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# Key for Using the Our Valley Action Plan

Welcome to the Our Valley Our Future Action Plan. This plan is organized into six focus areas and presented in a matrix format listing 28 strategies, 149 actions and 7 major projects in all. Here are the key elements in understanding the plan:

## Vision

A statement of what residents would like the region to be long-term for a particular focus area. This overarching future direction is meant to guide and connect strategies, actions and implementation efforts for those focus areas.

## Strategy

A statement that sets a direction and guidance for implementing the focus area vision. Each strategy has at least one action supporting it.

## Action and Description

Projects, programs, or activities that support implementation of a strategy. The text that follows describes the intent of the project or program.

## Lead Partner

A nonprofit organization, community group, business or government agency that has accepted responsibility for facilitating the implementation of an action item. Lead partners are expected to champion the implementation effort.

## Implementation Timeline

A suggested timeline for implementing each action. The expectation is that each action will be initiated – and, in some cases, completed – in a five-year time period.

## Additional notes for using this plan

Several actions have “Opportunity available” listed as the lead partner. This means the action is available to a business, agency or community group interested in taking on the project and seeing it to fruition. For more information on a specific action, contact the Our Valley project coordinator at [info@ourvalleyourfuture.org](mailto:info@ourvalleyourfuture.org).

# Enhancing Our Valley for years to come

Our Valley, Our Future / Nuestro Valle, Nuestro Futuro is pleased to present its first Action Plan, a strategic initiative owned by the community and designed to move us in the direction of our overall vision. With input from thousands of people across the region, this non-partisan plan reflects a collaborative, values-based, community approach to improving and enhancing the Wenatchee Valley in the years to come.

This is the first time an initiative of this magnitude has been undertaken across multi-jurisdictional boundaries in Chelan and Douglas counties. The name, Our Valley, was chosen to reflect this approach.

The Action Plan is comprised of 28 strategies, 149 specific actions and 7 major projects, led by 81 businesses, government agencies, nonprofit organizations and community groups. These partner organizations will share responsibility in bringing Our Valley's long-term vision to fruition by leading implementation of a variety of programs and projects.

Today, a number of big challenges – shifting demographics, a restructuring economy, lagging wages, rising poverty levels, and a growing housing crisis – paint a problematic future for the region. Rather than sit back and let change overwhelm this place we love and call home, Our Valley has chosen instead to take positive steps to make our preferred future happen.



Our Valley first initiated a conversation with the community in fall 2015, asking thousands of residents what they saw as the region's core values, biggest strengths, weaknesses and challenges, and best ideas. This dialogue was accomplished through interviews with community leaders, public surveys, presentations to local organizations, public open houses, and workshops for the wider community. All of the information and ideas obtained from residents was collected, compiled and analyzed.

This extensive outreach effort enabled Our Valley to develop the building blocks of a long-term vision and action plan. This framework includes six key themes (or focus areas) and a number of corresponding strategies, action steps, easy wins, and major "Game Changer" projects to drive the vision forward and produce positive outcomes for the region.

During the first nine months of 2016, Our Valley's Action Teams, Think Tank, and Core Team – totaling more than 140 residents – researched, vetted and refined the actions and major projects. They also secured commitments from 81 businesses, public agencies, institutions, nonprofits and community groups to "adopt" and champion the plan's 149 actions and 7 Game Changers.

It is all this work – and more – that has led to the publication of this Action Plan.

Keep in mind, too, that the Our Valley Action Plan is meant to be updated periodically as projects are completed, new initiatives come on board, and the community encounters other challenges – and opportunities. The most current version will always be available at [www.ourvalleyourfuture.org](http://www.ourvalleyourfuture.org).

This is an exciting and historic time for Our Valley. Please join us on this journey!

# Our Big Vision

*In the future, our Valley will be the heart of a vibrant North Central Washington.*

“Our Valley is a united, prosperous and thriving region, built on our agricultural heritage and history of innovation. We collaborate across geographic, political and cultural boundaries. Together with our business community, our local governments, public agencies and organizations coordinate their decisions and actions, spending resources wisely and enhancing public services. Our communities have vibrant centers with housing, amenities and public transportation, and safe, affordable neighborhoods. Our diverse cultures embrace their commonalities – and celebrate their distinctiveness. At all levels, our educators, schools and colleges engage and prepare students for our future workforce. Our economy generates new opportunities through knowledge and innovation. We have living wage jobs that support our families, and rewarding programs and activities that enrich our children, young adults and seniors. We are a destination for recreation, ecotourism and agritourism. We are stewards of our natural environment, enhancing our livability, health and wellness. Our Valley is where we live, grow and work for a better future.”

# Our Core Values

*our Valley cares deeply about these qualities. They serve as the foundation of our vision and plan.*

## **NATURAL ENVIRONMENT...**

Our scenic beauty and topography, distinct seasons, ample sunshine and plentiful outdoor recreational opportunities.

## **SMALL TOWN FEEL...**

Our close-knit, safe and peaceful communities with people who are active, friendly and supportive.

## **QUALITY OF LIFE...**

Our schools and educational institutions, medical facilities, lack of traffic congestion and other amenities that make this a great place to raise a family.

## **CULTURAL DIVERSITY...**

Our distinct blend of ethnicity, language and cultural backgrounds, unique for a rural region.

## **AGRICULTURAL HERITAGE...**

Our rich agricultural history and traditions, active farms and orchards, and abundance of locally grown produce.

## **COLUMBIA RIVER...**

Our wealth of water and other resources that feed our farms, industries, commerce and recreation.

## **PUBLIC INFRASTRUCTURE...**

Our locally-owned hydroelectric dams and inexpensive public power that support our local economy and community affordability.



## OUR VISION

*OUR VALLEY builds on our innovative history and emerging opportunities to create a dynamic, diversified and sustainable economy for the 21st century.*

Working with our business and industry leaders, a unified regional marketing strategy, new sources of investment and venture capital, career and technical education programs, workforce development initiatives and economic development agencies, we develop new businesses and industries that produce quality jobs, increase pathways for people in professional and technical careers, and grow opportunities for small businesses, innovators and entrepreneurs, resulting in a more stable and prosperous economy for our region.





# Regional Economic Development

Recognize and implement Our Valley, Our Future as the unified, comprehensive economic development plan for Our Valley that helps to propel our economy to a vibrant and prosperous future that is diverse, resilient and sustainable.

< 1 YR    1-2 YRS    3-5 YRS    5+ YRS

PROSPER 1.1

## Assets & Resources Inventory

Inventory major assets and resources for strengthening and diversifying the region's economy, as well as barriers that work against business and industry development efforts. Include quality of life assets in the work.

LEAD PARTNERS: *Port of Douglas County, Wenatchee Valley Chamber of Commerce*



PROSPER 1.2

## Regional Marketing Analysis

Conduct a regional marketing analysis that provides strategies to best utilize identified assets and reduce barriers. The assets being analyzed should be the same ones identified in an 'assets and resources inventory' – another action item being conducted as part of this strategy.

LEAD PARTNERS: *Port of Douglas County, Wenatchee Valley Chamber of Commerce*



PROSPER 1.3

## Business Cycle Resiliency

Develop strategies to make our economy more resilient and immune to impacts of business cycles that periodically affect major industries and employment sectors.

LEAD PARTNERS: *Port of Douglas County, Wenatchee Valley Chamber of Commerce*



PROSPER 1.4

## Our Valley Economic Framework

Encourage and support economic development groups to incorporate the Our Valley vision and action plan as an overarching framework for local and regional economic plans and activities in order to achieve a 'collective impact'.

LEAD PARTNERS: *Our Valley Our Future Core Team*



PROSPER 1.5

## Engaging the Private Sector

Engage with and encourage the private sector to become involved in the Our Valley vision and action plan, promoting their expanded involvement in the region's economic development.

LEAD PARTNERS: *Our Valley Our Future Core Team, Wenatchee Valley Chamber of Commerce*



PROSPER 1.6

## Hire a Grant Writer Position

Develop and fill a grant writer position to serve the grant-writing needs of Our Valley, its communities and its organizations.

LEAD PARTNERS: *United Way of Chelan and Douglas Counties*





**STRATEGY 2**

# Workforce Development

Create a unified workforce development initiative in Our Valley that links a growing regional workforce with emerging industries and employment opportunities.

<1 YR    1-2 YRS    3-5 YRS    5+ YRS

PROSPER 2.1

## Career & Technical Education Programs

Work with local K-12 schools, Wenatchee Valley College, job training programs and other organizations to expand and strengthen career and technical education opportunities.

**LEAD PARTNERS:** *Washington Association of Career and Technical Administrators*



PROSPER 2.2

## Career & Technical Education Job Link

Create a career and technical education hub that develops and models innovative approaches linking career and technical education with job creation and placement. This hub should focus on specific careers, with mentoring being a large component.

**LEAD PARTNERS:** *Wenatchee Valley College*



PROSPER 2.3

## Integration with Local Employers

Work with existing and potential local employers to partner local career and technical education programs with new business and industry apprenticeship and job development programs.

**LEAD PARTNERS:** *Wenatchee Valley College*



PROSPER 2.4

## Community Education Initiative

Expand opportunities for residents to teach classes at Wenatchee Valley College and to access the WVC library and other college resources.

**LEAD PARTNERS:** *Wenatchee Valley College*



# Technology Hub

Placing innovation at the center of our Valley's economy

Develop Our Valley as an attractive center for technology and innovation, beginning with start-up company owners and entrepreneurs, who are looking for a vibrant, outdoors-oriented, lower-cost, livable community for their companies and workers. Kick off this initiative with the first-annual Flywheel Conference in the spring of 2017 for interested entrepreneurs, start-ups, industry leaders, venture capitalists, angel investors, bankers, and technology and business reporters. Begin work on allied projects that will support this initiative, including creating an angel investor network, developing co-working spaces, and tailoring education offerings in local educational institutions to this new sector. Promote linkages with the region's existing technology and emerging industries, recruitment initiatives, educational institutions and training programs, and inexpensive electric power. Conduct an economic study on emerging technologies in the region to get a better idea of gaps, opportunities and costs. Support the development of other amenities sought out by entrepreneurs, including excellent digital connectivity and creative workplace environments that offer meaningful work and opportunities to innovate.

## COMMUNITY BENEFITS

- Helps diversify the local economy
- Creates new businesses and employment opportunities
- Retains local, homegrown talent
- Utilizes existing buildings and infrastructure
- Encourages local investment
- Changes community culture
- Funds "kid start-ups" (young entrepreneurs)
- Focuses education offerings
- Improves workforce skills

## LEAD PARTNERS

*Greater Wenatchee Area Technology Alliance, Wenatchee Valley Chamber of Commerce, Port of Douglas County, Port of Chelan County, Wenatchee Valley College Center for Entrepreneurship*

## SUPPORTING PARTNERS

*Local and regional angel investors, venture capital firms, Wenatchee Learns Connects, Chelan County PUD, Douglas County PUD, local technology companies, Wenatchee Valley College*

## TIMELINE

Begins – Already started

Ends – At least five years out, with opportunities for ongoing implementation

# Quality Jobs

Support expanded job creation initiatives in Our Valley that provide quality jobs capable of employing a greater number of workers in the region and moving more workers and families into prosperity.

< 1 YR    1-2 YRS    3-5 YRS    5+ YRS

PROSPER 3.1

## Quality Jobs

Promote and pursue the creation of more quality jobs throughout the region.

LEAD PARTNERS: *Port of Douglas County, Port of Chelan County*



PROSPER 3.2

## High Wage Employment Opportunities

Catalyze development of high-wage employment opportunities that capitalize on Our Valley's resources and quality of life.

LEAD PARTNERS: *Port of Douglas County, Wenatchee Valley College, Port of Chelan County*



PROSPER 3.3

## Job Creation Based on Innovation

Support the creation of new jobs linked to innovation, research and development based on the region's existing local resources and opportunities they present.

LEAD PARTNERS: *Port of Douglas County, Port of Chelan County*



# Targeted Industry Development & Recruitment

Create and implement a targeted industry development and recruitment strategy, focusing on industry sectors and clusters that build on Our Valley’s established economic strengths as well as emerging sectors that offer promising growth potential.

< 1 YR    1-2 YRS    3-5 YRS    5+ YRS

PROSPER 4.1

## Economic Gardening Program

Create an Economic Gardening Program that will support businesses in Our Valley to grow, assisting them in accessing outside markets, adding new jobs, and connecting to the resources necessary to manage and support their growth.

LEAD PARTNERS: *Wenatchee Valley College Center for Entrepreneurship*



PROSPER 4.2

## Makers Space

Develop a Makers Space where innovators and entrepreneurs can work on projects, share resources and network. Look to open the Makers Space in a strategic location for youth to easily access. Secure funding and qualified volunteers to run quality programs.

LEAD PARTNERS: *Opportunity available*



PROSPER 4.3

## Local Venture Capital

Develop venture capital funds to support the development of outdoor recreation, technology and other emerging businesses.

LEAD PARTNERS: *Wenatchee Valley Chamber of Commerce, GWATA*



PROSPER 4.4

## Value-Added Products & Businesses

Grow, market and recruit value-added products and businesses – such as wine, craft beer, cider and cannabis businesses – to take advantage of locally grown products.

LEAD PARTNERS: *Port of Douglas County, Port of Chelan County*



PROSPER 4.5

## Innovative Use of Public Power

Promote new and expanded business opportunities associated with public power and energy efficiencies.

LEAD PARTNERS: *Chelan County PUD, Port of Douglas County, Port of Chelan County*



PROSPER 4.6

## Tree Fruit Investment & Research & Development

Expand Our Valley’s status as the investment and research and development center for the tree fruit industry.

LEAD PARTNERS: *WSU Tree Fruit Research Center*



PROSPER 4.7

### Expanded Medical Sector

Expand Our Valley’s medical sector and facilities, including a new teaching hospital, related businesses and ancillary support services in the region.

LEAD PARTNERS: *Opportunity available*



PROSPER 4.8

### Expanded Broadband Service

Expand broadband service capacity to provide greater accessibility throughout the region.

LEAD PARTNERS: *Chelan County PUD and Douglas County PUD*



PROSPER 4.9

### Broadband-Based Businesses

Target and attract companies and businesses requiring accessible, fast and reliable broadband services.

LEAD PARTNERS: *Port of Douglas County, Port of Chelan County*



PROSPER 4.10

### Quality of Life Recruitment

Market Our Valley’s strong quality-of-life attributes to attract new residents who own or manage businesses or have the ability to telecommute.

LEAD PARTNERS: *Wenatchee Valley Chamber of Commerce, Port of Douglas County, Port of Chelan County*



PROSPER 4.11

### Recruitment of ‘Remote First’ Businesses

Target in recruitment “remote first” businesses and business owners and telecommuters themselves, all of whom are seeking good broadband, quality of life, access to air service, and close proximity to Seattle.

LEAD PARTNERS: *Port of Douglas County, Port of Chelan County*



PROSPER 4.12

### ‘Spillover’ Technology Businesses

Target and attract “spillover” high technology businesses and start-ups from larger, more crowded metropolitan areas in the West seeking less congested settings in which to grow their companies.

LEAD PARTNERS: *Port of Douglas County, Port of Chelan County*



PROSPER 4.13

### Outdoor Recreation Equipment Manufacturing

Recruit businesses that build or market the equipment that supports our outdoor recreation industry.

LEAD PARTNERS: *Port of Douglas County, Port of Chelan County*



# Tourism & Recreation Branding & Marketing

Embrace a unified branding and marketing campaign that supports Our Valley's growing tourism, outdoor recreation and culinary destinations, as well as local urban redevelopment projects that cater to visitors.

< 1 YR   1-2 YRS   3-5 YRS   5+ YRS

PROSPER 5.1

## Small Town Community Culture

Enhance and promote Our Valley's small-town community culture through planning, marketing, tourism, community events and local volunteer programs.

LEAD PARTNERS: *Wenatchee Valley Chamber of Commerce, Port of Douglas County*



PROSPER 5.2

## Outdoor Recreation Economic Impact Study

Conduct a comprehensive analysis of the economic impact of outdoor recreation in Chelan and Douglas counties and of the future economic impact tied to new and improved outdoor recreation facilities.

LEAD PARTNERS: *Wenatchee Valley Chamber of Commerce*



PROSPER 5.3

## Outdoor Recreation Destination

Capitalize on the region's outdoor recreation resources as a way to attract businesses, professionals and tourists.

LEAD PARTNERS: *Wenatchee Valley Chamber of Commerce, Port of Douglas County, Port of Chelan County*



PROSPER 5.4

## Food- & Agriculture- Related Tourism

Develop Our Valley's orchards, farms, vineyards and wineries, craft breweries and cider houses, farmers markets and related attractions as a major tourism opportunity.

LEAD PARTNERS: *Wenatchee Valley Chamber of Commerce, Port of Douglas County, Port of Chelan County*



PROSPER 5.5

## Culinary Destination

Establish Our Valley as a major 'farm-to-table' food destination, highlighting the bounty of the region and attracting food writers and visitors.

LEAD PARTNERS: *Wenatchee Valley Chamber of Commerce*



PROSPER 5.6

## Waterfront Destination

Accelerate development of Our Valley's waterfronts on both sides of the Columbia River into major tourist attractions and destinations.

LEAD PARTNERS: *City of Wenatchee, City of East Wenatchee, Port of Douglas County*



PROSPER 5.7

## Expanded Retail Sector

Explore opportunities to expand the local retail sector and provide feedback on next steps to create a strategy for the achievement of meaningful growth in this industry cluster.

LEAD PARTNERS: *City of Wenatchee, City of East Wenatchee*



# EASY WINS

Our Valley has identified specific projects for possible near-term implementation. “Easy Win” initiatives build community collaboration and generate momentum.

<1 YR   1-2 YRS   3-5 YRS   5+ YRS

PROSPER 6.1

## Inventory of Vendor Needs

Inventory and identify existing local manufacturers’ vendor needs that would help support their businesses.

LEAD PARTNERS: *Port of Douglas County, Port of Chelan County*



PROSPER 6.2

## Targeted New Companies

Research, identify and target the top 10 companies that complement local manufacturers.

LEAD PARTNERS: *Port of Douglas County, Port of Chelan County*



PROSPER 6.3

## ‘Connecting the Dots’ App/Website

Develop a website and/or app that breaks down “silos,” connecting Our Valley’s people, ideas, resources, events, information, residents and visitors.

LEAD PARTNERS: *The Wenatchee World, Wenatchee Valley Chamber of Commerce*



PROSPER 6.4

## Legislative Liaison Position

Develop and fill a legislative liaison position to advocate on behalf of Our Valley’s economic development priorities.

LEAD PARTNERS: *Wenatchee Valley Chamber of Commerce*



PROSPER 6.5

## Restaurants & Retail Development

Encourage and support a mix of small businesses, such as restaurants and retail shops, to elevate the experience in the area’s urban centers.

LEAD PARTNERS: *City of Wenatchee, City of East Wenatchee*







# HOW WE PLAN AND GROW

## OUR VISION

*OUR VALLEY plans for future growth and development by linking jobs, housing, transportation and public amenities to create more livable communities that offer a high quality of life and improved well being.*

Working with innovative approaches to planning and urban development, we revitalize our downtown areas, develop local “mixed-use” districts where people live, work and play, enhance our region’s transportation system with improved connectivity, public transit and alternative modes of travel, and develop new and more affordable housing options that support our growing population and working families.



# Comprehensive Integrated Land Use & Transportation Planning

Take steps to improve our transportation system to meet the growing needs of Our Valley.

< 1 YR    1-2 YRS    3-5 YRS    5+ YRS

PLAN 1.1

## Expanded Public Involvement

Expand public involvement in local and regional transportation plans and projects, promoting increased participation in key transportation decisions.

LEAD PARTNERS: *Chelan-Douglas Transportation Council*



PLAN 1.2

## Wenatchee Valley/I-90 Link

Explore improved connectivity between the Wenatchee Valley to Interstate 90, including a new highway link.

LEAD PARTNERS: *Chelan-Douglas Transportation Council*



PLAN 1.3

## New Columbia River Bridge

Plan, finance and develop a new third bridge over the Columbia River.

LEAD PARTNERS: *Chelan-Douglas Transportation Council*



PLAN 1.4

## Confluence Parkway

Begin planning and development for a new Confluence Parkway in north Wenatchee, facilitating connections with existing routes, alleviating local traffic congestion and commuter traffic, enhancing regional commerce and distribution, and minimizing environmental impacts. Note: This project is part of the larger Apple Loop Byway project.

LEAD PARTNERS: *Chelan-Douglas Transportation Council*



PLAN 1.5

## BNSF Freight Yard Relocation

Relocate the BNSF railroad freight yard/operations/crew to a more operationally feasible location.

LEAD PARTNERS: *Opportunity available*



PLAN 1.6

## Expanded Airline Service

Expand airline carriers and service at Pangborn Memorial Airport, including direct flights to other cities in addition to Seattle.

LEAD PARTNERS: *Pangborn Memorial Airport Board*



# Mixed-Use Development Planning

Plan for, design and promote “mixed-use” development in Our Valley’s urban centers, encouraging thoughtful integration of residential, commercial, employment, and cultural activities in areas that support increased public transit use, cycling and pedestrian activity.

< 1 YR    1-2 YRS    3-5 YRS    5+ YRS

PLAN 2.1

## Mixed-Use Planning

Encourage mixed-use planning region wide, emphasizing higher density, pedestrian- and transit-friendly development in designated urban centers that is coordinated with regional transportation planning.

LEAD PARTNERS: *City of Wenatchee and City of East Wenatchee*



PLAN 2.2

## Downtown Residential

Promote and incentivize residential development in the region’s downtown urban centers.

LEAD PARTNERS: *City of Wenatchee, City of East Wenatchee, Wenatchee Downtown Association*



PLAN 2.3

## Corridor Beautification

Beautify urban corridors along key arterials in the region, including city/town gateways and entry points.

LEAD PARTNERS: *Chelan-Douglas Transportation Council, cities, SCJ Alliance*



# Regional Housing Approach

*Finding regional solutions to our Valley's housing crisis*

Form a Regional Housing Solutions Group of key stakeholders to address Our Valley's critical housing market issues, including housing availability and affordability. Utilize this group to advance local coordination and collaboration on a long-term regional approach to housing in Our Valley, involving a broad cross-section of organizations and interests. Use the group to research, recommend and support implementation of new housing market policies and tools at both the local and state levels. Launch the Regional Housing Solutions Group's work in 2017 with an Our Valley Housing Livability Forum aimed at receiving input from residents on the challenges they face in the region's current housing market and possible solutions.

## COMMUNITY BENEFITS

- Builds partnerships among key housing stakeholders
- Eases housing crunch especially for low- and moderate-income groups
- Provides opportunities for increased home ownership
- Facilitates economic growth
- Keeps the region livable for all residents
- Encourages young people to remain in Our Valley
- Preserves a sense of community
- Helps businesses recruit and retain employees

## LEAD PARTNERS

*Our Valley, Our Future  
(transitioning to a regional housing coalition)*

## SUPPORTING PARTNERS

*Community Foundation of NCW, mayors in Chelan and Douglas counties, builders, developers, realtors, Housing Authority of Chelan County and the City of Wenatchee, Women's Resource Center of NCW, Chelan-Douglas Land Trust, The Trust for Public Land, Port of Douglas County, Port of Chelan County\**

## WHAT'S NEXT?

All the initial steps in this project have been completed. The OVOF Housing Solutions Group will be recruiting lead partners for the 18 recommendations in the Housing Report.



**STRATEGY 3**

# Urban Development & Redevelopment Projects

Accelerate development and redevelopment in Our Valley’s downtowns and urbanized areas, combining housing, jobs, retail and entertainment, attracting new residents, workers, younger adults and visitors.

<1 YR    1-2 YRS    3-5 YRS    5+ YRS

PLAN 3.1

## Riverfront Redevelopment

Promote riverfront development on both sides of the Columbia River, including housing, shops, entertainment, and a large, new public marina.

LEAD PARTNERS: *City of Wenatchee, City of East Wenatchee*

▶ → → ✓

PLAN 3.2

## Craft Brewery District

Develop, promote and market a craft brewery district in Our Valley that features local brewers and attracts both local residents and visitors.

LEAD PARTNERS: *Wenatchee Valley Brewing Co.*

✓ COMPLETE

PLAN 3.3

## South Wenatchee Improvements

Implement major planned improvements of South Wenatchee neighborhoods and business districts, helping to revitalize the area, boost local businesses, and improve public safety.

LEAD PARTNERS: *City of Wenatchee*

▶ → ✓

PLAN 3.4

## Latino Business & Cultural District

Encourage the development of a Latino cultural district in the region, featuring Latino-themed businesses and shops that cater both to our local population and to the region’s visitors.

LEAD PARTNERS: *City of Wenatchee*

▶ → → ✓



# Alternative Modes of Transportation & Mobility

Plan, promote and implement alternative modes of transportation and mobility in Our Valley, including public transit, pedestrian amenities and bicycle lanes and trails, providing safe and accessible options for healthy, environmentally friendly modes of travel.

< 1 YR    1-2 YRS    3-5 YRS    5+ YRS

PLAN 4.1

## Complete Streets

Promote the “Complete Streets” concept in Our Valley, developing more streets that safely accommodate pedestrians, cars, bikes, delivery vehicles and public transit.

LEAD PARTNERS: *Chelan-Douglas Transportation Council*



PLAN 4.2

## Expanded & Improved Public Transit

Expand and improve public transit in the region to provide greater access to transit service, thereby improving connections to major employment centers and increasing commuter options.

LEAD PARTNERS: *Link Transit*



PLAN 4.3

## Bike Lanes & Bike Trails

Develop more bike lanes and bike trails throughout Our Valley.

LEAD PARTNERS: *Chelan-Douglas Transportation Council, Regional Bicycle Advisory Committee*



PLAN 4.4

## Electric Vehicle Infrastructure

Promote the development of electric vehicle infrastructure and tourism in our communities.

LEAD PARTNERS: *Economic Development District of NCW, Plug-In NCW*



PLAN 4.5

## Leavenworth Train Depot Shuttle

Market and promote the existing shuttle service between Leavenworth Amtrak Station and the City of Leavenworth.

LEAD PARTNERS: *Leavenworth Shuttle and Taxi*



# Comprehensive Affordable Housing Strategy

Develop a comprehensive affordable housing strategy for Our Valley, addressing all aspects of the region's housing affordability challenge, including housing supplies and costs, rental vacancies and rents, subsidized housing and housing assistance programs, senior housing, and homelessness and transitional housing.

< 1 YR    1-2 YRS    3-5 YRS    5+ YRS

PLAN 5.1

## Regulatory Barriers Affecting Affordable Housing

Review development regulations to identify and help reduce barriers to affordable housing and propose alternatives.

LEAD PARTNERS: *City of Wenatchee, City of East Wenatchee*



PLAN 5.2

## Incentives for Affordable Housing

Offer tax breaks and other incentives to builders and property owners to develop more affordable housing for middle- and lower-income earners.

LEAD PARTNERS: *City of Wenatchee, City of East Wenatchee*





## EASY WINS

Our Valley has also identified specific projects for possible near-term implementation. These include “Easy Win” initiatives that build community collaboration and generate momentum.

<1 YR    1-2 YRS    3-5 YRS    5+ YRS

PLAN 6.1

### Coordinated Signals

Synchronize major traffic signals in the region where feasible and appropriate to promote improved traffic flow and connectivity. Note: Traffic signals are adjusted annually by jurisdictions.

LEAD PARTNERS: *City of Wenatchee, City of East Wenatchee, City of Cashmere, City of Leavenworth, Douglas County*



PLAN 6.2

### Bicycle Amenities & Information

Develop new bicycle amenities and related information to promote and support the use of bicycles, including bike racks at local businesses, coordinated information on bike routes and maps, and bike information in visitor packets.

LEAD PARTNERS: *Regional Bicycle Advisory Committee, Wenatchee Valley Velo Club*



PLAN 6.3

### Pangborn Airport Bus Service

Coordinate transportation to Pangborn Airport to better match flight times and scheduling.

LEAD PARTNERS: *Opportunity available*



PLAN 6.5

### Increased Link Transit stops along Highway 2 & Highway 97

Develop more Link Transit bus stops, including park-and-ride facilities, along Highway 2 and Highway 97. Note: This action has met with success and has been folded into Plan 4.2 Expanded & Improved Public Transit.

LEAD PARTNERS: *Link Transit*







# HOW WE SUSTAIN OUR ENVIRONMENT

## OUR VISION

*OUR VALLEY honors its natural resources as the core of our region's identity, a source of our economy and quality of life, and the foundation of our future sustainability.*

We encourage responsible enjoyment of our region's parks, trails and outdoor recreational amenities, and manage our wildland-urban interface to mitigate wildfires and protect our communities. Working through education, advocacy and collaboration, we foster a culture of stewardship that preserves and protects our natural resources. We build on our abundant natural resources to become a leader in sustainability.

# Environmental Education and Stewardship

Promote a culture of environmental stewardship in Our Valley that strengthens the connection between the natural environment and a sustainable community and economy.

< 1 YR   1-2 YRS   3-5 YRS   5+ YRS

SUSTAIN 1.1

## Education on Our Natural Environment

Promote greater awareness and stewardship for Our Valley's natural environment, including its economic benefits, by educating residents and visitors of its intrinsic values.

LEAD PARTNERS: *Wenatchee Valley Chamber of Commerce, Sustainable Wenatchee*



SUSTAIN 1.2

## Recreational Stewardship of Open Space & Natural Habitat

Develop programs to encourage and support stewardship among recreational users in Our Valley, minimizing impacts on our open spaces and natural habitat as public use of these resources intensifies.

LEAD PARTNERS: *Chelan-Douglas Land Trust, conservation districts, Chelan County Department of Natural Resources*



SUSTAIN 1.3

## Private Land Owner Stewardship

Work with private landowners in Our Valley to enhance and improve wildlife habitat, water conservation, weed management and erosion prevention to the benefit of both land owners and the wider public.

LEAD PARTNERS: *Cascadia Conservation District*



SUSTAIN 1.4

## Local Ownership of Public Power

Maintain our region's robust public power generation system and work to protect it from control by interests outside the region.

LEAD PARTNERS: *Chelan County PUD, Douglas County PUD*



SUSTAIN 1.5

## Reducing the Community's Carbon Footprint

Decrease our community's greenhouse gas emissions, starting with a pilot program that encourages residents and businesses to reduce our carbon footprint in measureable ways.

LEAD PARTNERS: *Climate Conversations NCW*



SUSTAIN 1.6

## Tread Lightly Friday

Encourage downtown businesses and their employees to adopt environmentally-friendly practices – such as riding a bike to work, utilizing a self-container for take-outs, selling locally sourced foods or composting good waste –every Friday, as part of a larger goal of reducing the community's carbon footprint.

LEAD PARTNERS: *Sustainable Wenatchee*



SUSTAIN 1.7

## Environmental Sustainability Education & Outreach

Encourage greater environmental stewardship by educating and inspiring residents and businesses to reduce their impact on the environment at the individual level. Hold classes to teach participants about relevant topics, write articles for the local media, and develop a resource page for residents and businesses.

LEAD PARTNER: *Sustainable Wenatchee*





**STRATEGY 2**

# Open Space & Natural Resource Protection

Improve and expand on existing programs to preserve and protect Our Valley’s natural resources, including open spaces and agricultural lands, recreational areas, wildlife habitat, and native species.

<1 YR    1-2 YRS    3-5 YRS    5+ YRS

SUSTAIN 2.1

## Open Space Preservation

Incentivize and preserve Our Valley’s open spaces for their scenic and recreational values, and their diversity of native plants and wildlife.

**LEAD PARTNERS:** *Chelan-Douglas Land Trust, City of Wenatchee, City of East Wenatchee, Douglas County*

▶ → → ✓

SUSTAIN 2.2

## Farm Preservation

Promote the continued viability and bucolic nature of Our Valley’s agricultural lands.

**LEAD PARTNERS:** *Cascadia Conservation District*

▶ → ✓

SUSTAIN 2.3

## Improved Fish Habitat

Continue to improve and upgrade fish habitat on the Columbia River and Wenatchee River and their tributaries.

**LEAD PARTNERS:** *Wenatchee Watershed Planning Unit, Entiat Watershed Planning Unit*

▶ → → →

SUSTAIN 2.4

## Horan Natural Area Improvements

Improve the ecological sustainability of the Horan Natural Area located at the confluence of the Columbia and Wenatchee rivers, providing long-term benefits for a wide variety of birds and wildlife as well as increased recreation, education and tourism activities.

**LEAD PARTNERS:** *Audubon Society of NCW, City of Wenatchee, Chelan County PUD*

▶ → → →



# Regional Trails Organization

*Leveraging our Valley's natural assets*

Following the successful formation of Wenatchee Valley TREAD in 2017 – the first step in this game-changer – encourage and assist TREAD as it coordinates and develops a master plan for a comprehensive trails network in Chelan and Douglas counties. Encourage TREAD to collaborate with land owners and managers, trail users, outdoor recreation organizations, ports, cities, counties, federal and state agencies, business groups and others in designing this multi-use network and in developing priorities. Assist TREAD on ways it can fund itself and become self-sustaining and on ways it can raise funds for the regional trails network's infrastructure, management, and other needs.

## COMMUNITY BENEFITS

- Improves the region's quality of life
- Takes advantage of region's existing assets
- Leads to greater-efficiencies and cost-savings
- Improves residents' health and well-being
- Creates economic opportunities
- Attracts new residents and businesses
- Helps other economic sectors
- Improves transportation options
- Provides Our Valley with another draw

## LEAD PARTNERS

*Wenatchee Valley Chamber of Commerce*

## SUPPORTING PARTNERS

*Outdoor Recreation Alliance of Wenatchee, WenatcheeOutdoors, Chelan-Douglas Land Trust, cities, counties, Evergreen Mountain Bike Alliance, U.S. Forest Service, Mission Ridge Ski & Board Resort, RunWenatchee, AdventureWenatchee, Port of Douglas County, Port of Chelan County\**

## TIMELINE

Begins – Within one year

Ends – Ongoing



**STRATEGY 3**

# Wildland-Urban Interface Awareness & Wildfire Mitigation

Promote increased awareness, education, and advocacy of Our Valley’s wildland-urban interface, promoting a balanced and healthy relationship between wild and urbanized areas.

<1 YR    1-2 YRS    3-5 YRS    5+ YRS

SUSTAIN 3.1

## Long-term Wildfire Recovery initiative

Develop strategies to mitigate damage from summer wildfires and smoke. Foster a fire adoptive community. Be proactive in fire management. Increase awareness and education.

LEAD PARTNERS: *Cascadia Conservation District*



SUSTAIN 3.2

## Healthy Forests & Wildland-Urban Interface

Improve efforts to keep our forests and wildland-urban interface healthy to reduce the threat of wildfires.

LEAD PARTNERS: *Cascadia Conservation District*



SUSTAIN 3.3

## Small Diameter Thinning of Overgrown Forests

Address Our Valley’s overgrown, unhealthy, wildfire susceptible forests by utilizing small diameter mechanical thinning methods, leaving large strong trees standing, vastly improving forest health, and creating jobs in forestry, manufacturing and energy generation.

LEAD PARTNERS: *The Wildfire Project*



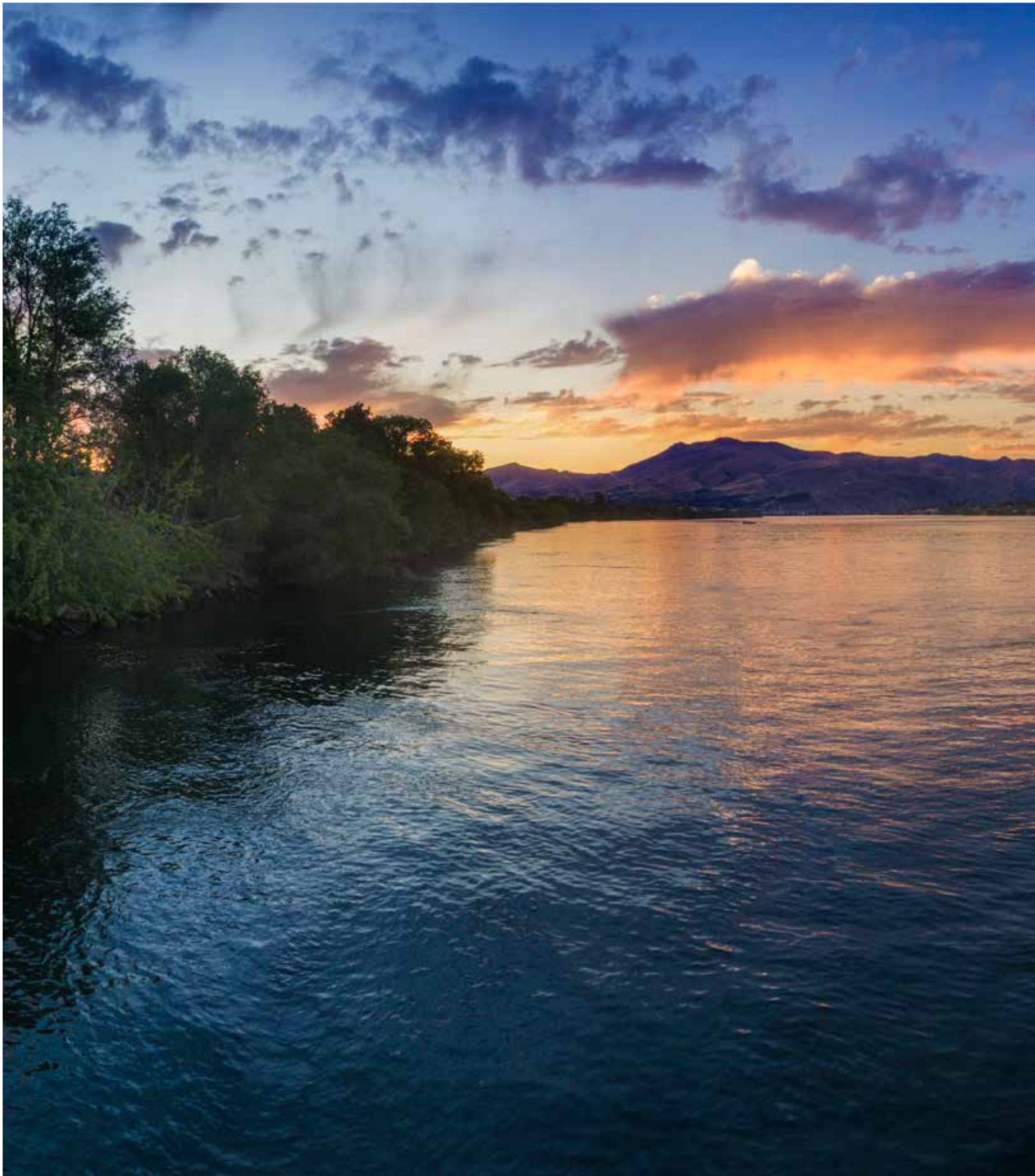
SUSTAIN 3.4

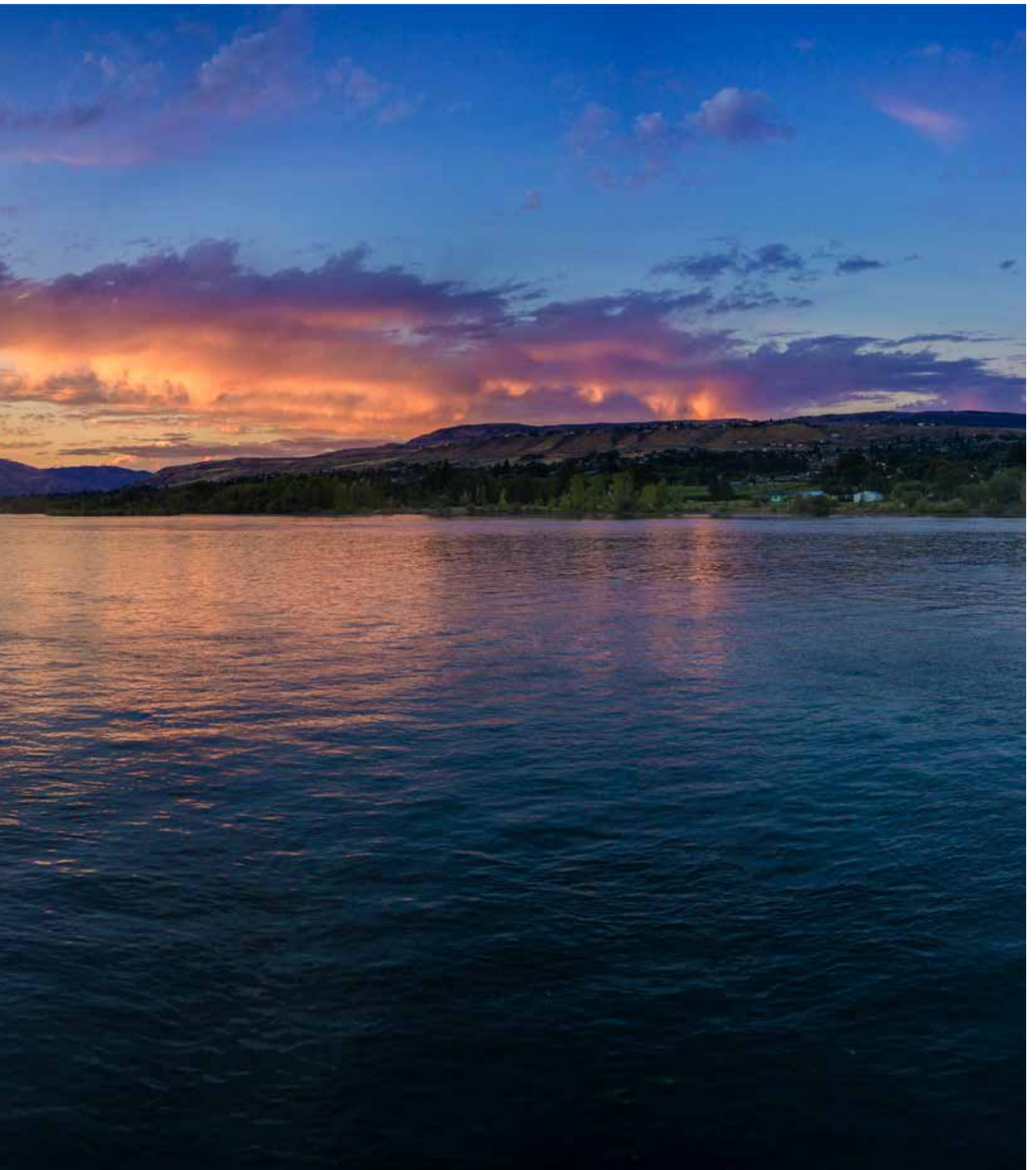
## Regional Emergency Operations Center

Establish a full-service emergency operations center in a permanent location.

LEAD PARTNERS: *Chelan County Sheriff’s Office, Chelan County Emergency Management*







# Outdoor Recreational Access & Amenities

Expand and improve access to Our Valley's outdoor recreational amenities, including development of a new regional park system, expansion of the regional trail network, development of additional dog parks, construction of a new indoor/outdoor aquatic center, and other amenities.

<1 YR   1-2 YRS   3-5 YRS   5+ YRS

SUSTAIN 4.1

## Regional Parks & Recreation Authority

Create a regional parks and recreation authority for Our Valley to gain more efficiency, cost-savings and cohesion among multiple jurisdictions now involved in the development, management and maintenance of parks.

**LEAD PARTNERS:** *City of Wenatchee, Chelan County PUD, Eastmont Metropolitan Parks District*



SUSTAIN 4.2

## Trailhead Parking & Restrooms

Develop more trailheads with restrooms and adequate parking, along with more access to trailheads, at the base of the Wenatchee Foothills.

**LEAD PARTNERS:** *Opportunity available*



SUSTAIN 4.3

## Recreational Signage & Mapping

Improve access to outdoor recreation in Our Valley for both locals and visitors by installing signs and printing maps that direct people to trailheads, waterfront parks and facilities, ski areas, and other recreational amenities.

**LEAD PARTNERS:** *Wenatchee Valley Chamber of Commerce*



SUSTAIN 4.4

## Squilchuck State Park Trails

Complete the build-out of an additional seven miles worth of mountain biking, trail running and hiking trails at Squilchuck State Park.

**LEAD PARTNERS:** *Evergreen Mountain Bike Alliance*



SUSTAIN 4.5

## Apple Capital Loop Trail Mile-Marker Project

Install the final eight mile-markers on the Apple Capital Loop Trail as a benefit to locals, visitors and emergency responders.

**LEAD PARTNERS:** *RunWenatchee*



SUSTAIN 4.6

## Mission Ridge Expansion

Develop a small village of homes, beginner terrain and cross-county ski trails on private property that Mission Ridge Ski & Board Resort purchased adjacent to the existing ski area.

**LEAD PARTNERS:** *Mission Ridge Ski & Board Resort*





STRATEGY 4

< 1 YR   1-2 YRS   3-5 YRS   5+ YRS

SUSTAIN 4.7

Dog Parks

Develop dedicated dog parks in several Our Valley communities, where pets and their owners are welcome and can play safely and responsibly.

LEAD PARTNERS: FIDO



SUSTAIN 4.8

Whitewater Park on the Wenatchee River

Conduct a feasibility study to identify viable locations for, and the impacts of, a whitewater park along the Wenatchee River. Explore the creation of a whitewater park, providing a much-needed outdoor recreation asset for paddlers of all abilities and levels and giving a boost to the economies of the upper Wenatchee Valley.

LEAD PARTNERS: Wenatchee River Alliance, Chelan County Department of Natural Resources



STRATEGY 5

Youth Outdoor Recreation Options

Provide improved outdoor recreation facilities and programs for local youth in Our Valley, where young people have greater options to enjoy safe, healthy outdoor physical activity and interaction with one another.

< 1 YR   1-2 YRS   3-5 YRS   5+ YRS

SUSTAIN 5.1

Outdoor Recreation Clubs

Form outdoor recreation clubs for children, youth and adults throughout the region.

LEAD PARTNERS: WenatcheeOutdoors





#### OUR VISION

*OUR VALLEY maintains its friendly, small-town atmosphere, where community members reach out and care for one another – and every person feels safe, welcome and included.*

We develop facilities and programs that provide safe, healthy, affordable opportunities for our families and children to gather and connect. We encourage and support our young adults with an early start in pursuing their educations, careers and dreams. We combat gangs, drugs and crime in our community by working diligently to address poverty, violence and other social ills at the root of these challenges. We honor and celebrate our region's growing diversity, respecting the different cultures, traditions and stories that enrich our lives and our community.



# Honoring, Respecting & Celebrating Diversity

Promote greater awareness of Our Valley’s growing cultural diversity, working through education, cultural celebrations and increased opportunities for mutual understanding, communication and respect.

< 1 YR    1-2 YRS    3-5 YRS    5+ YRS

LIVE 1.1

## City Voting Districts

Encourage the City of Wenatchee to examine whether voting districts would remove barriers to equal cultural representation.

LEAD PARTNERS: *City of Wenatchee*



LIVE 1.2

## Civil Conversations Project

Engage Our Valley’s community members in a “civility project” that centers on showing respect for various cultures, minority groups and religions, and the sexual orientation and lifestyles of our residents and visitors.

LEAD PARTNERS: *Wenatchee Diversity Council, The Wenatchee World*



LIVE 1.3

## Festival Coordination

Encourage local and regional organizations to coordinate schedules and cross-promote festivals and events that celebrate Our Valley’s cultures and food.

LEAD PARTNERS: *Wenatchee Valley Chamber of Commerce*



LIVE 1.4

## Place Names Honoring Latino Culture

Encourage the use of Latino place names on public buildings, schools, parks, streets, trails, as a way to show respect toward and instill pride in Our Valley’s Latino culture.

LEAD PARTNERS: *Wenatchee Diversity Council*



LIVE 1.5

## Bilingual Signage

Establish more bilingual signage at key public facilities and major way-finding sites, as well as for use during natural disasters, such as wildfires and floods.

LEAD PARTNERS: *City of Wenatchee, City of East Wenatchee, Chelan County, Douglas County*



# Family-Friendly Facilities, Programs and Activities

Develop and promote family-friendly activities in Our Valley, including new facilities for recreation, organized programs for families and children, and informal community spaces where they can safely gather and connect.

< 1 YR    1-2 YRS    3-5 YRS    5+ YRS

LIVE 2.1

## Year-Round & After-Hours Activities for Families & Children

Develop an inventory of year-round and after-hours activities in Our Valley and research best practices in these areas in order to promote more and better activities in the community.

LEAD PARTNERS: *Coalition of Children and Families*



LIVE 2.2

## Schools as Neighborhood Community Centers

Create an inventory of what is currently available in our community in this area and research what other communities are doing successfully.

LEAD PARTNERS: *Coalition of Children and Families*



LIVE 2.3

## Soccer Complex

Develop a large sports complex for use by local and visiting soccer teams for matches and tournaments.

LEAD PARTNERS: *Rob Jorgensen, Jordan Lindstrom*



LIVE 2.4

## Water Park & Indoor/Outdoor Aquatics Facility

Plan and develop a water park, with slides and other activities, along with a large indoor/outdoor aquatics facility, to serve local youth and family activities as well as visitors and tourists.

LEAD PARTNERS: *Opportunity available*



LIVE 2.5

## Eastmont Community Recreation Center

Design and develop a new Eastmont Community Recreation Center in East Wenatchee, serving the needs of a growing and more diverse population.

LEAD PARTNERS: *Eastmont Metropolitan Parks District*



LIVE 2.6

## Redevelop Methow Park

Redevelop and revitalize Kiwanis Methow Park in Wenatchee to improve recreation opportunities for Our Valley residents, especially those living in South Wenatchee.

LEAD PARTNERS: *City of Wenatchee, The Trust for Public Land*



LIVE 2.7

## New East Wenatchee Park

Design and develop a new park along Ninth Street in East Wenatchee to meet the needs of a growing population, and to improve recreational opportunities for those living in nearby underserved neighborhoods.

LEAD PARTNERS: *Eastmont Metropolitan Parks District, The Trust for Public Land, Columbia Valley Community Health*



# Alleviation of Generational Poverty

*Working together and building networks to reduce poverty*

Develop or support existing regional programs that bridge the gaps between our social services operations and the people who require their services, so that they can work better together in reducing poverty. Provide opportunities for people in situations of generational, working class, situational and immigrant poverty so they can better work from positions of strength in order to achieve their potentials. Train community professionals to build networks and share information to assist neighbors and others out of poverty.

## COMMUNITY BENEFITS

- Reduces poverty
- Improves residents' health and well-being
- Provides hope
- Opens the door to upward mobility
- Lessens the demand on social services
- Boosts families
- Reduces crime
- Builds community

## LEAD PARTNERS

*United Way of Chelan and Douglas Counties*

## SUPPORTING PARTNERS

*Women's Resource Center of NCW, Chelan-Douglas Community Action Council, City of Wenatchee, City of East Wenatchee, state Department of Social and Health Services, other social service agencies*

## TIMELINE

Begins – Within one year

Ends – Ongoing

< 1 YR   1-2 YRS   3-5 YRS   5+ YRS

LIVE 2.8

### Eastmont Community Park Playground

Develop a playground at Eastmont Community Park in East Wenatchee as a way to improve recreation opportunities for all Our Valley residents.

LEAD PARTNERS: *Eastmont Metropolitan Parks District, The Trust for Public Land*

✔ COMPLETE

LIVE 2.9

### Sidewalks & Street Lighting

Identify and upgrade sidewalks and street lighting in South Wenatchee and East Wenatchee, promoting safe, convenient pedestrian mobility and places for people to congregate.

LEAD PARTNERS: *City of Wenatchee, City of East Wenatchee*

▶ → → ✔

LIVE 2.10

### AppleSox Ball Park Funding

Secure private and/or public funding to finance improvements at the Wenatchee AppleSox' existing ball park at Wenatchee Valley College or to develop a new 2,000-seat ball park elsewhere in Our Valley.

LEAD PARTNERS: *Wenatchee AppleSox*

▶ → → ✔

LIVE 2.11

### Upper Valley Community Recreation Center

Explore formation of an Upper Valley Community Recreation Center. Start with community outreach, including surveys and town halls, to gauge interest and needs and to help with initial planning.

LEAD PARTNER: *Upper Valley Park and Recreation Service Area*

▶ ✔



# Organized Activities & Opportunities for Youth and Young Adults

Create opportunities that offer safe, healthy, meaningful, and fun experiences for Our Valley’s youth and young adults, better equipping them with the skills, knowledge and confidence to embark upon their education, careers and adult lives.

< 1 YR    1-2 YRS    3-5 YRS    5+ YRS

LIVE 3.1

## Activities for Young Adults

Support and encourage increasing entertainment options, events and nightlife to attract and retain young adults.

LEAD PARTNERS: *Opportunity available*



LIVE 3.2

## Boys & Girls Club

Develop a new Boys & Girls Club in Our Valley.

LEAD PARTNERS: *Boys and Girls Club of Snohomish County, Malaga Community Council*



LIVE 3.3

## Youth Job Opportunities

Support initiatives that help local businesses connect young people with the world of work, including local employment options, needs and opportunities.

LEAD PARTNERS: *WorkSource*



# Alternatives to Violence, Drugs & Gangs

Reduce community and domestic violence, drug use, crime and gang activity in Our Valley, focusing on alternative solutions including mental health services, treatment and counseling, and alternative activities for youth who are at risk for gangs and crime.

< 1 YR    1-2 YRS    3-5 YRS    5+ YRS

LIVE 4.1

## Gang Activity

Enhance efforts to reduce area gangs and to provide alternatives to gang activity for vulnerable populations and potential gang members.

LEAD PARTNERS: *Law enforcement agencies*



LIVE 4.2

## Alternative to Violence

Promote alternative solutions to violence-related incidents and issues in Our Valley, enhancing available mental health services.

LEAD PARTNERS: *Opportunity available*



LIVE 4.3

## Reducing Drug Use

Reduce the incidence of methamphetamine, opioid and other drug use in the area, focusing on treatment and counseling.

LEAD PARTNERS: *Opportunity available*



LIVE 4.4

## Enhance Mental Health Services

Explore improvement to mental health services in Our Valley by analyzing where services are lacking and then finding resources to fill those gaps.

LEAD PARTNERS: *Columbia Valley Community Health, opportunities available*





# Transitioning out of Poverty & Homelessness

Develop and expand programs to address poverty and homelessness in Our Valley, focusing on helping community members identify and locate assistance to move themselves and their families toward prosperity.

< 1 YR    1-2 YRS    3-5 YRS    5+ YRS

LIVE 5.1

## Understanding the Impacts of Poverty

Promote greater community understanding of the impacts of poverty, including focus groups for people without homes and people living in poverty.

LEAD PARTNERS: *United Way of Chelan and Douglas Counties*



LIVE 5.2

## Access to 24-7 Social Services

Expand 24-7 social services and resources in the community, including the Get Connected website and 2-1-1 social services hotline.

LEAD PARTNERS: *Action Health Partners*



LIVE 5.3

## Poverty Reduction

Strengthen regional programs to address the causes and symptoms of poverty, especially as it impacts families and children.

LEAD PARTNERS: *United Way of Chelan and Douglas Counties*



LIVE 5.4

## Focusing on Poverty

Conduct focus groups with people experiencing poverty to better understand relevant challenges, opportunities, and possible solutions.

LEAD PARTNERS: *United Way of Chelan and Douglas Counties, Women's Resource Center of NCW*



LIVE 5.5

## Homelessness Programs

Develop more effective programs, services and resources for the region's homeless populations, including transitional housing.

LEAD PARTNERS: *Chelan-Douglas Homeless Task Force*



LIVE 5.6

## Nurse Home Visitors

Expand the Nurse as Home Visitors project and similar programs, supporting first-time mothers in becoming better-informed, more responsible parents.

LEAD PARTNERS: *Chelan-Douglas Health District*



# EASY WINS

Our Valley has also identified specific projects for possible near-term implementation. “Easy Win” initiatives build community collaboration and generate momentum.

<1 YR   1-2 YRS   3-5 YRS   5+ YRS

LIVE 6.1

## Get Connected Website

Promote greater awareness and utilization of the “Get Connected” website portal.

LEAD PARTNERS: *United Way of Chelan and Douglas Counties*



LIVE 6.2

## Inventory of Sidewalk- & Lighting-Deficient Neighborhoods

Conduct an inventory of neighborhoods in the two cities to determine where sidewalks and street lights are deficient.

LEAD PARTNERS: *City of Wenatchee, City of East Wenatchee*





## OUR VISION

*our Valley views education, the arts and culture as indispensable parts of a complete community, where everyone has the opportunity to learn, grow, and create.*

Working together, we connect our students with accelerated education and career opportunities, offer a growing array of public events and celebrations, and develop new facilities that place our region at the leading edge of learning and discovery.



# New Educational and Community Facilities

Develop community facilities that advance Our Valley's commitment to education for all.

< 1 YR   1-2 YRS   3-5 YRS   5+ YRS

LEARN 1.1

## New School Facilities

Finance and construct new school facilities incorporating state-of-the-art programs and technology in needed locations to meet the demands of a growing population.

**LEAD PARTNERS:** *Wenatchee School District, Eastmont School District, Pinnacles Prep, Wenatchee Valley College*



LEARN 1.2

## Modernized Wenatchee Public Library Facility

Renovate or rebuild the Wenatchee Public Library to meet the growing needs of Our Valley and its changing population, specifically addressing the integration of new technology, community education programs, and community meeting spaces.

**LEAD PARTNERS:** *Friends of the Wenatchee Public Library*



LEARN 1.3

## Major redesign of the Wenatchee Valley Museum & Cultural Center

Conduct a major redesign of the Wenatchee Valley Museum & Cultural Center as a major regional and national attraction, highlighting the valley's unique natural history story, including the epic ice floods, prehistoric Clovis people, and the valley's industries and work ethic.

**LEAD PARTNERS:** *Wenatchee Valley Museum & Cultural Center*



LEARN 1.4

## Fresh Water Aquarium

Explore the feasibility of developing a major fresh-water aquarium facility at Rocky Reach Dam.

**LEAD PARTNERS:** *Chelan County PUD*



LEARN 1.5

## Community Conversation on Educational Quality

Expand conversation about educational quality and equity.

**LEAD PARTNERS:** *Pinnacles Prep*



# Early Childhood Learning

*Fostering readiness among our Valley's youngest students*

Bring together school districts and other organizations to develop an innovative and collaborative strategy that leverages all resources to ensure children have the experiences and skills needed to come to kindergarten ready to learn. Consider offering training and parent education materials to early care and education providers, starting early learning centers, hiring school caseworkers, and using other methods to build a sound early academic foundation for quality education through grade 12 and to meet the needs of the whole child.

## COMMUNITY BENEFITS

- Helps all children to be ready and prepared for school
- Improves student performance from day one
- Improves high-school graduation rates
- Increases opportunities for youth
- Improves workforce skills
- Lessens the demand on social services
- Reduces gang involvement
- Reduces crime

## LEAD PARTNERS

*School districts, United Way of Chelan and Douglas Counties, North Central Early Learning Collaborative*

## SUPPORTING PARTNERS

*North Central Educational Service District, Association of Educational Service Districts, civic leaders, child-care providers, health-care providers, pre-schools, housing authorities, cities, counties, Wenatchee Valley Museum & Cultural Center.*

## TIMELINE

Begins – Within six months

Ends – Ongoing

# The Bridge Research & Innovation District

Leveraging graduate-level, place-based learning opportunities in our Valley

Build upon and enhance a regional network of research facilities, campuses, workspaces, housing, and related urban amenities, creating a “community campus” that is the physical foundation of The Bridge Research & Innovation District. Cultivate a comprehensive research and innovation network in the region, building a thriving collaborative culture of knowledge and innovation in the process. Target research areas based on existing and evolving community assets, research networks and collaborative partnerships, commercialization opportunities, career development for researchers and innovators, and educational system involvement. Promote the foundational assets and leading-edge advances of this district to audiences inside and outside the region.

## COMMUNITY BENEFITS

- Builds on one of Our Valley’s most established industries
- Adds higher-paying jobs
- Improves educational outcomes
- Nurtures a college-going culture
- Creates support companies
- Retains local talent
- Diversifies economy

## LEAD PARTNERS

*Washington State University, WSU Tree Fruit Research and Extension Center, City of Wenatchee, Wenatchee Valley College, Apple STEM Network, Our Valley Our Future*

## SUPPORTING PARTNERS

*Washington fruit industry leaders, Wenatchee Valley College, other universities and colleges, Port of Chelan County, Port of Douglas County, Wenatchee Valley Chamber of Commerce*

## TIMELINE

Begins – Within six months  
Ends – Ongoing



**STRATEGY 2**

# New Educational Opportunities

Broaden professional and technical career pathways to diversify our local workforce by connecting people to expanded higher education and career and technical options in Our Valley.

< 1 YR    1-2 YRS    3-5 YRS    5+ YRS

LEARN 2.1

## Workforce Needs Assessment

Complete a workforce needs assessment with the major employers in Our Valley that will guide our school districts and higher education institutions in developing programs to educate and train students to meet those workforce needs.

LEAD PARTNERS: *Express Employment Professionals*



LEARN 2.2

## New Technology Institute

Establish a new technology institute in Our Valley to provide technical training and career pathways for area high school students.

LEAD PARTNERS: *Wenatchee School District, Eastmont School District*



LEARN 2.3

## Latinx Small Business Development Program

Increase the number and sustainability of Latinx-owned businesses in the region by starting a Latinx Small Business Development Program that focuses on classes and mentorship, ultimately providing for increased participation in established business-support programs.

LEAD PARTNERS: *Wenatchee Valley College, WSU Cooperative Extension, NCW Hispanic Chamber of Commerce, Port of Chelan County*



# Youth-oriented Educational Initiatives

Expand and promote educational exchanges and related programs in Our Valley's K-12 schools, connecting students with local businesses and educational institutions in order to help prepare them for fulfilling careers.

< 1 YR    1-2 YRS    3-5 YRS    5+ YRS

LEARN 3.1

## Awareness of College and Career Pathways

Build awareness in Our Valley of pathways to college and career readiness through training and education.

LEAD PARTNERS: *North Central Educational Service District, Wenatchee Valley Chamber of Commerce*



LEARN 3.2

## Latino Enrollment in Higher Education

Promote expanded enrollments of Latino high-school graduates in community college- and university-bound education tracks.

LEAD PARTNERS: *Wenatchee Valley College*



LEARN 3.3

## Museum/Library Based Makers/Hands-on Programming

Expand and make sustainable current makerspace programs for students, as well as secure funding and qualified volunteers to run quality programs.

LEAD PARTNERS: *Wenatchee Valley Museum & Cultural Center, North Central Regional Library System*



LEARN 3.4

## STEM Programs

Support the development of top-level STEM (science, technology, engineering, math) programs in the region.

LEAD PARTNERS: *North Central Educational Service District, Apple Valley STEM Network*



LEARN 3.5

## Local Business & Classroom Connections

Foster stronger connections between local businesses and classrooms, creating enriching opportunities for students to experience real world application of classroom learning.

LEAD PARTNERS: *Wenatchee School District, Eastmont School District, Wenatchee Learns Connect*



LEARN 3.6

## Intergenerational Education Opportunities

Develop new opportunities to create stronger social and education connections between Our Valley's youth and its elderly populations.

LEAD PARTNERS: *United Way of Chelan and Douglas Counties*



LEARN 3.7

## Every Kid at the PAC

Improve the quality of life for underprivileged youth by offering dynamic, interactive exchanges the Numerica Performing Arts Center between students and artists that are designed to inspire creativity, motivation, imagination and cross-cultural communication.

LEAD PARTNER: *Numerica Performing Arts Center*





# Expanded Arts Programs & Events

Expand arts programs, celebrations and festivals in Our Valley, including events that attract a more diverse cross-section of the local community and tie into the region's growing tourism economy.

< 1 YR    1-2 YRS    3-5 YRS    5+ YRS

LEARN 4.1

## Arts, Music, Food & Cultural Festivals/Events

Expand arts, food and music festivals in the region – including incorporating multicultural components in existing celebrations – to complement the growing number of outdoor sports events.

LEAD PARTNERS: *Opportunity available*



LEARN 4.2

## Enhanced Apple Blossom Festival

Enhance the Apple Blossom Festival by broadening and marketing its appeal to community members and visitors.

LEAD PARTNERS: *Apple Blossom Festival*



LEARN 4.3

## Public Art Programs

Develop and fund expanded art programs to promote diverse forms of artistic expression in public places throughout the region.

LEAD PARTNERS: *Wenatchee Art Education Consortium, cities*



LEARN 4.4

## Theater Productions

Market and expand Our Valley's theatrical performances as a way to increase entertainment options for locals and visitors.

LEAD PARTNERS: *Opportunity available*



LEARN 4.5

## Children's Museum

Establish a children's museum focused on Our Valley.

LEAD PARTNERS: *Opportunity available*

# EASY WINS

Our Valley has also identified specific projects for possible near-term implementation. These include “Easy Win” initiatives that build community collaboration and generate momentum.

< 1 YR   1-2 YRS   3-5 YRS   5+ YRS

LEARN 5.1

## Youth Driven Ideas, Projects & Initiatives

Support youth driven ideas, projects and initiatives with coordination and funding and scholarships.

LEAD PARTNERS: *Opportunity available*





# HOW WE PARTICIPATE AND DECIDE

## OUR VISION

*OUR VALLEY* places civic engagement, civil dialogue and collaboration at the forefront of governance and decision-making in our region.

Leading with Our Valley's long-range vision and action plan, we chart preferred directions for our future and foster shared initiatives and solutions that address our region's most significant challenges. Ongoing dialogue is an integral part of governance in our region, engaging citizens at every juncture. The cities of Wenatchee and East Wenatchee lead the way through greater collaboration, transcending geographic, jurisdictional and cultural boundaries. Our government, business and community leaders provide leadership that is holistic, respectful and inclusive.



# Regional Vision & Action Plan

Support implementation of the Our Valley, Our Future Action Plan, engaging local businesses, governments, educational institutions, civic organizations and community-based groups, leaders and citizens-at-large in collaborating to achieve the region's shared long-term vision.

< 1 YR    1-2 YRS    3-5 YRS    5+ YRS

DECIDE 1.1

## Our Valley Vision & Action Plan

Encourage local political and community leaders to promote achievement of the region's long-term vision and action plan as developed by Our Valley.

LEAD PARTNERS: *Our Valley Our Future Core Team*



DECIDE 1.2

## Regional Leaders Education on Our Valley

Provide continuing outreach about Our Valley to regional leaders through a variety of communication methods.

LEAD PARTNERS: *Our Valley Our Future Core Team*



DECIDE 1.3

## Formalized Our Valley Organization

Formalize Our Valley as its own entity and explore options for its organizational sustainability.

LEAD PARTNERS: *Our Valley Our Future Core Team*



DECIDE 1.4

## Our Valley Annual Review & Updates

Utilizing a variety of communication vehicles and languages, clearly articulate the progress being made on implementing the Our Valley action plan, including presentation of clear and concise metrics.

LEAD PARTNERS: *Our Valley Our Future Core Team*



# Multijurisdictional Partnerships

Promote cross-boundary dialogues and partnerships between community leaders and citizens in Our Valley on how to transcend traditional geographic, jurisdictional and cultural boundaries that would divide the region, finding shared solutions to common problems.

< 1 YR    1-2 YRS    3-5 YRS    5+ YRS

DECIDE 2.1

## Regional Water System

Analyze the status of the region's existing water systems and explore potential changes that will improve the ability to serve the region as a whole.

**LEAD PARTNERS:** *East Wenatchee Water District, Chelan County PUD, City of Wenatchee, City of Rock Island*



DECIDE 2.2

## Regional Storm Water System

Analyze the status of the region's existing stormwater systems and explore the possibility of merging the operation of these systems.

**LEAD PARTNERS:** *Douglas County, City of East Wenatchee, City of Wenatchee, Chelan County*



DECIDE 2.3

## Regional Sewer System

Analyze the status of the region's existing sewer systems and explore potential changes that will improve the ability to serve the region as a whole.

**LEAD PARTNERS:** *Douglas County Sewer District, Chelan County PUD, City of Wenatchee, City of Rock Island*



DECIDE 2.4

## Second Water Source

Identify and evaluate a second water source for Our Valley.

**LEAD PARTNERS:** *Regional Water Coordinating Board*



# One Community

Promoting collaboration across our Valley

Building on increased cooperation between agencies in the region, explore a more unified approach to providing government services to the residents of Our Valley. Partner to explore opportunities for government agencies – such as the two cities, port districts, PUDs, school districts, parks, law enforcement agencies, fire districts, court systems and others – to collaborate, leverage their combined resources and increase their efficiency and effectiveness. Consider such steps as evaluating consolidation opportunities, improving regional planning and the integration of transportation, land-use and utility projects, and forming a regional parks and recreation authority. Launch this effort in 2019 with the development and publication of a white paper on the opportunities and challenges of increased governmental collaboration and with the assistance of the Our Valley Leadership Alliance.

## COMMUNITY BENEFITS

- Builds on existing cooperation and good will between the cities
- Reduces inefficiencies and redundancy in local governance
- Positions cities to meet growing service demands
- Creates economic opportunities on both sides of the river
- Creates more predictable tax rates
- Addresses poverty and social inclusion
- Paves the way for regional planning
- Sets the stage for future growth and development

## LEAD PARTNERS

*Our Valley, Our Future  
(transitioning to civic leaders group)*

## SUPPORTING PARTNERS

*Wenatchee Valley Chamber of Commerce, City of Wenatchee, City of East Wenatchee*

## TIMELINE

Begins – Within six months  
Ends – Ongoing

# Civic Engagement & Civil Dialogue

Build on the collaborative civic engagement process launched by Our Valley Our Future, promoting continued civic engagement and civil dialogue in our region, collectively addressing emerging trends, critical issues and new strategies for our region's future.

< 1 YR    1-2 YRS    3-5 YRS    5+ YRS

DECIDE 3.1

## Forum for Civic Engagement & Civil Dialogue

Create an ongoing civic forum to promote increased civil discourse and participation in the region, where citizens can explore and discuss important issues confronting the community, decision makers can receive information and training in effective leadership, new or minority residents can find their civic voice, and youth can become more involved in community and public affairs.

LEAD PARTNERS: *Wenatchee Diversity Council*



DECIDE 3.2

## Town Hall Series

Develop a Town Hall Series that brings authors, experts and innovators to our region, stretches our minds and imaginations around new ideas and information, and discusses different structures and systems that could be relevant to regional challenges and opportunities.

LEAD PARTNERS: *Our Valley Our Future Core Team*



# Community Integration

Foster greater cultural awareness and integration in Our Valley that enables the community to work and be better together.

< 1 YR    1-2 YRS    3-5 YRS    5+ YRS

DECIDE 4.1

## Culturally Competent Leadership

Educate local political and community leaders around issues of cultural diversity and competency to better reflect and serve a diversifying population.

LEAD PARTNERS: *United Way of Chelan and Douglas Counties*



DECIDE 4.2

## Immigrant Citizenship

Support and promote the pursuit of U.S. citizenship among immigrants in the region, encouraging their pursuit of civic education and active participation in local democracy.

LEAD PARTNERS: *Hand-In-Hand Immigration Services*



DECIDE 4.3

## Diversity Training

Institute ongoing, in-depth diversity training at local, political and community leadership levels.

LEAD PARTNERS: *Wenatchee Diversity Council, United Way of Chelan and Douglas Counties*



DECIDE 4.4

## Chamber Affiliation

Encourage the NCW Hispanic Chamber of Commerce and the Wenatchee Valley Chamber of Commerce to affiliate.

LEAD PARTNERS: *NCW Hispanic Chamber of Commerce, and the Wenatchee Valley Chamber of Commerce*



DECIDE 4.5

## Multiculturalism & Community Celebrations

Incorporate multicultural themes and perspectives into existing community celebrations.

LEAD PARTNERS: *Apple Blossom Festival, Fiestas Mexicanas, Independence Day Celebration Committee, Diversity Justice Day, Cinco de Mayo, Wings and Wheels, Wenatchee Valley Chamber of Commerce, and others*





# Easy Wins

Our Valley has also identified specific projects for possible near-term implementation. These include “Easy Win” initiatives that build community collaboration and generate momentum.

<1 YR   1-2 YRS   3-5 YRS   5+ YRS

DECIDE 5.1

## Our Valley Commitment

Demonstrate and market Our Valley’s commitment to achieving its vision

LEAD PARTNERS: *Our Valley Our Future Core Team*



DECIDE 5.2

## Our Valley Continued Outreach

Conduct more outreach and greater participation among citizens.

LEAD PARTNERS: *Our Valley Our Future Core Team*



# Our Valley Contributors

## CORE TEAM

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**ACTION PLAN DESIGN:** Brad Fitzgerald, Apt Design

**ACTION PLAN PHOTOS:** Frank Cone, Steve Maher, Wenatchee Learns, GWATA, Wenatchee Valley College, City of East Wenatchee, Eastmont Parks, North Central Regional Library System



# ACTION TEAMS

## How We Plan and Grow

*(Land Use, Transportation, Growth, and Development)*

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*(Environment, Outdoor Recreation, and Natural Resources)*

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## How We Live and Care For one Another

*(People, Community, Health, and Safety)*

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ONE VALLEY ONE COMMUNITY