

# ACTION PLAN

2022-2026

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# INTRODUCTION

## OUR VALLEY... STRONGER

Our Valley – the Wenatchee Valley and surrounding communities in Chelan and Douglas counties – stands at a pivotal moment in its history. The 21st century has brought a host of issues that challenge our traditions, core values, quality of life, and communities. These include the impacts of increasing population growth, declining affordability, rising social divisions, and a rapidly changing climate. These next several years are a critical time to ensure this place is a resilient, inclusive, healthy and innovative community for people to live, work, study and play.

In January 2021, Our Valley Our Future / Nuestro Valle Nuestro Futuro launched its “Our Valley, Stronger” community visioning and planning project, leading to this new five-year Action Plan for the years 2022-26. This “whole-of-community” plan was developed by the residents of this region and backed by community partners from the private sector, government institutions, public agencies, nonprofit organizations, and community groups. The project’s name was chosen to reflect the belief that if

residents work together, the region can come out of the COVID-19 pandemic in a stronger, more resilient position as it looks to the future.

During the outreach work in 2021, Our Valley Our Future (OVOF) sought answers to these thematic questions:

- Where are we now?
- Where are we going?
- Where do we want to be?
- How do we get there?

To engage with people and to collect input, OVOF interviewed a diverse group of community leaders and influencers, conducted a public survey, held focus groups and panel discussions, and then conducted a follow-up public validation survey.

All told, about 2,000 community members answered questions and provided feedback. Participation cut a wide swath across the community: 67 percent of participants live in Chelan County, and 31 percent live in Douglas County. About 26 percent self-identified as Latino.

What OVOF clearly heard is that community members continue to place a high value on the region’s natural environment (open spaces, scenic beauty, wildlife), outdoor recreation opportunities, sense of community and collaboration, cultural diversity, public power assets, farms, medical services, amenities, and low crime rates. Such values not only speak to what residents do not want to see go away in the future, but also provide a kind of yardstick against which to measure proposed future plans.

At the same time, community members perceive the region is changing quickly, leading to new challenges that include the need to smartly adapt to growth; add housing for essential workers and young families; build resiliency in the face of climate change, wildfires and disease; counter inequities magnified by the COVID pandemic; bridge cultural divides; improve educational opportunities; improve community wellness; and prosper in the midst of evolving economic sectors, technologies and systems. If these challenges are not

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# INTRODUCTION

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dealt with, community members fear many of the region's long-treasured, quality-of-life attributes will be lost forever. Said one community leader, "The key is finding a way to preserve our beautiful way of life and also grow."

All of this information, along with hundreds of vision ideas from community

members, was then handed off to six citizen committees ("Action Teams"), which researched, vetted and recommended a series of new action items to the OVOF Board of Directors. Those action items are what make up the bulk of this new five-year Action Plan.

It is clear that there are enormous

opportunities in front of us, not only to meet the challenges of today but also to "futureproof" our community for other challenges coming down the pike – as they inevitably will. As you will read in this Action Plan, the opportunities to create a more prosperous, well planned, inclusive, resilient and sustainable region are almost endless.

## GLOSSARY OF TERMS

This Action Plan is organized into six focus areas – broad subject areas that include both new and ongoing action items to help achieve the region's overall vision. Listed with the action items are lead partner organizations who have signed on to help implement them. Each focus area also includes at least one "Game Changer" project, a major initiative that promises to advance our communities in profound and fundamental ways.

Here are the key terms in understanding the plan's contents:

### VISION

A statement of what our residents would like the region to be long-term for a particular focus area. This overarching future

direction is meant to articulate a shared community goal and guide actions and implementation efforts for those focus areas.

### ACTION ITEMS

Projects, programs, or activities that support implementation of a focus area's overall vision. The text that follows each action item describes its intent. Note: some action items represent brand new activities, while others have been carried over from the first Action Plan (2017-21) and are still ongoing.

### GAME CHANGERS

Major initiatives that are complex, involve multiple sectors and partners, may take

a long time to complete, but ultimately will "move the needle," significantly in advancing our communities.

### LEAD PARTNER

A nonprofit organization, community group, business or government agency that has accepted responsibility for facilitating and seeing to fruition the implementation of an action item or game changer.

### OPPORTUNITY AVAILABLE

This means the action item is available to a nonprofit organization, community group, business, or government agency interested in taking on the project and seeing it to fruition.



# OUR BIG VISION

**WE ENVISION** a united, prosperous and resilient region, reflecting diverse people, countless stories, and a tradition of optimism, innovation and hard work. We have a dynamic economy that provides jobs and opportunities for

everyone, and plan for future growth and change—including a changing climate. We sustain our natural environment for future generations and meet the basic needs of all our residents, promoting their health, safety and well-being. We

empower students of all ages and backgrounds to become thriving community members and leaders, and facilitate inclusion, civic engagement and collaboration across our many communities and cultures for a stronger, 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, protected open spaces, 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, medical facilities, arts and culture, and other amenities and services that make this a great place to live.

### 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 dams and inexpensive public power, our transportation systems, and our broadband, all of which support our local economy and community livability.

### ECONOMY

Our businesses, entrepreneurship, economic development initiatives, and training programs that help provide jobs and livelihoods that serve as the backbone of a growing economy.

### HEALTHY LIVING

Our personal health and wellness, including healthy eating, physical activity, stress management, spirituality, and a safe environment.

### RESILIENCY

Our collective resiliency in the face of economic downturns, drought, wildfires, viruses, and other public health crises.



## FOCUS AREA



# OUR SHARED PROSPERITY



## OUR VISION

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

2022 – 2026

# ACTION ITEMS

## New Projects and Programs

### New Industrial and Manufacturing Sites

Identify properties in the region that can serve as new industrial and manufacturing sites, such as the old Alcoa site in Malaga and the old silicon smelter site in Rock Island

**LEAD PARTNERS:**  
*Chelan Douglas Regional Port Authority, NCW Economic Development District*

**SUPPORTING PARTNER:**  
*Chelan County*

### Support for Smaller Farms

Provide technical assistance to small orchards as a way to assist them with crop diversification, value-added products, improved operations 'scalability,' and compliance issues

**LEAD PARTNER:**  
*NCW Economic Development District*

### Support for Locally Owned Businesses

Develop and conduct a bilingual community-wide campaign to encourage residents and visitors to spend their money at locally-owned businesses

**LEAD PARTNERS:**  
*Wenatchee Downtown Association, WVCC Hispanic Business Council*

**SUPPORTING PARTNER:**  
*Wenatchee Valley Chamber of Commerce*

### Latino Small Business Growth

Create pathways for Latino community members to become small business owners, including opening a Mercado, developing a commercial-quality kitchen, offering small business incubator sites, holding bilingual business classes, and offering technical assistance and a mentorship program

**LEAD PARTNERS:**  
*WVCC Hispanic Business Council, NCW Economic Development District, Chelan Douglas Regional Port Authority, Chelan County, Parque Padrinos*

**SUPPORTING PARTNERS:**  
*NCW Tech Alliance, Chelan-Douglas Community Action Council*



Frank Cone photo



# GAME CHANGER

## TECHNOLOGY ECOSYSTEM

*Building a tech-based network to promote economic opportunity in Our Valley*

### DESCRIPTION

Build on the region's ongoing efforts to establish a comprehensive technology "ecosystem" – an interconnected network of entities and individuals promoting tech-based innovation and enterprise, attracting private investment, enhancing economic diversity, and providing career opportunities and jobs.

Include such steps as:

- Secure funding to build out high-speed broadband throughout the region, including rural areas, with the involvement of public and private sectors and based on regulatory conditions;
- Promote and create more high-speed Internet connectivity and access throughout the region, including rural areas;
- Ensure residents have personal access to the technology and training necessary to fully participate in society and to access education, employment opportunities, and essential services;
- Support technology-based roles and pathways to those roles, local core industries and remote workers that rely on broadband and related technology services;

- Connect and reconnect tech-based employees and employers through in-person and virtual events.

### COMMUNITY BENEFITS

- Leads to more equitable economic and social opportunities and outcomes
- Opens the door for all residents and visitors to fully participate in society
- Creates new businesses and employment opportunities
- Helps diversify the local economy
- Enhances community culture

- Encourages local investment
- Assists entrepreneurs
- Improves workforce skills and education levels
- Builds greater community resiliency

### PARTNERS

#### LEAD PARTNER:

*NCW Technology Alliance*

#### SUPPORTING PARTNERS:

*Chelan County PUD, Douglas County PUD, Flywheel Angel Network, Wenatchee Valley College, Wenatchee Valley Chamber of Commerce*







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2022 – 2026

# ACTION ITEMS

## New Projects and Programs

<b>Riverfront Development</b>	Expand business opportunities along riverfront areas in the Greater Wenatchee Area and in other riverfront communities, including Rock Island, Entiat, Orondo, and Cashmere	<b>LEAD PARTNERS:</b> <i>City of Wenatchee, Entiat Chamber of Commerce</i> <b>SUPPORTING PARTNER:</b> <i>City of East Wenatchee</i>
<b>Downtown Wenatchee Revitalization</b>	Improve downtown Wenatchee with a revitalization plan that incorporates the Lineage warehouse buildings, Chelan County PUD site, and South Wenatchee Avenue	<b>LEAD PARTNERS:</b> <i>Chelan Douglas Regional Port Authority, Wenatchee Downtown Association, City of Wenatchee</i> <b>SUPPORTING PARTNERS:</b> <i>YMCA, Wenatchee Valley Chamber of Commerce</i>
<b>Neighborhood Food + Drink</b>	Support the development of convenient shopping and services – such as eateries, food truck courts, coffee houses, and other businesses – that serve the daily needs of nearby residents	<b>LEAD PARTNERS:</b> <i>City of Wenatchee, The Side Street of Cashmere</i> <b>SUPPORTING PARTNER:</b> <i>City of East Wenatchee</i>
<b>Sustainable Tourism</b>	Create a more sustainable approach to tourism by balancing the needs of the industry and area residents, educating visitors on how to be responsible tourists, and developing infrastructure and alternative methods of travel to solve parking issues	<b>LEAD PARTNERS:</b> <i>Visit Chelan County, Leavenworth Chamber of Commerce, Wenatchee Valley Chamber of Commerce, NCW Economic Development District, Wenatchee Valley TREAD</i> <b>SUPPORTING PARTNER:</b> <i>City of East Wenatchee</i>

# ACTION ITEMS

## Ongoing Projects

### WSU Tree Fruit Research and Extension Center Campus

Expand the region's status as the investment and research and development center for the tree fruit industry by modernizing the WSU Tree Fruit Research and Extension Center facilities and campus in Wenatchee

**LEAD PARTNER:**  
*WSU Tree Fruit Research and Extension Center*

### Regional Food System

Connect community members with fresh locally grown foods by nurturing farmers markets and locally sourced food in establishments throughout the region, and by helping local small farms establish ordering, delivery and pickup systems for homes and businesses

**LEAD PARTNERS:**  
*Initiative for Rural Innovation & Stewardship, NCW Food Coalition, NCW Economic Development District*

**SUPPORTING PARTNERS:**  
*Farmers markets*

### Makers Spaces

Expand makers spaces so there is more access for students, innovators and entrepreneurs to work on projects and share resources. Secure funding and qualified volunteers to run quality programs

**LEAD PARTNERS:**  
*Chelan Douglas Regional Port Authority, NCW Economic Development District, Pinnacles Prep*

**SUPPORTING PARTNER:**  
*Wenatchee Valley Museum and Cultural Center*

### Mission Ridge Expansion

Expand Mission Ridge Ski & Board Resort into one of the premier winter ski destinations in Washington state

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

### Business Cycle Resiliency

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

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







## FOCUS AREA



Jason Wiegand photo

# OUR WELL-PLANNED REGION



## OUR VISION

Our Valley plans for future growth and development by linking jobs, housing, transportation and public amenities across jurisdictions to create complete communities with a high quality of life and improved well-being.

# ACTION ITEMS

## New Projects and Programs

### Regional Planning

Establish a regional forum to promote dialogue between local jurisdictions and other agencies with an emphasis on enhancing coordination and collaboration in planning for growth

**LEAD PARTNERS:**

*Chelan Douglas Regional Port Authority, City of Wenatchee, City of Leavenworth, Link Transit*

**SUPPORTING PARTNERS:**

*Chelan-Douglas Transportation Council, City of East Wenatchee, Chelan County, Chelan County PUD*

### Completion of the Apple Capital Loop Project

Collaborate, advocate and support the regionally significant “Completing the Apple Capital Loop” transportation project in the Greater Wenatchee Area

**LEAD PARTNERS:**

*City of Wenatchee, Chelan-Douglas Transportation Council, Link Transit*

**SUPPORTING PARTNERS:**

*Chelan Douglas Regional Port Authority, City of East Wenatchee*

### Infrastructure Investment

Explore financial opportunities to ensure that necessary infrastructure is in place to support a growing population and to maintain our quality of life. Encourage continued investment in infrastructure to support both new development and redevelopment projects

**LEAD PARTNERS:**

*Chelan Douglas Regional Port Authority, City of Leavenworth*

**SUPPORTING PARTNERS:**

*City of East Wenatchee, City of Wenatchee, Douglas County PUD, Chelan County, Chelan County PUD*

### Active Transportation

Prioritize development of a bike- and pedestrian-friendly transportation infrastructure, including building pathways that connect local communities and installing bike lanes and pedestrian sidewalks in urbanized areas

**LEAD PARTNERS:**

*Wenatchee Valley TREAD, City of East Wenatchee*

**SUPPORTING PARTNER:**

*Chelan-Douglas Transportation Council*

### Transportation Improvements

Explore financial opportunities to improve roads and streets and the flow of traffic within communities. Redevelop downtowns and neighborhoods to include better internal traffic flow, more walkable areas, more public transportation options, and less single-use zones.

**LEAD PARTNERS:**

*Chelan-Douglas Transportation Council, Link Transit, City of Leavenworth*

**SUPPORTING PARTNERS:**

*Chelan Douglas Regional Port Authority, City of East Wenatchee, City of Wenatchee*



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<b>Leavenworth Pedestrian Underpass</b>	Secure funding and build a walkway under Highway 2 in Leavenworth to reduce traffic and to improve safety for pedestrians	<b>LEAD PARTNER:</b> <i>City of Leavenworth</i>
<b>Support for Housing Trusts</b>	Increase the inventory of homes available for purchase that sit on land owned by a community land trust. Collaborate with strategic partners to connect community members with housing opportunities. Encourage local governments, the private sector and nonprofit organizations to help fund and support community land trust organizations that are designed to provide homes affordable to low- and middle-income earners.	<b>LEAD PARTNERS:</b> <i>Common Ground Housing Trust, Upper Valley MEND, Chelan Valley Housing Trust</i>  <b>SUPPORTING PARTNERS:</b> <i>Chelan County, City of East Wenatchee</i>
<b>Incentives for Affordable Housing</b>	Enhance and expand financial incentives, flexible standards, and other options to encourage builders and property owners to develop more affordable housing that benefits the end user – lower- and middle-income earners	<b>LEAD PARTNERS:</b> <i>City of Wenatchee, City of East Wenatchee, City of Leavenworth, Chelan County, Chelan-Douglas Community Action Council</i>
<b>Rental Housing</b>	Increase the rental housing inventory by introducing measures that encourage and support development of more affordable, long-term rental housing	<b>LEAD PARTNERS:</b> <i>Housing Authority of Chelan County and the City of Wenatchee, Chelan-Douglas Community Action Council, City of East Wenatchee</i>
<b>Regulatory Barriers Affecting Affordable Housing</b>	Inventory and review development regulations to identify barriers to affordable housing and to propose alternatives such as updates to local housing codes	<b>LEAD PARTNERS:</b> <i>City of East Wenatchee, City of Leavenworth, Chelan County</i>  <b>SUPPORTING PARTNER:</b> <i>Chelan-Douglas Community Action Council</i>



# GAME CHANGER

## REGIONAL HOUSING APPROACH

*Ensuring an adequate supply of housing that meets the needs of Our Valley residents*

### DESCRIPTION

Identify issues and solutions leading to an adequate housing supply that meets the needs of residents throughout the region. Conduct this work with the help of regional housing groups.

Include such steps as:

- Launch the work in 2022 with a regional housing survey of residents and a housing needs study;
- Hold a Regional Housing Summit aimed at sharing knowledge about best practices, available tools, and innovative solutions, and at developing potential actionable steps that will increase the region's affordable housing inventory;
- Research and recommend a final list of actions that will address the housing shortage;

- Monitor, evaluate and determine which efforts are succeeding and communicate that information to decision-makers and community members.

### COMMUNITY BENEFITS

- Eases the housing crunch especially for low and middle-income earners
- Provides opportunities for increased home ownership
- Builds partnerships among key housing stakeholders
- Keeps the region livable for all residents

- Helps businesses recruit and retain employees
- Allows essential workers and young people to remain in the region
- Facilitates economic growth
- Preserves a sense of community
- Builds greater community resiliency

### PARTNERS

#### LEAD PARTNERS:

*Chelan Douglas Housing Solutions Group, Chelan County*

#### SUPPORTING PARTNERS:

*Housing Authority of Chelan County and the City of Wenatchee, Chelan-Douglas Community Action Council, City of Leavenworth, Wenatchee Valley Chamber of Commerce*



# ACTION ITEMS

## Ongoing Projects

### Explore a Wenatchee Valley/I-90 Link

Explore highway improvements between the Wenatchee Valley and Interstate 90 that increase safety, reduce travel time, and support economic growth

**LEAD PARTNERS:**  
*Chelan-Douglas Transportation Council, Chelan Douglas Regional Port Authority, City of Rock Island*

**SUPPORTING PARTNER:**  
*City of East Wenatchee*

### Explore a Columbia River Bridge

Study the feasibility of constructing a third Columbia River bridge in the Greater Wenatchee Area as a way to spread out growth, spur economic development, reduce traffic congestion, expand waste water infrastructure, and create another route out of the community in the event of a natural disaster or another emergency

**LEAD PARTNER:**  
*Chelan-Douglas Transportation Council*

### Expanded Airline Service

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

**LEAD PARTNER:**  
*Chelan Douglas Regional Port Authority*

**SUPPORTING PARTNER:**  
*City of East Wenatchee*

### Mixed-Use Planning

Encourage mixed-use planning region wide, emphasizing higher density uses and pedestrian- and transit-friendly development in designated urban centers and corridors that is coordinated with regional transportation planning and is supported by local, regional and state transportation funding priorities

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

### Downtown Residential

Promote and incentivize residential development in the region's downtowns

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

**SUPPORTING PARTNER:**  
*NCW Economic Development District*



# 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 PARTNER:**  
*City of Wenatchee*

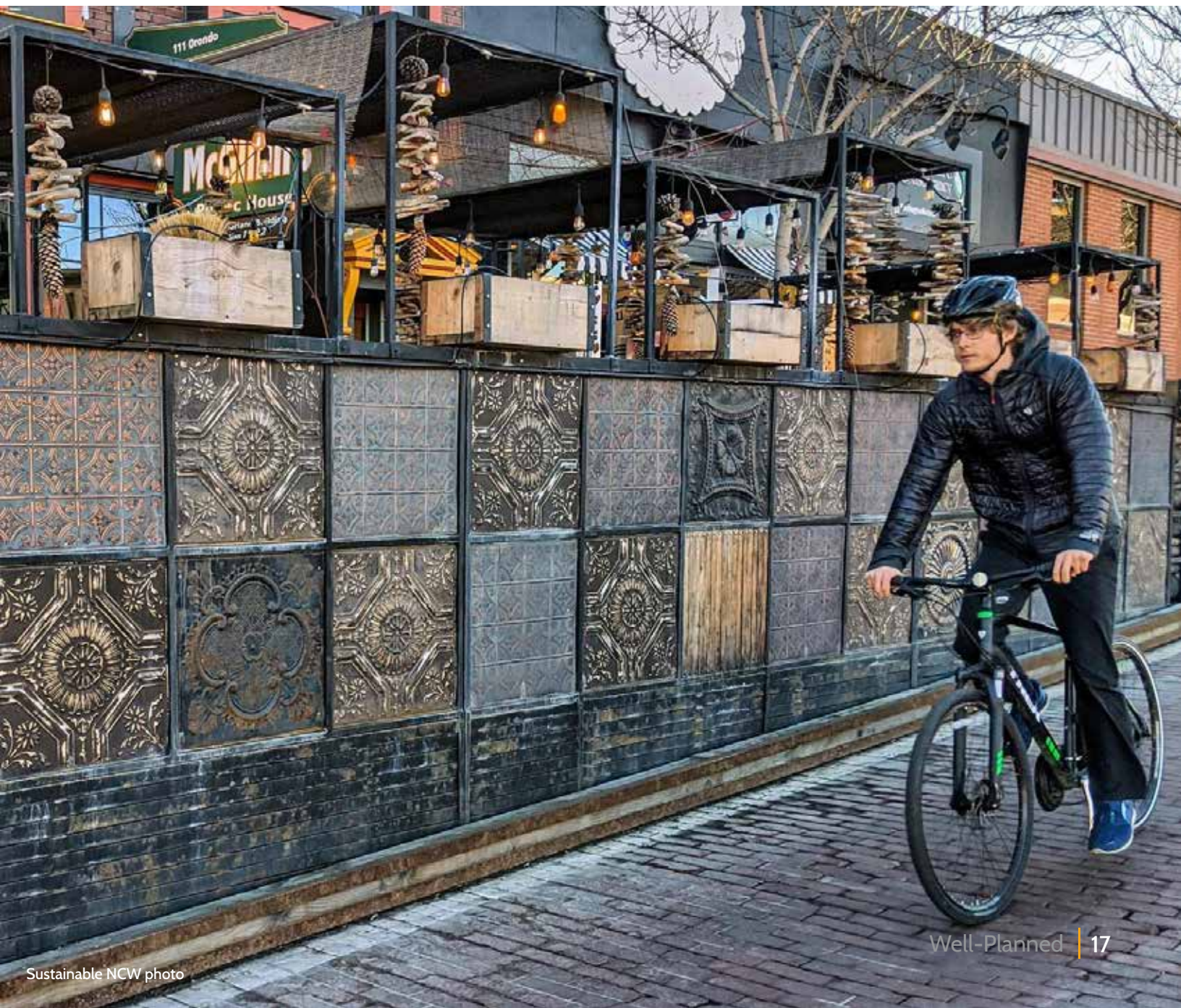
**SUPPORTING PARTNERS:**  
*Chelan Douglas Regional Port Authority, WVCC Hispanic Business Council*

# 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 local residents and the region's visitors

**LEAD PARTNER:**  
*City of Wenatchee*

**SUPPORTING PARTNERS:**  
*Chelan Douglas Regional Port Authority, WVCC Hispanic Business Council*





## FOCUS AREA



# OUR SUSTAINABLE ENVIRONMENT



## OUR VISION

Our Valley honors its natural resources as the core of our region's identity, a source of both economic vitality and quality of life, and the foundation of our future sustainability.

# GAME CHANGER

## REGIONAL WILDFIRE PREVENTION, PREPAREDNESS AND RECOVERY

*Making Our Valley more firesafe  
for current and future generations*

### DESCRIPTION

Form or identify a regional organization responsible for coordinating all stakeholders and identifying funding for the region's wildfire prevention and preparedness efforts.

Include such steps as:

- Develop a bilingual communication platform and awareness campaign to better inform and prepare residents and visitors before, during and after wildfires to reduce loss associated with catastrophic wildfire-related disasters;
- Encourage and assist property owners to assess and manage their own property to protect homes and structures and private lands;
- Develop an infrastructure plan to guide recovery efforts;
- Lobby Congress to update or revise the current Okanogan-Wenatchee National Forest Plan to significantly increase the scale and pace of forest treatments such as mechanical thinning, small diameter harvest and prescribed burning to improve

forest health and reduce the risk for catastrophic wildfires;

- Study the potential of opening a forest products campus in Chelan County to process timber thinned from the Okanogan-Wenatchee National Forest and to boost the regional economy;
- Study the potential for a forest resilient bond, junior taxing district, or Impact Investing to increase the region's ability to fund forest treatments on public lands.

### COMMUNITY BENEFITS

- Reduces the occurrence of wildfires
- Improves public safety
- Improves the natural environment
- Builds greater community resiliency
- Improves residents' health and well-being
- Leads to greater-efficiencies and cost-savings

- Attracts grants and funding
- Reduces economic losses
- Creates economic opportunities
- Improves the region's quality of life

### PARTNERS

#### LEAD PARTNERS:

*Cascadia Conservation District, Chelan County, Foster Creek Conservation District, City of Leavenworth, fire districts, Community for the Advancement of Family Education (CAFÉ)*

#### SUPPORTING PARTNERS:

*Action Health Partners, Wenatchee Valley College*



Frank Cone photo

2022 – 2026

# ACTION ITEMS

## New Projects and Programs

### Environmental Education & Stewardship

Provide environmental education programming and encourage improved environmental stewardship in the private sector and government

**LEAD PARTNERS:**  
*Sustainable NCW, Cascadia Conservation District, Wenatchee River Institute*

### Water Conservation

Adopt additional water conservation measures, including the use of ‘xeriscape’ low water methods and more efficient irrigation practices in agriculture

**LEAD PARTNERS:**  
*Cascadia Conservation District, Chelan County, Regional Water Coordinating Board (Chelan County PUD, City of Wenatchee, East Wenatchee Water District)*

### New Water Sources

Identify and determine a second water source for the Greater Wenatchee Area and additional water sources for communities throughout the region as needed

**LEAD PARTNERS:**  
*Regional Water Coordinating Board (Chelan County PUD, City of Wenatchee, East Wenatchee Water District)*  
  
**SUPPORTING PARTNERS:**  
*Chelan Douglas Regional Port Authority, City of East Wenatchee*

### Recreational Stewardship of Trails, Open Spaces & Natural Habitat

Develop programs to educate recreational users in the region about how to be responsible stewards, minimizing impacts on our trails, open spaces and natural habitat as public use of these resources grows and intensifies

**LEAD PARTNERS:**  
*Chelan-Douglas Land Trust, Wenatchee Valley TREAD, Cascadia Conservation District, Foster Creek Conservation District, Leavenworth Chamber of Commerce, WenatcheeOutdoors, Team Naturaleza*



## POST-CARBON ECONOMY

*Transforming Our Valley to become a model carbon-free regional economy*

### DESCRIPTION

Transform Our Valley into a model for an innovative post-carbon economy that creates jobs, attracts businesses, improves the health and wellness of residents, retains the community's natural environment, and builds regional resiliency by maximizing the value of hydropower, our principal renewable resource, along with other renewable energy resources.

Include such steps as:

- Develop a regional plan that will reduce greenhouse gases, protect the equitable distribution of energy benefits and reduce the burden of climate change impacts to vulnerable populations and highly impacted communities, provide long-term and short-term public health benefits, provide economic and environmental benefits, and create energy security and resiliency to climate impacts such as drought, extreme heat and wildfires, while transitioning Our Valley to a post-carbon economy;
- Develop such mitigation projects as food composting facilities, robust electric vehicle infrastructure, biochar facilities, expansion of public transit and other alternative modes of transportation, green hydrogen and other new sources of renewable energy, energy conservation measures, and new building codes;

- Assist organizations, industries and existing assets that need assistance in transitioning to a post-carbon economy;
- Educate the overall community about the need for reducing greenhouse gas emissions and associated opportunities, the availability of tools for the private sector, the economic value and benefits from going green (and the costs of not doing so), and the ties between reducing emissions and the health and wellness of residents;
- Incorporate linkages with existing plans and strategies, and with the work of educational institutions, research institutes, and other organizations.
- Improves all residents' health and well-being
- Builds greater community resiliency
- Leads to greater innovation
- Creates economic opportunities
- Attracts new businesses and jobs
- Helps other economic sectors
- Takes advantage of region's existing assets
- Improves the region's quality of life

### COMMUNITY BENEFITS

- Retains and enhances the natural environment

### PARTNERS

#### LEAD PARTNERS:

Chelan County PUD, Douglas County PUD, Sustainable NCW

#### SUPPORTING PARTNERS:

Wenatchee Valley Chamber of Commerce, City of Leavenworth



Jason Wiegand photo



Frank Cone photo

2022 – 2026

# ACTION ITEMS

## New Projects and Programs

### Trail System and Open Space Funding

Engage key stakeholders in determining a funding source for the coordination and maintenance of the region's comprehensive trails system and open spaces, as a way to ensure the long-term sustainability of these trails and open spaces

**LEAD PARTNERS:**  
*Wenatchee Valley TREAD, Chelan Douglas Land Trust, Chelan County PUD, Wenatchee Valley Chamber of Commerce*

**SUPPORTING PARTNER:**  
*Chelan County*

### Interurban Pathways Expansion

Identify locations and develop partnerships for paved trails in the Greater Wenatchee, Rock Island, Malaga, Cashmere, Leavenworth, Entiat, Chelan, and Manson areas with a long-term goal of a sustainable pathways system connecting communities in the region

**LEAD PARTNERS:**  
*Chelan County, Wenatchee Valley TREAD, Chelan Douglas Land Trust*

**SUPPORTING PARTNER:**  
*Entiat Chamber of Commerce*

### Front-Country Trails Expansion

Connect existing trail systems in the foothills of Wenatchee, Cashmere, Peshastin, and Leavenworth, and build sustainable new trails in areas where opportunities exist, including East Wenatchee, Entiat Valley, Stemilt Basin, and Lake Wenatchee

**LEAD PARTNERS:**  
*Wenatchee Valley TREAD, Chelan Douglas Land Trust*

**SUPPORTING PARTNER:**  
*Stemilt Partnership*

### Trail Access & Infrastructure

Invest in trail infrastructure such as roads, trailheads, parking lots, restrooms, bilingual signage, and Link bus stops at trailheads, as a way to disperse trail users across the region and facilitate long-term sustainability

**LEAD PARTNERS:**  
*Chelan County, Wenatchee Valley TREAD, Chelan Douglas Land Trust, Link Transit*



# ACTION ITEMS

## Ongoing Projects

### Improved Fish Habitat

Improve and upgrade fish habitat on the Columbia River and its tributaries in the region.

**LEAD PARTNERS:**  
*Chelan County PUD, Douglas County PUD, Cascadia Conservation District, Chelan County*

### Education on Our Natural Environment

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

**LEAD PARTNERS:**  
*Sustainable NCW, Chelan Douglas Land Trust, Wenatchee River Institute, Wenatchee Valley College, Wenatchee-Outdoors, Team Naturaleza*

**SUPPORTING PARTNER:**  
*NCW Libraries*

### Natural Welcoming Center

Plan for and build a nature welcoming center near the Horan Natural Area

**LEAD PARTNER:**  
*Chelan County PUD*

### Whitewater Park on the Wenatchee River

Develop whitewater park design concepts at feasible locations along the Wenatchee River through stakeholder collaboration and in-depth hydraulic and biological review. Incorporate habitat benefits into the design concepts to ensure multiple benefits are realized in addition to providing a much-needed outdoor recreation asset for paddlers of all abilities and a boost to the economies of the upper Wenatchee Valley

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



## FOCUS AREA



# OUR SAFE, HEALTHY SUPPORTED PEOPLE



## OUR VISION

Our Valley maintains its friendly, small-town atmosphere even as it grows, where community members reach out and care for one another and where the basic needs of all residents are met.



# GAME CHANGER

## HEALTH LITERACY AND OUTCOMES

*Educating Our Valley residents to encourage healthier lifestyles and greater well-being*

### DESCRIPTION

Transform the region into a healthier and more vibrant community by conducting a multi-year campaign that educates and encourages individuals and organizations to enact system-level solutions that lead to greater well-being, additional economic growth, and a higher quality of life for our residents and communities.

Include such steps as:

- Motivate community members to make lifestyle changes by explaining how those changes will improve their health and well-being and help them save money;
- Improve the built environment to promote more healthful public uses of facilities, roads, sidewalks, parks, and public spaces;
- Enact policies that promote and help people live more active and healthier lives while reducing choice-related illnesses;
- Promote healthier food options at restaurants, schools, grocery stores, workplaces, churches, and other places where people spend much of their time;
- Form and nurture social groups that support healthy habits;



Steve Maher photo

- Explore ways to help residents reduce stress, create meaning and purpose in their lives, and give back to the community.

### COMMUNITY BENEFITS

- Improves residents' health and well-being
- Reduces healthcare costs
- Opens the door to upward mobility
- Improves productivity
- Reduces poverty

- Supports families and children
- Lessens the demand on social services
- Builds community resiliency

### PARTNERS

#### LEAD PARTNERS:

Chelan Douglas Coalition for Health Improvement, Community for the Advancement of Family Education (CAFÉ)

#### SUPPORTING PARTNER:

Chelan-Douglas Community Action Council

# ACTION ITEMS

## New Projects and Programs

### Regional Diversion Facility

Develop a regional diversion service model and facility that supports prevention, voluntary, civil and criminal commitment and post commitment support services for community members experiencing mental health and substance use disorder challenges

**LEAD PARTNER:**  
*Chelan County*

### Coordinated Social Services

Increase the coordination of social services in the region and collaboration between social service providers to improve efficient delivery of such services as housing, food and health care. Integrate services where feasible, update Resource Directories, hold one-stop events, and utilize mobile services

**LEAD PARTNERS:**  
*Chelan-Douglas Community Action Council, Action Health Partners*

**SUPPORTING PARTNERS:**  
*North Central Accountable Community of Health, Columbia Valley Community Health*

### Supportive Housing for the Homeless

Develop permanent supportive housing for unhoused community members

**LEAD PARTNER:**  
*City of East Wenatchee*

**SUPPORTING PARTNER:**  
*Chelan- Douglas Community Action Council*

### Expanded Telehealth Access

Expand 'telehealth' – the delivery of health care through technology – by making it more accessible in the region, including rural communities. Reduce barriers for people who live far away from specialists or who have transportation or mobility issues by providing services through mobile units, telemedicine kiosks, or virtual appointments.

**LEAD PARTNER:**  
*Columbia Valley Community Health*

**SUPPORTING PARTNERS:**  
*NCW Tech Alliance, North Central Accountable Community of Health*

### Home Care Support

Encourage agencies to collaborate on in-home support and care to ensure patients and care givers are connected to social service and health care resources in a coordinated team approach

**LEAD PARTNER:**  
*Action Health Partners*





# ACTION ITEMS

## Ongoing Projects

### Access to 24-7 Social Services

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

**LEAD PARTNER:**  
*Action Health Partners*

**SUPPORTING PARTNER:**  
*North Central Accountable Community of Health*

### Place Names Honoring Cultures

Promote the use of place names honoring Indigenous peoples, Latinos, and other traditionally underrepresented groups on public buildings, schools, parks, streets, trails, as a way to show respect toward and instill pride in the region's cultural diversity

**LEAD PARTNERS:**  
*WVCC Hispanic Business Council, Wenatchee Valley College, Chelan Douglas Land Trust, Indigenous Roots & Reparation Foundation*

### Eastmont 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 PARTNER:**  
*Eastmont Metropolitan Parks District*

**SUPPORTING PARTNER:**  
*City of East Wenatchee*

### Soccer Complex

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

**LEAD PARTNER:**  
*Opportunity available*

### Regional 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 PARTNER:**  
*Opportunity available*

**SUPPORTING PARTNER:**  
*City of East Wenatchee*

### Gang Activity

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

**LEAD PARTNER:**  
*Wenatchee Community Solutions Team*

**SUPPORTING PARTNER:**  
*City of East Wenatchee*





504

EL CENTRO  
SOCIAL  
HALL

NO POSTING OF  
OTHER NOTICES



## FOCUS AREA



# OUR EDUCATED AND INSPIRED PEOPLE



## OUR VISION

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

# ACTION ITEMS

## New Projects and Programs

### After-School Programs

Provide additional after-school programs to keep the region's children on a healthy path, including efforts to connect youths to retirees for mentoring and tutoring

**LEAD PARTNERS:**  
*NCW Libraries, Wenatchee School District, Pinnacles Prep*

**SUPPORTING PARTNERS:**  
*Communities in Schools, Chelan-Douglas Community Action Council*

### More Accessible Tutoring

Provide accessible, bilingual, multiple-subject tutoring for all students who need the help

**LEAD PARTNER:**  
*Pinnacles Prep*

**SUPPORTING PARTNERS:**  
*Communities in Schools, Chelan-Douglas Community Action Council*

### Parenting Classes

Provide culturally sensitive classes that identify the challenges immigrant parents face in raising children in a different culture and that help them teach their children the skills to be successful while also taking pride in their cultural heritage

**LEAD PARTNERS:**  
*Wenatchee School District, Eastmont School District, Communities in Schools*

**SUPPORTING PARTNER:**  
*North Central Educational Service District*

### Equity and Inclusion in Education

Provide support to educational institutions (from pre-kindergarten to higher education) and to educational nonprofits as they develop a more equitable educational base

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

**SUPPORTING PARTNER:**  
*North Central Educational Service District*

### Indigenous/Latino History Instruction

Partner with local tribes and the Latino community to identify and develop content on local Native American and Latino history and culture, and integrate that content in existing education offerings

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

**SUPPORTING PARTNERS:**  
*NCW Libraries, Wenatchee Valley Museum and Cultural Center, Indigenous Roots & Reparation Foundation*

### Wenatchee Valley Children's Museum

Develop and construct a dedicated children's museum in the Greater Wenatchee Area

**LEAD PARTNER:**  
*Opportunity available*

**SUPPORTING PARTNER:**  
*Wenatchee Valley Museum and Cultural Center*

### Entiat Día del Niño

Hold an annual Día del Niño (Day of the Child) event in Entiat

**LEAD PARTNER:**  
*Entiat Chamber of Commerce*



Wenatchee  
School District  
photo

2022 – 2026

## ACTION ITEMS

### New Projects and Programs

#### Wenatchee High School Modernization

Develop and promote a bond measure to modernize Wenatchee High School, including a comprehensive remodel of the aging facility and grounds, so that the high school is comparable to other schools with modern infrastructure in the region

**LEAD PARTNER:**  
*Wenatchee School District*

#### Community Centered Arts & Culture

Raise awareness and support for more community-centered arts and culture spaces and more diverse arts programming throughout the region. Develop a thriving and coordinated arts economy that features local artists and their work.

**LEAD PARTNERS:**  
*NCW Arts Alliance, Leavenworth Chamber of Commerce, Entiat Chamber of Commerce, Wenatchi Wear*

**SUPPORTING PARTNERS:**  
*Wenatchee Valley College, Wenatchee Valley Museum and Cultural Center*

#### Arts Education Opportunities

Address barriers – such as cost, transportation and language – that block students from having access to community arts programming both during and outside of school

**LEAD PARTNERS:**  
*Wenatchee Art Education Consortium, Eastmont School District, Cascade School District*

**SUPPORTING PARTNERS:**  
*Wenatchee Valley Museum and Cultural Center, NCW Arts Alliance*



# GAME CHANGER

## EARLY CARE AND EDUCATION PROGRAMS

*Investing in early learning and child care to meet the developmental needs of Our Valley's children*

### DESCRIPTION

Invest in high-quality early learning that builds a foundation for lifelong learning and well-being and that is responsive and inclusive in meeting the needs of the region's children, families and diverse communities and to ensure continued economic growth and vitality. Draw on the resources and knowledge of broad stakeholder groups – including early learning providers, families, the business community, local leaders, public and private education institutions, social service and health providers, and community-based organizations – to develop innovative and collaborative strategies that ensure access to high-quality early learning programs.

Prioritize three key objectives:

- Increase the number of affordable Early Learning programs in the region and overall childcare capacity;
- Develop and invest in the childcare and early learning workforce through professional development, certification, licensing, and wage adjustments to ensure family-sustaining wages, professional benefits, and stable employment;
- Increase community awareness of programs and services to ensure all families have access to program options that meet their unique needs.

### COMMUNITY BENEFITS

- Improves early care and education programs
- Allows all children to succeed and thrive in K-12 settings
- Reduces the need for intervention services
- Improves workforce stability and employment
- Increases earning potential and career advancement for early care and education professionals
- Promotes mothers' and women's participation in the workforce
- Encourage economic growth and vitality now and in the future
- Builds community resiliency

### PARTNERS

#### LEAD PARTNERS:

North Central Educational Service District, North Central Early Learning Collaborative, Wenatchee Valley College



## CAREER CONNECTED LEARNING

*Preparing life-long learning and inclusive workforce development options for Our Valley residents*

### DESCRIPTION

Prepare both youth and adults for new and emerging workforce opportunities, creating upward mobility and career development throughout our lives. Create equal respect for and understanding of all career and credential programs and pathways. Ensure that everyone has access and resources to learn.

Include such steps as:

- Expand programs that integrate skill development, education, and work experiences, such as job shadows, paid internships, mentoring, and apprenticeship models that are accessible for both youth and adults;
- Develop college, high school, and industry partnerships for students of all ages to test college classes as career exploration;
- Engage our youth, from elementary school through college, in career exploration through cross-sector partnerships developed by business and education leaders in the region;
- Align career and credential programs and pathways to local work opportunities;

- Engage employers to support our schools and educational systems;
- Promote the development of employer pipelines that provide flexibility for employees to transfer their skills across local industry, and that create greater awareness about internal industry development pathways;
- Increase participation in trade programs;
- Prepare our workforce for increased automation in the agricultural sector and other industries;
- Create flexible educational delivery at all levels that accommodates different learning styles, different locations for accessibility, child-care needs, opportunities for multigenerational learning, and English- and Spanish-speaking learners
- Improves workforce skills
- Improves life skills
- Assists career developments
- Builds on existing assets
- Meets the needs of local employers
- Encourages employer involvement
- Creates better-paying jobs
- Retains local talent
- Diversifies economy
- Builds community resiliency

### COMMUNITY BENEFITS

- Focuses on the needs of the whole person
- Improves educational outcomes

### PARTNERS

#### LEAD PARTNERS:

*North Central Educational Service District, Apple STEM Network, Wenatchee Valley College, Wenatchee Valley Chamber of Commerce*

#### SUPPORTING PARTNERS:

*NCW Tech Alliance, SkillSource, Cascade School District, Chelan-Douglas Community Action Council*

# ACTION ITEMS

## Ongoing Projects

### Center for Technical Education

Construct a new Center for Technical Education and Innovation at Wenatchee Valley College. Utilize public funding and community support to design and construct the center and to meet the growing demands of local industries and sectors such as agriculture, machining, engineering, industrial tech, automotive, and welding

**LEAD PARTNERS:**  
*Wenatchee Valley College,  
Wenatchee Valley College Foundation*

### 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

**LEAD PARTNER:**  
*Wenatchee Valley Museum and Cultural Center*

### New East Wenatchee Library

Launch a fundraising drive to build a new East Wenatchee Public Library that will meet the growing needs of the community, specifically addressing the need for meeting spaces, programming for all ages, and the integration of new technology

**LEAD PARTNER:**  
*City of East Wenatchee*

### Intergenerational Education Opportunities

Develop new opportunities to create stronger social and education connections between the region's youth and its elderly populations

**LEAD PARTNERS:**  
*NCW Libraries, Chelan-Douglas Community Action Council, Pinnacles Prep*

**SUPPORTING PARTNER:**  
*North Central Educational Service District*

### Every Kid at the PAC

Improve the quality of life for underprivileged youth by offering dynamic, interactive exchanges between students and artists at the Numerica Performing Arts Center

**LEAD PARTNER:**  
*Numerica Performing Arts Center*

### Youth Driven Ideas, Projects & Initiatives

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

**LEAD PARTNER:**  
*Pinnacles Prep*



## FOCUS AREA



# OUR INCLUSIVE AND ENGAGED COMMUNITIES



## OUR VISION

Our Valley places civic engagement, civil dialogue, inclusion, collaboration and learning at the forefront of community building and decision-making in our region.

# GAME CHANGER

## MANY VOICES, ONE REGION

*Bringing Our Valley residents together  
to find common ground*

### DESCRIPTION

Find common ground and address critical community issues by bringing together people from different backgrounds and perspectives to listen and be heard, to learn, to build and rebuild relationships and trust, to identify shared commonalities, and to bridge divides and heal community divisiveness.

Include such steps as:

- Conduct a panel series in which community members speak of their experiences, observations, struggles and triumphs, and community leaders simply listen;
- Hold community dinners in which people gather around food, converse, talk about inspiring projects, and learn from each other;
- Hold ongoing forums in which important issues confronting the region are discussed and explored;
- Explore ways to host conversations between community members with different views and live experiences;
- Encourage organizations to engage in their own in-depth conversations and learning sessions;
- Hold a large event in which diverse communities are recognized and celebrated.



### COMMUNITY BENEFITS

- Enhances civic cohesiveness
- Improves decision making
- Improves individual and collective quality of life
- Addresses social inclusion
- Reduces discrimination
- Leads to a more innovative, entrepreneurial, and economically-competitive community
- Improves access to resources

- Improves health outcomes
- Advances regional thinking and collaboration
- Builds community resiliency

### PARTNERS

#### LEAD PARTNERS:

WVCC Hispanic Business Council, Community for the Advancement of Family Education (CAFÉ), The Wenatchee World, Wenatchee Valley Dispute Resolution Center, Parque Padrinos

#### SUPPORTING PARTNER:

Wenatchee Valley College

# ACTION ITEMS

## New Projects and Programs

### Regional Collaboration

Hold and facilitate quarterly meetings of community leaders from around the region as a way to further regional thinking and collaboration. Expand coordination and collaboration between local governments and other organizations when appropriate.

#### LEAD PARTNERS:

*Wenatchee Valley Chamber of Commerce, City of Wenatchee, City of Leavenworth, City of East Wenatchee, Community for the Advancement of Family Education (CAFÉ), Chelan County PUD*

#### SUPPORTING PARTNER:

*Wenatchee Valley College*

### Best Practices Community Building

Learn from other places in the United States about best community building practices and share that information with regional decision-makers

#### LEAD PARTNER:

*Measure Meant*

### Teen Pathways

Create a process or pathway for teenagers to successfully access and participate in community groups

#### LEAD PARTNERS:

*YMCA, Community for the Advancement of Family Education (CAFÉ), Parque Padrinos*

#### SUPPORTING PARTNER:

*Chelan-Douglas Community Action Council*

### Multicultural Resource Center

Create a space that serves as a resource center and activities venue for the region and its diverse populations

#### LEAD PARTNERS:

*YWCA, Community for the Advancement of Family Education (CAFÉ)*

#### SUPPORTING PARTNERS:

*WVCC Hispanic Business Council, Wenatchee Pride*

### Language Translation

Provide language translation at public meetings and in public information. Develop a pool of translators, including languages other than Spanish

#### LEAD PARTNER:

*Community for the Advancement of Family Education (CAFÉ)*

#### PRACTITIONERS:

*Eastmont School District, Wenatchee School District, Our Valley Our Future, City of Wenatchee, Hand in Hand Immigration Services*

### Responding to Racism

Conduct a community awareness campaign, including forums and town halls, that exposes racism and its negative impacts and encourages community dialogue and resiliency

#### LEAD PARTNERS:

*YWCA, CAFÉ, Wenatchee for Immigrant Justice*

#### SUPPORTING PARTNERS:

*NCW Equity Alliance, Chelan-Douglas Community Action Council*

### Awareness of Immigration Issues

Launch an educational campaign that creates greater awareness in the overall community about immigration issues

#### LEAD PARTNERS:

*CAFÉ, Hand in Hand Immigration Services*

#### SUPPORTING PARTNER:

*Northwest Immigrant Rights Project, Wenatchee for Immigrant Justice*



# GAME CHANGER

## DIVERSE LEADERSHIP

*Supporting the inclusion of underrepresented communities in Our Valley's leadership*

### DESCRIPTION

Recruit and prepare people from underrepresented groups – such as people of color, indigenous people, people with disabilities, students, retirees, people from a lower socioeconomic status, and people who are gay, lesbian, bisexual, and transgendered – for leadership positions in the region, all with an end goal of creating a more authentic, inclusive, productive, and harmonious community.

Include such steps as:

- Enlist community leaders in a campaign that recognizes inclusion as a core community value; and that welcomes, encourages and mentors people from underrepresented groups as they seek leadership positions on commissions, councils and boards or seek to participate in and contribute to civic life;
- Offer a leadership program for people from underrepresented groups interested in running for public office or joining a board;
- Conduct learning sessions for community leaders interested in learning how their organizations can better reflect the public they serve and how their organizations can nurture a culture of inclusion on an ongoing basis;

- Encourage local governments to examine whether the institution of voting districts could remove barriers to equal cultural representation.

- Improves problem solving in local government
- Builds community resiliency

### COMMUNITY BENEFITS

- Enhances civic cohesiveness
- Leads to deeper community engagement and participation
- Builds trust between cultures
- Addresses social inclusion
- Creates a robust marketplace of ideas and perspectives
- Strengthens democratic institutions

### PARTNERS

#### LEAD PARTNERS:

*NCW Equity Alliance, Community for the Advancement of Family Education (CAFÉ)*

#### SUPPORTING PARTNERS:

*Wenatchee Valley College, WVCC  
Hispanic Business Council, Chelan-Douglas Community Action Council*



Steve Maher photo

2022 – 2026

# ACTION ITEMS

## Ongoing Projects

### Community Leadership Training

Institute in-depth training for community leaders around issues of cultural diversity and inclusion

**LEAD PARTNERS:**  
*NCW Equity Alliance, The Community for the Advancement of Family Education (CAFÉ)*

**SUPPORTING PARTNER:**  
*Wenatchee Pride*

### Community Celebrations

Strengthen existing multicultural events, develop new multicultural events, and incorporate multicultural themes and perspectives in other community celebrations

**LEAD PARTNER:**  
*WVCC Hispanic Business Council, Indigenous Roots & Reparation Foundation*

**SUPPORTING PARTNERS:**  
*City of East Wenatchee, Wenatchee Pride*



# IDEAS FOR THE FUTURE

*Our Valley Our Future received other ideas for projects, programs and initiatives from community members. For a variety of reasons, these ideas ultimately were not selected to be featured in this Action Plan but are important concepts that deserve to be listed here for future consideration.*

## OUR SHARED PROSPERITY FOCUS AREA

**Future-Oriented Manufacturing.** Attract a manufacturing firm here to build the needs of the future: solar panels, wood turbines, hemp, using bamboo to make things

**Economic Incentives.** Provide economic incentives to create a wider base of employment beyond the service industry. Offer incentives for companies to move to the valley

**Small Business Empowerment.** Empower small local business in the face of bigger box stores and restaurant chains

**Bilingual Basic Financial Counseling.** Provide basic financial counseling in English and Spanish for both individuals and small businesses as a knowledge base

**Increased Local Wages.** Increase wages and close the income gap for a significant portion of our community

**Expand the Cannabis Crop.** Allow farmers to grow marijuana so there is more diversity in agriculture, not less

**Public Power Community Education.** Conduct a community education campaign about the region's energy resources, including economic development opportunities, what next industries might be coming, and how the region will benefit from those new industries

**Community Farmers Markets.** Start and then nurture farmers markets in smaller communities where they are not currently present

**Loop Trail Business Opportunities.** Expand business opportunities along the Apple Capital Loop Trail, including restaurants, food trucks and vendors

**Wine Trail.** Create a wine trail, Start a shuttle service to wineries

**Tourism Train.** Start a tourism train between the Chelan, Leavenworth and Wenatchee areas

**Waterville Historic Preservation.** Plan for and restore downtown Waterville buildings as a way to preserve the town's historic characteristics and to attract tourists

**Night-Sky Mapping.** Promote night-sky mapping and birding on the Waterville Plateau

**Entiat Valley Recreation Facilities.** Improve U.S. Forest Service recreation access and facilities in the Entiat Valley to boost tourism in Entiat

**Data Center Recruitment.** Recruit data centers as a way to create more living-wage jobs and to increase property tax revenues to support our communities, along with safeguards for local residential ratepayers

## OUR WELL-PLANNED REGION FOCUS AREA

**Regional Land Use Planning.** Start a regional land-use planning organization that includes both counties, all the cities, the Transportation Council, Link Transit, etc., so there is better coordination of development, infrastructure and services around a limited land supply and to ease the housing crisis

**Transfer of Development Rights Program.** Consider starting a transfer of development rights program, a voluntary, incentive-based, and market-driven approach to preserve land and steer development growth away from rural and resource lands

**Major Thoroughfare Beautification.** Engage residents about ways to beautify main thoroughfares such as Sunset Highway and Wenatchee Avenue

**Tax Remittances for Infrastructure.** Seek tax remittances from the state so local governments can build out infrastructure and/or acquire property to incentivize workforce housing

**Home Buyers Assistance Program.** Provide a home buyers assistance program to local residents of 5 years or more

**'Sell Local' Housing Promotion.** Work with real estate agents on a "sell local" project to retain stock for multi-generational/working folks who cannot afford current home ownership

**Incentives for ADUs.** Offer subsidies to people who want to develop ADUs on their property. Waive development fees to owners who agree to not use an ADU as a short-term vacation rental for 10 years. Institute a higher tax rate for people buying a second home in the region

**Upper Valley Sidewalk Improvements.** Construct more sidewalks to make Upper Valley communities more walkable





Chelan Douglas Community Action Council photo

### **Urban Area Parks & Greenspaces.**

Ensure there are enough parks, green spaces and playgrounds in neighborhoods where apartments and other high-density housing is being built

**Highway 2 to Stevens Pass Improvements.** Improve Highway 2 to the Stevens Pass summit

**Downtown Wenatchee Parking Garage.** Construct a parking garage in downtown Wenatchee

**Leavenworth Parking Garage.** Construct a parking garage in Leavenworth

**South Wenatchee Bike-Pedestrian Bridge.** Construct a pedestrian bridge connecting South Wenatchee with the Apple Capital Loop Trail

**Wenatchee River Bike-Pedestrian Crossing.** Build another pedestrian and bicyclist connection across the Wenatchee River

**Leavenworth Highway 2 Bypass.** Build a bypass for Highway 2 around the town of Leavenworth

**Lake Chelan Ferry.** Start a foot ferry or mosquito fleet to get around Lake Chelan

**Chelan Rails to Trails.** Turn the train tracks to Chelan into a “rails and trails” for bikes only

**Multi-Modal Mass Transit.** Consider

other forms of mass public transportation that allow tourists and residents to co-exist. Consider a light rail system connecting Wenatchee/East Wenatchee to other communities.

**Disaster & Crisis Preparedness Planning.** Prepare for the next pandemic and natural disaster with an emergency plan that includes clear directions on who is in charge and what kinds of information in what languages need to be released. Coordinate meetings of emergency responders so they can debrief about the COVID-19 pandemic and determine what to do better next time.

## **OUR SUSTAINABLE ENVIRONMENT FOCUS AREA**

**Sustainability Opportunities.** Provide more opportunities when it comes to recycling and other ways to reduce waste, residential and community composting, electrification of vehicles and systems, use of LED lights by governments and businesses, and an increase in other renewable energy

**Glass Recycling Facility.** Open glass recycling plants in the Wenatchee area and Upper Wenatchee Valley

**Recycling Directory.** Create an online, searchable, bilingual directory of solid waste service providers

**Renewable Energy Capital.** Become the Renewable Energy Capital of the World. Embrace a project that actively moves to sustainable energy use locally. Develop wind power to create jobs and energy for our communities.

**Greater Wenatchee Park & Recreation Authority.** Create a metropolitan park and recreation authority in the Greater Wenatchee Area

**Entiat Trails.** Construct walking and biking trails along the Entiat and Columbia rivers in the Entiat area

**Lake Chelan Trails.** Develop more paved trails in the Lake Chelan area

**Recreational Permit System.** Enforce limits on people recreating and parking in the wilderness, parks and forests by instituting a day-pass permitting system for trails in the region. Allow certain days to be “locals only” on the trails so residents can enjoy the surrounding beauty as well and not have to fight the crowds.

**Hut System.** Develop a hut-to-hut trail system connecting the Wenatchee Valley with the Roslyn/Cle Elum area

**Bilingual Recreation Signage.** Install road signs in English, Spanish and Indigenous languages that direct people to trails, greenspaces, and other outdoor recreational assets

**Improved Lake Chelan Access.** Provide additional legal places to reach Lake Chelan without trespassing. Develop more parks with lake access in Chelan, Manson and the South Shore.

**Native Plants.** Plant native plants around the community and in the foothills to outcompete the invasive species and other weeds

## OUR SAFE, HEALTHY SUPPORTED PEOPLE FOCUS AREA

**Public Health Campaign.** Conduct a community campaign that brings about a better understanding of public health

**Healthcare Provider Solvency.** Keep our health care providers solvent and local if at all possible. Provide better support for hospitals, nursing homes and other facilities.

**Improved Medical Facilities.** Invest in additional medical facilities in Wenatchee/East Wenatchee to encourage diversification of our medical providers and to promote competition. Start a pediatric therapy center with visiting pediatric specialists.

**More Equitable Health Access.** Provide health care to all people, regardless of their income or immigration status. Seek out medical advancements that would allow all service providers in the valley to provide care without requiring insurance. Provide more clinics or service outreach.

**Behavioral & Environmental Health.** Develop a comprehensive

coordinated evidence-based approach to behavioral health, environmental health, and living

**Poverty Simulation Workshops.** Hold a poverty simulation workshop to better understand the elements of poverty and how to address it

**Disabilities Support Groups.** Create a support group for people with disabilities

**Student Voucher Program.** Provide transportation for youth so they can access medical appointments

**Badger Mountain Events & Activities.** Offer more events and activities at Badger Mountain Ski Hill during non-winter months

**Safe Boating.** Provide more safe boating activities on the Columbia and Wenatchee rivers

**Spanish-Speaking Law Enforcement.** Hire more Spanish-speaking law enforcement officers

**Small Town Traffic Enforcement.** Provide more traffic enforcement, particularly in smaller communities

## OUR EDUCATED AND INSPIRED PEOPLE FOCUS AREA

**Four-Year University.** Start a four-year college, university or branch campus in

the Greater Wenatchee Area to upgrade higher education, expand the economy, encourage young people to remain, and add an additional layer of culture

**Free Community College Tuition.** Offer free community college tuition

**New WVC Dormitory Expansion.** Construct another dorm or two at Wenatchee Valley College

**Unified 'Digital' Valley-Wide School District.** Form a unified, digital school district for the whole valley

**Dual Language Immersion.** Offer dual language immersion programs in all schools

**Healthier School Lunches.** Provide healthy school lunches (going beyond the federal requirements) and partner with local farms for the fresh produce

**Online Arts Program Education.** Assist arts organizations and artists by educating them on how to offer high-quality online programming

**Downtown Murals.** Encourage more murals in downtowns throughout the region

**Improved Entertainment Options.** Provide additional entertainment options, including nightlife. Turn downtown Wenatchee and downtown East Wenatchee into fun places to hang out.

**Heritage Arts & Crafts.** Have Waterville Plateau crafts people teach and demonstrate Heritage Arts or Pioneer skills



## OUR INCLUSIVE AND ENGAGED COMMUNITIES FOCUS AREA

### **Cultural Awareness through the Arts.**

Consider arts and culture as a thread to unify people in the valley

**NCW Equity Alliance Support.** Support the efforts of the new NCW Equity Alliance

**Reconciliation.** Hold reconciliation conversations

**Latino Community Center.** Develop a community center for Latino residents, where people can go to find help and resources for different needs such as employment, schools, doctors, lawyers, and other programs and activities

**Spanish-language Senior Center.** Develop a senior center for Spanish speakers

**Native American Visitors Center.** Develop and build a Native American center in the Wenatchee Valley

**Larger 'Make a Difference Day'.** Hold a bigger version of Make a Difference Day, perhaps over a week's time, with more community service oriented ideas and groups that youth and young adults would want to be part of

**Culturally Inclusive Events.** Remake events that are traditionally for Anglos so Latinos and other racial and ethnic groups feel more comfortable attending and participating

**Latino-Themed Plaza.** Create a plaza where Latino community members and other residents can come together to talk, enjoy food, and listen to music

**Inclusive Rodeos.** Promote and expand rodeos, which both Anglos and Latinos attend, as a way to bridge the cultures

**Hybrid Virtual/Real Time Meetings.** Continue to hold virtual meetings, which allow for less travel and more inclusivity. Hold community training events for people not yet versed with this technology.

**Improved Community Calendars.** Communicate about events that draw

residents of various backgrounds and interests together

**Support for Local Media.** Support local media better as a trusted source of information in the region. Support small communities that want to start their own community news sites.

**Community Story Telling.** Hold a large-scale story telling campaign

**Unification of the Cities.** Take more steps to unify the cities of Wenatchee and East Wenatchee

**Governance Reforms.** Update our local governance systems to be more effective and more representative. Become "home rule" charter counties, expanding the boards of commissioners to five, non-partisan positions representing and elected by districts.

**Proactive Public Leadership.** Encourage leadership to be more willing to adapt to change, to take risks and to drive action. Encourage leaders to engage with residents where they are at.





# OUR VALLEY CONTRIBUTORS

## 2021-22 BOARD OF DIRECTORS

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Chelan County Department of Natural Resources

Chelan County PUD

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Chelan Douglas Community Action Council

Chelan Douglas Housing Solutions Group

Chelan Douglas Land Trust

Chelan Douglas Regional Port Authority

Chelan Douglas Transportation Council

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Leavenworth Chamber of Commerce

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Measure Meant

Mission Ridge Ski & Board Resort

Northwest Immigrant Rights Project

North Central Accountable Community of Health

North Central Early Learning Collaborative

North Central Educational Service District

NCW Arts Alliance

NCW Economic Development District

NCW Equity Alliance

NCW Food Coalition

NCW Libraries

NCW Technology Alliance

Numerica Performing Arts Center

Parque Padrinos

Pinnacles Prep

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Regional Water Coordinating Board

SkillSource

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Sustainable NCW

Team Naturaleza

The Wenatchee World

The Side Street of Cashmere

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Wenatchee Art Education Consortium

Wenatchee Downtown Association

Wenatchee for Immigrant Justice

Wenatchee Pride

Wenatchee River Alliance

Wenatchee River Institute

Wenatchee School District

Wenatchee Valley Chamber of Commerce

Wenatchee Valley College

Wenatchee Valley College Foundation

Wenatchee Valley Dispute Resolution Center

Wenatchee Valley Museum & Cultural Center

Wenatchee Valley TREAD

Wenatchi Wear

WSU Tree Fruit Research and Extension Center

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YMCA

YWCA

## STAKEHOLDERS

From February through April 2021, Our Valley Our Future conducted 49 interviews of regional stakeholders, including community leaders and influencers.

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(Continued on next page)

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Frank Cone

Hand in Hand Immigration Services

KPQ Radio

NCW Libraries

North 40 Productions

Parque Padrinos

The Mercantile Building

The Wenatchee World

Wenatchee Valley Museum & Cultural Center





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OUR REGION,  
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