



Northeast Oregon Economic Development District

GROWING BUSINESS :: STRENGTHENING COMMUNITIES

Comprehensive Economic Development Strategy

Annual Report and Update – June 30, 2017

Regional Economic Conditions

Rural Oregon lags behind urban/metro Oregon in both wages and availability of jobs. While rural Oregon (all counties except those of the Willamette Valley, Deschutes County, and Jackson and Josephine counties in southern Oregon) makes up 17 percent of the state’s population, it only offers 13 percent of the state’s jobs.¹ The region known as “Northeast Oregon,” composed of Union, Baker and Wallowa counties, still struggles to recover from the significant effects of the Great Recession that began in 2008. In 2016, annual average unemployment rates were 6.4% in Baker County, Wallowa County 6.7%, and Union County 5.9%². The average annual unemployment rate in Oregon was 4.9%² and in the United States was 4.5%³. Unemployment rates do not include people who have given up finding a job, nor how many jobs are part-time, nor a position’s benefits. In none of these counties has employment returned to the pre-recession lows of 2007 (5.8% in Baker County, 5.5% in Union County, 6.1% in Wallowa County).

Wages in this region are in the low-to-mid range, mostly stemming from service-sector jobs associated with the “leisure and hospitality” (tourism) industry.¹ The average wage per job in 2016 was: Baker County \$34,990; Union County \$36,419; Wallowa County \$33,700; and Oregon \$49,452⁴. Total nonfarm employment in the region dropped in Union County and increased slightly in Baker and Wallowa counties between 2016 and 2017. Union County’s nonfarm employment fell by 60 jobs, Baker County’s nonfarm employment rose by 150 jobs, and Wallowa County’s by 90⁵. There was no distinct shift in types of jobs available.

Travel Oregon, the state’s bureau of tourism, noted that 2016 was a seventh consecutive year of growth in Oregon’s tourism industry⁶. At \$45M, Baker County’s 2016 travel-related income increased 1.6% from 2015. At \$33.3M, Union County’s 2016 travel-related income was up 0.3% from 2015. In Wallowa County, 2016 travel-related income, \$29.3M, was up 3.2% from 2015.

¹ Oregon Employment Department, “The Employment Landscape of Rural Oregon,” May 2017

² Oregon Employment Dept., Local Area Unemployment Statistics, <https://www.qualityinfo.org/ed-uesti/?at=1&t1=410100000,410400001,410400006,4104000063~unemprate~y~2016~2016>

³ Bureau of Labor Statistics, Labor Force Statistics, <https://data.bls.gov/pdq/SurveyOutputServlet>

⁴ Oregon Employment Dept., “Employment and Wages by Industry”

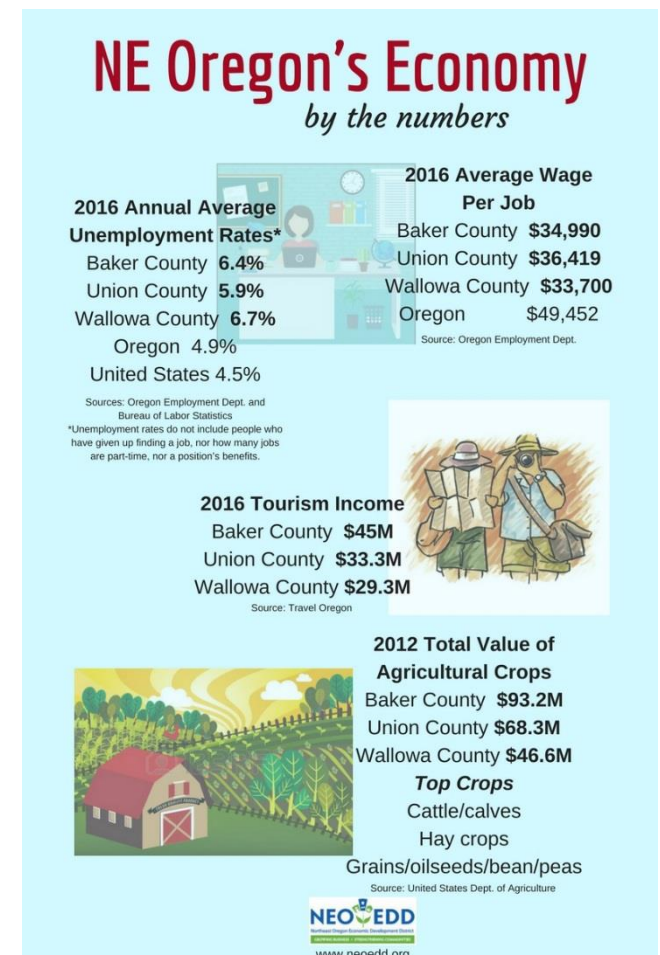
⁵ Oregon Employment Dept., “Current Employment Estimates”

⁶ Travel Oregon, <http://industry.traveloregon.com/news/archive/tourism-spending-oregon-enjoys-seventh-consecutive-year-strong-growth/>

⁷ Oregon Dept. of Agriculture, <https://www.oregon.gov/ODA/agriculture/Pages/Statistics.aspx>

⁸ United States Dept. of Agriculture, https://www.agcensus.usda.gov/Publications/2012/Full_Report/Volume_1_Chapter_2_County_Level/Oregon/st41_2_002_002.pdf

⁹ Hatch Oregon <https://hatchoregon.com/>



The region’s agriculture sector continued to be strong. Sales of both crops and animal products increased in all counties from 2011 to 2012. Baker County experienced a 14% increase in gross farm and ranch product sales from 2011 to 2012. Union County had an 8.1% increase and Wallowa County saw a 7.0% increase.⁷ Oregon State University’s Oregon Agricultural Information Network uses USDA Census of Agriculture data, which is collected every five years; the most recent data was gathered in 2012.

The 2012 Census of Agriculture lists Baker County’s total value of agricultural crops sold as \$93.2M. Union County’s total value of agricultural crops sold is \$68.3M. The top sales by commodity group are from cattle/calves, hay crops, and grains/oilseeds/bean/peas. Wallowa County’s total value of agricultural crops sold is \$46.6M. In all three counties, the top sales by commodity group are from cattle/calves, hay crops, and grains/oilseeds/bean/peas. Additionally, Baker County has sales from specialty crops (vegetables, melons, potatoes, and sweet potatoes).⁸

Actions to Enhance Resiliency

The regional counties’ emergency plans cite in their letters of promulgation a need for post-disaster “recovery: short- and long-term activities that return all systems to normal or improved standards.” However, the plans themselves include little information describing how that recovery might take place. The plans also do not address recovery from a significant economic shift, such as this region experienced in the 1980s-’90s with the decline of the forestry industry. NEOEDD is involved in several activities intended to improve regional resilience in responding to climate change, economic fluctuations, and other stresses. These activities include nurturing a local-investing ecosystem and developing a community food system.

Local-Investing Ecosystem Creation

NEOEDD has engaged partners from throughout the region in an initiative to create a local-investing ecosystem designed to increase the resiliency of the region’s capital system. Re-localizing a portion of citizens’ capital from Wall Street to Main Street will both strengthen local economies and communities, and reduce the effect of negative fluctuations in the stock market on local capital. If 1% of the region’s long-term estimated savings were invested in locally owned businesses, this could create access to \$11 million of capital. Anyone with retirement savings, bank deposits, insurance annuities, or money market accounts is, already, an investor. By diverting just 1% of current investments, we could strengthen the region’s economy. Citizen-investors could help employ local people, reduce their carbon footprint by not having to travel as far for goods or services, and diversify the region’s tax base to improve infrastructure (roads, schools, or water-delivery systems). Developing relationships between citizens with capital, and businesses and organizations can also increase social, political, built, cultural and human capital, further increasing the resiliency of the region.



NEOEDD began discussing these issues with economic development groups throughout the region in 2012, and in 2013 formed the Northeast Oregon Community Capital Collaborative (NEOC³) with the following partner organizations:

- Baker County Chamber of Commerce
- Baker County Economic Development Council
- Blue Mountain Community College Small Business Development Center
- City of La Grande and La Grande Urban Renewal Agency
- Northeast Oregon Economic Development District
- Oregon Rural Action
- Rural Development Initiatives
- Slow Food Wallawas
- Springboard Innovation (Now Hatch Oregon)
- Union County Chamber of Commerce
- Union County Economic Development Corporation
- Wallowa County Business Facilitation
- Wallowa County Chamber of Commerce

Led by NEOEDD, the NEOC³ leverages expertise, resources and regional networks to transform the region's economic ecosystem. In 2016, most of these organizations were supportive solely by helping to promote events and referring people interested in the CPO to NEOEDD staff for follow-up. They were not actively engaged in planning NEOC³ programming.

Oregon's Department of Consumer and Business Services passed a rule called the "Intrastate Offering Exemption" in January 2015. This rule allows Oregon businesses to publicly raise up to \$250,000 without registering their securities (*including Wallowa County resident Judy Goodman, pictured right, with Narendra Varma, her first investor*). Under the rule, investments must only be advertised to and accepted from Oregon residents, with a maximum of \$2,500 invested per Oregon resident in any one offering. Unlike donation-based crowdfunding, this type of crowdfunding has the potential to generate profit for the investor, in the form of interest on a loan or revenue (dividends, profit sharing, or stock appreciation) on equity shares. Under the moniker "Community Public Offering," or CPO, this rule has raised \$469,299 for Oregon entrepreneurs as of May 30, 2017.⁹ See more about NEOEDD's efforts to build a strong local economy in the "Progress in Implementing the CEDS" section.



Community Food System Development

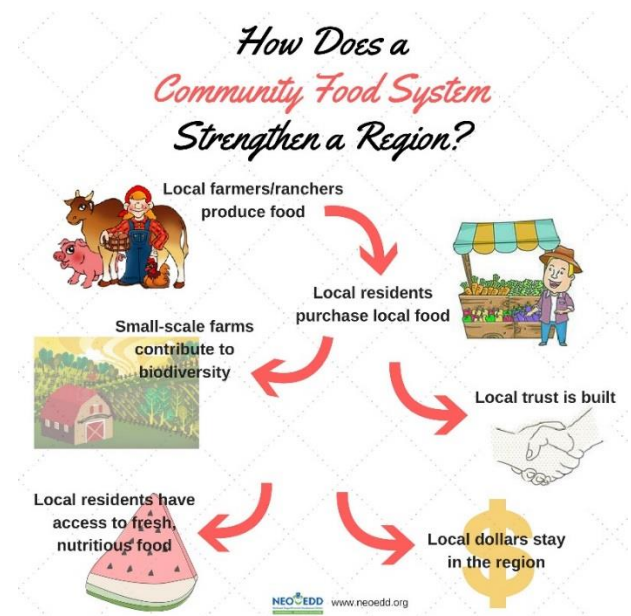
Northeast Oregon is a rural area with a rich agricultural history. From the late 1800s until the 1960s (the era of "get big or get out" agriculture policy) the region was self-sufficient in producing, processing and distributing food to its residents, and exporting products nationally. It is now a region of major agricultural commodity production for international export markets, with a dearth of local agricultural infrastructure and supports, and many low-income, low-food-security communities.

Outreach, networking, and community food assessments have helped residents to share their experiences with the vulnerabilities and challenges of the food system. These include the hugely significant loss of food dollars leaving the region via purchases of foods that have travelled long distances and lost some of their nutrition; and concerns about the loss of knowledge and infrastructure required to grow, prepare, store and process locally raised foods. Citizens have a growing awareness of the vulnerability of a minimal inventory, just-in-time food supply that often comes from other states and countries, as well as concerns about how the current food supply system contributes to foodborne disease and public health.



NEOEDD continues to work collaboratively with partners in the region and across the state, providing development support and capital for food and farm businesses and technical assistance for non-profits working on community food system development (including sponsoring a satellite location of the Washington State University “Women in Agriculture” conference, pictured left, which took place at the OSU Extension Service office in Island City). Community gardens and local farms provide surplus fresh food to schools, food pantries, summer and senior meal programs and other food access outlets. Restaurants, stores and farmers markets are providing outlets for regionally produced vegetables, fruits and meats. Some farms and ranches are selling direct-marketed products, which improves their profits and diversifies their revenue streams. From preschool to high school, students are able to engage in activities to learn about production of food for local consumption, and the economic and health benefits of locally produced and consumed foods.

Community food system development can create resiliency in a number of ways. Purchasing food from local growers could help plug the leakage of capital for non-local food purchases. If residents of the least populated county in the district (Wallowa County) increased local food purchasing to 15 percent, \$1.6M dollars could be generated for the local economy. With locally distributed and consumed food, food safety concerns are more easily traceable. The direct connection with customers can help raise the level of trust and build social capital. Small-scale farms often produce a variety of crops, contributing to biodiversity which helps support the long-term sustainability of ecosystems by building resilience and reducing susceptibility to disease or natural disasters. The freshness of local foods can provide greater nutritional benefits that can contribute to the health and productivity of the populace.



NEOEDD Activity in 2016

NEOEDD received a grant from the Meyer Memorial Trust to support a variety of food-systems work for two years, including support of activities of the Oregon Community Food System Network (OCFSN); support of Union and Baker Extension Service offices' community food assessments, which will be conducted in 2017 by a RARE Americorps member; and a food hub feasibility study in Wallowa County.

During the past year NEOEDD staff provided leadership for the OCFSN, a cohort of 46 Oregon food-system partner organizations. The network has an initial focus on the statewide priorities of Access to Land, Wholesale Success, Veggie RX and SNAP-Match (food stamps). An interim leadership team and 4 project teams have worked to generate and coordinate strategic actions, shared messaging, and evaluation measures, and to procure additional funding and provide network governance and communication. District staff are serving as the president of the Leadership Team and on the Access to Land and Wholesale teams, and assisting with the supervision of a RARE Americorps coordinator.

Eleven food-related businesses participated in the most recent offering of the Business Foundations planning classes. Six businesses in NE Oregon are utilizing CASA of Oregon's Individual Development Account matched-savings program to start or expand their food/farm-related businesses. NEOEDD has also provided support for a Wallowa County-based quinoa project, which is developing a business plan and funding strategy.

Changes in Goals/Objectives/Action Plans/Priorities/Projects

While there have not been any major changes to its goals, objectives or action plan since 2013, NEOEDD has conducted periodic calls for projects. The board may set NEOEDD's priorities at any time, and projects may be submitted or updated at any time.

NEOEDD entered into a pilot agreement with the Mid-Columbia EDD to use an online platform for CEDS projects, called Agora. Agora connects local communities and funding sources (public, private, and philanthropic) by offering one location for civic groups and funding sources to come together around common interests. NEOEDD staff hope that Agora will enable civic leaders to build a strong funding case for their projects. Community leaders, including city and county staff, elected officials, and nonprofit directors, are encouraged to create a profile and register projects for which they seek funding. NEOEDD staff will then review each project proposal and provide free consultation about ways to make each proposal stronger and more compelling to potential funders. Once logged in, users can create networks of other community leaders and organizations and view their projects. And users can, of course, upload their own projects, called "deals." Private capital providers, such as state and federal agencies, community foundations, and banks, and philanthropic sector individuals and organizations are also encouraged to register so they can view projects and consider them for funding. The intention is for this platform to replace past CEDS lists in NEOEDD's annual updates. The platform can be more dynamic, current, and augmented with photographs and other images.

| 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 finance, individuals invest and spend more money locally | More locally produced food eaten in the region, increased exports of value-added food | More tourists spend more money in the region | Infrastructure meets local need, non-profits accomplish 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, Local Loyalty Point program 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 | Economic development project information disseminated, CEDS updated, staff knowledge increases |
| Activities | Local investing ecosystem, IDAs and loans for businesses, networking opportunities, counseling & referrals for entrepreneurs | Training for food producers and organizations, connecting producers, helping implement strategic plans | Bicycle and agritourism projects, Rail-with-Trail support, information for tourism partners | Project development & funding assistance, organizational development training, IDAs for education, community fund development | EPA funding for environmental assessments, improving staff knowledge, coordinating projects with partners | Disseminating information, supporting leadership development, engaging partners, encouraging youth |
| Partners | Chambers of commerce, Hatch, 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 |

Progress in Implementing the CEDS

NEOEDD made significant progress in implementing the CEDS Action Plan. We are reaching the end of this five-year action plan, and much was accomplished this year. A summary of NEOEDD's goals, and the activities undertaken to reach them in the past year, is listed below.

Goal 1 – Entrepreneurial Development

Provide access to capital, technical assistance, and training for businesses to start, grow, and thrive.

- A. NEOEDD serves in a leadership role and promotes the community-capital initiative via the Northeast Oregon Community Capital Collaborative (NEOC³), the mission of which continues to be to leverage expertise, resources and regional networks to transform the region's economic ecosystem. NEOC³ partners met in May 2015 to plan activities, review progress and update the strategic plan for 2015-2017 activities; they have not met since then but have communicated via email and telephone. Factors involved include staffing changes at the chambers of commerce and organizations such as Slow Food Wallowas and Oregon Rural Action suspending activity.

Hatch Oregon and Community Public Offerings

The majority of NEOC³ effort has been focused on educating the public and preparing local entrepreneurs for capital-raising. NEOEDD continues to work with the nonprofit Springboard Innovation (now Hatch Oregon) to provide technical assistance for NEOC³. Amy Pearl, Hatch's founder and executive director, was instrumental in persuading Oregon's government to authorize in January 2015 an Intrastate Offering Exemption, known as the "Community Public Offering" (CPO), which allows Oregon entrepreneurs to make public securities offerings to Oregonian investors on a limited basis. Oregon businesses may publicly seek debt or equity investments of up to \$250,000 without registering their securities. Unaccredited Oregonian investors may invest up to \$2,500 per deal. Hatch Oregon received a USDA Rural Development to provide a detailed training series in early 2016 for businesses in Baker and Wallowa counties interested in completing a CPO. A training session for Union County is planned for Summer/Fall 2016.

Hatch Oregon has taken the lead in gathering Oregon entrepreneurs who are interested in trying out this new rule. Hatch staff and CPO entrepreneurs have traveled the state in small groups to spread the word and try to attract investors. Joseph energy-bar maker, Judy Goodman, launched a CPO for her business, BGood Bars, and raised \$20,000. Four business owners completed the CPO training but have not launched a CPO campaign. NEOEDD staff continue to vet potential entrepreneurs who would be good candidates for launching a CPO as well as recruiting potential investors.

Recent Public Events

NEOEDD continued to explain to interested Oregonians how they can support their communities in a manner that is not charitable giving, but an investment with a potential for monetary returns via NEOC³-sponsored public events and state and national conferences such as the National Association of Development Organizations. Since July 2015, NEOC³ has hosted the following workshops and events in Baker, Union,

and Wallowa counties, serving approximately 25 potential investors or entrepreneurs:

November

Local entrepreneurs attended the “Raising Local Capital” workshop in Enterprise. This workshop considers CPOs and other forms of community capital (loans from friends or family, pre-sales, etc.) along with traditional sources of financing such as bank or revolving loan fund (RLF) loans.

December

There were two additional “Raising Local Capital” workshops in December in La Grande and Baker City.

January

“How to Be a Smart Local Investor” was presented in Joseph. This workshop prepares people who have the means and desire to invest in local businesses to vet entrepreneurs and consider investment options.

April

“How to Be a Smart Local Investor” was presented in La Grande.

- B. NEOEDD provides access to Individual Development Accounts for people saving for business or education goals. NEOEDD was awarded \$85,000 of matching funds in 2016, which supported 34 savers in 2016 with an 87.5% graduation rate. NEOEDD continues to participate in VIDA’s pilot for vehicle purchases. Three IDA savers purchased vehicles in 2016.
- C. NEOEDD provided business assistance services through business planning and training workshops. More than 350 individuals were provided services through business planning, local investing, and training workshops held in all three counties. NEOEDD’s most popular training is a six-week series called “Business Foundations.” This workshop series provides a curriculum that leads small business owners and entrepreneurs through the process of identifying their target customers, building a business plan, marketing their business, and creating financial documents that clarify their break-even point and other accounting necessities. Forty-nine people attended these workshops in the fall of 2016 through the spring of 2017. In addition to this series, NEOEDD partnered with local entities such as the Employment Office and a law firm to host workshops about hiring an employee (9 business owners); working with an attorney (17 people); and an intensive, 3-day strategic-planning retreat for established businesses (7 people plus NEOEDD staff).
- D. NEOEDD maintained a strong loan portfolio and operations. During the past year, 4 new loans were closed and 35 businesses served via the loan portfolio.

Goal 2 – Food System Development

Increase economic activity related to production, processing, marketing and consumption of locally produced foods by fostering business development and working collaboratively with local government and non-profits.

- A. *NEOEDD has made progress with its Meyer Memorial Trust grant to conduct, over a two-year period, a number of food-systems-economy related efforts:
Preliminary research for a feasibility study for a Wallowa County food hub that could provide a location for aggregation, storage, and distribution of farm products and retail sales of value-added products is underway and steering committee members are being recruited. Consultation with OSU Extension for completion of Community Food Assessments in Union and Baker counties and identification of ways to expand the access to and use of existing, new or alternative crops and value-added processing.
Participation in Oregon Community Food Systems Network (OCFSN) workgroups, as described below.*
- B. NEOEDD staff participated in the Leadership, Wholesale, and Access to Land teams, and an Equity work group, for the OCFSN, including attendance at the Wholesale Tour in southwestern Oregon (25 attendees) and the annual convening, this year in Silverton (70 attendees). NEOEDD continues to promote the OCFSN and present information on food system indicator data available at the county level. Attendees provided information on activities they are involved in, plans for future projects, and ways to move forward on priority areas of interest.
- C. NEOEDD provided training and resources for food businesses. Five people accessed Individual Development Account matched savings to start or expand their food/farm-related businesses. NEOEDD also provided business-development support for a rancher looking at succession planning and creative lease agreements and business structure; three entrepreneurs for start-up resources for a greenhouse; an agritourism business for start-up resources; a family farm for succession planning/family meeting facilitation; and a bakery business for information on licensing and food processing regulations, as well as a referral to licensing agency contacts, and information on business financing and business planning resources.
- D. NEOEDD conducted outreach and shared-funding resources, research reports and other food-system resources to the public via social media and the organization’s website.

Goal 3 – Tourism Development

Access resources and provide technical assistance to leverage tourism assets for economic development

- A. NEOEDD supported the development of bicycle-tourism projects. Staff promoted participation in the Oregon Department of Transportation public-input process for planning of cycling-related developments in the Joseph/Wallowa Lake area. Staff participated in meetings with tourism partners regarding upgrades to the Wallowa Mountain Loop Road (Hells Canyon Scenic Byway) and the need for timely information regarding closures, improvements etc.

B. *The Northeast Oregon and Oregon's Rugged Country Agritourism Development project was completed and a final report submitted to USDA Rural Development, which provided funding support for the project. Project activities were conducted between August 6, 2015 and November 30, 2016. The project engaged an agritourism development consultant and project partners Travel Oregon and Eastern Oregon Visitors Association to complete project activities. Results included:*

- *Northeast Oregon agritourism working group formed, with eight meetings held in five different locations throughout the region and 23 businesses participating*
- *Rugged Country agritourism working group formed, with ten meetings held in seven different locations throughout the region and 13 businesses participating*
- *Inventory of existing agritourism and culinary products for each region completed, with 236 businesses listed*
- *Educational workshops held in each region with 15 businesses participating in the Northeast region and 7 businesses participating in Oregon's Rugged Country.*
- *Marketing plan completed including trend analysis, marketing goals and objectives, defined target markets, agritourism branding and promotion strategies and timeline.*
- *Development of the Cove-Union farm loop tour itinerary with wayfinding, signage, print and digital promotion, with 22 businesses listed <http://coveoregon.org/wp-content/uploads/2016/07/Cove-Union-Farm-Loop-brochure-web.pdf>*
- *Development of the Whiskey & Rocks farm loop itinerary from Pendleton to Milton-Freewater with narratives completed and routes mapped*
- *Development of the River to Hills farm loop tour itinerary for western Umatilla County and Morrow County with narratives completed and routes mapped*
- *Development of eight new or improved ag/culinary tourism opportunities including a wine tasting room, U-Pick flowers, on-farm egg sales, U-Pick berries, on-farm brewery, farm-fresh baked goods, and three on-farm lodging opportunities*
- *Businesses reported 52.2 jobs retained and 9 jobs created*

In addition:

- *Seven businesses received one-on-one consultations on-site*
- *Two businesses received one-on-one consultations by phone*
- *Seventeen businesses visited as part of agritourism-familiarization tours*
- *Fourteen additional resource partners engaged to provide information and referrals to participating businesses during workshops, meetings or tours; including federal and state regulatory agencies, business services providers, funders, and Chambers of Commerce*

C. NEOEDD assisted with activities to move forward with planning for a "pilot project" for Joseph Branch Rail-with-Trail segment from Joseph to Enterprise. Work has included research of the need for transportation and land-use plan amendments in Joseph, Enterprise and Wallowa County, and planning for fundraising, adjacent landowner outreach and other public information processes.

- D. NEOEDD assisted Travel Oregon to convene and subsequently participated in county-level tourism organizing and planning activities in Wallowa County. Staff also provided referrals and outreach for Travel Oregon and Eastern Oregon Visitor Association promotional opportunities available to tourism businesses.

Goal 4 – Non-Profit and Local Government Support

Access resources and provide technical assistance and contracted services to plan, fund and implement projects and develop capacity

- A. NEOEDD provided assistance with project development, funding plans, funding applications and grant administration for infrastructure and community-development projects. Staff:
- Contracted grant-administration work for the Community Development Block Grant-funded (CDBG) wastewater projects in Halfway and Richland. This included managing the mandatory display of a Fair Housing exhibit in the two towns.
 - Contracted services for organizational-development services to Grande Ronde Symphony Association, Creating Memories, Eastern Oregon Mediation Center, Divide Camp, and Soroptimist International of Wallowa County.
- B. NEOEDD provided 9 Individual Development Accounts (IDAs) to individuals saving for post-secondary education.
- C. NEOEDD received funding from Meyer Memorial Trust to add an equity module to the Grant Ready Training series and offer the workshop series in our region in the coming year. Funds were also awarded to develop staff capacity to engage in equity work, and to organize and host a series of regional nonprofit roundtable discussions during the next two years.
- D. Staff continued to provide certified payroll assistance to the cities of Enterprise, Halfway, and Richland.

Goal 5 – Brownfields Redevelopment

Access resources and provide technical assistance to remove barriers to reuse of potentially contaminated industrial and commercial lands

- A. The EPA contract was amended and extended to December 31, 2016, to allow some of the assessment funds to be used to conduct additional work on the Rail-with-Trail feasibility study for the Wallowa Union Railroad. Staff completed the procurement and contracting process for this activity. Staff prepared and submitted the final narrative and financial report for the EPA Brownfields Assessment grant.

Goal 6 – Collaborative Planning, Partnerships, Leadership

Participate in region-wide collaboration, facilitation and cooperation to plan and implement community growth and sustainability

- A. NEOEDD engaged community partners, private-sector representatives, local government, and non-profit representatives in discussions about regional opportunities, projects and priorities. Press releases and e-newsletters were used to solicit input on projects for the district CEDS update. Staff participated in the Governor’s Regional Solutions Advisory Team meetings to discuss projects, priorities and opportunities.
- B. NEOEDD presents information about community/economic resources, activities and lessons learned to public/private groups daily through social media (Facebook and Twitter), occasional e-blasts to targeted audiences, and via a monthly e-newsletter with approximately 900 subscribers.
- C. NEOEDD staff participate in the Oregon Economic Development Districts and National Association of Development Organizations meetings and information-sharing opportunities to enhance their knowledge of potential funding sources and to communicate how existing funding sources benefit regional projects.
- D. NEOEDD continues to work with the City of La Grande, La Grande Main Street, and Business Oregon on the creation of the Entrepreneurial Center at La Grande’s Historic Firehouse.

Regional Projects

| Project Sponsor/ Proponent | Project Name | Project Type | Project Description | Job Creation | Budget in \$ | Funding Source | Timeframe | Sponsor Priority |
|---|--|----------------------|--|----------------------------------|--------------|---|-----------|------------------|
| NEOEDD | Entrepreneurial Development | Technical Assistance | Adult and youth entrepreneurial education, training, technical assistance, access to capital, networks, culture and environment that supports entrepreneurs | 25 | 60,000 | Foundations, donations, fee for service, CDBG, VIDA | 2017-2018 | 1 |
| Wallowa Union Historic Trail Consortium | Rail with Trail Feasibility Study | Planning | Planning, zoning and fundraising to construct pilot segment of 63-mile rail-with-trail on the Joseph Branch line between Elgin and Joseph | 12 | 1.2 M | Public, private, OPRD, ODOT, ODFW, grants | 2017-2020 | 1 |
| Northeast Oregon Network (NEON) | Pathways Community Hub | Technical Assistance | Support and care-coordination pathways with newly trained Community Health Workers. | 3.5 FTE sustained 1.5 FTE new | 600,000 | MMT, Fed office of Rural Health Policy | 2017-2018 | 1 |
| NEOEDD | Create Local Investing Tools to Support Local Businesses | Technical Assistance | Create a local investing ecosystem that will support local business start-up and expansion | Unknown | 90,000 | RBEG, TFFF | 2017-2020 | 2 |
| Northeast Oregon Network (NEON) | Community Health Worker Workforce Development | Technical Assistance | Community Health Worker training program | 0.5 sustained | 10,000 | PacificSource, earned revenue | 2017-2018 | 2 |
| NEOEDD | Regional Food System Development | Technical Assistance | 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 | 5 | 40,000 | Foundations, donations, fee for service | 2017-2019 | 3 |

Regional Projects (continued)

| Project Sponsor/ Proponent | Project Name | Project Type | Project Description | Job Creation | Budget in \$ | Funding Source | Timeframe | Sponsor Priority |
|---------------------------------------|---|----------------------|--|---------------------|---------------------|------------------------------|------------------|-------------------------|
| NEOEDD | Technical Assistance to Communities and Non-Profits | Technical Assistance | Workshops and professional assistance in the areas of organizational and/or project development, budgeting, funding, management and evaluation, DEI – diversity, equity and inclusion training | 0 | 80,000 | Foundations, fees, donations | 2017-2019 | 4 |
| NEOEDD | Community Endowment Fund Development | Technical Assistance | Outreach, planning and support for establishment and/or grow community endowment funds (local advisory board with funds managed by Oregon Community Foundation) in region | 0 | 10,000 | Foundations, donations | 2016 | 5 |

Baker County Projects

| Project Sponsor/ Proponent | Project Name | Project Type | Project Description | Job Creation | Budget in \$ | Funding Source | Timeframe | Sponsor Priority |
|-----------------------------------|--|---------------------------------|---|--------------|--------------|---|-------------|------------------|
| City of Sumpter | Wastewater treatment upgrades | Infrastructure | Build a contact tank for chlorination of effluent and upgrade discharge system | 0 | 430,000 | OBDD/IFA | 2017 | 1 |
| City of Sumpter | Replace City Shop | Infrastructure | Replace city shop which collapsed under snow load | 0 | 160,000 | Insurance | 2017 | 2 |
| Baker City | Wastewater treatment plant | Facility Construction/ Rehab | Build a new wastewater treatment plant | 0 | 10M | Grants, wastewater revenue | 2030 | 1 |
| City of Halfway | Wastewater System upgrade | Infrastructure | Design and construction for wastewater treatment plant and collection system upgrades | 0 | 4.87M | OBDD/IFA | 2015-2017 | 1 |
| Burnt River Community Leaders | Burnt River Agriculture Studies Institute (BRAGSI) | Facility Construction/ Rehab | Private residence/charter high school on a working cattle ranch for approx. 20 students with a strongly agriculture/natural resource-based curriculum | 2-5 | 850,000 | Seeking grant opportunities and private investors | 2015-2016 | 1 |
| City of Haines | Water System Improvement Project | Infrastructure | Upgrade water system | 0 | 5M | All public; applying for Business Oregon grant | 2015-2018 | 1 |
| Baker County | Mason Dam Hydroelectric Project | Facility Construction/ Rehab | Install a 3-megawatt power plant on Mason Dam | 1 | 4.5M | Federal Energy Loans | 2014-2016 | 1 |
| Baker County Economic Development | Elkhorn Industrial Park Freight Transload Facility | Infrastructure | Regional commodities from Baker, Union, Grant and Malheur Counties can be stored before being shipped via truck and/or rail | Unknown | 1.6M | Unknown | State of OR | 1 |

Baker County Projects (continued)

| Project Sponsor/ Proponent | Project Name | Project Type | Project Description | Job Creation | Budget in \$ | Funding Source | Timeframe | Sponsor Priority |
|---------------------------------------|-------------------------------|----------------------|---|---------------------|-------------------------|---|------------------|-----------------------------|
| Crossroads Carnegie Art Center | Baker City Arts Asset Mapping | Technical Assistance | Bring together economic development orgs, property owners, gov't and arts organizations to identify opportunities for expansion of arts-related industry. Identify the top needs for infrastructure and human capital of current arts businesses (both profit and non-profit) | Unknown | 1,000 | None | 2015 | 1 |
| Baker City | Mountain Line Re-build | Infrastructure | Rebuild 17 miles of mountain line (drinking water) | 0 | 5M | Grants, water sales revenue | 2020 | 2 |
| Baker Technical Institute | Ag Sciences Live Animal Lab | Infrastructure | Capital costs for cattle-handling equipment to create a live animal lab directly tied to animal science courses | | 20,000 | Grants, public and private | 12 months | 2 |
| Crossroads Carnegie Art Center | Dance Instructor Recruitment | Other | Regional or national search for a high-quality dance instructor | 1 | 20,000 | Baker County Economic Development, grants | 2015-16 | 2 |
| Baker Technical Institute | CDL Training Start Up | Infrastructure | Start-up heavy equipment (semi-truck) and other capital costs to offer commercial-license training | 1 FTE (new) | 200,000 | Grants, public and private | 18 months | 3 |
| Baker City | Downtown Court Plaza | Infrastructure | Gathering area, pedestrian connection to Leo Adler Pathway | 0 | 300,000 | General fund and grants | 2018 | 3 |
| Crossroads Carnegie Art Center | Artists Development Programs | Technical Assistance | Partner with other regional arts organizations to have high-quality artist-development programs with the support of Economic Development | 0 | 5,000 | Grants | -- | 3 |

Baker County Projects (continued)

| Project Sponsor/ Proponent | Project Name | Project Type | Project Description | Job Creation | Budget in \$ | Funding Source | Timeframe | Sponsor Priority |
|---------------------------------------|---|---------------------------------|---|--|-------------------------|---------------------------------------|------------------|-----------------------------|
| Baker City | Watershed Enhancement | Infrastructure | Increase USFS management of land/forest to maintain watershed health and reduce risk of catastrophic fire on private lands & USFS lands | 0 | 30,000 | OWEB and prison crews, Forest Service | 2015-2016 | 4 |
| Crossroads Carnegie Art Center | Artist Relocation Program | Technical Assistance | Attract new artisans to live, work and create new vitality for county | “Significant but unknown at this time” | 12,000 | Grants | 2016-17 | 4 |
| Crossroads Carnegie Art Center | Sister Campus Project | Other | Develop a partnership with the Oregon College of Arts and Crafts in Portland to create a sister campus in Baker City | Potentially high | Unknown | Unknown | 2015-2016 | 5 |
| Crossroads Carnegie Art Center | Expansion Feasibility Study | Facility Construction/ Rehab | Beginning a five-year search for an additional location to expand our services | 0 | 20,000 | Grants | 2015-2020 | 6 |
| Baker County | Lime Brownfield Industrial Site Redevelopment | Infrastructure | Prepare site for redevelopment | Unknown | 1-2M | EPA, DEQ | 2017-2020 | -- |
| Baker County | Events Center Renovation | Facility Construction/ Rehab | Renovate existing facility for conventions and meetings | 1 | 250,000 | Private foundations | 2015-6 | -- |
| Baker County | Public Health Building | Facility Construction/ Rehab | Purchase or construct a building for County Health Department | 1 | 2M | CDBG | 2015-2016 | -- |

Union County Projects

| Project Sponsor/ Proponent | Project Name | Project Type | Project Description | Job Creation | Budget in \$ | Funding Source | Timeframe | Sponsor Priority |
|---------------------------------------|---|---------------------------------|--|--|-----------------|---|-----------|---------------------|
| City of Union | Replace City Charter | Technical Assistance | Need technical assistance to replace City Charter from 1945 | 0 | 10,000 | General fund | 2015-2018 | 1 |
| Cove-Union-Powder Medical Association | Catherine Creek Manor Assisted Living Facility | Facility Construction/ Rehab | Site and develop a 16-bed assisted-living facility in Union | 10 | 1.5M | USDA, private | 2017-2020 | 1 |
| Liberty Theatre Foundation Inc. | The Liberty Theatre Restoration Project | Facility Construction/ Rehab | Restoring La Grande's Liberty Theatre as a regional performing arts center | 10-15 restoration, 2-3 FT plus 1-2 PT for operations | 3.5M | 10K from Ford Family, Natl Trust for Hist Preserv. City 9K. 20K private donations. Corp 3K. | 2016 | 1 |
| City of La Grande | Pierce Road Industrial Property Infrastructure | Infrastructure | The City has expanded its UGB to include 200+ acres of "large lot" industrial lands to allow for future industrial growth and be competitive for industrial projects seeking large-acreage sites | 200+ | 5M | None yet | 2015-2020 | 1 |
| City of Island City | Well #5 Project | Infrastructure | New well, reservoir, distribution system upgrades | 1 | 3M | USDA Rural Development | 2015-2016 | 1 |
| Eastern Oregon Film Festival | Cinema Arts Exhibition Enhancements | Infrastructure | Cinema Arts Exhibition Improvements | 0 | 25,000 | Private gifts, OCF, MMT, Wildhorse | 2015-2016 | 1 |
| Eastern Oregon University | Grand Staircase | Facility Construction/ Rehab | Repair and restoration | 0 | 2M | Grants, state funding, private gifts | 2015-2020 | 1 |
| UCEDC, City of La Grande | La Grande Business & Technology Park Infrastructure | Infrastructure | Roads, utility improvement to serve lots in La Grande Business & Technology Park | 100+ | 2.5M | Immediate Opportunity Fund, City of La Grande URA | 2015-2016 | 2 |

Union County Projects (continued)

| Project Sponsor/ Proponent | Project Name | Project Type | Project Description | Job Creation | Budget in \$ | Funding Source | Timeframe | Sponsor Priority |
|---|---|---------------------------------|--|-------------------------------------|-------------------------|------------------------------------|------------------|-----------------------------|
| City of Union Revitalization project | Main Street Revitalization Project | Planning | Revitalization project to reflect the historic character of Union's buildings and including all transportation routes noted in TSP | 4 | 80,000 | Taxpayers | 2015-2020 | 2 |
| City of Union | RV Dump Site | Infrastructure | RV dump site | 0 | 0 | Unknown | 2015-2020 | 3 |
| City of Union | Industrial Park Development | Infrastructure | Needs-assessment to consider purchasing and partitioning industrial land, extending rail spur or water/sewer, developing roads and sidewalks. Achieve industrial site certification from Business Oregon | Unknown | Unknown | Unknown | 2015-2020 | -- |
| Eastern Oregon University | Career Technical Center | Technical Assistance | Regional community collaborative to respond to local business needs & establish & provide career technical training in Union, Baker and Wallowa counties for students at all levels | 2 teaching, 1 staff; 30 region-wide | 2M | Local in-kind, state funds, grants | 2015-2017 | -- |
| Union County, City of La Grande | Union County Fairgrounds Master Plan | Planning | Prepare a Master Plan for the Union County Fairgrounds | 0 | 75,000-100,000 | Unknown | 2014-2016 | -- |
| Union County, Buffalo Peaks Golf Course | Buffalo Peaks Club House/Community Center | Facility Construction/ Rehab | Clubhouse to serve golfers at Buffalo Peak and community center for City of Union | 10 | 1.5M | Unknown | ASAP | -- |

Union County Projects (continued)

| Project Sponsor/ Proponent | Project Name | Project Type | Project Description | Job Creation | Budget in \$ | Funding Source | Timeframe | Sponsor Priority |
|-----------------------------------|---|------------------------------|--|---------------------|---------------------|--------------------------|------------------|-------------------------|
| City of North Powder | New City Hall & Library Plan | Facility Construction/ Rehab | Preliminary Planning stages to replace city hall | Unknown | Unknown | Unknown | 2014-2020 | -- |
| City of North Powder | Wastewater Master Plan | Planning/ Infrastructure | Overall plan for wastewater treatment | 0 | 135,000 | IFA, DEQ wastewater fund | 2016-2017 | -- |
| UCEDC, Union County, local cities | Industrial Land Supply/Strategic Marketing Plan | Technical Assistance | Economic opportunities & targeted industries analysis, industrial land/zoning surveys, marketing plan to ensure supply of marketable industrial land | 0 | 100,000 | Unknown | 2017-2019 | -- |
| UCEDC, Union County | Baum Industrial Park infrastructure | Infrastructure | Paving of streets to complete infrastructure development | 0 | 500,000 | Unknown | 2017-2019 | - |

Wallowa County Projects

| Project Sponsor/ Proponent | Project Name | Project Type | Project Description | Job Creation | Budget in \$ | Funding Source | Timeframe | Sponsor Priority |
|-------------------------------|---|---------------------------------|--|---|-----------------|--|-----------|---------------------|
| City of Joseph | Water/Sewer Extension to Joseph Industrial Land | Infrastructure | Extend water/sewer service along Russell Lane to industrial-zoned property within city limits | 45 | 250,000 | Unknown | 2016-2017 | 1 |
| Associated Ditch Company | Wallowa Lake Dam Rehabilitation | Facility Construction/ Rehab | Reconstruction of Wallowa Lake Dam | 20 Construction | 15M | Private and/or Government | 2015-2018 | 1 |
| Wallowa Memorial Hospital | Recreation/ Therapy Center | Facility Construction/ Rehab | Facility with swimming pool so Physical Therapy can provide water rehabilitation & fitness room, public wellness classes | 8 FTE | 4M | Unknown | 2016-2018 | 1 |
| ODOT | Bike Path from Joseph to Wallowa Lake | Infrastructure | Planning, design and construction of bike/pedestrian path from Joseph, along Wallowa Lake to the head of Wallowa Lake | 0 | 8.7M | Federal highway funds | 2018-2020 | 1 |
| WR Community Solutions Inc. | Wallowa County Fairgrounds Biomass Heating System | Facility Construction/ Rehab | Build a biomass-fired district heating system for all buildings and users located at Wallowa County Fairgrounds | 3-4 in development & construction, PT for operation & maintenance | 300,000 | USDA REAP, ODOE – RETC | 2015-2018 | 1 |
| Wallowa County Museum | Restoration | Facility Construction/ Rehab | Restoration and historic preservation of the main museum building, which is on the National Register | 0 | 105,000 | Foundations donations, Preserving Oregon | 2014-2016 | 1 |
| City of Joseph | Joseph City Park Improvement | Facility Construction/ Rehab | Improve safety of playground equipment, upgrade restrooms | Unknown | 50,000 | City/grants/ fundraising | 2016-2017 | 2 |

Wallowa County Projects (continued)

| Project Sponsor/ Proponent | Project Name | Project Type | Project Description | Job Creation | Budget in \$ | Funding Source | Timeframe | Sponsor Priority |
|---|---|------------------------------|--|---|---------------------|---|------------------|-------------------------|
| WR Community Solutions Inc. | Big Sheep Hydro | Infrastructure | Collaborative partnership with local landowners/irrigators to construct a 1 megawatt hydro project | 3-4 in development & construction, PT for operation & maintenance | 1M | Private equity and USDA REAP, ODOE-RETC and ETO | 2015-2017 | 2 |
| City of Enterprise | Jensen Ball Field Improvements | Facility Construction/ Rehab | Construction of new restrooms and concession facilities | Retained; all projects will be bidded out | 80,000 | Retained; all projects will be bidded out | 2015-2016 | 2 |
| City of Joseph | Sidewalk extension | Infrastructure | Construct sidewalks to connect Main St. to Alpine House (assisted living facility) and rodeo grounds | Unknown | 329,000 | STIP | 2017-2018 | 3 |
| City of Joseph | Joseph (Hillock) property | Infrastructure | Extend sewer lines to property line | Unknown | 30,000 | Business Oregon | 2016-2018 | 4 |
| City of Joseph/WR Community Solutions, Inc. | Municipal Hydropower Design and Permitting | Technical Assistance | Feasibility study to be complete in August, if favorable will move to design/permit phase for conduit-based micro-hydroelectric project associated with City of Joseph Water Treatment Plant | Unknown | 15,000 | Energy Trust of Oregon | 2015-2018 | -- |
| Wallowa Resources Community Solutions Inc. | City of Enterprise Woody Biomass Heating System | Infrastructure | Build and operate a centralized biomass heating plant servicing the firehouse, city hall, and public library, which house many offices | 5 FTE 1 month/ construction, 0.5 FTE/ operations | 182,000 | ODE tax credit, USDA REAP, ODF | 2015-2018 | -- |

Wallowa County Projects (continued)

| Project Sponsor/ Proponent | Project Name | Project Type | Project Description | Job Creation | Budget in \$ | Funding Source | Timeframe | Sponsor Priority |
|---|--|-----------------------------------|---|---|--|--|------------------|-----------------------------|
| Wallowa Land Trust | East Moraine Conservation Forest Legacy | Acquisition and Trail Development | Fee title acquisition of 1,747 acres to be placed in public ownership & permanently managed as community forest with public access through public-private partnership | 0 | 8.7 M | Forest Legacy, donations, foundations, OWEB | 2015-2019 | -- |
| Maxville Heritage Interpretive Visitor Center | Business Plan and Pro forma for Preservation of Maxville Cabin | Technical Assistance | Assessment and documentation of Maxville Cabin's condition and stabilization needs, to prepare a treatment strategy & possible restoration | 2 (training for preservation restoration) | 5,000 plus in-kind work from Staff and students at CCC | Oregon Heritage, National Parks Service, CLE | 2016 | -- |