

Castle Rock Community Action Plan

July 2002

Prepared For:

City of Castle Rock
&
Castle Rock Community Action Plan Task Force

Prepared By:

Barney & Worth, Inc.

606 Columbia Street NW, Suite 217
Olympia, WA 98501-7513
www.barneyandworth.com

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Introduction

The Castle Rock Community Action Plan project has been made possible through a grant from the US Forest Service (Rural Community Assistance Program) and in-kind contributions from the City of Castle Rock and Cowlitz-Wahkiakum Council of Governments.

The overarching goal of this effort has been to develop a community-supported “road map” for the future. To accomplish this, a Steering Committee was formed to select a consultant, create a citizen-based Task Force and develop a specific work plan. Work plan elements included:

- **Conducting a Community Assessment** – To provide the Task Force with an overview of current conditions, including a market observation and community leader (stakeholder) perceptions
- **Developing a Vision Statement** – How citizens hope Castle Rock will look and feel in the future.
- **Establishing Focus Areas** – Dividing the Vision into major categories to facilitate discussion.
- **Identifying Strategies and Actions** – Practical ideas for bringing the Vision to life.
- **Involving the Public** – Testing and refining ideas through interaction with citizens.
- **Structuring and Implementation Timeline** – Scheduling action implementation over time, based on public priorities, and in order to lessen financial and other resource burdens.
- **Securing City Council Support** – Presenting a draft plan to Council for review and approval.

From January through June 2002, the Task Force held monthly meetings, approximately a half dozen Focus Area team meetings and a public Town Hall attended by nearly 100 people. In addition, Task Force members presented their initial ideas and sought feedback from over two-dozen community organizations, including business groups, service clubs and churches.

The resulting Community Action Plan, presented here, consists of several elements, including the Community Assessment, Vision Statement and Strategies and Actions Implementation Matrix. The Matrix provides the framework of the plan, with all proposed actions assigned a timeframe for implementation.

The Task Force has proposed a total of 8 strategies and 20 actions for implementation. Each of these strategies, and the actions designed to fulfill each strategy, fall under one of three focus areas:

- Healthy and Effective Social Networks
- Favorable Business Conditions and a Prosperous Economy
- Expanded Cultural and Recreational Opportunities

Actions are proposed for implementation in one of three timeframes: 1-2 years, 3-5 years; and 6+ years. By spreading action implementation in this way, the Task Force hopes to ensure the dollars, volunteers and other resources necessary will last. Equally important, the Task Force recommends Castle Rock City Council approve and support development of an Implementation Committee, to oversee, facilitate and report on Action Plan progress. In the future, as more and more of the existing actions are implemented, the Implementation Committee may also be asked to steer a process for generating new ideas. A proposed Implementation Committee structure and process is provided in a later section.

Community Assessment

To effectively plan for a community's future, it is imperative that we understand its past and present. The following assessment provides an overview of key demographic and economic information for Castle Rock, and a number of insights provided by community leaders. This Community Assessment was used to provide background information for the Task Force as it set about structuring plans for the future.

Detailed information is provided in two attachments. Appendix A, developed by E.D. Hovee & Co. (economists), contains a series of important market observations, while Appendix B, prepared by Barney & Worth, provides the full text of stakeholder responses to interviews conducted in early January, 2002. A summary of salient points follows.

A. Market Observations

Key market insights for Task Force consideration, include:

- ⇒ Castle Rock's population has remained around 2,100 people...for the last 21 years.
- ⇒ The greatest periods of growth in Castle Rock occurred during the 1920s and 1970s.
- ⇒ An increase in non-family households and an aging population have resulted in smaller household sizes.
- ⇒ The proportion of children and young adults has been declining, decreasing from 63% of all persons in 1980 to 49% by 2000.
- ⇒ 58% of all households earn between \$35,000 and \$50,000 annually. However, over one-third of all households have incomes below \$25,000.... considered low income by HUD.
- ⇒ Castle Rock has lost nearly 80 jobs between 1995 and 1999. The hardest hit sectors include manufacturing, agriculture, and services. Retail is the only sector that has grown.
- ⇒ Manufacturing and wholesale trade are the only sectors experiencing real wage growth.
- ⇒ Median incomes have stagnated at \$34,000 over the last two decades. Castle Rock and Cowlitz County have not shared in the economic boom experienced in Clark County.
- ⇒ Castle Rock must attract high wage jobs, or see continued departure of its residents.

B. Stakeholder Perceptions

Through a series of "stakeholder interviews," a dozen community leaders offered their observations regarding both positive features of their community, as well as areas in need of improvement. A summary of their thoughts is provided below.

Positive Features and Qualities

- Small community atmosphere
- Know everyone by name
- We have a lot in common
- The core downtown area should be preserved
- Setting, along the River, near freeway, is beneficial
- It's a good place to raise a family
- Willingness of people to work together on common goals

Things to Improve

- More industry, greater tax base to support education
- Spruce up the downtown area
- Healthy downtown
- Renovate section of town near Safeway
- Get people to patronize local businesses, instead of going to Kelso and Longview for everything
- Help businesses become successful so they can improve their façades
- Be open to new ideas, willing to implement them
- Improve connections between downtown and freeway areas
- Draw some of the visitors on their way to the mountain
- Do not belabor negative things from the past – proactively plan for the future

Successful Outcomes

- Bringing people together to solve certain concerns and needs
- People feel more pride in their community and each other
- Build some parks in the city
- A healthy economy
- Everyone’s voice is heard
- Able to attract people to come and spend some time here
- Park system on the west side of the river – with trails, etc
- Growth, new buildings, more people
- Momentum for building a community youth center, expanded economic base
- Develop a broader tax base through recruitment of additional businesses
- Help for our in-town businesses

Involving the Public

- Tie-into Mountain Mania.
- Try a street fair
- There needs to be something fun to bring people out
- Try churches
- Sporting events
- The Longview Daily News
- Start with people who are already involved, and get them to invite their peers
- Bring up issues people are interested in like the senior center, youth center
- The Bugler
- Advertise community forums (not meetings)
- Try linking public participation to specific projects

Potential Focus Areas

- Economy
- Advertising, marketing and publicity
- Infrastructure
- Tourism
- Housing
- Downtown enhancement
- Involving people just outside of City limits
- Land development

Other Thoughts

- The library is a good base for activities
- Chamber of Commerce needs to be a prime player in this plan
- Some kind of convention center, or hall to be rented out for groups would be helpful
- Consider pursuing a community recreation center – with swimming pool, etc.
- Try and use Exhibit Hall for public meeting
- Avoid Tuesday and Friday, as high school sports usually occur on those days
- Be sure to give as much information as possible to the newspaper so we get a bigger headline
- We need to remember we're one community
- If the City could find funds to bring water/sewer to the outskirts, they might have a better tax base
- Some businesses are interested in having a covered area in downtown
- We used to have ferried that brought people to Castle Rock – could that be revived?
- We need ways to keep people here.
- Let's take advantage of the River – why not build park pathways?
- Try and match initiatives with grants and other available resources
- Can we become the only theme down along I-5?
- Don't set your sights too high – or people will get disappointed
- Start small, and build momentum
- There are many positive things about Castle Rock – people just need to look for and build on them
- Work with local churches
- Let's improve the town's cleanliness

Task Force Charge and Process

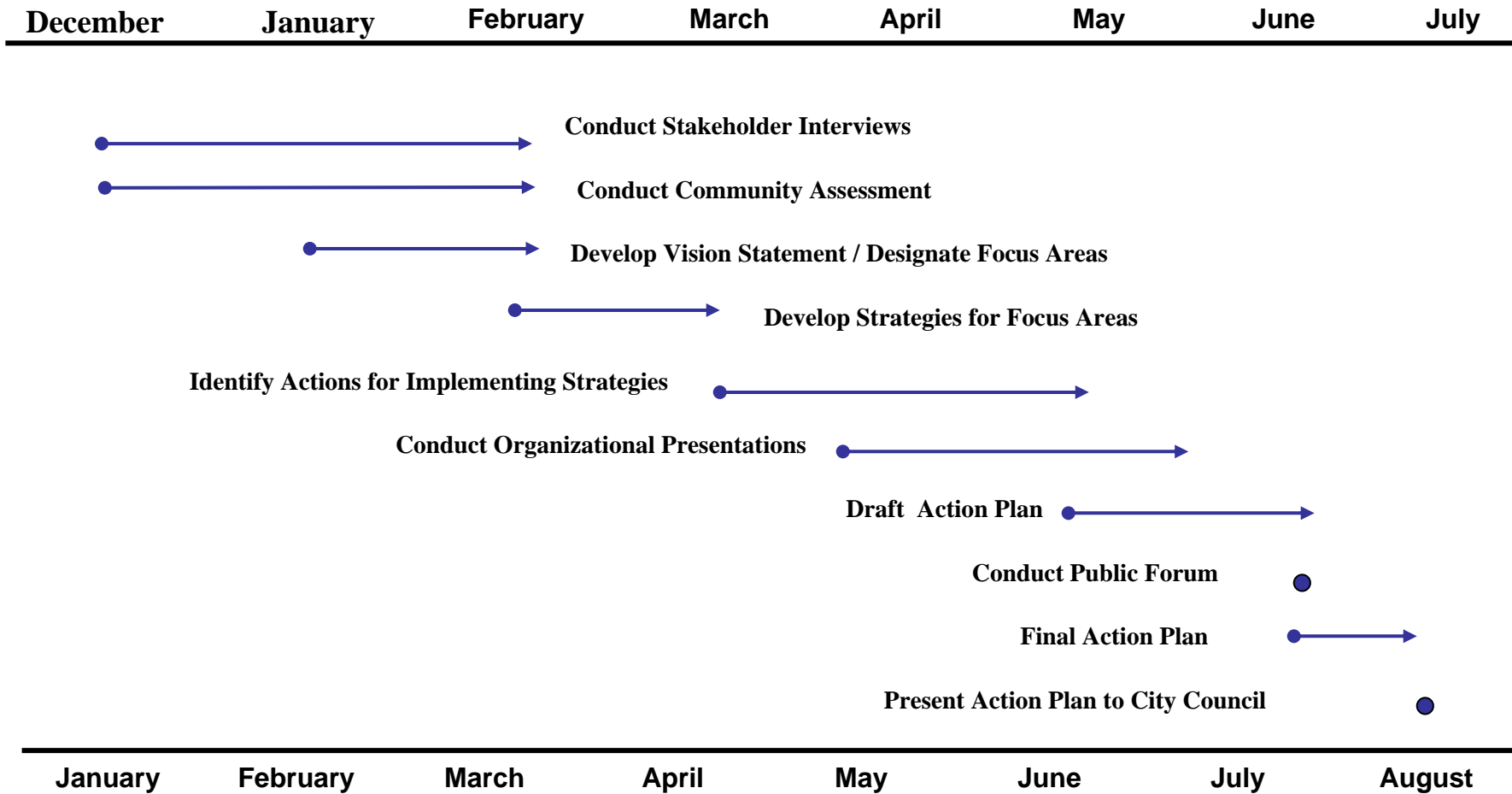
A description of the Task Force Charge and Process Timeline are provided below.

Task Force Charge

The purpose of this project is to develop a Community Action Plan for Castle Rock. A consultant-city project team and a citizen-based Community Action Plan Task Force will guide the process. The Task Force will:

1. Develop a City Council-approved Vision Statement describing the way citizens want their community to look, feel and operate in the future.
2. Identify a series of focus areas, strategies and actions necessary to facilitate implementation of the Vision. Focus areas, strategies and actions will:
 - Have a direct linkage to the Vision Statement
 - In the case of proposed actions, include a lead implementation partner and list of potential support partners, a timeline for implementation, and cost range estimates and anticipated sources of necessary resources
3. Maintain contact with the community, and proactively seek feedback on work products. At a minimum, public involvement efforts will include:
 - A project fact sheet describing Task Force efforts
 - A community survey or alternative method (speakers bureau) to identify citizen priorities
 - Periodic press releases to announce upcoming meetings and relate progress
 - A public workshop to share information, findings and products with interested parties
4. Produce a final Community Action Plan for presentation to City Council. The Plan will include the following components:
 - Community Assessment
 - Vision Statement
 - Description of Focus Areas
 - Recommended Strategies and Actions
 - Description of Public Involvement Process
 - Implementation Plan
 - Acknowledgments

Process and Timeline



Vision Statement

After conducting stakeholder interviews, developing a market observation and identifying key goals and objectives for the future, the Task Force developed the following Vision Statement describing the way Castle Rock might look and feel in the future.

Castle Rock: Where Past, Present and Future Come Together

Castle Rock is a wonderful place to live, work and play. It's a community where the people are as resilient and vibrant as the natural features that surround their home; a place where life-long residents and visitors alike feel they are part of the same tight-knit family.

Castle Rock values and celebrates its historical roots, while always planning for and embracing its future.

Over the years, community organizations and volunteers have joined forces with local government to create an impressive menu of year-round recreational activities, town festivals and cultural attractions. They have helped make Castle Rock a place where people not only want to come ... but a place people want to stay.

Citizens and government work in partnership with business and industry to support and enhance the city's diverse economic base. The fruit of their efforts can be seen in a thriving downtown core, bustling I-5 business district and an ever expanding mix of employment opportunities. People in Castle Rock understand that a balanced, prosperous economy fuels a healthy social environment.

The community places a premium on life-long learning. Schools enjoy strong public support, and extended education opportunities – from specialized vocational training to personal-enrichment courses – are available to people of all ages.

Castle Rock is a place people are proud to call home; a place where each generation works to pass along to their children the sense of safety and comfort provided by their own parents. It's a place where the past, present and future come together.

Summary of Focus Areas, Strategies and Actions

The following provides an overview of Vision focus areas, strategies and actions. Additional details for each category are provided in the Implementation Matrix later in the report.

I. Focus Area: Healthy and Effective Social Networks (Live)

Strategy: Increase opportunities for community members to interact and build partnerships.

- **Improved Community Communications**
- **Community Issues and Needs Forum**
- **Integrating Seniors**

Strategy: Ensure Castle Rock residents have access to affordable quality health care.

- **Dental Van Program**
- **Medical Transportation**
- **Health Care Services Resource Guide**
- **Assistance for the Under-Insured**

Strategy: Create and support life-long learning programs and activities to suit a range of age groups and interests.

- **New Learning Centers**
- **Stronger Library – School Linkages**

II. Focus Area: Favorable Business Conditions and a Prosperous Economy (Work)

Strategy: Determine and implement a preferred economic development scenario, based on current and anticipated market and community conditions.

- **Economic Needs Forum and Key Research**
- **Commercial and Industrial Property Development Strategies**
- **Emerging Markets Assessment**

Strategy: Expand Castle Rock's tax base through a business diversification program.

- **Business Incentives and Marketing Plan**
- **Business Regulations**
- **Business Investment**

Strategy: Sustain business growth and fortify current economic success through a coordinated worker training, resources and assistance program.

- **Regional Economic Partnership**
- **Employee Customer Service Training**
- **Economic Resource Assistance**

III. Focus Area: Expanded Cultural and Recreational Opportunities (Play)

Strategy: Promote existing and new cultural activities and attractions that celebrate and build upon Castle Rock's sense of place.

- **New Community Events & Recreation Alliance**
- **New Community Events & Festivals**
- **Attractive Downtown Walking Area**
- **Historic Walking Tour & New Murals**

Strategy: Ensure citizens and visitors alike have access to quality recreational opportunities by expanding the current range of offerings and establishing new venues as socially desirable and financially feasible.

- **Parks Support & Riverfront Trail**
- **Expanded Use of Fairgrounds**
- **Community Center**
- **Community Garden**
- **Community Band & Choir**

Implementation Matrix

The matrix displayed over the next several pages contains all actions recommended for implementation. Actions are listed under the strategy and focus area heading to which they correspond. Each action contains a list of Potential Implementation Partners – organizations who may be able to provide financial, technical or volunteer support – and an implementation timeline. The full text of each action is preceded by several “key words” to facilitate quick referencing.

Action Implementation Matrix

Focus Area: Expanded Cultural & Recreational Opportunities				
Strategy 1	Promote existing and new cultural activities and attractions that celebrate and build upon Castle Rock's "sense of place."			
Action 1.1	Establish a Community Events and Recreation Alliance to help structure, coordinate and facilitate existing and new activities and cultural/recreational opportunities in the greater Castle Rock area.	Schedule:		
Community Events & Recreation Alliance	Potential Partners	2002-2003	2004-2005	2006+
	City; Fair Board; Exhibit Hall; Schools; Seniors; Churches; Mt. Mania Festival; Chamber; Community Service Organizations (CSO's); Neighboring Communities.			
Action 1.2	Consider organizing and hosting a series of new community events and festivals, including: a multicultural celebration and food/craft fair; 4th of July picnic at the fairgrounds; Christmas "Tour of Homes;" and a new parade or creative arts-based festival.	Schedule:		
New Events	Potential Partners	2002-2003	2004-2005	2006+
	New Community Events & Recreation Alliance; City; Fair Board; Exhibit Hall; Schools; Seniors; Churches; Mt. Mania Festival; Chamber; CSO's; Neighboring Communities.			
Action 1.3	Design and build an attractive, pedestrian-friendly walking area in the downtown business district that can be used for seasonal events, outdoor art shows, music festivals and other activities emphasizing local artists and artisans.	Schedule:		
Downtown Walking Area	Potential Partners	2002-2003	2004-2005	2006+
	Downtown businesses; City; New Community Events and Recreation Alliance; State; Donors; Volunteers.			
Action 1.4	Establish an historic walking tour, linking downtown to the riverfront trail and fairgrounds, and including interpretive signage and other information pertaining to key historic building, features and events. Consider creating a series of new murals as well, with an emphasis on the area's logging economy, old fire truck and historically significant personalities.	Schedule:		
Historic Walking Tour & New Murals	Potential Partners	2002-2003	2004-2005	2006+
	Exhibit Hall; Friends of the Library; Washington State Archives; Local artists; City; SHPO; Mt. Mania; Pytheons.			

Strategy 2	Ensure citizens and visitors alike have access to quality recreational opportunities by expanding the current range of offerings and establishing new venues as socially desirable and financially feasible.			
Action 2.1	Support the City of Castle Rock’s adopted Parks Plan, with an emphasis on completing the Riverfront Trail and expanding fishing and boating opportunities.	Schedule:		
Parks Support & Riverfront Trail	Potential Partners	2002-2003	2004-2005	2006+
	School; City; Park Board; Sportsmen’s Clubs; Community Service Organizations; Cowlitz Tribe; Fair Board.			
Action 2.2	A) Establish a task force to investigate and pursue improvements and expansion at the fair grounds. B) Consider establishing a coordinator to pursue necessary technical assistance, funding and volunteer help, and to ensure the fairgrounds plays a more prominent role in attracting visitors and generating revenue.	Schedule:		
Expanded Use of Fairgrounds	Potential Partners	2002-2003	2004-2005	2006+
	Fair Board; City; New Community Events and Recreation Alliance; Cowlitz County; Motorcycle Club.	(A) (B)		
Action 2.3	A) Establish a panel or task force to examine the feasibility of, and possible locations for, establishing a new multi-purpose Community Center with central common area. (B) Begin planning / construction upon determination of financial feasibility.	Schedule:		
Community Center	Potential Partners	2002-2003	2004-2005	2006+
	Community Events and Recreation Alliance; City; Community Organizations; Seniors; Consultants; Others identified through panel / task force work.		(A)	(B)
Action 2.4	Increase the range of opportunities for people to work with nature, while also beautifying the Castle Rock area. Establish 1) a Community Garden, with individual plots of land for resident use; 2) a Liberty Garden, to celebrate our patriots; and 3) pocket parks to ensure all areas have nearby open space. Consider establishing a “home and garden” awards program as part of this effort.	Schedule:		
Community Garden	Potential Partners	2002-2003	2004-2005	2006+
	Master Gardeners; City; Seniors; Schools; 4-H; Americorps; Community Service Organizations; KAB Foundation; Planning Commission; Fair Board.			

Action 2.5	Create a community band and / or choir, and feature at appropriate community events and celebrations.	Schedule:		
Community Band & Choir	Potential Partners	2002-2003	2004-2005	2006+
	Local musicians; Seniors; Schools; Community volunteers; churches.			●
Focus Area: Favorable Business Conditions & A Prosperous Economy				
Strategy 3	Determine and implement a preferred economic development scenario, based on current and anticipated market and community conditions.			
Action 3.1	Convene an economic needs forum with a comprehensive, varied group of business interests. Identify a consensus direction from which to base an economic development plan. Review, research and build upon, as feasible, the ideas presented in the City's Comprehensive Plan and Comprehensive Economic Development Strategies document.	Schedule:		
Economic Needs Forum & Key Research	Potential Partners	2002-2003	2004-2005	2006+
	Chamber; business owners; "downtowners"; CEDC.	●	➔	➔
Action 3.2	(A) Conduct a market analysis to determine which sectors of the economy are unnecessarily suffering sales leakage, and which sectors stand the greatest chance of succeeding. (B) Work with entities from Economic Needs forum to develop plans and strategies for the most effective development of commercial and industrial properties within the City. Begin by determining the need and design parameters for constructing sewer, water, fiber optic and other infrastructure to support identified strategies.	Schedule:		
Commercial & Industrial Property Strategies	Potential Partners	2002-2003	2004-2005	2006+
	University of Washington / Oregon; CEDC; City Planning Commission, public works and Council; COG; Port of Longview; Consultants.	●	➔	➔
Action 3.3	Supplement the market analysis with a detailed assessment of emerging markets, with an emphasis on those which best suit the community's infrastructure (existing and planned), work force and land base.	Schedule:		
Emerging Markets Assessment	Potential Partners	2002-2003	2004-2005	2006+
	City of Castle Rock; County; State; CEDC.	●	➔	➔

Strategy 4	Expanded Castle Rock's tax base through a business diversification program.					
Action 4.1	Upon completing the tasks above, research and structure an array of new incentives to help recruit desired business and industry. Fold incentives into a marketing package that can be provided to existing and prospective businesses.			Schedule:		
Business Incentives and Marketing Plan	Potential Partners			2002-2003	2004-2005	2006+
	Port Commission; State; CEDC.				●	
Action 4.2	Evaluate local infrastructure capacity and business-related regulations, and amend as necessary to attract and retain the desired economic base, without sacrificing Castle Rock's high quality of life.			Schedule:		
Business Regulations	Potential Partners			2002-2003	2004-2005	2006+
	City; County and State; CEDC.			●	➔	➔
Action 4.3	Consider reinvesting a portion of revenue gains generated by business expansion into additional infrastructure capacity, to maintain momentum and perpetuate job growth.			Schedule:		
Business Investment	Potential Partners			2002-2003	2004-2005	2006+
	City, County and State; CEDC.					●
Strategy 5	Sustain business growth and fortify current economic success through a coordinated worker training, resource and assistance program.					
Action 5.1	(A) Partner with local economic development organizations to develop and manage resource assistance programs, worker training and technical assistance for a variety of business types and sizes. (B) Consider developing a formal business roundtable or partnership with elected officers and some level of paid staff assistance. Affordable staff assistance may also be obtained through a local university professional training or extension program.			Schedule:		
Regional Partnership	Potential Partners			2002-2003	2004-2005	2006+
	Workforce through Unemployment Office; LCC; Chamber and other businesses; CEDC.			●	➔	➔
Action 5.2	Structure worker training programs to match existing business needs as well as those of prospective and emerging market businesses. Consider coordinating these programs through the LCC learning centers.			Schedule:		
Employee Customer Service Training	Potential Partners			2002-2003	2004-2005	2006+
	ESD #112; Local schools; LCC; CEDC.				●	

Action 5.3	Establish resource assistance programs to support priorities identified in the economic needs forum. Programs might include downtown façade improvement grants, scholarships for student training through LCC, and many others. Research and secure outside funding to help implement priority economic and community development projects.	Schedule:		
Resource Assistance	Potential Partners	2002-2003	2004-2005	2006+
	COG; State; CEDC; City.		●	
Focus Area: Healthy & Effective Community Social Networks				
Strategy 6	Increase opportunities for community members to interact and build partnerships.			
Action 6.1	Promote public involvement in local decision-making processes by communicating in a variety of formats, including a community web-site and newsletter. Create an e-mail directory to help announce volunteer opportunities and distribute community calendar.	Schedule:		
Communications	Potential Partners	2002-2003	2004-2005	2006+
	City; School District; Churches; Community Service Organizations including Women’s Ministry of Faith.		●	➔
Action 6.2	Hold a semi-annual “community organizations forum” to better coordinate service groups’ activities and generate more comprehensive results. Consider uniting forces to bring Habitat for Humanity projects to Castle Rock.	Schedule:		
Community Forum	Potential Partners	2002-2003	2004-2005	2006+
	Kiwanis and all Community Service Organizations; Seniors.	●	➔	➔
Action 6.3	Work to identify and meet the needs of our senior community, and integrate them into community-wide social networks. Increase interactive opportunities between youth and seniors, to bridge the gap between the ages.	Schedule:		
Integrating Seniors	Potential Partners	2002-2003	2004-2005	2006+
	City; Seniors; School District; Community Service Organizations.	●	➔	➔
Strategy 7	Ensure Castle Rock residents have access to affordable quality health care.			
Action 7.1	Continue dental clinic and expand the dental van program, so all Castle Rock residents receive quality dental care.	Schedule:		
Dental Van Program	Potential Partners	2002-2003	2004-2005	2006+
	Kiwanis and all Community Service Organizations; NW Medical Teams; University of Washington.	●	➔	➔

<p>Action 7.2</p> <p>Medical Transportation</p>	<p>Provide a transportation network to transport seniors, youth and underprivileged residents to medical appointments.</p> <p>Potential Partners</p> <p>Retired Senior Volunteer Programs (RSVP); Community Service Organizations.</p>	<p>Schedule:</p> <p>2002-2003 2004-2005 2006+</p> <p>● □ □</p>		
<p>Action 7.3</p> <p>Health Care Services Resource Guide</p>	<p>Develop and publish a resource guide in hard copy and electronic formats to ensure all residents know what care options are available to them.</p> <p>Potential Partners</p> <p>Women’s Ministry of Faith and other Community Service Organizations; Cowlitz Valley Health Association.</p>	<p>Schedule:</p> <p>2002-2003 2004-2005 2006+</p> <p>● □ □</p>		
<p>Action 7.4</p> <p>Assistance for the Under-Insured</p>	<p>Research and identify means for obtaining insurance coverage for the uninsured and underinsured. Target populations should include the elderly and high school age groups. Supplement this activity with a preventative education and outreach program to reduce the level of treatment needed.</p> <p>Potential Partners</p> <p>Castle Rock Pediatrics and Wellness Center; Cowlitz Valley Health Association; Peace Health; Kaiser; Community Service Organizations.</p>	<p>Schedule:</p> <p>2002-2003 2004-2005 2006+</p> <p>□ ● □</p>		
<p>Strategy 8</p> <p>Create and support life-long learning programs and activities to suit a range of age groups and interests.</p>				
<p>Action 8.1</p> <p>Learning Centers</p>	<p>Establish local satellite learning centers through the LCC.</p> <p>Potential Partners</p> <p>School District; COG; City; Seniors; LCC; Library; Cowlitz Valley Health Association; Community Service Organizations.</p>	<p>Schedule:</p> <p>2002-2003 2004-2005 2006+</p> <p>□ ● □</p>		
<p>Action 8.2</p> <p>Library – School Linkages</p>	<p>Strengthen ties between the Library and School District. Consider using the Library as a “home base” for a seniors-youth mentoring program.</p> <p>Potential Partners</p> <p>Library; School District; Seniors; Community Service Organizations.</p>	<p>Schedule:</p> <p>2002-2003 2004-2005 2006+</p> <p>● → →</p>		

Proposed Implementation Program

Pending City Council approval, the Community Action Plan Task Force recommends an implementation oversight body be created to ensure the Vision becomes reality. This oversight body would be known as the Community Action Plan Implementation Commission (CAPIC). A proposed structure and process follows:

Structure

The Commission would be comprised of 7-9 City Council-appointed individuals representing various community interests, including:

- Community Action Plan Task Force
- Community Service Organizations
- Economic Development / Business
- Local Government
- Faith Community
- Youth
- Seniors
- Public-at-Large
- Other representatives from list of proposed partners included in Implementation Matrix

Program

The Commission would be responsible monitoring, facilitating and reporting on implementation progress. Suggested activities include:

- 1) Holding quarterly meetings to check-in, ensure implementation is on-track
- 2) Identify “lead implementation partners” for each action, to ensure completion
- 3) Structure a lead partner survey instrument, to determine progress
- 4) Hold an annual Town Hall meeting, to report on progress to the public
- 5) Prepare an annual report, for distribution to City Council and other interested parties
- 6) Assume responsibility for implementing actions where no clear lead partner has been identified

Both the proposed structure and program have been developed to provide guidance for an implementation oversight body. A more precise structure and program will be developed upon City Council approval.

Acknowledgments

Many people contributed time, ideas and other assistance to this project. Without their help, developing an effective Community Action Plan would not have been possible. Participants included:

Steering Committee:

- Ryana Covington
- Steve Harvey
- Brenda Hornbuckle
- Carolyn Pedersen
- Jeff Skeie
- Terry Werner

Task Force

- Anwar Ayoub
- Julie Bean
- Amy Bobst
- Cheryll Borggaard
- Ryana Covington
- Dennis Courtright
- Merry Gardener
- Audrey Hyde
- Doug Kennedy
- Yvonne Knuth
- Phyllis Ogden
- Mike Moss
- Candy Ritchie
- Bill Ritchie
- Barbara Rutherford
- Hazel Shull
- Jeff Skeie

Focus Area Teams:

Healthy & Effective Community Social Networks

- Anwar Ayoub
- Cheryll Borggaard
- Audrey Hyde
- Doug Kennedy
- Bill Ritchie
- Hazel Shull
- Facilitator – Jason Robertson

Favorable Business Conditions & a Prosperous Economy

- Merry Gardener
- Roy and Linda Henson
- Mike Moss
- Phyllis Ogden
- Candy Ritchie
- Jeff Skeie
- Gordon Snyder
- Facilitator – Dennis Courtright

Expanded Cultural & Recreational Opportunities

- Julie Bean
- Amy Bobst
- Yvonne Knuth
- Barbara Rutherford
- Evelyn Wooster
- Facilitator – Ryana Covington

Stakeholder Interview Participants

- Chris Crimmins
- Chris Gould
- Les Green
- Roy and Linda Henson
- Bud May
- Cordell Piper
- Marcia Quigley
- Candy Ritchie
- Ellen Rose
- Barbara Rutherford
- Gordon Snyder
- Cal Smith
- Ted Sprague
- Terry Werner
- Evelyn Wooster

Organizations

- Lion's Club
- Downtowners
- United Methodist Church
- Parent Teacher Organization
- Lutheran Church
- Castle Rock School Board
- Lower Columbia Contractors
- Women's Club
- Future Business Leaders of America
- Port of Longview
- Cowlitz County Economic Development Council
- Full Gospel Church
- Community Women of Faith Ministries
- Nazarene Women's Group
- Ministers' Association
- Christian Church
- Fair Board
- Mt. St. Helens Business Association
- University of Washington Business School
- Sunnyside Grange
- Castle Rock Eagles Club
- American Legion
- Kiwanis Club
- Masons Club
- Veterans of Foreign Wars
- Mountain Mania Festival
- 4-H Club
- Castle Rock Library
- Senior Center
- Pytheons
- Castle Rock City Council
- Firefighters Association

Town Hall Supporters

- Castle Rock School District
- Danielle Sparks
- Castle Rock Kiwanis Club
- KUKN-KLOG
- The Daily News
- The Daily Bugler
- Ellen Rose
- Flower Cellar
- El Compadre
- Cinedome Theatre
- Pepper's 49er Restaurant

Appendix A

CASTLE ROCK MARKET OBSERVATION

This technical memorandum identifies underlying market forces/characteristics that influence economic conditions in Castle Rock. This information is not a *detailed* market analysis. This memorandum serves as the building blocks for a larger strategic planning process. Information in this memorandum is organized under the following topics:

Population & Housing
Demographic Characteristics
Labor Force & Employment
Summary Observations

Population & Housing

- ⇒ Population in Cowlitz County grew by 1.2% per year during the 1990s, slower than the statewide rate of 1.9%.
- ⇒ Woodland and Kalama are the fastest growing cities in Cowlitz County, growing at over 4% per year.
- ⇒ Over the last 21 years, Castle Rock's population base has remained around 2,100 people.
- ⇒ The greatest periods of growth in Castle Rock occurred during the 1920s and 1970s.
- ⇒ As of the 2000 Census, Castle Rock had 885 housing units.
- ⇒ Two-thirds of all housing in Castle Rock is single family.
- ⇒ Multi-family housing and manufactured homes have become more prominent over the last three decades, increasing their representation to 22% and 11% of all units (respectively).

Demographic Characteristics

- ⇒ Household sizes in Castle Rock are equivalent to countywide and statewide averages.
- ⇒ However, household sizes have been decreasing over the last three decades – from 2.80 in 1970 to 2.53 as of 2000.
- ⇒ Smaller household sizes are due to an increase in non-family households and an aging population.
- ⇒ The number of families in Castle Rock has remained between 560 and 570 households. However, families account for fewer households today than in 1980.
- ⇒ The proportion of children and young adults has been declining, decreasing from 63% of all persons in 1980 to 49% by 2000.
- ⇒ Median income in Castle Rock is estimated at \$34,400. Median incomes in Castle Rock and countywide have not kept pace with income appreciation statewide.
- ⇒ Castle Rock mainly comprises middle income households, with 58% of all households reporting between \$35,000 and \$50,000 annually. However, just over one-third of all households have incomes below \$25,000, which would be considered low income by HUD standards.

Labor Force & Employment

- ⇒ Just under 8% of the Cowlitz County workforce is unemployed.
- ⇒ Unemployment rates in Cowlitz County have average 37% higher than levels statewide. However since 1997, Cowlitz County's unemployment rate has been 52% higher than the statewide average.

- ⇒ The number of jobs in Cowlitz County has increased steadily since 1970. As of year 2000, Cowlitz County had 38,600 jobs.
- ⇒ Job growth countywide has not kept pace with statewide trends. In 1970, Cowlitz County accounted for 2.2% of all jobs statewide; by 2000, they accounted for only 1.4%.
- ⇒ Castle Rock has lost nearly a net 80 jobs between 1995 and 1999. The hardest hit sectors include manufacturing, agriculture, and services. Retail Trade is the only sector that has grown appreciably.
- ⇒ Average wage of jobs located in Castle Rock is \$18,000, \$12,200 less than the countywide average. The average wage in Castle Rock is being driven down by low paying jobs in the retail and service sectors.
- ⇒ Highest paying sector is wholesale trade at \$45,000, followed by manufacturing (\$29,200); transportation, communications, and utilities (\$25,600); and construction (\$22,100).
- ⇒ Manufacturing and wholesale trade are the only sectors that have experienced real wage growth, growing by \$4,000 to \$5,000 per job.

Summary Observations

- ⇒ Castle Rock's population base has stabilized at around 2,100 residents.
- ⇒ Household sizes continue to decline due to an aging population and growing non-family segment.
- ⇒ Castle Rock is traditionally a single family market, however, multi-family and manufactured homes are becoming a bigger component of the community.
- ⇒ Local resident median incomes have stagnated at \$34,000 over the last two decades, as Castle Rock and the rest of Cowlitz County have not shared in the economic boom experienced in near by Clark County.
- ⇒ Castle Rock's job base is declining and low wage sectors such as retail trade are becoming a more significant part of the local economy.
- ⇒ A stagnant population base and aging population will likely result in a declining labor force and a continued trend toward non-family households.
- ⇒ In order to reverse adverse market trends, Castle Rock should develop a comprehensive economic development strategy that focuses on creating high wage jobs. Failure to do so could result a transform Castle Rock into a retirement and tourist oriented community. Remaining families will likely be force to find economic opportunities in nearby Longview.
- ⇒ Strategies for creating high wage jobs include:
 - Conducting a target industry analysis to determine the types of high wage sectors Castle Rock/Cowlitz County will be competitive in attracting.
 - Develop a marketing strategy in conjunction with Cowlitz-Wahkiakum Council of Governments and Cowlitz County Economic Development Council.
 - Creating a development strategy for industrial lands along I-5.
 - Consider creation of a local public development authority (e.g. Packwood Community Action Plan) to offer incentives to prospective developers/businesses.

Figure 1: Population Trends by Jurisdiction (1900-2001)

Year	Castle Rock	Kalama	Kelso	Longview	Woodland	Unincorp. Cowlitz	Cowlitz County	State of Washington
Population:								
1900	750	554	694	–	–	5,879	7,877	518,103
1910	998	816	2,039	–	384	8,324	12,561	1,141,990
1920	829	1,228	2,228	–	521	6,985	11,791	1,356,621
1930	1,239	940	6,260	10,652	1,094	11,721	31,906	1,563,396
1940	1,182	1,028	6,749	12,385	980	17,831	40,155	1,736,191
1950	1,255	1,121	7,345	20,339	1,292	22,013	53,365	2,378,963
1960	1,424	1,088	8,379	23,349	1,336	22,225	57,801	2,853,214
1970	1,647	1,106	10,296	28,373	1,622	25,572	68,616	3,413,244
1980	2,162	1,216	11,129	31,052	2,341	31,733	79,633	4,130,163
1990	2,067	1,210	11,767	31,499	2,500	33,170	82,119	4,866,663
2000	2,130	1,783	11,895	34,660	3,780	38,792	92,948	5,894,121
2001	2,125	1,840	11,860	35,100	3,875	39,195	93,900	5,974,900
Annual Growth:								
1900-1910	25	26	135	–	–	245	468	62,389
1910-1920	-17	41	19	–	14	-134	-77	21,463
1920-1930	41	-29	403	–	57	474	2,012	20,678
1930-1940	-6	9	49	173	-11	611	825	17,280
1940-1950	7	9	60	795	31	418	1,321	64,277
1950-1960	17	-3	103	301	4	21	444	47,425
1960-1970	22	2	192	502	29	335	1,082	56,003
1970-1980	52	11	83	268	72	616	1,102	71,692
1980-1990	-10	-1	64	45	16	144	249	73,650
1990-2000	6	57	13	316	128	562	1,083	102,746
2000-2001	-5	57	-35	440	95	403	952	80,779
Average Annual Growth Rate:								
1900-1910	2.9%	3.9%	11.4%	–	–	3.5%	4.8%	8.2%
1910-1920	-1.8%	4.2%	0.9%	–	3.1%	-1.7%	-0.6%	1.7%
1920-1930	4.1%	-2.6%	10.9%	–	7.7%	5.3%	10.5%	1.4%
1930-1940	-0.5%	0.9%	0.8%	1.5%	-1.1%	4.3%	2.3%	1.1%
1940-1950	0.6%	0.9%	0.8%	5.1%	2.8%	2.1%	2.9%	3.2%
1950-1960	1.3%	-0.3%	1.3%	1.4%	0.3%	0.1%	0.8%	1.8%
1960-1970	1.5%	0.2%	2.1%	2.0%	2.0%	1.4%	1.7%	1.8%
1970-1980	2.8%	1.0%	0.8%	0.9%	3.7%	2.2%	1.5%	1.9%
1980-1990	-0.4%	-0.0%	0.6%	0.1%	0.7%	0.4%	0.3%	1.7%
1990-2000	0.3%	4.0%	0.1%	1.0%	4.2%	1.6%	1.2%	1.9%
2000-2001	-0.2%	3.2%	-0.3%	1.3%	2.5%	1.0%	1.0%	1.4%

Source: Cowlitz-Wahkiakum Council of Governments, Washington State Office of Financial Management, and U.S. Census Bureau.

Figure 2: Castle Rock Housing Trends by Type (1970-2000)

Year	SF	MF	Other	Total
# of Units:				
1970	505	98	24	627
1980	657	173	34	864
1990	599	177	66	842
2000	591	198	96	885
% Distribution:				
1970	80.5%	15.6%	3.8%	100.0%
1980	76.0%	20.0%	3.9%	100.0%
1990	71.1%	21.0%	7.8%	100.0%
2000	66.8%	22.4%	10.8%	100.0%

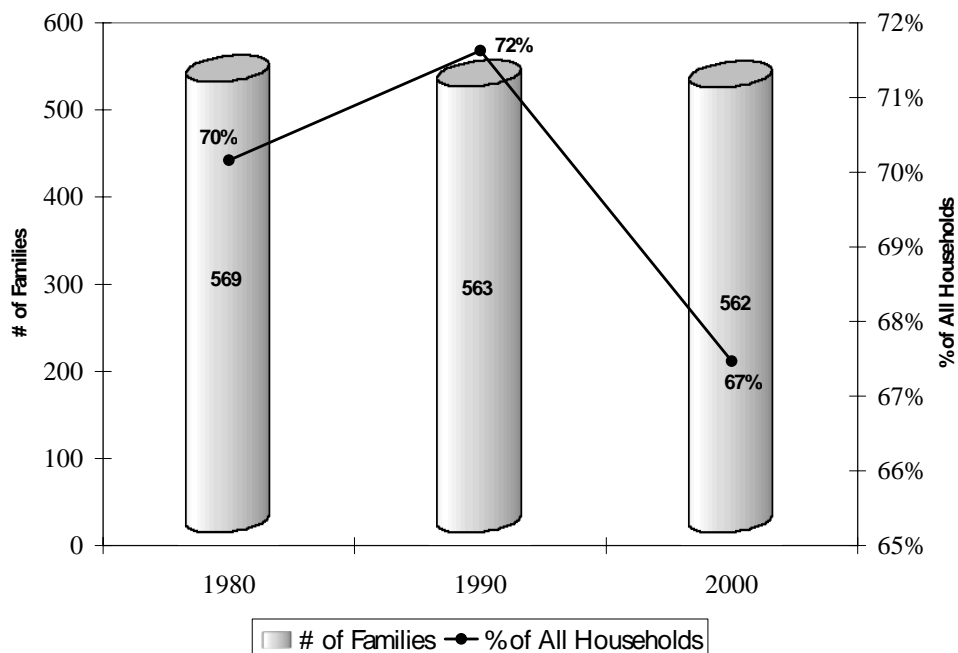
Source: Cowlitz-Wahkiakum Council of Governments and Washington State Office of Financial Management.

Figure 3: Average Household Size by Jurisdiction (1970-2000)

Year	Castle Rock					Cowlitz County	State of Washington	United States
	Rock	Kalama	Kelso	Longview	Woodland			
1970	2.80	3.11	2.80	2.95	2.89	3.07	3.08	3.14
1980	2.65	2.64	2.52	2.49	2.63	2.67	2.61	2.75
1990	2.61	2.54	2.49	2.40	2.59	2.56	2.53	2.63
2000	2.53	2.44	2.52	2.40	2.67	2.55	2.53	2.59

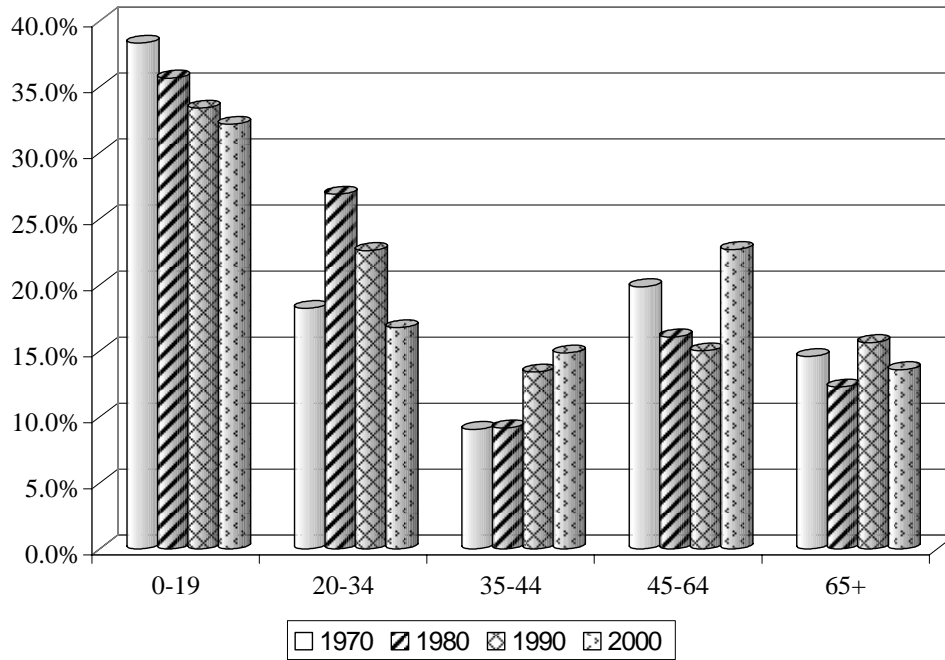
Source: Cowlitz-Wahkiakum Council of Governments and U.S. Census Bureau.

Figure 4: Castle Rock Family Households (1980-2000)



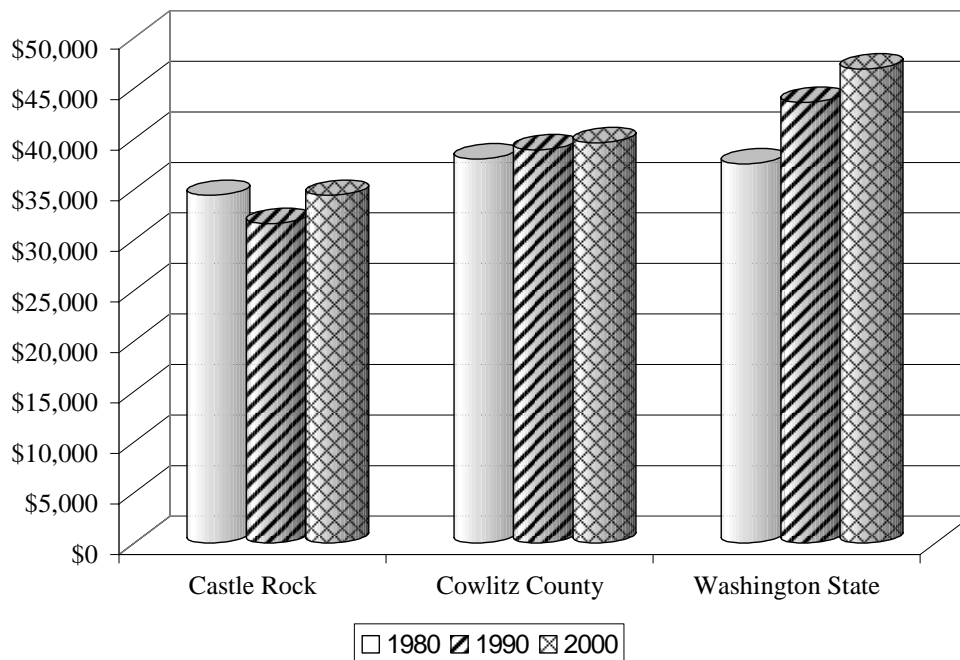
Source: U.S. Census.

Figure 5: Age Distribution of Castle Rock Residents (1970-2000)



Source: Cowlitz-Wahkiakum Council of Governments and U.S. Census.

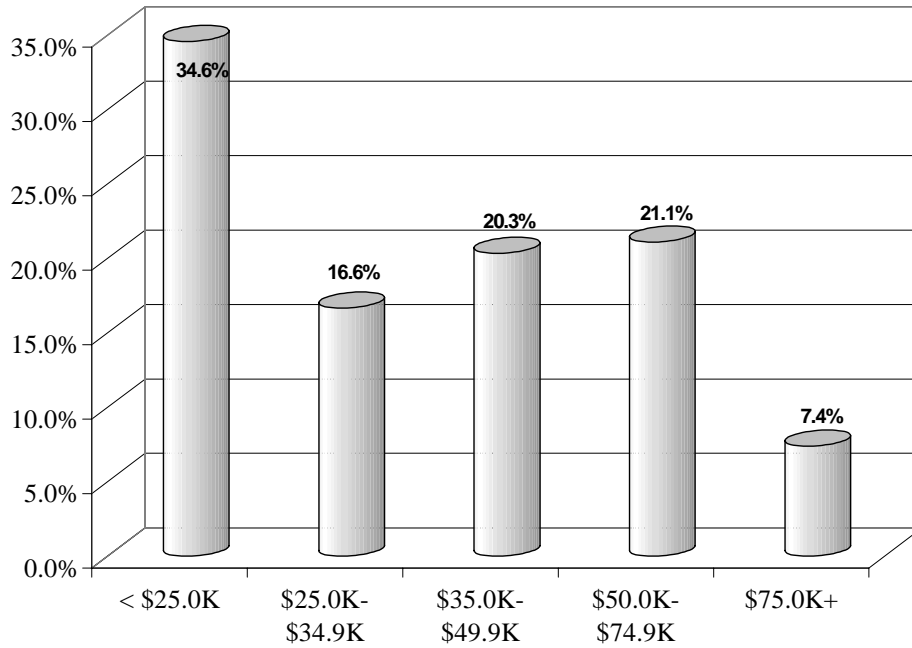
Figure 6: Median Income Growth (1980-2000)



Note: Incomes have been adjusted into year 2000 dollars.

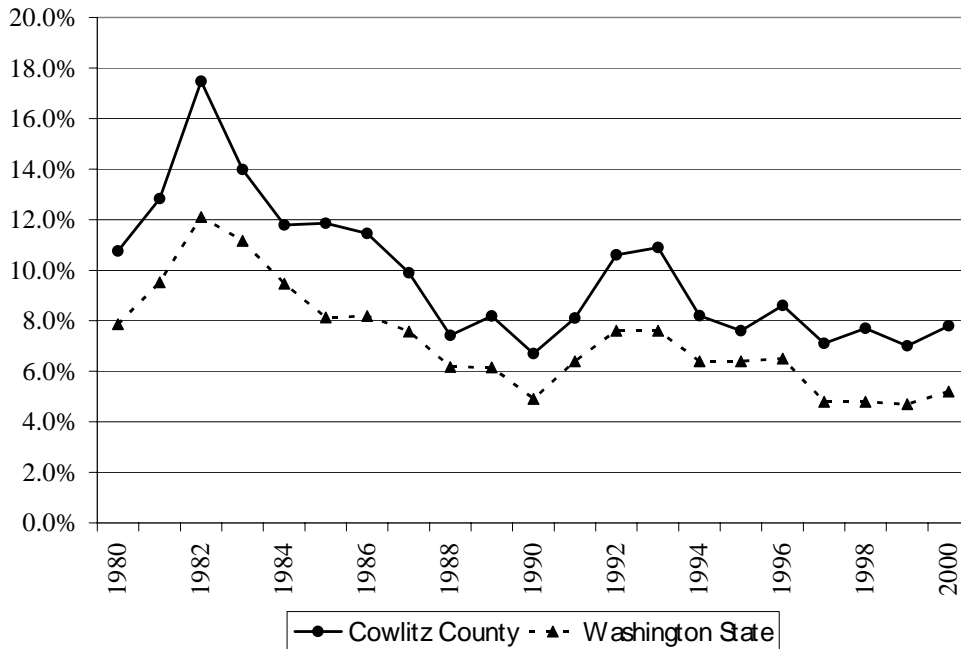
Source: U.S. Census and CACI.

Figure 7: Income Distribution of Castle Rock Households (2000)



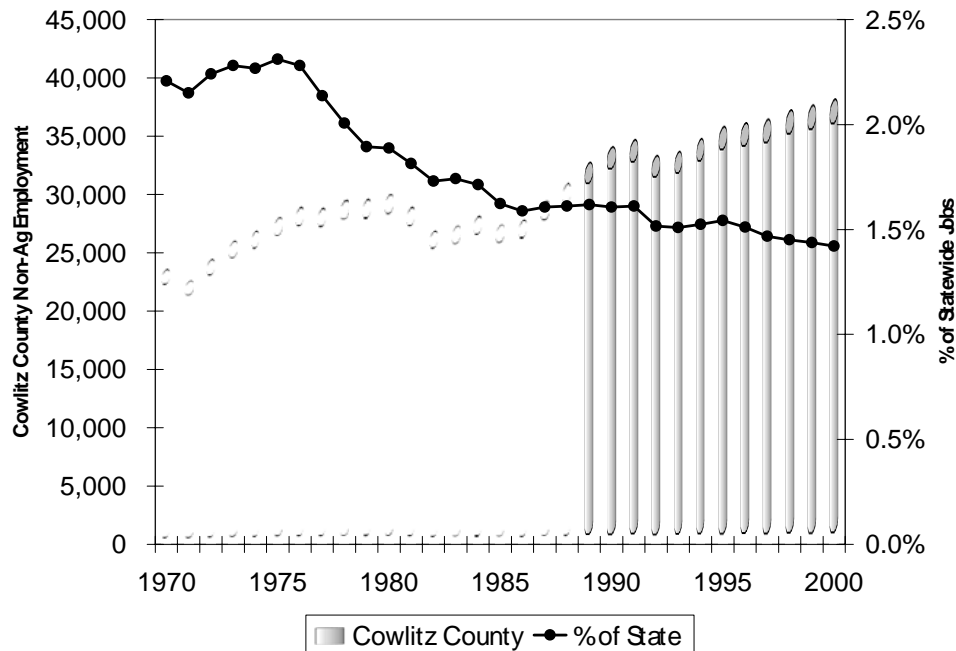
Source: CACI.

Figure 8: Unemployment Rates 1980-2000



Source: Washington State Employment Security.

Figure 9: Cowlitz County Employment Trends (1970-2000)



Source: Washington State Employment Security.

Figure 10: Castle Rock Employment Trends (1995-1999)

Employment Sector	1999 Annual Averages			Change 1995-1999		
	# of Firms	Avg. Emp.	Avg. Wage	# of Firms	Avg. Emp.	Avg. Wage
Agriculture	13	37	\$13,200	-3	-44	-\$6,600
Construction	36	118	\$22,100	14	6	-\$700
Manufacturing	30	194	\$29,200	3	-64	\$4,200
TCU	16	39	\$25,600	4	17	-\$800
Wholesale Trade	7	29	\$45,000	-1	5	\$4,900
Retail Trade	32	323	\$11,200	-1	47	-\$600
FIRE	5	11	\$14,300	2	2	-\$6,200
Services	80	149	\$9,300	36	-48	-\$4,100
Total	219	900	\$18,000	54	-79	-\$600

Note: Wages have been adjusted for inflation. TCU denotes transportation, communication, and utilities. FIRE stands for finance, insurance, and real estate.

Source: Washington State Employment Security.

Appendix B

COMMUNITY ASSESSMENT – STAKEHOLDER INPUT

QUESTIONS

1. What do you like best about Castle Rock? What unique qualities or features should be preserved or enhanced?

- Small community atmosphere – away from big city traffic. I like how people know everyone by name.
- Small town. People are friendly, and care about each other. We use to be a mill town / logging community. We have a lot in common.
- I like the people. The town is split by a freeway – I'd like to see downtown revitalized. The whole town needs an "active look."
- Hometown friendliness is the best. The core downtown area should be preserved.
- I wouldn't want to see the town grown too much. I think our setting, along the River, near freeway, is beneficial.
- I like the small town feel, but don't want us to be a "dying town." We're in a red alert stage.
- Small town feel. Nice to know good people. It's a good place to raise a family.
- Closeness of the people – how everybody knows everybody.
- Small town atmosphere – willingness of people to work together on common goals.
- What really impressed me when we first came here was the friendliness of the town. This has changed in recent years. The businesses have disappeared because small biz cannot compete with Home Depot, Target, etc. Still, there's a lot of potential– perhaps best tapped by getting into tourist trade.

2. If you could change one thing about Castle Rock, what would it be?

- We need more industry, a greater tax base to support education.
- Would like to see new business come in, provide new employment, spruce up the downtown area. There are still a lot of empty buildings. I don't think it would have been bad to bring in a new prison, it would have brought in good money.
- Healthy downtown.
- Need to renovate section of town near Safeway – that little strip mall needs to be remodeled or removed.
- Get people to patronize local businesses, instead of going to Kelso and Longview for everything. The downtown could use a face lift as well. We need to help these businesses become successful so they can improve their façades.
- City needs to be open to new ideas, willing to implement them. We tend to have a fear of taking a chance in this town. People like to stick with what they know.
- I wish downtown and uptown were closer. There seems to be a division between the downtown and freeway areas. Can we improve connections?
- I'd make downtown a more vibrant area – we need parking, etc. Basically, I'd like to draw some of the visitors on their way to the mountain.
- People sometimes dwell on past events, belabor negative things from the past rather than proactively planning for the future.
- The town needs to be cleaned-up. Sometimes, I'm ashamed of how dirty it looks.

3. Is this a viable community to live in? Work? Play? Why?

- It's good to live and work here – you have to travel a bit to play. Smelt season, motorcycle races and the fair are all fun things.
- Yes it is. We have some nice restaurants, a nice post office, banking, etc. However, most of your shopping has to be done outside the area. A bakery and coffee shop would be nice.
- Yes, I do.
- Yes – because we have most every thing you need: grocery, library, parks, hardware store, etc. It's not quite viable economically because we have very little industry.
- Yes – because there are some great people here.
- I really do. It needs some help – but it's a great place to live. People try.
- Yes, all of the above.
- To live and play, definitely. To work in...not as much. It's becoming a less attractive place to work as the industrial and resource based economies have diminished.
- Sure. It's a great community.

4. What do you feel would be the ultimate, or most successful, outcomes of a Community Action Plan? (Where should the vision take Castle Rock?)

- Bringing people together to solve certain concerns and needs. I think the result will make people feel more pride in their community and each other. I also think it will have lasting impact in terms of passing school, library, pool levies. Maybe we can build some parks in the city.
- People who visit the museum / exhibit hall really seem to like the unique qualities of Castle Rock. Maybe we can capitalize on these features to draw more visitors.
- Need a healthy economy.
- If the Action Plan could pull the community together, so everyone could feel part of the community – so everyone's voice is heard. In previous times, people not involved in City Council or in downtown organizations have not had a say.
- We need something to attract people to come and spend some time here. One thing that has been kicked around is developing a park system on the west side of the river – with trails, etc. I think something like that could really benefit the community. We should erect ball fields and hold tournaments to make the city a destination.
- Growth, new buildings, more people. A reason to come to Castle Rock. What do we do now that timber is shut down? We need an alternative industry.
- We need to get local people involved in the business community, and with our youth. We just need some direction. I was impressed with how people came together during an impromptu gathering after 9/11. That shows some heart.
- Momentum for building a community youth center, expanded economic base.
- Develop a broader tax base through recruitment of additional businesses, or development of more homes. I think Castle Rock is better suited as a community to live in. We can offer a high quality of life.
- We need to help our in-town businesses. Also, we need to get people to work toward the same objective. Past efforts have not been successful because people can't agree on where we should go.

5. What's the best way to involve the public in the planning process (workshop, survey, etc)?

- Tie-into Mountain Mania. Try a Street Fair. There needs to be something fun to bring people out. People like Bingo. Try churches. Sporting events are also popular, get to parents through their children.
- The Longview Daily News is very helpful, cooperative. Advertise there, and target businesses as well.

- Do something controversial. Or, at least start with people who are already involved, and get them to invite their cohorts.
- People need to know that their opinions count, that people just outside the boundaries of Castle Rock count, too. Bring up issues people are interested in like the senior center, youth center. Longview Daily News and the Bugler. Castle Rock Schools also put out a paper. The Mountain Mania Festival Committee has an outreach group of about 20 people. Consider using church newsletters.
- I don't know – even the Chamber is about ready to fold. Seems like people aren't willing to belong to or participate in organizations.
- That's a tough one. Everyone has difficulty getting people out of their usual patterns. News articles aren't enough – but then, people tend to hand up on phone solicitors. Maybe you can reach people through their churches / pastors.
- People have so much going on in their lives, so it's difficult to get them to come out. Good luck!
- Advertise community forums (not meetings). Use the Valley Bugler.
- Time constraints keep people from doing all they'd like to. But, if you have a cause, they'll come out. Try linking public participation to specific projects.

6. In which areas should the Task Force focus its energies? (economy, health, youth, communication, etc)?

- Economy, first and foremost. Advertising, marketing and publicity are also important. Things to keep children entertained – maybe a skate park. Antique business has helped some – for retirees. Castle Rock used to be a main stopping point, but not now. Need to upgrade water and utilities. Tourism is an important economic component.
- Start with the economy. Weyerhaeuser has recently laid off even more people. Also, we need to look at housing – I don't think there are many units unoccupied.
- Enhance it to attract more businesses – especially job creating employers. We have an abundance of mom and pop shops. This last Christmas, downtown looked more alive with lights, etc. A bakery would be a nice addition. We need foot-traffic shops – outdoor seating.
- Attracting light industry, downtown, involving people just outside of City limits. Castle Rock is more than just the political boundaries – need to include school district, recreation district, etc.
- The economy is #1. Without a viable economy, you don't have a tax base.
- Jobs and business. Land development – buildings in town are old or inadequate. We need new spaces.
- The core business center needs some help – there are some very energetic people trying to improve conditions, and they need our support. Find out from Ryana who Mr. (Kyle?) Ward is – he has a successful business downtown and truly values Castle Rock.
- Light manufacturing, internet based services might work here. We have rail access, can we use it?
- Downtown – there's just too many empty shops, unattractive buildings. Pride starts at the heart of the community. We need to find some funds to support revitalization.
- Revitalized downtown; things for kids to do, like a skateboard park. More than anything else, we need to identify and pursue a clear goal. It should also be easier to develop property.

7. Anything else you'd like to add?

- The library is a good base for activities. The Chamber of Commerce needs to be a prime player in this plan. The Cinedome has been a real plus for our community. Some kind of convention center, or hall to be rented out for groups would be helpful. The Rose Tree is nice, but we could use more space. We have outgrown that space, but don't want to take business away from Castle Rock. Consider pursuing a community recreation center – all of us could use that. Maybe link it to a swimming pool, etc.
- Try and use Exhibit Hall for public meeting. Avoid Tuesday and Friday, as high school sports usually occur on those days.
- Be sure to give as much information as possible to the newspaper so we get a bigger headline.

- We need to remember we're one community.
- If the City could find funds to bring water/sewer to the outskirts, they might have a better tax base.
- Some businesses are interested in having a covered area in downtown. Some people want a youth center. I, personally, feel we need to have more light industry – like the old Fern Barn. Maybe we could use that building – it's still standing.
- We used to have ferried that brought people to Castle Rock – could that be revived? Seems like it would good for drawing more people here.
- We're located close enough to municipal area where people can go away to work, and then come home to get away from it all. We need ways to keep people here.
- The people who are here, love to be here.
- Let's take advantage of the River – why not build park pathways? I think some ideas are already on the drawing board. Check it out. Talk to David Vorse – the City Superintendent. He seems to know how to get volunteers involved.
- Try and match initiatives with grants and other available resources.
- Can we become the only theme down along I-5? We should be a destination town, but not like Disneyland.
- Make sure you set meeting guidelines, or run the risk of one person railroading the group.
- Don't set your sights too high – or people will get disappointed, resist change. Start small, and build momentum.
- There are so many positive things about Castle Rock – people just need to look for them and build on them.
- Work with local churches.
- Let's improve the town's cleanliness.

Appendix C

COMMUNITY FEEDBACK

I) Verbal Feedback Collected at May 30, 2002 Town Hall Meeting

Most Important Things to Pursue

- Increase the tax base.
- Community Center – activities for youth
- Safe, convenient youth activities
- Better information, marketing of existing businesses,
- If starting tomorrow – get tourists downtown
- Establish a "theme", something to attract people there.
- Signs at Exit 48/49
- Keep exit areas clean and presentable
- Trim bushes back
- Get information to tourists about what is there
- RV Park essential
- Also focus on cottage industries.
- Emphasis on clean, sustainable businesses. Ex: agricultural products
- Castle Rock – Toutle economic development cooperation. Rely on each other more
- Cooperative energy needed (downtown)

II) Written Feedback Received at May 30, 2002 Town Hall Meeting

1. Does the vision statement match your own thoughts on how Castle Rock should look and feel in the future?

- So far, so good
- Much of the vision is already true; be careful not to spoil this
- It sounds perfect
- Need to avoid over-population...e.g. high density 'big city' problems, multiple-housing and the need to encourage single housing dwellings with at least one acre for healthy and independent living to raise kids, gardens and pets
- These goals are attainable and desirable
- Castle Rock has been a good community for many years. We need to keep it alive.
- Comes close

2. Do you think the proposed actions will help make Castle Rock an even better place to live, work and play?

- Good start; let's go!
- Especially parks and recreation
- Makes me want to stay and make this a fabulous place
- All of the ideas were wonderful
- Ensure that businesses are clean...e.g. non-polluting, physically, mentally and morally. Emphasize permanent stable industry and do not rely on tourism too much.
- Castle Rock students have had little exposure to local history. Tours of the Exhibit Hall would be a popular item
- Only if new business comes and old businesses thrive
- Young people are wanting activities for recreation
- Put recreational sign at Exit 48
- Like the idea of a Castle Rock band to participate in parades

3. Do you feel any particular action or actions should be considered a priority?

- Commercial and industrial property development strategies

- The waterfront park program; this has the potential for giving people a reason to come into town
- Market survey
- Parks and business sites
- Riverfront development; walking tours
- Development of industrial infrastructure
- Light industry
- Keep on moving forward; don't stop
- Creating a theme town idea
- The park/trail and the facades; I believe they will help with everything else; especially tourism
- The park, trail and the parade
- Infrastructure is key to encouraging employers to settle here
- All community centers/facilities to be staffed mostly with volunteers...e.g. retired people, students (work/study), unemployed and disabled persons. Keep taxes and administrative bureaucracy to a minimum
- Recreational opportunities
- New business/create jobs
- Tax structure, parks and boat ramp
- Clean up downtown. Increase business hours and available parking. More fun events
- Something for kids to do; support park plan and hope it stays on track
- Beautification of downtown areas yet to be addressed by building owners
- A good community hall and parks large enough to allow recreational activities and picnics
- Action on developing/implementing business development
- Completion of parks/trail/fairgrounds expansion
- A community center would benefit so many people
- The kids would enjoy a skateboard/BMX park
- Resource brochure listing all businesses; attractions
- Increase tax base and marketing opportunities
- Community center that includes facilities for a senior center. Likes the idea of youth and seniors working /learning together
- A community center to be used by the youth and the seniors
- Recreation
- Bigger library, with more positive funding
- Community center to encompass the different service groups

4. Are there other actions or ideas you want the Task Force to consider?

- Improved community communications
- No...focus your efforts on the ones proposed.
- Promote 'The Rock' and let people know what and where it is
- Internet event website.
- New signs on I-5, similar to Centralia
- Theme for downtown; similar signs, lamp style, etc
- Community center
- Keep the groups working together
- Consider Toutle tie-in
- Senior-youth integration
- Promote agricultural development in specialties such as health foods, ging-seng, fruits (not wine grapes), vegetables, flowers, trees, and berries.
- What happened to our pool?
- Train depot; pursue cottage industry
- What about a train depot? Like the idea of a community center and the pool idea
- An up-to-date easy to read Castle Rock map available at the Exhibit Hall would be a popular item among locals and visitors
- Bringing in compatible businesses to help with burdens now mostly imposed on homeowners and struggling small businesses.
- The theme town idea merits energetic study
- Restrooms at Lions Pride Park
- Yearly yard sale at fairgrounds
- Theme for downtown

- Swimming pool for youths and one for seniors
- Community newsletter and get out the word to advertise what we have
- RV park on south end of town or at fairgrounds combined with a boat launch

5. Additional Comments:

- Lets get things moving!
- Many of these ideas have been proposed in the past, but have died for lack of interest
- Agriculture development; hydroponics
- Thanks for doing this
- Outside and inside wall murals are GREAT. Continue to do these. Keep the small town atmosphere and benefits of a rural area. Don't sacrifice quality for quick money. Support land use control, natural resource management, etc.
- Good job on the plan, keep the small town flavor
- Extreme sports are really 'in' now, could the fairgrounds be used in that way?
- The teamwork approach you espouse would be productive and attract more community wide support
- Great idea to have a website
- We need some attitude changes, fresh input
- Need to encourage residents creating 'junk yard piles' to clean up
- How about a paddle wheel boat for excursions on the river?
- Need to stabilize market; need survey.
- Clean up downtown and increase parking
- Community Center
- Utilize school music, speaking and entertainment groups in the community and have them at the Women's Club, Grange and Senior Center

III) Written Feedback Provided During Organizational Presentations

1. Do you think the strategy and action ideas presented today will make Castle Rock a better place to live, work and play? Why or why not?

- Yes
- It will certainly make it more interesting and maybe lure visitors.
- The mission statement of this committee sounds good, but who or what city official is going to implement the actions of the committee?
- A lot of good ideas, but you have to get ALL of the community (youth – middle – seniors) to participate.
- Yes, but it will take time and money.
- Yes, because we need to consider organizing & hosting services and events.
- Yes, anything that can be accomplished in a small way or a big way will be help.
- Yes, we need all these things to make our City better.
- Yes, Go for it.
- I believe that each of the actions plans have merit. The only thing I would suggest is there should be more things for teenagers to do.
- Yes, if activities are provided, and more people attend. People get to know each other and may get involved. Walking tour would be good.
- I was quite impressed when I read over the draft of April 11th. It appears the committee has put much though into bettering Castle Rock.
- Yes, I think you're on the right track – however, Castle Rock is a small town – don't bite off more than you can chew.
- Yes, by working together towards a common goal much more can be accomplished than each group going their separate ways.
- Success in these endeavors would be appealing to the present residents as well as those looking for a place to locate.
- Yes, Planning: Communication is always important.
- Yes, Because it is wide to review what is working and what isn't. It is a positive step for changes.
- Yes, The action plan seems to include elements that will effect the entire Castle Rock population.

- The ideas might be very good, but if we don't get more businesses and products in Castle Rock and the surrounding areas, everyone will be going to Longview, Kelso, or northward. There are too many empty storefronts because the rents are too high.
- Yes, because they will draw new people to Castle Rock.
- I think it is a good start. How you get from these "strategies" to smaller workable projects will be the real challenge.
- Paint and repair the business district downtown.
- Yes.
- Action 1.1, 1.2, 1.3 and 1.4 all sound like good ideas. Any improvement can only help the town.
- If they could all be implemented, of course it would be great. But some seem a bit far reaching for the amount of people you have to work with.
- Recreation areas are reasons that people live and move to areas.
- Yes, it can only be an improvement.
- I applaud the efforts of the City to have this discussion: all of these are good ideas.
- Yes, we need more life such as outdoor activities.
- Yes, I like the idea of networking the various areas together to create a bigger vision of how Castle Rock can become a better-rounded community. More to offer residents to live in a healthy well rounded community.
- Yes, any improvements or ideas are better than none. We need something new for our town.
- Establishing a Community Events and Recreation Alliance is a good start. In my opinion this committee should be the lead for all activities listed in Strategies 1&2.

2. Which of the ideas presented is your favorite? Why?

- Strategy #2
- Strategy #1, I've read about small towns with these plans in place and have thought wouldn't it be fun to live in a place like that.
- Strategy #2, Will get us close to serving the community
- Community Center – for all ages to participate at. (youth-middle-seniors)
- Strategy #1, health care, which everyone needs.
- Create a community band and or choir and feature at community events and celebrations.
- Community Center – desperately need place for kids, a larger area for seniors – something for everyone.
- The areas covered under strategy 1&2 – we need things for places for people to enjoy and want to see and do when they are in the area. #1 is a good walking route – maybe even a Volks walk route.
- Strategy #1 – It would bring more people to the downtown area.
- Riverfront trail – community center as long as it is multi-purpose. Expansion of fair grounds to play a role in visitors.
- A colorful (mural) "walking street" with unique shops. The unique shops would attract visitors. A level walking path and a community center.
- The parks plan is good one. It's something everyone can use. A walking street is a good idea if the essential building, grocery store, PO Box and drug store are within easy reach of seniors.
- My favorite would be the multi-purpose community center and expansion at the fairgrounds. These two items could serve many people and organizations. The fairgrounds could be available for activities all year.
- Probably Strategy #1. Complete projects already implemented and play on our vast history.
- Strategy #3, You need to further develop a strong tax base and this will help plan for just that.
- The concept of making Castle Rock a favorite place to conduct business.
- I like the upgrade of the fairgrounds – since the flood years ago it just hasn't been the same.
- A community events and recreation alliance because I like fun events.
- I like the recreational suggestions, however, I know they won't be possible without a stronger tax base.
- 2.2, much more use of fairgrounds.
- Strategy #2, We need a Community Center that everyone can use.
- Action 2.1, we need a new boat launch for the fisherman and a place for children to fish!
- Strategies 1 and 2. It would be nice to have our visitor center over where the old Safeway Store was, with a coffee shop in one store and gift shop in another, etc. It is on the main street going through town.
- Expansion of the fairgrounds. Fairs are part of farmers lives, people like fairs and children like animals.
- Coordination between schools and library, because I am the librarian of the public library.
- Increase use of the fairgrounds.
- 1.3.
- Strategy #2, Castle Rock has needed something for our youth to do for many years.
- I like all the ideas.
- Necessary for it to develop the ways and means to get the funding and labor to carry out its mission.

3. Which of these ideas do you feel is most important for the future of Castle Rock?

- #4
- Strategy #3 & 4 can be of help with the economical support they will be seeking.
- They are all good, but like I said it takes time & money.
- Need a coordinator to keep the ball rolling. Jack Cox III (live in Woodard St) would be a good coordinator.
- Anything to bring people to town to visit and enjoy and help the local economy.
- Strategy #2 – Action 2.3 Community Center.
- I think more than anything C.R. needs a community building that would serve seniors as well as youth groups. A new building with good facilities and a site leader to keep activities going.
- The most important thing that we need right now is a community center. Here everyone could use the same building and at the same time groups could have their own space.
- Access to quality affordable health care is very important. Health fairs and education. The community building and fairgrounds expansion are important and possible goals.
- 3 & 4
- Discovering strengths and honestly looking at weakness.
- #3, This seems to be the 1st step – Castle Rock needs to develop an economic plan to sustain tax base and provide other services in rest of plan.
- A parks and riverfront trail.
- Promoting business and industrial growth for a tax base will be the main vehicle for these other strategies to work.
- 3.3.
- Buildings need repair. Rent is too high!
- 2.3, The community needs to maintain business and not let the Town die out.
- Too many to pick all great ideas.
- Business analysis – increased tax base, cleaner business downtown district.
- Establishing communications.
- 1.4, Something tourists would read or hear about and create an activity interest as well as education about our past and how logging played such a important part in our area, also farming.
- Maintained parks/recreation, for young and old.
- All suggestions are important – However the question is; how many are doable? A committee of business people should be formed to sort out the ones that can be done with the resources available. Thee people serving on this committee must be dedicated and willing to go after all in the downtown areas for help in funding and labor.

4. Do you see any problems with any of the ideas presented? If so, what are they and what can be done to overcome them?

- I rarely see people using the park on the river. Is it because there are no restroom facilities?
- If you don't get all 3 groups involved, so many of the ideas suggested will not work.
- No.
- More people involved – get the word out.
- I like the idea of more events, however, I would not be in favor of a celebration on the 4th of July, that has been a tradition in Longview and it should remain there. Additional use of the fairgrounds is great.
- Under "New Events". We already have Mountainmania, which is food/craft fair. We have a parade to open the fair – both of which are in July so I don't think we need a picnic. The same people will be called on to do it all the time.
- I think the general action plan is good. It may be difficult to decide which project to work on first and require community input.
- Getting people involved, as two income families have become popular, the have less time to participate. As an involved Senior I am already over booked.
- Make sure you work with area partners to avoid potential duplication. There is no need to reinvent the wheel.
- It is very ambitious and may loss steam over time.
- The only problem would be the lack of public involvement – Folks these days seem to hold back and not get involved – to make this work you will need strong support.
- No.
- The churches of Castle Rock are not being promoted. These volunteer are a major force in Castle Rock. Also in considering industry it will be vital to encourage these those that the community will support.
- 4.3.
- Yes, getting some one to help out.

- No, give tax incentives to people who try to start a business and make a profit.
- Seems we are too close to Longview, Kelso business' to hold people shopping here in town.
- No.
- The only problem I see is funding and I'm sure that you have plans for that. I say that pursuing grants is imperative. There is money out there!
- Money is always a problem! Creating wealth!
- Communications need to be established in ore than electronic formats. In other words not just email and websites.
- 2. How and where put to parking problems.
- Yes, I believe that Castle Rock can benefit with more business growth, but we need to make it easy for these business' to survive. If an ordinance does not allow a sign to be placed in a certain area, some solution should be found to solve this simple request.
- No problems.

5. Are there any ideas you don't see on our list that you think should be added? What are they?

- How about a community center to be used by all. Children, teens, senior citizens. I'm sure all would benefit.
- No.
- Get a swimming pool built for our kids.
- Include "The Rock Park" in your plans.
- A swimming pool for kids.
- I would like to see something done for the youth.
- Work training may encourage people to take part.
- Rather than form a community band why not utilize the Jr. High and High School band more often. An outdoor band concert would be a great way to spend a summer evening.
- Yes, lets utilize what we already have in the community, schools, churches, fairgrounds, exhibit hall, access to I-5 and are great attraction Mt. St. Helens.
- I know it is a touchy subject but I would like to see the mention of some plan in the future for a possible swimming pool.
- I have always been invested in a swimming pool for our community even if it is just a summer outdoor pool!
- No.
- Can't think of any.
- With a stronger tax base other City services would improve such as police protection, emergency services, street improvements, utility improvements, park improvements, City Hall services, etc...
- 5.1.
- There should be a place for the youth of Castle Rock to go to. Such as a place for skateboarding and other activities.
- A bowling alley (non smoking) or some kind of recreation for the winter and wet months to keep our young people happy.
- We need some type of Center for our young people – skate board park, return of swimming pool, etc. The young really have not place to hangout.
- No.
- Yes, get a grant to purchase renovate and operate the old theatre to present live presentations. It was a vaudeville theater at one time, and is part of the city history and could be a great tourist attraction.
- More interest in developing recreation and activities at the river. Perhaps a festival involving fish that would introduce and attract more people to this area.
- New swimming pool.
- At least a wading pool for small children in a park where everything is open and can be observed. Must be supervised.
- Sign up sheets with names and phone number of all interested people to contact to volunteer at various talents or interests.
- I am interested in posting a sign on a visible street to show the location of our business, which is not on a main street. We have been in business for 5 years and people still do not know where we are.
- Some consideration should be given to improving the entry roads into Castle Rock. Especially the one down from I-5 on the north end of town. Perhaps the limit on speed could be raised to 35mph down to where the used car lot is.

6. Do you have any other comments or suggestions?

- Some of the now present programs that the City has in place could be served with the above suggested ideas. I hope all of this doesn't die in committee because of lack of funding. It seems that there are a lot of small groups that could join in to make this a total effort of the community instead of being self-serving.
- No.

- All organizations should work together. The Senior Center is usually ignored.
- Something should be done about the look of the City. We have people with several cars, trucks, litter, etc. (not lic.) causing our City to look very unkempt and not very welcoming. We need to clean up. This affects visitors and local people.
- I believe in involving the Community so they know what's going on and to share ideas. Seniors do need help getting to Dr.'s appt. Learning programs should be good for the community. Learning together helps develop friendships.
- The City has been "dormant" for too long. I think it is great the committee was formed. You have laid out a bold plan, some of which will take some time to implement. You are to be commended for your efforts.
- You mentioned senior – youth mentoring. Look what happened to our youth center – also, we already have the hosts program in our schools that is essentially the same thing.
- The more people and organizations who feel they are having a part in the Action Plan the more enthusiasm and volunteer help there will be available.
- Our youth needs their "center" back and also a place to skateboard – would the fairgrounds be an okay place?
- Good Luck! Looks like a doable plan.
- No.
- "Improving the quality of life" is great! But the vehicles to get there are a increased tax base. Encouraging volunteer and moving forward.
- Set up a place for young people to go for summer jobs. Many senior citizens need lawn and garden help. Young people can learn a lot on how to make and keep up a garden, which will help in their future.
- No.
- If the emergency hospital plan goes thru – I would like a satellite station for eye examinations and glasses (possible hearing care). Possibly an animal vet could work out of another building.
- Get our community events more coverage on the Portland and Seattle television stations and in the newspapers. We also need more activities to entertain out young people to keep them off the streets and out of trouble. We need more tourist activities. I also think we might license street vendors in the summer. It would make downtown festive all the time. Also, more potted and hanging plants and flower would really dress up the downtown area.
- Young people need a place to share their budding creative talents such as groups, forming bands that now practice in home or garages and that are to young to go into clubs etc...
- It sounds like a great idea. Keep moving forward. Thank you!!
- Thanks to the committee for al of their time to better our community.
- Also, it would be better if law enforcement didn't spend so much time working this area. Should you go to so much work and expense to accomplish the above goals to attract visitors only to have it negated by getting a reputation of operating a speed trap the whole concept may fail. Nothing turns off out of town visitor like hearing or reading of this kind of enforcement.

Appendix D

TOWN HALL PRIORITIES – PARTICIPANT RANKING OF ACTION IDEAS

Focus Area: Expanded Cultural & Recreational Opportunities					
Strategy 1	Promote existing and new cultural activities and attractions that celebrate and build upon Castle Rock’s “sense of place.”				
Action 1.1	Establish a Community Events and Recreation Alliance to help structure, coordinate and facilitate existing and new activities and cultural/recreational opportunities in the greater Castle Rock area.	High	Med	Low	
		7	4	0	
Action 1.2	Consider organizing and hosting a series of new community events and festivals, including: a multicultural celebration and food/craft fair; 4 th of July picnic at the fairgrounds; Christmas “Tour of Homes;” and a new parade or creative arts-based festival.	High	Med	Low	
		20	3	0	
Action 1.3	Design and build an attractive, pedestrian-friendly walking area in the downtown business district that can be used for seasonal events, outdoor art shows, music festivals and other activities emphasizing local artists and artisans.	High	Med	Low	
		7	7	0	
Action 1.4	Establish an historic walking tour, linking downtown to the riverfront trail and fairgrounds, and including interpretive signage and other information pertaining to key historic building, features and events. Consider creating a series of new murals as well, with an emphasis on the area’s logging economy, old fire truck and historically significant personalities.	High	Med	Low	
		12	6	0	
Strategy 2	Ensure citizens and visitors alike have access to quality recreational opportunities by expanding the current range of offerings and establishing new venues as socially desirable and financially feasible.				
Action 2.1	Support the City of Castle Rock’s adopted Parks Plan, with an emphasis on completing the Riverfront Trail and expanding fishing and boating opportunities.	High	Med	Low	
		12	3	0	
Action 2.2	Establish a task force to investigate and pursue improvements and expansion at the fair grounds. Consider establishing a coordinator to pursue necessary technical assistance, funding and volunteer help, and to ensure the fairgrounds plays a more prominent role in attracting visitors and generating revenue.	High	Med	Low	
		1	8	1	
Action 2.3	Establish a panel or task force to examine the feasibility of, and possible locations for, establishing a new multi-purpose Community Center with central common area. Begin planning / construction upon determination of financial feasibility.	High	Med	Low	
		9	2	1	
Action 2.4	Increase the range of opportunities for people to work with nature, while also beautifying the Castle Rock area. Establish 1) a Community Garden, with individual plots of land for resident use; 2) a Liberty Garden, to celebrate our patriots; and 3) pocket parks to ensure all areas have nearby open space. Consider establishing a “home and garden” awards program as part of this effort.	High	Med	Low	
		2	1	0	

Action 2.5	Create a community band and / or choir, and feature at appropriate community events and celebrations.	High	Med	Low
		0	4	1

Focus Area: Favorable Business Conditions & A Prosperous Economy

Strategy 3	Determine and implement a preferred economic development scenario, based on current and anticipated market and community conditions.
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Action 3.1	Convene an economic needs forum with a comprehensive, varied group of business interests. Identify a consensus direction from which to base an economic development plan. Review, research and build upon, as feasible, the ideas presented in the City's Comprehensive Plan and Comprehensive Economic Development Strategies document.	High	Med	Low
		1	0	0

Action 3.2	(A) Conduct a market analysis to determine which sectors of the economy are suffering sales leakage, and which sectors stand the greatest chance of succeeding. (B) Work with entities from Economic Needs forum to develop plans and strategies for the most effective development of commercial and industrial properties within the City. Begin by determining the need and design parameters for constructing sewer, water, fiber optic and other infrastructure to support identified strategies.	High	Med	Low
		4	8	0

Action 3.3	Supplement the market analysis with a detailed assessment of emerging markets, with an emphasis on those which best suit the community's infrastructure (existing and planned), work force and land base.	High	Med	Low
		1	0	1

Strategy 4	Expanded Castle Rock's tax base through a business diversification program.
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Action 4.1	Upon completing the tasks above, research and structure an array of new incentives to help recruit desired business and industry. Fold incentives into a marketing package that can be provided to existing and prospective businesses.	High	Med	Low
		14	0	0

Action 4.2	Evaluate local infrastructure capacity and business-related regulations, and amend as necessary to attract and retain the desired economic base, without sacrificing Castle Rock's high quality of life.	High	Med	Low
		10	2	0

Action 4.3	Consider reinvesting a portion of revenue gains generated by business expansion into additional infrastructure capacity, to maintain momentum and perpetuate job growth.	High	Med	Low
		4	1	1

Strategy 5	Sustain business growth and fortify current economic success through a coordinated worker training, resource and assistance program.
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Action 5.1	Partner with local economic development organizations to develop and manage resource assistance programs, worker training and technical assistance for a variety of business types and sizes. Consider developing a formal business roundtable or partnership with elected officers and some level of paid staff assistance. Affordable staff assistance may also be obtained through a local university professional training or extension program.	High	Med	Low
		0	0	4

Action 5.2	Structure worker training programs to match existing business needs as well as those of prospective and emerging market businesses. Consider coordinating these programs through the LCC learning centers.	High	Med	Low
		0	4	0
Action 5.3	Establish resource assistance programs to support priorities identified in the economic needs forum. Programs might include downtown façade improvement grants, scholarships for student training through LCC, and many others. Research and secure outside funding to help implement priority economic and community development projects.	High	Med	Low
		7	2	0
Focus Area: Healthy & Effective Community Social Networks				
Strategy 6	Increase opportunities for community members to interact and build partnerships.			
Action 6.1	Promote public involvement in local decision-making processes by communicating in a variety of formats, including a community web-site and newsletter. Create an e-mail directory to help announce volunteer opportunities and distribute community calendar.	High	Med	Low
		6	1	1
Action 6.2	Hold a semi-annual “community organizations forum” to better coordinate service groups’ activities and generate more comprehensive results. Consider uniting forces to bring Habitat for Humanity projects to Castle Rock.	High	Med	Low
		3	3	0
Action 6.3	Work to identify and meet the needs of our senior community, and integrate them into community-wide social networks. Consider forming senior-youth mentoring programs, to bridge the gap between the ages.	High	Med	Low
		11	4	0
Strategy 7	Ensure Castle Rock residents have access to affordable quality health care.			
Action 7.1	Continue dental clinic and expand the dental van program, so all Castle Rock residents receive quality dental care.	High	Med	Low
		3	0	0
Action 7.2	Provide a transportation network to transport seniors, youth and underprivileged residents to medical appointments.	High	Med	Low
		10	0	0
Action 7.3	Develop and publish a resource guide in hard copy and electronic formats to ensure all residents know what care options are available to them.	High	Med	Low
		0	1	1
Action 7.4	Research and identify means for obtaining insurance coverage for the uninsured and underinsured. Target populations should include the elderly and high school age groups. Supplement this activity with a preventative education and outreach program to reduce the level of treatment needed.	High	Med	Low
		4	1	0

Strategy 8	Create and support life-long learning programs and activities to suit a range of age groups and interests.			
Action 8.1	Establish local satellite learning centers through the LCC.	High	Med	Low
		12	0	0
Action 8.2	Strengthen ties between the library and school district. Consider using the library as a “home base” for a seniors-youth mentoring program.	High	Med	Low
		16	2	0