

**Strategic Plan
for Community and
Economic Development**

The
**Villages at Mt. Hood,
Oregon
(Hoodland)**

**Prepared for
The Villages at Mt. Hood
Strategic Plan Steering Committee**

Facilitated by



Rural Development Initiatives, Inc.
Helping Rural Communities Thrive

*This project funded with by the Oregon Lottery
by means of a grant from Mt. Hood Economic Alliance*

Rural Development Initiatives, Inc. (RDI)

Rural Development Initiatives, Inc. (RDI) is an Oregon based private, non-profit (501[c][3]) corporation dedicated to helping rural communities in the Pacific Northwest shape their futures by providing technical assistance, leadership training strategic planning and access to resources.

Established in 1992, RDI's mission is to "build the capacity of rural communities to make strategic decisions about their futures and to act on those decisions to ensure high quality of life and a vital sustainable economy."

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The Villages at Mt. Hood, Oregon
Strategic Plan
2003

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Introduction

The Villages at Mt. Hood includes several small communities that have emerged on the west slopes of Mount Hood along Oregon Highway 26 known as the Hoodland Corridor. The communities include Brightwood, Wemme, Welches, Zig Zag and Rhododendron and in general all areas from Alder Creek to Forest Service Road 35, inclusive of all areas within the Hoodland and Rhododendron CPO Districts. The close proximity of the villages to one another and the shared economic interest provided by the industries at Mount Hood and the Mount Hood National Forest have connected the string of communities to one another and inspired them to embark upon an inclusive strategic planning process for The Villages at Mt. Hood area.

The Villages at Mt. Hood Strategic Planning Steering Committee was formed from representatives of a full range of organizations and citizens interests in the defined planning area to provide a consistent core group during the planning process. Other participants were invited to serve as resources members from agencies and organizations that may have an affect on or be affected by the Strategic Plan and its implementation. In addition, members of the public were invited to participate through their steering committee representatives and in public comment at the community meetings. Approximately 60 people participated in the planning process over the span of the six meetings; a list of planning participants is located in Appendix A.

The representative members committed to attend the meetings and to be responsible for keeping their organizations informed and bring any ensuing concerns, issues, or interests into the process. The steering committee designated a small group of its members to operate as an Executive Committee. The complete working agreements of the steering committee are attached to this plan as Appendix B. Elaine Hallmark provided the initial facilitation of the group and in July 2003, the Steering Committee selected Rural Development Initiatives, Inc. (RDI) to further assist its members in the development of a Strategic Plan for Community and Economic Development for the area. Craig Smith, RDI's Senior Community Development Coordinator, met with the steering committee to get agreement on the strategic planning process and to develop a meeting schedule. The process included a review of existing community planning efforts and the gathering of available, relevant demographic data and trends, including population, employment, housing, income, and educational attainment. This information is detailed in the Community Profile section of this document.

The first community-wide strategic planning meeting was held August 12, 2003 at Barbara Saldivar's house. The subsequent five meetings were held at the Hoodland Fire District 74 building every three weeks on Wednesdays. The primary steps in the strategic planning process included:

- Gathering economic and demographic information about the community
- Identification of community conditions and constraints
- Identification of local assets to help with selection of strategies and projects (Community Project Assets are listed in Appendix C)



- Creation of an 10-year vision for The Villages at Mt. Hood Community
- Development of strategies/projects
- Creation of goals that reflect the strategies and the community vision
- Development of action plans to carry out the various strategies

The strategic planning group identified the following goals:

The Villages at Mt. Hood have a thriving, year-round, sustainable and eco-friendly economy that serves residents and visitors alike

The Villages at Mt. Hood have the recreational, transit, educational, community and public facilities to support a healthy community.

We have a system to provide secondary and post high school opportunities for the youth and adult populations of our communities.

Our area has a sense of community, is safe, accessible, resourceful, beautiful, fun and maintains a village atmosphere.

The final scheduled meeting was held December 3, 2003 where the group reviewed the draft strategic plan and further organized for the implementation phase of the strategic planning process

The aim of this project was to bring the community together to discuss a shared vision for the future of The Villages at Mt. Hood, and to articulate the resulting ideas into a series of goals and strategic projects for the community. The Villages at Mt. Hood Community Strategic Plan is a “living document.” The community should utilize the ideas and progress resulting from this plan and the planning process as a springboard to develop additional strategies and goals essential to further the community vision to a reality. A blank Action Planning Worksheet is Appendix D and may assist the community during this future process.



Community Profile for the Villages at Mount Hood

Overview

The Villages at Mount Hood consist of the unincorporated communities east of Sandy and west of Government Camp along Highway 26. The communities sit at the foot of Mount Hood, in Clackamas County near the Sandy River. The centralized community of Welches is located roughly 45 miles southeast Portland. Weather is mild in the area, with the average monthly low temperature of 35°F and high of 82°F. The area receives around 47” of precipitation annually. The adjacent Mount Hood National Forest offers plenty of recreational opportunities, including: hiking, fishing, camping, and mountain climbing.

The history of the communities established along the Villages at Mount Hood Corridor goes back to the settlers traveling west along the Oregon Trail to its terminus in the fertile Willamette Valley. In December 1845, Samuel K. Barlow petitioned the Provisional Government of the Oregon Territory to build a wagon road across the south side of Mt. Hood as an alternative way to the expensive river route down the Columbia River. The Barlow Toll Road, officially know as the Mount Hood Road, began construction in the spring of 1846. Settlements, and later towns, begun to spring up along the Barlow Road, capitalizing off the traffic headed for the Willamette Valley. Many of the communities along Barlow Road, now Highways 197, 211, 26, and 224, and Forest Service Road 48, were named after their original settlers--Samuel Welch, the Faubion Family, etc. After the turn of the century and the advent of the automobile, many resorts for tourists begun to appear, such as the Rhododendron Inn, built in 1905, and “Aschoff’s Mountain Home” in Marmot. To this day, the area still brings travelers on their way to enjoy the recreational opportunities of Mount Hood.

Methodology

The following data was collected from the 2000 U.S. Census tables, using the closest tracts available to the Villages at Mount Hood Boundaries. This include tracts 243.01 and 243.02, which extend roughly from east of Sandy to west of Highway 35, north to the Clackamas/Multnomah County Line, and south to Salmon River (see map below). It must be taken into consideration that statistics for Government Camp are included in the following summary and that secondary residents are not counted in the census.



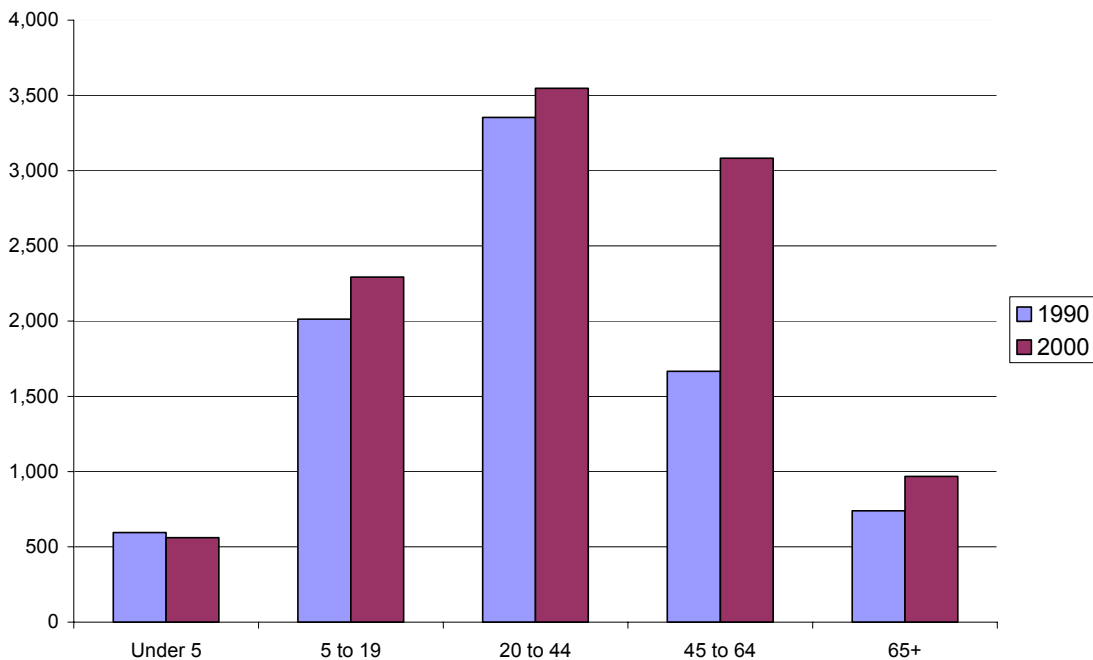
Population and Diversity

Population

As of the 2000 census, the census blocks that make up the Hoodland Fire District indicate the total population of the area to be 5,736, 77% of that population over the age of 18. According Clackamas County Assessor's figures in 2003, the estimated population for the same area is 8,704, a considerably larger number. The assessor's figures include residents that occupy homes in the area as secondary residences. The overall sense of the community members of the Villages at Mt. Hood strategic planning meetings suggest that part-time and recreational residents are an important part of the make up of their communities and should be considered in the overall profile.

Census tracts 243.01 and 243.02, as mentioned in the methodology, list a total population of 10,450 for 2000, with about a 2000 person increase from the 1990 census count of 8,366. According to the 2000 US Census, the highest portion of the population was in the 20-44 age category with the median age of 39 years. That is slightly older than Oregon's median age of 36.3 and Clackamas County's median age of 37.5. The highest portion of the population indicates many individuals are involved in raising families and may help explain why it is often difficult to rally a broad base of volunteers for community efforts. Also noteworthy is the dramatic increase of 45-64 year olds from the previous decade. This portion of the population more than doubled in the past ten years. The community might want to make sure that the needs of this group are being met.

Population by Age



Source: 1990, 2000 Census



Diversity

Figures from the 2000 Census show the Villages at Mount Hood area as a largely Caucasian community (92%), with its largest minority group from the Hispanic or Latino category (4.3%).

Education

Children within the Villages at Mount Hood Corridor attend the Oregon Trail Public School District. Two of its schools, Welches Elementary and Welches Middle School, are within the Villages at Mount Hood area, and have a total enrollment of 575 students. High school students commute to Sandy High School in Sandy. The population of Villages at Mount Hood is above the State's average for completing high school at 90%, yet below the State's average for adults over the age of 25 who complete a degree in higher education. Twenty-five percent of Oregonians have obtained a Bachelor's degree or higher, while only twenty-three percent of Villages at Mount Hood's population have a Bachelor's degree or higher. Both high school and college graduates have increased since 1990. Higher educational attainment results in higher income and the trend for rural communities is that many students who go on to college and graduate do not return to their community because of the shortage of higher skilled jobs. Encouraging high school students to complete college is only half the battle, the Villages at Mount Hood Corridor will also have to recruit or grow local businesses that will utilize the skills of college graduates.

	Villages at Mount Hood		Oregon	
	1990	2000	1990	2000
High school graduate or higher	85.4%	90%	81.5%	85.1%
Bachelor's degree or higher	20.2%	23.3%	20.6%	25.1%

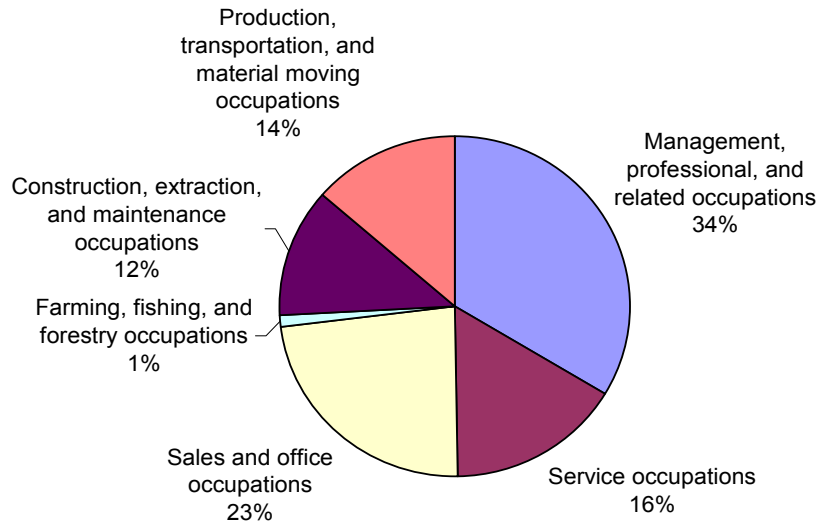
Source: 1990, 2000 Census

Employment

By industry, the three largest categories that the residents of the Villages at Mount Hood area work in are management, professional and related occupations (34%), sales and office occupations (23%), and production, transportation, and material moving occupations (14%). The other three categories are listed in the figure below. Employment by Industry figures reflects the industries in which Villages at Mount Hood residents work, not the jobs available in Villages at Mount Hood itself. A majority of community members commute to the Portland metropolitan area for work, with a mean travel time for commuters to their work place of 39 minutes. Actual employment in the Villages at Mount Hood Corridor tends to be seasonal, with the largest employers, such as the Resort at the Mountain, fluctuating 100 or so employees from the winter months

to summertime. Other large employers within the area include the Oregon Trail School District and Mount Hood National Forest Service.

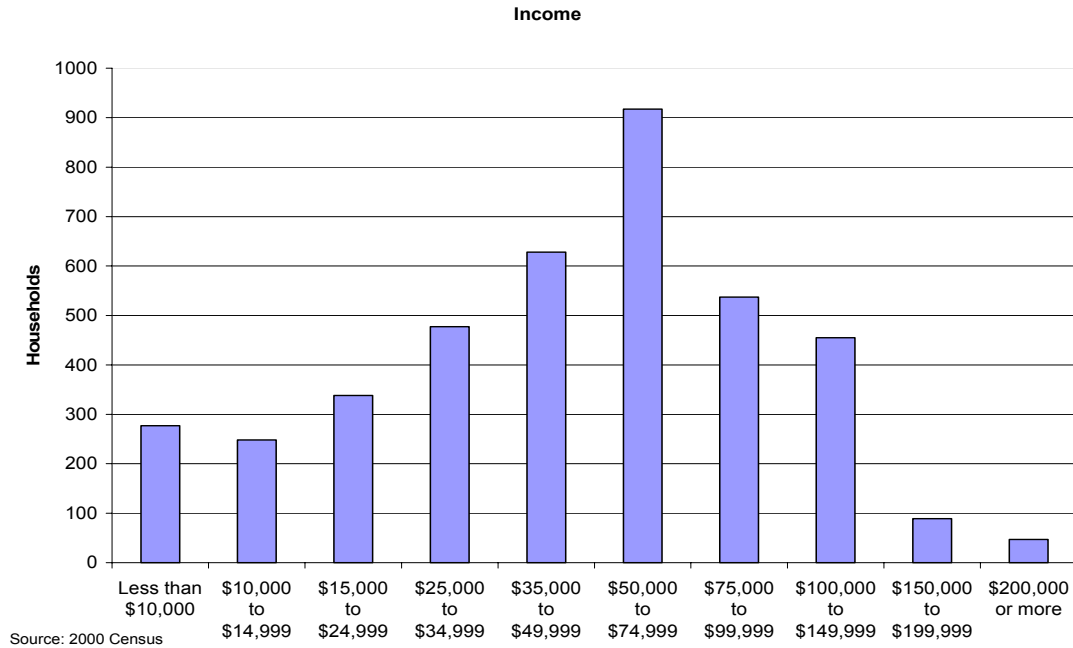
Occupation



Source: 2000 Census

Income, Unemployment and Poverty Level

Knowing what type of work the residents of Villages at Mount Hood are performing is only part of understanding the economic well-being of the area—income, unemployment and poverty levels must also be equated. According to the 2000 Census, the median household income for the Villages at Mount Hood Corridor is \$50,942, which is just slightly less than the median income for Clackamas County at \$52,080. (See chart below for breakdown of income levels).



As of the 2000 census, the Villages at Mount Hood area unemployment level was 6.7%, just slightly higher than the state’s unemployment level of 6.5%. It must be taken into consideration is that the economic climate has significantly changed in a negative direction since this data was collected. There is no current 2003 local unemployment data, however, the unemployment rate for the Portland Metropolitan Area was 8.5% as of July 2003. According to the Oregon Department of Employment information, all of Clackamas County is categorized in the Portland Metropolitan Area.

Two hundred and eleven families in Villages at Mount Hood are living below the poverty level, which is 7.6% of the total families. In comparison, Clackamas County has only 4.6% of its total families living below the poverty level. Percentage of families living in poverty has increased by four percent since 1990, a trend that should be addressed.

% Below poverty level	Villages at Mount Hood %	Clackamas County %
1990	3.6	4.6
2000	7.6	4.6

Source: 1990, 2000 Census

Housing

According to the US Census numbers there has been a slight increase in the percentage of homeowners since 1990, rising from 76% in 1990 to 81% in 2000. During the same time period there was a decrease in the percentage of renters from 24% in 1990 to 19% in 2000. The median home price in 2000 was \$191,950. That figure is just slightly lower than Clackamas County's median home price of \$199,000.

Clackamas County numbers for the area that includes Cherryville Hill to Rhododendron (excluding Govt. Camp) indicate that there are 2800 homes in the local area, 1700 of which are full-time residents. The area is less than a one hour drive from the Portland Metropolitan area, and during the planning process, it was mentioned that, "If you want to get a sense of what this community really looks like you must include the part-time residents". Those numbers show that part-time or seasonal/recreational residents own almost 40% of the homes in the area.

Tourism

The Villages at Mt. Hood are at a gateway to the larger Mt. Hood recreational area. Because of this, tourism in the area has an impact on the identity of the villages and their future economic strategies. The following tourism dollar estimates are numbers for Clackamas County, which include The Villages at Mt. Hood area. The numbers show that destination spending has almost doubled in Clackamas County for the ten year span from 1991-2001 and indicates it is an area of economic growth for the County as a whole. As of 2001 Clackamas County trailed only five Oregon Counties in tourism spending; Multnomah, Lane, Lincoln, Washington and Deschutes.

	1991	2001
Destination spending	\$ 181.5 million	\$ 315.6 million
By type of traveler		
Hotel Motel	58.9	125.8
Campground	18.6	24.2
Private Home	61.0	95.4
Vacation Home	6.1	11.1
Day Travel	36.9	59.2
By type of business		
Accommodations	21.0	39.2
Eating/Drinking	40.3	71.0
Food stores	13.3	21.7
Ground Transport	29.8	52.0
Recreation	18.9	32.1
Retail	58.2	99.7
Employment Generated by Travel Spending (Jobs)		
Total Jobs	3,930	4,830

Source: provided by Dean Runyan and Associates,



The Villages at Mt. Hood - Vision 2013

The Villages at Mt. Hood include the surrounding area from Alder Creek to Forest Service Road 35 along Highway 26 including the communities of Brightwood, Wemme, Welches, Zig Zag and Rhododendron. The distinct villages work together productively and collaboratively. They are economically healthy, environmentally sound, and are a safe place to live, work and raise children. There is a bustling central business core and a mechanism for self-governance for The Villages at Mt. Hood that has fostered good development, prevented sprawl and improved public safety and appearance. The commercial buildings throughout community have an attractive mountain-specific theme with signage and banners that connect The Villages and direct visitors to area attractions.

The Villages at Mt. Hood community is an internationally recognized, year round, world-class recreational area enjoyed by visitors and residents. The area's many wilderness and recreational opportunities, including the Nation's only year-round ski area and beautiful, safe trails and public campgrounds appeal to visitors world-wide. The Villages at Mt. Hood actively work with east county communities and partners to promote the region. Artists and art enthusiasts also frequent The Villages art district and facilities. Visitors to this community, compelled by the beauty and charm of the area, stay and dine in the restaurants, lodge in the many inns and resorts and enjoy the variety of shopping offered throughout The Villages at Mt. Hood. The local citizens, industries and the Forest Service have a strong collaborative relationship and are committed and fully engaged in sustainable natural resource management, preservation and stewardship. The results of this commitment are the economic and environmental health of the rivers, the watersheds and the forests.

The members of the community celebrate their diverse backgrounds. The community has worked to effectively improve the inclusion, the opportunities, the education, and the language and communication skills of all citizens. The community has fostered new businesses and job opportunities that enable residents to work locally including job opportunities for youth. There are local workforce training programs that include mentoring and job shadowing. There are local educational opportunities for residents of all ages. A new high school serves the area's students, and has further solidified the spirit and unity of the community.

The community offers events and activities geared toward families including the Community Recreation Center serving residents of all ages. The area's skate park provides a safe and popular gathering place for youth. Members of the community enjoy the freedom and opportunity to worship in a mutual respectful spiritual environment that has maintained its diversity. The community provides plenty of Safe Haven housing to shelter victims of domestic abuse. There is a good quality water source and reliable, eco-friendly water and sewer systems. The local fire department includes sleeping quarters and serves the community with on-site staffing around the clock. There is regular daily public transportation service connecting residents to Sandy, Gresham, Portland and the Airport and brings visitors to region. The Villages at Mt. Hood is a healthy, thriving community and is a wonderful place to call home.



Action Agenda

Introduction

The Strategic Planning group formed visionary goals for their community under the four building blocks of community and economic development: *Business Development, Infrastructure, Workforce Development and Quality of Life*. The detailed action agenda in this strategic plan articulates each goal, lists the prioritized strategies the community group developed to move toward realization of those goals. The action steps the community can foresee need to be taken under each strategy are further detailed to include *the timeframe* needed for completion, any *budget* the action step will require, the name of the *responsible party* who will see the action to its completion, any *collaborators* to call upon to help, and the *progress measure* to determine completion

The Four Building Blocks of Community and Economic Development

- Business Development: Enterprise and trade, the primary means through which a community creates a healthy economy.
- Infrastructure: The quality and existence of physical infrastructure critical to community and economic development.
- Workforce Development: Life long learning to create a well-skilled workforce in the community and to recruit, retain and grow high value added businesses.
- Quality of Life: The attractiveness of a community's overall living environment. Quality of life is high when people in the community have access to the fundamental necessities and amenities of life: decent housing, health care, day care, clean water and air, safe and secure communities and competent government.

Goals, Strategies and Actions

- Goals: Answer the question - WHAT do we need to accomplish to make our vision a reality? -- A condition the community wishes to achieve. A goal is not an activity or an action. It is a desired state of being.
- Strategies: Answer the question - HOW do we reach our goals? --Strategies represent the projects that will make our vision a reality.
- Actions: Answers the question - WHAT are the specific steps we need to take to carry out the strategies? Actions include timeframe, budget, the responsible person, collaborators, and progress measure.

When the strategies outlined in this plan are complete, the community can revisit this plan to realign the goals with any changes in the community, create new strategies that will fulfill the goals and detail action steps to complete the new strategic projects. A blank Action Planning Worksheet is included in Appendix D as a tool for the community to use in this process.



Goal and Strategy Summary

The following is a summary of the goals and strategies developed by the Villages at Mt. Hood strategic planning group. The pages that follow provide further detail the action steps created under each strategy. The strategies that the group will action plan later are included in italics.

Business Development Goal: The Villages at Mt. Hood have a thriving, year-round, sustainable and eco-friendly local economy that serves residents and visitors alike.	
Strategy 1: Bring local businesses together under a shared vision to create a local business alliance.	Strategy 2: Develop commercial centers for The Villages at Mt. Hood community.
Infrastructure Goal: The Villages at Mt. Hood have the recreational, transit, educational, community and public facilities to support a healthy community.	
Strategy 1: Build a community center to provide a facility for educational, recreational, social and cultural activities for the entire community.	Strategy 2: Develop and build a community Skate Park available year-round.
Strategy 3: Create a daily public transit system to connect with the City of Sandy Hub.	Strategy 4: Develop a multi-use trail that connects the Villages at Mt. Hood communities and extends to the existing Mt. Hood trail system.
<i>Strategy 5: Provide eco-friendly water and sewer for the majority of the community.</i>	<i>Strategy 6: Maintain and enhance ongoing emergency prevention and preparedness education programs.</i>
Workforce Development Goal: We have a system to provide secondary and post high school opportunities for the youth and adult populations of the communities.	
Strategy 1: Support the development of a local alternative high school to serve the Villages at Mt. Hood community.	Strategy 2: Bring community college classes to a local venue.
<i>Strategy 3: Support the formation of local job training and mentoring programs using successful local businesses, educational programs and USFS.</i>	<i>Strategy 4: Foster mentoring, on-site training and job programs within the community.</i>
Quality of Life Goal: Our area has a sense of community, is safe, accessible, resourceful, beautiful, fun and maintains a village atmosphere.	
Strategy 1: Expand the Hoodland Fire District building to house staff for 24 hour coverage and create a public safety center that includes fire, police and ambulance services with room for public use.	Strategy 2: Create a temporary shelter program for domestic violence victims.
Strategy 3: Explore Clackamas County self-governance options within the existing fire district area.	<i>Strategy 4: Explore alternative funding options to meet the needs of the Villages at Mt. Hood.</i>





Business Development Goal

The Villages at Mt. Hood have a thriving, year-round, sustainable and eco-friendly local economy that serves residents and visitors alike.

Business Development Strategy 1: Bring local businesses together under a shared vision to create a local business alliance.

Action	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Action 1.1: Assist Mt. Hood Area Chamber of Commerce to establish an Exploratory Committee	Jan 2004	0	Rick Applegate	Steering committee, chamber, local businesses	Exploratory Committee has 1 st meeting.
Action 1.2: Survey and assess Chamber and Non-Chamber Business Community	April 2004	\$100	Responsible Party	Collaborators	Progress Measure
			Chair, Exploratory Committee	Exploratory committee, businesses	Survey complete and assessed
Action 1.3: Establish a Business Development Directorate	June 2004	0	Responsible Party	Collaborators	Progress Measure
			Mt. Hood Chamber of Commerce	Businesses	Directorate Filled
Action 1.4: Establish a written Vision/Business Plan	Sept 2004	TBD	Responsible Party	Collaborators	Progress Measure
			Director, Business Development	Businesses	Business Plan Complete

<p>Action 1.5: Implement a Business Plan that includes:</p> <ul style="list-style-type: none"> • Create a Business Assistance Team (BAT) • Create a Resource Center for Businesses • Develop, promote, and foster alliances w/special events organizations to attract visitors, e.g. Mt. Hood Autumn Festival • Establish a funding entity • Branding and Marketing plan 	<p>Timeframe Jan 2005 Ongoing 1-3 years</p>	<p>Budget TBD</p>	<p>Responsible Party Director, Business Development</p>	<p>Collaborators Businesses, Chamber</p>	<p>Progress Measure Business plan is implemented</p>
<p>Action 1.6: Publish Annual Community-wide Business Development Update</p>	<p>Timeframe Feb 2005, 2006,07</p>	<p>Budget TBD</p>	<p>Responsible Party Director, Business Development</p>	<p>Collaborators Businesses, Chamber</p>	<p>Progress Measure Report published and distributed</p>

Business Development Strategy 2: Develop commercial centers for The Villages at Mt. Hood community.

<p>Action 2.1: Form a planning committee</p>	<p>Timeframe Nov-Dec 2003</p>	<p>Budget 0</p>	<p>Responsible Party Executive Committee</p>	<p>Collaborators SP Committee</p>	<p>Progress Measure Planning committee formed. (Mike, Barbara, Robert Stanley, Susan, Dave, Steve, Gill, Pam)</p>
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Action 2.2:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Inform and involve local stakeholders and public	Ongoing	\$2000 to \$4000	Executive Committee		The commercial center planning process is an inclusive, community-wide process
Action 2.3:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Develop initial concept plan(s) for the commercial development	Dec 2003- May 2004		Executive Committee	Clackamas County, Community members, Chamber of Commerce	A concept plan or plans are developed.
Action 2.4:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
See that new development is connected to infrastructure (water & sewer)	Dec 2003- May 2004		Executive Committee	WES	Established infrastructure exists for the new commercial center development
Action 2.5:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Study development models in other areas: Joseph, Sunriver, Sisters	Dec 2003- May 2004		Executive Committee	Planning Committee Community contacts	The planning committee has considered many options and models for the new development
Action 2.6:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Inform public of concept plan to gather input and involve stakeholders	Nov 2003 – ongoing		Executive Committee Planning Committee	Community members, Chamber of Commerce, Businesses and orgs	The local community members are informed of and have given input on the plan to develop a commercial center for The Villages at Mt. Hood in Welches

	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
<p>Action 2.7: Work with local community members and Clackamas county to consider the rezoning of local land for commercial use</p>	<p>Jun 2004- Dec 2005</p>	<p>\$100K</p>	<p>Executive Committee</p>	<p>Property Owners, Community members, County</p>	<p>The site of the new commercial development is properly zoned.</p>
<p>Action 2.8: Locate the right developer for the project</p>		<p>Budget</p>	<p>Responsible Party Executive Committee</p>	<p>Collaborators Chamber of Commerce Local business community</p>	<p>Progress Measure A developer or developers are located to create the villages' commercial center in Welches</p>
<p>Action 2.9: Create the final concept plan for the Commercial Center</p>		<p>Budget</p>	<p>Responsible Party Developer</p>	<p>Collaborators Committee members, Community, Local businesses</p>	<p>Progress Measure A final plan is created for the Commercial center</p>
<p>Action 2.10: Develop the Commercial Center</p>		<p>Budget</p>	<p>Responsible Party</p>	<p>Collaborators</p>	<p>Progress Measure There is a multi-use commercial center in Welches that serves the needs of the Villages at Mt. Hood community</p>
<p>Action 2.11: Encourage businesses to locate in the new commercial center</p>		<p>Budget</p>	<p>Responsible Party</p>	<p>Collaborators</p>	<p>Progress Measure Business is being done at the Commercial Center</p>

Infrastructure Goal:
The Villages at Mt. Hood have the recreational, transit, educational, community, and public facilities to support a healthy community.

Infrastructure Strategy 1: Build a community center to provide a facility for educational, recreational, social and cultural activities for the entire community.

	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Action 1.1: Gain permission from County to construct and design building	Ongoing	TBA	Barbara Saldivar	Hoodland Women's Club, Hoodland Senior Center	Monthly
Action 1.2: Survey residents/students to determine needs and services	2005	To be determined (TBD)	Building Commission, Jerry Chinn	Hoodland Women's Club, Hoodland Senior Center	Building Commission approval
Action 1.3: Receive plot map from County	Done	0	Barbara Saldivar	Collaborators	Plot map from County received

	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Action 1.4: Decide where to construct building	Done		Barbara Saldivar	Hoodland Women's Club, Hoodland Senior Center	Construction site for building chosen
Action 1.5: Determine the uses of the building	Jan 2004		Barbara Saldivar	Hoodland Women's Club, Hoodland Senior Center	Building Commission approval
Action 1.6: Choose an Architect	June 2004	TBA	Barbara Saldivar	Hoodland Women's Club, Hoodland Senior Center	Architect chosen
Action 1.7: Design Building	Sep 2004	?	Barbara Saldivar	Hoodland Women's Club, Hoodland Senior Center	Building design completed

<p>Action 1.8: Raise Money</p>	<p>Timeframe 4th Quarter 2004</p>	<p>Budget Use existing for leverage</p>	<p>Responsible Party Barbara Saldivar</p>	<p>Collaborators Hoodland Women's Club, Hoodland Senior Center</p>	<p>Progress Measure Money is raised to fund project</p>
<p>Action 1.9: Create a footprint</p>	<p>Timeframe Feb 2004</p>	<p>Budget 0</p>	<p>Responsible Party Barbara Saldivar</p>	<p>Collaborators Hoodland Women's Club, Hoodland Senior Center</p>	<p>Progress Measure Footprint created</p>
<p>Action 1.10: Get Building Permits</p>	<p>Timeframe 2nd Quarter 2005</p>	<p>Budget TBD</p>	<p>Responsible Party Barbara Saldivar</p>	<p>Collaborators Hoodland Women's Club, Hoodland Senior Center</p>	<p>Progress Measure Building Permit obtained</p>
<p>Action 1.11: Choose Contractor</p>	<p>Timeframe 4th Quarter 2004</p>	<p>Budget \$0</p>	<p>Responsible Party Contractor</p>	<p>Collaborators Hoodland Women's Club, Hoodland Senior Center</p>	<p>Progress Measure Contractor chosen</p>

<p>Action 1.12: Recruit volunteers and Materials from community</p>	<p>Timeframe 3rd Quarter 2004</p>	<p>Budget \$0</p>	<p>Responsible Party Building Commission</p>	<p>Collaborators Roofer-Volunteer</p>	<p>Progress Measure Volunteer list and materials list complete</p>
<p>Action 1.13: Call California regarding metal building or research other free buildings</p>	<p>Timeframe 3rd Quarter 2004</p>	<p>Budget \$0</p>	<p>Responsible Party Barbara Saldivar</p>	<p>Collaborators Hoodland Women's Club, Hoodland Senior Center</p>	<p>Progress Measure Materials acquired and on hand</p>
<p>Action 1.14: Build Community Center</p>	<p>Timeframe 3rd Quarter 2005-1st Quarter 2006</p>	<p>Budget TBD</p>	<p>Responsible Party Barbara Saldivar</p>	<p>Collaborators Hoodland Women's Club, Hoodland Senior Center</p>	<p>Progress Measure Construction of Community Center Complete</p>
<p>Action 1.15: Recruit Community Board</p>	<p>Timeframe 2005</p>	<p>Budget \$0</p>	<p>Responsible Party Barbara Saldivar</p>	<p>Collaborators Hoodland Women's Club, Hoodland Senior Center</p>	<p>Progress Measure Community Board recruited and assembled</p>

	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Action 1.16: Create plan for staffing the Community Center	1 st Quarter 2006	TBD	Community Board	Volunteers, Fire Department, Sheriff Department	Board meetings on a regular basis
Action 1.17: Develop a landscape plan	4 th Quarter 2005	TBD	Community Board	Hoodland Women's Club, Hoodland Senior Center	Landscape plan developed
Action 1.18: Landscape the grounds of the Community Center	2 nd Quarter 2006	TBD	Community Board	Hoodland Women's Club, Hoodland Senior Center	Community Center landscaping completed
Action 1.19: Have a Community celebration	3 rd Quarter 2006	TBD	Community Board	Hoodland Women's Club, Hoodland Senior Center	Community celebration planned and held

Infrastructure Strategy 2: Develop and build a community Skate Park available year-round.

Action 2.1:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Form Action committee for the skate board park	11 – 12 2003	0	Phil Bentley		Action committee meets at least once per month
Action 2.2:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Research Liability issues with a public park	2 MO, March 2004	0	Skateboard Committee "Committee"		Clear definition of liability laws to determine insurance requirements
Action 2.3:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Locate/select a site	3 MO, June 2004		Committee	Women's Club, Daycare Center	Site approved by all collaborators
Action 2.4:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Research grant money resources	1 MO, July 2004	0	Committee		Sources of grant funds identified, grant forms and procedures are available for processing
Action 2.5:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Organize local kids into the skate board committee to help with design & fund raising	2 MO, Sep. 2004	0	Committee		A group of at least 5 kids are meeting with the committee at least once per month

	Action 2.6:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure				
	Explore design concepts (i.e. movable equipment or concrete)	1 MO, October 2004	0	Committee		Design concept of park is approved by the committee				
	Action 2.7:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure				
	Design the skate board park	2 MO, December 2004	0	Committee		Design of park is approved by the committee				
	Action 2.8:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure				
	Develop site plan & present the park design	1 MO, January 2005	0	Committee	Women's Club, Daycare Center, Senior Center, County	Site plan is mapped, drawn & approved by the committee & collaborators				
	Action 2.9:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure				
	Develop Cost estimates	1 MO, February 2005	0	Committee		Cost estimate is approved by the committee				
	Action 2.10:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure				
	Submit grant applications	1 MO, March 2005	0	Committee		Grant submittals are mailed				

	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Action 2.11: Develop operational & security procedures	2 MO, May 2005	0	Committee		Procedures are written that address all issues of the committee
Action 2.12: Gain approval of location, design, operational procedures, security procedures and cost from the Steering Committee	1 MO, June 2005		Committee	Villages of Mt. Hood Steering Committee	Steering committee approval
Action 2.13: Organize donation project for labor, materials and equipment	2 MO, August 2005	0	Committee	Chamber Local Contractors	Name list of volunteer labor & when available List of donated material & source of material
Action 2.14: Gain community wide approval of location, design, operational procedures, security procedures, cost and project plan	1 MO, Sep. 2005	0	Committee	Local community	Park is approved
Action 2.15: Organize volunteer labor	2 MO, November 2005	0	Committee		Labor is available

	Action 2.16:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
	Start construction when funds and materials are available	1 MO, November 2005	?	Committee		Construction starts on park
	Action 2.17:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
	Form governing board to run the park	1 MO, December 2005	0	Committee		Governing Board is formed
	Action 2.18:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
	Complete and open park	2 MO, February 2006	?	Committee		Park is open to the public

Infrastructure Strategy 3: Create a daily public transit system to connect with City of Sandy hub

	Action 3.1:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
	Create a Welches Public Transit Committee	Done				The Welches Public Transit Committee (WPTC) is formed
	Action 3.2:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
	Obtain an ODOT transportation Grant	Done		WPTC		Grant Awarded

Action 3.3: Obtain a grant from the MHEA	Timeframe Done	Budget	Responsible Party WPTC	Collaborators	Progress Measure Grant Awarded
Action 3.4: Locate and contract with Fiscal Agent for the project	Timeframe Done	Budget	Responsible Party WPTC	Collaborators	Progress Measure The county is the fiscal agent for the project
Action 3.5: Create staff roles for project	Timeframe Done	Budget	Responsible Party WPTC	Collaborators	Progress Measure Fire Department – Operator Shirley Dueber, FD Board Contact Mike Wells – Project Manager
Action 3.6: Get Board of County Commissioners (BCC) approval	Timeframe Dec 2003	Budget	Responsible Party Mike Wells	Collaborators Jennifer Hughes, WPTC, BCC	Progress Measure Approval has been obtained
Action 3.7: Choose a contractor	Timeframe Jan 2004	Budget	Responsible Party Mike Wells	Collaborators WPTC	Progress Measure A service contractor is chosen

	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Action 3.8: Determine schedule with contractor	Jan 2004		Contractor, Mike Wells	WPTC	A transportation schedule is complete for the new system to the Sandy Hub
Action 3.9: Coordinate with the City of Sandy system	Jan 2004		Contractor		There is a smooth relationship between the Welches system and the Sandy hub system
Action 3.10: Determine price and print non-reproducible discount transportation coupon books	Jan 2004		Mike Wells	WPTC	Price for transportation service is determined and coupon books are available
Action 3.11: Advertise the service to The Villages at Mt. Hood community	Jan 2004- and ongoing		Mike Wells	SP Group, WPTC, schools, Chamber, Community,	The public is aware of the transportation services and coupon books are being sold Goal: at least 50% of riders use coupons
Action 3.12: Re-establish and activate pledge program and other community incentive programs	Jan - Feb 2004		WPTC	Public, HS, Women Club Businesses Chamber	The system is valued and pledged community-wide. Coupon Book incentives

Action 3.13: Open the Operation of Transportation System from Welches to the Sandy HUB	Timeframe Feb 2004	Budget	Responsible Party WPTC	Collaborators Public, Contractor	Progress Measure Busses are running between Welches and Sandy
Action 3.14: Celebrate the Opening	Timeframe Feb 2004	Budget	Responsible Party Mike Wells	Collaborators	Progress Measure The community celebrates the opening of the new transportation system to Sandy
Action 3.15: Measure the usage of the Public Transportation system Goals: Average 5 riders per round trip, busses half full, 10 employment related transits per week	Timeframe Ongoing	Budget	Responsible Party Mike Wells	Collaborators WPTC	Progress Measure The transit usage has been measured and reported to the grantors

Infrastructure Strategy 4: Develop a multi-use trail that connects The Villages @ Mt. Hood communities and extends to the existing Mt. Hood trail system

Action 4.1: Convene a group of interested community members and stakeholders to explore options and further develop the actions for the plan	Timeframe Jan 2004	Budget \$0	Responsible Party Susan Corwin	Collaborators USFS, Steering committee, CPOs	Progress Measure A group is formed of interested community members and stakeholders
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Action 4.2:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Meet with ODOT to determine safe highway crossings	Spring 2004	\$0	Susan Corwin	USFS, Steering committee, CPOs, ODOT	ODOT's constraints and concerns incorporated in planning process
Action 4.3: Meet with Forrest Service to determine existing trails and resources to assist with this project	Timeframe Spring 2004	Budget \$0	Responsible Party Susan Corwin	Collaborators USFS, Steering committee, CPOs	Progress Measure Resources determined and way to link Villages trail to USFS trail to Mt. Hood
Action 4.4: Plan a draft route for the trail	Timeframe Summer 2004	Budget TBD	Responsible Party Susan Corwin	Collaborators USFS, Steering committee, CPOs, Chamber, businesses	Progress Measure There is a draft plan for the trail route
Action 4.5: Identify and contact landowners on the trail route	Timeframe Sumer 2004	Budget TBD	Responsible Party Susan Corwin	Collaborators USFS, Steering committee, CPOs	Progress Measure Landowners have been contacted and support the trail route
Action 4.6: Identify challenges to making the trail happen. Bridges, weather, right-of-way, etc.	Timeframe Summer 2004	Budget TBD	Responsible Party Susan Corwin	Collaborators USFS, Steering committee, CPO, ODOT, Chamber	Progress Measure Challenges are identified

	Action 4.7:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Create a Master Plan for the trail	Action 4.7:	Fall Winter 2004	TBD	Susan Corwin	USFS, Steering committee, CPOs, ODOT	There is a master plan for the trail
Create an environmental impact statement	Action 4.8:	Spring 2005	TBD	Susan Corwin	Don Mensch	The environmental impact statement is completed
Share plan with community members and stakeholders to inform, gather support and get buy-in	Action 4.9:	Summer 2005	TBD	Susan Corwin	USFS, Steering committee, CPOs	The community and stakeholders are aware of the plan for the trail and are supportive
Raise money and gather other resources to build the trail	Action 4.10:	Fall 2005	\$0	Susan Corwin	USFS, Steering committee, CPOs, ODOT Chamber	All the resources needed to build the trail are available
Develop a landscape plan for the trail	Action 4.11:	Fall 2005	TBD	Susan Corwin	Bill Stillwell	There is a landscape plan for the trail

Action 4.12:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Create a volunteer force to build trail	Spring 2006	\$0	Susan Corwin	USFS, Steering committee, CPOs, Chamber	Volunteers are recruited to build the trail
Action 4.13: Build the trail that connects The Villages at Mt. Hood to one another and extends to Mt. Hood	Spring Summer 2006	TBD	Susan Corwin	USFS, Steering committee, CPOs, ODOT Chamber	The trail is built
Action 4.14:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Publicize and celebrate the community effort and the completion of the trail	Fall 2006	\$0	Susan Corwin	USFS, Steering committee, CPOs, Chamber	Celebration complete

Infrastructure Strategy 5: Provide eco-friendly water and sewer for the majority of the community.

Infrastructure Strategy 6: Maintain ongoing emergency prevention and preparedness education programs.



Workforce Development Goal

We have a system to provide secondary and post high school opportunities for the youth and adult populations of our communities.

Workforce Development Strategy 1: Support the development of a local alternative high school to serve The Villages at Mt. Hood community.

	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Action 1.1: Devise a community survey to determine the level of community support for the project	Dec 2003- May 2004	\$500	George Lampi, Gil Harder, Doug Edgren	Other community members	A survey has been designed, distributed, and results analyzed
Action 1.2: Develop a vision, mission and philosophy statement	Dec 2003- May 2004	Budget	Responsible Party George Lampi, Gil Harder, Doug Edgren	Collaborators	Progress Measure The alternative high school project has a clear vision, mission statement and philosophy to build upon.
Action 1.3: Form a board of directors to oversee the school and determine the structure: (i.e. church sponsored, independent , alternative	Mar 2004- Sep 2004	Budget	Responsible Party Gil Harder, Jeane Lampi, Doug Edgren	Collaborators TCOTM Board	Progress Measure A board of directors is in place to oversee the running of the school and to determine the structure.

	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Action 1.4: Create a 501(c)3 organization – or locate an umbrella non-profit to act as fiscal agent	Mar 2004-Sep 2004		New board chairperson	Board	The school is under a registered organization
Action 1.5: Determine location for the school and construct	July 2004-July 2005	? \$300K		School Board	Building location found and school built or located
Action 1.6: Develop operating budget	July 2004				Operating budget determined
Action 1.7: Hire appropriate staff to fill needs of community as indicated by the survey and in alignment with the mission of the school – set salary requirements	March 2005-Sept 2005		School Board		Staff is hired
Action 1.8: Develop curriculum appropriate to the expected constituency and in keeping with the mission of the school & purchase materials	March 2005-Sept 2005	\$50K	Administrator	Jean Lampi, School Board	Appropriate curriculum in place

Action 1.9: Identify community resources to add value to the school equipment, curriculum, staff	Timeframe March 2005- Sept 2005	Budget	Responsible Party School Board	Collaborators Jeanne Lampi	Progress Measure Local community resources are being used to enhance the value of the education for the school and the community.
Action 1.4: Student enrollment	Timeframe March 2005- Sept 2005	Budget	Responsible Party Administration	Collaborators Community, School board, media	Progress Measure Local students are enrolled in the new alternative school
Action 1.4: Open school & celebrate	Timeframe Sept 2005	Budget	Responsible Party Administration	Collaborators Community, School board, media	Progress Measure A new alternative school is open that serves the Villages at Mt. Hood community

Workforce Development Strategy 2: Bring community college classes to a local venue.

Action 2.1: Create a committee or board of directors of at least 9 members	Timeframe Dec 2003- March 2004	Budget	Responsible Party Jeanne Lampi	Collaborators Denise, Jeanne, Debra	Progress Measure A board is in place.
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Action 2.2: Join or create an umbrella organization (501(c)3)	Timeframe March 2004	Budget Atty fees	Responsible Party Chair of Board	Collaborators	Progress Measure An organization is found or created
Action 2.3: Write a vision and philosophy statement	Timeframe April 2004	Budget	Responsible Party Board	Collaborators Denise, Jeanne, Debra	Progress Measure A vision is written
Action 2.4: Develop a community survey to assess interest regarding course work and credit/non-credit	Timeframe April 2004- June 2004	Budget \$1000	Responsible Party One board member	Collaborators Remainder of board, Mt. Times	Progress Measure A survey is developed, distributed and data analyzed
Action 2.5: Identify and hire an administrator	Timeframe	Budget \$30K per year?	Responsible Party Board	Collaborators	Progress Measure An administrator is hired to oversee the program
Action 2.6: Contact MHCC, Satellite Universities, distance learning, local teachers etc. to teach courses of interest to the community and connect with existing local efforts for collaboration	Timeframe	Budget Cost of courses per student	Responsible Party Board	Collaborators	Progress Measure Teachers identified to teach courses.

Action 2.7:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Locate local spaces for classrooms appropriate to the course targets and support the construction of an alternative high school for more permanent classroom space	Ongoing		Administrat or	Board, Community, Churches, Fire District, businesses	Spaces are identified to hold courses
Action 2.8 Advertise courses available and collaborate with other organizations in the area	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure Courses well advertised and community informed
Action 2.9 Continue to expand and grow to meet the changing needs of the community	Timeframe Ongoing	Budget	Responsible Party Board	Collaborators	Progress Measure New courses developed to meet demand

Workforce Development Strategy 3: Support the formation of local job training and mentoring programs using successful local businesses, educational programs and USFS

Workforce Development Strategy 4: Foster mentoring, on-site training and job-shadowing programs within the community.



Quality of Life Goal

Our area has a sense of community, is safe, accessible, resourceful, beautiful, fun, and maintains a village atmosphere.

Quality of Life Strategy 1: Expand the Hoodland Fire District Building to house staff for 24-hour coverage and create a public safety center that includes fire, police and ambulance services with room for public use.

	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Action 1.1: Develop a Concept Plan	January 2004	Existing HFD Fund	D. Olson	Fire District Members	Concept Plan is complete
Action 1.2: Contact/Inform Stakeholders	March 2004	Existing	D. Olson	Fire, Law Enforcement Ambulance, Community Group	Project stakeholders are onboard
Action 1.3: Explore Funding	March 2004	Existing HFD Fund	D. Olson	Board, HFD Staff	List of funding options

Action 1.4: Develop Detail Plan	Timeframe July 2004	Budget Existing	Responsible Party D. Olson	Collaborators Board, Community, HFD Members	Progress Measure A final draft plan is developed
Action 1.5: Seek Funding Grants, Loans, Leases, Bonds	Timeframe November 2004	Budget Existing HFD Budget	Responsible Party D. Olson	Collaborators Board, Staff, Community	Progress Measure Funding in place for expansion
Action 1.6: Build Facilities 2005-2006 Fire Chief	Timeframe 2005-2006	Budget TBD	Responsible Party Fire Chief	Collaborators Staff and Contractors	Progress Measure Public Safety Building completed
Action 1.7: Celebrate success with grand opening	Timeframe 2006	Budget TBD	Responsible Party Fire Chief	Collaborators Fire, Police, Ambulance, Community Group	Progress Measure Gala celebration complete

Quality of Life Strategy 2: Create a temporary shelter program for domestic violence victims.

	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Action 2.1: Building Advocacy	2 years		Forest Sanctuary Advocacy		Number in Advocacy
Action 2.2: Domestic Violence Training advocacy	In progress	Budget	Responsible Party Advocacy Group	Collaborators Clackamas Women Services	Progress Measure Number in Training – 10
Action 2.3: Raise Domestic Violence Awareness	In progress	Budget	Responsible Party Advocacy Group	Collaborators Clackamas Women Services Media, Churches	Progress Measure Number of articles in the newspaper, church bulletins
Action 2.4: Develop Building Plan with partners	2 years	Budget	Responsible Party Advocacy Group	Collaborators	Progress Measure Building plan is developed
Action 2.5: Build and Maintain new building	2 years	Budget	Responsible Party Advocacy Group	Collaborators In progress	Progress Measure Building in place and serving domestic violence victims.

Quality of Life Strategy 3: Explore Clackamas County Self-Governance options within the existing fire district area.

	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Action 3.1: Create a local committee	January 2004	\$0	Mike Wells	Steering Committee, Clackamas County	Self Governance exploratory committee created
Action 3.2: Work with county to initiate steps towards self-governance	2004-2005	TBD	Mike Wells	Steering Committee, Clackamas County	Steps outlined to move towards self government
Action 3.3: Build local support for establishing a Villages so we have local control of zoning and planning	2004-2005	TBD	Mike Wells	Steering Committee, Clackamas County	Villages support local control
Action 3.4: Establish a local planning commission	2005-2006	TBD	Mike Wells	Steering Committee, Clackamas County	Local planning commission developed

Quality of Life Strategy 4: Explore alternative funding options to meet the needs of the Villages at Mt. Hood.

Implementation Structure

The members of the group involved in the creation of this strategic plan unanimously chose to be responsible for its implementation. Organizing for implementation is a crucial step in the success of this strategic plan.

- Organizations create power-individuals are more likely to participate if they are not alone.
- Organizations provide continuity by sustaining the activities even if membership changes.
- Organizations develop expertise by the collective and accumulated experience of members and resources.
- Organizations are able to respond more quickly because they do not have to reorganize each time an issue arises.

Shirley Dueber will be acting chairperson for the group as it reorganizes for implementation and adopts by-laws. Enid Moore will act as secretary and will take and distribute minutes for the meetings. Don Mench and Judith Norval agreed to develop a draft set of by-laws to be discussed at the first meeting.

The group will continue to meet monthly on the second Wednesday of each month from 4-6 p.m. at the Hoodland Fire Station. The scheduled dates for meetings are:

January 14, 2004
February 11, 2004
March 10, 2004
April 14, 2004
May 12, 2004
June 9, 2004





Appendix Section

- Appendix A: Participation and Facilitation**
- Appendix B: The Villages at Mt. Hood Strategic Planning Working Agreements**
- Appendix C: Community Project Assets**
- Appendix D: Action Planning Worksheet**

**APPENDIX A
PARTICIPATION AND FACILITATION**

The Villages at Mt. Hood Strategic Planning

Steering Committee Members

Rick	Applegate	Mt. Hood Roasters
Phil	Bentley	
Cathy	Burgess	Resort at the Mountain
Carol	Burk	Trillium Trails Garden Club
Jerry	Chinn	Drug Coalition
Scott	Cruckshank	Resort at the Mountain
Marcie	Cummings	
Shirley	Dueber	
Doug	Edgren	Church on the Mountain
Denise	Emmerling-Baker	Welches School
Becky	Fortune	Welches School
Scott	Freeman	
Pam	Garcia	Thriftway
Gil	Harder	Church on the Mountain
Cami	Hause	Mt. Hood RV Village
Al & Shirley	Hendrickson	Log Building Products
Jeanne	Lampi	Church on the Mountain
David	Lythgoe	Hoodland CPO
Jeri	McMahan	Senior Center
Don	Mench	Watershed Council
Anna	M'Kinne	Don Guidos
Shirley	Morgan	Drug Coalition
Judith	Norval	St. Johns Catholic Church
Dave	Olson	Fire District #74
Alma	Reick	Senior Center
Jerry & Jean	Sabel	Highway 26 Safety Committee
Barbara	Saldivar	Women's Club
Berry	Scruggs	Lutheran Church
Nancy	Spencer	Mt. Hood Museum
Gene	Tilgner	Welches Garden Center
Mike	Wells	Transit Project
Steve	Wilent	The Mountain Times

APPENDIX A PARTICIPATION AND FACILITATION

Resource Members

John	Borge	Clackamas County
Penny	Falknor	USFS
Cam	Gilmour	Clackamas County DOT
Rick	Gruen	Soil & Water Conservation District
Colleen	Madrid	USFS
Carolyn	Sanco	OECD

Public Participants

Mark	Archer
Josh	Baker
Charlie	Bent
Ed	Burke
John	Bushman
Cathy	Callaway
Susan	Corwin
Jorge	Duarte
Lisa	Galbraith
Doris	Grolbert
Robert	Lawer
Martha & Ken	Mandel
Judi	Mondun
Robert & Enid	Moore
Gary	Peck
Marilyn	Peterson
Len & Marge	Pingel
Robin	Richardson
Lisa	Riversong
Robert & Debra	Stanley
Julie	Stephens
Mitch	Williams
Ann	Yuhass
Jeff	Zimel

Strategic Plan Facilitation:

Craig Smith, RDI Senior Community Development Coordinator
 Heidi Clark, RDI Community Development Associate
 Laurel Schweitzer, consultant
 Elaine Hallmark, consultant

APPENDIX B WORKING AGREEMENTS

VILLAGES AT MT. HOOD - STRATEGIC PLANNING PROCESS and Steering Committee

Organizational and Working Agreements As revised and adopted 8/12/03

I. Purpose

The Villages at Mt. Hood Strategic Planning Process is to develop a Strategic Plan that includes the communities of Marmot, Brightwood, Wemme, Welches, Zig Zag and Rhododendron and generally all areas from Alder Creek to Road 35, inclusive of all areas within the Hoodland and Rhododendron CPO Districts.

The purpose of the Steering Committee for the Villages at Mt. Hood Strategic Planning Process is to represent all elements of the communities in developing the Strategic Plan, provide commitment and consistent participation in the plan development, provide communication with the larger community and support the implementation of the plan.

It is expected that the Steering Committee will serve as an “umbrella organization” for purposes of linking all the various elements and interests of a plan, and providing necessary coordination to support implementation of the plan, but not to control or take over the implementation of any specific projects included within the plan.

II. Membership and Participation

The Steering Committee will be composed of representatives of the full range of organizations and citizens interests in the planning area and will provide a consistent core group. Other participants in the planning process will serve as resources from agencies and organizations who will have an affect on or be affected by the Strategic Plan and its implementation. Members of the general public will participate through their representatives and in public comment and discussion sessions.

A. Steering Committee Members: The following are the initial members of the Steering Committee. Each member may have a designated alternate. It will be the responsibility of the member to keep the alternate informed so as to be able to speak for the member in the member’s absence, if desired. The members will keep their organizations informed and bring concerns, issues, interests of their organization to the process. The members commit to participate regularly in the process.

<u>Organization/Interest</u>	<u>Representative</u>	<u>Alternate (if any)</u>
<i>Local Quasi-govt. Groups</i>		
Hoodland CPO	David Lythgoe	
Hoodland Fire District #74	Dave Olson	
Transit Project	Shirley Dueber*	
Watershed Council	Don Mench	
Welches School/OR Trail Dist.	Becky Fortune	

APPENDIX B WORKING AGREEMENTS

Non-Profit Organizations

Highway 26 Safety Committee	Jerry Sabel	
Hoodland Women's Club	Barbara Saldivar*	
Hoodland Senior Center	Jeri McMahan	Alma Reick
Mt. Hood Chamber of Commerce	Mike Wells*	
Mt. Hood Drug Coalition	Shirley Morgan	Jerry Chinn
Mt. Hood Lions Club	None	
Trillium Trails Garden Club	Carol Burke	

Businesses

Don Guidos	Anna M'Kinne	
Log Building Products	Al Hendrickson	
Mt. Hood Roasters	Rick Applegate	
Mt. Hood RV Village	Cami Hause	
Resort at The Mountain	Scott Cruickshank	Cathy Burgess
The Mountain Times	Steve Wilent	
Thriftway	Pam Garcia	
Welches Garden Center	Gene Tilgner	
Welches Mountain Properties	Bob Thurman	Margaret Thurman

Churches

Lutheran Church	Berry Scruggs	
St. Johns Catholic Church	Judith Norval	
Church on the Mountain	Gil Harder	Jeanne Lampi, Doug Edgren

Citizens/Residents

	Phil Bentley*	
	Marcie Cummings	
	Denise Emmerling-Baker	
	Scott Freeman	
High School Junior		None

* Denotes current member of the Executive Committee

B. Resource Participants

Resource participants are not expected to be able to attend every meeting, but are encouraged to participate when possible. They are committed to participating in a collaborative manner and to giving input on the elements of the plan early enough for the Steering Committee to incorporate and/or consider their input in the decisions being made on the plan. They will commit to supporting the plan once it is adopted by the Steering Committee and doing what they can to support implementation of the plan.

Clackamas County Planning Dept.	Cam Gilmour	
Soil and Water Conservation Dist.	Rick Gruen	
State of Oregon OECDD	Carolyn Sanco	
US Forest Service	Colleen Madrid	Penny Falknor, Alternate

APPENDIX B WORKING AGREEMENTS

C. Members of Public and Action Organizations/Committees

Members of the public are welcome at meetings. It is expected that persons who are not on the Steering Committee will observe steering committee discussions, and will primarily participate through the members representing their general interest or organization. However, specific times will be allotted on agendas to hear from members of the public attending meetings. Every effort will be made to keep the broad community informed of the issues being addressed and decisions being made by the Steering Committee and to develop a plan with the broad support of the communities.

Many members of other organizations and of the public will be participating on actions that may be contemplated by or acknowledged in the Strategic Plan. These groups are encouraged to keep the Steering Committee informed on the progress of their activities for purposes of linkages and communications that may be assisted by the Steering Committee.

D. Changes to Steering Committee Membership

It is intended to keep the Steering Committee at a workable size, yet keep it representative of the broad range of interests in the Villages at Mt. Hood. Should it become apparent that additional interests need to be added, the Steering Committee may do so by a majority decision. Changes in representatives may be made by the organizations represented should a critical need arise, keeping in mind that continuity of participation is an important element in developing the Strategic Plan.

E. Community Action Team

All participants described above, who will be giving input on the development and implementation of the Strategic Plan are considered part of the Community Action Team described in the grant proposal and agreement with Mt. Hood Economic Alliance. (See below.)

III. Decision-Making

A. Consensus Decision Process for Strategic Plan

The Steering Committee will operate on a consensus decision process for development of the elements of the strategic plan. This means that all members of the Steering Committee (whether present at a particular meeting or not) must agree to support (or not work against) the elements to be included in the Strategic Plan. The process for developing this consensus will be one of hearing and attempting to understand the interests of all members, discussing differences and searching for ways to satisfy the needs of all in the final plan. The process will use a neutral facilitator as much as possible, to assist members to develop this understanding and agreement.

Tentative agreements may be made on elements of the plan as the process proceeds, but it is understood that no agreement is final until the full plan is put together and reviewed.

The Steering Committee will make the ultimate decision on the plan by consensus of its

APPENDIX B WORKING AGREEMENTS

members to adopt the Strategic Plan. However, the Steering Committee will be mindful of the comments and input received from the full Community Action Team, and will engage and inform their particular constituent group and the broader community throughout the process, attempting to develop a level of consensus on the Plan in the community.

Steering Committee members not present at a meeting in which a decision on elements of the plan or on the full plan is made, will be given until the next meeting to voice any concerns, or will be polled as to their view (usually by e-mail). No response within one week of a request for a response, will signify a positive response indicating consensus with the group.

Should the Steering Committee be unable to reach consensus to include any elements of the Strategic Plan, those elements will not be included as an official part of the adopted Strategic Plan, but they will be included as an “Addendum” noting the differing views that have prevented their adoption by consensus.

B. Administration and Executive Committee

The Steering Committee is in charge of its own operations. However, any administrative type decisions, including setting meeting agendas, schedules and structure and dissemination of information may be made by a majority of the Committee present or may be delegated to its Executive Committee.

The Steering Committee shall designate a small group of its members to operate as an Executive Committee to keep the process moving, design agendas, coordinate the gathering and distribution of information and generally help the process move forward in the spirit of this agreement. The Executive Committee will include the Facilitator of the process and the project manager of the grant received from Mt. Hood Economic Alliance. The Executive Committee will work with the Project Manager to coordinate with the consultant, Rural Development Initiative, Inc. (RDI) who was selected by the Steering Committee to assist the Steering Committee in developing the Strategic Plan.

C. Decisions to Modify These Organizational and Working Agreements

These organizational and working agreements are consensual agreements solely for the benefit of assisting the Steering Committee to work well together. The Steering Committee may adopt changes or additions to these agreements by a consensus of those present at a meeting at any time. Changes will be made by conscious decision, and will be communicated to all participants.

APPENDIX B WORKING AGREEMENTS

IV. Miscellaneous Roles and Responsibilities

A. Grant from Mt. Hood Economic Alliance

The Mt. Hood Area Chamber of Commerce has agreed to act as fiscal agent for and has been awarded a grant of \$12,000 from the Mt. Hood Economic Alliance to enable the group to hire the assistance of a rural development planning consultant. Elaine Hallmark will serve as project manager on behalf of the Chamber to comply with terms of the grant.

The Community Action Team as a whole, and the Steering Committee in particular, agree to comply with the terms of the grant contract and assist in completing the Strategic Planning project for which the grant was made.

B. Facilitator

Pursuant to the terms of the grant application, Elaine Hallmark, will provide the initial facilitation for the Steering Committee's start-up activities. Facilitation activities will be shared with RDI for the development of the Strategic Plan.

The role of the facilitator will be to help plan agendas, schedule speakers or presentations, facilitate sessions, and work to build consensus among participants in the Strategic Planning Process. The facilitator will prepare and distribute a draft summary of each meeting of the Steering Committee. This summary will summarize the issues discussed and record any decisions or tentative decisions taken, as well as any other pertinent information. It will be for the purpose of helping the Committee move forward, and will not be a traditional set of "minutes" of exactly what happened at the meeting. At each meeting the Steering Committee will review and make any needed corrections to the draft meeting summary from the prior meeting. The summary will be made final after incorporating any agreed corrections.

C. Consultant

The Steering Committee has selected Craig Smith of Rural Development Initiatives, Inc. (RDI), to serve as the consultant. The Mt. Hood Area Chamber of Commerce has awarded a contract to RDI to take the Community Action Team through a process of developing an overall vision and a Strategic Plan for the Villages of Mt. Hood, similar to the process outlined in the grant proposal.

D. Oversight

As noted, the project manager will provide oversight to comply with the grant requirements. However, the Facilitator and the Consultant work for all members of the Steering Committee. Should the Steering Committee have any concerns about their services, it should bring them up with the Project Manager and jointly decide on a course of action.

APPENDIX C COMMUNITY PROJECT ASSETS

The Villages at Mt. Hood Strategic Planning

Project: Recreation Capacity Expansion

Assets:

Green eco-friendly lodging
Knowledge and use of computers
Lions Club
County
School land
Professional expertise in recreation management, FS & BLM
Passionate about having a skate part in the area
Chamber of commerce
School Board
Fire Department Personnel
Ability to organize volunteers and stream projects
Organizational skills
Church
Green Eco-tourism
Friends of Barlow Trail Park
Volunteer Facilities
Church Land
Can Design good trails
Natural environments in our community (rivers & forests)
BLM funding for trail maintenance
Opportunity to work with US Forest Service on Recreation Initiative
Ski clubs
Snowboard clubs
Garden Club
Mt. Hood
Salmon/Sandy
Zig Zag Rivers
Tourism base
Park land by senior center

Project: Public Transit to Sandy and Oregon City

Assets:

ODOT Grant
Time Organizer
MHEA Grant
Connection to County

Promote East Clackamas County Villages at Mt. Hood Identity Better Signage of Area Attractions

Assets:

Forest Service owned lands attract visitors
Forest Service Employees are passionate about land stewardship and public service
Public has the opportunity to partner with Forest Service to redeem responsibility for public land
Hoodland Fire District
Skills to Promote a Conference
Forest Service lands add to the health of the community
River guides
Fishing Clubs
Unite people who don't know each other
Opportunity to learn capacity building from Forest Service to benefit communities
Federal Highway grants to develop transportation needs
Mt. Hood Chamber of Commerce
Sandy Chamber of Commerce
Business Networks
Bilingual People
Internet computing – Susan Corwin
Information & Experience – John Borge
Business interests
Website
Local Churches and Church Unity
Communication
Culinary Association
Chambers Sandy and Mt. Hood
Tourist Clubs
Graphic Design
ODOT
County
Multi-Language
BLM
Chamber of Commerce
Womens Club
Lions Club

APPENDIX C COMMUNITY PROJECT ASSETS

Explore Funding Options and Self-Governance

Assets:
Potential funding available through Feds
Information Legal Complexities – John Borge
Contact/Representation at Clackamas Economic Development Commission
Mt. Hood Economic Alliance – Mike

Safe Haven Program

Assets:
Volunteer at the State of Oregon
Time
Housing
Churches
Housing
Forest Sanctuary
Training
Spanish Speaking
Transport
Child Advocate
Trained abuse counselor
Personal Prayer
Prevention Training
Child Abuse Trained Advocate – Anna
Church Connections – Cathy
Victim Advocate – DS
Safe and Drug Free School Grants
Hoodland Fire
Donations
State of Oregon Certified Transport Grant

Project: Natural Resource Utilization

Assets:
ESL
Writing and communication skills
Community education skills
Opportunity to work with Forest Service on resource management

Project: Public Safety and Appearance Enhancement

Assets:
Hoodland Fire Department
Highway safety advocate
Mt. Hood Coalition against Drug Crime
Community clean-up days
Teacher, Counselor – Cathy
ESL
School children
Safe Drug Free Schools Grants
Defensible space information from local fire agencies
Opportunity to develop emergency planning with partners – Forest Service and others

Project: Community – Senior – Recreation Center

Assets:
Hoodland Women's Club
Training in drug, alcohol and youth violence prevention
National Association on Aging
Church connections
Explore cultural social norms
Land to build on at the County park
Hoodland senior center
Spiritual development
Grant writing – Barbara
Project Coordinator
Professional Teacher and Counselor – Cathy
Service Clubs
County
Drug Coalition
Building design
Sheriffs Department
Labor for roofing
Safe, Drug Free Schools Grant

APPENDIX C

COMMUNITY PROJECT ASSETS

Explanation of Asset Mapping

There are three basic asset-mapping approaches:

1. **Targeted Asset Mapping:** Mobilizing assets toward predetermined goals.
Situation: The association or group already has a set of goals (for the organization or a specific project), and wants to use asset mapping to identify skills, capacities, or resources to mobilize toward those goals.
Approach: A group of stakeholders identifies organizational and/or individual assets. Those stakeholders brainstorm strategies to accomplish their goals, by “connecting the dots,” making new relationships among existing assets.

2. **Visionary Asset Mapping:** Using assets to help identify goals
Situation: The association or group is reviewing and revising its direction, either as an organization or for a specific project.
Approach: A group of stakeholders identifies organizational and/or individual assets. The stakeholders examine these assets opportunistically, looking for clusters and natural groupings, connecting the assets, and developing creative strategies that take advantage of their assets and extend their value. From these strategies, stakeholders chose the best, and that sets new priorities and goals.

3. **Asset Mapping for Connections:** Using assets to mobilize people
Situation: The association or group wants to increase participation, leadership, volunteer time, stewardship – to mobilize more people and their assets.
Approach: Stakeholders identify assets, especially their own individual assets. These are treated as a reflection of people’s interests and priorities. Assets are then grouped in categories that make sense, and participants brainstorm strategies to take advantage of their skills and interests. Larger organizational goals are met by the strengthened investment of these stakeholders.

Asset mapping is a way of thinking and getting things done. The tool works because:

- Collaboration: not despite different interests, but because of different interests
- Storytelling: recognizing commonalities, understanding values
- Reorganization: start with people’s assets, not the old committees
- Representation: diverse representation bringing interests from and to constituency
- Leadership development: asset building is both a motivation and a method for widening our circles

The Five Types of Assets

- Personal (talents and skills of people) (head, hand and heart)
- Associations (our network of relationships) (church groups, clubs, sport groups)
- Institutions and professional entities (city council, schools)
- Physical assets (land, buildings, equipment)
- Economic assets (work of individuals, local businesses, spending power)

* Information on asset mapping has been adapted by RDI from material developed by Luther Snow and his book “The Organization of Hope: A Workbook for Rural Asset-Based Community Development,” written in 2001..

APPENDIX D ACTION PLANNING WORKSHEET

Visionary Goal: _____

Indicator of Success: _____

Strategy/Project: _____

	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Action 1:					
Action 2:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Action 3:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure

APPENDIX D ACTION PLANNING WORKSHEET

Action 4:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Action 5:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Action 6:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure
Action 7:	Timeframe	Budget	Responsible Party	Collaborators	Progress Measure