



Mid-Columbia Comprehensive Economic Development Strategy

Hood River, Wasco, Sherman counties, Oregon
and
Klickitat and Skamania counties, Washington

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Comprehensive Economic Development Strategy

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OVERVIEW

About the Plan

Annually, MCEDD collaborates with community representatives to develop our Comprehensive Economic Development Strategy (CEDS). This plan identifies strategies based on current trends and areas best suited for growth to sustain and enhance the region's economy. It serves as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities.

While updating the CEDS for 2012, the MCEDD region participated in USDA's Stronger Economies Together (SET) program to increase and leverage additional participation in the planning process. MCEDD hosted a series of seven sessions through SET to help develop a plan that meets the region's needs.



The CEDS process is an important component of the region's development. It is designed to be flexible in meeting the current needs of the region, as well as providing future accommodation for development. It provides

a mechanism to coordinate the efforts of individuals, organizations, local governments, and private industry concerned with economic development.

About MCEDD

Mid-Columbia Economic Development District (MCEDD) was established in 1969 by its five member counties: Hood River, Wasco and Sherman in Oregon and Klickitat and Skamania counties in Washington. Mission: *"To promote the creation of family-wage jobs, the diversification of the economic base, and the growth, development and retention of business and industry within the five-county district"*

MCEDD is governed by a twenty one-member Board of Directors with a representative from each of the five counties in the district, a representative of the cities of each county, representatives of the Ports and Chambers of Commerce in the region, as well as private sector representatives from major economic sectors.

Mid-Columbia Economic Development District provides business and technical assistance and regional planning services to support a thriving regional economy.

The Result

The MCEDD CEDS Committee, community partners, and MCEDD staff worked cooperatively to develop this plan to ensure a cohesive regional document that supports a truly regional economy, crossing between the states of Oregon and Washington.

COVERAGE AREA

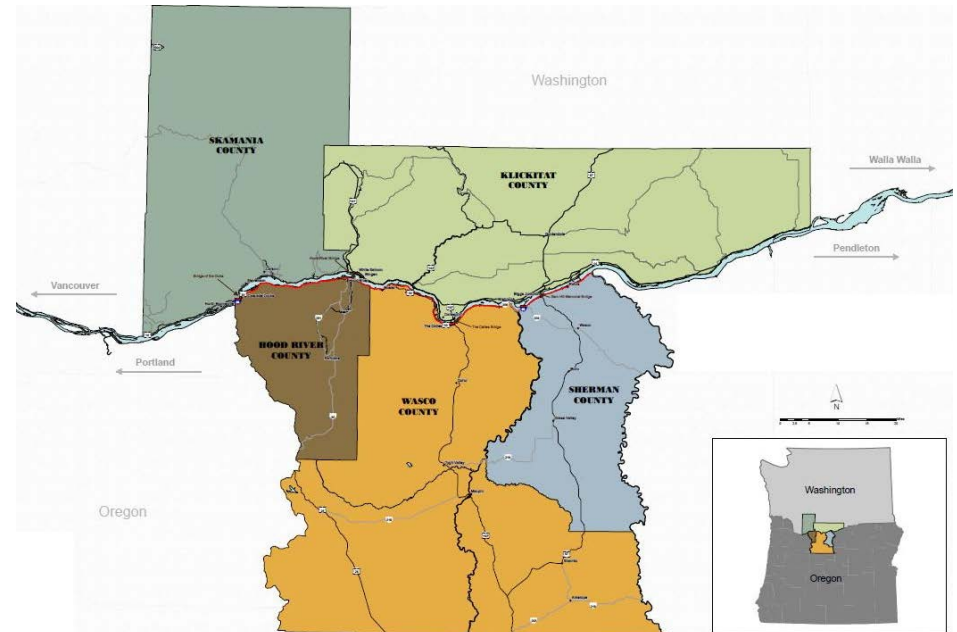
Description

The region covered under this strategy includes Skamania and Klickitat counties in Washington and Hood River, Wasco, and Sherman counties in Oregon. The region constitutes an area of 7,289 square miles and encompasses parts of the Columbia River Gorge National Scenic Area.

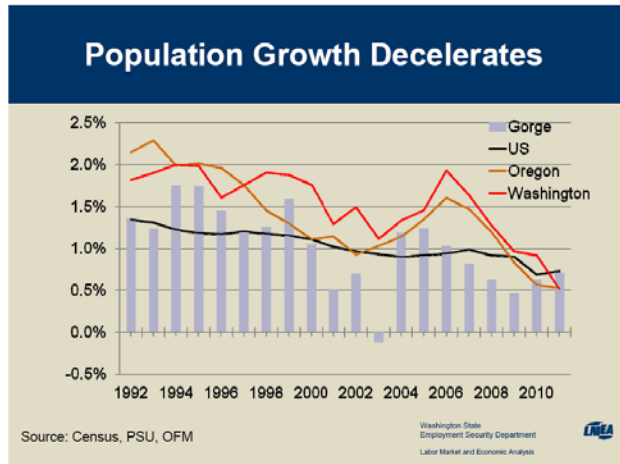
Tribal Reservations are located in three of the region's five counties. A 387,912-acre portion of the Confederated Tribes of the Warm Springs Reservation is located in south Wasco County. Approximately 916 acres are located in the northeast corner of Wasco County, in the community of Celilo. The community of Celilo is not a reservation, only federal lands exempt for their occupancy. Sherman County has 146 acres owned by the "Mud Head" Indian tribe. Indian tribes own 66,252 acres of land in Klickitat County – 57,452 acres make up part of the Confederated Tribes of the Yakima Nation Reservation; just 9.17 acres of the Yakima Reservation lie in Skamania County. Reservation and tribal lands comprise a total of 455,235 acres of Indian Reservation land in the region.

The region is rural, but closely connected to urban markets. With a central location in the Pacific Northwest, the region acts as the "Center of the Hub" with direct access to metro areas and the ability to do business on an international scale with approximately a 6,000 mile area from the West Coast to the East Coast to Asia, all within one regular business day.

Map of Coverage Area



Population



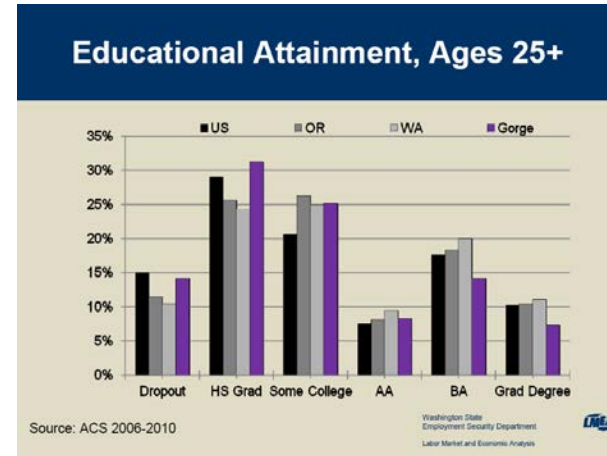
The Mid-Columbia region is a rural region with strong communities scattered throughout. As a whole, in 2011 the estimated population of the region is 81,279. In general, our counties are growing slower than they were in the early 2000s but are increasing again. Sherman County, our most rural county, is the only one experiencing population loss.

Our population also tends to be older than either of the states. We have a higher percentage of residents over 55, with a significantly lower percentage between the ages of 20 to 34. This could be indicative of a lack of opportunities for our younger residents to break into the workforce, but it also shows what a strong resource we have in our experienced residents.¹

In addition, our population is also fairly white compared to either of our states, with between 65% and 90.4% non-Hispanic white populations in each county. The Mid-Columbia does have a growing Hispanic population, and a significant tribal presence. Engaging these groups in our economic development activities will be important in the coming years.

¹ Bailey, Scott. "What Census Data tells us about the Columbia Gorge Region". 3/8/12. Presentation.

Educational Attainment

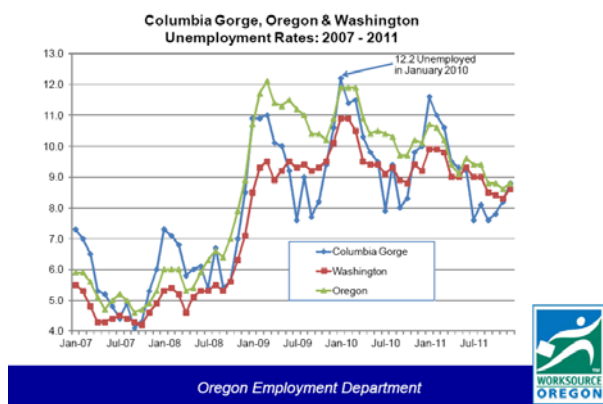


The Gorge has a slightly different educational attainment pattern than the either Washington or Oregon, but remains relatively close in these numbers. Significantly, we have a strong showing in high school and AA degrees in comparison with our states. However, our region is lagging behind in college and graduate degrees. This reflects the strong commitment to workforce training and the lack of advanced degree opportunities in the Gorge. Hood River County stands out from the other counties, and the states, in that it has the highest percentage of those with less than 9th grade education (10.7%) but also higher percentages of residents with college and graduate degrees (16.4% and 9.5% respectively). This could be a result of the strong agricultural industry combined with the growing high tech sector. Sherman County has the highest percentage of residents with some college or an Associates' degree, while Klickitat County has the highest percentage of residents with a high school diploma (35%).² We must work to match our workers education and skill sets to what our businesses require.

² Ibid.

Employment and Wages

The Unemployment Rate Peaked in January 2010

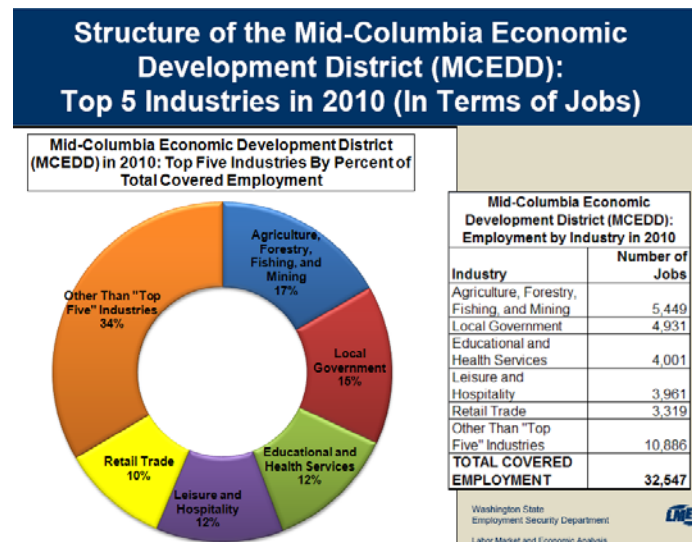


Unemployment is an indication of the level of economic health in our region. During the current recession, it peaked in 2010 at 12.2%. While it has had ups and downs, it is approximately inline with Washington and Oregon states trends. In fact, our 2011 unemployment in the Oregon counties was lower than the rate in Oregon. Klickitat and Skamania counties are doing slightly worse than the Washington unemployment rate however, at 3.3% and 1.4% above their state rate respectively. Due in large part to the strong agricultural presence in our regional economy, our employment growth is also very seasonal.³

Our top two employment industries are agriculture and local government. The agriculture industry provides 17% of the jobs in the Mid-Columbia counties but only about 10% of our total payroll. Our second largest employment sector is local government. These jobs make up about 15% of our total employment. However, in many of our counties, local government has laid off workers in tough times. These workers make up the largest percentage of total payroll in the region at 18%.

Additional highlights from our employment sector information include⁴:

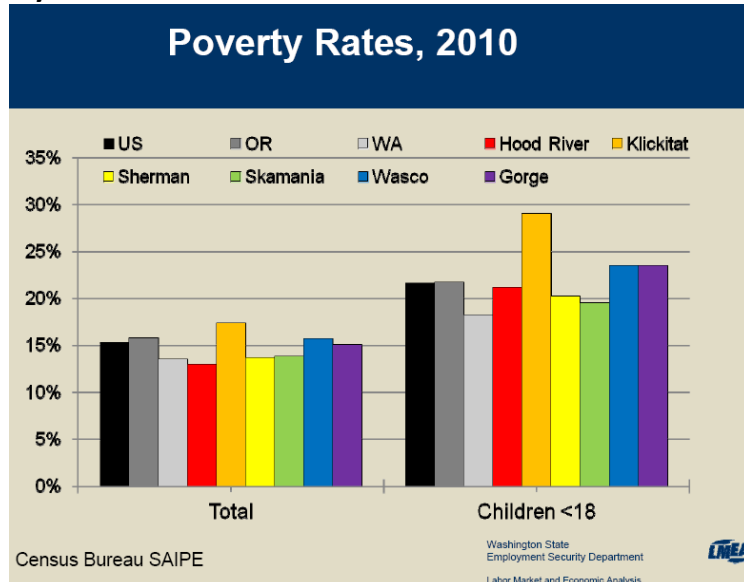
- While leisure and hospitality make up 12% of our employment base, they are not among the top five industries as far as wages. This results in significant lower income populations in some areas that are heavily reliant on this industry.
- Respectively, professional and business services make up a significant portion of our region's wages (15%) but have not created as many jobs. These firms are continuing to increase their presence in the region however, with an additional 1,000 added between 2004 and 2010. As this occurs, these higher paying jobs will drive up cost of living and price out some of our lower wage earners.
- The health services sector is increasing both its employment and payroll in the region steadily.



3 Fridley, Dallas. "The Columbia Gorge's Key Workforce Challenges." 3/8/12. Presentation.

4 Meseck, Don. "Industry Trends in the MCEDD." Stronger Economies Together: Exploring Regional Demographics and Trends. Sherman County Fairgrounds. 3/8/12. Presentation.

Poverty and Income



Poverty has increased in the Mid-Columbia between 1999 and 2010.⁵ For a family of four to be considered in poverty they make under \$17,374 a year. Both Sherman and Wasco counties saw an increase in the poverty rate over the last decade while Hood River County's rate decreased slightly. Klickitat County's rate is about four percentage points higher than either Washington State or Skamania County. And among children the poverty rate is drastically higher than the population as a whole. These numbers point toward a continued, growing need for employment, workforce training, housing and transportation services to support these populations.⁶

Our region's overall income scale is skewed toward the lower end. Each of the five counties, except Hood River, has about 15% of their households making under \$15,000 per year. This is several

percentage points higher than Washington or Oregon's percentage, which are 10.6% and 12.7% respectively. However, each of our counties has higher percentages of middle income residents than the states, or other income brackets as well. Our largest income bracket is those households making between \$35,000 and \$74,999. This larger lower and middle income population supports the information given above about wage and industry distributions. In light of that information, these numbers may move toward increased stratification in incomes in the coming years as much focus is on higher paying business and professional services and medical services as well as low paying hospitality and food service jobs. These jobs on either end of the income spectrum are vital to our economy, but require some thought about additional services we will need to remain competitive as our company's workforce requirements and our communities change.

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While the Mid-Columbia's economy is coming out of the current recession about as well as the state as a whole, rural economies are not expected to add as many jobs as urban areas will in the future. In this context, our workforce is aging while fewer opportunities are available for younger workers. These issues could lead to major concerns as younger workers will, in general, make less over their lifetime as they are starting more slowly. It could also lead to significant training needs as our older workers retire, and our younger workers need to look to education to gain experience, and address shifts in the skills needed to be competitive. Serving areas where this transition is occurring with attainable housing units connected to transportation, educational

⁵ "Housing Needs Assessment." Mid-Columbia Housing Authority. 2005.

⁶ Bailey, Scott.

⁷ American Community Survey. Five Year Data, Table S1901. 2010.

and employment opportunities could improve local economic competitiveness while supporting our communities. ⁸

⁸ Fridley, Dallas. "The Columbia Gorge's Key Workforce Challenges." Stronger Economies Together: Exploring Regional Demographics and Trends. Sherman County Fairgrounds, Moro, Oregon. 3/8/12. Presentation.

ECONOMIC PROFILE: REGIONAL

Economic Foundations

Traditional foundations of the regional economy across counties correspond with physiographical differences directly affecting the agricultural economy, forest products industry, power generation system, tourism, and recreational activities. Where the growing season is short and precipitation high, historically the region's forest products industry have been the economic foundation. Now this region is restructuring to better protect its natural resources and empower its entrepreneurs. Where the growing season is longer, with ample precipitation and good drainage, tree crops are produced. On the high, dry, plateau, grain is the major crop.

Prevailing winds in the Columbia River Gorge are from west to east in the summer and from east to west in the winter. This phenomenon has helped boost the region's economy in recent years; the prevailing summer winds, which blow up river against the river current, provide ideal conditions for wind sports. Thousands of windsurfers a year come to what has become a "Mecca" of the sport—the Columbia River Gorge.

Location advantages support trade within and outside the region, offering options for expanded export opportunities. Multiple transportation options offering increased access to markets include air, rail, highway, and water.

Regional Industry Cluster Development

Major economic drivers for the region and industry cluster efforts focus in five areas:

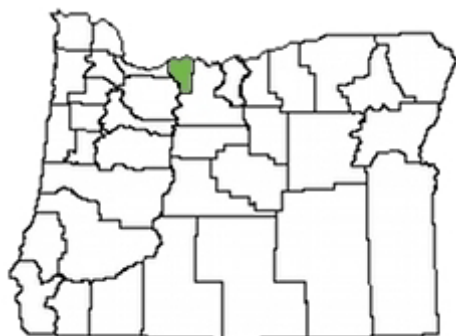
- High Tech
- Renewable Energy
- Art and Culture
- Wine/Value Added Agriculture
- Healthcare

Building Blocks of the Regional Economy

Key Area	Average Score
Financial Capital	4.5
Entrepreneurial Environment	4.5
Workforce	4.7
Infrastructure	4.2
Business Environment	4.5
Amenities	3.7
Innovation Capacity	4.4
6= high need	1= low need

Information from Meyer Memorial Trust work, as scored at the May 2012 Stronger Economies Together meeting.

ECONOMIC PROFILE: HOOD RIVER COUNTY, OREGON



Hood River County is rich in natural resources with agriculture, lumber and recreation as sources of revenue and industry. The County contains two incorporated cities as well as the unincorporated communities of Dee, Odell and Parkdale. Important sectors include technology, agriculture, outdoor gear manufacturing and tourism.

Agriculture is a big part of both the economy and community in Hood River County. The major crops, including pears, apples, and cherries, bring in about \$60 million dollars per year. Value added agriculture also plays an economically significant role with a potential for additional future growth. Hood River County is home to several wineries, a part of the 40+ wineries in the Mid-Columbia Gorge growing over 140 varietals, with an accumulation of over 1000 wine awards. In addition to agriculture, forestry is also significant. Unique to Hood River County is County ownership and maintenance of forest lands. A burgeoning tech sector also defines the economy of the county as shown in the listing of primary employers in the County.

In Hood River County, outdoor gear and activewear companies have flourished. Innovation in product design, green design and sustainability has positioned Hood River County to be a global leader in outdoor gear and activewear. The diverse landscape of Hood River County supports outdoor tourism. The many recreational attractions bring thousands of visitors to the county each year making tourism one of the largest economic sectors in the region. On the water, Cascade Locks is a world class sailing destination and Hood River is a kite boarding and windsurfing destination, each attracting visitors from around the world. The mountainous terrain boasts beautiful vistas and waterfall for hiking and cycling and snowboarding and skiing in the winter. It is estimated that in 2011 visitors to the County spent over \$75 million; through this the local economy earned \$20 million and supported 950 jobs.

Business Support Structure

Hood River Economic Development Working Group

This group exists to facilitate business growth and job creation in Hood River County. Members include Port of Cascade Locks, Port of Hood River, City of Cascade Locks, City of Hood River, Mid-Columbia Economic Development District, Columbia Gorge Community College, Hood River County, Hood River County School District, and the Hood River Chamber of Commerce.

Special Incentives

The Enterprise Zone and Long-term Rural Enterprise Facilities Program is offered on Port of Hood River and Cascade Locks industrial property sites. The enterprise zones exempt businesses from local property taxes to new locating businesses and the Rural Enterprise Facilities allows property tax abatement as long as 15 years on new facility improvements and installations.

Cascade Locks

The City of Cascade Locks can accommodate more types of industry than other areas of the County due to available land supply. However, large scale development may require additional services and workforce. There several projects underway in Cascade Locks with potential economic benefits. Despite limitations to certain projects, the Port of Cascade Locks has built strong tribal relations and actively seeks to support business development in the community.

Hood River

The City of Hood River's reputation as an outdoor recreation destination, existing business investments, and additional infrastructure improvements has enhanced opportunities to grow business in the City. The City has a thriving downtown with core retail businesses. On the western end of the City and in the Heights, there is greater opportunity for further business development with available lots. In the Port and Waterfront areas, a significant amount of development has taken place. In 2012 the Port of Hood River began construction on two new Waterfront Business Park buildings and prepared the Halyard Building for a new tenant, and the second is a new Turtle Island food processing plant which is currently undergoing construction. In addition, Nichols Landing, a hotel and office/retail development is planned for the south end of Nichols Basin. This development is currently seeking a variety of permits and regulatory reviews.

Odell and Parkdale

The communities of Dee, Odell and Parkdale are situated along US 30/OR 35, leading to Mount Hood. They have a strong agriculture focus with multiple fruit packing houses. The communities are small with few services, but are included in the enterprise zone. In addition to agriculture, forestry plays a large role. Infrastructure improvements have been made to the communities, but remain limiting factors along with the transportation distance from 1-84 for business development.

Hood River County Top Employers

Best Western-Hood River
Cardinal IG Co
CenturyLink
Cloud Cap/Goodrich
Columbia Gorge Hotel
Dakine
Diamond Fruit Growers
Duckwall-Pooley Fruit Co
Full Sail Brewing Co
Hood River Care Center
Hood River County
Hood River Distillers, Inc
Hood River Juice Company
Hood River School District
Hood River Supply Association
Hood Technology Corporation
Insitu
Mt. Hood Meadows Ski Resort
Providence Memorial Hospital
Rosauers
Safeway
Sagotech
Stadelman Fruit Company
Turtle Island Foods, Inc.
Walmart

ECONOMIC PROFILE: KLIKITAT COUNTY, WASHINGTON



Klickitat County has three distinct economic regions. The western third of the county is dependent upon orchards, fruit packing, and wood products. The central third includes the county seat, the closed aluminum smelter, Maryhill Museum and beaches serving recreationalists. The eastern third includes vegetable farming and a growing number of wineries, along with the regional landfill, Rabanco. Incorporated cities in the County include Goldendale, Bingen and White Salmon.

The County continues to look towards efforts designed to reduce the long-standing unemployment created by reductions in forest products and aluminum smelter employment as well as the general downturn in agriculture. Central to Klickitat County's economic development strategy is strengthening the financial base of the county, including the agricultural sector. As one of the top wind resource areas in the Pacific Northwest, and with the adoption of a first-in-the-nation Energy Overlay Zone for wind and solar facilities, the county is a center for renewable energy projects. Iberdrola recently developed the Big Horn wind project, an expansive project near Bickleton in eastern Klickitat County and further new development has occurred along US-97.

In addition to support for renewable energy projects, the county continues to actively support value added process for traditional timber and agricultural uses. The Mt Adams Resource Stewards group, formed in 2003, has small business incubation activities, including activities surrounding a small wood utilization initiative. In support for value-added ag, there is a growing wine industry in the county and throughout the region. The County has actively supported the efforts of the Columbia Gorge Winegrowers to promote the grapes and wines of the area and produced an additional wine map covering the entire county, including parts of the Columbia Gorge AVA and Horse Heaven Hills AVA. Currently, vineyards in the County produce one third of the state's wine grapes and the County is home to many notable wineries.

The county has burgeoning high-tech growth centered around Boeing-owned Insitu that is powering strong industrial economic growth on both sides of the river. In the past few years, like most other areas, the County's medical facility, Skyline, expanded. Services at the Columbia Gorge regional airport, located in the County, also expanded. The site there includes life flight, an essential service for the region. The airport is a critical facility for the entire region and projects to expand and support the airport show predominantly in the regional priorities for development of the region.

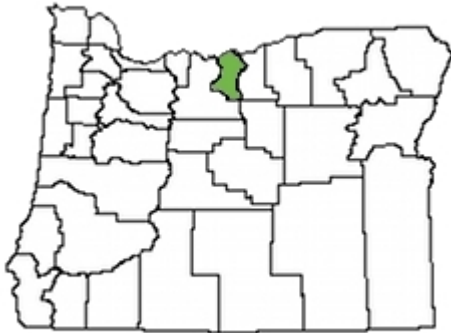
Goldendale

Paralleling support for agriculture, the County, the Port of Klickitat, and the City of Goldendale have been engaging in numerous industrial park infrastructure projects and related marketing efforts designed to expand the number of light manufacturing jobs available. These industrial areas have been a major focus for economic development activities.

Bingen and White Salmon

The neighboring cities of Bingen and White Salmon are attracting more residents as housing prices soar across the river and new companies move into and expand in the cities. The result has been a squeeze on affordable and workforce housing options for both areas. Growth of business in both cities has been strong based on an emphasis of high tech companies locating in the area.

ECONOMIC PROFILE: SHERMAN COUNTY, OREGON



Sherman County is frequently referred to as the "Land Between the Rivers." Located in north central Oregon, the Columbia River forms the northern border, while the east and west boundaries are marked by the steep, deep canyons of the John Day River on the east and the Deschutes River on the west. The rugged canyons of Buck Hollow, a tributary of the Deschutes, mark the southwest border.

The last decade saw Sherman County's population decline from 1,934 in 2000 to 1,765 in 2010 and the closing of many local businesses, consolidation of farms and out-migration of the younger generations. This is beginning to reverse as people are moving back into the county, building new homes and opening new businesses.

Sherman County has the highest percentage of tilled farmland out of any county in Oregon.

Sherman County's most important crop is winter wheat. Of the county's 531,200 acres, 304,138 are tillable. Farms average 3,500 acres and the average yield is 42 bushels per acre. Dry-land wheat has proven a reliable crop for decades in Sherman County⁹. However, some of those acres in the community of Grass Valley are now catering to racing fans with the development of the Sherman County Race Track. This project brings the second racetrack for sports cars in the state of Oregon to a county in great need of economic diversification.

Wind energy, particularly in the northeast section of the County, continues to be a source of economic development for Sherman County. Currently, wind fuels the 321-megawatt Klondike Wind Farm located four miles southeast of Wasco, as well as the 450-megawatt Biglow Canyon Wind Farm just to the north. The first three phases of the Klondike project, owned by Iberdrola Renewables, Inc., use 44 Siemens 2.3 MW wind turbines and 146 GE 1.5 MW wind turbines. These wind farms supply clean, renewable electricity to Portland General Electric, Bonneville Power Administration, the Eugene Water & Electric Board and others.

ECONOMIC PROFILE: SKAMANIA COUNTY, WASHINGTON

Skamania County is at the heart of the gorge and has an abundance of natural resources as well as scenic and recreational resources. Almost 90 percent of Skamania County is timberland and most of it is within the Gifford Pinchot National Forest. The Gifford Pinchot National Forest extends north to the southern boundary of the Mt. St Helens Volcanic Monument. The majority of Skamania County's population resides near the county's southern boundary, which is the Columbia River. The County's two incorporated cities are located along the Columbia River, the Cities of Stevenson and North Bonneville. The County also has four unincorporated urban areas: Skamania, Carson/Stabler, Home Valley and Underwood.



Skamania County's major industry since its incorporation in 1854 has been timber. However, since the early 1980s the timber industry has declined. For the past two to three decades, the county has slowly replaced the timber industry with key industries that include: high-tech, light manufacturing, and value-added agriculture (wineries, orchards, organic farming). The County has three major industrial areas available for development: Wind River Business Park, Stevenson Waterfront Industrial Area and Cascades Business Park. The Wind River Business Park and Stevenson Waterfront Industrial Area are partially developed with all utilities available (including high speed broadband) and Cascades Business Park infrastructure will be finished in the fall of 2012. Skamania County has low taxes, low utilities, available land, and a great transportation network of major highways, river and rail services, which are all available for the transport of goods and services to major ports and the Interstate highway system. Additional information can be found at www.portofskamania.org.

In addition to the above key industries, the tourism and recreation industries have also flourished. The County's visitor center hosts over 10,000 visitors each year and recently opened a seasonal satellite visitor center to accommodate additional visitor needs. Web hits for the City of Stevenson and Chamber of Commerce sites total approximately 216,000 per year. Per capita, the County has the highest tourism revenue in the state and travel spending has increased by 7.8% (1991-2009), which is also the highest percentage in the state. Recreationists travel here for hiking, biking, fishing (salmon, steelhead and white sturgeon), windsurfing, kite boarding, sailing, kayaking, sightseeing, water skiing and jet skiing. In addition to the Columbia River, Skamania County also has the White Salmon, Little White Salmon and Wind Rivers that offer abundant opportunities for recreation. In recent years, the Stevenson waterfront has become a premier place for windsurfing and kite boarding and continues to attract more recreation each year. Additional information on activities the County has to offer can be found at www.skamania.org.

Business Support

Skamania Economic Development Council's mission is to promote economic growth and retention in Skamania County. Board members include representatives of Skamania County, City of Stevenson, City of North Bonneville, Port of Skamania, USFS, and private sector businesses and key community stakeholders. The EDC has three loan funds to assist businesses with their financial needs along with business programs and a business support center that provide businesses with expertise needed to successfully manage their businesses. In addition, the EDC supports the Port of Skamania, the Community Action Team, the Stevenson Business Association and the Red Carpet Committee to promote available properties and market Skamania County to potential businesses for expansion or relocation. More information about the EDC's programs can be found at www.skamania-edc.org.

Stevenson

The City of Stevenson, incorporated in 1907, serves as Skamania County's county seat and business center. In the late 1990's the City emerged as a tourist destination and a popular venue for mid-sized conferences. Located in the center of the Columbia Gorge Scenic Area the visitor has access to a myriad of activities (windsurfing, kite boarding, sailing, kayaking, water skiing, hiking, fishing/hunting, and biking) including a welcome respite on the only commercially zoned waterfront within Skamania County. The city is served by SR-14, BNSF Railroad (with sidings), and a large commercial dock along the Columbia River. The City welcomes new business development and essential infrastructure (water, sewer, natural gas and fiber) is available throughout the downtown core and waterfront business areas.

North Bonneville

Located just 45 minutes from PDX, the City of North Bonneville has the largest amount of industrial/business park space available in Skamania County, with the Cascades Business park on its east side (32 acres of leasable, shovel-ready land with utilities installed) and the Lewis and Clark Business Park on its north side (46,000 SF leased with an approved master plan for an additional 15,000 SF). The city also has inexpensive commercially-zoned land and building space available in its downtown core. Direct highway access (without at-grade railway crossings) lends particular advantages to the North Bonneville sites. The city also recently partnered with a private company to provide high speed cable internet throughout the community. In 2012, the average residential home sales price was only \$150,000. The community boasts 40% designated parks and open space, and enjoys convenient access to outdoor recreation including 14 miles of paved trails in the city, Beacon Rock State Park, the Beacon Rock Golf Course, a spur to the Pacific Crest Trail, and all the water sport activities on the Columbia River.

ECONOMIC PROFILE: WASCO COUNTY, OREGON



Wasco County is one of Oregon's oldest counties, established in 1854 by the Oregon Territorial Legislature. The county seat is the City of The Dalles with other incorporated cities including Antelope, Dufur, Maupin, Mosier and Shaniko.

Wasco County's economic base is agriculture and the processing of agricultural products, particularly cherries, wheat and livestock. County farm-gate sales were nearly \$88 million in 2010, mostly from sweet cherries and wheat (\$48 million and \$20 million, respectively).¹⁰ Other

traditional industries have included forestry, manufacturing, electric power generation and transportation. Wasco County's economy has diversified from its traditional natural resources base to include a stronger focus on technology and manufacturing.

The rapid growth of renewable energy industries is driving additional employment through support industries and related manufacturing. The world's largest Internet firm, Google, established a major operational center in The Dalles. The region is also home to a strong cluster of high tech companies which are supported through the efforts of the Gorge Technology Alliance. Economic sectors related to tourism have also grown, supporting tourism throughout the County. Notably, Maupin's economy thrives in the summer with Deschutes River rafting and the communities of The Dalles and Mosier have recently benefited from an increase in cycling.

As the largest community in the County, The Dalles serves as a retail and service hub for many surrounding counties, resulting in strong employment in these industries as well as government. Further expansion of the healthcare sector, with the expansion of Mid-Columbia Medical Center, has also positively impacted job growth in the County.

¹⁰ (2011 research for the Wasco County Extension Service by Bruce Sorte).

Major Wasco County Employers

All Star Rafting
Cascade Eye Center
Columbia Bancorp
Columbia Gorge Center
Columbia Gorge Community College
Columbia Hill Family Medicine
Columbia State Bank
Cousins Country Inn
Crestline Construction
ESD
Fred Meyer
Google
Griffith Motors
Kmart
Mid Columbia Center for Living
Mid Columbia Medical Center
North Wasco School District
Northwest Aluminum Specialties
Orchard View Farms
Oregon Cherry Growers
Ray Schultens Motors
Safeway
Union Pacific
US Army Corps of Engineers
Wasco County

ASSETS: ECONOMIC ADVANTAGES

The top asset identified by the Mid-Columbia region is the power of collaboration. We are made stronger by having a region that crosses state boundaries and recognizes the role the Columbia River has played as a connecting body for the region for centuries. We have an increasing number of partners and degrees of connection that cross public, private, local, state and federal interests. This strong network creates opportunities for the region to enhance access to resources through our bi-state status, leverage our developing regional strategy as a catalyst for action and seek tools to further increase connections between one another.

The top five assets of the Mid Columbia region identified, in priority order:

- Collaboration
- Transportation and Location Advantages
- Natural and Cultural Resources
- Agriculture
- Scenic Beauty with Year-Round Recreation

As a rural region, we seek solutions to become increasingly self sufficient and understand the necessity to bring together all of our talents and resources together collectively in order to accomplish economic development initiatives so critical to this area. We work together on areas of commonality, but recognize and celebrate diversity. We are cognizant of all communities in the region, providing equal emphasis and support to those both large and small.

Mid-Columbia Assets	
Collaboration	
	The region is historically connected and is unique in working across state boundaries, forging partnerships between Oregon and Washington.
	Collaborative human networks exist within the region and agencies exhibit a willingness to partner across sectors. The tendency of our rural communities is for residents to be active in multiple organizations, wearing “many hats.” The region offers ample opportunities for leadership and civic engagement.
	A strong sense of community exists throughout the region. Community pride is evident and lends itself to having residents working hard to maintain economic viability. This sense of community helps create a strong local economic base.

Transportation and Location Advantages
The region has a distinct geographic advantage in being centrally located in the Pacific Northwest. We are described as the “Center of the Hub.”
We have direct access to metro areas: Portland/Vancouver, Tri-Cities, Yakima, Bend, Boise, and Boardman/Hermiston. This proximity offers distribution options for products, increases cultural opportunities, and enhances workforce and business opportunities. There is bi-directional access: rural to urban and urban to rural.
“World Clock”: Our region is uniquely positioned to do business with approximately a 6,000 mile area from the West Coast to the East Coast to Asia, all within one regular business day.
Accessibility: a variety of transportation options are available. The region offers market access through:
<ul style="list-style-type: none"> • Highways and Interstates: East/West and North/South corridor routes
<ul style="list-style-type: none"> • Air: Columbia Gorge Regional Airport and Hood River airport. Life flight services are also available from the regional airport.
<ul style="list-style-type: none"> • Rail: Burlington Northern and Union Pacific offer rail services for the movement of goods in Oregon and Washington. Currently, passenger rail service is only available on the Washington side.
<ul style="list-style-type: none"> • River: The Columbia River facilitates barge traffic. This is particularly important for transporting waste and agricultural products.
Access to markets, including international markets for exporting materials. Our economy includes a focus on bringing in dollars from outside the community and minimizing leakages. We are an exporter of fruit, timber, wine, wheat, power and manufactured goods, among others.
Natural and Cultural Resources
The area is rich in natural resources, supporting timber, agriculture, recreation and tourism as well as lifestyle entrepreneurs attracted to the natural amenities.
Diverse climates exist within the region’s borders from the warm, arid eastern parts to the cool, damp western parts of the region. Generally, we enjoy a temperate climate with welcome seasonal changes and varying degrees of precipitation. The variation in both topography and climate leads to a diversity in economies, variations in crops and living opportunities. For example, the Columbia Gorge Winegrowers are able to characterize this region as “A world of wine in 40 miles” due to the variation in climate and soils.
Strong rural values and characteristics are present that the region seeks to maintain and protect.
The region has strong culture and history and has been a trading center for millennia. It has ongoing tribal relationships with the presence of four tribes: Umatilla, Nez Pearce, Warm Springs, and Yakama. The region also has additional evolving cultures as the demographics of the region continue to change.

Agriculture
There is a total of approximately 130,000 acres of prime farmlands in the region.
Agriculture forms a base for our economy and is a stabilizing force to moderate economic swings. Cherries, wheat, grapes, apples, pears, cattle, sheep, and a variety of other products are grown or produced in the region. There is both commercial-scale agriculture and a growing small farms network with support through Gorge Grown Food Network.
The region has enjoyed an increasing focus on value added agricultural products through carefully cultivated strategies.
Scenic Beauty with Year-Round Recreation
Parts of the region encompass the federally recognized Columbia River Gorge National Scenic Area. In 2009, National Geographic Traveler ranked the region 6 th internationally on its destination scorecard to the world's most iconic destinations.
The scenic beauty of the region traverses mountains, rivers and plains.
Abundant recreational opportunities for all four seasons including cycling, fishing, hiking, horseback riding, camping, rafting, kayaking, canoeing, windsurfing, rock climbing, and a variety of snow sports.
Additional Regional Assets
Diverse foundational businesses alleviate peaks and troughs of economic cycles. These include historical strong businesses in the agriculture and forestry sectors as well as new industry clusters in value-added ag, high tech, healthcare, and renewable energy.
Renewable energy assets include utilization of solar, wind, geothermal and biomass opportunities throughout the region. In addition, we are training the workforce for this need. Columbia Gorge Community College's Renewable Energy Technology program offers the west coast's first wind technician training.
Higher education opportunities are currently available in the region through Columbia Gorge Community College and OSU and WSU Extension. Strong base, but also a challenge for enhancement.
Federal agency presence in the region, including a strong presence from the Army Corps of Engineers and US Forest Service. Historically these have been stable jobs and resources infused to the region, but the region recognizes that there are additional opportunities for partnership.
Human capital and entrepreneurial spirit. Diverse range of skill sets from entrepreneurs to retirees.
Existing infrastructure has been developed in the region to support industrial and commercial development. It is also a challenge, though, in maintaining and expanding our region's infrastructure. Infrastructure includes:
<ul style="list-style-type: none"> • Affordable, reliable power
<ul style="list-style-type: none"> • Available industrial sites
<ul style="list-style-type: none"> • Telecommunication and broadband capacity that supports a high level of high tech and self employed workers.
<ul style="list-style-type: none"> • Water/sewer/community facilities

CHALLENGES: FINDING NEW OPPORTUNITIES

The Mid-Columbia region faces a variety of challenges that currently hinder our economic development activities. However, we view these challenges as opportunities for change and advancement. We focus on the opportunity that is created through these challenges to design strategies which leverage our assets to address the needs that arise through these challenges.

CHALLENGE: Skilled Workforce

The region recognizes the critical role already played by educational institutions serving the Mid-Columbia, but has identified that additional resources are required for a fully trained workforce with the skills needed to support business growth and success. In meeting our challenge, the focus is to expanding educational and training services. In educational attainment, the MCEDD region is keeping pace with the states and exceeding the nation in the percentage of the population with an Associate's degree, but falls behind in measurements of individuals with a bachelors degree or higher. The primary avenue to address the need for a skilled workforce is via support to enhance and expand upon existing services, with a long term vision for developing new resources. Infrastructure and programming in access to education are both critical areas to address.

NEEDS:

- | | |
|--|--|
| <u>Community College</u> | Columbia Gorge Community College (CGCC) is responsive to industry's needs with cornerstone programs which have supported the region's economic development initiatives including Nursing and Renewable Energy Technology training. Needs include: Act as an advocate to help advance new programs identified in the Academic Master Plan. Provide support for independent accreditation. Identify resources to provide development and maintenance of campus facilities. |
| <u>4 Year University</u>
<u>Research Institution</u>
<u>Graduate Degrees</u> | There is no four year university with a campus in the region. OSU and WSU have extension offices in all counties and CGCC partners to expand offerings. However, the region notes a distinct need to expand offerings for four year university and graduate level courses. In addition, a research institution is needed to meet growing high tech demand and increase our R/D capacity. |

<u>Basic Skills Training</u>	Basic skill requirements and the workforce quality for entry level positions needs improvement. The region seeks to match the needs of businesses with available skills trainings. Providers include Mid-Columbia Council of Governments, Opportunity Connections, and Worksource OR and WA.
<u>Bi-State Workforce</u>	As a bi-state area, we share a common workforce but not necessarily a common workforce system. The region advocates for collective training opportunities and a regional system in Oregon and Washington.
<u>Pre K-12 Support</u>	The pre K-12 system in the region is the primary provider for basic skills development. Most school districts have struggled in the past few years to maintain vibrancy during state and federal budget cuts.

CHALLENGE: Lack of Affordable Housing

Access to housing, particularly workforce housing, is an issue for the entire Mid-Columbia region. The region has been actively working to address a variety of critical housing needs. On the eastern end, the region is seeking to address barriers related to permanent construction home ownership financing. On the western end, local governments are considering creative collaborations to address shortages in rental workforce housing, considering the interaction between workforce housing, job retention and workforce training. Understanding new market pressures, further defining current needs and identifying avenues to support adequate housing in the Mid-Columbia region are all necessary to meet this challenge. Without affordable options, individuals must commute or find work elsewhere and businesses may elect not to move into or expand in our communities.

NEEDS:

<u>Workforce and Affordable Housing</u>	Providing workforce housing and affordable housing is a critical challenge in the region. Communities need adequate housing for residents of all ages and all income levels. Workforce housing options within reasonable commuting distances are also required to support the employees of businesses expanding in the region.
<u>Energy Efficiency</u>	In addition to increased access to housing, the region also needs increased access to, and utilization of, energy efficiency programs to support better housing stock.
<u>Housing Stock Age</u>	Overall, the housing stock in the Mid-Columbia region is older than either that of the US or Oregon and Washington. This is common for most rural areas.

Utilizing Downtown Upper Story Floors Some communities in the region have underutilized upper floors in their downtowns. Encouraging vertical housing in projects in downtown regions may help further utilize those resources.

CHALLENGE: Shortage of Capital

The shortage of capital in the region crosses a number of areas, relating to both capital for businesses and funding for infrastructure. The region has made strides in increasing access to resources through regional initiatives including the MCEDD revolving loan funds, establishment of community banks, development of a Gorge Angel Investor Network, and through dedicated funds via the Oregon and Washington Investment Boards and Mount Hood Economic Alliance.

NEEDS:

Business Funding Both debt and equity financing is necessary and should include a mix of public and private options. Included in the need is increasing capitalization for locally managed revolving loan funds and to identify, prioritize and leverage funding resources specific to business development. In addition, the region needs to enhance systems for a comprehensive resource for businesses to identify available lending and grant options and provide information in a manner that encourages minority and small and emerging business applications.

Infrastructure Funds Community infrastructure remains a critically underfunded need. Maintenance and expansion are both necessary, but difficult to achieve when local governments are often faced with declining revenue sources and state and federal resources become increasingly limited. Adequate public infrastructure is necessary in serving industrial, commercial and residential areas of the region which contribute to increased opportunities for employment and expanded property tax base.

Small Business Support Related to the shortage of capital is the effective utilization of capital resources through strong business models. The region faces a disparity in small business support services between our Oregon and Washington counties, due in large part to shortage of funds. The region seeks to support additional funding for small business services throughout the region and looks to expand regional capacity in business services and education.

CHALLENGE: Regulatory Environment

With two states, a National Scenic Area overlay and high percentages of federal land ownership, the level of regulations affecting development activities in the region is a significant concern. All five counties in the Mid-Columbia region have zoning ordinances and land use comprehensive plans. Additional state and federal regulatory agencies also affect development activities in the region, including the U.S. Army Corps of Engineers, the U.S. Bureau of Land Management, the U.S. Environmental Protection Agency, the Oregon Department of Environmental Quality, and the Washington Department of Ecology.

NEEDS:

Achieve Balance

The region seeks to achieve balance between the two purposes of the National Scenic Act: protect and support the economy of the Columbia River Gorge while providing for the enhancement of its scenic, cultural, recreational, and natural resources. We look to balance regulatory requirements to foster conditions for healthy development.

Urban Area Process

Funding cuts have diminished the staffing levels at the Columbia River Gorge Commission which develops and implements policies and programs to support management of the National Scenic Act. These cuts increase the difficulty of addressing regional issues such as urban areas. Of particular concern to economic development interests are Urban Growth Boundaries. Funding for stabilizing the Commission and addressing the regional issues is sought as well as looking at a consensus process.

Interagency
Communication

Correspondence between regulatory agencies is sought to address common regional issues. There are several identified wetland sites in the five-county region and further common needs regarding transportation, forests, and ag land preservation.

CHALLENGE: Communications and Clearly Branded Regional Identity

NEEDS:

Image and
Regional Brand

With five chambers in the region, the Columbia Gorge Visitors Association and the John Day River Territory, there are multiple entities that can take the lead in building our internal and external image and promoting our assets through regional branding. With considerable differences in state funding for marketing, though, coordination is challenging.

State and
Federal Leadership

Better knowledge of this region's issues and opportunities is needed by our state and federal leadership, with the region taking charge to provide opportunities to educate our policy makers. Acting regionally provides more strength in this endeavor.

Telecommunication

Increasing broadband access is critical to supporting our growing industry sectors. While pockets of our region are covered, access for all residents is necessary.

CHALLENGE: Other Challenges

Beyond the top five challenges listed above, additional issues face the Mid-Columbia region and impact our economic development future.

NEEDS:

Investment and
Trade Leakages

Investment and trade leakages occur in the region as we see dollars which enter our communities leave for purchases outside of the region and investment in other areas. We need to further research and identify leakages which are occurring in the region then encourage business start ups in the areas identified. We seek to support local purchasing and sourcing.

Brain Drain/
Youth Opportunity

As is similar in many rural communities, our region is concerned about creating a variety of opportunities for our youth to find employment in the region and return to the region. We seek to stem the "brain drain" from the region and retain students we educate who could contribute to a bright economic future.

<u>Lack of Expansion Space</u>	Expanding and new businesses need support with the development of more available and attractive commercial and industrial spaces.
<u>Incubators and Mentorship programs</u>	Supporting the development of business mentorship programs and incubator spaces helps enhance start up business ventures in the region.
<u>Cultural Isolation</u>	Due to the rural nature of our counties, we often experience cultural isolation. Within our asset base is close proximity to larger cities as well as an abundance of cultural resources within the region itself. We seek to support cultural diversity by leveraging those assets.
<u>Public Transportation</u>	Data describing commuting habits in the Mid-Columbia by place of work show that workers in the Mid-Columbia region travel outside their state of residence to work to a greater extent than the average worker in Oregon, Washington, or the nation. Public transportation is necessary both from a human and social services standpoint but also from an economic standpoint to support the mobile workforce. We market the region as one workforce area and need to provide the transportation options to facilitate that to a greater extent.
<u>Access to Health Care/Mental Care</u>	Access to health care and mental care is critical to ensuring a healthy population and workforce. Increasing the number and affordability of options is necessary.

VISION AND GOALS

VISION: The Mid-Columbia region envisions a thriving and prosperous economy supporting diverse entrepreneurial opportunities that act in harmony with the area's rural qualities, values and natural resources.

Economic Development Goals

Business Retention/Expansion: Enhance the retention and expansion of businesses in the Mid Columbia/Columbia River Gorge.

Business Attraction: Achieve an increase in new business to the region that will continue to diversify the economy and create sustainable opportunities, including family wage jobs, over the next ten years.

Infrastructure: Facilitate the timely maintenance and improvement of public infrastructure and support scalable infrastructure development, which will contribute to increased economic opportunities.

Economic Resources/Entrepreneurial Environment: Increase the Mid Columbia region's receipt of resources for economic development initiatives, including funding, technical assistance and training.

Entrepreneurial Environment: Facilitate integrative partnerships and communication across business clusters, industries, entrepreneurs, government and economic development organizations to further develop an effective economic support structure.

Workforce: Regularly assess needed workforce requirements, ensuring a regional workforce that is work-ready and well-educated.

Bi-State Engagement: Engage elected representatives in Oregon and Washington to advocate more effectively for the common needs of the Columbia River Gorge in support of all the other six goals.

STRATEGY: BUSINESS RETENTION AND EXPANSION

Goal: Enhance the retention and expansion of businesses in the Mid Columbia/Columbia River Gorge.

Key Issues:

- How do we expand businesses that are here?
- How do we keep businesses from moving away?
- How do we support capitalization/expansion?
- Agriculture as key industry: Agricultural industry= businesses in the region. Downsizing vs consolidation of farms.
- Successful businesses need to be proactive vs reactive and able to adapt quickly to change.
- Need sustainable funding mechanism for SCORE and SBDC outreach.
- Stabilize business climate.
- Diversification of and within businesses helps them survive.
- Entrepreneurial opportunities: spin offs from successful businesses—collaboration.

Quick Wins

1. Make initial contact with businesses to understand their needs and provide support. Connect with industry groups.
2. Create and support online forums in mediums specific to industry needs.
3. Provide businesses with larger exposure to online resources.
4. Host an export training workshop.

High Priority Long Term Actions

1. Establish a Business Retention and Expansion plan.
2. Provide financial reeducation for new and existing businesses.
 - a. Shoe leather consulting by SBDC to help overcome fear and time issues
 - b. Encourage networking and mentoring think tank (from private enterprise)
 - c. Establish alternate times/formats for small business education
 - d. Seek additional resources for SBDC and SCORE.
3. Develop a mentorship program. Connect and collaborate with regions that have established mentorship programs to implement in the Gorge.

Goal: Business Retention and Expansion		
Strategy	Actions	Status
1. Increase understanding of business needs so that appropriate support can be provided to business in our region.	1.1 Engage in business outreach, focusing to industry organizations to better understand their collective needs. <ul style="list-style-type: none"> - Conduct needs assessments for key industries. - Host industry and business roundtables - Host business tours and key industrial site tours - Engage in industry cluster development for high tech, value added ag, fermentation businesses, renewable energy, arts/culture and healthcare industries. - Support primary economic base including addressing forest health, agriculture and other natural resources 	Activities include: <ul style="list-style-type: none"> - Business roundtables with tech members through GTA and value added producers through the Hood River Economic Development Group. - A 2013 wine industry needs assessment. - Development of industry cluster groups - IMCP work underway
	1.2 Utilize the Columbia Gorge Economic Development Linked In forum for communication about needs and resources.	Linked In Forum established, but is not being extensively used.
2. Build and advocate for a local Business Support Network that will provide necessary tools and education for local businesses to be established and expanded.	2.1 Provide continued one-on-one outreach by SBDC to help entrepreneurs overcome fear and time issues. Increase exposure to online resources for businesses.	Newly appointed CGCC SBDC director is continuing and enhancing these efforts.
	2.2 Seek resources for expanded SBDC services for the entire region (OR and WA).	WA small business support services involved a pilot through WSU-Extension for a "Ready Set Launch a Business" program
	2.3 Continue development of a business support network in our region that builds upon existing groups' efforts and seeks to fill gaps. Support Business Boot camps, workshops, trainings.	Business network includes programs through SBDC, Score Gorge Innoventure, MCEDD, Next Door Inc and Gorge Grown Food Network.
	2.4 Support development of alternative working spaces with business support services such as Flex Spaces, Incubators and Co-Working Centers.	Activities underway by Gorge Innoventure, City of The Dalles, Private enterprises, Gorge Owned, and the Columbia Gorge Regional Airport
3. Establish a Business Retention and	3.1 Identify and engage key partners who need to be involved in the BRE planning process.	Planned as a mid-term goal (at least 2 years out). No action currently.

Expansion plan.	3.2 Implement process to plan for a BRE program.	
	3.3 Find funding to support BRE plan's actions.	
4. Identify Investment and Trade Leakages to support identification of export opportunities and encourage business expansions.	4.1 Build upon export training workshop by providing resources for businesses to expand their export potential	Ongoing effort, but opportunity to leverage best practices from other regions for export apps, trainings and utilization of incentives.
	4.2 Conduct a trade leakage study.	Planned as an activity with the next 4 years

STRATEGY: BUSINESS ATTRACTION

Goal: Achieve an increase in new business to the region that will continue to diversify the economy and create sustainable opportunities, including family wage jobs, over the next ten years.

Key Issues:

- Attraction should be a targeted strategy.
- The region has existing industry clusters it can draw from in looking towards targeted business attraction.
- Past efforts have been difficult to sustain, but there have been some great tools developed.
- Both states have resources for business attraction type efforts and need to be engaged.
- Regional successes have been achieved in areas such as collaborating on joint marketing at trade shows.

Quick Wins

1. Enhance availability of regional information on the MCEDD website.
2. Leverage the UAV presence in the region: partner in proposals for centers of excellence, seek to host a regional UAV conference and support joint attendance at UAV-related tradeshow.
3. Further distribute the regional marketing video, especially focusing to social media utilization.

High Priority Long Term Actions

1. Develop a targeted regional marketing plan to better utilize existing regional marketing materials.
2. Market available regional business financing/incentives and further develop appropriate tools to make locating in the Gorge easier for businesses.
3. Better utilize regional and public agencies to identify and overcome regulatory hurdles to development.
4. Create a Business Advisory Board to talk with new businesses looking at the region.

Goal: Business Attraction		
Strategy	Actions	Status
1. Promote the Gorge as a great place to do business.	1.1 Develop a unified marketing message through a regional marketing plan. Expand our “Quality. Life. Style” branding.	Anticipated as a mid-term project (3-5 years out), but no activity currently.
	1.2 Integrate information for regional businesses on a single website to make locating a business here easy to understand. Increase linkages to other landing sites, including social media.	Business tool kits online on MCEDD website. Links to social media needs additional work.
	1.3 Leverage the UAS presence in the region. <ul style="list-style-type: none"> • Support joint attendance at UAV focused tradeshow. • Seek to host an AUVSI conference in the region. • Engage with the States, Oregon BEST and other partners in advocating to make appropriate airspace/areas available for testing and seek designation as a center of excellence. 	MCEDD staff serving on the Oregon UAS group. Site in the region (Warm Springs) designated as test flight area. IMCP work will further support and seeking Phase 2 designation. New readiness center offers additional site to host conferences
	2.4 Further distribute the regional video “Come to the Gorge.” Host a debut party, Send via social media sources, Ensure video linked on other websites and Use Google Analytics from video views to target other business attraction strategies	A volunteer had started work on this project, but departed prior to completion. It has not risen as a top priority recently.
2. Develop appropriate tools to make locating in the Gorge easier for businesses.	2.1 Promote existing regional business financing/incentives and explore opportunities to enhance those incentives and develop new incentives.	Promoting enterprise Zones is a primary opportunity in Oregon and looking at new zone potential.
	2.2 Work together with regional partners to decrease the time it takes to navigate the regulatory system by providing better education and resources. Continue to decrease regulatory hurdles to development and business location in the region.	MCEDD and County business siting guides updated. Additional work to streamline can be done.
	2.3 Establish a Business Advisory Board to talk with new businesses considering locating in the region.	Anticipated as a long term development project (5 years out). Work by individual ports on business response teams may help jumpstart.

STRATEGY: INFRASTRUCTURE

Goal: Facilitate the timely maintenance and improvement of public/private infrastructure and support scalable infrastructure development, which will contribute to increased economic opportunities.

Key Issues:

- Adequate infrastructure is key to attracting businesses.
- Maintenance is key to retaining businesses.
- Regulations don't often fit small communities.
- Funding is lacking, including a lack of resources for matching funds.
- Project readiness may vary.
- Interagency coordination (City, developers, utilities, etc) when adding infrastructure can allow us to do more cost effectively. For instance, if a trench is open for a project, coordinate adding other services, such as fiber.

Quick Wins

1. Engage in planning efforts to meet broadband needs through the Klickitat-Skamania Broadband Planning Project and seek resources to include for broadband planning in our Oregon counties.
2. Work with the Hatfield Institute/School of Government on a bi-state project.
3. Coordinate legislative education efforts.

High Priority Long Term Actions

1. Conduct a long term freight study throughout our region.
2. Provide for road and highway improvements.
3. Encourage and develop consistent and predictable funding sources.
4. Develop and keep "level of service" for roads, water, sewer, storm water, fiber and other basic infrastructure.
5. Increase community self-sufficiency and self-sustainability for meeting infrastructure needs.

Goal: Infrastructure		
Strategy	Actions	Status
1. Enhance broadband capacity for the region.	1.1 Implement actions identified in the Klickitat-Skamania Telecommunications Planning Effort. Seek funding for similar planning efforts in Oregon and implementation for corresponding broadband opportunities. <i>Note: Action to be removed as complete or incorporated below.</i>	Klickitat-Skamania project funded and implementation activities addressed below. Wasco County Broadband Strategic Plan completed.
	1.1 Increase access to high speed broadband by addressing middle and last mile telecommunications infrastructure gaps <ul style="list-style-type: none"> - Conduct surveys and meet with ISPs. - Host community meetings to identify demand and facilitate a process with communities, providers, and regional governments to address gaps - Identify and pursue funding - Address barriers to efficient expansion of broadband (e.g. permitting) 	Klickitat-Skamania project is working on all of these issues.
	1.2 Increase access to high speed broadband by increasing publically available broadband access points and their use. Inventory current publicly available broadband access points and increase awareness of these assets.	Klickitat-Skamania Local Technology Planning team is conducting this assessment
	1.3 Increase adoption and use of existing broadband infrastructure <ul style="list-style-type: none"> - Develop a mobile laptop learning lab - Offer a series of business technology trainings and forums - Offer trainings and forums focused on community 	Glenwood celebration. Trainings hosted. Laptop lab. Wasco County forums.

	technology literacy.	
	<p>1.4 Improve awareness and promote available broadband infrastructure necessary for business success</p> <ul style="list-style-type: none"> - Develop a regional website to promote the available broadband options in our five counties. - Gather and disseminate information on broadband in meetings with ISPs, local government entities and economic development professionals 	Framework for regional broadband website complete
2. Encourage and develop consistent and predictable funding sources for infrastructure. Seek to increase community self-sufficiency in meeting infrastructure needs.	2.1 Effectively communicate infrastructure needs to policymakers through coordinated legislative education efforts. <i>Note: Will be revised as the legislative education efforts are duplicated in the Bi-State Engagement goal. Proposed revision:</i> Effectively communicate infrastructure needs to public, private and philanthropic funders.	Development and engagement in the Agora Investment Platform provides greater visibility for projects. See bi-state engagement goal
	2.2 Facilitate and match appropriate funds with infrastructure needs including: Government and other grants, Loan funds.	This is an ongoing effort that has been enhanced through the use of Agora. Staff facilitates the process with high priority projects ranked in the CEDS. See project progress for further detail on 2013 results.
3. Coordinate transportation investments to support the region's economies and communities.	3.1 Continue to support funding and projects for road and highway improvements to maintain this vital link in our transportation networks.	Same result as action 2.2 above
	3.2 Conduct a long term freight study throughout our region	Included in the plan as a mid-term action (2 years). Funding not yet identified.

	3.3 Coordinate public transportation needs through Gorge TransLink to improve regional public transportation options.	MCEDD has a Mobility Manager focused on this effort. Significant progress includes installation of scheduling software and communication between all providers through TransLink.
	3.4 Promote utilization of public transportation and provide for employment transportation through enhancement of vanpools and coordinating employer transportation resources.	MCEDD has a Mobility Manager focused on this effort. Through supplemental funding, MCEDD is working directly with employers on this effort.
	3.5 Enhance and sustain options for supporting transportation access across the river (bridges), including non-motorized access.	Included as a long term project (5 years+). Projects listed in the CEDS. Comments provided to the PFN. Funding is a key concern.
4. Identify needed infrastructure improvements and support maintenance of existing infrastructure.	4.1 Prioritize important infrastructure projects in the CEDS biannually or in a fashion that allows for dynamic updating to incorporate community needs as they arise.	Projects to be prioritized in March 2014. Actively using Agora. Priorities are shared with Regional Solutions and Oregon Business Plan for direct action. We are working with the ADO's for our Washington counties interests.
	4.2 Utilize the Agora Investment platform to support communication of priority improvements to outside funders.	Agora is now active and ending its pilot phase. We are engaging public, private and philanthropic funders and using it as an active forum. Priorities are published to the site and "badged"

5. Create information sharing structure among Ports, local governments, economic development councils, and regional entities to better understand industrial lands challenges and availability.	5.1 Develop Industrial Lands Task Force	Mid term goal.
	5.2 Create a regional working group on industrial lands that includes personnel, local and state agency departments to address the ongoing issue of coordinating infrastructure organizations, businesses, and agencies.	Activity occurring through MCEDD, Regional Solutions and directly through Ports.
6. Provide technical and grant administration assistance to support community projects (waste water, utility, other capital projects).	6.1 Conduct community tours and advise on available resources.	Tours were conducted with the SET program and need to be started again.
	6.2 Provide grant development and administration for state and federally funded projects.	This is an ongoing effort and staff facilitates the process with high priority projects ranked in the CEDS. See project progress for further detail on 2013 results.
7. Address a Lack of Affordable and Workforce Housing in the region.	7.1 Seek resources to provide adequate workforce and affordable housing, including analyzing opportunities for a housing revolving loan fund.	Seed fund in Oregon (\$2 m) anticipated in 2015.
	7.2 Increase local and regional capacity for addressing the root causes of housing issues.	Identified as a primary concern in 2013 attainable housing meetings. Capacity outlined in a document by DLCDC.
	7.2 Increase access to, and utilization of, energy efficiency programs to support better housing stock.	Identified as a mid-term goal (3 years).

STRATEGY: ECONOMIC RESOURCES

Goal: Increase the Mid-Columbia region's receipt of resources for economic development initiatives, including funding, technical assistance, and training. Facilitate integrative partnership and communication across business clusters, industries and entrepreneurs, government and economic development organizations to further develop an effective economic support structure.

Key Issues

- The region has a strong entrepreneurial focus with a need for increasing the culture of entrepreneurship in the region. Support for strategies focused on entrepreneurial development ranked #2 (behind Business Retention and Expansion) during this planning process.
- There are a number of existing resources within the region to support the entrepreneurial environment which can be supported and enhanced, including educational resources for "teaching" entrepreneurial values.
- Strong industry clusters exist within the region through the Gorge Technology Alliance, Columbia Gorge Bi-State Renewable Energy Zone, Columbia Gorge Winegrowers Association and Gorge Grown Food Network.
- Additional industry clusters are developing in Arts and Culture, healthcare, outdoor gear, and additional value-added agriculture sectors. These emerging clusters, particularly value-added ag strategies, are highly important to the region.
- All industry clusters can be strengthened and further support. This strategy ranked #3 in the planning process.
- Public-private partnerships are critical for our continued success. We have some of the support structure and tools in place, but can further enhance those resources.
- The region well understands our priority issues and needs, but there is a general lack of funding.
- Increased visibility to outside funders of regional priorities is needed.
- Resources expand beyond funding needs and include technical assistance and training needs as well.
- Economic development as a field suffers from systems complexity and requires a full ecosystem view-all areas must thrive.
- We utilize many communication forms effectively in the region (with collaboration noted as one of the region's key assets).
- We have a unique opportunity in coordination with Meyer Memorial Trust for development of a platform to enhance investment into our communities. The local region and state of Oregon are already involved, but additional Washington engagement will be needed if the program is fully funded.
- Requires multiple approaches in looking both inward and outward to fill gaps and increasing self sufficiency.

- In order to effectively enhance our resources we must also steward and best utilize existing resources.

Quick Wins (next 6 months)

1. Create LinkedIn group to connect economic resources.
2. Provide grant writing training program for the region.
3. Increase resources to finance local businesses.

High Priority Long Term Actions

1. Enhance support for existing and emerging industry clusters.
2. Host regular discussions between business clusters, industries, entrepreneurs, government and economic development organizations.
3. Continue updating and enhance distribution of a master list of needs and issues in the region
4. Expand financial fitness summits to offer to the entire region.

Goal: Economic Resources		
Strategy	Actions	Status
1. Provide clearinghouse for statistics, grant resources, and information about economic development in our region.	1.1 Create LinkedIn group to connect economic resources; distribute and promote use.	Linked In Forum established, but is not being extensively used.
	1.2 Coordinate and sponsor grant writing training programs to enhance capacity at local governments, entities and non-profits in the region.	Trainings hosted by WSU/Community Enrichment for Klickitat County.
	1.3 Increase “Financial Fitness” Summits to serve the entire region by working collaboratively on outreach and seeking funding/support to provide workshops.	A mid-term goal (3 years) targeted by CEKC
	1.4 Create a clearinghouse of program and funding information, including a calendar.	A mid-long term goal (4 years) which we have partially incorporated to the design of Agora.

2. Create regional understanding of needs and issues in the Mid-Columbia to support addressing them.	2.1 Create a master list of needs/issues for the region through the CEDS Project Prioritization	To be updated in March 2014.
	2.2 Distribute project list throughout the region. Connect into electronic tools to increase visibility.	Priorities and projects will connect to Agora for greater visibility.
	2.3 Identify gaps in technical assistance resources and connect with local solutions.	This is an ongoing effort. See project progress for further detail on 2013 results.
	2.4 Provide opportunities for face-to-face check in on needs and progress. Potentially coordinate with tours.	Quarterly MCEDD meetings, Regional Solutions meetings and others offer these face-to-face check ins. Opportunity for larger annual gathering. Tours need to be restarted.
3. Develop a “RARE” type program to increase capacity for Washington communities in the region as it has been for Oregon communities.	3.1 WSU Extension to work with AmeriCorps, contact RARE at University of Oregon for advice on starting a program that could serve Washington’s rural communities as well.	Long term (5 years) targeted to WSU-E
4. Work to increase funding available in our region for economic development activities.	4.1 Utilize the online tools to further coordinate investments and increase outside funding in the Gorge.	Agora Investment Platform provides our primary connection.
	4.2 Connect with additional funding sources to increase their investment in the Gorge through outreach to and developing relationships with other funders at foundations as well as government entities.	A focus has been to developing relationships with foundations, in particular.
	4.3 Increase availability of business financing options, utilizing both debt and equity instruments.	Focus has included increasing access to capital by recapitalizing MCEDD RLF programs, connecting projects with NMTC financing, identifying Crowdsourcing options and supporting

		the OR and WA investment Boards request for additional resources.
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STRATEGY: WORKFORCE

Goal: Regularly assess needed workforce requirements, ensuring a regional workforce that is work-ready and well-educated.

Key Issues:

- Strong community college located in the region, but no 4 year university with a campus in the region.
- Workforce size limited, but regional in nature. We do not share a common workforce system bi-state.
- Funding limitations, particularly for the K-12 system to retain vibrancy.
- Specialized skills may be difficult to attract.
- Quality of education is critical.
- Some High school students are leaving school without proper skills and experience to join workforce.
- STEM (Science, Technology, Engineering and Math) competencies are important.
- Alignment of educational systems (early learning through advanced education) for a seamless education system.

Quick Wins

1. Identify organizations performing workforce training in the region.
2. Identify barriers and opportunities for workforce training organizations to coordinate.
3. Address cultural competency of workforce training organizations that host events or services which are challenging for potential participants to access.
4. Assess training needs for employees of regional businesses.

High Priority Long Term Actions

1. Enhance/expand regional career preparation programs targeted to students and job seekers. Address transit and day care issues.
2. Develop multi-faceted first training/employment experiences (mentorship programs and job shadow opportunities).
3. Identify means to assist firms to gain access to educational and research institutions.

Goal: Workforce		
Strategy	Actions	Status
1. Support local institutions in assessing needs and expanding capacity for training. Engage education providers in a comprehensive conversation about education in our region.	1.1 Identify organizations performing workforce training in the region. Produce a resource list of workforce organizations in both states within the region currently in operation	Organizations identified. MCCOG hosts a regular workforce partners meeting.
	1.2 Identify barriers and opportunities for organizations to coordinate through Mid-Columbia Workforce Development Assessment	Assessment not completed.
	1.3 Address cultural competency of organizations that host events or services that are challenging for potential participants to access through utilizing WSU Navigating Differences program to train workforce organizations and business associations putting on events to address issues of appropriate timing, location, and support with regard to transportation and child care	WSU primary lead.
	1.4 Hold an Education and Training Forum that increases opportunities for collaboration across state lines discussing investment in early learning, addressing basic skills gaps and job readiness, the role education and workforce training plays in business recruitment and retention and attracting and retaining the talent needed to grow and diversify the private sector in the region.	Industry and Workforce Summit planned in April 2014.
	1.5 Foster additional educational opportunities such as establishing a regional Center of Innovation, attracting research and development capacity and advanced	Workgroup actively working on the Regional Center for Innovation.

	educational opportunities in our region.	
2. Enhance/expand regional career preparation programs targeted to students and job seekers	2.1 Expand reach of regional job/career fairs	STEAM fair planned for April 2014.
	2.2 Develop multi-faceted first training/employment experiences through job shadow and mentorship programs connecting K-20 institutions, workforce training programs, industry associations, businesses and other employers	Will be discussed following the Industry Summit
	2.3 Enhance internship opportunities.	Discuss after Summit
3. Identify means to assist firms to gain access to educational and research institutions	3.1 Identify and coordinate advocates for a four-year university and regional research and development facilities. Outreach to Washington and Oregon universities to establish a stronger presence in the Gorge and increase opportunities for our residents to receive four year and advanced degrees without leaving the region.	Multiple efforts: Investing in Manufacturing Partnership is bringing in WSU, CGCC is working on multiple connections with other university partners, OSU Open Campus brings in additional resource
	3.2 Explore possible tuition reciprocity that would be consistent among all higher learning institutions in Washington and Oregon.	Long term activity.

Other Strategies:

- Develop problem solving and team work skills in students; industries can provide technical training.
- Develop high achievement reputations in schools—helps area businesses recruit and attract employees.
- Applied training in schools and for displaced workers.
- Promote and enhance student internships with area businesses.
- Promote working skills in school curriculum.
- Assess high-tech firm skills and knowledge needs—better communication between local schools, educational institutions and local businesses or trade organizations.
- Reduce industry cost to train.
- Prepare youth in education system with basic skills, early education, and viable training.
- Connect programs for early training and life skills on LinkedIn.
- Establish scholarships for youth to attend higher education institutions or workforce training programs.

STRATEGY: BI-STATE ENGAGEMENT

Goal: Engage elected representatives in Oregon and Washington to advocate more effectively for the common needs of the region in support of the other six goals.

Key Issues:

- The region is tied together across state boundaries (Oregon and Washington).
- The region has a history in working together, but this may not be reflected in state/national policy.

Quick Wins

1. Convene governors, state, federal, and local electeds in a Bi-State Legislative Forum.
2. Build coalitions among key business owners and elected officials across political and geographic boundaries to advocate at the national level.
3. Establish a CEO Forum.
4. Host a Bi-State Education and Workforce Forum.
5. Develop Public Policy Forums on a variety of topics.
6. Create a Central Forum that takes feedback from the Education and Workforce Forum, CEO Forum, and Public Policy Forums to disseminate and create a common voice for the region on policy issues.

High Priority Long Term Actions

1. Effect policy changes to enable cross boundary cooperation.
2. Establish cross-river alliances. (example: Cascade Locks and Stevenson, White Salmon and Hood River)
3. Consolidate services in the region.
4. Authorize interstate investment—infrastructure, marketing, other.
5. Seek tuition reciprocity for Washington and Oregon.

Goal: Bi-State Engagement		
Strategy	Actions	Status
1. Engage business leaders in contributing to the bi-state cooperation discussion with elected officials.	1. 1 CEOs invite CEOs.	GTA coordinated the first CEO Forum in March 2014.
	1.2 Outreach to broad cross-spectrum of industries.	Depending on success in 1.1
	1.3 CEOs self-organize and lead the forum. They are encouraged to bring issues that would benefit from regional support to regional coordination group to leverage connections.	Long term objective. Currently led by industry association
2. Implement public policy forums in a variety of areas related to economic development.	2.1 Build on Gorge Consortium efforts to increase coordination in our region to address pressing regional needs. <ul style="list-style-type: none"> • Attainable housing • Land-use planning • Rural infrastructure • Regional transportation • Regional tourism and marketing 	Housing Forums hosted in 2013. IMCP Forums to be hosted in 2014.
3. Create a Central Forum that takes feedback from the education providers, CEO Forum, and Public Policy Forums.	3.1 The regional forum's mandate should include: <ul style="list-style-type: none"> • Preparation for the bi-state legislative convenings • On-going outreach to state and federal lawmakers • A common communications platform, reaching all stakeholders and policy-makers • A coordinated, single voice for the region 	Gorge Consortium fills this role currently.
5. Bi-State Legislative Forum to effectively communicate our region's needs to state and federal legislators.	5.1 Convene governors, state, federal, and local elected focused on Bi-State Legislative needs	Federal forum held in September 2012. State forum planned for May 2014. Coordinated through the Columbia Gorge Consortium

REGIONAL PROJECT PRIORITY LIST

Prioritization Process

A primary component of the regional economic development strategy is identifying collective issues and prioritizing both public works and technical assistance projects. Annually, the MCEDD CEDS Strategy Committee prioritizes Public Works and Technical Assistance Projects for incorporation to the MCEDD Comprehensive Economic Development Strategy (CEDS). The projects are solicited from each county's economic developer. While each county has their own process for needs and issues, all gather projects and information from public and nonprofit groups in their area and identify county priorities. These are categorized based upon the following characteristics:

- **Readiness to proceed** with preference given to projects ready to start immediately.
- **Regional Impact** with preference given to projects that impact a large portion of the region, rather than a single community.
- **Potential availability of funding sources** with preference given to projects with a higher degree of local match and with avenues for additional funding identified. Additional preference to those with the potential to qualify for EDA funding.
- **Economic impact** with preference given to projects with job growth/retention.
- **Alignment with EDA Priorities:** Collaborative Regional Innovation, Public/Private Partnerships, National Strategic Priorities, Global Competitiveness, Environmentally-Sustainable Development, Economically Distressed and Underserved Communities

The CEDS strategy committee meets to review the projects and staff recommendations and adopts a regional priority listing. These are divided into public works and technical assistance categories for both states. The placement within the lists is based upon physical location of the project, despite the fact that it may impact multiple areas.

Purpose

Prioritization is designed to:

- Inventory and prioritize economic development project needs and regional issues;
- Develop regional consensus on high priorities;
- Develop a tool to promote high priority projects or issues to state and federal funders.

MCEDD 2014 Public Works and Technical Assistance Priority List

The following represent regional priorities

Washington Technical Assistance/Public Works		
Rank	Project	Reasoning for Ranking
1	Bingen Point Access Feasibility (Klickitat County EDA)	Meets needs of regional employers and enhances opportunities for key industrial area
2	Airport Flex Space (Klickitat EDA)	Leverages multiple investments. Regional impact for key industrial space.
3	WRIA 29 (Skamania EDC)	Impacts water options and opportunity for growth in an area with few developable lands
4	Maple Street (Port of Klickitat)	Provides crucial access to tenants at Bingen Point; regional impact.
5	North Bonneville Lift Station (City of North Bonneville)	Addresses constraints to future development and is an immediate concern.
6	Columbia River Shoreline Improvement (Port of Skamania)	Leverages investments in the Port of Skamania and opportunities for development
7	Airport Runway (Klickitat County EDA)	Bi-state impact. Airport is critical to regional development. Key transportation hub.
8	Skamania County Strategic Plan (Skamania EDC)	Potential EDA request for TA funding.
9	Bingen Community Center (City of Bingen)	Highly ranked community need/project.
10	Carson Water System (Skamania PUD)	Addresses constraints to future development

Oregon Technical Assistance/Public Works		
Rank	Project	Reasoning for Ranking
1	Regional Wetland Strategy (Port of The Dalles)	Regional pilot, strong support and funding options.
2	Giles French Park Study (Sherman)	Actively working with staff. ACOE implications regional in nature

	County)	
3	Hood River Workforce Housing (Hood River County)	Regional issue, economic constraint, opportunity for action, strong leadership
4	Cascade Locks Industrial Park Access (Port of Cascade Locks)	Support opportunities to develop industrial space in Cascade Locks.
5	Crystal Springs Reservoir (City of Cascade Locks)	Support opportunities to develop industrial space. Must be completed by Feb 2015
6	Advanced Technology Center (Columbia Gorge Community College)	Regional impact, serving training needs of regional employers. Potential EDA ask.
7	Moro Medical Clinic (Sherman County)	Supports critical services in distressed areas
8	Dalles Riverfront Access (City of The Dalles)	Local investment and leadership.
9	Rufus Community Center(City of Rufus)	Strong local support and need.
10	Port of Hood River Waterfront Infrastructure (Port of Hood River)	Support opportunities to utilize regionally significant industrial space

PROCESS

Timeline: Consultation, Public Meetings, and Adoption

The timeline for development and adoptions of this document consisted of the following:

Initial Plan Development:

- January 2012: Begin process of revising the Strategy as a collective bi-state economic development strategy for the Mid-Columbia region, in partnership with the USDA Stronger Economies Together program.
- January 2012 through July 2012: MCEDD hosts seven Stronger Economies Together sessions. MCEDD staff develops a draft plan in consultation with partner agencies, CEDS strategy committee and MCEDD Board.
- July 2012: Solicitation of projects and input from county economic development agencies and regional partners.
- July 26, 2012 to August 26, 2012: Plan available for public review and comment.
- September 13, 2012: Regional project prioritization established at the MCEDD quarterly meeting. Plan adopted and approved by the MCEDD CEDS Strategy Committee and Board of Directors at the MCEDD quarterly meeting.
- September 2012: Plan submitted to US Economic Development Administration.

2013 Plan Update

- January 10, 2013 to March 14, 2013: Strategy review and updates to plan by staff.
- January to February, 2013: Solicitation of public input and updates to projects from county economic development partners.
- March 21, 2013: Regional project prioritization and plan adoption by the MCEDD CEDS Strategy Committee and Board.
- March 2013: Submission to the Economic Development Administration.

Future Updates

This plan is designed to be updated annually. The CEDS development and the process for updating the plan are mandated by EDA under 13 CFR 303.7.

Distribution of the Strategy

Outreach on the CEDS is a critical component. It will be distributed in the following manners:

- Provided at the July session for the Stronger Economies Together program.
- Posted on MCEDD social media sites with press releases to local media sources.
- Hosted on the MCEDD website (www.mcedd.org).
- Announced in the MCEDD Newsletter, which has a direct distribution of over 750 individuals.
- Copy to EDA, USDA, MCEDD Board and MCEDD CEDS strategy committee members.
- Hard copies of the strategy are made available in MCEDD office during regular working hours.

PERFORMANCE MEASURES

Overall

The performance measures for the Comprehensive Economic Development Strategy provide a means to measure the degree to which we meet the goals laid out in the plan. They incorporate measures required by EDA (marked by *) as well as specific measures for each goal area. In addition to those noted, the number of new initiatives implemented from the CEDS will be tracked as will the leverage of public and private funding for every \$1 of funds committed.* While number of jobs created/retained is used as a means for tracking, productivity is critical, but more difficult to measure.

BUSINESS RETENTION AND EXPANSION

1. Number of jobs created and cost/job.*
2. Number of jobs retained and cost/job.*
3. Increasing average wages.
4. Lower unemployment and underemployment.
5. Increased use by firms of existing resources, such as business loan programs and export assistance.
6. Amount of private sector investment.

BUSINESS ATTRACTION

1. Development and tracking of targeted media. Increase in use of regional marketing materials.
2. Number of firms moving to the region.
3. Number of industry symposia brought to the region to bring like businesses to the area.

INFRASTRUCTURE

1. Number and type of infrastructure projects completed.
2. Prioritized investments and steps taken to coordinate planning of investments regionally.
3. Enhanced broadband access.
4. Increased access to transportation resources.

ECONOMIC RESOURCES

1. Percentage of sub-state jurisdictions participating in the district (of those eligible to participate).*
2. Number of regional collaborative projects.
3. State, federal, and foundation dollars attracted to the region for projects and strategies listed in the CEDS.
4. Success rate of application efforts based on number funded/number applied.

ENTREPRENEURIAL ENVIRONMENT

1. Growth of firms in identified industry clusters.
2. Number of spin-out companies from existing clusters.
3. Development of communication tools for public-private partnership discussions.

WORKFORCE

1. New partnerships formed between workforce, education and economic development in both states.
2. Lower dropout rates; increased graduation percentage.

BI-STATE ENGAGEMENT

1. New bi-state initiatives and programs established.
2. Policies addressing bi-state issues.

Tracking Performance

Performance will be measured annually based upon the annual action plan approved by the MCEDD Board and the performance measures listed in the approved CEDS. In addition, an annual report will be developed describing the accomplishments of the district covering each fiscal year.

OUTCOMES

As an update to the full CEDS plan, a number of strategies are already underway. Some of these actions are taking place through MCEDD and its staff, but the majority of the outcomes are based on partnership efforts, reflecting the regional nature of this plan.

Goal: Economic Resources Agora Investment Platform

www.agora-platform.com
www.mcedd.org/platform.htm

- Agora links community projects with capital providers (foundation, state, federal) through an online collaborative transaction platform.
- Platform grew out of Meyer Memorial Trust's exploration of economic development investment.
- Agora is piloting in the MCEDD region of Oregon and Washington to connect capital providers with projects for rural community and economic development.

Intended Outcomes:

- Community projects extend reach to a broader set of capital providers with consistent project summaries.
- Capital providers gain insight into community priorities, quickly identify projects that match investment parameters and opportunities for capital collaboration.

Funds supporting this work: Pilot underway, funded by Meyer Memorial Trust, State of Oregon, US EDA, and Ford Family Foundation.

Goal: Business Retention and Expansion



- \$310,000 USDA IRP Revolving Loan Fund to MCEDD for bi-state lending. Increases access to capital for rural businesses.
- Export Training workshop hosted by Port of Skamania.
- Enhanced opportunities for small business development support in both states.

Goal: Infrastructure Broadband Planning Teams

- Local Technology Planning Team in Klickitat and Skamania counties engaged in increasing broadband opportunities through enhanced access, increased adoption and improved awareness.
- Wasco County Broadband planning project underway, focused on adoption strategies.
- Broadband identified as a critical strategy and economic development effort.

Funds supporting this work: \$69,600 Washington State Department of Commerce Broadband Grant. Oregon Business Development Department

Goal: Entrepreneurial Environment Industry Clusters

Five active industry clusters within the region continue development:

- Gorge Tech Alliance: GTA continues to grow its membership. A focus on STEM education and expansion of the youth robotics program supports workforce objectives while events connect tech businesses across the region.
- Columbia Gorge Arts and Culture Alliance: The Alliance produced a regional map. Copies are available at gorgeculture.org.
- Healthcare: Gorge Health Connect was a subgrantee of funding to further development of a Health Information Exchange. Gorgehealthconnect.org
- Columbia Gorge Bi-State Renewable Energy Zone: This network allows cross county collaboration about renewable energy. Sherman County developed a new Sherman Solar loan program!
- Value Added Agriculture and Fermentation: Active industry sector support groups are growing in this area: Columbia Gorge Winegrowers Alliance, a new Cider Cluster and Gorge Grown Food Network.

Goal: Bi-State Engagement

- Hosted a bi-state forum for federal legislative officials to discuss regional priorities identified in the regional strategy with a focus to housing, education and infrastructure concerns. Planning a bi-state forum for Washington and Oregon legislative officials in 2013.
- Continued communication and coordination through the establishment of a Columbia Gorge economic development Linked In group.
- “Columbia Gorge Regional Center of Innovation” concept developing with an active project team led by Columbia Gorge Community College.

And more....

- Infrastructure: Through the efforts of local proponents, the region has made progress on many of the projects included in this plan. A listing is included in the Appendices.
- Infrastructure: MCEDD supported Mobility Management for Gorge TransLink. In addition, new resources were received to conduct a Park and Ride study and advance Commute Options.
- Business Attraction: The region is exploring marketing for industry sectors and meanwhile has received positive press, including an Oregonian editorial highlighting the region’s economic strength.
- Workforce: The region is enhancing options for four year university partnerships in Oregon and Washington, exploring resources through the OSU open campus model, the potential for a Clark College presence, and additional connections with Washington State University.

Stronger Economies Together and Comprehensive Economic Development Strategy

With this 2014 update, these outcomes cover only a short time of activity. As MCEDD and its partners continue implementation of these outcomes, robust outcomes and measurements will be recorded in the next update.

Status of 2013 PW/TA Priority List

The following documents the progress and status of 2013 priorities and MCEDD contributions to certain projects.

Oregon Technical Assistance		
Rank	Project	Status
1	Bridge of the Gods (Port of Cascade Locks)	The bridge is a primary transportation arterial for our region. The immediate concerns to open the bridge were addressed. MCEDD staff attended financing meetings to present financing options to the Port, which owns the bridge. Staff also supported jurisdictions in the two states during a disaster declaration.
2	North Chenoweth Industrial Park Development (Port of The Dalles)	MCEDD staff worked with the Port of The Dalles and the Economic Development Administration on a potential EDA public works request. The project did not receive EDA funds, but is under construction.
3	Giles French Park (Sherman County)	MCEDD staff worked with Sherman County, the City of Rufus and a consultant to develop a plan for lease of Giles French Park from the Army Corps of Engineers. The plan has been submitted for review. It remains on the 2014 CEDS list as the plan has not yet been reviewed.
4	Wetland Regional Strategy (Port of The Dalles)	MCEDD staff participated on the Technical Advisory Committee for this project. We also provided grant funds through the Oregon Investment Board to support the project. The project was matched through the Agora Platform. It is on the 2014 CEDS list, but anticipated to move forward within the year.
5	Hood River Workforce Housing (Hood River County)	MCEDD contracted with the state to convene regional stakeholders to further define housing issues and develop a plan to address housing constraints. Funding was allocated, but workforce housing concerns remain.

Washington Technical Assistance		
Rank	Project	Status
1	Access Analysis (WSDOT)	On 2014 CEDS project list.
2	Airport Terminal Building (Columbia Gorge Regional Airport)	On 2014 CEDS project list.
3	Skamania Strategic Plan (Skamania EDC)	MCEDD staff worked with the Skamania EDC and the Economic Development Administration to explore opportunities for potential EDA funding. A follow up visit will occur in March 2014.
4	Geothermal Study (Skamania EDC)	No progress to report. Related to renewable energy, however, the Port of Skamania partnered on a feasibility study for biomass
5	Secondary Test Well (City of North Bonneville)	On 2014 CEDS project list

Oregon Public Works		
Rank	Project	Status
1	Northwest Water Loop/Waterfront Infrastructure (Port and City of Hood River)	No progress to report.
2	The Dalles Riverfront Access (City of The Dalles)	On 2014 CEDS.
3	Advanced Technology Center (Columbia Gorge Community College)	MCEDD staff worked with Columbia Gorge Community College and the Economic Development Administration to explore opportunities for potential EDA funding.
4	City of Rufus Community Center (City of Rufus)	Assistance with identifying fund options. Mark Seder.
5	Wastewater- Cities of Wasco and Moro (Cities of Wasco and Moro)	Cities have a long term plan in place for use of funds from the County to address wastewater issues.

Washington Public Works		
Rank	Project	Status
1	Airport Flex Space (Columbia Gorge Regional Airport)	Funding request made to the Washington Community and Economic Revitalization Board. Decision extended until May 2014. Remains on 2014 CEDS list.
2	Hwy 14 Dam Access (Port of Skamania and City of North Bonneville)	Easement application submitted to Corps by project sponsors.
3	Carson Water System (Skamania PUD)	On hold until WRIA 29 completed (2014 CEDS project)
4	Bingen Point Access (WSDOT)	On 2014 CEDS
5	Cascade Ave Rebuild (City of Stevenson)	

ECONOMIC DEVELOPMENT RESOURCES AND PARTNERS

Regional planning and development requires coordination between multiple economic development partners offering services and resources to the Mid-Columbia. The following is a brief description of these important organizations. It is essential to bring all of these talents and resources together in order to accomplish the economic development so critical to this area.

Federal

Economic Development Administration

EDA provides funding for planning, technical assistance and public works projects in the region to address both the long-term economic distress of the area as well as acute economic dislocations caused by downturns in specific economic sectors.

U.S. Department of Agriculture (USDA)—Rural Development

Rural Development is another federal agency which has been a partner in economic development activities in the district. In past years this agency has been a major source of financing for infrastructure and community development projects, many times combining with funding from EDA and/or state dollars. It has also been a source of support for our business activities in recapitalizing our loan funds and supporting entrepreneurial activities through Rural Business Enterprise Grants.

U.S. Small Business Administration (SBA)

The SBA is a resource that has been used to a large extent in the financing of small business expansion projects in our region.

Jurisdictions

Tribes: Umatilla, Nez Pearce, Warm Springs, and Yakama tribes

Counties: Klickitat, Skamania, Hood River, Wasco, Sherman

Incorporated Cities:

Klickitat County: Bingen, Goldendale, White Salmon

Skamania County: Stevenson, North Bonneville

Hood River County: Cascade Locks, Hood River

Wasco County: The Dalles, Maupin, Mosier, Dufur, Shaniko, Antelope
Sherman County: Grass Valley, Moro, Rufus, Wasco

Ports: Cascade Locks, Hood River, The Dalles, Klickitat, Skamania

State

Oregon Business Development Department (OBDD) and Oregon Infrastructure Finance Authority (IFA)

OBDD is the state's economic development entity. The IFA provides support of infrastructure in the region.

Washington State Department of Commerce

Commerce is the state's economic development entity.

Oregon Regional Solution Centers

Regional Solution Centers (RSC) were created by the Office of the Governor to combine Economic Revitalization Teams with advisory committees similar to the Oregon Solutions model. The Mid-Columbia region participates in the Central Oregon RSC.

Regional

Columbia River Gorge National Scenic Area

The National Scenic Area Act (NSA) was enacted in 1986, calling for the creation of the National Scenic Area. To support management of the NSA, the Columbia River Gorge Commission was established to develop and implement policies and programs in the NSA. As part of the legislation creating the NSA, each state was entrusted with funding for economic development within the Scenic Area boundaries. Each state appointed Investment Boards to make decisions on use of those funds for grants and loans (as managed by the Skamania County EDC and MCEDD).

Bi-State Advisory Council

In conjunction with the Act, the Bi-State Advisory Council was established for the NSA to work on strategy for economic development within the NSA. Membership includes the Oregon and Washington Investment Boards, MCEDD, Gorge Commission, USFS and Skamania County EDC.

Columbia Gorge Consortium

The Consortium was formed as a partnership between Mid Columbia Housing Authority, Columbia River Gorge Commission, Mid-Columbia Council of Governments, Mid-Columbia Economic Development District and Columbia Gorge Community College. It is designed to provide coordination between workforce, transportation, housing, land use, and economic development efforts.

Mt. Hood Economic Alliance (MHEA)

Hood River and Clackamas Counties formed a partnership to operate two lottery funded programs, Regional Investment Fund and Rural Investment Fund. As of 2004, Wasco County has joined this Alliance. Economic and community development projects located in these counties can apply for funding. Due to legislative de-funding of regional rural investment boards, this organization operates solely from revolved funds.

Community Enrichment for Klickitat County (CEKC)

CEKC is a nonprofit designed to serve the needs of Klickitat and Skamania counties.

County Economic Development**Klickitat County Economic Development Authority**

The Klickitat EDA works to improve the economic conditions in the County.

Skamania County Economic Development Council (EDC)

The Skamania EDC is an integral part of economic development activities in the County. The EDC is staff for the Washington Investment Board and consequently MCEDD works closely with that agency to coordinate National Scenic Area bi-state activities.

Hood River Economic Development Working Group

The working group was formed as a partnership between the cities and ports in Hood River County, Hood River County Chamber of Commerce, Hood River County, Columbia Gorge Community College, Hood River School District and Mid-Columbia Economic Development District. It meets to discuss issues affecting economic development in the County.

Wasco County Economic Development Commission

Wasco County has an active committee of government leaders and private citizens who make economic development related recommendations to the County Commission. MCEDD provides staffing for the Commission to work to improve the economic conditions within the County.

Sherman County Economic Development

MCEDD provides staffing for Sherman County economic development. Additional support is provided through the Sherman County Planning and Community Development Department.

City of The Dalles Urban Renewal Agency

The Columbia Gateway/Downtown Urban Renewal Plan and Report allows for a variety of projects and activities including Property Rehabilitation Grant and Loan Programs

Tourism

Chambers in the region include:

- Goldendale Chamber of Commerce
- Mt Adams Chamber of Commerce
- Skamania Chamber of Commerce
- Maupin Chamber of Commerce
- The Dalles Chamber of Commerce
- Hood River Chamber of Commerce

Columbia River Gorge Visitor's Association (CRGVA)

CRGVA supports the chambers in the Mid-Columbia region.

John Day Regional Territory

This partnership between Sherman, Gilliam, Wheeler and Grant counties is a regional tourism marketing effort.

Workforce Training

Columbia Gorge Community College (CGCC)

CGCC is the region's community college and provides professional and technical training, general education courses, and basic skill building. Cornerstone programs offered by the college which have supported the region's economic development initiatives include Nursing and Renewable Energy Technology training. The College is currently accredited through an association with Portland Community College, but is seeking independent accreditation.

K-12

The K-12 system in the region is the primary provider for basic skills development. Most school districts have struggled in the past couple of years to maintain vibrancy during state and federal budget cuts. Multiple private institutions and additional charter schools also exist within the region to offer specialized options for education.

Opportunity Connections

Opportunity Connections provides employment and training for citizens of the Mid-Columbia area with disabilities. The business operations of Opportunity Connections provide employment for over 300 people per year through packaging, assembly, commercial sewing, lettershop, janitorial services, and supported employment in Hood River, Klickitat, and Wasco Counties.

Mid-Columbia Council of Governments

The Council of Governments administers Workforce Investment Act funding and serves Hood River, Wasco, Sherman, Gilliam and Wheeler counties.

Worksource Oregon and Washington

Worksource Oregon provides a regional training fund for Hood River, Wasco and Sherman counties and is a resource for local employers. Worksource Washington/Columbia Gorge provides employment assistance and a regional training fund for Klickitat and Skamania counties.

Public Transportation

Hood River Transportation District
Transportation Network
Mt Adams Transportation
Skamania County Transportation
Sherman County Transit
Gorge TransLink

Business Financing and Counseling

Commercial Banks

Providing financing for business development.

Small Business Development Center

The Small Business Development Center networks provide assistance to small businesses in the region by offering business counseling and training.

Mentoring programs: SCORE

SCORE, Service Corps of Retired Executives, offers business counseling.

Columbia Area Basin Asset Building Initiative

The Asset Building Initiative is focused to financial literacy and basic business training to support entrepreneurial development. The group is currently working from a Paul G. Allen Planning grant which covers an area including Klickitat and Skamania counties.

Next Door

Providing intensive support to the Latino community, Next Door is a critical source for individuals to seek initial advice when starting a business venture. Next Door has the capacity to then partner with the SBDC and MCEDD to assist their clients.

Gorge Angel Investor Network

The Gorge Angel Investor Network (GAIN 1, 2, 3, and 4) and the Gorge Angel conference are vital partners in business financing.

Energy**Utilities**

Klickitat PUD, North Wasco PUD, Wasco Electric Coop, Hood River Electric Coop, Skamania PUD, City of Cascade Locks, CenturyLink, NW Natural, Avista, and Bonneville Power Administration are major players in the region as utility service providers.

Associations

Columbia Gorge Bi-State Renewable Energy Zone (CGBREZ)
Community Renewable Energy Association (CREA)

Other Entities Involved in Economic Development**Mid-Columbia Housing Authority**

The Housing Authority has been active in receiving funds to support low income and workforce housing. They are a critical component of the regional economy.

Mount Adams Resource Stewards (MARS)

MARS is a grassroots effort to address issues dealing with the sustainability of rural communities in "Mt. Adams Country."

Gorge Grown Food Network and Farmers Markets

Gorge Grown supports the local economy by serving "as a central source to inform, empower, and connect local Columbia River Gorge farmers, food producers, farm workers, consumers, policy-makers, educators, health promoters, and food enthusiasts." It also provides a mobile farmer's market to outreach to communities. Additional farmer's markets are supported throughout the region.

Gorge Owned Business Network (GO!)

GO! provides a mechanism to connect and market local businesses and the impact of spending money locally. It also offers educational outreach and discussions.

Gorge Oregon Entrepreneurs Network (Gorge OEN)

Gorge OEN provides "support activities and mentoring to the entrepreneurial community to foster business growth and employment opportunities. Gorge OEN brings entrepreneurs together to explore, exchange and nurture startup ideas; connect with service providers and business colleagues and introduce investors to promising ventures."

The Dalles Outreach Team

The Outreach team is composed of members from the City of The Dalles, The Dalles Chamber of Commerce, Wasco County, Mid-Columbia Council of Governments, Mid-Columbia Economic Development District, Northern Wasco PUD, Northern Wasco School District, Port of The Dalles, and Columbia Gorge Community College. All members work cooperatively to identify and pursue projects that will benefit the area.

Private Business

No economic development would take place without the entrepreneurs and industries that invest and risk their time and money to the projects that are our economy. All of MCEDD's activities take this into consideration.

APPENDICES A-B

Appendix A- County Priorities

MCEDD requests the top five County priorities from the County economic developers for technical assistance and public works projects. These are vetted and approved through the governing bodies and most include a process for submission that includes consideration of projects in the county, cities, and from local partners. In addition, regional projects are solicited from MCEDD partners through the Columbia Gorge Consortium.

Hood River County 2014 Projects

Priorit y	Project Sponsor	Project	Fed/State Assistance	Total Project Cost
1	Hood River County	<u>Hood River County Workforce Housing</u> Perform feasibility analysis and provide recommendations on the most reasonable way to achieve workforce housing in Hood River County. Approximately 44% of the county's workforce is unable to afford to rent or own in the County. This project would be to perform a feasibility analysis and make recommendations on how to increase the amount of housing that would be within range of the average worker.	\$35K -60K	\$35K -60K
2	Port of Cascade Locks	<u>Industrial Park Municipal Access</u> This project involves engineering and surveying for permanent municipal and emergency access into the industrial park. It will also provide an emergency road for exiting the park in the event of a catastrophe when the rail crossing is blocked. This is a key ingredient for any new major development in the park.	\$180,000	\$180,000
3	City of Cascade Locks	<u>Crystal Springs Reservoir</u> The City and the Port of Cascade Locks have the potential to recruit industries into the Industrial Park. One of the critical needs for infrastructure for that development is a 450,000 gallon water reservoir at the west end of town to supply water for the duration of a fire flow period. The project is included in the City's Master Water Plan and must be completed before February 2015.	\$1,100,000 (Revenue Bond)	\$1,100,000 (Revenue Bond)

4	Port of Hood River	<p><u>Port of Hood River Waterfront Infrastructure</u></p> <p>The Port of Hood River obtained Site Certification for an 11.8-acre parcel ("Lot 1") on the Hood River Waterfront in April 2012. This is the largest remaining area of light industrial zoning in the City of Hood River. Construction of infrastructure - specifically, water, sewer, and public streets - is necessary to prepare the site for industrial development to meet job creation and economic development goals. This project specifically targets street, curbs, parking and storm water improvements that are necessary to move development forward.</p>	\$1,985,000	\$2,535,000
5	Columbia Gorge Community College	<p><u>Columbia Gorge Advanced Technology Center</u></p> <p>The Columbia Gorge Advanced Technology Center will be a 24,000 square foot instructional facility on the Hood River – Indian Creek Campus of Columbia Gorge Community College. The Project includes design, engineering, construction, traffic access, parking and instructional equipment. The Center would support a critical need, identified by industry partners, for a skilled workforce.</p>	\$2,000,000	\$14.99 MN
6	Port of Hood River	<p><u>Port of Hood River Bridge Upgrades</u></p> <p>The Port managed interstate bridge is a vital transportation and economic link. Continual maintenance and upgrading is needed to ensure the longevity of the structure. Immediate priority projects include re-paving the north approach ramp and repairing the auxiliary brace connections.</p>	\$990,000	\$990,000
7	Port of Cascade Locks	<p><u>Cascade Locks Expanded Water Loop</u></p> <p>There is currently insufficient fire flow for new industrial development in the Cascade Locks Industrial Park. Building a new 12 inch waterline from the intersection of Forest Lane and Herman Creek Lane will create a looped water source that will provide the adequate volume and water pressure to make building possible. Without this addition no near term industrial development is possible.</p>	\$300,000	\$300,000
8	City of Cascade Locks	<p><u>Cascade Locks substation and distribution system</u></p> <p>The City of Cascade Locks is on the brink of significant expansion in the Port of Cascade Locks Industrial Park. In order to provide reliable and adequate power to the potential new businesses the City must purchase the BPA substation and upgrade it to provide that power and redundant</p>	\$4,500,000	\$4,500,000

		power for the community.		
9	Hood River County	<u>Windmaster Sewer District Phase II</u> Hood River County is seeking to facilitate the extension of an existing sewer district to help alleviate a health hazard issue. The second phase of an existing sewer system that was installed in order to alleviate a declared health hazard. This project will add a force main and service lines along Barker Road and Tucker Road from Dillon Road to Orchard Road (north intersection).	\$740K – 1MN	\$740K – 1MN
10	Port of Hood River	<u>Nichols Basin Bike/Ped Trail</u> The project involves construction of a new 1,160 foot pedestrian and bicycle trail along the west side of the Nichol's Basin with connections to the rest of the Hood River waterfront trail. All other segments of the 13,872 foot Hood River Waterfront Trail are complete or planned for completion in 2013-2014. Only this 1/4 mile section remains to be addressed.	\$379,488	\$631,108
11	Port of Cascade Locks	<u>Sports Center Feasibility Study and Development</u> The feasibility study for a sports center expands on the use of Cascade Locks properties for hiking, biking and sailing opportunities.	\$1 million	\$1 million
12	Hood River County	<u>Forest Biomass Collection Facility</u> Hood River County actively manages and harvests over 30,000 acres of forest land. The annual resultant timber cuts result in large amounts of tree residuals that are normally stacked and burned in place. The County would like to utilize this biomass feedstock in an environmentally friendly way to produce jobs and reduce our carbon footprint. This project would further ongoing feasibility analysis. Planning for a biomass facilit(ies) that will eliminate or reduce forestry slash burning and provide revenue and jobs.	\$450,000 (feasibility)	\$500,000 (feasibility)
	City of Hood River	<u>Wastewater Treatment Plant Rehab</u> This project will involve a review of our current treatment plant and do required updates and improvements. The last rehab was well over 15 years ago and this type of rehab is critical to providing the City with sanitary service that meets all new guidelines. Engineers estimate is not	\$4 to 5M	\$4 to 5M

		yet available. Engineering and funding analysis should begin in the fall with major construction beginning in 15/16.		
	City of Hood River	<u>Eastside Water Improvements</u> This project will provide cross connect water so that water pressure can be increased to support fire suppression flow to support construction on the West Side of Hood River. Engineering should begin in 15/16.	\$2.4M	\$2.4M
	City of Hood River	<u>May and 13th Intersection Rebuild</u> Rebuild of May and 13 th Intersection. Project will not begin until funding is available	\$3M	\$3M
	City of Hood River	<u>East Side Sanitary Upgrades</u> East side sanitary upgrades. Project will not begin until funding is available	\$2.4M	\$2.4M

Klickitat County 2014 Projects

Priority	Project Sponsor	Project	Federal State Assistance	Total Project Cost
1 (TA) 2 (PW)	Klickitat County	<u>Bingen Point Access Analysis</u> Klickitat County is seeking funding to conduct engineering and design analysis to determine alternative means of access across, over, under existing BNSF railroad tracks. Current access is via single means and obstructed during times of traffic on the railroad and alternative means of access is desirable to accommodate significantly increased employment at the Port of Klickitat's Bingen Point Industrial Park.	\$350,000 (feasibility) \$1,800,000 (construct)	\$350,000 (feasibility) \$2,000,000 (construct)
1 (PW)	Klickitat County	<u>Aerospace Flex Space</u> Klickitat County has received a contingent commitment for \$1 million of CERB grant financing to construct a flex space building. The proposed manufacturing facility will be the property of Columbia Gorge Regional Airport, which is jointly owned by Klickitat County, WA and City of The Dalles, OR.	\$1,000,000	\$1,250,000
2 (TA)	Klickitat County	<u>Airport Terminal Building Design</u> Klickitat County is seeking funding to conduct engineering/architectural/design to replace aging Columbia Gorge Regional Airport Terminal Building in Dallesport, WA. The Columbia Gorge Regional Airport has recently been the focus of significant infrastructural improvements and in particular runway, taxiway, apron improvements. Additionally, privately and publicly owned hangar space has been constructed.	\$100,000	\$100,000
2 (PW)	Klickitat County	<u>Maple Street</u> Construct road, water, sewer, infrastructure improvements near entrance to Bingen Point Business Park in response to significantly increased activity by Boeing/Insitu, Custom Interface, and Sage Tech.	\$1,400,000	\$1,400,000
3 (PW)	Klickitat County	<u>Airport Runway Improvements</u> Lengthen existing primary runway to 5,500ft to accommodate increased volume of larger aircraft landings.	\$4,000,000	\$4,000,000

4 (PW)	City of Bingen	<p><u>Bingen Community Center</u></p> <p>The City of Bingen is seeking funding for 11,257 square foot community center/city hall to be located immediately adjacent to State Route 14 for easy access. In addition, the community center will be located adjacent to Daubenspeck Park and is expected to become an integral part of the park. A regional community center was identified as a priority in the City of Bingen's 2006 Community Action Plan and its 2000 Downtown Revitalization Plan.</p>	3.6 – 4.5MN	3.6 – 4.5MN
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Sherman County 2014 Projects

Priority	Applicant	Project	Federal State Assistance	Total Project Cost
1 (PW)	Sherman County Health District	<p><u>Moro Medical Clinic Renovation</u></p> <p>The Health District would like to renovate and enlarge the existing Moro Medical Clinic. This will allow them to increase their exam rooms from two to four rooms. They also need to install an additional bathroom that is dedicated exclusively to urine drug testing. This project will entail merging the annex building into the existing medical clinic to better utilize both buildings. Phase one includes securing the receptionist area, offices and lab area. Phase two would connect the two buildings, adding the second bathroom and exam rooms and relocating the provider's private office.</p>	\$600,000.00	\$600,000.00
1(TA)	Sherman County	<p><u>Giles French RV Park Study</u></p> <p>The County is continuing with the process to lease Giles French Park from the Army Corps and develop it into a campground. A plan has been submitted to the Corps for review once they have the funds to support their staff time. The site is currently has no developed campsites and only one restroom. It is unstaffed and a place for transients to frequent and/or stay indefinitely. This can result in crime in Rufus. The county would like to develop the park into a staffed, secure, high quality RV campground.</p>	150,000	150,000
2 (PW)	City of Wasco	<p><u>Waste Water Collection System Replacement</u></p> <p>The City plans to replace the City's sewer collection system by implementing a phased improvement project, with line replacement to be constructed within a 10 year time frame</p>	120,000 Per phase	200,000 per phase
2 (TA)	Sherman County	<p><u>Strategic Plan</u></p> <p>Sherman County's current Strategic Plan was done in 1995 and updated in 1997. The county feels that the plan is clearly outdated and the elements created in that plan have either been completed or are no longer relevant or feasible to the county.</p>	20,000	20,000
3 (PW)	City of	<u>Community Center</u>	2,780,000	4,000,000

	Rufus	The city purchased the former Rufus Grade School which contains the city hall. The Center will serve as a site to congregate for citizens and as a hub community and regional events. The City is also proposing a Renewable Energy Visitor's Center as part of the community center.		
3 (TA)	Sherman County	<u>Mack's to Mouth Trail</u> Sherman County, the City of Maupin and other federal, state and local partners would like to improve the old railroad bed along the Sherman County side of the Deschutes River from the mouth 25 miles south to Mack's Canyon into a trail for non-motorized recreation. Portions are in use now but a number of washouts have made the trail impassable for its full length. The first step is development of a feasibility study to assess the issues and challenges facing the trail.	40,000	48,000
4 (PW)	City of Grass Valley	<u>Grass Valley Pavilion</u> The City of Grass Valley is looking to renovate the Pavilion to make it last for future generations and more usable as a meeting space for public and private events. Phase 1 (\$120,000) for structural work has been funded by grants and city funds and will be complete in 2014. Phase 2 would improve the facility with new windows, added insulation, a new HVAC and an interior bathroom.	\$116,000	\$116,000
5 (PW)	Fair board	<u>New Restrooms</u> Replace the existing antiquated restrooms with new ADA restrooms.	100,000	100,000
4 (TA)	Sherman County	<u>Design of Courthouse Expansion</u> The court would like to hire an architect to design an annex to the current courthouse to house all county departments in one location. Currently several county departments are housed in other locations in Moro. The courthouse is not big enough to accommodate all of the departments. Having all offices on one site would better serve the public.	50,000	50,000
5 (TA)	Kent Service District	<u>Kent Well study</u> The Kent Service District does not have an adequate supply of water to serve its residents. The current well puts out 17 gallons a minute. The well is not able to accommodate any new growth.	30,000	30,000

Skamania County 2014 Projects

Priority	Project Sponsor	Project	Fed/State Assistance	Total Project Cost
1	Skamania County EDC	<u>WRIA 29</u> Develop a detailed implementation plan to complete Phase 4 watershed management planning for Water Resource Inventory Area 29 (WRIA 29).	\$80,000	\$105,000
2	City of North Bonneville	<u>Lift Station Replacement</u> Replacement of three sewer lift stations in North Bonneville. Seeking funding with next round of CDBG in 2014.	\$500,000	\$650,000
3	Port of Skamania	<u>Columbia River Shoreline Improvement</u> A permit has been received to enhance the Columbia River shoreline to increase access for further use/development.	\$1,875,000	\$2,050,000
4	Port of Skamania	<u>Riverpoint Building Roof Repairs and Improvements</u> The Port of Skamania's Riverpoint Building is in need of a new roof and updated fixtures to accommodate interested tenants, and retain existing interest in the building. The roof is currently leaking and project will need to be completed as soon as possible.	\$0.5M to \$1M	\$0.5M to 1M
5	Skamania County EDC	<u>Skamania County Strategic Plan Update</u> Skamania County completed a strategic plan in 1992 and updated it in 2003 as a status check of the 1992 plan objectives and projects. Another 10 years has passed and the county needs to assess the 2003 objectives and projects and determine where its focus on economic development needs to go. Significant drops in timber industry and revenue both in the public and private sector continue to play a significant role in our economic development efforts	\$90,000	\$90,000
6	Skamania PUD	<u>Carson Water System Distribution Improvement</u> Skamania PUD is planning to design, permit and construct 3,900 feet of 8-inch C900 PVC water main to replace aging and leaking water mains in the Carson water system. The project also includes installation of a new PRV	\$385,000	\$385,000

		station to reduce excessive system pressures		
7	Skamania PUD	<p><u>New Carson Reservoir</u></p> <p>The Skamania PUD is planning to design and build a new water reservoir, transmission main, and maintenance access road in Carson, Washington. Once constructed, the 400,000 gallon reservoir will improve water reliability, provide added water storage and additional fire protection for the community south of the High Bridge.</p>	\$865,000	\$865,000

Wasco County 2014 Projects

Priority	Project Sponsor	Project	Fed/State Assistance	Total Project Cost
1	Port of The Dalles	<p><u>Regional Wetlands Permit</u> Past and current development projects have highlighted the many wetland challenges facing The Dalles. Local and regional leaders seek to expedite processes involved in authorizing discharge of fill or dredge material by creating a programmatic solution that addresses wetland permitting requirements for ~400 acres of industrially zoned land by seeking a Regional General Permit</p>	\$21,000	\$70,000
2	City of The Dalles	<p><u>Downtown Riverfront Access</u> This project will link downtown The Dalles with the river's edge. The Washington Street Connector includes new street construction along W. 1st Street. A new pedestrian crossing, ADA accessible, under the railroads tracks and sidewalk is also included.</p>	\$100,000	\$110,000
3	City of The Dalles	<p><u>Downtown Parking</u> The City identifies parking in downtown as a barrier to redevelopment opportunities. A proposed Hotel Conference Center is unable to accommodate all of its parking on site. Construction of a four level, 316 space parking structure will meet this need and provide additional parking for the downtown and the new festival park.</p>	\$2.3 MN	\$5 MN
4	City of The Dalles	<p><u>Industrial Park Fireflow Waterline</u> Construction of a second water main to supply the Industrial Park, approximately 12,400 feet of 18-inch diameter mainline, capable of providing recommended fire flow rates, effectively “looping” the water system serving the area, and providing redundancy to the water supply system for critical industrial customers.</p>	\$1,789,175	\$2.166 MN
5	TD-Wasco County Library Foundation	<p><u>Room to Read Library Addition</u> Funding is sought for a 4,352 square foot expansion of The Dalles-Wasco County Library to be used to better serve young people. The expansion will take place on two levels and free up space in the main library for all</p>	\$858,600	\$1,149,159

		patrons.		
5	Wasco County SWCD	<u>Mosier Well Repair</u> Funding is sought for Phase II of this project to evaluate 25 suspected commingling wells in priority Zone 2. Commingling wells are the major cause of Mosier's groundwater declines.	\$50,000	\$182,705
6	Mid-Columbia Senior Center	<u>Elevator Addition</u> The Uplifting Elevator Project will install an elevator and remodel the building entrance at the Mid-Columbia Senior Center in order to improve access to the downstairs for individuals with limited mobility.	\$175,000	\$300,000
7	Civic Auditorium	<u>Theatre Renovation</u> The Dalles Civic Auditorium was built in 1921, as a memorial to the veterans and serves as a community facility. While the Ballroom, Fireside Room and Community Room have already been restored, the theatre auditorium requires major acoustics design. Major costs include insulation, installation of seating, engineering the balcony, fire exits, new stairway and restoring the interior.	\$1,640,000	\$3.5 MN
8	Wonderworks Children's Museum	<u>New Home for Wonderworks</u> Wonderworks Children's Museum is a museum where all exhibits are educational, fun and geared towards children. The project would allow purchase of the building, building the parking lot and finishing the remaining renovations.	\$165,000	\$672,000
9	City of The Dalles	<u>Co-Working Center</u> Funds would allow the City to conduct a feasibility and marketing study for a co-working center. Co-working centers are shared office spaces where members or drop in customers can obtain internet access, conduct meetings, and utilize office equipment.	\$18,000	\$20,000
10	Wasco County SWCD	<u>Rock Creek Ditch Piping and Hydro</u> Rock Creek piping project is broken down into 8 phases and would convert 13 miles of open ditch to an on demand gravity pressure system. Upon completion of all 8 phases, the irrigation district would eliminate all pumps within the system and save an estimated 800,000 kilowatt hours per year, and generate 475,000 kilowatt hrs annually.	\$1,040,854	\$2,496,451

Appendix B- MCEDD Board of Directors 204 Roster/CEDS Committee

Name	MCEDD Board Representation	Strategy Committee Representation
Joe Abbas	Healthcare	Private-MCMC
Bob Anderson	Skamania County	Private- Realtor
Ken Bailey	Agriculture	Private-Orchard View Farms
Bob Benton	Hood River County	Private- Ag
Jan Brending	Cities of Klickitat County	Public- City of Bingen
Barbara Briggs	Consultants/Nonprofits	Private- Briggs Business Consulting
Tonya Brumley	Oregon Chambers	Private- NW Natural
Jim Kacena	Washington Chambers	Private- Insitu
Anne Medenbach	Oregon Ports	Public- Port of Hood River
Rex Johnston	Klickitat County	Public- Klickitat County
Cliff Jett	Cities of Sherman County	Public- City of Rufus
Mary Kramer	Higher Education	Public- CGCC
Gabriel Muro	Minorities	Private- Next Door Inc
Robert Proffitt	Workforce	Public- Oregon Employment Dept
Rod Runyon	Wasco County	Public- Wasco County
Dan Spatz	Cities of Wasco County	Public- CGCC
Mike Smith	Sherman County	Private
Don Stevens	Cities of Skamania County	Private- Gorge Delights
Bill Schmitt	Washington Ports	Private- Backwoods Brewing
Nancy White	High Tech	Private- Custom Interface

ACKNOWLEDGMENTS

You have reached the end of the plan, but not the end of the story. This plan is the starting point for activities described in our goals and strategies. You can track the progress at www.mcedd.org. *In the meantime, we would like to thank those contributing to the development of this plan.*

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With more than 200 participants in sessions to update this plan, thank you to all of our regional partners contributing their time and expertise. A list of partners contributing to this effort can be found at www.mcedd.org/set.htm

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