

OUR PATH FORWARD



REGIONAL THINKING INCLUSION COLLABORATION

A report from Our Valley Our Future's
One Community Working Group

Opportunities and Impacts from
**Thinking Regionally,
Inclusively & Collaboratively**
in Chelan and Douglas Counties



A White Paper from the
Our Valley Our Future
ONE COMMUNITY WORKING GROUP



**Making It an Everyday
Conversation**

Residents of the Wenatchee Valley and Chelan and Douglas counties have a history of thinking regionally, going back to the first orchards and the construction of dams. In a rapidly changing world – and given the community’s population growth and changing demographics, need for more infrastructure and housing and jobs, and desire to protect our natural resources – now is the time to bring more people to the table, to be even more inclusive and collaborative, and to expand upon the regional mindset.

This report, researched and written by Our Valley Our Future’s One Community Working Group, is meant to serve as a catalyst for additional conversations and action. The report takes a look at past collaborative efforts, explains why the approach matters more than ever today, and sets the stage for new opportunities to be explored and implemented.

When confronted with challenges, we must think regionally, inclusively and collaboratively, and then act accordingly. The region’s future depends on it.

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Introduction

Increasing community collaboration is one of the seven game-changers in the Our Valley Our Future Action Plan and a key part of the region's vision to improve the quality of life for all.

The “One Community” game-changer was developed in 2016 with input from thousands of residents, plus an Our Valley Our Future (OVOF) Think Tank. The game-changer calls on organizations and community leaders to explore additional opportunities to collaborate and to leverage resources.

In May 2019, as part of this game-changer, OVOF convened a Working Group of leaders to study ways in which our communities might better prepare themselves for the future. Over the course of the next year, the 14-member Working Group met 13 times, devoting more than 560 hours toward the research and publication of this white paper. That work included holding two roundtable events in September and October 2019 to gather feedback from 70 existing and up-and-coming community leaders.

The One Community Working Group decided to focus on “regional thinking, inclusion and collaboration” rather than specific actions like governmental consolidations or mergers. The Working Group believes

regional thinking, inclusion and collaboration convey a positive approach to improving the lives of residents, and is needed more now than ever, particularly as the region recovers from the impacts of the coronavirus pandemic. Many of the issues impacting our local communities today – issues such as housing, education, employment, health care, cultural integration, population growth, and infrastructure demands – know no boundaries and are part of a rapidly changing landscape. And while it is true the community is made up of different cultures and heritages, it is equally true the region's residents possess a shared future.

To show what is possible, the Working Group developed a list of regional thinking, inclusion and collaboration “opportunities” for residents, elected officials and community leaders to consider now and in the future.

Mergers are not the intent of OVOF or this Working Group. At some point, mergers may result – the merger of Chelan County Fire District 1 and the Wenatchee Fire Department serving as a recent example – but that is just one potential “how” of regional thinking, along with such other steps as collaborations, consolidations, resource-sharing, working groups, partnerships, and inclusive discussions.

Members of the Working Group include:

- **TERESA BENDITO**, Parque Padrinos neighborhood group
- **BOB BUGERT**, Chelan County Commission
- **SHILOH BURGESS**, Wenatchee Valley Chamber of Commerce
- **BART CLENNON**, Wenatchee fruit rancher and retired actuary
- **LINDA EVANS PARLETTE**, North Central Accountable Community of Health
- **STACY LUCKENSMEYER**, Wenatchee Valley College
- **STEVE MAHER**, Our Valley Our Future
- **JESSI MENDOZA**, Numerica Credit Union
- **KAREN RUTHERFORD**, Flywheel Investment Conference and Pinnacles Prep
- **PETER RUTHERFORD**, Confluence Health
- **DAN SUTTON**, Douglas County Commission
- **SPENCER TAYLOR**, Eastmont School District
- **RUFUS WOODS**, Wenatchee World
- **STEVE WRIGHT**, Chelan County PUD

While change will continue to happen at an increasingly rapid pace, residents have opportunities to guide these changes to ensure we retain the quality of life that makes the valley and region unique.



Why regional thinking, collaboration and inclusion matter

During the next 20 to 30 years, it can be certain the Wenatchee Valley and Chelan and Douglas counties will undergo transformative changes, such as a significant increases in population, dramatic changes in our demographics and economy, and significant pressures on infrastructure and our natural areas.

Washington state's population (7.6 million people in 2019) is forecast to increase by about 2 million people by 2040. The Working Group believes the Wenatchee Valley region, while still largely rural, will get a disproportionately large share of those new state residents, given this region's close proximity to the Puget Sound region and our community's quality-of-life draws (such as scenery, outdoor recreation, location along the sunny and dry side of the Cascades, employment opportunities, easy commutes,

medical facilities, and urban amenities). A pandemic-related trend that has people moving from urban centers to rural areas and smaller metro areas like Wenatchee is a sign of what's to come.

The Working Group believes that while change will continue to happen at an increasingly rapid pace, residents have opportunities to guide these changes to ensure we retain the quality of life that makes the valley and region unique. As OVOF likes to say, "Nothing about us, without us."

Based on the work of OVOF and the input of community leaders and residents, the Working Group identified three critical approaches that are already helping to transform the valley in important ways but need further emphasis:

Regional thinking

Residents in the original OVOF survey strongly favored thinking and cooperating beyond typical jurisdictional lines or silos. The key is thinking as one valley rather than separate jurisdictions, and focusing on shared prosperity across the region. Working together in creative ways has led to the merger of Chelan County Fire District 1 and the Wenatchee Fire Department, and the functional consolidation of the Chelan and Douglas port districts. Developing the discipline to consider how our valley might function more effectively by collaborating than competing is critical to making the most of scarce resources.

Inclusion

The demographics of our valley are changing rapidly and one of the significant opportunities identified by the original OVOF survey was bridging cultural divides. Perhaps a better way to think about this is committing ourselves to tapping into the energy and ideas from our entire community. Senior citizens are a great untapped resource, as are our younger leaders. Strides are being made to engage the Latino (Latinx) community in the valley. The strength of the valley will ultimately rely upon our ability to foster this sense of belonging as we solve problems together.

Systemic and institutionalized practices influence who is welcomed to the table. Therefore, the goal of inclusion should not be to replace someone at the table but rather to make the table bigger. A multicultural mindset develops with time and intention and does not intend to replace but rather to expand the vision for our community.

Collaboration

Working together to solve challenges has long been the way that major community projects have happened. Think for a moment of the creation of Mission Ridge Ski & Board Resort, Chelan County and Douglas County Public Utility Districts, Numerica Performing Arts Center and a multitude of other initiatives. With additional pressure due to demographic and population changes, meeting the needs in social services and other areas will necessitate building on this tradition of cooperation and collaboration.





Opportunities Moving Forward

The Working Group believes it is essential the community expand upon its regional mindset whenever and wherever possible, foster collaboration so more local challenges can be solved with local resources, and make a concerted effort to nurture a sense of inclusion so the strengths of the entire community are tapped.

Regional thinking, inclusion and collaboration efforts here are not new. Examples include Town Toyota Center financing, our regional water system, regional health system, Chelan-Douglas Transportation Council, NCW Forest Collaborative, Methow Park and other south Wenatchee redevelopment work, Our Valley Our Future, and others (for more examples, please see the 'Roster of Regional thinking, Inclusion and Collaboration at Work' section in the Appendix in this white paper). In its research, the Working Group determined these efforts have been increasing in frequency in recent years and have been transformative for the community.

The Working Group, however, believes not everyone understands the three approaches outlined on the previous page. The Working Group believes it is imperative the meaning and importance of regional thinking, inclusion and collaboration be communicated broadly. The region today is vastly different and more complex than the one of 30 years ago thanks to technological, communication, transportation, economic, cultural and population changes. The need

to work together for the betterment of all has never been more important. Our jurisdictions and organizations – there are 230 government agencies, departments, commissions, boards and taxing districts in Chelan and Douglas counties, along with more than 170 nonprofit organizations – can no longer act in isolation.

The two roundtable events held in fall 2019 were particularly instructive for the Working Group. The roundtables found the 70 participants highly engaged and supportive of a regional, inclusive and collaborative approach toward solving community wide issues and problems and building greater resiliency. No participants voiced opposition to that approach. Participants also brainstormed opportunities to strengthen the region's standing. (For all the comments generated at the roundtables, please see the Appendix in this white paper.)

Based on that information and their own research and knowledge of the community, Working Group members developed a list of opportunities it believes will lead to a better future for all. The Working Group organized these opportunities into three groupings – "Shared Regional Prosperity," "Engaging Everyone" and "Enhancing Our Quality of Life." The Working Group is hopeful this initial list will lead to a deeper discussion and action in the community, and, yes, even more ideas.

Shared Regional Prosperity

Washington state's population is expected to grow by more than 22 percent (or approximately 2 million people) by 2040, according to the state Office of Financial Management, with about 70 percent of the jump tied to net migration. This change is expected to be fueled by retirees who are very mobile and by people who can live anywhere and work remotely. As state officials point out, these demographic developments will have important implications for policymaking and planning at all levels of government.

The OVOF One Community Working Group believes Chelan and Douglas counties will receive more than its fair share of the state's new residents over the next 20 to 30 years. Forbes magazine, among other publications, has named the Wenatchee area one of the best places to retire in the United States. In just the next 10 years alone, the region's population is forecast to jump by another 24,500 people, according to the state.

Unlike other areas in Eastern Washington, such as Moses Lake or the Tri-Cities, this region does not possess unlimited land for development. In Chelan County, more than 80 percent of the land base is owned by government agencies like the U.S. Forest Service and the state Department of Natural Resources. The Greater Wenatchee Area exists in a geographic bowl, hemmed in by cliffs and foothills. With population growth coming and land for development limited, the Working Group believes it is

essential for the community to build upon its regional mindset and to develop efficiencies in the use of public funds, services and resources. Climate change is likely to negatively impact water availability, fisheries and recreation opportunities in the future. Plans for transportation, utilities, schools, housing and natural areas should all take into account the pressures generated by these limitations.

The Working Group believes good planning leads to good infrastructure and more orderly development. As more people move to the community, the need to add and replace infrastructure across jurisdictional boundaries will only increase. Infrastructure will only become more costly if it is delayed. Individual jurisdictions cannot bear the responsibility alone. Some jurisdictions struggle now to find enough money to pay for essential services. Long-range planning for growth and infrastructure is best achieved through regional collaboration.

'Shared Regional Prosperity' opportunities to consider

- Building on efforts such as the operation of the Regional Water System, encourage local governments to explore ways to collaboratively improve the delivery and efficiency of services in Chelan and Douglas counties.
- Explore whether pre-annexation agreements can and should include revenue-sharing components
- Continue to add infrastructure on the East Wenatchee side of the Columbia River and in nearby communities that are open to growth.
- Protect and enhance the region's natural resources.
- Continue to improve public transportation options for residents and visitors – including adding more Link Transit routes, better air service at Pangborn Memorial Airport, and new pedestrian- and bicycle-friendly projects. Consider creating the framework for transit-oriented developments.
- Evaluate whether a Greater Wenatchee Area Parks and Recreation District, expanding upon the existing Eastmont Metropolitan Parks District, is feasible.

Forbes ranks Wenatchee in top 25 of the nation's best places to retire.

Engaging Everyone

Approximately 35 percent of Chelan and Douglas counties' 120,000 residents are Latino. Many are first- and second-generation immigrants from Mexico and other Central American and South American countries, assimilating themselves into a new culture and society. Due to birth rates and other factors, the percentage of residents who are Latino is expected to increase over the next 20 to 30 years.

In addition to serving as a home for immigrants, the two counties have been a magnet for remote workers, retirees, and outdoor enthusiasts looking for a better quality of life. While many are coming from the Puget Sound region, our region also is attracting people from locales around the country.

The Working Group believes that if the region is to reach its full potential in a post-COVID world, it is imperative that community leaders bring together Anglos and Latinos, younger people and senior citizens, the affluent and the poor, Chelan County residents and Douglas County residents, and newcomers and longtime residents, for meaningful and inclusive discussions and actions. These collaborative discussions should link, connect and build – and refrain from being transactional.

'Engaging Everyone' opportunities to consider

- Develop a leadership program that matches up mentors with younger potential future leaders hailing from diverse communities, and instills the concept of regional thinking, collaboration and inclusion in these next generation of leaders
- Bring cultural and age-diverse expertise and experiences to all decision-making tables in the region as a way to engage all and to instill regional thinking, collaboration and inclusion
- Intentionally create a central place or an event where people from all walks of life can share culture, food and music – and, by doing so, break down barriers
- Encourage the Community Foundation of NCW to drive collaboration and strategic thinking within the nonprofit sector. Encourage the development of funding streams that require nonprofit organizations to collaborate.
- Encourage organizations to honor people who personify regional thinking, collaboration and inclusion



Enhancing Our Quality of Life

For some residents, the quality of life in Chelan and Douglas counties is good and getting better. But for others, the opposite is true. The region continues to lag behind the state when it comes to income levels, poverty rates, educational attainments, employment, and healthy living. Low-income residents have faced skyrocketing housing costs (the median home sales price rose 69 percent from 2013-18), coupled with little available housing. As of 2018, 24 percent of all youths (17 years and younger) in the two counties were living in poverty. If these trends continue, the likelihood of having a region made up of large numbers of economic haves and have-nots is very real.

A 2019 survey of 400 residents, conducted by the Chelan-Douglas Community Action Council, asked, "Which community resources do you consider the highest priority for yourself and/or your family members?" Ranked highest were the following: Housing, health care, education, employment and behavioral health.

The region has a history of solving challenges with regional and collaborative approaches. The time has come to accelerate that work if the needs for all residents are to be met, including people disproportionately impacted by COVID-19 and historically underserved.

Opportunities to consider

- Work to develop housing in the region for people from all income levels
- Develop training and education programs that create a technically advanced labor pool as the world increasingly turns to automation and robotics
- Support ways residents can lead healthier lives
- Expand behavioral health so all residents have access to culturally-relevant counseling and other services in a timely manner
- Work to support children and families by addressing the need for day care and early childhood learning services. Focus initially on regional coordination, community outreach and legislative relief.
- Offer and promote more nontraditional education for students and nontraditional methods to deliver that education
- Study and explore co-locating schools in the Greater Wenatchee Area
- Launch a campaign to land a four-year college or university



Appendix

Our Valley Our Future's 'One Community' Game-Changer Project

Released as part of the OVOF Action Plan: January 2017

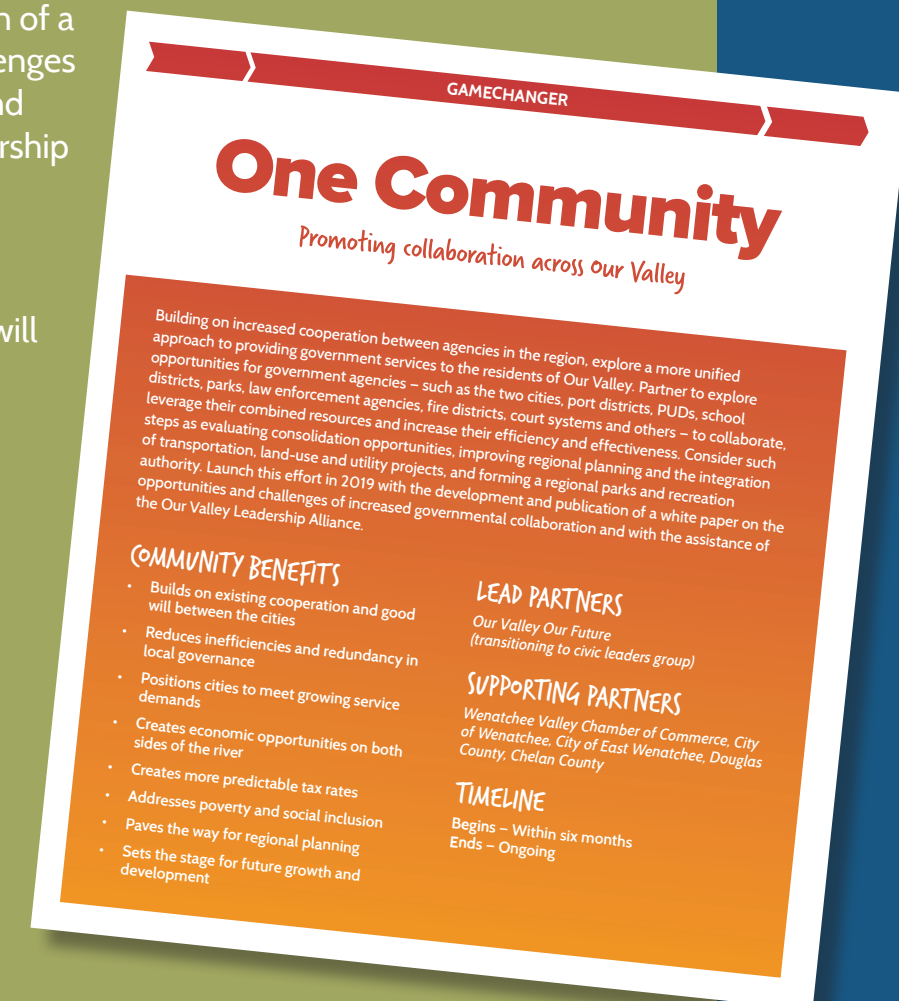
Lead partner: Our Valley Our Future

Supporting partners: Wenatchee Valley Chamber of Commerce, City of Wenatchee, City of East Wenatchee

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

Community benefits:

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



Roster of Regional Thinking, Inclusion and Collaboration

The Working Group found the following local agencies, organizations, projects, initiatives, systems and

facilities have regional thinking, inclusion and collaboration at their core:

GROUP OR PROJECT	YEAR	MODEL OR PROCESS	LEAD PARTNERS OR GOVERNANCE TODAY
Chelan Douglas Regional Port Authority	2020	Functional consolidation	Port of Chelan County, Port of Douglas County
Wenatchee Valley TREAD	2018	One of seven “game-changer” projects in the Our Valley Our Future plan, this nonprofit organization plans and coordinates outdoor recreation use and development in Chelan and Douglas counties	The TREAD board of directors is made up of representatives from recreational user groups throughout the region.
North Central Accountable Community of Health	2017	Collaboration and convening as a nonprofit organization	The NCACH board of directors is made up of representatives from Chelan, Douglas, Grant, and Okanogan counties.
Wenatchee Pride	2017	Inclusion	Wenatchee Pride is overseen by a board of directors. The group’s main event is the annual Pride Festival, which celebrates the LGBTQ+ community.
Give NCW	2017	Partnership	Community Foundation of NCW, Wenatchee World, KOHO and other local media to promote the contributions.
After-School Program	2017	Formal agreement, collaboration, inclusion	YMCA, Eastmont School District, and Wenatchee School District
Kiwanis Methow Park Redevelopment	2016	Formal agreement, collaboration, inclusion	Parque Padrinos, Trust for Public Land, City of Wenatchee
Our Valley Our Future	2015	Regional collaboration	OVOF board of directors is made up of representatives from the public, private and nonprofit sectors on both sides of the Columbia River
Chelan County/ City of Wenatchee Fire Department merger	2015	Formal merger via ballot measure	Chelan County Fire District 1
Every Kid at the PAC	2015	Inclusion	Numerica PAC and local school districts

GROUP OR PROJECT	YEAR	MODEL OR PROCESS	LEAD PARTNERS OR GOVERNANCE TODAY
Wenatchee Valley Museum & Cultural Center	2015	Conversion from a City of Wenatchee department to a nonprofit organization, with funding from the cities of Wenatchee and East Wenatchee	The museum is governed by a board of directors that includes liaisons from both Wenatchee and East Wenatchee.
NCW Forest Health Collaborative	2013	Collaboration	The collaborative is overseen by a diverse group of timber companies, conservation groups, tribal governments, elected officials, and local, state and federal land managers from throughout NCW.
Pybus Public Market	2013	Public-private partnership	Pybus Market Charitable Foundation, the Port of Chelan County, City of Wenatchee, and Pybus tenants
Town Toyota Center refinancing	2012	Interlocal agreement and ballot measure	The Town Toyota Center is operated by the Greater Wenatchee Public Facilities District (cities of Wenatchee, East Wenatchee, Cashmere, Entiat, Chelan, Rock Island and Waterville; and Chelan and Douglas counties)
Team Naturaleza	2012	Inclusionary nonprofit organizations that fosters opportunities for Latinos and others to experience the outdoors	Team Naturaleza started with funding from Environment for the Americas, which continues to be a sponsor. Partners include Chelan-Douglas Land Trust, Wenatchee Valley College, Wenatchee River Institute, state Department of Fish and Wildlife, Cascadia Conservation District, U.S. Forest Service and Columbia Valley Community Health
Chelan-Douglas Transportation Council	2003	Interlocal agreement	Chelan County, Douglas County, Port of Chelan County, the Port of Chelan County, Department of Transportation, Link Transit, Cities of Wenatchee, East Wenatchee, Rock Island, Cashmere, Leavenworth, Entiat, Chelan, Bridgeport, Towns of Waterville and Mansfield
Rivercom	2002	Regional emergency dispatch center serving all public agencies in Chelan and Douglas counties	Rivercom is a municipal corporation and independent of the various agencies it serves. It is governed by an administrative board.
Upper Columbia Salmon Recovery Board	2000	Collaboration	Chelan, Douglas, and Okanogan Counties, Colville Confederated Tribes, Yakama Nation
Fiestas Mexicanas	2000	Inclusionary festival that celebrates Latin America Independence Day and casts a spotlight on Mexico’s history, culture and people	Wenatchee Valley Museum & Cultural Center supports the event.

GROUP OR PROJECT	YEAR	MODEL OR PROCESS	LEAD PARTNERS OR GOVERNANCE TODAY
Wenatchee Valley Chamber of Commerce	2000	Formal merger	The Wenatchee Valley Chamber of Commerce is overseen by a board of directors and partners with numerous entities and organizations to carry out its goals and mission.
Greater Wenatchee Area Technology Alliance (GWATA)	1999	Nonprofit Alliance	GWATA works with partners in the public, private and non-profit sectors to achieve its mission of connecting NCW with resources in technology, entrepreneurship, and STEM education.
Numerica Performing Arts Center	1994	Formal agreement	Supporters of the Center, City of Wenatchee
Make a Difference Day	1992	Community collaboration	Open community involvement with partnership of The Wenatchee World
Link Transit	1990	Public transportation benefit area spanning Chelan and Douglas counties	The Link Transit board of directors consists of elected officials from Chelan County, Douglas County, and the cities of Wenatchee, East Wenatchee, Chelan, Entiat, Waterville, Rock Island, Leavenworth, and Cashmere.
Community Foundation of NCW	1986	Nonprofit organization	Community Foundation is overseen by a board with members from communities across the NCW.
Regional Water System	1979	Interlocal agreement	Chelan County PUD, City of Wenatchee, and East Wenatchee Water District
North Central Educational Service District	1969	Consolidation	The North Central Educational Service District is made up of 29 school districts in Chelan, Douglas, Grant and Okanogan counties.
Mission Ridge Ski & Board Resort	1966	Collaboration	Mission Ridge, U.S. Forest Service
North Central Regional Library System	1961	Ballot measure, interlocal agreement	The library system is overseen by a board of trustees appointed jointly by Chelan, Douglas, Ferry, Grant, and Okanogan counties.



With population growth coming and land for development limited, the Working Group believes it is essential for the community to build upon its regional mindset and to develop efficiencies in the use of public funds, services and resources.

Comments received at One Community Working Group Roundtable Events

Roundtable No. 1 | Sept. 18, 2019 | Mercantile Building

Attendees

- **MARICHUY ALVIZAR**, Wenatchee Valley College
- **TERESA BENDITO**, Parque Padrinos neighborhood group
- **BOB BUGERT**, Chelan County Commission
- **GARN CHRISTENSEN**, Eastmont School District
- **KATE EVANS**, WSU Wenatchee Tree Fruit Research Center
- **RACHEL EVEY**, Wenatchee Valley College Foundation
- **ALEJANDRA GONZALEZ**, Children's Home Society
- **PAUL GORDON**, Wenatchee School District
- **DORRY FOSTER**, YMCA
- **RICARDO INIGUEZ**, Wenatchee School District
- **JESSICA KENDALL**, Chelan-Douglas Land Trust
- **TODD KIESZ**, Wenatchee attorney
- **JENNIFER KORFIATIS**, Jennifer Korfiatis Marketing
- **FRANK KUNTZ**, City of Wenatchee mayor
- **JIM KUNTZ**, Port of Chelan County
- **STACY LUCKENSMAYER**, Wenatchee Valley College
- **SHAYNE MAGDOFF**, East Wenatchee City Council
- **STEVE MAHER**, Our Valley Our Future
- **JESSI MENDOZA**, Numerica Credit Union
- **JEFF OSTENSON**, North 40 Productions
- **KEVIN OVERBAY**, Chelan County Commission
- **LISA PARKS**, Port of Douglas County
- **MICHELLE PRICE**, North Central Educational Service District
- **JENNY ROJANASTHIEN**, GWATA
- **KAREN RUTHERFORD**, Flywheel Investment Conference and Pinnacles Prep
- **MALACHI SALCIDO**, Salcido Enterprises
- **GENE SHARRATT**, Washington State Association of Educational Service Districts
- **CURT SOPER**, Chelan-Douglas Land Trust
- **BETH STIPE**, Community Foundation of NCW
- **MARC STRAUB**, Douglas County Commission
- **KENI STURGEON**, Wenatchee Valley Museum & Cultural Center
- **DAN SUTTON**, Douglas County Commission
- **LAUREL TURNER**, Women's Resource Center
- **KARINA VEGA-VILLA**, Wenatchee Valley College and Wenatchee School Board
- **ALAN WALKER**, Chelan Douglas Community Action Council
- **RUFUS WOODS**, Wenatchee World
- **STEVE WRIGHT**, Chelan County PUD
- **TERESA ZEPEDA**, Parque Padrinos

Q1 This region has changed a lot since 1990. What do you think will be different in the community in 2050?

Comments from attendees:

- The region will be 50 to 60 percent Latino and will be more fully integrated.
- Less water will be available.
- Climate change will negatively impact fisheries and other natural resources.
- Recreational opportunities will be more spring, summer and fall oriented. And there will be greater pressure on limited recreational resources (parks, trails, fields, rivers, mountains).
- The retirement community will grow, along with businesses catering to that demographic.
- The tech sector will grow.
- Wenatchee Valley will become increasingly known as a lifestyle community.
- The number of cultural, arts, and entertainment options will grow. (more amenities)
- Neighborhood density will increase, with smaller lots and fewer single-family homes.
- Some homes will be built on hillsides.
- Work of the Land Trust (land conservation) will still be seen.
- Only the more affluent and privileged will be able to afford to live in the Wenatchee area if affordable housing is not required as part of new developments.
- Population in the Wenatchee area will increase significantly.
- East Wenatchee will be larger in population than Wenatchee.
- Douglas County will grow faster in population than Chelan County.
- Smaller communities like Cashmere, Entiat, Malaga, Rock Island and Orondo will increasingly become bedroom communities.
- Population growth will cause traffic issues.
- A third bridge will be built across the Columbia River.
- High-speed transportation will become available.
- Quincy will increasingly be viewed as Wenatchee's industrial area.
- Aging infrastructure (roads, water, sewer) will have been replaced.
- More people will be more connected to other locations because of Pangborn Airport improvements.
- Foundational economic drivers – such as medical, utilities, agriculture – will grow in importance.
- The agriculture and health care industries will be increasingly automated and will employ fewer humans. Those employed will be highly skilled and tech-literate.
- There will be a reduction in orchard acreage throughout the Wenatchee Valley.
- The pear industry may decline.
- Rural communities will increase in poverty and decline in student enrollment.
- Communicating will be faster, easier and more available.
- More business will be conducted online. Where an employer is based will become less relevant. Work styles will change, including how and where people do their work, access services, and how they travel.
- Technical training will be different.
- There will be a growing elder population.
- Homeless people will be faced with age-related issues.
- The political landscape will be more moderate and progressive and focused on health care and senior citizen needs.



Q2 What specific challenges (and tasks) will we face as a result of these changes?

Comments from attendees:

- Providing efficient infrastructure across jurisdictional boundaries and the costs associated with that
- Providing efficient services across jurisdictional boundaries and the costs associated with that (Having two of everything is not efficient.)
- Determining governance models that are fair and equitable
- Being proactive and foreseeing challenges in advance
- Regularly identifying community barriers and gaps so they can be acted upon
- Communicating effectively
- Responding to increased demand for housing, medical services, and post-secondary education and training
- Connecting and learning from others – and across generations and cultures
- Utilizing festivals and gathering spots to break down economic and cultural barriers
- Generating community buy-in for change
- Developing public recreation resources to give people reasons to be here
- Developing a thriving education system
- Making up for not having a four-year university
- Saying no to things that don't fit – such as big-box stores
- Staying true to our core values even if there are incentives like money being offered
- Ensuring there is housing for all income levels
- Dealing with labor shortages, particularly in agriculture
- Dealing with loss of jobs due to automation
- Building out the local angel investor's network
- Generating more trades jobs and training
- Finding land for homes and businesses in outlying communities
- Providing infrastructure and opportunities for small towns so they retain their identities
- Cultivating a continuing culture of caring



Q3 Are there other examples of regional thinking, collaboration and inclusion that should be in the matrix?

Comments from attendees:

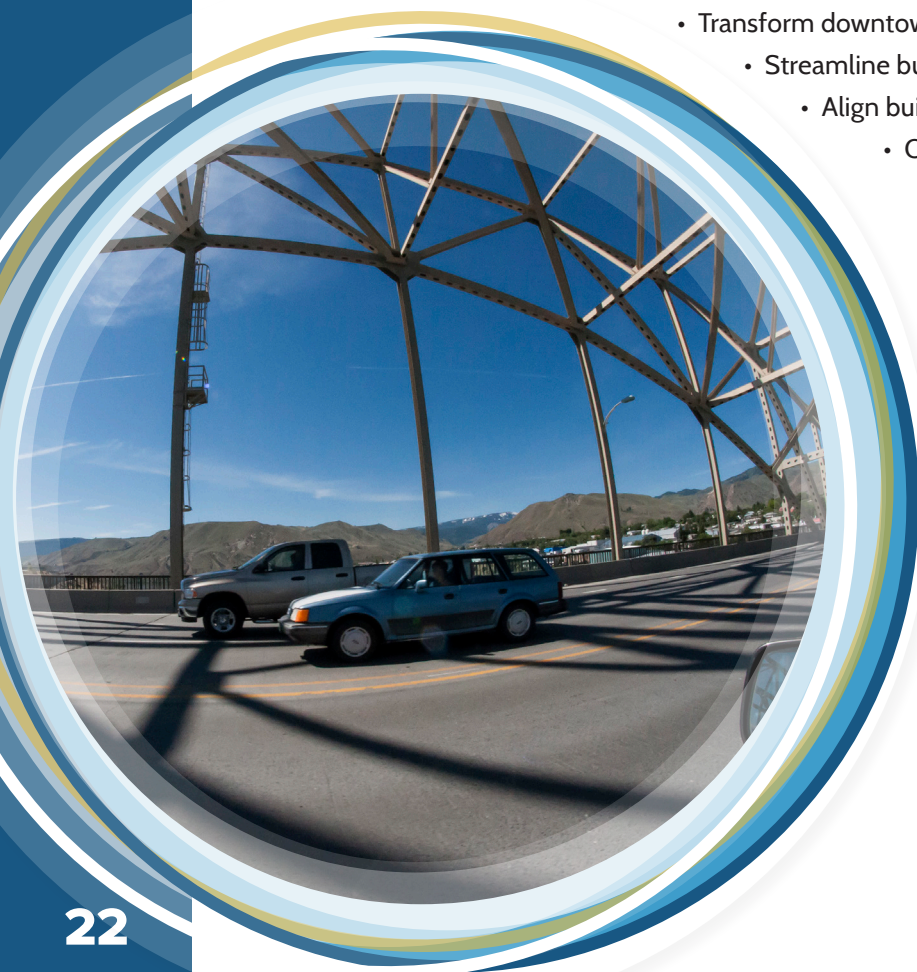
- Regional health care system (Confluence, CVCH, ACH)
- Mental health services
- Chelan County Tri-Commission
- Douglas County Leadership Group
- Collaboration occurring among nonprofits over the housing crisis
- Emergency Operations Center being built at WVC
- Link Transit (created by voters from both counties)
- Rivercom
- Greater Wenatchee Area Public Facilities District
- Higher education partnerships between WVC and four-year schools
- Methow Valley angel investors group
- Wenatchee River Institute expanding geographically
- TREAD
- Cascadia Conservation District
- Confluence Parkway transportation project
- Pinnacles Prep
- North Star Opportunity Zone
- Legislative liaison through the Wenatchee Valley Chamber
- Economic Development District of NCW
- Severe weather response team organized by faith leaders
- Wenatchee Senior Center
- Rory Turner and his downtown visioning and redevelopment efforts
- Co-working spaces such as the Mercantile, Mission Street Commons and Wenatchee Workspace

Q4

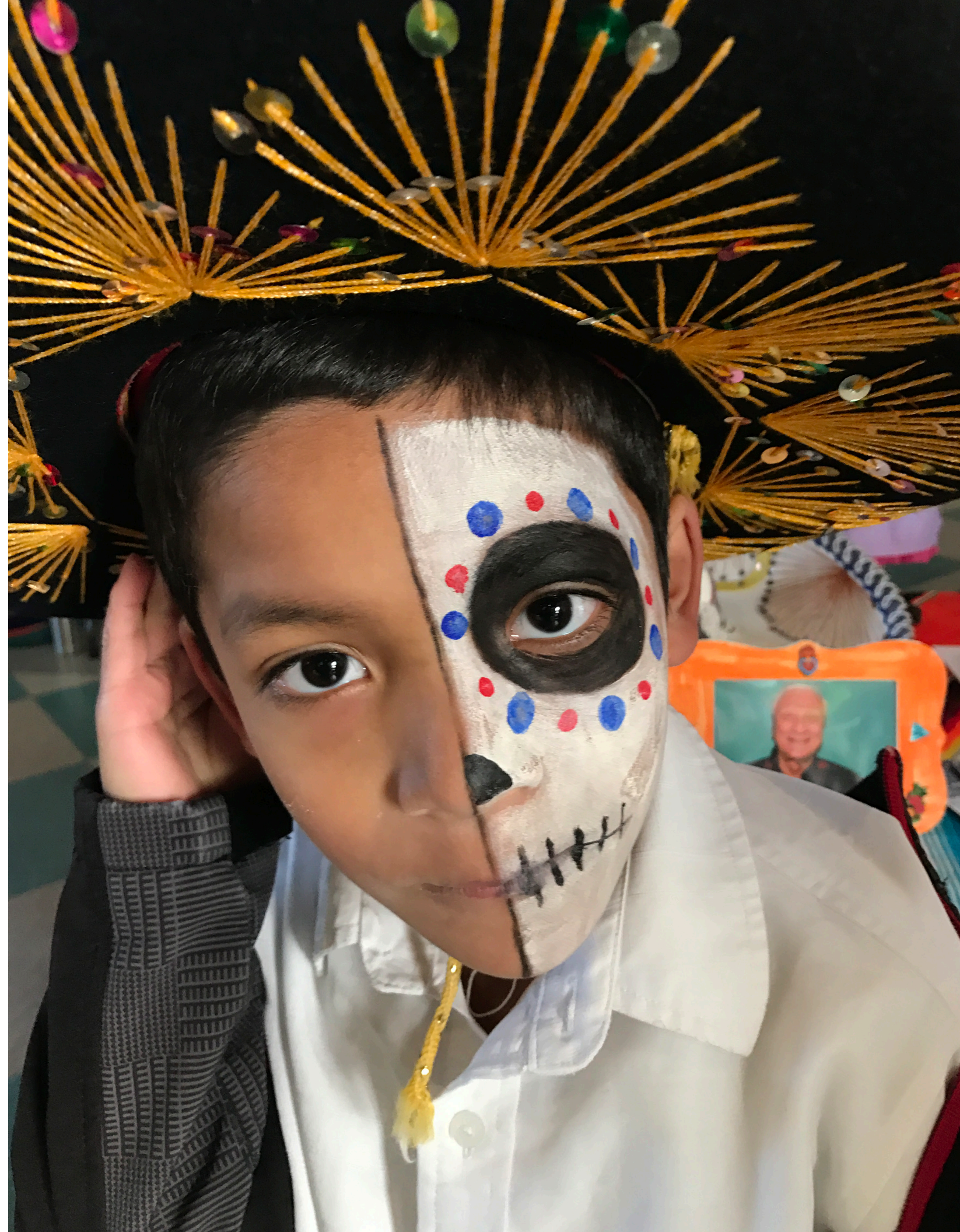
Going forward, what opportunities exist for additional regional thinking, collaboration and inclusion?

Comments from attendees:

- Blend the NCW Hispanic Chamber with the Wenatchee Valley Chamber
- Encourage and nurture collaboration among Anglos and Latinos around economic development
- Have one entity organize Apple Blossom Festival and Fiestas Mexicanas
- Bring cultural and bilingual expertise to the community table and share it with others
- Certify the community as a Blue Zone to make it easier for people to live healthy lives
- Provide the buildings for a four-year university or branch campus
- Repurpose the Chelan County PUD's property at Fifth Street and the Lineage Co. buildings along Columbia Street
- Co-located schools and educational programs
- Improve early childhood learning opportunities, leading to better outcomes for youth
- Build a STEM high school that is operated by both the Wenatchee and Eastmont school districts
- Coordinate calendars of school districts
- Consolidate entities that provide the same services in the region
- Improve connections between agriculture and the tech sector
- Develop a way for rural and urban areas to share resources
- Conduct regional land-use planning, opening up more land for housing
- Ask the state to allocate population projections jointly for Chelan and Douglas counties, rather than for each county individually
- Develop transit-oriented housing and neighborhoods, featuring mixed uses
 - Transform downtowns in smaller communities into vibrant districts
 - Streamline business relocation efforts
 - Align building codes
 - Offer one-stop permit services



Long-range planning
for growth and
infrastructure is
best achieved through
regional collaboration.



Attendees

- KATIE ATKINSON, Town Toyota Center
- ASHLEY BANGS, Confluence Health
- DUFF BANGS, Wenatchee architect
- LUPITA BENDITO, Parque Padrinos and Wenatchee Valley College student
- TERESA BENDITO, Parque Padrinos
- TOM BONWELL, Chelan-Douglas Community Action Council
- MELINDA BURKHART, Tierra Right of Way Ltd.
- ELIAN CRUZ, Wenatchee Valley College student
- BECCA FREIMUTH, GWATA
- RACHEL FINDLAY, Orchard Corset
- TYLER FISCHBACK, Confluence Health
- RAMIRO GARCIA, Wenatchee Valley College student
- SUMMER HESS, Out There Magazine and Mercantile Building
- ARIAHNA JONES, Waste Loop
- ASH KUNZ, North Central Regional Library System
- SARAH LINDELL, Cashmere Valley Bank
- STACY LUCKENSMEYER, Wenatchee Valley College
- SHAYNE MAGDOFF, East Wenatchee City Council
- STEVE MAHER, Our Valley Our Future
- JESSI MENDOZA, Numerica Credit Union
- ANNMARIE MORRIS, Wenatchee World
- TANEL NEFF, Numerica Credit Union
- ALFREDO ORTIZ, Wenatchee Valley College CAMP
- KEVIN OVERBAY, Chelan County Commission
- LIZBETH RIVERA, Parque Padrinos
- MIKE SOSA, Wenatchee Valley College student
- CHYVONNA TORRES, Chelan-Douglas Community Action Council
- JOHNNY URDAHL, Confluence Health
- KIM URDAHL, Nelson Geotech
- ISMAEL ZEPEDA, Wenatchee High School

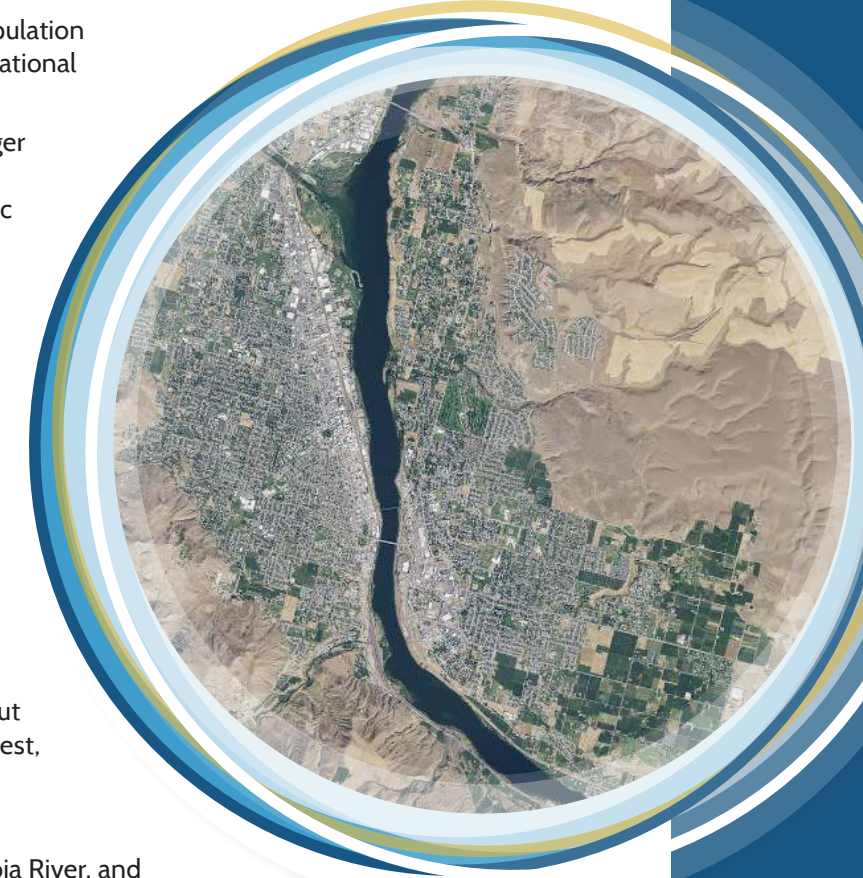
Climate change is likely to negatively impact water availability, fisheries and recreation opportunities in the future. Plans for transportation, utilities, schools, housing and natural areas should all take into account the pressures generated by these limitations.

Q1

No matter your age, this region has changed a lot since each of your earliest memories. How do you think the community will be different in 2050?

Comments from attendees:

- There will be unprecedented – for this area, at least – population growth. Many people will move here for the region's recreational opportunities and beauty and services.
- Traveling will become easier. Pangborn Airport will be larger with more connecting flights and increased business travel. A tech hub will be located around the airport. Public transit connections will be improved. More highways will be built.
- There will be more ethnic diversity. But economic inequities among residents will be greater and more prevalent. The stratification of income classes will have grown, leading to less communication between residents.
- More wealthy retirees will migrate to the community. There also will be large number of young people living here, drawn by recreational opportunities and quality of life considerations.
- For quality of life reasons, more remote workers will move to the community. Some of these people will be from cities not that far away – i.e. Seattle and Portland. But others will arrive from cities in California, the south, Midwest, East Coast, even foreign countries.
- There will be a four-year university in the community.
- Future growth will happen on the east side of the Columbia River, and between Wenatchee and Leavenworth in the Wenatchee River Valley.
- There will be many variations in housing types. The ideal of a 3,000-square-foot home will be no more.
- Life will be “more about experiences than stuff.”
- Communities here will be more eco-friendly and sustainable, including when it comes to transportation.
- There will be more leisure time and greater flexibility in one's life.
- Outdoor recreation opportunities will grow and be more widespread as new trail systems get built out.
- Integrated health care and outpatient services will be the norm.
- Continued shifts in retail will lead to a growth in crafters, artisans and other businesses making and selling their own products here. There will be a shift to more purpose-driven products and decisions.
- The kinds of jobs will be different. There will be more innovation. The use of robots will lead to the elimination of many existing farm jobs, but that change also will create new and, in some cases, higher-paying jobs.
- Population growth will lead to diminishment of the agriculture industry, which is the community's brand. There will be no more ‘Apple Capital of the World.’ There will be few orchards left between Wenatchee and Leavenworth.
- The brand of the Wenatchee Valley will change and be tied to new technologies, including ag technologies.
- With population growth will come more choices and more amenities.





Q2 What specific challenges will we face as a region in 2050?

Comments from attendees:

- Aging retirees will lead to increased demand for health care, adult care facilities, and social services. Many younger people today have grown up looking at and talking to screens. They may lack the empathetic skills necessary to deal with senior citizens and their needs.
- Housing will be a huge challenge. Will it be available for all income levels? Will it remain affordable? Will the housing stock in 2050 fit the new demographic reality?
- As more retirees and younger people call this place home, it will drive up home prices and will force out people who can't afford the cost of living.
- There will be a strain on our natural resources, particularly water.
- With the agriculture industry becoming dependent on automation and robots, there will be a need to train the work force to manage, program and maintain that equipment.
- Small businesses will increasingly be squeezed out by online competition.
- The region will face the challenge of staying on top of technological shifts through education and workforce development.
- Anything can be learned online. The local education system needs to be revamped to stay ahead.
- Training for electricians, plumbers, and carpenters needs to be ramped up. Why is there no CDL licensing or training facility in the Wenatchee Valley? Why do high schools currently attach a negative stigma to students going into trades rather than attending a four-year university?
- People facing inequities should be encouraged to offer input about community issues. Walls will need to be broken down. How do we get everyone on board?
- A shared vision is paramount, which is why OVOF events are really important. More people need to be involved.
- There is deep generational poverty present in the region. How do we get the education and training here so people can move into new opportunities?
- There is a big need here for a four-year university so people don't have to go away to get educated and then never come back. The presence of a four-year university also would help address the economic inequities that are present in the community.
- Older people have a tendency to oppose change. Growth is happening in other communities everywhere, and some people will be unhappy no matter what happens. As growth happens, decision-makers need to embrace dialogue with all residents, including older people.
- There will need to be further collaboration. Right now, nonprofits in the Wenatchee Valley and NCW struggle getting involvement from people who aren't in their immediate area. They can't get people to go from Wenatchee to Leavenworth. There's this wall up between Lower Valley and Upper Valley. and we're not crossing it. It's an issue right now.
- Build a good quality of life here by adding more resources, and people will choose North Central Washington.
- Public transit can help immensely. If our transit system could be like what it is in Bellingham right now, and really be flexible, it would help immensely. Right now, it's not convenient and it needs to be. Hopefully we'll have more services.
- All young people need to be supported for what they can be when they grow up. There needs to be increased mentorship in schools and a shift in focus NOW for supporting every student regardless of background, income, race, etc.

Q3

Are there other examples of regional thinking, collaboration and inclusion that should be in the One Community matrix?

Comments from attendees:

- Flywheel Investment Conference
- Apple Blossom Festival (with events on both sides of the river)
- Fiestas Mexicanas
- 'Stand Against Up Racism' event put on by YWCA and WVC
- Homeless Coordinated Entry Program
- Waste Loop and the City of Leavenworth working to reduce the community's waste stream.
- Town Toyota Center collaborating with the NCW Hispanic Chamber and Mariachi Wenatchee to expand programming into the Latino culture.
- The Stemilt Partnership and the Stemilt-Squilchuck Recreation Plan
- LGBTQ Alliance at Wenatchee Valley College
- Team Naturaleza
- Migrant CAMP at Wenatchee Valley College
- CAFÉ of Wenatchee
- Alianza, the Latino community fund
- Careers after School (Wenatchee Valley Chamber, WVC, high schools)
- Interagency meetings – nonprofits meet together to support each other



The goal of inclusion should not be to replace someone at the table but rather to make the table bigger. A multicultural mindset develops with time and intention and does not intend to replace but rather to expand the vision for our community.



Q4 Going forward, what opportunities exist for additional regional thinking, collaboration and inclusion?

Comments from attendees:

- Inclusivity is really missing in your matrix.
- What about the LGBTQ community? Where is their voice? They're currently not being heard much. WVC has an incredible LGBTQ Alliance right now and they do great work but they are not being amplified to the degree that they should be.
- Fiestas Mexicanas is a phenomenal event but it is so siloed. People who aren't in that community, and aren't experiencing that reality, are not hearing about it. As a result, it is not on their radar.
- Anything to make housing more affordable.
- Better public transportation planning. Link Transit could collaborate and/or partner with major employers to better serve people needing access to workplaces. In addition, there are a dearth of bike- and pedestrian-friendly streets and areas.
- Age – and not just ethnicity or race – can be used to exclude or ignore people, too. We (younger people) want more of a night life and cultural activities than the community currently provides. Relevant social gatherings and events are essential in attracting and retaining younger people in their late-teens, 20s and 30s.
- Adding parks in the East Wenatchee area. There has not been a new park in East Wenatchee in more than 50 years.
- Build on existing assets to turn this place into a recreational paradise.
- There is an opportunity for more collaboration between the school districts and Wenatchee Valley College, including financially.
- Communities and people bond over food. Create a food truck plaza, bigger than Pybus Market, that will bring people together and serve as a central gathering spot like in Spain or Mexico. Mix in music and other cultural offerings.
- The use of artificial intelligence in agriculture and other industries will mean way fewer entry level jobs for high-school and college graduates.
- As technological advances accelerate, the community will need to nurture an ecosystem for start-up companies and job creation via artificial intelligence and blockchain.
- Wenatchee will become more like Chelan and Leavenworth, with more people having second homes in the community. The cities in the region can help each other tackle challenges and seize opportunities as the demographics change.

Q5 What barriers stand in the way of a more inclusive community?

Comments from attendees:

- Perspective. The mentality here is really lacking.
- Mindset. Maybe some of the mindset comes down to this (barriers to a more inclusive community) not being a topic here in this community.
- There are walls between those who have lived here a long time and those who have lived here for less than 15 years.
- You don't hear people talking about inclusivity on the radio or in public areas.
- The conversation is great but getting those people in the same room is critical. This is one of the most diverse rooms I've seen or have been to in a long time. ... Our interests and cultures are not aligning in business. We walk around with the same people, go to meetings with the same people. It's so siloed when you don't get in a room with different people.
- Language
- Technology
- Social media pairs you with people who match your algorithms. Many people are glued to screens today, absorbing social media and other content, and are having fewer and fewer face-to-face conversations with others. This has led to sharp political divisions and an erosion in "community."
- Housing. If the cost of housing gets so high that only certain segments of society can afford to live here, then there will be no inclusive community.
- We need to build-up and embrace our middle class. Housing costs way too much. How do you expect people our age who have jobs to stay here (long term) when we can't even provide for our own basic needs? We aren't doing justice for our middle class. It's a huge barrier.
- We are a small community, but we're growing way beyond what we can keep up with. It's increasing the cost of living, including housing. It's a tough challenge. People will keep flooding in because it's a great place to live.
- Mental health, substance abuse, people living on the streets.
- People don't have the capacity – including not knowing where to begin – to reach across boundaries. Partnerships are critical to getting things done but you only have so much control over folks wanting to be a part of that.
- People being marginalized. This negative action blocks equity, diversity and inclusion across the board.
- Some people don't want to see a more inclusive community.
- We're not educating well. Robust communities are characterized by a strong education system and a strong economy. Can we do better than this? We can connect so many of our topics tonight to education.
- There are jobs here that people don't really know exist. We have to have the pathways to get students there.
- Public transit needs to become a greater priority in the region and needs to get people where they want to go quicker and more efficiently.
- For some people, the barriers and obstacles of even coming to the table are too great to overcome. How can they talk about a festivity when they are scared of ICE raids? Or don't know where they will be living in the next month? It goes back to perspective and mindset. Sometimes what we ask of someone means far more than when asking that exact same thing of someone else.
- There are not enough resources. We lack low-barrier shelters for the homeless, those who need detox, and for women who need a safe place to stay.
- We need all the tools to get the homeless out of the situation they are in. What is the difference between a homeless person and a drug addict? Other communities have addressed the drug problem and homelessness has decreased.

Inventory of Government Agencies, Departments, Boards and Taxing Districts in Chelan and Douglas Counties, 2020

- Alpine Water District

Bear Mountain Water District

Bridgeport (city of)

 - Building Department
 - City Council
 - Mayor's Office
 - Planning Commission
 - Public Works Department

Bridgeport School District

Cascade School District

Cascadia Conservation District

Cashmere School District

Chelan County Public Utility District (PUD)

Cashmere (city of)

 - City Council
 - Clerk's Office
 - Community and Economic Development Department
 - Finance Department
 - Fire Department
 - Mayor's Office
 - Parks and Recreation Committee
 - Planning Commission
 - Public Works Department
 - Treasurer's Office
 - Tree Committee

Cashmere Airport

Chelan (city of)

 - Building and Planning Department
 - City Council
 - Clerk's Office
 - Finance Department
 - Library Advisory Board
 - Mayor's Office
 - Parks and Recreation Advisory Board
 - Parks and Recreation Department
 - Planning Commission
 - Public Works Department

Chelan County

 - Assessor's Office
 - Auditor's Office
 - Board of Commissioners
 - Community Development Department
 - Coroner's Office
 - District Court
 - Emergency Management Department
 - County Fair
 - Flood Control Zone District
 - Juvenile Justice Center

- Lodging Tax Advisory Committee
 - Natural Resources Department
 - Noxious Weed Control Board
 - Planning Commission
 - Prosecutor's Office
 - Public Works Department
 - Regional Justice Center
 - Sheriff's Office
 - Solid Waste Management Department
 - Superior Court
 - Treasurer's Office

Chelan County Cemetery District 1 (Entiat)

Chelan County Cemetery District 2 (Peshastin)

Chelan County Cemetery District 3 (Wenatchee)

Chelan County Cemetery District 4 (Chelan)

Chelan County Cemetery District 5 (Wenatchee)

Chelan County Fire District 1 (Wenatchee/Malaga)

Chelan County Fire District 3 (Leavenworth)

Chelan County Fire District 5 (Manson)

Chelan County Fire District 6 (Cashmere, Monitor, Peshastin-Dryden, Blewett)

Chelan County Fire District 7 (Chelan)

Chelan County Fire District 8 (Entiat)

Chelan County Fire District 9 (Lake Wenatchee)

Chelan County Fire District 10 (Stehekin)

Chelan-Douglas Health District

Chelan-Douglas Homeless Task Force

Chelan-Douglas Transportation Council

Chelan-Douglas Developmental Disabilities Program

Chelan-Douglas Regional Port Authority

Chelan Falls Water District

Corral Springs Water District

Douglas County Public Utility District (PUD)

Douglas County

 - Assessor's Office
 - Auditor's Office
 - Board of Commissioners
 - Boundary Review Board
 - District Court
 - Emergency Management Department
 - Hearing Examiner
 - North Central Washington District Fair
 - Planning Commission
 - Prosecutor's Office
 - Sheriff's Office
 - Solid Waste Department
 - Superior Court
 - Transportation and Land Services
 - Treasurer's Office



- Douglas County Cemetery District 1 (Orondo)

Douglas County Cemetery District 2 (Waterville)

Douglas County Cemetery District 3 (Coulee City)

Douglas County Fire District 1 (Waterville)

Douglas County Fire District 2 (East Wenatchee, Rock Island)

Douglas County Fire District 4 (Orondo)

Douglas County Fire District 5 (Mansfield)

Douglas County Fire District 8 (Coulee City)

Douglas County-Okanogan County Fire District 15 (Brewster, Bridgeport)

Douglas County Hospital District 2

Douglas County Sewer District 1

Eastmont Metropolitan Parks District

Eastmont School District

East Wenatchee (city of)

 - Attorney's Office
 - Building Department
 - City Council
 - Civil Service Commission
 - Clerk's Office
 - Community Development Department
 - Mayor's Office
 - Planning Commission
 - Police Department
 - Public Works Department
 - Treasurer's Office

East Wenatchee Water District

Entiat (city of)

 - City Council
 - Clerk's Office
 - Community Development Department
 - Economic Advisory Board
 - Mayor's Office
 - Memorial Board
- Parks Board
 - Planning Commission
 - Public Works Department
 - Treasurer's Office
 - Tree Board

Entiat School District

Foster Creek Conservation District

Greater Bar Water District

Greater Wenatchee Regional Events Center Public Facilities District

Lake Chelan Airport

Lake Chelan School District

Lake Chelan Sewer District

Lake Wenatchee State Airport

Lake Wenatchee Water District

Leavenworth (city of)

 - City Council
 - Design Review Board
 - Development Services Department
 - Downtown Revitalization Steering Committee
 - Finance Department
 - Mayor's Office
 - Parking Advisory Committee
 - Planning Commission
 - Public Works Department
 - Residential Advisory Committee
 - Transportation Benefit District
 - Upper Valley Park and Recreation Service Area

Link Transit

Malaga-Colockum Community Council

Malaga Water District

Mansfield (town of)

 - Mayor's Office
 - Town Council

Mansfield Airport



Mansfield School District
 Manson Parks and Recreation District
 Manson School District
 Manson Sewer District
 North Central Educational Service District
 North Central Regional Library System
 North Central Washington Economic Development District
 Orondo School District
 Palisades School District
 Pangborn Memorial Airport
 Peshastin Water District
 Regional Bicycle Advisory Committee
 Rivercom
 Rock Island (city of)
 • City Council
 • Mayor's Office
 • Public Works Department
 Stehekin School District
 Stehekin State Airport
 Stevens Pass Sewer District
 Three Lakes Water District
 Upper Columbia Salmon Recovery Board
 U.S. Bureau of Land Management
 U.S. Department of Agriculture
 U.S. Department of Fish and Wildlife
 U.S. Forest Service
 Washington State Department of Ecology
 Washington State Department of Fish and Wildlife
 Washington State Department of Natural Resources
 Washington State Department of Parks and Recreation
 Washington State Department of Transportation
 Washington State Department of Veterans Affairs
 Waterville (town of)
 • Building Department
 • Historic Preservation Board

 • Mayor's Office
 • Mosquito Control District Board
 • Parks Department
 • Planning and Zoning Commission
 • Town Council
 • Tree Board
 Waterville Airport
 Waterville School District
 Wenatchee (city of)
 • Advisory Council on Diversity, Equity and Inclusion
 • Arts, Recreation and Parks Commission
 • Attorney's Office
 • Cemetery Board
 • Civil Service Board
 • Clerk's Office
 • Code Enforcement Board
 • Community and Economic Development Department
 • City Council
 • Finance Department
 • Hearing Examiner
 • Historic Preservation Board
 • Lodging Tax Advisory Committee
 • Mayor's Office
 • Parks, Recreation and Cultural Services Department
 • Planning Commission
 • Police Department
 • Public Works Department
 • Tourism Promotion Area Committee
 Wenatchee School District
 Wenatchee Valley College
 WSU Extension of Chelan and Douglas Counties
 WSU Wenatchee Tree Fruit Research Center



Inventory of Non-Profit Organizations in Chelan and Douglas Counties, 2020

Alatheia Riding Center
American Power Dispatchers Association
American Red Cross
Appelatchee Riders Association
Applarians
Apple Blossom Festival
Apple Country Snowmobile Club
Apple Valley Human Resources Association
Apple STEM Network
Badger Mountain Ski Club
Big River Soccer Club
Boating Club of Wenatchee
Boys and Girls Club
Bridgeport Chamber of Commerce
Camp Fire NCW Council
Cancer Care of North Central Washington
Cascade Columbia Fisheries Enhancement Group
Cascade Foothills Farmland Association
Cascade Loop Association
Cascade Medical Center
Cashmere Chamber of Commerce
Cashmere Community Coffeehouse
Cashmere Food Bank
Catholic Charities
Center for Alcohol and Drug Treatment
Central Washington Growers Association
Chelan County Fair
Chelan County Master Gardners Association
Chelan County Mountain Rescue Association
Chelan County PUD Hydropower Research Institute
Chelan Valley Hope
Chelan Valley Housing Trust
Chelan-Douglas CASA Program
Chelan-Douglas Community Action Council
Chelan-Douglas County Volunteer Atty Services
Chelan-Douglas Land Trust
Climate Conversations NCW
Columbia Basin Development League
Columbia Basin Officials Association
Columbia Breaks Fire Interpretive Center Foundation
Columbia Chorale
Columbia Storage Power Exchange
Columbia Valley Community Health
Columbia Valley Housing Association
Community Choice Health
Community Foundation of NCW
Complete the Loop Coalition
Confluence Health
Dryden Improvement Club
Eastmont Youth Baseball
El Sendero

Entiat Community Historical Society
Entiat Regional Free Clinic
Entiat Valley Chamber of Commerce
Entiat Valley Food Bank
Evergreen Mountain Bike Alliance
Friends of Scout-a-Vista
Friends of Wenatchee Public Library
Ginkgo Mineral Society Inc.
Greater Wenatchee Area Technology Alliance (GWATA)
Grief Place NCW
Grunewald Guild
Habitat for Humanity
Hand-in-Hand Immigration Services
Hospitality House
Icicle Creek Center for the Arts
Icicle Valley Chapter Trout Unlimited
Initiative for Rural Innovation & Stewardship (IRIS)
Junior Service League of Wenatchee
Lake Chelan Boating Club
Lake Chelan Aeronauts
Lake Chelan Arts Council
Lake Chelan Bach Fest
Lake Chelan Chamber of Commerce
Lake Chelan Community Hospital
Lake Chelan Food Bank
Lake Chelan Grape Growers Association
Lake Chelan Multisports Foundation
Lake Chelan Nordic Ski Club
Lake Chelan Trails Alliance
Lake Chelan Yacht Club
Lake Wenatchee Recreation Club
Leavenworth Chamber of Commerce
Leavenworth Community Farmers Market
Leavenworth Golf Club
Leavenworth Mountain Association
Leavenworth Nutcracker Museum
Leavenworth Ski Hill Heritage Foundation
Leavenworth Summer Theater
Leavenworth Winter Sports Club
Lighthouse Christian Ministries
Mansfield Chamber of Commerce
Mansfield Food Bank
Mansfield Museum and Historical Society
Mid-Columbia Pear Growers Association
Mission Ridge Ski Education Foundation
Mission Vista
Mobile Meals
Music Theater of Wenatchee
NAMI of Chelan-Douglas Counties
NCW Audubon Society
NCW Association of Realtors

NCW District Fair
NCW Economic Development District
NCW Futbol Club
NCW Hispanic Chamber of Commerce
NCW Young Life
North Central Accountable Community of Health
Northwest Cherry Marketing Association
Northwest Immigrant Rights Project
Northwest Outdoor Writers Association
Numerica Performing Arts Center
Ohme Gardens
Orondo Food Bank
Our Valley Our Future
Pacific Northwest Friends of John Denver
People for People
Pinnacles Prep Charter School
Plain Valley Ski Trails
Plug-in NCW
Projekt Bayern Association
Pybus Market Charitable Foundation
Pybus Public Market
Rental Association of Wenatchee Valley
River Academy
Royal Bavarians
SAGE (Safety, Advocacy, Growth, Empowerment)
Salvation Army
SCORE
Serve Wenatchee Valley
Spirit of Wenatchee
Stage Kids
Sustainable Wenatchee
The Wildfire Project
Tierra Village
Together for Youth
Trust for Public Land
United Way
Upper Valley Free Clinic
Upper Valley Historical Society

Upper Valley MEND
Valley Hi Community Club
Velocity Swimming
Veterans of Foreign Wars
Village Art in the Park
Washington Apple Education Foundation
Washington State Autumn Leaf Festival
Washington Wine Industry Foundation
Washington Winegrowers Association
Waterville Food Bank
Waterville Mainstreet Association
Wellness Place
Wells House Committee
Wenatchee Amateur Hockey Association
Wenatchee Apple Education Foundation
Wenatchee Art Education Consortium
Wenatchee Art on the Avenues
Wenatchee Downtown Association
Wenatchee Education Association
Wenatchee Food Bank
Wenatchee Golf and Country Club
Wenatchee Gun Club
Wenatchee Outdoors
Wenatchee Pride
Wenatchee Racquet & Athletic Club
Wenatchee River Institute
Wenatchee Row & Paddle Club
Wenatchee Sportsmen's Association
Wenatchee Valley Business & Professional Women
Wenatchee Valley Chamber of Commerce
Wenatchee Valley Clean Air Coalition
Wenatchee Valley College Foundation
Wenatchee Valley Council of the Blind
Wenatchee Valley Dispute Resolution Center
Wenatchee Valley Farmers Market
Wenatchee Valley Humane Society
Wenatchee Valley Misawa Sister City Association
Wenatchee Valley Senior Center

During the next 20 to 30 years, it can be certain the Wenatchee Valley and Chelan and Douglas counties will undergo transformative changes, such as a significant increases in population, dramatic changes in our demographics and economy, and significant pressures on infrastructure and our natural areas.



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FACEBOOK.COM/ONEVALLEYONECOMMUNITY/

INFO@OURVALLEYOURFUTURE.ORG

