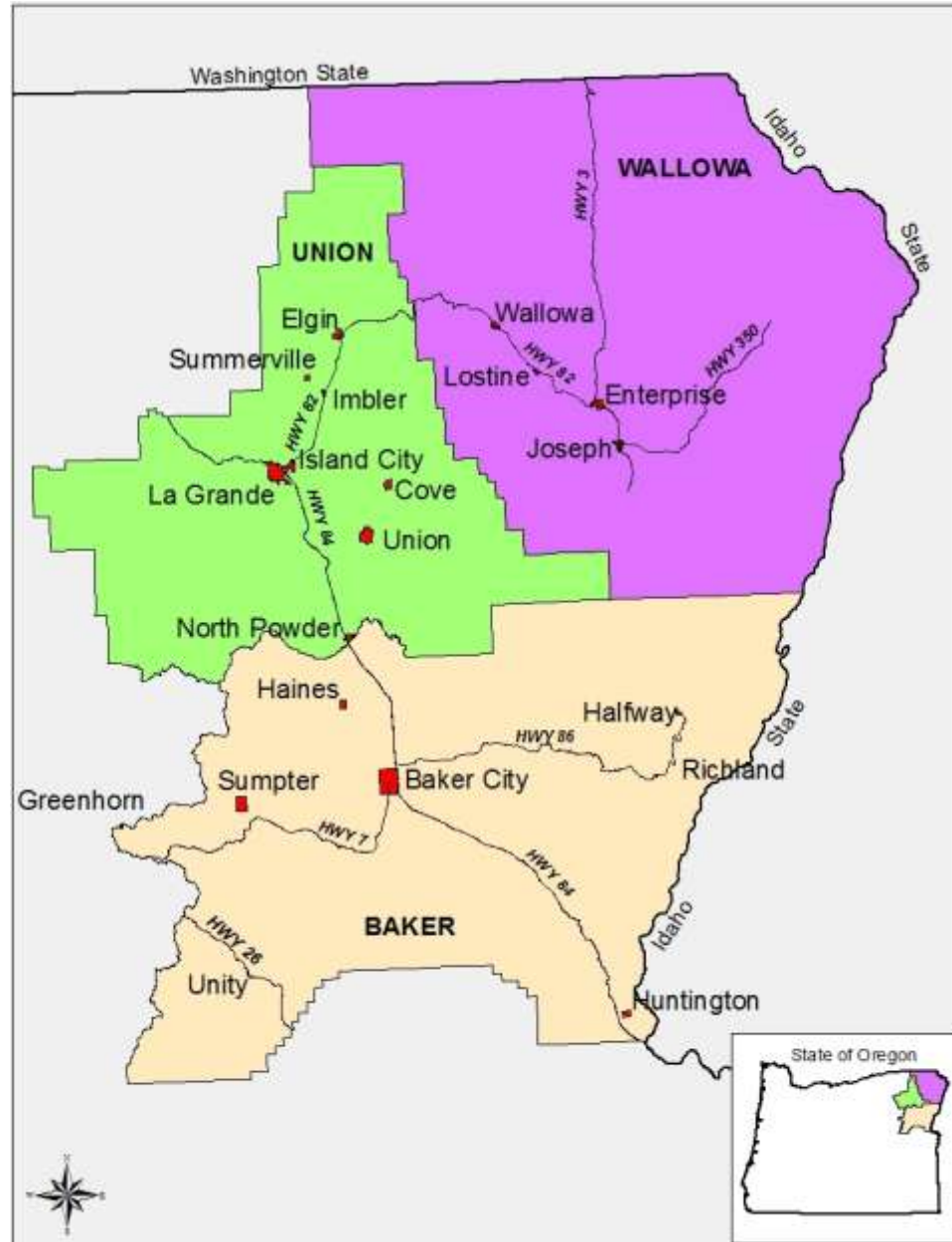




Comprehensive Economic Development Strategy 2013-2018





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Executive Summary

The Northeast Oregon Economic Development District (NEOEDD) is designated by the United States Department of Commerce Economic Development Administration as the lead planning organization for Baker, Union and Wallowa counties in Oregon. The 2013-2018 Comprehensive Economic Development Strategy (CEDS) is the five-year strategic economic development plan for the region. The CEDS is organized as a responsive and flexible plan. The NEOEDD Board adopted the 2013-2018 CEDS on September 24, 2013. The Board will review and adopt revisions on an annual basis. The Board can also amend the plan to reflect unanticipated needs or opportunities at any time throughout the year.

Priority Regional Issues

The CEDS outlines eight issues that are of strategic importance to the region. These areas were ranked as the highest priorities by citizens who participated in the prioritization process and have been adopted by the NEOEDD Board. The priority issues are:

1. Business formation, retention, expansion, succession and recruitment
2. Management of public lands to meet local economic and community development needs
3. Diversity of economic base
4. Infrastructure enhancements (transportation, water, sewer, communication, trails, etc.)
5. Demographic shifts
6. Post-secondary education to meet regional workforce needs and become more competitive in the global and national marketplace
7. Outflow of local capital and purchasing power
8. Build/Enhance local management and funding capacity

Vital Projects

Cities, counties and non-profits submitted project summaries for inclusion in the CEDS. These projects are all included in the plan and were also prioritized based on citizen input. High priority projects that respond to regional issues are identified as vital projects.

The District intends to take the lead in implementing a number of the vital projects:

- | | |
|--|------------------------------------|
| ➤ Entrepreneurial Development | ➤ Agritourism Development |
| ➤ Create Local Investing Tools to Support Local Businesses | ➤ Regional Food System Development |
| ➤ Technical Assistance to Communities and Non-Profits | ➤ Brownfields Assessments |

CEDS Goals and Objectives and Action Plan

Long-Term Goals	Businesses realize higher net incomes, create new, higher-wage jobs, increase product exports; consumers spend and invest more within the region; non-profits and local governments meet needs and enhance quality of life of citizens					
Intermediate Objectives	Businesses are successful & adequately financed; individuals invest and spend more money locally	More locally-produced food eaten in the region and increased exports of value-added food	More tourists spend more money in the region	Infrastructure meets demands of citizens, non-profits accomplish their missions	Properties returned to productive or public-benefit use	Citizens informed and engaged, downtowns are vibrant
Short-term Objectives	Businesses and investors increase knowledge, businesses network with each other, loyalty point system launched	Increased knowledge & skills of food producers, connections made between producers	Business connections strengthened, projects completed	Projects developed & funded, citizens trained, social enterprises established	Assessments completed, clean-up projects funded	Econ. dev. project information disseminated, CEDS updated, staff knowledge increases
Activities	Create local investing ecosystem, provide IDAs and loans for businesses, provide networking opportunities, provide counseling and referrals for entrepreneurs	Provide training to food producers and organizations, connect producers, help implement strategic plans	Develop bicycle and agri-tourism projects, support rails-with-trails project, provide information to tourism partners	Provide project development & funding assistance, organizational dev. training, IDA's for education, develop community funds	Access EPA funding for environmental assessments, improve staff knowledge, coordinate projects with partners	Disseminate information, support leadership development, engage partners, encourage youth
Partners	Chambers of Commerce, Springboard Innovation, NOBD, BMCC SBDC, Baker EDC, UCEDC, ORA, banks, VIDA, businesses, USDA, utilities, RDI	ORA, Wallowa Co. Food Council, OSU, Meyer Memorial Trust, ODA, TFFF, producers	Travel Oregon, EOVA, Chambers of Commerce, STI, WURA, OPRD, ODOT, businesses	Cities, counties, non-profits, RDI, VIDA, TFFF, foundations, Regional Solutions, OCF, Wallowa Fund	EPA, cities, counties, landowners, DEQ, OPH, OBD	TFFF, cities, counties, non-profits, RDI, Main Street, OSU
Focus Areas	Entrepreneurial Development	Food System Development	Tourism Development	Non-Profit & Government Support	Brownfields Redevelopment	Collaborative Planning, Leadership, Partnership

About NEOEDD

The Northeast Oregon Economic Development District (NEOEDD) is a public organization established in 1985 by an Intergovernmental Agreement between Baker, Union and Wallowa Counties. The District has its own Bylaws and operates as an independent legal entity.

The Board of Directors is representative of the private economic interests of the District, the unemployed/underemployed and elected officials from the county boards of commissioners and city councils in the tri-county area. The 21 member Board of Directors (seven from each county) meets once each quarter to conduct the affairs of the District. The six member Executive Committee (two from each county) conducts all personnel functions.

There are other organizations actively involved in economic development in Northeast Oregon. The District has formed partnerships with these organizations and is involved in all District-wide economic development activities.

NEOEDD's mission is to access and provide resources and facilitate quality decision making for the benefit of entrepreneurs, businesses and communities in Northeast Oregon.



NEOEDD received the Rural Excellence award for Economic Development. Lisa Dawson, Executive Director, accepted the award at the Regards to Rural conference.



Dressage trainer Rose Caslar bought her truck with NEOEDD's matched savings program for business.

NEOEDD Programs

The District has four main programs: business development assistance, community development assistance, non-profit development assistance, and regional planning.

Financing

- Loans - The District provides business loans through the District's two Revolving Loan Funds and Northeast Oregon Business Development's Intermediary Relending Program. The District also offers loan packaging services and makes recommendations on financing structures or strategies.
- Matched Savings – The District provides access to Individual Development Accounts, a special savings account to help individuals of modest finances save money to invest in post-secondary education or a business. For every \$1.00 saved, the program will match it with \$3.00 up to a maximum of \$9,000 matching funds. Participants also learn about financial management and business planning through free, required classes.

Other Business Services

The District provides business planning, marketing and other informational workshops/ classes and access to capital. We also provide one-on-one assistance, such as business plan development and critique; research of regulatory requirements, market plan development; financial analysis; product development and feasibility analysis, and business idea critique. We provide referrals for services and programs not offered by the District, such as microenterprise loans, export development, government procurement and business management coaching.

Community Development Assistance

The District provides services to governments and community groups seeking help with economic development project planning, budgeting and financing. We can provide grantwriting and grant administration, including Community Development Block Grants and Economic Development Administration Grants. We can assist with procurement and management of consultants, media and public relations, and research and technical writing. We also provide training and facilitation for public boards and committees so they can be more effective and have greater success in completing projects, making decisions and engaging the public.



NEOEDD administers Community Development Block Grants for projects like the City of Wallowa's water system improvement project.

Non-Profit Development Assistance

The District provides assistance to non-profit organizations seeking to implement key projects and programs in the region. We provide training and technical assistance for organizational and project planning, budgeting and financing. We can provide grant research, grant writing and grant administration services. We also provide feasibility assessment and assist with procurement and management of consultants. We provide training in the assessment and development of systems needed to sustainably and effectively operate non-profit organizations and evaluate their performance.

Planning

NEOEDD develops the Comprehensive Economic Development Strategy for the tri-county area and participates in infrastructure planning, industrial site inventory, strategic planning and policy development. The District also serves as a data source for researchers and provides referrals to others conducting planning activities.

About the Region

The Northeast Oregon Economic Development District is comprised of Baker, Union and Wallowa counties. Located in the extreme northeast corner of Oregon, the region borders Washington state to the north and Idaho to the east and covers 8,280 square miles. Nearly half of the land base is in public ownership, primarily under the jurisdiction of the US Forest Service, including the Wallowa-Whitman National Forest, Umatilla National Forest, Hells Canyon National Recreation Area, Hells Canyon Wilderness Area and the Eagle Cap Wilderness Area. Baker County contains 52% public and 48% private lands. Union County contains 47% public and 53% private land. Wallowa County is 56% public land and 44% private land. The region's topography is very diverse, with a mix of fertile valleys, high mountain ranges, pristine lakes, deep river canyons, and vast forests and rangelands that endow the region with rich agricultural, recreational and natural resources.

Interstate 84 and the Union Pacific Railroad connect Union and Baker counties to other parts of Oregon. Wallowa County is served by state highways and the Wallowa Union Railroad. The region is rural in nature with a low population density and major towns of La Grande (population 13,048), Baker City (population 9,696) and Enterprise (population 1,888) (U. S. Census Bureau population estimates as of July 1, 2012). The quality of life in the three counties has been identified by residents as one of the major assets of the area.



NEOEDD's Economic Development Specialist, Sara Miller receives a donation from Farm Credit Services for a Fair Grounds signage project.

Economic Base

The region's economy continues to have strong base in natural resources and timber, agricultural and tourism sectors are very important. The region also has high self-employment and locally-owned businesses provide a key link in the circulation of capital in the region. All three counties have seasonal economies with reduced employment during the winter months.

Agriculture

Cattle are the single largest commodity in the region, with hay, grain, small woodlots, grass seed and peppermint also being important. Gross farm sales have increased in all three counties since 2010. While nearly all farm products are produced as commodities for export outside the region, direct and organic sales of farm products are also increasing. Wallowa County producers have double the national average of farm direct sales, and Union and Baker counties have sales that equal the national average.



Wallowa County rangeland



Baker County hayfields



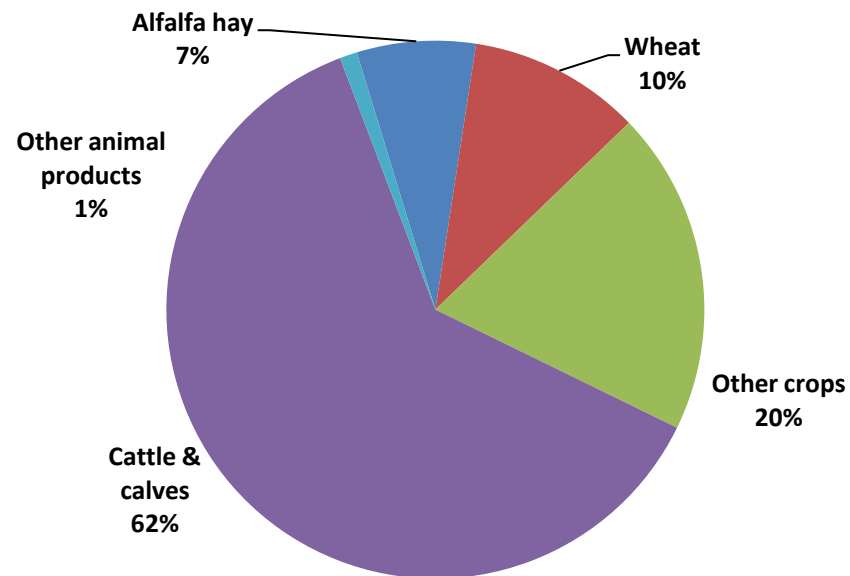
Union County grainfields

Following is information provided by Oregon State University Extension on ten year trends in gross farm sales and most recent full year commodity sales for each of the region's three counties.

Baker County 2011 (preliminary) Sales by Commodity, \$000	
Alfalfa hay	\$5,760
Wheat	\$8,353
Other crops	\$15,684
ALL CROPS	\$29,797
Cattle & calves	\$49,978
Other animal products	\$842
ALL LIVESTOCK	\$50,820
ALL CROPS & LIVESTOCK	\$80,617

Baker County Agricultural Sales by Year, \$000			
Year	Crops	Livestock	Total
2009 (revised)	\$23,731	\$41,978	\$65,709
2010 (revised)	\$18,654	\$42,886	\$61,540
2011 (prelim)	\$29,797	\$50,820	\$80,617

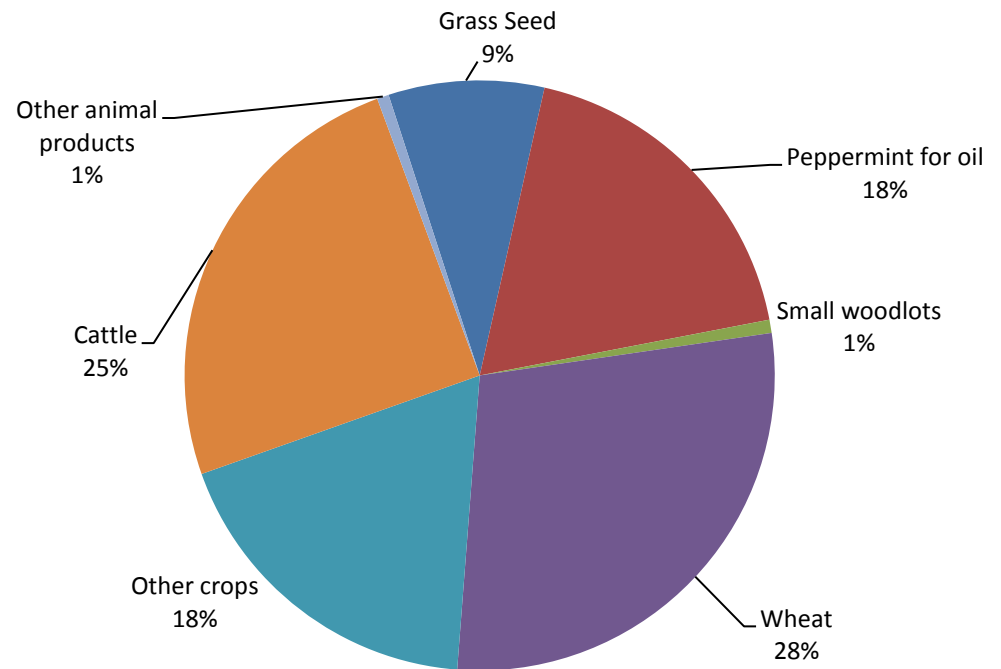
**Agricultural Commodity Sales,
Baker County 2011 (preliminary figures)**



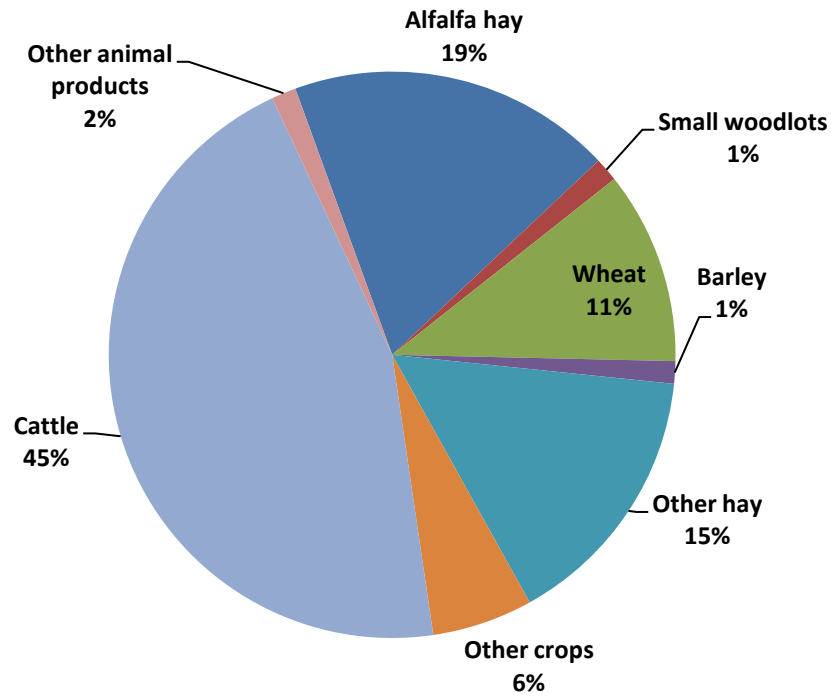
Union County 2011 (preliminary) Sales by Commodity, \$000	
Alfalfa hay	5,900
Grass Seed	7,304
Peppermint for oil	15,795
Small woodlots	620
Wheat	24,424
Other crops	15,725
ALL CROPS	69,768
Cattle	21,215
Other animal products	554
ALL LIVESTOCK	21,769
ALL CROPS & LIVESTOCK	91,537

Agricultural Sales by Year, \$000			
Year	Crops	Livestock	Total
2009 (revised)	45,747	15,971	61,718
2010 (revised)	50,066	17,564	67,630
2011 (prelim)	69,768	21,769	91,537

**Agricultural Commodity Sales,
Union County 2011 (preliminary figures)**



**Agricultural Commodity Sales,
Wallowa County 2011 (preliminary figures)**



Wallowa County 2011 (preliminary) Sales by Commodity, \$000	
Alfalfa hay	10,556
Small woodlots	775
Wheat	6,266
Barley	730
Other hay	8,706
Other crops	3,274
ALL CROPS	30,307
Cattle	25,825
Other animal products	798
ALL LIVESTOCK	26,623
ALL CROPS & LIVESTOCK	56,930

Wallowa County Agricultural Sales by Year, \$000			
Year	Crops	Livestock	Total
2009 (revised)	22,123	17,839	39,962
2010 (revised)	22,376	22,084	44,460
2011 (prelim)	30,307	26,623	56,930

Direct, Organic and Value-Added Agricultural Sales

According to the 2007 Ag Census Data, Wallowa County had 57 farms which sold \$313,000 of food products directly to consumers. This was a 12% increase in the number of farms selling direct since 2002, and a 240% increase in direct sales. With 1% of direct farm product sales, Wallowa County had more than double the national average of 0.4%. Ten farms in the county sold \$378,000 of organic products. Nine farms market through community supported agriculture (CSA) and 89 farms produce and sell value-added products.

In Baker County, 74 farms sold \$221,000 of food products directly to consumers. This was a 6% increase in the number of farms selling direct over 2002, and an 84% increase in direct sales. With 0.4% of direct farm product sales, Baker County was the same as the national average of 0.4%. Five farms in the county sold \$12,000 of organic products. Two farms market through community supported agriculture and 138 farms produce and sell value-added products.



Farm products at the La Grande Farmers Market

In Union County, 106 farms sold \$222,000 of food products directly to consumers. This was the same number of farms selling direct as in 2002, and a 34% increase over 2002. At 0.4% of direct farm product sales, Union County was on par with the national average. Four farms in the county sold organic products (data for dollars of organic sales were suppressed by the USDA in an effort to protect confidentiality), five farms market through community supported agriculture and 105 farms produce and sell value-added products.

Consumers hold significant economic power when it comes to food purchasing. Increasing the amount of food sourced directly from local farms is a good way to increase the multiplier effect of food purchases in the local economy.

Food Purchases by County			
	Wallowa	Baker	Union
\$ Millions – yearly food purchases to eat at home	\$11	\$43	\$66
Meats, poultry, fish, and eggs	\$2.3	\$5.4	\$8.4
Fruits & vegetables	\$2.0	\$4.6	\$7.1
Cereals and bakery products	\$1.4	\$3.2	\$5.0
Dairy products	\$1.1	\$2.7	\$4.2
“Other,” incl. Sweets, fats, & oils	\$3.9	\$9.0	\$14.1
New income to local farms if 15% of food purchased in each County were locally raised food, on average – less than \$5 a week per person	\$1.6	\$3.7	\$6

Source: Bureau of Labor Statistics, 2009 data

Timber Industry

Historically the most important source of above-average wage jobs, the timber industry in the region began a sharp decline beginning in the 1980s. Compared to 1990 levels, by 2012 timber harvest on public lands had declined by more than 80% in Baker County and by more than 90% in Wallowa and Union counties. Private land timber harvests in Baker County decreased by 95% and by 33% in Union County, while harvest on private lands increased by 5.5% in Wallowa County over the same period.

Timber Harvest Data 1000s Board Feet harvested per county on private and public lands								
County	1990	1990	2000	2000	2012	2012	%Change 1990-2012	% Change 1990- 2012
	Private	Public	Private	Public	Private	Public	Private	Public
Baker	31,316	54,967	2,248	2,793	1,555	6,676	-95%	-87.9%
Union	55,037	58,116	34,163	10,607	36,849	3,119	-33%	-94.6%
Wallowa	46,963	54,437	50,790	2,299	49,552	3,068	5.5%	-94.4%
Eastern Oregon	634,308	1,057,971	598,419	157,143	272,547	122,047	-57%	-88.5%



Wallowa Whitman National Forest

Source: Oregon Department of Forestry. Private includes Forest Industry, other, and Indian Lands. Public includes State, BLM, USFS and other. Eastern Oregon includes Baker, Crook, Deschutes, Gilliam, Grant, Harney, Jefferson, Klamath, Lake, Malheur, Morrow, Umatilla, Union, Wallowa, Wasco, and Wheeler.

In 1908, the Federal government recognized the financial impact that federal land ownership would have on local governments and put in place policies that required federal payments, based on timber harvest revenues, to county governments with federally owned lands within their boundaries. All counties in the District have substantial portions of public lands. During the last three decades, public lands forest management practices and national policies constrained harvest revenues. Beginning in 1993, Congress acknowledged the decline by establishing a payments program not based on harvests with the Omnibus Budget Reconciliation Act of 1993 (OBRA) which was later replaced in October 2000 by the Secure Rural Schools and Community Self-Determination Act (SRS) (P.L. 106-393). The new law replaced and fundamentally changed the way the United States Forest Service (USFS) and the Bureau of Land Management (BLM) had returned a portion of annual harvest receipts to local governments. Continuations of the SRS Act were approved by Congress in 2007, 2008, 2010

and 2012. Counties and schools that rely on SRS payments face long-term uncertainty regarding their ability to meet budgetary demands for schools, road maintenance/construction, search and rescue, and fire protection. The SRS funds have also been used to support restoration projects on public lands. The funds are subject to sequestration and it is likely that the counties in the District will face more severe budgetary constraints in the future.

The overall social and economic impact of timber harvest reductions has been more pronounced in Wallowa County than in Baker and Union counties due to Wallowa County's smaller and less diversified economy. All three counties have experienced permanent mill closures. Wallowa County and Baker County no longer have sawmills. There are currently two sawmills, one plywood plant and one particle board plant operating in Union County. Even with the loss of mills and the decline in timber harvest, timber-related employment, including US Forest Service and Oregon Department of Forestry employment, is still an important source of above average wages in the region and new enterprises, such as use of forest biomass for heating and energy generation, are being developed.

Average Wages – Comparison of All Private to Timber-Related Employment*					
AREA	Industry	Employing Units	# Jobs	Total Payroll	Average Pay/Job
NEOEDD Region	All Private Employment		12,819	\$381,407,866	\$29,753
NEOEDD Region	Timber and Wood Products Mfg.	13	680	\$29,411,841	\$43,253
Union County	Forestry and logging	16	86	\$3,635,591	\$42,274
	Agriculture & forestry support activities	18	106	\$2,916,910	\$27,518
	Truck transportation	16	103	\$4,166,281	\$40,449
	Fed Gov Natural Resources & Mining	2	135	\$8,899,319	\$65,921
	State Gov Natural Resources & Mining	1	8	\$304,195	\$38,024
Baker County	Truck transportation	14	95	\$3,541,460	\$37,279
	Fed Gov Natural Resources & Mining	2	122	\$7,832,987	\$64,205
Wallowa County	Forestry and logging	13	66	\$2,896,788	\$43,891
	Agriculture & forestry support activities	10	18	\$671,510	\$37,306
	Truck transportation	11	21	\$791,514	\$37,691
	Fed Gov Natural Resources & Mining	2	71	\$4,223,485	\$59,486

Source: Oregon Labor Market Information System *Not all industry data available in all counties to protect confidentiality of employing units.

Tourism Industry

Tourism continues to be one of the primary diversifications the region's economy. The Leisure and Hospitality Industry is responsible for nearly 12% of direct employment. Visitor spending fell during the recession but is increasing again. Continued investment in downtown revitalization, visitor accommodations and experiences, and coordinated marketing efforts contribute to this trend. The region's many events and natural resource assets fit well with statewide tourism marketing investments which seek to "highlight Oregon's abundant outdoor recreation, rich cultural heritage, significant national historic sites, culinary richness, broad range of attractions and stunning natural beauty." Niche areas of tourism development include culture and heritage, outdoor recreation and bicycling.



The National Historic Oregon Trail Interpretive Center in Baker County offers living history demonstrations, interpretive programs, multi-media presentations, special events, and over four miles of interpretive trails.

Bicycle tourism contributes nearly \$400 million in visitor spending in Oregon, of which \$15 million is attributed to the Eastern Region (http://www.deanrunyan.com/doc_library/bicycletravel.pdf). Recent designation of The Grande Tour Oregon Scenic Bikeway in Baker and Union counties; events such as the Baker City Cycling Classic, Cycle Oregon, Bicycle Rides Northwest, Three Rivers Race; and the availability of route information and maps online through rideoregonride.com all provide a foundation from which to grow the region's high quality cycling offerings.

Fully 28% of Oregon overnight visitors and 22% of day visitors surveyed in 2011 had a special interest in visiting historic places and 22% of overnight and 14% of day visitors were seeking cultural activities and attractions (<http://industry.traveloregon.com/wp-content/uploads/2013/03/Oregon-2011-Visitor-Final-Report.pdf>). The Oregon Culture and Heritage Travelers Study of November 2012 found that cultural heritage activities played a greater role in the choice of travel destination in Oregon than nationally, and that cultural heritage travelers in Oregon spend nearly 60 percent more than the national average (<http://www.oregon.gov/oprd/HCD/OHC/Pages/Tourism.aspx>).

Travel impacts shown on the following table include direct, indirect and induced impacts.

Travel Impacts by County

County	Travel Expenditures (\$million)	Earnings (\$million)	Employment (Jobs)	Tax Receipts	
				Local (\$million)	State(\$million)
Union - 2000	26.4	7.0	440	0.3	1.2
Union - 2006	32.6	9.9	610	0.4	0.9
Union - 2012	31.8	9.0	530	0.4	1.0
Wallowa - 2000	23.0	7.3	570	0.2	0.4
Wallowa - 2006	26.3	8.5	550	0.3	0.6
Wallowa - 2012	26.5	8.0	430	0.3	0.7
Baker - 2000	34.3	8.2	640	0.2	1.1
Baker - 2006	43.6	11.2	750	0.3	1.3
Baker - 2012	42.6	11.6	660	0.3	1.3
Oregon - 2000	6,178	1,600	83,600	72	152
Oregon - 2006	8,000	1,900	90,500	102	187
Oregon - 2012	9,200	2,200	91,100	122	236

Source: Oregon Travel Impacts, 1991-2012, [http://www.deanrunyan.com/doc library/ORImp.pdf](http://www.deanrunyan.com/doc_library/ORImp.pdf)

Small Businesses and Self-Employment

Self employment rates are very high in the District, ranging from a low of 27.7% in Union to a high of 46.3% in Wallowa County. NEOEDD is one of several organizations in the region working to meet the need for business development services. Others include Eastern Oregon University and Blue Mountain Community College Small Business Development Centers, Wallowa County Business Facilitation, Baker County Economic Development, and Wallowa Resources. The region is working to develop additional ways to support local businesses using the community capital tools of direct public offerings, local impact investment opportunity networks, investment clubs, local loyalty point systems, regional stock exchange and regional crowd funding. Growth in the number of business establishments in the region has slowed in the last decade, however Union and Wallowa counties continue to show an increase.

Number of Covered Employers (establishments with employees)							
Area	1990	1995	2000	2005	2010	2012	% Change 2000-2012
Oregon	82,632	98,813	108,432	122,649	127,285	132,849	22.5%
Baker	487	565	599	642	645	641	7%
Union	724	757	809	881	887	898	11%
Wallowa	280	328	356	408	406	417	17.1%

Source: Oregon Employment Department

Self-Employment and Income 2011		
Area	% of Self Employment	Average Self Employment Income
Oregon	22.6%	\$22,678
Baker	35.8%	\$7,835
Union	27.7%	\$15,806
Wallowa	46.3%	\$12,170

Source: Bureau of Economic Analysis Table CA04; includes farm self-employment and income

Industrial Development

Union County has increased the size of the La Grande/Union County Airport Industrial Park and has planned for the development of industrial parks within the smaller towns in the county. La Grande and Union County Economic Development Corporation have created a business park and are currently marketing properties for sale. Infrastructure investments continue to be made at the Elkhorn Industrial Park. Enterprise Zones exist in Baker and Union counties. Wallowa County has inventoried and analyzed county and city industrial lands and has developed recommendations for policy and zoning changes to encourage industrial development. Information on some of the region's industrial sites can be found at <http://www.oregon4biz.com/The-Oregon-Advantage/Expand-In-Oregon/>.

Educational Attainment/Work Force

According to the 2010 report Education Pays, of the College Board, those with a bachelors degree have median earnings that are nearly 60% higher than those with only a high school education. Compared to the state, the educational attainment numbers for the District show a higher percentage of individuals who complete their education with a high school diploma and a lower percentage of individuals who complete their education with a Bachelor or Graduate/Professional degree.

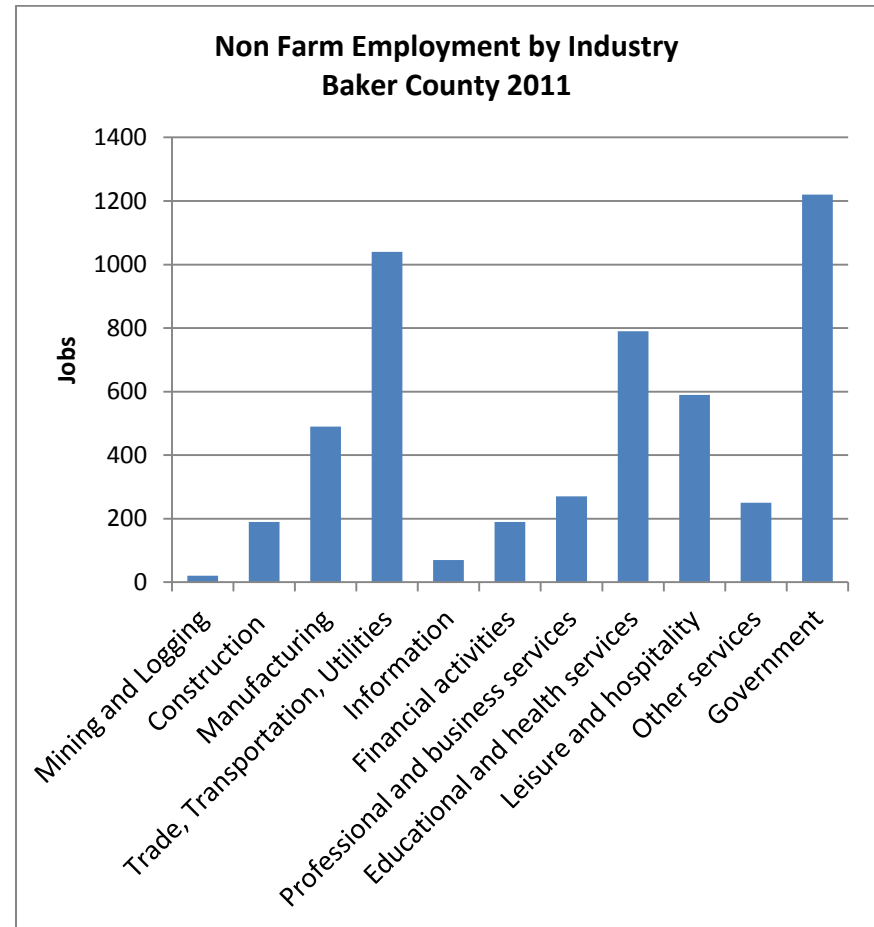
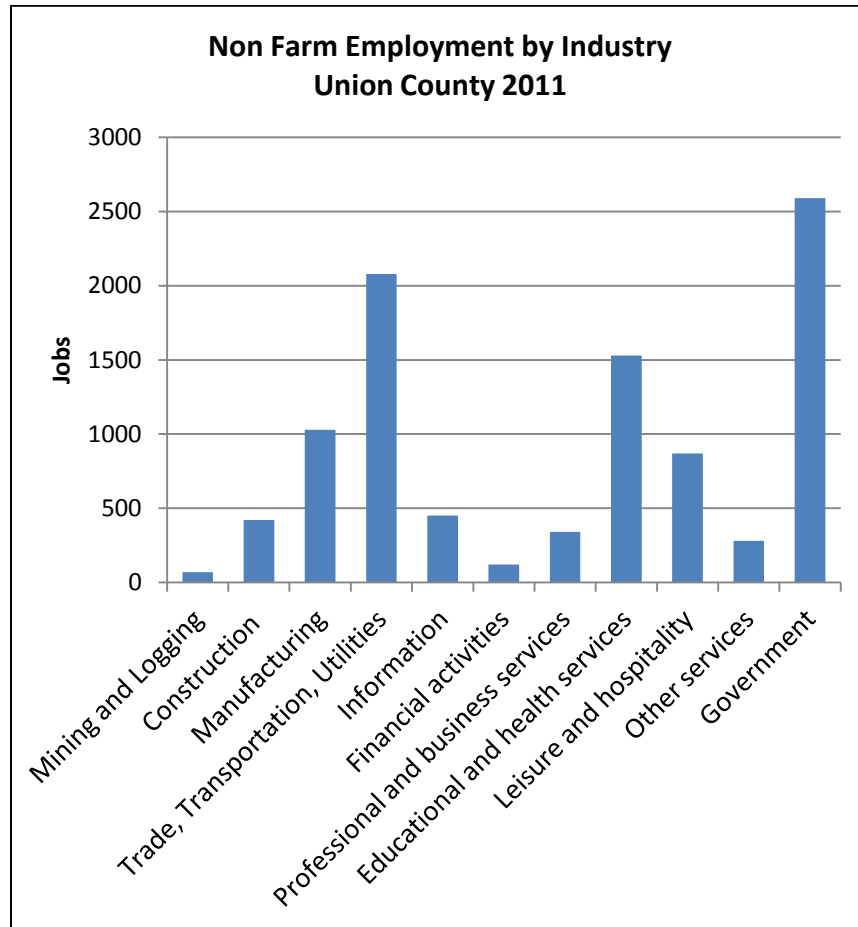
Highest Level of Education Attained by Persons Age 25 or Older						
AREA	Less than High School	High School Diploma	Some College	Associates Degree	Bachelor Degree	Graduate or Professional Degree
U.S.	16.7%	28.6%	28.6%	21.0%	7.6%	10.5%
Oregon	11.2%	25.2%	26.6%	8.1%	18.4%	10.6%
Baker	11.6%	33.5%	26.4%	8.7%	14.5%	5.4%
Union	11.0%	34.5%	24.7%	8.1%	14.4%	7.3%
Wallowa	7.3%	35.2%	27.3%	9.0%	14.1%	7.2%

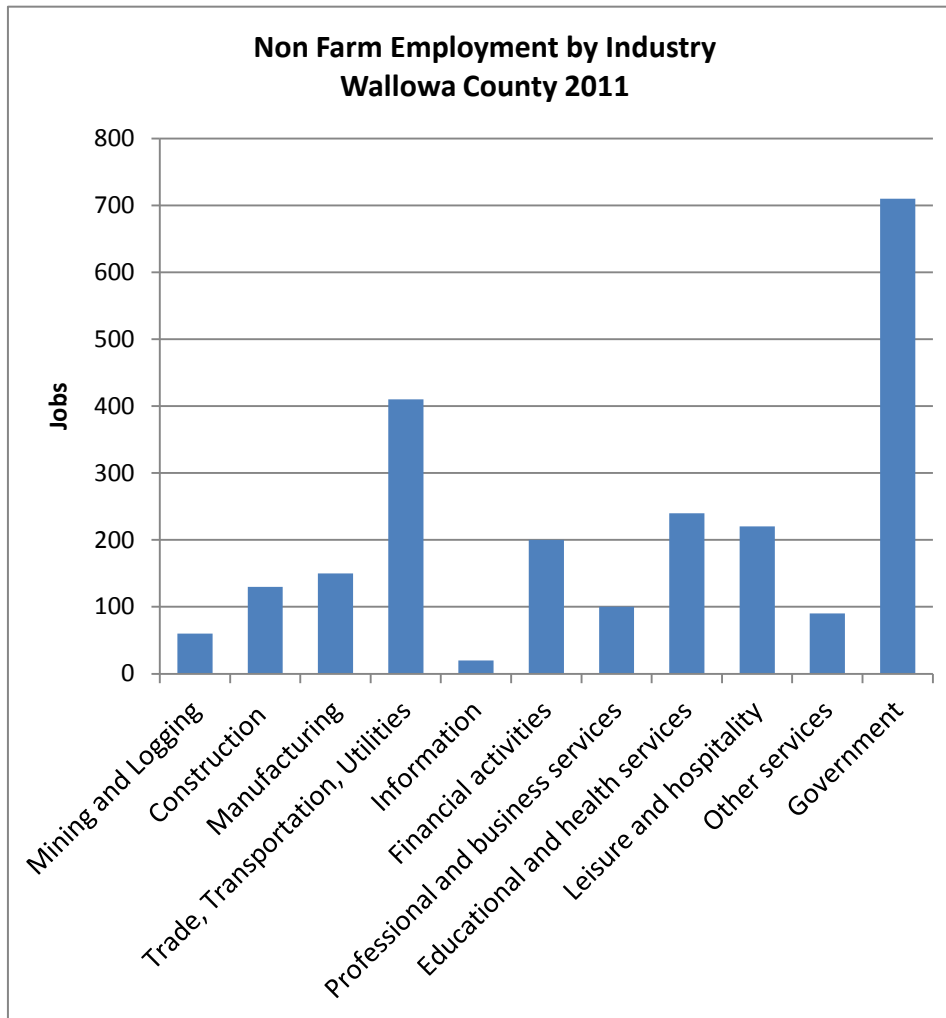
Source: 2010 US Census Data

Current Employment by Industry

Government remains the single largest source of employment in the region, followed by Trade, Transportation and Utilities and Educational and Health Services. A review of major employers throughout the region reflects this trend with many larger employers being schools; hospitals; and county, state and federal government.







Major Employers

The following employment numbers are provided by employers, with the exception of state and federal government employment information, which is provided by the Oregon Employment Department. Numbers reflect full-time equivalent jobs for private employers, and all jobs (not necessarily full-time) for federal and state government (includes home health care workers after 2005). State government in Baker County includes Powder River Corrections which is also listed separately as a single large employer.

Union County Employers	1993	1998	2003	2006	2013	% Change 2006 - 2013
State Government* (incl. EOU)	213	1060	1140	1260	1390	10%
Boise Cascade	745	800	800	696	527	-24%
Union County Schools	529	546	485	477.6	402	-16%
Grande Ronde Hospital	356	283	244	287.7	331	15%
Federal Government	NA	220	214	230	280	22%
Walmart	NA	152	136	200	270	35%
Union Pacific Railroad	360	350	200	226	250	11%
Northwood Manufacturing	NA	258	305	334.5	245	-27%
Outdoors RV (Fleetwood Industries before 2009))	255	251	260	280	205	-27%
Waldrop Oil	NA	NA	NA	NA	160	NA
Union County	NA	140	103	123.5	142	15%
Safeway	NA	NA	82	62.5	116	86%
New Day Enterprises	NA	NA	NA	95	106	12%
City of La Grande	NA	101	133	115	103	-10%
Center for Human Development	NA	NA	68	59	66	12%
Barreto Manufacturing	NA	NA	NA	55.5	66	19%
Anderson Perry	NA	NA	NA	NA	60	NA
Moda Health Care (changed name from Oregon Dental Service in 2013)	NA	NA	47	56.5	60	6%
Evergreen Health & Rehab Inc.	NA	NA	NA	85.5	40	-53%
Evergreen Vista Health Center	NA	NA	NA	NA	36.7	NA
The Observer	NA	NA	40	38	33	-13%
Bi-Mart	NA	NA	NA	NA	33	NA
WC Construction	NA	NA	NA	NA	29	NA
Mountain Valley Therapy	NA	NA	NA	NA	28	NA

Mike Becker Construction	NA	NA	NA	NA	27	NA
Grocery Outlet	NA	NA	NA	NA	24	NA
Community Bank	NA	NA	NA	NA	20	NA
D & B Supply	NA	NA	NA	NA	20	NA
Albertson's	NA	NA	48	37.5	0	-100%

Baker County Employers	1993	1998	2003	2006	2013	% Change 2006-2013
State Government	188	220	202	280	290	4%
Saint Alphonsus Medical Center	237	230	146	186	280	51%
Federal Government	459	300	297	240	230	-4%
Baker County School Districts	355	403	493	322.9	220	-32%
Marvin Wood Products	113	240	220	240	141	-41%
Baker County Government	200	150	121	112	110.9	-1%
Ash Grove Cement West, Inc.	205	131	117	116	108	-7%
Powder River Corrections	NA	75	98	98	96.5	-2%
Oregon Trail Electric Coop	NA	83	91	90	86.5	-4%
Safeway	NA	80	46	49	86	76%
Sunridge Inn	NA	78	50	53.25	70	31%
Behlen Manufacturing	NA	NA	73	87	67	-23%
Albertson's	NA	NA	87	60.5	65	7%
City of Baker City	NA	NA	68	63	62	-2%
Step Forward	NA	58	31	36	41.5	15%
Natural Structures	NA	NA	NA	37	39	5%
Tasty Bake	NA	NA	NA	NA	36	NA
Bi-Mart	NA	NA	33	31	34	10%
Chaves Consulting	NA	NA	NA	NA	22	NA
First Bank/Sterling Bank *merger reflected in 2006 #s	NA	NA	51	15.55	14	-10%

Wallowa County Employers	1993	1998	2003	2006	2013	% Change 2006 - 2013
State Government	79	90	79	120	140	17%
Wallowa County Schools	158	219	102	187	113	-40%
Federal Government	188	140	122	110	110	0%
Wallowa Valley Health Care District	101	135	128	108	98	-9%
Wallowa County	NA	70	84	68	57.5	-15%
Safeway	NA	65	36	32.5	50	54%
Wallowa Valley Center for Wellness	NA	NA	NA	NA	49	NA
Wallowa County Grain Growers	NA	38	32	30	47	57%
Community Bank	NA	31	37	36	35	-3%
Terminal Gravity Brewing Co.	NA	NA	NA	21.5	35	63%
Henderson	NA	NA	NA	NA	26	NA
Moffit Bros.	NA	NA	NA	NA	26	NA
Stangel Industries	NA	NA	NA	NA	25.5	NA
Winding Waters Clinic	NA	NA	NA	NA	25	NA
Viridian Management	NA	NA	NA	NA	24	NA
Valley Bronze, Inc.	74	45	50	48	22.75	-53%
Wallowa Forest Products (Rogge Wood Products)	98	70	60	50	0	-100%
Joseph Bronze	NA	NA	23	23	0	-100%

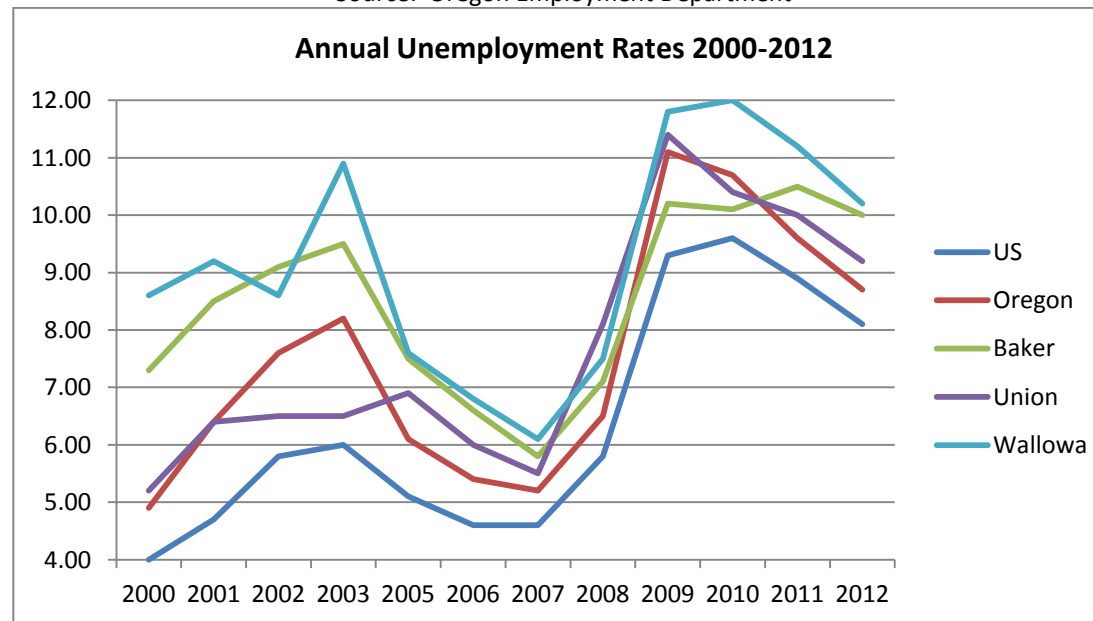
Unemployment

Unemployment is on a downward trend in the region. With the exception of 2010, the region has typically had average annual unemployment rates consistently higher than Oregon.

Average Annual Unemployment Rate

Area	1995	2000	2005	2010	2011	2012	%Change 2005-2012
Baker	8.0%	7.3%	7.5%	10.1%	10.5%	10.0%	2.5 %
Union	6.3%	5.2%	6.9%	10.4%	10.0%	9.2%	2.3%
Wallowa	10.6%	8.6%	7.6%	12.0%	11.2%	10.2%	2.6%
Oregon	4.8%	4.9%	6.1%	10.7%	9.6%	8.7%	2.6%
U.S.	5.6%	4.0%	5.1%	9.6%	8.9%	8.1%	3%

Source: Oregon Employment Department



Source: Oregon Employment Department

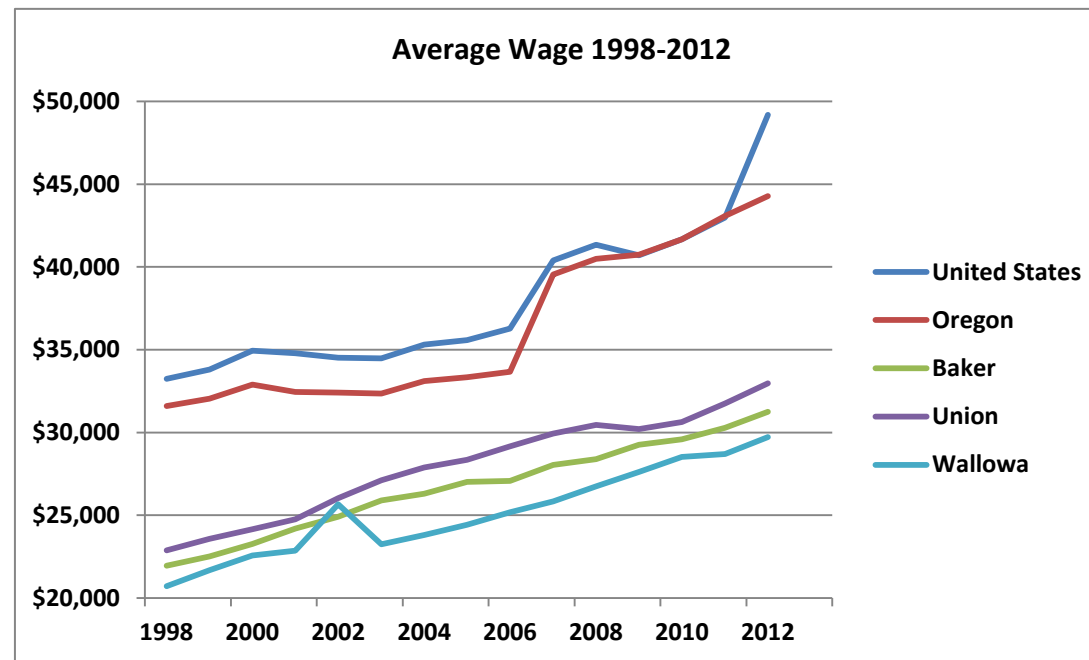
Wages

Average wages remain well below Oregon and the U. S. Since 2000 the region's average wage has increased at about the same rate as Oregon, but more slowly than the U. S.

Average Pay Per Job

Area	1995	2000	2005	2010	2012
Baker	\$20,036	\$23,273	\$27,021	\$29,593	\$31,242
Union	\$20,331	\$24,149	\$28,354	\$30,633	\$32,976
Wallowa	\$19,685	\$22,546	\$24,430	\$28,154	\$29,728
Oregon	\$25,837	\$32,889	\$33,331	\$41,669	\$44,273
U.S.	\$27,846	\$34,938	\$35,583	\$41,674	\$49,200

Source: Oregon Employment Department, U.S. Department of Labor;



Source: Oregon Employment Department, U.S. Department of Labor

Employment Projections

The Region 13 Unified Workforce Plan contains projections of jobs that are expected to increase or decrease within the District. The first table shows job change over the next ten years. The second shows areas of the greatest increases in jobs over the ten year period. Due to an aging population (and low overall population growth), the health services industry is forecast to contribute an additional 209 jobs in the region over the next ten years.

2010-2020 Region 13 Employment Projections				
	2010	2020	change	percent change
Total payroll employment	18,130	20,130	2,000	11%
Total private	13,430	15,230	1,800	13%
Natural resources and mining	840	970	130	15%
Mining and logging	150	170	20	13%
Construction	780	940	160	21%
Manufacturing	1,680	1,990	310	18%
Trade, transportation, and utilities	3,450	3,750	300	9%
Wholesale and retail trade	2,680	2,920	240	9%
Transportation, warehousing, and utilities	770	820	50	6%
Information	220	190	-30	-14%
Financial activities	720	790	70	10%
Professional and business services	830	990	160	19%
Educational and health services	2,570	3,010	440	17%
Leisure and hospitality	1,730	1,930	200	12%
Other services	630	690	60	10%
Government	4,700	4,900	200	4%
Federal government	630	590	-40	-6%
State government	1,680	1,810	130	8%
Local government	2,390	2,510	120	5%

Source – Oregon Labor Market Information System

Note: Industry and occupational employment totals are not equal due to rounding.

Note: Farm employment is included in natural resources and mining.

Region 13 Projected Annual Job Openings – Oregon Labor Market Information System						
Occupations	2010	2020	Growth/Yr	Replace/Yr	Total	Salary
Cashiers	416	442	3	20	22	\$22,137
Retail Salespersons	517	564	5	16	21	\$26,797
Waiters and Waitresses	331	364	3	17	21	\$25,006
Assemblers, Multi-Task or Team	385	482	10	9	18	\$28,333
Combined Food Preparation and Serving Workers, Including Fast Food	374	413	4	11	15	\$19,798
Office Clerks, General	457	508	5	9	14	\$28,981
Registered Nurses	352	406	5	7	12	\$66,408
Forest and Conservation Technicians	243	233	0	10	10	\$35,764
Janitors and Cleaners	329	363	3	7	10	\$25,078
Truck Drivers, Heavy and Tractor-Trailer	266	301	4	6	9	\$44,123
Secondary School Teachers, Except Special and Vocational Education	240	251	1	7	8	\$52,570
Farmworkers and Laborers for Crops, Nurseries, and Greenhouses	169	192	2	6	8	\$22,720
Farmworkers, Farm and Ranch Animals	135	162	3	5	7	\$24,462
Elementary School Teachers, Except Special Education	242	254	1	5	7	\$55,886
Bookkeeping, Accounting, and Auditing Clerks	305	343	4	4	7	\$32,708
Carpenters	186	212	3	4	7	\$46,067
Food Preparation Workers	131	147	2	5	7	\$22,451
General and Operations Managers	181	205	2	4	6	\$73,528
Home Health Aides	173	204	3	2	6	\$23,976
Counter Attendants in Cafeterias, Food Concessions, and Coffee Shops	66	74	1	5	6	\$21,632
Teacher Assistants	198	207	1	5	6	\$25,368
Service Station Attendants	151	156	1	5	6	\$21,754
Secretaries, Except Legal, Medical, and Executive	239	267	3	3	6	\$28,789
Packers and Packagers, Hand	136	153	2	4	6	\$22,449
Nursing Aides, Orderlies, and Attendants	193	229	4	3	6	\$23,744
Supervisors and Managers of Retail Sales Workers	185	204	2	5	6	\$35,689
Stock Clerks and Order Fillers	147	163	2	4	6	\$24,928
Laborers and Freight, Stock, and Material Movers, Hand	131	143	1	4	6	\$32,603
Education, Training, and Library, All Other	139	153	1	3	5	\$26,434

Per Capita Income

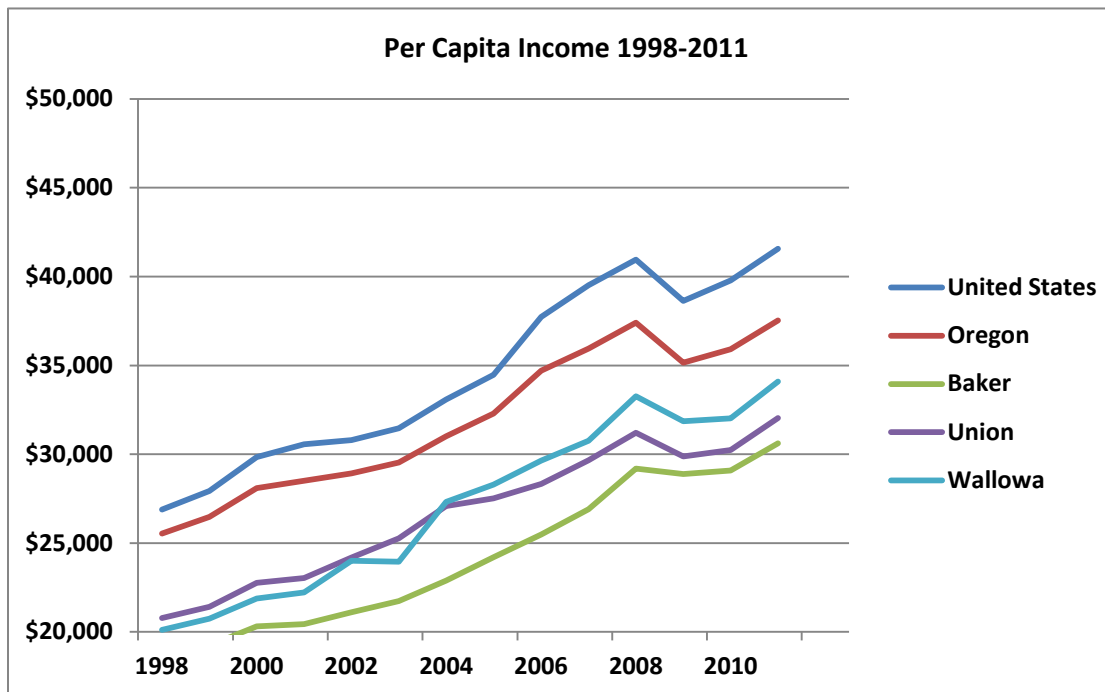
Per capita income in the area has persistently been below state and national averages. In 1980, per capita income in the District's

Per Capita Personal Income*						
AREA	1995	2000	2005	2010	2011	% Change 2005-2011
U.S.	\$23,076	\$29,843	\$34,471	\$39,791	\$41,560	20.5%
Oregon	\$22,293	\$28,093	\$32,289	\$35,906	\$37,527	16.2%
Baker	\$16,731	\$20,314	\$24,199	\$29,090	\$30,608	26.5%
Union	\$18,129	\$23,031	\$27,522	\$32,044	\$32,033	-
Wallowa	\$18,121	\$22,232	\$28,300	\$34,029	\$34,098	20.5%

counties ranged between 86% and 92% of the national average. By 2005 per capita income had fallen to 70% to 82% of the national average. Baker County consistently shows the lowest per capita income of the three counties. Wallowa County showed the most significant gain in per capita income in the past six years, due to the in-migration of wealthier residents who do not rely on local wages for income.

* Chart not adjusted for inflation. Source: Oregon Employment

Dept, Oregon Labor Market Information System



Source: Oregon Employment Dept, Oregon Labor Market Information System

The following table reflects five sources of per capita income (wage and salary, proprietor's income, investment income, public assistance and other transfer payments). Public Assistance income is comprised of unemployment insurance and income maintenance. Other Transfer Payments include retirement income, social security, medicaid, veteran's benefits and other government payments to individuals and businesses. Not all sources of income are included in the table. The income indicators can be used to consider levels of economic prosperity. Compared to 2004, wage and salary income decreased in all jurisdictions. Proprietor income increased in Wallowa County and Oregon and decreased in Baker and Union counties. Investment income increased in all three counties and decreased at the state level. Public assistance increased slightly in Union and Wallowa counties, and held steady in Baker and the state. Other transfer payments decreased in all the jurisdictions shown.

Income Indicators 2011					
County	Per capita income	Wage & Salary	*** Other Transfer Payments	**Invest. Income	*Proprietor Income
Baker	\$30,608	40.1%	30.9%	24.1%	4.9%
Union	\$32,033	47.1%	27.7%	17.4%	7.8%
Wallowa	\$34,098	34.5%	28.3%	26%	11.2%
Oregon	\$37,527	54.0%	20.3%	17.9%	7.8%

Source: Bureau of Economic Analysis *Proprietor income includes farm and non farm, **dividends, interest, and rent, *** Income maintenance benefits and medical benefits, retirement/pension income and all other personal transfer receipts.

Baker County Personal Income

The largest source of personal income in Baker County is wages and salaries, which account for \$220 million of personal income. The second largest source is transfer payments (from government programs such as pensions), which account for \$151 million . Capital income (from interest, rent or dividends) ranks just below transfer payments, with a value of \$118 million of personal income. In wage and salary income, government jobs rank first, with \$65 million. Healthcare jobs rank second, with \$34 million. Manufacturing jobs ranked next, with \$25 million. Retail jobs produce \$22 million of personal income. Income from public sources makes up 44% of all personal income earned in Baker County.

Union County Personal Income

The largest source of personal income in Union County is wages and salaries, which account for \$454 million of personal income. The next largest source is transfer payments, which account for \$229 million. Capital income ranks just below transfer payments, with a value of \$144 million. In wage and salary income, government jobs rank first, with \$132 million. Healthcare jobs rank second, with \$79 million. Manufacturing jobs ranked next, with \$58 million. Retail jobs produce \$44 million. Income from public sources makes up 44% of all personal income earned in Union County.

Wallowa County Personal Income

The largest source of personal income is wages and salaries, which account for \$109 million of personal income. Next is transfer payments, which account for \$68 million. Capital income ranks third, with a value of \$62 million. In wage and salary income, government jobs rank first, with \$37 million. Retail jobs rank second, with \$10 million. Other services jobs ranked next, with \$8 million. Construction jobs produce \$5 million. Income from public sources makes up 44% of all personal income earned in Wallowa County.

Home Ownership Indicators

The 2010 census confirmed a slightly higher rate of home ownership and affordable housing compared to the state and national averages. However, home values have increased significantly since 2000, while median household incomes have risen only slightly. Median household income is defined as all income from those residing in a housing unit occupied by any person(s) either single, roommates or family members. Seasonal homeownership remains high in the region, with some zip code areas having more than 50% of all homes being used for seasonal/second home occupancy.

Area	Home-ownership Rate, 2010	Median Home Value, 2000	Median Home Value, 2010	Median Household Income 2007-2011	Median Family Income 2011	% of Housing Units that are Seasonal/Second Home
Baker	68.3%	\$ 84,700	\$157,600	\$40,898	\$51,598	12%
Union	65.5 %	\$ 93,600	\$154,355	\$40,974	\$51,042	2.4%
Wallowa	71.4 %	\$ 111,300	\$186,200	\$39,556	\$51,099	16.9%
Oregon	62.29%	\$ 152,100	\$252,600	\$49,850	\$61,302	3.3%
U.S.	65.19 %	\$ 119,600	\$186,200	\$52,762	\$64,293	3.5 %

Source: U.S. Census Bureau

Affordability of housing is often looked at based on cost-burdened households, defined as households that spend more than 30 percent of their annual income on housing. The U.S. Department of Housing and Urban Development (HUD) explains that cost-burdened households may have difficulty affording necessities such as food, clothing, transportation and medical care. The table below focuses on the critical segment of the population where household income is 30-60% of median county income, and shows what percentage of these households are defined as cost-burdened in regard to housing. The income levels that represent 30% and 60% of median income in each county are also given.

Cost-Burdened Renter Households					
Area	2009 Renter Burdened Households with 30-60% of median county income	2010 Renter Burdened Households with 30-60% of median county income	2010 30% of Median Income by County	2010 60% of Median Income by County	Persons Below Poverty 2007-2011
Oregon	71.5%	72.9%	\$14,778	\$29,556	14.8%
Baker	71.7%	73.1%	\$11,911	\$23,822	14.8%
Union	65.6%	70.2%	\$12,649	\$25,297	16.6%
Wallowa	53.3%	59.4%	\$12,335	\$24,670	15.9%

Source: American Community Survey, 2005-2009; 2006-2010

Population Trends

The overall population in the District is growing much more slowly than the rest of the state. Some residents are concerned that the population growth rate needs to increase in order to maintain viable communities. The region's population is also older than Oregon.

Population Trends						
County	2000	2002	2004	2006	2012	% Change 2006-2012
U.S.	281,421,906	287,973,924	293,655,404	299,398,484	314,250,437	5.0%
Oregon	3,421,399	3,504,700	3,582,600	3,690,505	3,883,735	5.2%
Baker	16,741	16,700	16,550	16,485	16,210	-1.7%
Union	24,530	24,600	24,850	25,030	26,175	4.6%
Wallowa	7,226	7,150	7,150	7,135	7,015	-1.7%

Source: PSU Center for Population Studies/PSU Population Research Center, Oregon Office of Economic Analysis, U.S. Census Bureau population estimates

Minority Population 2010 Census					
County	Population	Minorities	%	Hispanics	%
U.S.	308,745,538	85,192,273	27.6	50,477,594	16.3
Oregon	3,831,074	626,460	16.4	450,062	11.7
Baker	16,134	870	5.4	528	3.3
Union	25,748	1,780	6.9	1,002	3.9
Wallowa	7,008	277	4.0	156	2.2

Percentage of Population by Selected Age Ranges 2010 Census					
Area	30-49	50-64	65-74	75-84	85+
Oregon	26.9%	21%	7.1%	3.8%	1.4%
Baker	21.7%	24.8%	12.2%	7.7%	2.0%
Union	22.1%	21.4%	8.8%	5%	2.5%
Wallowa	20%	28.2%	12.1%	8.6%	2.3%

Social Environment

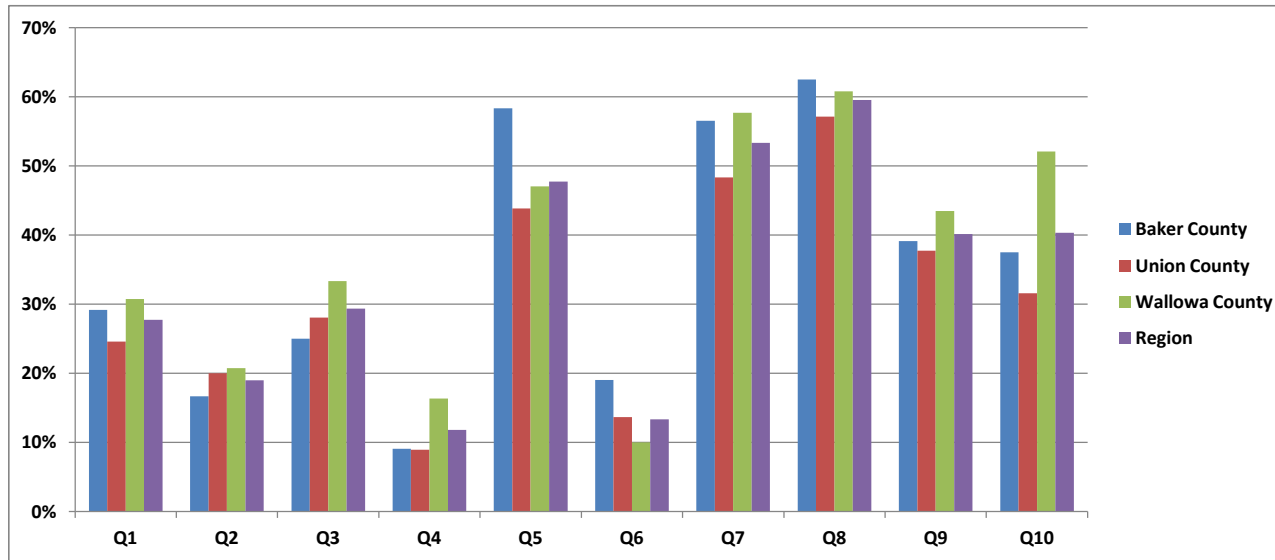
Rural Community Self Assessment

NEOEDD conducted a public survey which asked citizens to assess their communities relative to ten attributes of successful rural communities. The ten attributes were adapted from 20 Clues to Rural Community Survival identified by the Heartland Center for Rural Leadership through their research of small towns that were thriving, despite challenges such as significant loss of industry, population decline and outmigration of youth.

The survey responses give a glimpse of the strengths and weaknesses of the social and civic engagement and pride in communities as reflected by citizens, students and community leaders in the region. Most people answered the questions in relation to the town where they live, while others responded thinking at the county level. The survey was distributed to city councils, school districts and electronically through the NEOEDD Facebook page and newsletters. We also publicized the survey through traditional media – newspapers and radio stations. A total of 137 responses were received, 24 from Baker County residents, 61 from Union County residents and 52 from Wallowa County residents.

Respondents were asked to respond to each of the ten questions with one of three choices: “We do this well”, “There is room for improvement” or “I don’t know/no opinion.” Results showed that across the region, there was a sense that our communities support local businesses, have a strong belief in and support for education and that the communities have a strong presence of traditional institutions that are integral to community life. There was also a sense that, across the region, we are weak at creatively building new economic opportunities and deliberately transitioning power to new leaders. The percentage of people who responded “We do this well” to each of the ten questions are shown in the graph below, followed by the list of questions.

Rural Community Assessment - % of "We do this well" Responses



Q1. Does your community show evidence of strong community pride and inclusive culture?

Q2. Does your community invest in the future?

Q3. Does your community have a participatory approach to community decision making?

Q4. Does your community creatively build new economic opportunities?

Q5. Does your community support local businesses?

Q6. Does your community deliberately transition power to new leaders?

Q7. Does your community have a strong belief in and support for education?

Q8. Does your community have a strong presence of traditional institutions that are integral to community life?

Q9. Does your community demonstrate a willingness to seek help from the outside?

Q10. Does your community demonstrate characteristics of self-reliance?

Quality of Life

Individuals and businesses that choose to locate in the region are typically seeking the quality of life that current residents often describe as what makes life in rural areas desirable. Examples include beautiful scenery, clean air, low traffic, safe neighborhoods, good place to raise a family, affordable real estate, sense of community and heritage and small personable schools. In addition to these characteristics, the Northeast Oregon region enjoys:

- residents with a surprising diversity of backgrounds and experiences
- variety and quality of health care providers
- a strong mix of arts and culture, including music, visual and performance arts
- outstanding recreational opportunities across four distinct seasons
- many locally-owned businesses loved by their customers, providing a variety of retail and other services

Physical Environment

Environmental issues are important to any community. Information on air quality, solid waste, sewer, water and wastewater facilities within the region are described below. All cities and counties of the District are regulated by the Oregon Department of Environmental Quality (DEQ). At this time, Halfway, Sumpter, Richland, Baker City and Huntington wastewater systems are in violation of their permits.

Air Quality

The District's air quality continues to be good and is better than most areas of the state. The most common air pollutants in the District are carbon monoxide, ammonia and acrolein (produced by forest and wildfires, open burns, structure fires, and combustion of gasoline and diesel). The combination of field burning and inversions can reduce air quality for short periods of time. The local newspaper gives daily air quality reports for Union County. Air quality is also impacted by forest fires. There are often forest fires during the late summer months.

Water/Wastewater/Solid Waste

The District conducted a survey updating the inventory of public sewer systems, public water systems, and landfill systems. The results of the survey follow. Most drinking water is from sub-surface sources throughout the three counties. Most cities have an adequate existing water source. A recent outbreak of cryptosporidium in Baker City's surface-water source has caused illness and elevated public demand for adequate treatment. Many cities are upgrading their water storage capacity given increased vulnerability to forest fires. The Fox Hill Landfill in Union County has been closed and converted to a transfer station with solid waste hauled to Baker Valley Landfill.

Landfill	County Serviced	Estimated Useful Life
Baker Valley	Baker	2023
Fox Hill	Union	Closed (Transferred to Baker Valley)
Ant Flat	Wallowa	2080

Pounds of Municipal Solid Waste Landfilled or Incinerated Per Capita				
County	2000	2007	2011	% Change in 4 yrs.
Wallowa	1,284.1	1,316	929	-29.4%
Union	1,491.7	1,578	1,369	-13.2%
Baker	1,506.5	1,549	1,471	-5.0%
Statewide Average	1,617.0	1,721	1,264	-26.5%

Source: Oregon Progress Board

Baker County Drinking Water				
Community	Drinking Water Source	Average Daily Demand	Peak Daily Demand	Storage Capacity
Baker City	Watershed -1 Well	1,620,000 gl	9,500,000 gl	207,500,000 gl
Haines	1 Well (?)	320,000 gl	400,000 gl	55,000 gl
Halfway	2 Deep Wells	119,000 gl	212,000 gl	290,000 gl
Huntington	Deep Well	300,000 gl	400,000 gl	300,000 gl
Richland	Infiltration Gallery	110,000 gl	250,000 gl	325,000 gl
Sumpter	Surface	300,000 gl	250,000 gl	475,000 gl
Unity	Wells	n/a	n/a	120,000 gl

Union County Drinking Water				
Community	Drinking Water Source	Average Daily Demand	Peak Daily Demand	Storage Capacity
Cove	Wells (1 in service)	110,000 gl	400,000 gl	800,000 gl
Elgin	Wells (3)	550,000 gl	1,300,000 gl	750,000 gl
Imbler	Artesian Well	2,400,000 gl	3,600,000 gl	None
Island City	Wells (2)	120,000 gl	1,200,000 gl	750,000 gl
La Grande	Wells (5)	5,500,000 gl	8,000,000 gl	12,000,000 gl
North Powder	Wells (4); 5 th well to be drilled in 2014	150,000 gl	1,000,000 gl	205,000 gl
Summerville	Private Wells	n/a	n/a	n/a
Union	Wells (2)	500,000 gl	1,200,000 gl	750,000 gl

Wallowa County Drinking Water				
Community	Drinking Water Source	Average Daily Demand	Peak Daily Demand	Storage Capacity
Enterprise	Springs (2), Well	480,000 gl	930,000 gl	1,000,000 gl
Joseph	Well and Wallowa Lake	500,000 gl	1,793,000 gl	1,300,000 gl
Lostine	Watershed/Well	200,000 gl	200,000 gl	250,000 gl
Wallowa	Well	250,000 gl	1,700,000 gl	540,000 gl

Baker County Wastewater				
Community	Sewer Treatment Type	Design Capacity Gallons/day	Average Daily Use Gallons/day	Peak Use Gallons/day
Baker City	Lagoon	2,000,000 gld	1,600,000 gld	1,953,000 gld
Haines	Lagoon (5-cell)	17,250,000 gld	80,000 gld	100,000 gld
Halfway	Lagoon (3-cell)	80,000 gld	67,000 gld	330,000 gld
Huntington	Lagoon	950,000 gld	45,000 gld	
Richland	Lagoon (2) evaporated	50,000 gld	26,600 gld	105,000 gld
Sumpter	Step/steg Lagoon	35,000 gld	3,670 gld	
Unity	Lagoon	325,000 gld	8,800 gld	51,000 gld

Wallowa County Wastewater				
Community	Sewer Treatment Type	Design Capacity Gallons /day	Average Daily Use Gallons/day	Peak Use Gallons/day
Enterprise	Activated Sludge	690,000 gld	300,000 gld	500,000 gld
Joseph	Lagoon	444,000 gld	209,000 gld	509,000 gld
Lostine	Septic Tanks	n/a	n/a	n/a
Wallowa	Lagoon	250,000 gld	150,000 gld	

Union County Wastewater				
Community	Sewer Treatment Type	Design Capacity Gallons/day	Average Daily Use Gal/day	Peak Use Gal/day
Cove	Lagoon (2-cell)	60,000 gld	100,000 gld	220,000 gld
Elgin	Lagoon	500,000 gld	105,000 gld	200,000 gld
Imbler	Septic Tanks	n/a	n/a	n/a
Island City	La Grande's Lagoon	3,550,000 gld	10,500 gld	35,000 gld
La Grande	Lagoon Chem/Physical	3,550,000 gld	2,700,000 gld	11,500,000 gld
North Powder	Lagoon (2-cell)	100,000 gld	50,000 gld	n/a
Summerville	Septic Tanks	n/a	n/a	n/a
Union	Class 2 Mechanical Treatment Plant	365,000 gld	160,000 gld	264,000 gld

Analysis of Economic and Community Development Issues and Opportunities

Comprehensive Economic Development Strategy Committee

The region's CEDS committee worked with staff to review information on the region's economy, assets, demographics and past investments. The CEDS committee also discussed information presented by regional economist, Jason Yohannan, of the Oregon Employment Department.

2013-2018 Strategy Committee Members

<u>Member</u>	<u>Representation</u>	<u>Member</u>	<u>Representation</u>
Ed Hibbard	Private Sector, Engineering	Robert Strobe	Public Official
Michele Young	Community Leader	Don Waldrop	Private Sector, Fuel Distributor
Steve McClure	Public Official	Dennis Sands	Public Official
Tim Kerns	Private Sector, Ag; Public Official	Vicki Searles	Private Sector, Chamber of Commerce
Susan Roberts	Public Official	Kendra Kirkpatrick	Private Sector, Financial Services
Joe McCormack	Tribal Government, Minority	Robert Savage	Private Sector, Retired; SBDC
Mark Bennett	Public Official	Donna Heffernan	Private Sector, Agriculture
Elizabeth Burton	Higher Education	Charlie Mitchell	City Economic Development
Debbie Gargalis	Workforce Development	Mark Green	Private Sector, Housing
Richard Langrell	Private Sector; Public Official	Tim Funk	Private Sector, Financial Services
Jason Yencopal	County Economic Development	Paul Castilleja	Private Sector, Retail Fuel;
Mark Davidson	Public Official		Public Official
Bill Rosholt	Public Official		

Regional Assets
People and Organizations
A variety of non-profit organizations provide services locally and regionally. Many of these organizations have strong leadership and staff capacity . The stronger organizations keep abreast of trends and are recognized as state and national leaders in meeting arising needs and taking advantage of new opportunities. There is some networking among the organizations and a recognized need for a greater level of collaboration.
There are strong bonds within communities in the region and a strong sense of community pride as evidenced in new beautification projects and well-maintained older projects, as well as in community events that build upon local traditions and culture.
Retirees bring money, time and expertise to the region. They often fill critical volunteer roles in community organizations.
Intentional leadership development training through The Ford Family Foundation strengthens connections and skills among community leaders and youth.
Entrepreneurial talent and experienced business owners provide knowledge and skills for economic growth.
Transportation and Location Advantages
The region offers market access through: <ul style="list-style-type: none"> • I-84 East/West Interstate access and state highways, county and USFS roads • Air: state and local airports in Baker City, La Grande, Enterprise and Joseph • Rail: Union Pacific offers rail shipping services in Baker and Union counties
The region offers all the advantages of rural and small-town living while being positioned within a few hours' drive of several major Northwest cities including Boise, Spokane, Portland and Seattle, with connections to cities and countries from the East Coast to Asia
A robust business-to-business economy and collaborative efforts help support a diversity of locally-owned businesses and rural communities
Our economy includes a focus on bringing in dollars from outside the community. We export timber, wheat, hay, cattle, potatoes, mint oil and other agricultural products as well as manufactured goods.
Natural Resources
The area is rich in natural resources supporting forest products, agriculture, recreation and tourism as well as lifestyle entrepreneurs attracted to the natural amenities.
Although the climate in the region is consistently dry, there are variations in topography and growing climates . These variations allow for longer-season crops to be grown at lower elevations while short-season crops are grown at higher elevations.
A 2.2 megawatt biomass cogeneration plant developed and operating in the region provides heat and electricity for industrial use/wood processing; serves as an example of how biomass projects can be designed to create sustainable jobs and complement forest stewardship goals

Agriculture
Agriculture forms the base of our economy. Most farms produce commodity products , but a growing number of small farms are producing differentiated products for local consumption and export.
Small USDA meat slaughter and processing facility
Scenic Beauty, Cultural Resources and Year-Round Recreation
The scenic beauty of the region includes mountain peaks, valleys, canyons, rivers and prairies.
There are many out-door year-round recreational opportunities – camping, hunting, fishing, hiking, wildlife viewing, cycling, photography, rafting, canoeing, kayaking, stand-up paddling, boating, swimming, waterskiing, jet skiing, four-wheeling, horseback riding, downhill skiing, snowboarding, cross-country skiing, back-country skiing, snow-shoeing and snowmobiling.
Many visual artists, musicians, writers, dancers – have made their home in the region and cultural non-profits promote the arts, artist development and connections with tourism.
Events draw visitors with special interests to the region– quilters, bicyclists, motorcyclists, rodeo enthusiasts, car buffs, music fans, patrons of the arts, beer connoisseurs, runners, tri-athletes, history buffs
Locally-owned retail businesses provide a source of year-round shopping opportunities.
Education and Workforce
Eastern Oregon University, in La Grande, is the only four-year university located in eastern Oregon. They have created programs to meet workforce needs in the health care industry in conjunction with the Oregon Health Sciences University. They have also delivered specialized agricultural science programs in conjunction with Oregon State University and a demonstration farm to build on the agricultural opportunities in the region.
Blue Mountain Community College delivers higher education classes in Baker County.
Regional high schools consistently graduate a high percent of their students and both primary and secondary schools often are listed among the top schools in the state on standardized tests.
Employers often brag about the reliability and productivity of their employees.
Health Care
This rural region is blessed to have an adequate supply of well-qualified primary care givers , three hospitals, and a variety of specialists and surgeons.
A variety of alternative health care practitioners provide services such as therapeutic massage, energy work, acupuncture and Chinese herbal medicine in the region.
The region has a variety of mental health care providers , including residential, day facilities, and substance abuse treatment services.
The region has a variety of elder and dependent care facilities , including assisted living, retirement communities, foster care, and nursing homes.

Past Economic Investment

NEOEDD and our partners have made significant investments in economic and community development activities that were included in the region's 2007-2013 Comprehensive Economic Development Strategy. A review of NEOEDD's annual progress reports shows investment in a number of ongoing activities, as well as many responsive projects. Examples of NEOEDD investments and milestones are listed below.

Recurring Investments

- District financing programs, \$8 million in loans helping to create 346 jobs and retain 398 jobs since inception
- Matched savings for low/mod income business owners and post-secondary students, \$646,000 since 2007
- Ongoing business development counseling, training and technical assistance
- Ongoing technical assistance, referrals and networking on behalf of non-profits and governments
- Ongoing support for youth and adult leadership development to benefit communities and economies
- Annual review of economic conditions, opportunities, priority projects and project investments
- State and national outreach and information sharing to benefit rural and small city development interests

Responsive Investments

- Assisting businesses and organizations to access federal stimulus funding
- Assisting businesses and organizations to access disaster mitigation resources
- Project specific services for museums, libraries, arts organizations, downtown redevelopment, value-added agriculture, infrastructure, higher education, tourism

Milestones

- Acquired an additional \$1.5 million in capital to lend to businesses
- Helped fund new Eastern Oregon University science building, facilitated EOU strategic planning and Executive Leadership Team training
- Accepted into Valley Individual Development Account collaborative and offer first matched savings accounts in the region
- Completed product feasibility and market research for value-added meat products, begin food system work
- Wallowa Fund established at Oregon Community Foundation, first community fund of its kind in Oregon
- Designated as local micro enterprise support organization eligible to deliver microenterprise training for the Community Development Block Grant program

Each year NEOEDD collects information on the progress of projects included in the CEDS. The following table includes information for projects whose sponsors (including NEOEDD) reported on investment received, jobs created and jobs retained.

CEDS Past Investment Summary									
Fiscal Year	Private	Public	Jobs Created and Retained	# Projects	Facility Const/Rehab	Infrastructure	Technical Assistance	Planning	Other
2006-2007	\$7,552,198	\$9,358,730	259.5	11	2	1	2	0	6
2007-2008	\$352,248	\$4,619,826	150.3	11	3	1	2	0	5
2008-2009	\$1,550,038	\$8,628,826	192.3	18	6	4	4	0	4
2009-2010	\$4,203,149	\$2,505,930	128	21	8	6	4	3	
2010-2011	\$1,309,629	\$1,899,090	123	13	5	5	2	0	1
2011-2012	\$4,918,651	\$6,440,789	168	17	6	8	1	0	2
2012-2013	\$638,476	\$11,944,527	154	19	8	5	3	3	0
Total	\$20,524,389	\$45,397,718	1,175.1	110.0	38.0	30.0	18.0	6.0	18.0
Avg/Yr	\$2,932,056	\$6,485,388	167.9	15.7	5.4	4.3	2.6	0.9	2.6

Industry Cluster Analysis

Like other regions, the Northeast Oregon economy is benefitted by companies that export product from the region, bringing in revenue that supports workers and their families, local businesses, and government services. These traded-sector companies tend to cluster because they draw competitive advantage from proximity to a skilled workforce, to specialized suppliers, to natural resource inputs and to a shared base of sophisticated knowledge about their industry. Clusters are often identified by location quotients that indicate higher than average employment in the clustered industries. The Northeast Oregon region has four clusters with location quotients higher than 2.0 (more than twice the national average). These are Agribusiness, Food Processing & Technology; Forestry & Wood Products; Glass & Ceramics; and Transportation Equipment Manufacturing.

Industry Cluster	Oregon Location Quotient	NE Oregon Location Quotient	NE Oregon Employment	Average Salary in NE Oregon
Agribusiness, Food Processing & Technology	1.85	2.46	941	\$30,917
Forest & Wood Products	2.87	7.64	1,211	\$46,281
Glass & Ceramics	.98	8.27	105	\$65,375
Transportation Equipment Manufacturing	0.64	2.91	251	\$29,675

Source: STATS America

The Oregon Consortium, a workforce investment public/private partnership, completed an industry cluster economic analysis in 2011. They hired Economic Modeling Specialists Inc. (EMSI) to analyze the industry clusters in the rural portion of the state to assist in the Consortium's planning process for use of workforce development funds. EMSI identified the following targeted industry sectors whose strengths could be invested in to potentially help boost the economy:

Food Manufacturing: This industry group is made up of six industries, five of which grew from 2002 to 2010. The strongest industries in this sector, according to job numbers and regional concentration, are flour mixes and dough manufacturing and bottled water manufacturing.

Heavy Manufacturing: This industry group has declined considerably since 2002 and is projected to lose even more jobs by 2018. But heavy manufacturing has a major presence in Union County in terms of regional concentration compared to the national average. Moreover, two industries—farm machinery and equipment manufacturing and industrial mold manufacturing—have seen major employment jumps and are poised for more significant growth.

Light Manufacturing: This industry group has expanded at a far faster pace in Northeast Oregon than statewide, while it has shrunk nationally. These industries are most concentrated in Baker County.

Lumber: This industry group has a very strong competitive advantage in Northeast Oregon and is projected to add jobs from 2010-2018 after declining slightly since 2002.

In 2005, the Oregon Business Plan launched the Oregon Industry Cluster Network to identify Oregon's mature, emerging, and potential industry clusters and assist cluster participants as they work to accelerate innovation and the growth of their industries. The state is focusing their economic development efforts on 23 traded-sector industries included in the Oregon Business Plan:

Agriculture	Electric Vehicles & Sustainable Transportation	Nursery Products
Athletic & Outdoor Gear and Apparel	Energy Efficiency	Semiconductors & Electronic
Aviation	Environmental Technology & Services	Components
Bioscience	Food Processing	Software
Breweries	Forestry & Wood Products	Solar
Creative Industries	Green Building & Development	Tourism & Hospitality
Defense	Heavy Lift Helicopters	Wave Energy
Education Technology & Services	Manufacturing	Wind Energy

The Brewery and Tourism & Hospitality clusters have a strong presence in Northeast Oregon, but they don't show up in the aggregate-level location quotient analysis. There are five micro-breweries and one micro-distiller in the region; two are producing beer for export. The region also has a significant tourism and hospitality industry that brings millions of dollars into the region.

NEOEDD is focusing industry-specific efforts on the agriculture & food processing and the tourism & hospitality sectors. Our work largely focuses on efforts to build upon existing industry strengths and to diversify the sectors. The agricultural sector is influenced by the availability of water. Wallowa County's number one priority project, Wallowa Lake Dam Rehabilitation, will benefit both agricultural water users and the tourism and recreation industry. Union County Economic Development Corporation is focusing business recruitment efforts on the transportation equipment manufacturing and forestry & wood products sectors. The District and local governments are supportive of the forestry & wood products sector and the glass & ceramics sector. The strength of these sectors is largely influenced by environmental regulations. The forestry and wood products sector (including biomass and other diversification strategies) could grow if more timber resources were harvested from federal forests. The glass and ceramics sector (cement manufacturing) is threatened by environmental regulations that require a reduction in the amount of mercury released by the manufacturing process. It may not be possible or feasible to comply with those regulations.

Workforce Development Strategies

Strategies selected from the State Workforce Development plan were reviewed and found to be consistent with the CEDS. The strategies which are consistent are:

Industry Sector Strategies: Critical industry sectors fuel the state's economy. The workforce system must prepare workers for the higher wage, higher skill, in-demand occupations these sectors have to offer. This approach will create a mutual benefit for companies and workers.

Work Ready Communities: Oregon's communities must have and be able to demonstrate the skilled workforce necessary for companies to locate and grow here. Workers must have the foundational skills to be able to succeed in and grow the companies in their communities.

System Innovation: Oregon's workforce system must find new ways to operate more efficiently and effectively to meet new challenges and deliver on outcomes in a time of shrinking resources. Partners in the workforce system must work together in new ways, and leave behind the systems and approaches that are less effective at meeting the stated outcomes and goals of this plan.

Oregon Business Plan Strategies

Initiatives from the Oregon Business Plan 2013 were reviewed and found to be consistent with the CEDS. The initiatives which are consistent are:

- ◆ **Transportation Infrastructure:** Create jobs today and in the long-run by improving transportation infrastructure & access to markets
- ◆ **Innovation:** Boost research, commercialization, new business formation, & productivity of existing companies
- ◆ **Capital Access:** Ensure Oregon companies have access to debt and equity financing to fuel their growth
- ◆ **Industrial Land Supply and Readiness:** Ensure Oregon has an adequate supply of right-sized, market-ready industrial land
- ◆ **Forest Health + Biomass:** Improve forest health and rural economies while preventing fire through active forest management
- ◆ **Energy:** Maintain Oregon's competitive advantage in energy costs while creating jobs and slowing carbon emissions
- ◆ **Water:** Secure additional water for fish and farms in the Umatilla Basin (will involve Wallowa Lake)

Community Input on Regional Issues and Priority Projects

NEOEDD invited residents, business owners and community leaders to identify and vote on the priority issues in the region. We sent e-mails to over 700 people and by using social networks reached over 3,000 residents. Eighty-five residents prioritized their top issues and projects for their county of residence and the region. Each person ranked their top five issues from #1 to #5. In determining the overall ranking of issues, five points were assigned to issues ranked as #1 issues, four points to issues ranked as #2 issues and so on, with one point for issues ranked as #5.

Overall rankings were assigned using the total points awarded to each issue. The number one issue was ranked as a priority issue by 87% of the respondents and received a total of 313 points. Issue number two was ranked as a priority issue by over 50% of the respondents and received 163 points. Issues numbers three through eight were ranked priority issues by at least a third of the respondents and received 118 to 80 points. Issues number nine through fifteen, were ranked by less than 30% of respondents. While these issues are included on the list, they are not perceived to be as important as the top eight issues.

Priority Regional Issues

#1 Business formation, retention, expansion, succession and recruitment

- ◆ Job creating companies and self-employment opportunities that provide a living income are needed throughout the region.
- ◆ Transition of business ownership is a point of weakness, successful businesses often do not successfully transfer to new owners.
- ◆ The region's self-employment rate is much higher than the state or the nation. This provides an opportunity for services to improve the viability, profitability and growth of these small businesses which could lead to job growth and a more vibrant local economy. This may also be an indicator of the number of people that are working on a contract basis for firms located outside the region.
- ◆ Creating mentorships and internships for younger residents to learn business practices from more experienced business owners (including farmers) could reduce the failure rate of businesses and help to retain younger residents in the region.

#2 Management of public lands to meet local economic and community development needs

- ◆ Public lands are not being managed in a way that enhances our regional economy or the communities within the region. A collaborative planning approach could result in federal and state lands management practices that better support the local economy. Key economic interests include: local government (including schools), timber/secondary wood products, forest health/fire management, minerals, grazing, and tourism/recreation.

#3 Diversity of Economic Base

- ◆ The economy of the region is vulnerable because it is largely dependent upon natural resources (agriculture, forest products and tourism) and local decision-making regarding use of those resources is limited. A more diversified economic base would result in a more robust economy.
- ◆ Most agricultural products produced in the region are commodities. They are shipped out of the region before they are processed. There are opportunities to increase both the level of food processing before products are exported from the region and to increase local consumption of local food products.

#4 Infrastructure Enhancements (transportation, water, sewer, communication, trails, etc.)

- ◆ Cities, counties and state government face challenges in planning and funding basic infrastructure projects, including the loss of federal timber payment-related revenue.
- ◆ There are opportunities to develop new infrastructure projects that will enhance the quality of life for residents and/or create economic/tourism activity.
- ◆ Costs of maintaining current infrastructure assets is often beyond revenue amounts available in current budgets.
- ◆ The cost of planning and constructing mandated water and sewer infrastructure improvements is a burden to municipalities. Many municipalities are frustrated by mandates that require more sophisticated solutions at a higher cost than what makes sense in their context.

#5 Demographic Shifts

- ◆ The population of the region is getting older.
- ◆ School-aged populations have decreased.
- ◆ It's difficult to attract and keep young families in some parts of the region.

#6 Post secondary education to meet regional workforce needs and become more competitive in the global and national marketplace

- ◆ Not all residents have access to community college services.
- ◆ No trade school is located in the region.
- ◆ Schools, job seekers, workers and businesses could better utilize the National Career Readiness Certification program
- ◆ Potential workers do not always know what skills are needed now or will be needed in the near future by employers in the region.
- ◆ High schools are not providing adequate vocational education to meet the needs of employers.

#7 Outflow of local capital and purchasing power

- ◆ Leakage of investment capital and purchasing goods and services outside the region weakens the regional economy.
- ◆ It is estimated that over 90% of long-term individual investments leave the region (including mortgage payments, insurance, stock market or mutual fund investments).
- ◆ The region's multiplier effect is not as high as desired because of purchases made outside the region rather than within the region.
- ◆ Downtowns are not as vibrant as they once were because many purchases are made either out of the area or through on-line retailers.

#8 Build/Enhance Local Management and Funding Capacity

- ◆ Small cities and non-profit organizations often do not have the staff capacity to develop projects, acquire funding, manage grant funds, and comply with funder requirements – sometimes additional personnel are needed, other times additional skills or knowledge is needed.
- ◆ Cities and counties do not always have staff available to fulfill economic and community development functions.
- ◆ Non profits are often relied on to provide basic social services such as mental health and other health care services, senior services, and emergency food services.

#9 Lack of Regional Collaboration & Funding

- ◆ Business recruitment efforts would be more successful if the counties worked together to develop industrial lands and recruit businesses.
- ◆ A regional port district could be used to further industrial development objectives.
- ◆ Inclusion of smaller towns in planning processes is often limited and opportunities for development are sometimes missed.
- ◆ Tourism development and promotion could be more effective at a regional level rather than at the city or county level.
- ◆ Economic and community development efforts often fail because they are not funded for the long-term.

#10 Misunderstood Quality of Life

- ◆ Investors don't understand the quality of life available in the region.

#11 Energy Production and Alternative Energy Development

- ◆ The Idaho Power dams on the Snake River provide jobs and power for the region. Relicensing of the dams provides an opportunity to ensure continuing economic benefit for the region.
- ◆ Potential biomass, wind, geothermal, solar and hydroelectric resources abound within the region. Developing alternative energy projects could both decrease energy costs and dependence on outside resources and provide jobs and economic resources within the region.

#12 Adequate supply of marketable industrial land in all cities

- ◆ Several communities do not have an adequate supply of industrial land properly zoned and/or for sale.
- ◆ Several industrial sites need infrastructure.

#13 Adequate supply of workforce and elderly housing

- ◆ Some communities face a lack of mid-range cost housing units (3 bdrm/2 bath) for rent and purchase.
- ◆ Much of the existing housing stock is aged, in poor condition or does not meet the needs of the workforce.
- ◆ The housing industry may need new financing solutions to support the workforce housing development.
- ◆ A number of communities have unmet needs for housing designed for the retired, elderly and infirm.

#14 Technical assistance to navigate complex local, state and federal regulatory issues

- ◆ Counties and cities often face restrictive regulations, such as state Land Use regulations, that impede economic growth or add significant cost to infrastructure projects.
- ◆ Entrepreneurs may need help to understand and comply with regulations when starting or expanding business operations – i.e. employment law, sale of stock, health and safety regulations, zoning.

#15 Brownfields/Abandoned Site Redevelopment

- ◆ Numerous brownfields and underutilized land or buildings exist throughout the region. There is an opportunity to convert these sites into productive properties.

#16 Food-related health conditions and burden on health care system

- ◆ Obesity and diabetes rates have doubled since 1990.
- ◆ Poor health reduces productivity and increases the need for and cost of medical intervention.

Strategic Projects and Activities

Call for Economic Development Projects

In May, NEOEDD issued a call for information on priority projects to be included in the CEDS. Staff contacted non-profits and government bodies to submit a list of prioritized projects with job creation estimates and budgets. Newsletters and regional media were also used to inform the general public and other project proponents of the opportunity to submit project information. NEOEDD then invited residents, business owners and community leaders to identify and vote on the priority projects in the region. We sent e-mails to over 700 people and by using social networks reached over 3,000 residents. Eighty-five residents prioritized their top projects for their county of residence and the region. Each person ranked their top five projects from #1 to #5. In determining the overall ranking of issues, five points were assigned to issues ranked as #1 issues, four points to issues ranked as #2 issues and so on, with one point for issues ranked as #5. Priorities shown below reflect community responses with one exception. The NEOEDD board moved the Union County Baum Industrial Park Infrastructure project to #3 above the City of La Grande Infrastructure for new large lot industrial lands project, based on the project's readiness to proceed. All projects submitted by a project sponsor are included in the plan. Those without a project sponsor to guide implementation were not included.



Non-profit organizations from across the region gather at the NEOEDD GrantReady training series in Union County.



Partner organizations share information with NEOEDD at the Union County Economic Summit

Vital Projects

Vital projects were identified as those that respond to the priority issues of the CEDS and are regional in nature, or represent one of the top five priorities at the County level. The tables below group the vital projects by regional issue in priority order. More detail on the projects is included in the full regional and county project tables following the vital project tables.

Priority Issue: #1 Business formation, retention, expansion, succession and recruitment			
Regional Projects	Baker Co. Projects	Union Co. Projects	Wallowa Co. Projects
#1 Entrepreneurial Development #2 Create Local Investing Tools to Support Local Businesses #3 Homegrown Prosperity! Buy-Local Marketing Campaign #6 Agritourism Development #10 Brownfields Assessment #12 Regional Food System Development	#2 Baker County Business Incubator #3 Elkhorn View Industrial Park - Create Certified Site	#1 UCEDC/ EOU Business Incubator #3 Baum Industrial Park Infrastructure #4 City of La Grande Infrastructure for new large lot industrial lands	#3 Water/Sewer Extension to Joseph Industrial Land

Priority Issue: #2 Management of public lands to meet local economic and community development needs			
Regional Projects	Baker Co. Projects	Union Co. Projects	Wallowa Co. Projects
#4 Collaborative Planning between local elected officials, environmental community and federal partners on land			#4 Lower Joseph Creek Watershed Restoration

Priority Issue: #3 Diversity of Economic Base			
Regional Projects	Baker Co. Projects	Union Co. Projects	Wallowa Co. Projects
#1 Entrepreneurial Development #2 Create Local Investing Tools to Support Local Businesses #12 Regional Food System Development	#1 Baker Higher Education Center		#2 Bike Path from Joseph to Wallowa Lake #5 Wallowa County Fairgrounds Woody Biomass District Heating

Priority Issue: #4 Infrastructure Enhancements (transportation, water, sewer, communication, trails, etc.)			
Regional Projects	Baker Co. Projects	Union Co. Projects	Wallowa Co. Projects
#5 Technical Assistance to Communities and Non-Profits	Baker City Cryptosporidium Solutions #3 Elkhorn View Industrial Park - Create Certified Site #4 Leo Adler Memorial Parkway Extension #5 (tie) Baker City Downtown Court Plaza #5 (tie) Micro-hydro Projects & Energy Conservation Technical Assistance	#3 City of La Grande Infrastructure for new large lot industrial lands #4 Baum Industrial Park Infrastructure	#1 Wallowa Lake Dam Rehabilitation #2 Bike Path from Joseph to Wallowa Lake #3 Water/Sewer Extension to Joseph Industrial Land

Priority Issue: #5 Demographic Shifts			
Regional Projects	Baker Co. Projects	Union Co. Projects	Wallowa Co. Projects
#1 Entrepreneurial Development	#1 Baker Higher Education Center		

Priority Issue: #6 Post secondary education to meet regional workforce needs and become more competitive in the global and national marketplace			
Regional Projects	Baker Co. Projects	Union Co. Projects	Wallowa Co. Projects
#9 NEON Community Health Worker Training Program	#1 Baker Higher Education Center		

Priority Issue: #7 Outflow of local capital and purchasing power			
Regional Projects	Baker Co. Projects	Union Co. Projects	Wallowa Co. Projects
#1 Entrepreneurial Development #2 Create Local Investing Tools to Support Local Businesses #3 Homegrown Prosperity! Buy-Local Marketing Campaign			

Priority Issue: #8 Build/Enhance Local Management and Funding Capacity			
Regional Projects	Baker Co. Projects	Union Co. Projects	Wallowa Co. Projects
#5 Technical Assistance to Communities and Non-Profits #8 Pathways Community Hub to Support and Implement Care Coordination with Community Health Workers			



NEOEDD completed ADA accessibility review for all Baker County facilities



NEOEDD facilitated strategic planning and Executive Leadership training for EOU



NEOEDD helped the Wallowa County Museum fund and complete an expansion project

Regional Priority Projects

Regional Priority	Project Sponsor/ Proponent	Project Name	Project Description	Job Creation	Budget	Funding Source	Timeframe	Project Sponsor Priority	Type of Project
1	NEOEDD	Entrepreneurial Development which includes entrepreneurial education, training, technical assistance, access to capital, networks, culture and environment that supports entrepreneurs	Establish an environment that inspires individuals to create and grow successful businesses. Adult and youth entrepreneurial education, training, technical assistance, access to capital, networks, culture and environment that supports entrepreneurs.	20+	\$250,000	Foundations, donations, fee for service, CDBG, VIDA	2013-2014	1	Technical Assistance
2	NEOEDD	Create Local Investing Tools to Support Local Businesses	Create a local investing ecosystem that will support local business start-up and expansion	10+	\$90,000	RBEG, TFFF, OCF, MMT, OTEC, Pacific Power	2013-2015	2	Technical Assistance
3	Oregon Rural Action	Homegrown Prosperity! Buy-Local Marketing Campaign	Buy-Local investment media/marketing campaign	unknown	\$10,000	OR Dept. of Agriculture	May 2013 - Dec. 2014	2	Technical Assistance
4	Regional Solutions Team/ Union County	Collaborative Planning between local elected officials, environmental community and federal partners on land management	Facilitated collaboration between local elected officials, environmental community and federal partners on land management	0	Unknown	Unknown	2013-2014		Planning

Regional Priority	Project Sponsor/ Proponent	Project Name	Project Description	Job Creation	Budget	Funding Source	Timeframe	Project Sponsor Priority	Type of Project
5	NEOEDD	Technical Assistance to Communities and Non-Profits	Improve community and economic development projects by providing workshops and professional assistance for non-profit organizations and municipalities in the areas of organizational and/or project development, budgeting, funding, management and evaluation.	0.25 FTE	25,000	Foundations, fees, donations	2013-2014	5	Technical Assistance
6	NEOEDD	Agritourism Development	Provide technical assistance to small businesses who want to start or grow agritourism activities.	Up to 2 FTE's (part-time, seasonal)	\$ 9,000	USDA RBEG, local business contributions Travel Oregon matching grant	Fall 2013 - end Winter 2014	3	Technical Assistance
7	NEOEDD	Community Endowment Fund Development	Outreach, planning and support for establishment and/or growth community endowment funds - local advisory board with funds managed by Oregon Community Foundation – in Baker, Union and Wallowa County	0	\$20,000	Foundations, donations	2013-2015	6	Technical Assistance

Regional Priority	Project Sponsor/ Proponent	Project Name	Project Description	Job Creation	Budget	Funding Source	Timeframe	Project Sponsor Priority	Type of Project
8	Northeast Oregon Network	Pathways Community Hub to Support and Implement Care Coordination with Community Health Workers	A project to help support and implement care coordination pathways with newly trained Community Health Workers. Its economic impact would be to contract with health care payers to bring funding for Community health workers to the area to be funneled to health care providers employing the community health care workers. We would also support ongoing training of the workforce, and measure outcome and return on investment.	2	\$ 375,000	Centers for Disease Control grant funding has been obtained.	The project started in 10/13 and will be completed and ideally fully functional/ self-supporting by 10/14	2	Technical Assistance
9	Northeast Oregon Network	NEON Community Health Worker Training Program	Goals: train 80 certified Community Health Workers in Eastern Oregon (15 have already been trained); successfully implement a sustainability plan with two components: continue the training program based on fees post grant support, and work with health care payers to reimburse social service providers and physicians' offices for work done by the Community Health Workers.	2 jobs created. 65 more Community Health Workers will be trained and ideally employed.	\$ 300,000	Centers for Disease Control, PacificSource Health Plan Foundation obtained for original start-up. Long-term funding needed.	The project started in October of 2012 and we expect to finish it in October of 2014.	1	Technical Assistance
10	NEOEDD	Brownfields Assessment	Technical assistance to evaluate brownfields and complete Environmental Assessments	0	\$ 250,000	EPA	2013-2014	4	Technical Assistance

Regional Priority	Project Sponsor/ Proponent	Project Name	Project Description	Job Creation	Budget	Funding Source	Timeframe	Project Sponsor Priority	Type of Project
11	Liberty Theatre Foundation Inc., an IRS 501(c)3, non-profit corp.	La Grande Liberty Theatre Restoration Project	The goal of the Liberty Theatre Foundation is to restore and operate the Liberty Theatre as a regional performing arts center. The restoration project will recreate the appearance of the theater prior to the 1930's. The theater will enhance the area's performing arts capabilities as well as become an economic and cultural resource for downtown La Grande and the region.	10-15 restoration jobs. 2-3 fulltime plus 1-2 part-time jobs for operations	\$2.5 to \$3 million	Numerous private and public sources have committed funds. Over 2.5 million remaining to be raised	From concept to operations- 5-7 years: project time line: 2011 - 2016	1	Facility Construction /Rehab
12	NEOEDD	Regional Food System Development	Collaborate with agricultural producers, processors & advocates to identify existing and needed equipment/facilities and services to enhance regional food systems and access to markets; conduct supply chain, product transportation assessment, share information; identify potential funding mechanisms.	15	\$ 30,000	Foundations, donations, fee for service	2013-2014	6	Technical Assistance

Baker County Projects

Baker County Priority	Project Sponsor/ Proponent	Project Name	Project Description	Job Creation	Budget	Funding Source	Timeframe	Project Sponsor Priority	What type of project is this?
1	Baker County	Baker Higher Education Center	Create a community college campus in Baker City	3	\$17 million	None	2018	3	Facility Construction/ Rehab
2	Baker City	Baker County Business Incubator	Research feasibility of construction and operation of a business incubator facility.	0	\$ 50,000	Unknown	Unknown	11	Planning
3	Baker County	Elkhorn View Industrial Park - Create Certified Site	Create a certified site so it is ready for development in 180 days. Design and potentially construct a spec building	0	\$2,500,000	None	As soon as funding is available 2016	2	Infrastructure
4	Baker City	Leo Adler Memorial Parkway Extension	Complete Leo Adler Memorial Parkway along the Powder River in Baker City.	0	Unknown	Unknown	Unknown	3	Infrastructure
5 - Tie	Baker City	Baker City Downtown Court Plaza	Gathering area, pedestrian connection to Leo Adler Pathway.	0	\$ 800,000	ODOT Bike Ped/ Transportation Enhancement Funds	2013-2014	2	Infrastructure
5 - Tie	Baker City	Micro-hydro Projects & Energy Conservation Technical Assistance	Generate electricity by installing mini-turbines on city water lines rather than utilizing pressure-reducing valves. This may work for other communities as well. The city is interested in energy conservation and energy generation opportunities but needs technical assistance to get started.	0	Unknown	ODOE & OTEC have been identified as potential funders	Unknown	8	Technical Assistance
6	Baker City	Baker City Historic Preservation & Renovation	Revolving Loan Fund for property owners' renovations to bring historical properties up to code. Create more viable commercial spaces.	20	\$ 300,000	Private Foundations	2013-2015	10	Facility Construction/ Rehab

Baker County Priority	Project Sponsor/ Proponent	Project Name	Project Description	Job Creation	Budget	Funding Source	Timeframe	Project Sponsor Priority	What type of project is this?
7 - Tie	City of Huntington	Huntington Waste Water Facilities Plan	Engineering firm working on a waste water facilities plan, as mandated by DEQ. The plan will include options that the city may take in order to become compliant with DEQ.	0	\$ 117,700	grant	Sep-13	1	Facility Construction /Rehab
7 - Tie	Baker City	Baker Air Service	Establish a guaranteed fund to subsidize scheduled air service between Baker City and Portland.	0	\$ 350,000/ year	Unknown	2013-2015	13	Other
8 - Tie	City of Haines	City of Haines Water System Improvement Project	Update water system	?	\$ 4,000,000	Applying for Business Oregon Grant	2014-2017	1	Infrastructure
8 - Tie	Baker City	Wastewater Wetland or Land Application	Develop solution for disposal of wastewater. This project addresses compliance and capacity issues.	0	\$ 4,500,000	Unknown	2016	5	Infrastructure
9 - Tie	Crossroads Carnegie Art Center	Crossroads Carnegie Art Center Artist Relocation Program	Crossroads would like to create an artist relocation program for Baker County. Goal is to attract new artisans to live, work and create new vitality for Baker County	Significant but unknown at this time	\$ 12,000	Grants	First of 2014	5	Technical Assistance
9 - Tie	City of Huntington	Huntington Water System	Water system improvements include a new reservoir, new well, distribution system improvements and system meters.	0	\$ 1,681,000	none	not sure	2	Infrastructure
9 - Tie	Historic Baker City	HBC Façade Improvement	Historic district building revitalization project - seven buildings on Main St., four buildings on First St.	0	\$ 300,000	Foundations	One building a year	1	Facility Construction /Rehab

Baker County Priority	Project Sponsor/ Proponent	Project Name	Project Description	Job Creation	Budget	Funding Source	Timeframe	Project Sponsor Priority	What type of project is this?
9 - Tie	City of Sumpter	Sumpter Lagoon and Effluent Discharge	Increase capacity of lagoon and purchase area to discharge effluent. (Purchased land for lagoon. In engineering phase.)	0	\$ 6,000,000	Unknown	2013-2015	1	Infrastructure
9 - Tie	Baker County	Baker County Industrial Land Surveys	Conduct industrial land surveys, targeted industry analysis, strategic marketing plan for county and cities within the county interested in industrial development. Highlight comparative advantages. Incorporate brownfield redevelopment options. Ensure there is an adequate supply of marketable industrial land.	0	\$ 50,000	none	2015	4	Technical Assistance
10 - Tie	Sumpter Valley RR	Sumpter Valley RR Steam Engine #19	Running gear and frame work	2-3 short term	\$ 180,000	Private donations	2014	1	Facility Construction /Rehab
10 - Tie	Baker City	Forest Products Processing & Sorting Center	Construction of a 30,000 square foot building to house a processing center which would include biomass for energy, wood for energy, small-diameter sawmill, pellets and compressed fire logs	30 direct, 30 construction	\$ 4,100,000	Unknown	Unknown	9	Facility Construction /Rehab
10 - Tie	Crossroads Carnegie Art Center	Crossroads Carnegie Art Center/Baker City Arts Asset Mapping	Bring together economic development organizations, property owners, government and arts organizations to identify expansion opportunities for the arts industry. We will then work to identify the top priority needs for infrastructure and human capital of all the current arts businesses (both profit and non-profit). Goal is to get Economic Development's attention and to lay the foundation for priority #3 - dance instructor.	Unknown	\$ 1,500	None	October or November 2013	2	Technical Assistance

Baker County Priority	Project Sponsor/ Proponent	Project Name	Project Description	Job Creation	Budget	Funding Source	Timeframe	Project Sponsor Priority	What type of project is this?
11 - Tie	City of Sumpter	Sumpter Day-Use Park and Restrooms	Remove old buildings from two-acre site in Sumpter and construct year-round public restrooms	0	\$ 68,000	OPRD, City Funds	2013	2	Facility Construction /Rehab
11 - Tie	Crossroads Carnegie Art Center	Crossroads Carnegie Art Center Expansion	We are beginning a five-year search for an additional location to expand our services.	0	Unknown at this time	Grants	We are currently doing research.	6	Facility Construction /Rehab
12 - Tie	Baker City	Baker City Watershed Enhancement	Increase USFS management of land/forest to maintain watershed health and reduce risk of catastrophic fire on private lands & USFS lands.	0	\$ 50,000	OWEB and prison crews	2013-2015	7	Infrastructure
12 - Tie	Soroptimists Int'l of Baker County/ City of Baker City	Baker City Bandstand Pavilion Project	Permanent 1200-square-foot state-of-the-art, open air bandstand pavilion in Geiser-Pollman Park. This facility -- large enough to accommodate a full 40-piece symphony orchestra -- can also house cultural, musical, educational, recreational, and civic functions throughout the year. It will also help draw national exhibits, performers, lecture series, for the enhancement of Baker County and visitors to our region. It will provide a neutral gathering place for people of all ages, life experiences, cultural and ideological backgrounds; will promote positive discourse and interaction, and will foster civic pride. It will add to the stability of our region's economic health.	We are striving to "keep it local" in all architectural and construction phases of the project.	\$ 257,000	Numerous foundations and individuals have committed funding for the project.	Ground-breaking goal: Late July 2014. Construction finish: Fall 2014	1	Facility Construction /Rehab
13 - Tie	Baker City	Baker City Cryptosporidium Solutions	Address cryptosporidium problems in the water supply.	0	\$ 2,500,000	Safe Drinking Water	2014-2016	4	Infrastructure

Baker County Priority	Project Sponsor/ Proponent	Project Name	Project Description	Job Creation	Budget	Funding Source	Timeframe	Project Sponsor Priority	What type of project is this?
13 - Tie	City of Halfway	Halfway Wastewater System upgrade	Design and construction for wastewater treatment plan and collection system upgrades	?	Est. between \$3 million and \$5 million	OBDD/IFA	Unknown at this time	1	Infrastructure
14 - Tie	Baker County	Baker County Events Center Renovation	Renovate existing facility for conventions and meetings	1	\$ 250,000	None	started-2015	2	Facility Construction/ Rehab
14 - Tie	Sumpter Valley RR	Sumpter Valley RR Steam Engine #3	Form four overhaul and running gear	2-3 short term	\$ 50,000	Private donations and foundations	2014	2	Facility Construction/ Rehab
15 - Tie	Crossroads Carnegie Art Center	Establish Public Art Commission in Baker County	Crossroads and the City of Baker City will meet with Public Art specialists to create policies and begin work on creating a public art commission.	unknown	\$ 1,500	None	Oct-13	1	Planning
15 - Tie	Crossroads Carnegie Art Center	Crossroads Carnegie Art Center Dance Instructor Recruitment	Regional or national search for a high-quality dance instructor to move to Baker City and teach at Crossroads	1	\$ 20,000	Baker County Economic Development-\$5000, grants	This year	3	Other
16 - Tie	Baker City	Baker City Water Delivery System - Mountain Line	Replace 100 year-old concrete water delivery pipes. Aquifer storage and compliance issues. Complete NEPA analysis.	0	\$ 8,300,000	Baker City funds	2010-2010	6	Infrastructure
16 - Tie	Baker County	Mason Dam Hydroelectric Project	Install a 3-megawatt power plant on Mason Dam.	1	\$ 4,500,000	Federal Energy Loans	2014-2016	1	Facility Construction/ Rehab
	Baker County	Baker County Public Health Building	Purchase or construct a building for County Health Department	1	\$ 2,000,000	CDBG	2014-2016	3	Facility Construction/ Rehab
	Baker City	Resort Street Improvement Project	Bicycle and pedestrian path, off-street downtown parking & streetscape improvements (including sidewalks, lighting, trees, benches and placement of utilities underground)	50 indirect	\$ 3,200,000	ODOT Jobs Transportation Act, \$3,200,000	2012-2014	1	Infrastructure

Baker County Priority	Project Sponsor/ Proponent	Project Name	Project Description	Job Creation	Budget	Funding Source	Timeframe	Project Sponsor Priority	What type of project is this?
	Baker City	Baker City Abandoned Windmill Redev.	Property redevelopment	0	Unknown	DEQ Orphan Fund	Unknown	12	Other
	Crossroads Carnegie Art Center	Crossroads Carnegie Art Center Artists Development Programs	Partner with the region's other arts organization to have high-quality artist development programs with the support of Economic Development.	0	\$ 5000	Grants	This year, but this should be an ongoing training program.	4	Technical Assistance
	Crossroads Carnegie Art Center	Crossroads Carnegie Art Center Sister Campus Project	Crossroads has identified its desire to develop a partnership with the Oregon College of Arts and Crafts in Portland and look at the potential of creating a sister campus here in Baker City.	Unknown	Unknown	Unknown	Next five years, but we will start on it this year.	7	Other



Union County Projects

Union County Priority	Project Sponsor/ Proponent	Project Name	Project Description	Job Creation	Budget	Funding Source	Timeframe	Project Sponsor Priority	What type of project is this?
1	UCEDC/ EOU	UCEDC/ EOU Business Incubator	Explore creation of a business incubator in collaboration with Eastern Oregon University and other partners	TBD	TBD		Unknown	3	Technical Assistance
2	Oregon Rural Action	Homegrown Prosperity! Buy-Local Media/ Marketing Campaign	Buy-Local investment media/marketing campaign	unknown	\$10,000	OR Dept. of Agriculture	May, 2013 - Dec. 2014	1	Other
3	UCEDC/ Union County	Baum Industrial Park Infrastructure	Roads, water, sewer, and rail spur to county owned industrial park	50	\$2,700,000-\$3,200,000	Immediate Opportunity Fund, Connect Oregon	2014-2016	1	Infrastructure
4 tie	City of La Grande	City of La Grande Infrastructure for new large lot industrial lands	The City of La Grande is adding over 200 acres into its UGB as large lot/ heavy industrial to meet future job creation and manufacturing/ industrial land needs. Infrastructure is needed to make the parcels marketable to potential new industrial clients.	200	\$17,000,000	None yet	2-7 years	1	Infrastructure
4 tie	Union County	Justice Center	Construction of a justice center to replace current obsolete facility.	0	\$3,500,000	Justice Dept., Union County	2014	1	Facility Construction/ Rehab
5	Union County, La Grande	Union County Fairgrounds Master Plan	Prepare Master Plan for Union County Fairgrounds	0	\$75,000	Unknown	2014		Planning

Union County Priority	Project Sponsor/ Proponent	Project Name	Project Description	Job Creation	Budget	Funding Source	Timeframe	Project Sponsor Priority	What type of project is this?
6	Liberty Theatre Foundation Inc., an IRS 501(c)3, non-profit corp.	La Grande Liberty Theatre Restoration Project	The goal of the Liberty Theatre Foundation is to restore and operate the Liberty Theatre as a regional performing arts center. The restoration project will recreate the appearance of the theater prior to the 1930's. The theater will enhance the area's performing arts capabilities as well as become an economic and cultural resource for downtown La Grande and the region.	During restoration (12-18 months): 10-15 jobs; for operations: 2-3 fulltime plus 1-2 part-time jobs.	\$2,500,000-\$3,000,000	Numerous public, corporate and private sources	From concept to operations: 5-7 years; project time line: 2011-2016	1	Facility Construction/ Rehab
7	UCEDC/ Union County, La Grande, Elgin, North Powder, Union	Industrial Land Supply/ Strategic Marketing Plan	Prepare economic opportunities analysis, zone more land as industrial in the county and within urban growth boundaries. Conduct industrial land surveys, targeted industry analysis, strategic marketing plan for county and cities within the county interested in industrial development. Highlight comparative advantages. Incorporate brownfield redevelopment options. Assure there is an adequate supply of marketable industrial land.	0	Unknown	Unknown	2014-2016	2	Technical Assistance
8	Union County/ Buffalo Peak Golf Course	Buffalo Peak Golf Course Clubhouse/ Community center	Two entities would be served by this project. A clubhouse would serve the golfers of Buffalo Peak and a community center would serve the city of Union.	10	\$1,500,000	none	ASAP	1	Facility Construction/ Rehab
9	City of Island City	City of Island City Well #5 Project	New well & reservoir	Unknown	\$3,000,000	Rural Dev.	2013 to 2015	1	Facility Construction/ Rehab

Union County Priority	Project Sponsor/ Proponent	Project Name	Project Description	Job Creation	Budget	Funding Source	Timeframe	Project Sponsor Priority	What type of project is this?
10	City of Union	Establish Industrial Park in Union	Determine what is needed to serve industrial property in the city. Potentially purchase industrial land, extend rail spur, partition industrial land, extend water/sewer services to each lot, develop roads and sidewalks. Achieve industrial site certification from Business Oregon.	Unknown	Unknown	Unknown	5-10 years		Infrastructure
11 tie	City of Cove	City of Cove Bridge Creek Pipeline Update	Pipeline assessment and possible replacement for City hydro project	0	TBD Fall 2013	Unknown	2013-2014	1	Infrastructure
11 tie	City of North Powder	North Powder Wastewater System	Out of compliance on pH. Testing now to determine a solution	0	Unknown	CDBG	2014	1	Infrastructure
11 tie	City of North Powder	North Powder New City Hall/ Library Facility	Preliminary planning stage	1	Unknown	Unknown	2014 - 2015	2	Facility Construction/ Rehab
12	City of Union	Union Water System Major Upgrades	Distribution system improvements to upgrade undersized main lines, improve distribution system circulation and water quality, as well as fire flow capacities.	2	\$14,000,000	City funds	2013-2020	1	Infrastructure
13	City of Union	City of Union Charter Revision	Revise the City Charter in order to update it from 1941 to present.	0	Unknown	Unknown	2013-2014		Technical Assistance
	City of Union	Union Hydro Project	Need a feasibility study to determine whether or not to invest in a micro-hydro project on the city water system	0	\$5,000	Unknown	2014		Technical Assistance
	City of Union	Water Meter Replacement	Replace all water meters in town with radio read meters	0	\$250,000	City funds	7 year project		Infrastructure

Union County Priority	Project Sponsor/ Proponent	Project Name	Project Description	Job Creation	Budget	Funding Source	Timeframe	Project Sponsor Priority	What type of project is this?
	City of Union	Waste Water Facilities Plan	Future operating plan for the sewer plant.	0	\$200,000	City Funds Business Oregon	2013-2015		Infrastructure

Wallowa County Projects

Wallowa County Priority	Project Sponsor/ Proponent	Project Name	Project Description	Job Creation	Budget	Funding Source	Timeframe	Project Sponsor Priority	What type of project is this?
1	Associated Ditch Company	Wallowa Lake Dam Rehabilitation	Reconstruction of Wallowa Lake dam	20 Construction	\$ 15,000,000	Private and/or Government	2015-2016	1	Facility Construction/ Rehab
2	ODOT	Bike Path from Joseph to Wallowa Lake	Planning, design and construction of bike/ped path from Joseph along Wallowa Lake to the head of Wallowa Lake	0	\$ 8,000,000	ODOT - Bike Ped	2013-2015	1	Infrastructure
3	City of Joseph	Water/Sewer Extension to Joseph Industrial Land	Extend water/sewer service along Russell Lane to industrial zoned property within the city limits	45	\$ 250,000	Unknown	2014-2015		Infrastructure
4	Wallowa Resources	Lower Joseph Creek Watershed Restoration	Project will implement restoration on the Wallowa Whitman National Forest to benefit the landscape and the local community. Collaborative planning is completed, and the resulting recommendations are ready for final NEPA analysis which will lead to new contracting and harvesting opportunities. Additional funds and capacity are needed to build the pipeline for critical needs including hiring professionals for botany, soils, wildlife and other field surveys.	Unknown					Other

Wallowa County Priority	Project Sponsor/ Proponent	Project Name	Project Description	Job Creation	Budget	Funding Source	Timeframe	Project Sponsor Priority	What type of project is this?
5	Wallowa Resources	Wallowa County Fairgrounds Woody Biomass District Heating	Design, develop, build and operate a centralized biomass heating plant providing lower-cost heat to the Fairgrounds and co-located entities, Wallowa County/ Oregon State University Extension office, Community Connection of Northeast Oregon, Head Start, Safe Harbors, and the Wallowa County Public Health Department.					1	Facility Construction/ Rehab
6	City of Enterprise	Water Improvement Project	Improve water distribution for water pressure and fire flow; construct a new water reservoir; replace and add fire hydrants.	None on the city level, but will provide job opportunities for the private sector	\$ 5,500,000	IFA	2014-2016	1	Infrastructure
7	Wallowa Resources	Woody Biomass Heating System for City Hall, Firehouse, Library	Design, develop, build and operate a centralized biomass heating plant adjacent to the City Fire Hall and servicing the Firehouse, City Hall, and Public Library. A combined City Hall / Library system could reduce annual operating costs significantly.					2	Other
8	Wallowa County Museum	Wallowa County Museum Restoration	Restoration and historic preservation of the main Museum building, which is on the national register	0	\$ 105,000	Foundations, donations, Preserving Oregon	2013-2014	1	Facility Construction/ Rehab
9	City of Joseph	Joseph City Park Improvement	Improve safety of playground equipment, upgrade restrooms	0	\$ 50,000	City \$10,000	2013-2014		Facility Construction/ Rehab

Wallowa County Priority	Project Sponsor/ Proponent	Project Name	Project Description	Job Creation	Budget	Funding Source	Timeframe	Project Sponsor Priority	What type of project is this?
10	City of Enterprise	Jensen Ball Field Improvement	Construction of new restrooms and concession facilities	private sector job opportunities	\$ 100,000	Parks Division	2014-2016	3	Facility Construction/ Rehab
11 tie	City of Joseph	Joseph – Hillock Property Development	Sewer lines need to be extended to the site and more roadwork is needed to this privately-owned industrial site in Joseph.	0	\$ 28,500	Business Oregon	2013-2015		Infrastructure
11 tie	City of Joseph	City of Joseph sidewalk extension	Construct sidewalks to connect Main Street to the Rodeo Grounds	0	\$ 329,000	STIP	2014		Infrastructure
12	City of Enterprise	Warde Park Improvement	Remove and replace brick walkways; improve water system and electrical system in park; installed benches	1 within city, plus create job opportunities in private sector	\$ 60,000	unknown at this time	2015	2	Infrastructure
Not Ranked	Fishtrap	Literary Arts & Lectures Series	A series of lectures, readings, and panel discussions featuring some of the best writers and innovative thinkers in the West.	0	\$5,000 to \$15,000 depending on number and cost of speakers	sponsors, donors, foundations	Sept 2014- Sept 2015	2	Other
Not Ranked	Fishtrap	Writer-in-Residence	Expand the current 9-week writer-in-residence program to a full school year, providing a creative writer to teach in the Wallowa County schools and work with youth on Fridays and after school on creating an online literary journal for Wallowa County.	1	TBD	possible foundation funds with some local support needed	Sept 2014 - June 2015, annually	2	Other

CEDS Goals, Objectives and Action Plan

The following one-page logic model summarizes the goals, objectives and actions for the region. A full detailed action plan, including project partners, is included as Appendix A. In developing the five year plan for the region NEOEDD selected strategies that would meet the following criteria:

- Promote economic development and opportunity
- Respond to the issues that have been identified
- Incorporate the region's vital projects
- Build off the region's assets, opportunities and past investments
- Take advantage of partnerships and collaboration
- Leverage internal and external resources, including public and private
- Lead to short and long term goals
- Strive to be innovative and build on current regional and national trends
- Focused and can be accomplished over the five year time frame
- Appropriate to the capacity of the district and our partners, doable, tangible, will get results
- Facilitate collaborative planning among municipalities, non-profits and interested citizens, including development of rail-with-trail and multi-modal transportation projects
- Enhance and protect the environment through basic infrastructure, food and energy projects that emphasize conservation and sustainable use of resources



CEDS Goals and Objectives and Action Plan

Long-Term Goals	Businesses realize higher net incomes, create new, higher-wage jobs, increase product exports; consumers spend and invest more within the region; non-profits and local governments meet needs and enhance quality of life of citizens					
Intermediate Objectives	Businesses are successful & adequately financed; individuals invest and spend more money locally	More locally-produced food eaten in the region and increased exports of value-added food	More tourists spend more money in the region	Infrastructure meets demands of citizens, non-profits accomplish their missions	Properties returned to productive or public-benefit use	Citizens informed and engaged, downtowns are vibrant
Short-term Objectives	Businesses and investors increase knowledge, businesses network with each other, loyalty point system launched	Increased knowledge & skills of food producers, connections made between producers	Business connections strengthened, projects completed	Projects developed & funded, citizens trained, social enterprises established	Assessments completed, clean-up projects funded	Econ. dev. project information disseminated, CEDS updated, staff knowledge increases
Activities	Create local investing ecosystem, provide IDAs and loans for businesses, provide networking opportunities, provide counseling and referrals for entrepreneurs	Provide training to food producers and organizations, connect producers, help implement strategic plans	Develop bicycle and agri-tourism projects, support rails-with-trails project, provide information to tourism partners	Provide project development & funding assistance, organizational dev. training, IDA's for education, develop community funds	Access EPA funding for environmental assessments, improve staff knowledge, coordinate projects with partners	Disseminate information, support leadership development, engage partners, encourage youth
Partners	Chambers of Commerce, Springboard Innovation, NOBD, BMCC SBDC, Baker EDC, UCEDC, ORA, banks, VIDA, businesses, USDA, utilities, RDI	ORA, Wallowa Co. Food Council, OSU, Meyer Memorial Trust, ODA, TFFF, producers	Travel Oregon, EOVA, Chambers of Commerce, STI, WURA, OPRD, ODOT, businesses	Cities, counties, non-profits, RDI, VIDA, TFFF, foundations, Regional Solutions, OCF, Wallowa Fund	EPA, cities, counties, landowners, DEQ, OPH, OBD	TFFF, cities, counties, non-profits, RDI, Main Street, OSU
Focus Areas	Entrepreneurial Development	Food System Development	Tourism Development	Non-Profit & Government Support	Brownfields Redevelopment	Collaborative Planning, Leadership, Partnership

Performance Measures

Performance measures used to evaluate NEOEDD's successful development and implementation of the CEDS include, but are not limited to:

- ◆ Number of jobs created after implementation of the CEDS
- ◆ Number and types of investments undertaken in the region
- ◆ Number of jobs retained in the region
- ◆ Amount of private sector investment in the region after implementation of the CEDS
- ◆ Outputs and participation in planned activities
- ◆ Changes in economic environment of the region

Appendix A Detailed Action Plan

Appendix A – NEOEDD Action Plan

	ACTIVITIES	OUTPUTS	OUTCOMES
Entrepreneurial Development	<ul style="list-style-type: none"> • Provide loan funds for business start-up, retention and expansion • Provide business planning classes • Provide counseling and referrals to entrepreneurs • Provide access to Individual Development Accounts • Support entrepreneurs as they save for business investments • Partner with ChangeXchange NW and many local partners to develop local investment options including Direct Public Offerings, creation of Local Impact Investing Opportunity Networks (LIIONs), Investment Clubs • Provide education and training to business owners and citizens regarding local investing options • Encourage use of crowdfunding platforms • Organize and publicize PubTalks or other business networking events with BMCC SBDC and other partners • Develop and market local loyalty point system in partnership with Chambers of Commerce and Oregon Rural Action 	<ul style="list-style-type: none"> • Increased knowledge by individuals and businesses about how to provide and access local investment capital from non-accredited investors • Increased knowledge and skills in business management concepts (marketing, cash flow, operations, accounting and sound business plan development) • More individuals sign up for Individual Development Accounts and graduate successfully • Businesses network with one another • Local loyalty point system launched <p>We will track: Number of people that receive training, number and dollar amount of private investments made, number of loans made, number of businesses assisted, number of businesses and individuals enrolled in the local loyalty point system and volume of sales associated with the system</p>	<ul style="list-style-type: none"> • Individuals invest in businesses in the region • Businesses access the capital they need to start, expand and maintain viability • Ideas are efficiently converted into sound businesses • Highly competent and successful entrepreneurs share their knowledge and new successful businesses are established • Individuals spend more money within the region

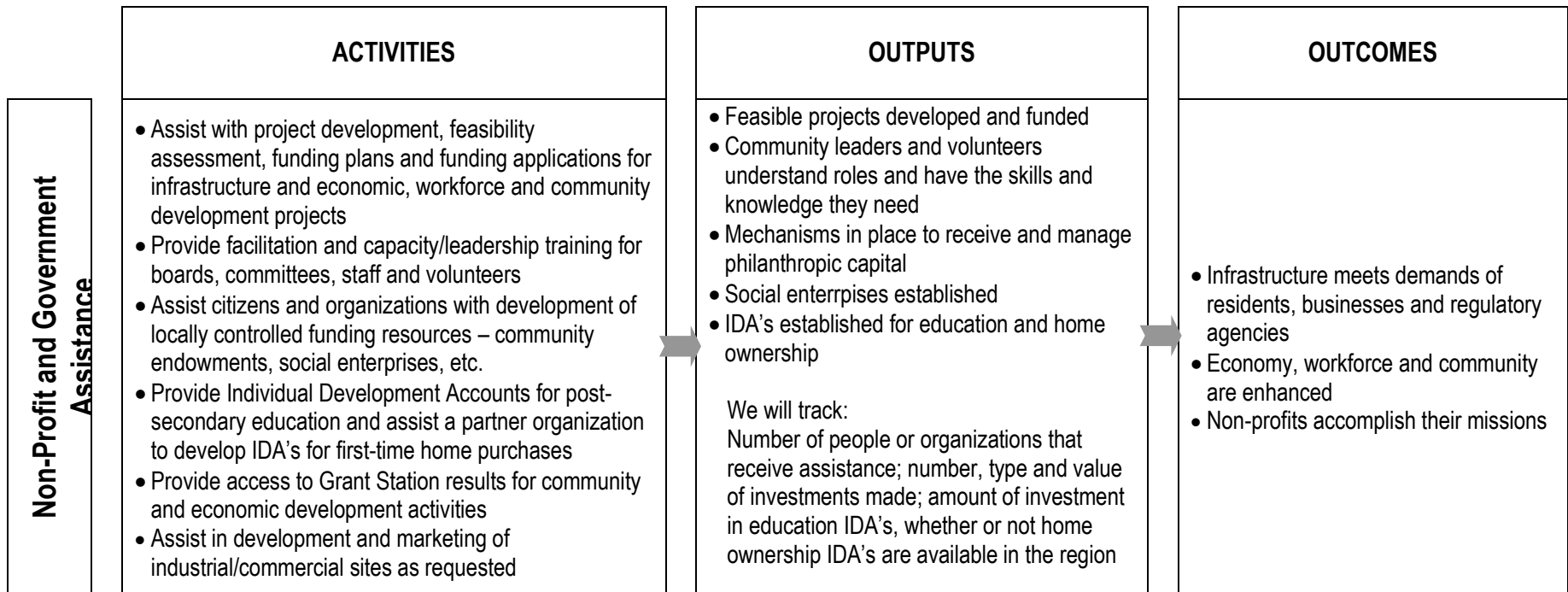
Partners include: Private banks, utilities and foundations; Chambers of Commerce in all three counties; Northeast Oregon Business Development; Springboard Innovation; Blue Mountain Community College Small Business Development Center; Baker Economic Development Committee; Union County Economic Development Corporation; Oregon Rural Action; Valley Individual Development Account Collaborative; US Department of Agriculture; Rural Development Initiatives, Business Oregon

	ACTIVITIES	OUTPUTS	OUTCOMES
Food System Development	<ul style="list-style-type: none"> • Provide training and resources for food business development • Provide assistance with regulatory requirements • Provide production and food safety training • Assist in development of producer networks, assessment and improvement of distribution, processes and marketing options and linkages to public/private partnerships in conjunction with Oregon Rural Action and other partners • Providing training and services and access resources for non-profit and public projects • Coordinate partner organizations and support the implementation of the Wallowa County Food System Council strategic plan • Provide outreach and disseminate information to the public and food system partners 	<ul style="list-style-type: none"> • Increased knowledge and skills in food business management concepts (food safety, marketing, cash flow, operations, accounting and sound business plan development) • Connections made between and with producers to assess distribution and marketing challenges and opportunities • Non-profit and public project partners trained • Projects funded and implemented • Information disseminated in useful forms <p>We will track: Number of people that receive training, number of businesses assisted, number of collaborators, number and value of investments made</p>	<ul style="list-style-type: none"> • The local food system produces a variety of food that is consumed locally and utilized in institutions such as hospitals and schools • Value-added food is exported from the region • Quality of life for residents is improved through greater access to delicious local food

Partners include: Agriculture and food businesses Oregon Rural Action, Wallowa County Food System Council, Oregon State University, Oregon Food Bank, University of Oregon RARE Program, Meyer Memorial Trust, Oregon Department of Agriculture, USDA Rural Development, The Ford Family Foundation,

	ACTIVITIES	OUTPUTS	OUTCOMES
Tourism Development	<ul style="list-style-type: none"> • Develop and complete bicycle tourism projects such as roadway safety and trail improvements; assist in cycling related business development, education, marketing and policy updates in partnership with citizens, local governments and other collaborators • Develop and complete agritourism projects such as agritourism business networking and development and regulatory compliance; point-of-sale development for local food products; cross-promotion and training in partnership with citizens, local governments and other collaborators • Support development of a rails-with-trails project within the Wallowa Union Railroad right-of-way • Provide information and assistance to regional, statewide, national and international tourism partners 	<ul style="list-style-type: none"> • Projects funded and implemented • Connections between tourism businesses strengthened • Collaborative partnerships developed and strengthened through planning and project implementation • Safety of bicycle routes enhanced • Access to tourist-friendly areas of the region is improved • Increased knowledge and skills in tourism business management concepts (marketing, cash flow, operations, accounting and sound business plan development) <p>We will track: Number of people that receive training, number of businesses assisted, number of collaborators, number and value of investments made</p>	<ul style="list-style-type: none"> • Regional tourism assets attract more tourists who spend more money within the region, including during the off-peak seasons • Improved tourism assets also benefit quality of life for residents

Partners include: Businesses, cities, counties, Travel Oregon, Eastern Oregon Visitor's Association, Chambers of Commerce in all three counties, Oregon Department of Transportation, Oregon Parks and Recreation Department, Wallowa Union Railroad Authority, Friends of the Joseph Branch, Sustainable Travel International



Partners include: cities, counties, non-profits, Rural Development Initiatives, Valley Individual Development Accounts, The Ford Family Foundation, Regional Solutions team, Oregon Community Foundation, Wallowa Fund, The Oregon Consortium/Training & Employment Consortium, foundations

	ACTIVITIES	OUTPUTS	OUTCOMES
Collaborative Planning, Partnerships, Leadership	<ul style="list-style-type: none"> • Engage community partners, private sector representatives, local government and non-profit representatives in discussions about regional opportunities, projects and priorities • Present information about community/economic resources, activities and lessons learned to public/private groups and through social media and other electronic channels • Support leadership development activities throughout the region and participate in Ford Institute for Leadership Program planning and activities • Participate in Oregon Economic Development District and National Association of Development Organizations meetings and information-sharing opportunities to enhance knowledge of potential funding sources and to communicate how existing funding sources benefit regional and rural projects • Partner with local groups, including Main Street programs in Baker City, La Grande and Enterprise, to support vibrant downtowns through organizing, façade improvement, business training, marketing and other measures • Encourage participation by youth and younger adults in collaborations, planning activities and meetings 	<ul style="list-style-type: none"> • CEDS updates completed • Economic development and project information disseminated throughout the community • Leaders trained and actively accessing Ford Institute for Community Building resources • Staff knowledge increases • Young adults included in collaborations and planning activities <p>We will track: Number of people or organizations that receive assistance, number and value of investments made, number of people and organizations involved in planning, number of newsletters published, number of annual social media posts (is this available?)</p>	<ul style="list-style-type: none"> • Citizens informed and engaged in the future of their communities • New and younger citizens assume leadership positions • Downtowns are vibrant

Partners include: Cities, counties, non-profits, Rural Development initiatives, Main Street programs, Oregon State University, The Ford Family Foundation, Regional Solutions Team, Oregon Employment Department

