOAL SETTING  
OF  
FEBRUARY 3, 2014  
12:00 P.M.  
CITY HALL COUNCIL CHAMBER

**PRESIDING:** Mayor Steve Lawrence

**COUNCIL PRESENT:** Bill Dick, Dan Spatz, Carolyn Wood, Tim McGlothlin, Linda Miller

**COUNCIL ABSENT:** None

**STAFF PRESENT:** City Manager Nolan Young, City Attorney Gene Parker, City Clerk Julie Krueger, Finance Director Kate Mast, Public Works Director Dave Anderson, Police Chief Jay Waterbury, Librarian Sheila Dooley, Administrative Fellow Jon Chavers, Planning Director Dick Gassman

**CALL TO ORDER**

The meeting was called to order at 12:10 p.m.

**PRESENTATIONS**

Matthew Klebes, Main Street Coordinator, provided a summary of the Main Street Program activities and requested the City budget matching funds up to \$25,000 to help support the program (handout attached).

Klebes said Main Street was working on a partnership with Urban Renewal to develop a small grants program for downtown facade improvements.

Mayor Lawrence asked how Main Street was working to fit in with the cruise ship business. Klebes said he would be working with the Chamber of Commerce. Mayor Lawrence said there seemed to be transportation issues, with getting passengers around in the downtown area and to other destinations around town. He said he had spoken with Jeff Renard, who did provide limousine services, but said more needed to be done.

City Manager Young said the Chamber of Commerce was responsible for the cruise ship tourism but that Main Street could work with them. He said he would ask the Chamber to provide a report to the Council regarding the ship activity and said he would ask the Main Street group to provide quarterly reports to the Council.

MINUTES (Continued)

Goal Setting

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Mayor Lawrence said he would like to hear from the Chamber about the goals developed at their annual retreat.

Councilor Spatz said he was concerned about bike tours and RV camping. He said those were big issues that needed to be addressed. City Manager Young said Fellow Jon Chavers was working on those projects.

#### Prioritization of City Projects for the Wasco County Community Enhancement Project List

Following discussion regarding whether there was a need to numerically rank the list, and what items were most important, the following priorities were established:

Washington Street/Downtown Riverfront Undercrossing

Downtown Parking

Downtown Co-Working/Innovation Center

Lewis and Clark Fountain

Lewis and Clark Rock Fort Improvements

Industrial Park Water Flow Upgrade

West Sixth Street Widening and Traffic Signals

Downtown Streetscape Phase III (3<sup>rd</sup> & 4<sup>th</sup> Streets)

Webber Street Interchange Area Management Plan

Mill Creek Greenway

Waldron Drug Exterior

Chenoweth Area Storm Sewer System

#### Discussion Regarding Potential Right of Way Telecom Ordinance

City Attorney Parker reviewed his memorandum and recommended the City Council wait until the Legislature made a decision regarding language before considering a telecom ordinance.

It was the consensus of the Council to take no action to develop a telecom ordinance at this time.

#### REVIEW, MODIFY AND PRIORITIZE GOALS AND OBJECTIVES

The City Council reviewed, modified, and re-prioritized the goals and objectives, and deleted Goal 6. Updates are attached to the minutes.

**BUDGET DISCUSSION**

City Manager Young reviewed the General Fund beginning balance for the past five years, property taxes, property tax compression, and new revenues compared to operating expenses (handout attached). Young said he was concerned about the fiscal health of the City and that the budget needed to be conservative for the next two years. He said he expected after two years, revenues would increase due to the Enterprise Zone fees and increases to franchise fees.

City Manager Young recommended the City Council first consider funding for the Main Street Program at the level of \$25,000. He said the Fort Dalles Fourth funding request could be considered at a level of \$20,000 but only if it would not cause any reduction of services in the budget. Young said he wouldn't be able to provide an answer to them until May, after the Budget Committee met.

Mayor Lawrence said his top priority for the budget was to provide funding for street work. City Manager Young said he was working on funding options and would be bringing a proposal to the City Council in the near future.

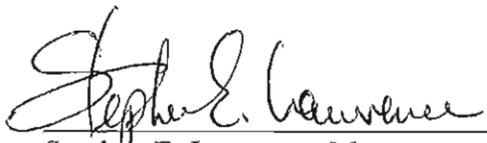
It was the consensus of the City Council to ask each group that was currently receiving funding from the City Council, to submit a report and funding request for the upcoming budget process.

**ADJOURNMENT**

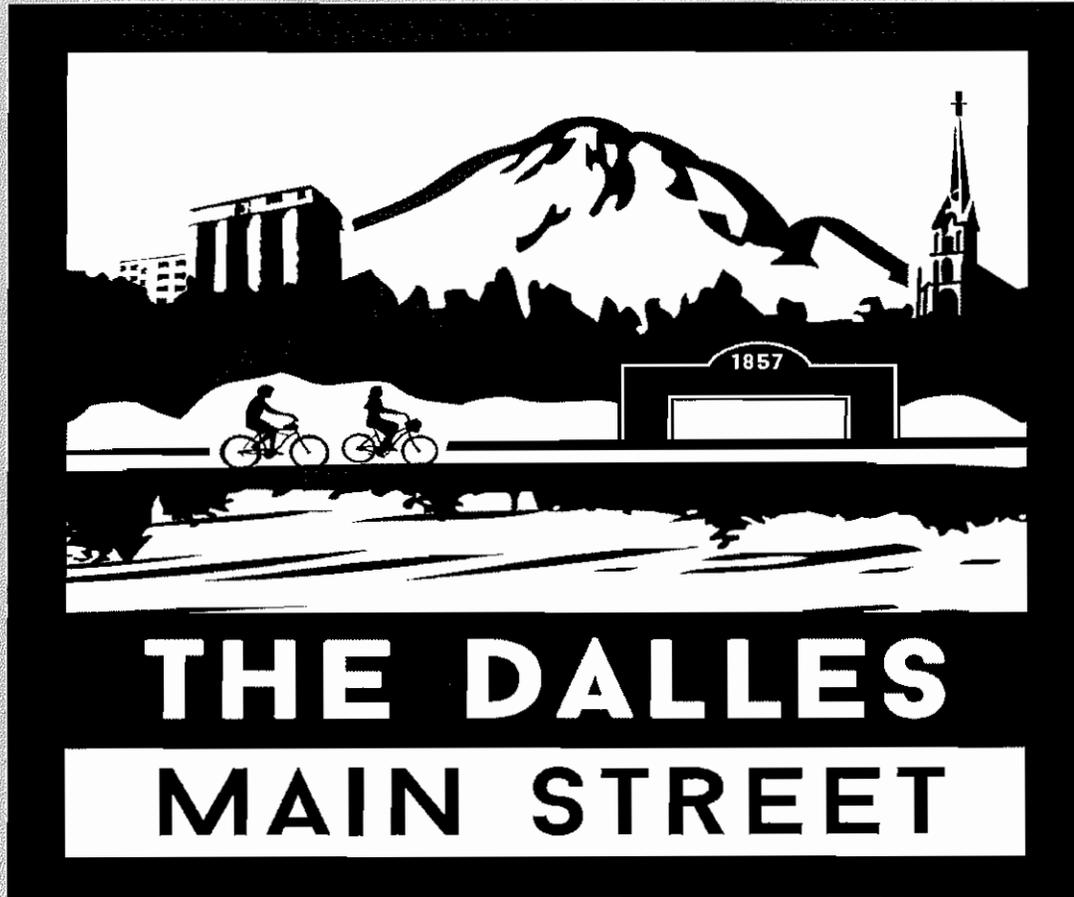
The meeting adjourned at 4:35 p.m.

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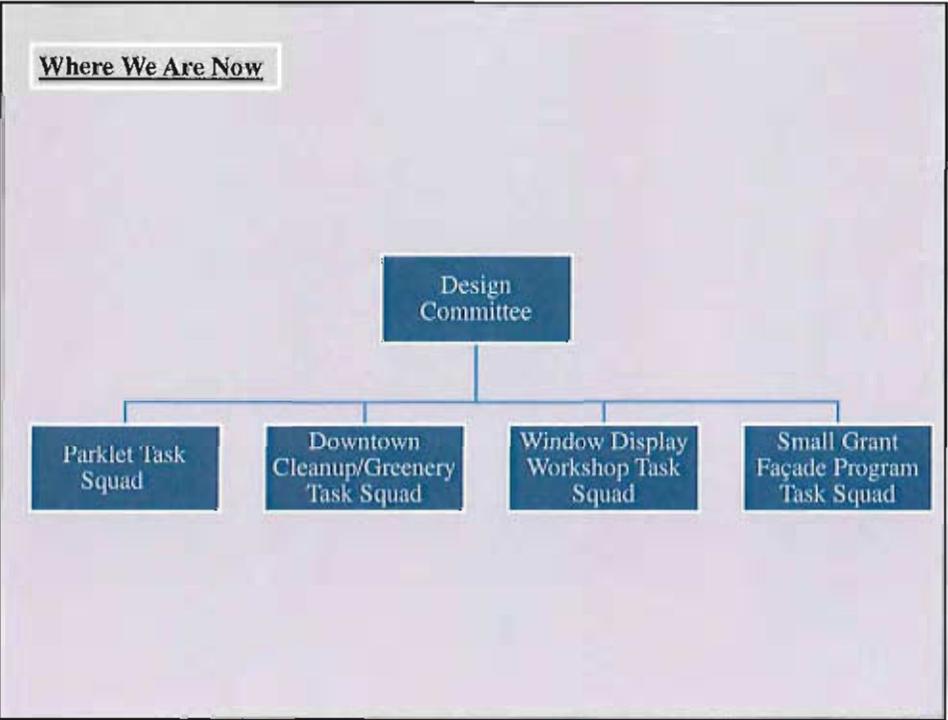
Submitted by/  
Julie Krueger, MMC  
City Clerk

SIGNED:   
Stephen E. Lawrence, Mayor

ATTEST:   
Julie Krueger, MMC, City Clerk



February 3, 2014  
Matthew B. Klebes  
Main Street Coordinator



**Where We Are Now**



**Where We Are Now**



**The Future**

Design Committee				
Project	2014	2015	2016	2017
Parklet Program Development	X			
Parklet Program Administration		X	X	X
Small Grant Façade Program Development	X			
Small Grant Façade Program Administration		X	X	X
Downtown Greenery	X	X	X	X
Downtown Cleanup	X	X	X	X
Design Related Workshop	X	X	X	X
Design Related Promotion		X	X	X
Downtown Signage Program		X	X	X
Traffic/Parking Studies			X	X

\*These charts do not include an exhaustive list of projects

**The Future**

Promotion Committee				
Project	2014	2015	2016	2017
Jammin July	X	X	X	X
Our Town Fashion Show	X	X	X	X
Halloween	X	X	X	X
Christmas	X	X	X	X
Cinco de Mayo		X	X	X
Development of Logo/Brand	X			
Monthly Chronicle Article	X	X	X	X
Newsletter			X	X
Website Development (Calendar, Directory, etc.)	X			
Website Operation		X	X	X
Coordinated Special Retail Promotions		X	X	X

**The Future**

Business Committee				
Project	2014	2015	2016	2017
Commercial Start-Up Spaces	X	X		
Vertical Development Ordinance Completion/Advocacy	X	X	X	X
Workshops (SBDC, Energy/Audits, Bike Friendly, etc.)	X	X	X	X
Collection of Downtown Statistics	X	X	X	X
Exploration of Enterprise Zone	X	X		
Joint Administration of Enterprise Zone			X	X
Open for Business Tour/PEO Historic Tour	X	X	X	X
Maintain Building Inventory & Availabilities	X	X	X	X
Coordination of Downtown Materials (Maps, Business packets etc.)	X	X	X	X
Exploration & Development of Business Incubator		X	X	X

**Metrics for Main Street Success****Examples\***

- Rate of vacancy & occupancy
- Growth of appraised value in the downtown
- Percentage increase in residential units downtown
- Ratio of outside funding to city funding for community development projects
- Number of new business start-ups
- Increase in restaurant and other merchant sales
- Number of jobs created and/or retained
- Value of new construction/restoration downtown
- Percentage increase in assessed values of businesses in downtown
- Percentage increase in property tax valuation in downtown
- Percentage of expansion of the commercial tax base
- Attendance at events
- Improved perception of the downtown via surveys, public comment, etc.
- Number of volunteers
- Number of volunteer hours
- Community feedback

\*Not an exhaustive list

**Budget**

	2014	2015	2016	2017
<b>Operating</b>				
Staff	20,000.00	35,000.00	38,000.00	42,000.00.00
Health Insurance	0.00	7,200.00	7,200.00	7,200.00
Other Benefits	0.00	3,696.00	3,844.00	3,998.00
Training/Workshops	5,000.00	5,000.00	5,000.00	5,000.00
Office, telephone, etc.	0.00	7,300.00	7,300.00	7,300.00
<b>Total</b>	<b>25,000.00</b>	<b>58,196.00</b>	<b>61,344.00</b>	<b>65,498.00</b>

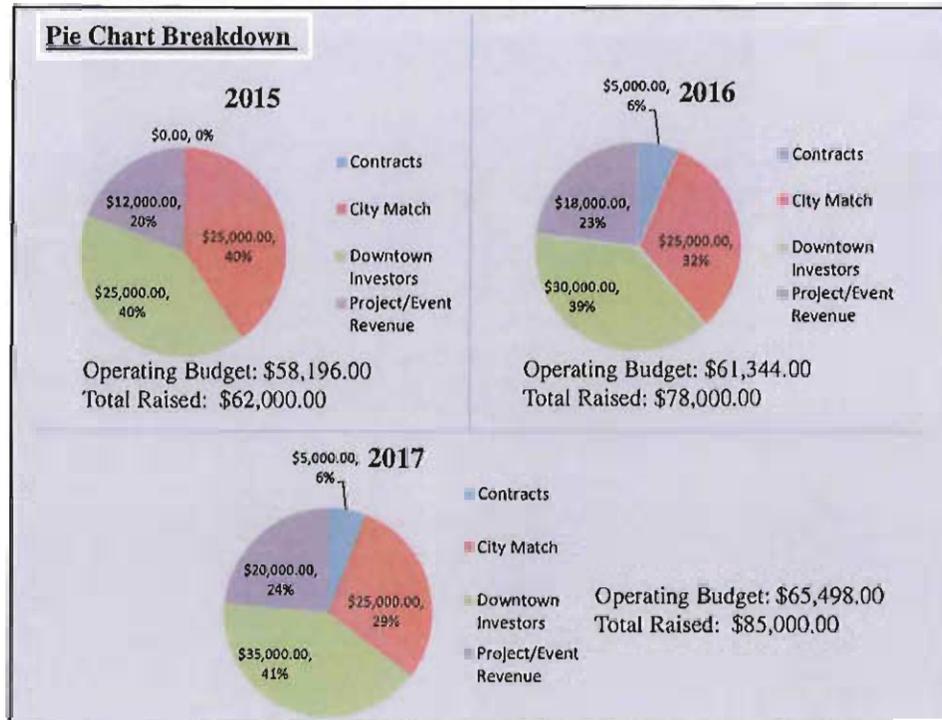
**Funding Sources****Recommended Main Street Breakdown:**

- 30% Public (Government)
- 30% Downtown Business/Property Owners
- 30% Community Residents, Individual, Business Outside Downtown, Major Corporation
- 10% from misc, events, promotions

**Our Targeted Funding Sources**

- Downtown Investors
- City Match
- Project/Event Revenue
- Grants\*
- Contracts

\*Grants are not shown on the following slide as grant funding must be spent on projects not operating expenses.



### Summary

The Dalles Main Street Organization has achieved significant progress and notable successes for 2013

A full-time staff member is needed to provide continuity and continue to grow the organization and improve its impact

Goal setting for three years has been established and will provide continual, ongoing work and efforts to improve the downtown and the rest of the community

A 3 year operating budget has been established

An annual fundraising campaign will be developed with an objective of raising \$25,000.00

Objective is to have a full-time hire by September 1, 2014

**Request**

The Dalles Main Street Organization requests that the City agree to match funds raised through general contributions to Main Street up to the amount of \$25,000.00.

The City match will be reviewed at the end of each year. If the value of the services and impact of the Main Street Organization is deemed successful/valuable the City will continue to match funds raised by the organization.

**2014-15 CITY COUNCIL GOALS**  
(with all objectives)

**GOAL 1.** Provide Public Works infrastructure that will ensure safe and well maintained streets and reliable utility systems for the citizens of The Dalles.

**OBJECTIVES**

**TIER I: Top Priorities, to be significantly completed by June, 2015**

- A. Continue environmental work for increasing capacity of Crow Creek Dam and Dog River water line replacement in two to three years.
- B. Develop plan for intersection of East 10<sup>th</sup>, Thompson and Old Dufur Road.
- C. Complete Design and begin construction of Phase I improvements under the Wastewater Master Plan.
- D. Pursue West Sixth Street improvements, including widening of West Sixth Street from Hostetler Street to Snipes Street to allow for turn lane and future signalization at Hostetler Street.
- E. Pursue Scenic Drive Stabilization Project, Phase I.
- F. Obtain funding and update the Transportation Plan and its associated SDC projects and fees, including completion of the Webber Street Interchange Area Management Plan (IAMP).
- G. Update Bicycle Master Plan in coordination with Transportation Master Plan update.

**TIER II: Other Priorities to be pursued in Fiscal Year 2014-15**  
**As time, resources and opportunities permit**

- A. Investigate need for 10<sup>th</sup> Street and Cherry Heights Road signalization.
- B. Pursue completion of Thompson Street LID
- C. Pursue expansion of Lone Pine Well.
- D. Continue work to connect vital corridors with ADA improvements.
- E. Investigate integration of traffic calming policy into LUDO.

**TIER III: Long term objectives (within 5 years)**

- A. Develop city-wide intersection signalization plan.

**GOAL 2.** Work and partner with governmental agencies and non-profits to ensure coordination of services and open communication.

**OBJECTIVES**

**TIER I: Top Priorities, to be significantly completed by June, 2015**

- A. Work with Scenic Area stakeholders on process to review community request for expansion of the Urban Growth Boundary.
- B. Prepare updated analysis for downtown flood mitigation.
- C. Support Library Foundation's fund raising efforts for Library expansion project.
- D. Establish and monitor Enterprise Zone Fee Intergovernmental Agreements; report to Council as needed.
- E. Participate in efforts to continue YouthThink programs.
- F. Support Mid-Columbia Fire and Rescue efforts to improve community ISO rating.
- G. Investigate city-wide renewable energy projects in cooperation with Northern Wasco county PUD and other agencies, including the college renewable energy program.
- H. Consider implementation of a maintenance and operation plan for the Lewis and Clark rock Fort site for potential transfer of ownership from County to City.
- I. Support Senior Center elevator project.

**TIER II: Other Priorities to be pursued in Fiscal Year 2014-15**  
**As time, resources and opportunities permit**

- A. Work with local utilities to develop underground service when opportunities are presented, including consideration of safety, view shed, aesthetics and property values.
- B. Partner with School District and Parks & Recreation District regarding maintaining open/green space such as Thompson Track and Mill Creek Greenway.

**TIER III: Long term objectives (within 5 years)**

- A. Partner with Northern Wasco County Parks & Recreation District and Veterans group to develop a master plan for the Kelly View Point.

**GOAL 3.** Promote economic development opportunities that will provide job creation and retention and enhance livability.

**TIER I: Top Priorities, to be significantly completed by June, 2015**

- A. Continue Urban Renewal Downtown Renaissance Projects:
- First Street Urban Renewal treatment
  - Washington Street Railroad Undercrossing
  - Redevelop Granada Block, including parking structure
  - Complete engineering and architectural design and cost analysis for Civic Auditorium
  - Lewis and Clark Fountain
- B. Develop and implement downtown market analysis and plan to fill downtown businesses in cooperation with the Main Street Program.
- C. Identify opportunities to support the Port's efforts to develop a Regional Wetlands Permit.
- D. Develop organizational structure and consider stable funding for Main Street program.
- E. Work with Chamber of Commerce and Main Street program to maximize use of the Vertical Housing Zone and development of upper levels of downtown buildings.
- F. Proceed with Airport golf course development.

**TIER II: Other Priorities to be pursued in Fiscal Year 2014-15**  
**As time, resources and opportunities permit**

- A. Assist in construction of Civic Auditorium theater renovations (Fall, 2015).
- B. Pursue construction of Third Street urban renewal treatment.
- C. Pursue urban renewal funding for final design of West Third Place streetscape.
- D. Support Urban Renewal Plan through opportunity driven projects.

**TIER III: Long term objectives (within 5 years)**

- A. Enhance national historic districts.

**GOAL 4.** Maintain a balanced budget that will provide for sustained City operations and capital improvements, while assuring an adequate contingency fund.

**TIER I: Top Priorities, to be significantly completed by June, 2015**

- A. Pursue funding options for street projects.
- B. Investigate funding to upgrade City's website.

**TIER II: Other Priorities to be pursued in Fiscal Year 2014-15  
As time, resources and opportunities permit**

- A. Investigate opportunities to renovate second floor of City Hall.

**TIER III: Long term objectives (within 5 years)**

None identified at this time.

**GOAL 5.** Encourage civic responsibility and promote public safety through programs, plans and policies.

**TIER I: Top Priorities, to be significantly completed by June, 2015**

- A. Work with Sign Ordinance Committee to review and update the City's Sign Ordinance.
- B. Consider partnerships and financial plan to enhance Christmas lighting in the downtown corridor.
- C. Develop guidelines to support, coordinate and promote community special events.

**TIER II: Other Priorities to be pursued in Fiscal Year 2014-15  
As time, resources and opportunities permit**

- A. Identify opportunities for improving curb appeal of the community from the highway, streets, and river.

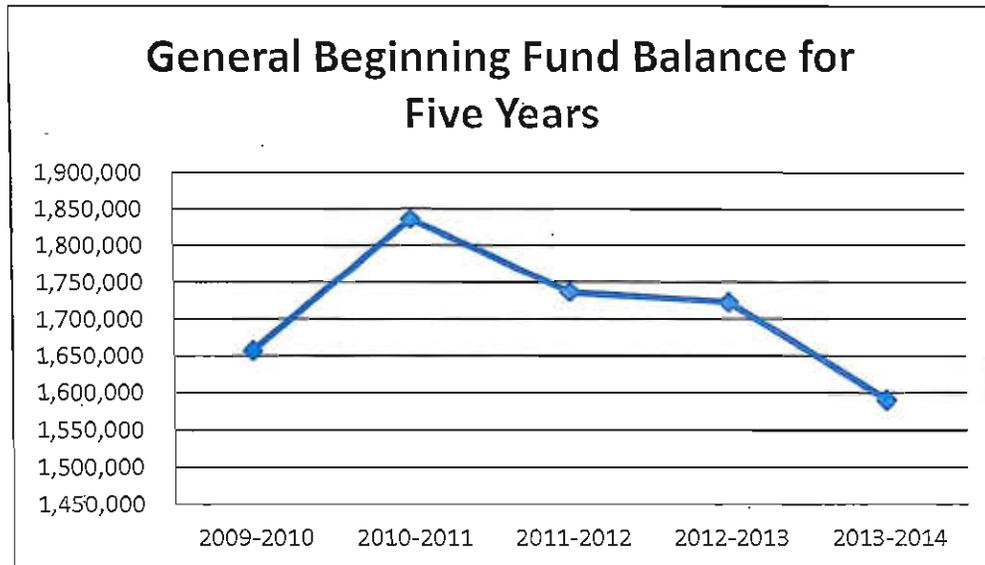
- B. Work with partners, such as Soil and Water Conservation District and Master Gardeners to encourage natural vegetation plantings along the highway to screen industrial treatment operations.
- C. Maintain role with other public safety agencies in addressing local emergencies.
- D. Develop plan for sidewalk repair, in partnership with property owners.
- E. Develop Street Tree Policy.
- F. Investigate opportunities to make improvements to landscape, eliminate planting strips, with a focus on Dry Hollow, downtown, and historic walking district neighborhoods.

**TIER III: Long term objectives (within 5 years)**

None identified at this time.

General Beginning Fund Balance for Five Years  
FY

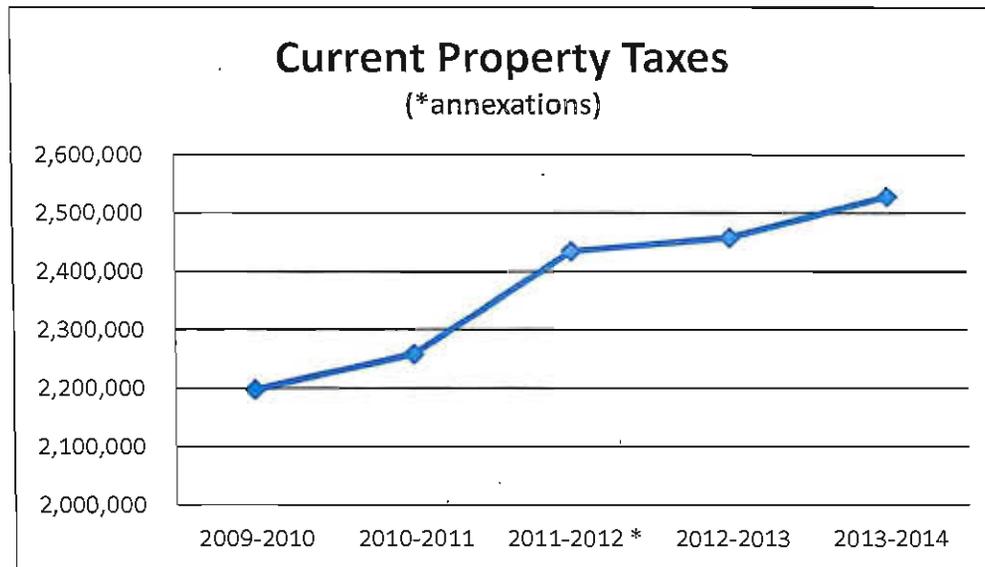
2009-2010	1,657,050
2010-2011	1,835,900
2011-2012	1,736,626
2012-2013	1,722,864
2013-2014	1,591,284



Current Property Taxes

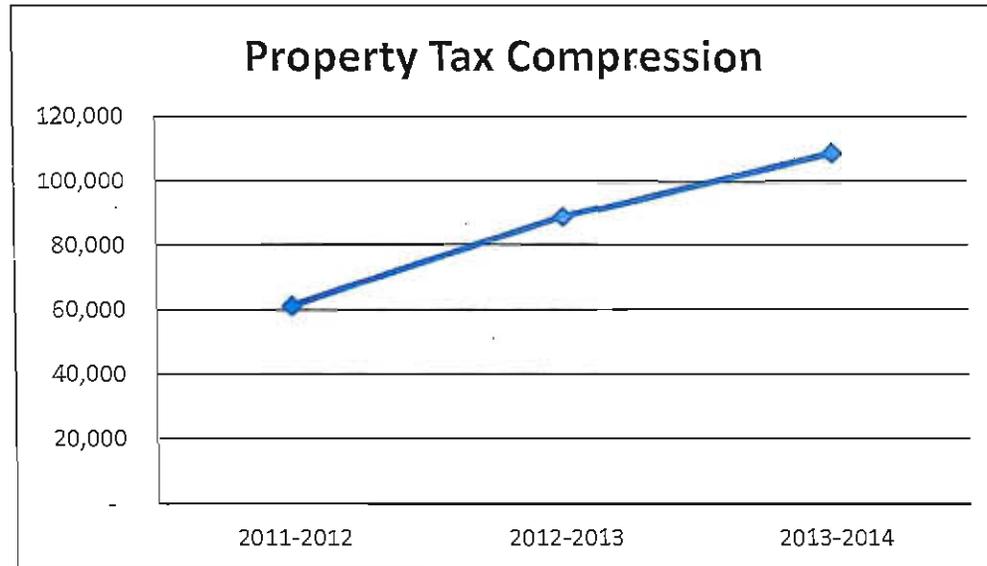
FY	Amount	% increase
2009-2010	2,198,115	
2010-2011	2,258,800	2.8%
2011-2012 *	2,435,150	7.8%
2012-2013	2,458,615	1.0%
2013-2014	2,527,733	2.8%

\*Annexations



### Property Tax Compression

FY	Amount	Percent
2011-2012	61,186	2.4%
2012-2013	88,697	3.2%
2013-2014	108,849	4.0%



**General Fund**  
**New Revenues Compared to Operating Expenses**

	New Revenue	% Increase	Operating Expenses	% Increase
FY 09-10 Actual	5,474,768		5,272,087	
FY 10-11 Actual	5,672,432	3.6%	5,621,931	-6.6%
FY 11-12 Actual	5,935,888	4.6%	5,987,669	6.5%
FY 12-13 Actual	5,954,482	0.3%	5,969,107	-0.3%
FY 13-14 Budget	6,323,008	6.2%	6,479,013	8.5%

