



# *APPENDIX A:* COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

2023-2028



Northeast Oregon Economic Development District

GROWING BUSINESS :: STRENGTHENING COMMUNITIES



# ACKNOWLEDGMENTS

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# APPENDIX A: ADDITIONAL PROJECTS

The CEDS captures priority projects in each of the four strategic priority areas. During the CEDS planning process, we also identified many existing efforts which should continue, and many ideas for additional projects that did not rise to the level of top or middle priority.

This appendix includes a list of existing efforts and additional project ideas organized into the four strategic priority areas. It concludes with a case study using the City of Island City.

## WORKFORCE

The following workforce development activities are currently happening in the region:

**Youth development:** Preparing young people for careers and offering opportunities to build job skills while still in school (secondary and post-secondary)

- **Internships:** Placing youth with local employers to gain job experience
- **Experiential learning:** Embedding real-world projects into classes to give students practical experience as part of their education

**Skills training for adults:** Helping adults gain the skills they need to enter and thrive in the local job market

- **Preparatory skills:** Offering job-readiness training so adults are prepared with basic job skills, including GED, financial skills, and basic life skills
- **Specialized skills:** Offering specialized training such as pre-apprenticeship and apprenticeship programs that prepare adults for skilled trades and services careers

**Job resources:** Providing connections between jobs and employees through activities like career fairs and networking events

**Reintegration of incarcerated individuals:** Connecting previously incarcerated individuals with job opportunities

**Workforce gap identification:** Working directly with local employers to identify gaps

**\*Note:** *Entrepreneurship-related activities are captured in Business Development.*

# DETAILED ONGOING WORKFORCE ACTIVITIES

Who?	Doing What?
Baker Technical Institute	Work directly with local employers to identify gaps (Behlen needs more certified welders)
	Adult Vocational Trainings. Some trainings such as heavy equipment operator training is mobile and is provided on site at 7 tribes throughout Oregon.
	Provide training in: heavy equipment operators, trucking, construction, healthcare, welding, computer sciences, utility safety training. Training expanding to meet regional needs
La Grande School District	Getting funds to support youth program to build homes for educators
Wallowa Co Economic Development	ESD starting a youth internship program using an OCF grant
Training and Employment Consortium	Services and training for youth and adult job seekers.
Building Healthy Families	Mentor Match Team Entrepreneur Program (Wallowa County)
Viridian	Applied for grant with ESD to build a training facility in Enterprise - teach adults who have no skills about construction
Eastern Oregon Workforce Board	From 2020-24 - EOWB Eastern Oregon Strategic Plan:
	On the job training in all 8 EO counties
	Internship program (in 2nd year) started in Union County but expanding
	Coordinating 5 career fairs, one at EOU (EO Career Expo), Wallowa County ESD, and BTI (construction and manufacturing)
	Early childhood education partnership - solving issues such as training, recruitment and retention
	Manufacturing, transportation and health/behavior health sector partnership
	Reintegrate incarcerated individuals into the workforce (North Powder)
Wallowa County	Supports existing programs in the schools and creates new opportunities like internships with local employers - either for credit or pay - as well as aptitude/interest/skill testing and other on-the-job style trainings in medicine and construction
Genuine Wallowa County LLC and its ABN GWC Provisions	"Employs" (by purchasing product from) approx. 50 farmers, ranchers, and micro-manufacturers in NE Oregon (as well as others in the greater Pacific NW)





Who?	Doing What?
Eastern Oregon's WorkSource Oregon Centers	Career solutions including:
	Workforce preparation
	Short-term pre-vocational services, licensing, and certifications
	Internships and work experiences
	Occupational skills training
	Workplace training and cooperative education
	Skills upgrading and retraining
	Entrepreneurial skills training
	Job readiness training
	Adult education and literacy
	Pre-apprenticeships
	Registered apprenticeships
	Financial aid information
Eastern Oregon University	Rural Engagement & Vitality (REV) Center
	Workforce preparedness as component of strategic framework (analyze data provided by alumni on programs preparing them for entering the workforce)
	Experiential learning opportunities
	Partnerships with TVCC and BMCC for bridge and program offerings
ODHS Self-Sufficiency JOBS Program	People receiving public assistance (TANF) can participate in screening, referrals, case management to overcome barriers to employment by participating in activities like:
	Life skills training
	Basic education
	GED
	Job readiness training Work experience placements
OSU Extension	Wallowa Works - new, and may be similar to Malheur Works (paid internships for high school seniors, work on life skill development; connect with Deb Warnock)
	4-H - Year-round youth development program, career building life skills
	College Student summer Internship program with OSU (don't have to be OSU student)



# WORKFORCE ACTION PLAN: ALL OTHER INITIATIVES




## STRATEGY: YOUTH DEVELOPMENT

Prepare young people for careers by offering opportunities to build job skills while they are still school-age (secondary and post-secondary)

Project/Initiative	Lead	Partners	Lifecycle Stage
<p><b>Internships</b> Expand the Eastern Oregon Workforce Board's internship initiative (currently piloted in Union County) to serve youth in all three counties by partnering with school districts and other existing youth internship programs.</p>	Eastern Oregon Workforce Board	Employers, School Districts	Start-up 
<p><b>Experiential learning</b> Expand opportunities for students to gain job skills through applied courses by investing in connections between instructors and local/regional governments and employers.</p>	Eastern Oregon University, Blue Mountain Community College	REV Center, Eastern Oregon Workforce Board	Active 
<p><b>Funding for youth development</b> Convene a group of educators and workforce development professionals to build a coordinated strategy for identifying and pursuing funding to support youth development activities across the region.</p>	<i>No lead identified</i>	REV Center, Eastern Oregon Workforce Board, Building Healthy Families	Feasibility 
<p><b>Promote expansive vision of higher education</b> Develop a campaign to encourage youth to seek educational opportunities beyond traditional college, including on-the-job training with employers, technical school attendance, and apprenticeships.</p>	Eastern Oregon Workforce Board	High school guidance/ career counselors	Feasibility 


## STRATEGY: ADULT PREPARATION & GROWTH

*Ensure adults have the skills and resources they need to enter and thrive in the local job market*

Project/Initiative	Lead	Partners	Lifecycle Stage
<b>Preparatory skills</b> Build/develop a training center in Wallowa County.	Viridian Mgmt	R18 ESD	Feasibility 
<b>Specialized skills</b> Provide certified Medical Assistance Training in Union County.	Grande Ronde Hospital	Eastern Oregon Workforce Board	Feasibility 
<b>Reintegration of incarcerated individuals</b> Expand the existing EOWB initiative to connect previously incarcerated individuals with employment.	Eastern Oregon Workforce Board	Employers, nonprofits	Feasibility 




## STRATEGY: COORDINATION, LEADERSHIP, AND POLICY

*Align workforce development providers' efforts to minimize confusion on the part of those seeking resources and maximize the efficiency of resources and strategies deployed by providers*

Project/Initiative	Lead	Partners	Lifecycle Stage
<b>Coordination/ leadership</b> Develop a system in each county to better connect employers with workforce development opportunities, and identifying key skills they are struggling to find in employees; publicize the results of this investigation to schools and other training outlets. This could be identifying a lead organization that can convene workforce development providers semi-regularly to pursue a unified strategy for reaching out to employers.	County Economic Development	Eastern Oregon Workforce Board, City Economic Development	Feasibility 

## STRATEGY: WRAP-AROUND WORKFORCE SUPPORTS

Ensure employees and job-seekers have access to services that support success in their lives and careers (Note: Housing and transportation are covered in the Housing and Infrastructure Priority Areas)

Project/Initiative	Lead	Partners	Lifecycle Stage
<p><b>Mental health care</b> Work with mental health care providers to identify barriers to access for employees and their families; pick and pursue one "low-hanging fruit" strategy to reduce barriers and increase access to mental health services.</p>	<p>Baker Co New Directions Northwest  Union Co Center for Human Development  Wallowa Co Center for Wellness</p>	<p>Building Healthy Families, Wallowa Valley Network of Care</p>	<p>Feasibility </p>
<p><b>Food access</b> Encourage access to affordable, healthy, and local foods through SNAP match programs, Veggie RX, and Farm-to-School programs, example Wallowa County Every Door Direct Mailer on food resources how to access and how to support the available programs.</p>	<p>NEOEDD (pending funding)</p>	<p>Dpt of Human Services, Oregon Food Bank, Oregon Farm to School, Oregon Community Food Systems Network, Food Pantries Farmers Markets, farmers, schools, Wallowa Valley Network of Care</p>	<p>Active </p>
<p><b>Inclusion</b> Provide resource and support to the LGBTQIA+ community.</p>	<p><i>No lead identified</i></p>	<p>Nonprofits, LGBTQIA+ support organizations, employers</p>	<p>Start-up </p>

# HOUSING

The following housing development activities are currently happening in the region:

## High Level Activities:

- **Research:** Identifying housing needs, barriers, and solutions through local data collection and case studies
- **Strategy:** Developing a coordinated approach to addressing the housing shortage
- **Policy:** Drafting and advocating for policy changes that will incentivize development and redevelopment/renovation (like zoning changes) and disincentivize activities that exacerbate the supply shortage (like vacation rentals)
- **Building materials innovation:** Identifying and implementing new techniques to improve the efficiency and resiliency of housing construction and renovation

## Housing Production:

- **Financing:** Earmarking public funds and seeking grants/loans to help support housing production
- **Development:** Constructing new housing stock that meets the needs of the local workforce

## Housing Quality:

- **Weatherization:** Providing technical assistance and funding to owners and renters to weatherize homes (for those with low- and moderate-incomes)
- **Rehabilitation:** Providing technical assistance and funding to owners to renovate existing homes (for those with low- and moderate-incomes)

## People Seeking Housing:

- **Unhoused population support:** Connecting unhoused individuals with shelter, assistance, and empowerment opportunities
- **Application process support:** Providing assistance for navigating rental housing application processes
- **Education/ counseling:** Providing education about the home-buying and financing process, offering foreclosure intervention counseling, and tenant-rights counseling
- **Savings assistance:** Providing financial tools like Individual Development Accounts (IDAs) for those saving for a downpayment or rent





# DETAILED ONGOING HOUSING ACTIVITIES

Who?	Doing What?
Regional Housing Team (REV, NEOEDD, EOWB, DHS, LaunchPad Baker, others)	Monthly presentations from models of housing development efforts in other parts of Oregon
	Assembling financing resources
	Researching and encouraging policy changes
DLCD Housing Team	Recommendations submitted to legislature to increase overall housing production, funding for production, and creating more diversity and inclusion for housing opportunities to ensure land use laws doesn't get in the way of development.
Wallowa Resources - Working Homes LLC - funding from Wallow Co and Secure Rural Schools Act	January 1, 2023, new nonprofit entity was created to develop workforce housing in Wallowa County. Land trust model for affordable homeownership. NEOEDD serving on Advisory Committee. Two projects are underway, one to develop bare land in city limits, second to take ownership of multi-unit rental building and continue operations:
	In the process of purchasing 21 acres for a phased housing development that will have homes for purchase, eventually to rent, and a mix of family-size homes and smaller homes to accommodate single people and couples.
	In the process of purchasing a downtown apartment building to sustain the few economically priced, not fed supported, local housing
Representative Bobby Levy, County Commissioner John Hillock	Wallowa County Workforce Housing Proposal: \$5,000,000 from the General Fund to help cover the costs associated with land acquisition, infrastructure development, construction and sale of workforce homes at a rate that meets affordability criteria within Wallowa County.
Gust Tsiatsos (GTC Land Management)	Development of cottage village style housing in La Grande and Baker City
<a href="#">Regional Rural Revitalization (R3)</a>	Three housing projects in Baker: Baker and Pine-Eagle School Districts Teacher housing, Memory Lane Homes (Supportive)
Oregon Mass Timber Coalition, US Economic Development Administration funding, with support from NEOEDD	Mass Timber Coalition initiatives include: structural codes and open source building design, manufacturing facilities using mass timber for manufactured homes in locations throughout Oregon
	Building innovation hub (production and application of mass timber)
	Research and development (creative building design research and testing)
	Model development codes (the Department of Land Conservation and Development will create model development codes to make it easier to build using modular mass timber panels)

# HOUSING ACTION PLAN: ALL OTHER INITIATIVES




## STRATEGY: COORDINATED HOUSING STRATEGY

*Develop a coordinated approach to identifying housing needs, barriers, and solutions*

Project/Initiative	Lead	Partners	Lifecycle Stage
<p><b>Share learning</b> Several times each year, offer presentations about local and other innovative potential housing strategies; topics could include the fourplex in Heppner and updates from Working Homes LLC.</p>	REV Regional Housing Team	NEOEDD, REV at EOU, Wallowa Resources, DLCD, DHS, EOWB, cities and counties, housing authority, foundations, developers, resource providers, and anyone with examples of strategies	Active 
<p><b>Shared understanding</b> Share definitions of and methodology to calculate "affordable" and "middle" housing for counties in the region. Create an information campaign to share these definitions with all jurisdictions and organizations working in the housing space.</p>	NEOEDD (pending funding)	Working Homes LLC (Wallowa Resources)	Feasibility 
<p><b>Alignment of efforts</b> Connect with officials from HUD and the State to receive regular updates on their efforts and resources to ensure local/regional policy align with and leverage these activities.</p>	Elected officials/ public sector staff	HUD, OHCS, private foundations, Housing Innovation Partnership	Feasibility 
<p><b>Landlord-tenant laws</b> Develop a public awareness campaign about the impacts of restrictive landlord/tenant laws.</p>	<i>No lead identified</i>	Viridian Management, fair housing partners, Rental Owner Association of NE Oregon, Fair Housing Council	Feasibility 





## STRATEGY: POLICY

*Draft, advocate, and enact policy changes that will support increased access to quality, affordable housing options for residents of all income levels*

Project/Initiative	Lead	Partners	Lifecycle Stage
<p><b>Models and best practices</b>            Research zoning and other policies that incentivize development and redevelopment/renovation. This could include zoning updates to allow for increased density, flexible building code for renovations, and a “demolition by neglect” tax to discourage deferred maintenance. It could also include policies that disincentivize activities that exacerbate the supply shortage, like taxes (Hawaii does this), moratoriums (Chelan does this), restricting sales to locals only (Tahoe does this), and other policies that affect short-term rentals and vacation homes. Develop a report documenting ideas and offering model zoning, code, or policy language for the region.</p>	<p><i>No lead identified</i></p>	<p>DLCD, local jurisdictions, tourism, REV</p>	<p>Feasibility  </p>
<p><b>Land use updates</b>            Where it makes sense, update land use plans and zoning code to allow for condos/multifamily apartments, townhomes, and other denser options on residential zoned land. Rely on models and best practices research for ideas.</p>	<p><i>No lead identified</i></p>	<p>DLCD, local jurisdictions, tourism</p>	<p>Feasibility  </p>
<p><b>Short-term rental and vacation home policy</b>            Where it makes sense, update policy to help preserve and protect housing for residents. Rely on models and best practices research for ideas.</p>	<p><i>No lead identified</i></p>	<p>Local jurisdictions with support from tourism</p>	<p>Feasibility  </p>

## STRATEGY: HOUSING PRODUCTION




Support activities that enable more housing production

Project/Initiative	Lead	Partners	Lifecycle Stage
<p><b>Financing</b> Allocate public funds and partner with other jurisdictions and nonprofits to seek grants and loans that can pass-through to support housing development projects. Investigate the feasibility of creating a revolving loan fund for workforce housing that could be administered by a regional organization.</p>	<i>No lead identified</i>	DLCD, local jurisdictions, tourism	Feasibility 
<p><b>Building materials innovation</b> Track and research innovations in building techniques (like mass timber and 3D printing) that improve the efficiency and resiliency of housing construction and renovation. Develop a list of resources and contacts to share with regional partners.</p>	<i>No lead identified</i>	Oregon Mass Timber Coalition, other builders (like the 3D printing people)	Start-up 
<p><b>Downtown housing</b> Explore and implement resources related to upper story and other downtown housing development (such as the State's "<a href="#">Playbook for Activating Oregon's Upper Stories</a>").</p>	<i>No lead identified</i>	Main Street organizations	Feasibility 
<p><b>Seasonal and employee housing models</b> Research creative strategies to provide housing for seasonal workers (for example, dormitory-style housing for hospitality, forest service, and other seasonal employees) and essential workers (for example, employer- developed or sponsored housing for teachers, healthcare workers, and police/firefighters). Develop a report documenting ideas and resources for the region.</p>	<i>No lead identified</i>	REV Regional Housing Team	Feasibility 



## STRATEGY: PEOPLE SEEKING HOUSING

Expand activities that connect people with housing and mitigate landlord concerns over tenant quality

Project/Initiative	Lead	Partners	Lifecycle Stage
<p><b>Increase nonprofit capacity</b>            Make a regional, consolidated effort to fundraise and apply for grants to support the work of existing regional nonprofits that provide support to housed and unhoused residents who are seeking housing.</p>	<i>No lead identified</i>	Housing Matters Union County	Feasibility 
<p><b>Encourage high-quality renters</b>            Provide a "How to be a good tenant" workshop for younger residents (high school and college students) to encourage responsible behaviors.</p>	<i>No lead identified</i>	Fair Housing Council	Feasibility 
<p><b>Efficient use of housing</b>            Develop a campaign to encourage people to have housemates as a way to save both money and space.</p>	<i>No lead identified</i>		Feasibility 

# BUSINESS DEVELOPMENT

The following business development activities are currently happening in the region:

**Technical support:** Providing resources and consultations to entrepreneurs and small business owners to support the success of their businesses

- **Business management education:** Providing classes and resources related to basic business practices
- **Individualized technical assistance:** Providing coaching and support to businesses on a case-by-case basis
- **Resource clearinghouse:** Collecting, organizing, and disseminating information about business support opportunities
- **Innovation support:** Encouraging and supporting businesses and start-ups that pioneer cutting-edge technologies
- **Youth entrepreneurship:** Providing entrepreneurship training and encouraging entrepreneurial activity for young people

**Funding:** Providing loans, grants, match programs, and savings programs to support business activities

## **Infrastructure/Space:**

- **Land:** Providing buildable and shovel-ready space for new construction
- **Coworking space:** Providing space and basic office resources for use by start-ups and home-based businesses

## **General Coordination and Advocacy:**

- **Local business advocacy:** Networking for local businesses and advocating for local businesses' needs
- **Tourism:** Supporting and promoting tourism
- **Policy:** Researching, developing, and advocating for business-friendly policies
- **Emergency assistance:** Connecting businesses with resources in response to crises (natural disasters assistance, pandemic relief, etc.)

# DETAILED ONGOING BUSINESS DEVELOPMENT ACTIVITIES

Who?	Doing What?
NEOEDD	NEOEDD currently provides the following services:
	Workshop/classes related to business development and management
	Personalized technical assistance for businesses and entrepreneurs
	Provides referrals to other organizations, service providers, businesses/entrepreneurs
	Individual Development Accounts (for households with equal net worth to or less than \$20,000, not including a home, vehicle, and \$120,000 of retirement savings) that can be used for: business expenses such as fixed assets (equipment, buildings, vehicle, etc.) or working capital or training (rent, inventory, specialized training, etc.); and educational expenses from an accredited post-secondary education or training program or to purchase a vehicle to help you get to work or childcare
	Loans, community capital, and grants
	Wallowa County Regional Main Street
SBDC (Eastern Oregon University serves Union County, Blue Mountain Community College serves Baker and Wallowa counties)	The SBDC can support businesses at a variety of stages of development, with services including:
	Trainings and workshops
	Personalized business consultations
Rural Engagement and Vitality (REV) Center	The REV Center is currently engaged in business development in the following ways:
	Clearinghouse of links to business resources in the Greater Eastern Oregon region (Baker, Grant, Harney, Malheur, Morrow, Umatilla, Union, and Wallowa) - currently under development
	Innovation center research/planning




Who?	Doing What?
City of La Grande	Through the Urban Renewal District and the City's economic development division, La Grande offers a variety of programs to support business development and attraction:
	Urban Renewal funding for capital improvements
	Urban Renewal Traded Sector Business Attraction Incentive Program
	La Grande Business Park (buildable and shovel-ready land for business development)
	Statewide Planning Goal 9 (Economic Development) Needs Assessment
	Developing a feasibility study for a Shared Use Commercial Kitchen and other small makers spaces
IGNITE Center (operated by the City of La Grande)	IGNITE is a one-stop center for small business resources, classes, referrals, a hang-out for entrepreneurs and a co-working space. Services include:
	Coworking space
	Personalized business consultations
	Access to business development and management classes (business foundations, developing a business plan) offered by NEOEDD, Reinventing Rural, other partners
Launch Pad Baker	Launch Pad Baker is a physical location that provides the following services:
	Coworking space
	Personalized business consultations
La Grande Main Street Downtown	Support downtown businesses
Baker City Downtown	Support downtown businesses
Baker County Chamber of Commerce	The Chamber supports a variety of business advocacy activities, including:
	Supporting and promoting tourism
	Assisting in business development, growth, and stability of member businesses
	Engaging in promotion and conduction of events; encouraging the exchange of trade and commerce between communities in Baker County and other communities in the State of Oregon with the "Buy Local" philosophy; uniting business and professional interests in Baker County

Who?	Doing What?
Union County	Union County's primary economic development activities include:
	Keep current on Oregon Prospector website with available land
	Host a business summit with info on places businesses can get help
	Baum Industrial Park (changing zoning for housing, update city zoning)
	Legislative policy - come to commissioners for legislative changes
	Tourism grants with TRT funding
Business Oregon	Business Oregon's services include:
	Loans
	Technical assistance
	Infrastructure (roads, water, wastewater) to support commercial development
	Support for expansion of anchor industries (wood products, forestry, agriculture, health care)
	Advocate for assistance/expansion
	Review state rules - provide the legislature with policy change recommendations
Mentor Match Youth Entrepreneur Program	Provides leadership and entrepreneurship training to high school juniors and seniors
Business Oregon/NEOEDD	City of Wallowa hail storm recovery - business assistance coming soon

# BUSINESS DEVELOPMENT ACTION PLAN: ALL OTHER INITIATIVES







## STRATEGY: TECHNICAL SUPPORT

Provide resources and consultations to entrepreneurs and small business owners to support the success of their enterprises

Project/Initiative	Lead	Partners	Lifecycle Stage
<p><b>InREV Center</b> Develop and launch a new regional Innovation Center as part of the Rural Engagement and Vitality Center to support innovative practices for existing businesses and entrepreneurs.</p>	Rural Engagement & Vitality (REV) Center	EOU, Wallowa Resources, NEOEDD	Feasibility 
<p><b>Entrepreneur/small business technical assistance and financing</b> Support business classes, access to professional services, financing, networking, and one-on-one coaching for entrepreneurs at all stages of business, including low-income and other traditionally underserved entrepreneurs.</p>	NEOEDD	SBDC, Launch Pad Baker, Business Oregon, City of La Grande, Main Street organizations	Active 
<p><b>Peer mentorship program</b> Develop a sector-based peer mentorship program that pairs interested business owners together to provide each other with advice and support. Focus first on key sectors of agriculture/natural resources, tourism/hospitality, and local retail.</p>	<i>No lead identified</i>	Many collaborators with different leads	Feasibility 
<p><b>Youth entrepreneurship</b> Publicize successes of existing youth entrepreneurship programs like Building Healthy Families' Mentor Match Youth Entrepreneur Program. Identify funding to help these initiatives expand or be replicated in other communities.</p>	<i>No lead identified</i>	Building Healthy Families	Active 
<p><b>Local food system development</b> Seek grant funding and partnerships to provide networking, training, and vending opportunities to local food producers, including support for farmers markets, regenerative agriculture, and climate resiliency.</p>	NEOEDD (pending funding)	OFB (contracting, grants), EOVA (culinary, agritourism), USDA NRCS, Oregon Community Food System Network (training, networking), cities, farms, and ranches	Active 




## STRATEGY: INFRASTRUCTURE/SPACE

*Ensure businesses and nonprofit cultural organizations have access to the space and amenities they need to thrive*

Project/Initiative	Lead	Partners	Lifecycle Stage
<p><b>Buildable and shovel-ready land</b> Complete or update buildable lands inventories and publicize available land on city and county websites.</p>	Cities and counties	NEOEDD, Business Oregon, DLCD, REV Center	Active 
<p><b>Meat processing</b> Work with existing or start-up meat processors to expand access to local meat processing.</p>	Oregon Department of Agriculture	OSU Extension, NEOEDD, Niche Meat Processors Assistance Network, Regional Solutions, farmers and ranchers	Varies - Feasibility to Active   
<p><b>Historic theaters</b> Pursue funding and identify technical assistance to support upgrades to historic theaters that increase entertainment and cultural development opportunities for residents and visitors. Theaters include the MidValley Theatre, Elgin Opera House and Hale Turner Little Theatre, Liberty Theatre, OK Theatre, and Baker Orpheum.</p>	Individual theater owners	Crossroads Art Center, County Cultural Coalitions, State Historic Preservation Office, private foundations, Chambers of Commerce, downtown main street organizations, Oregon Cultural Trust, NEOEDD, EOVA	Active 
<p><b>Historic and cultural sites</b> Pursue funding and identify technical assistance to develop important local spaces, including the town site restoration for the Maxville Heritage Center and the Community Hall for the Elgin Stampede.</p>	Individual cultural/historic site owners	Maxville Heritage Center, Elgin Stampede, Wallowa History Center	Active 

## STRATEGY: GENERAL COORDINATION AND ADVOCACY

Align efforts to pursue business development strategies and support business resilience

Project/Initiative	Lead	Partners	Lifecycle Stage
<p><b>Tourism-related business needs</b> Identify tourism business/entrepreneur opportunities by identifying gaps in the current business landscape (for example, there are currently no cycling-specific tour operators). Publicize these gaps/opportunities to local leaders and the local business community.</p>	Eastern Oregon Visitors Association	Entrepreneurs, cities and counties, NEOEDD, chambers of commerce, SBDC, local media outlets, business programs at EOU and BMCC	Start-up 
<p><b>Main Street</b> Publicize the work of existing Main Street organizations and encourage other jurisdictions without a Main Street organization to develop one (or to develop a regional shared Main Street organization to serve multiple small towns). Provide technical assistance and pursue funding to help new organizations get started.</p>	Oregon Main Street	NEOEDD, Local and Regional Main Street organizations, cities, Chambers of Commerce, business owners	Varies - Feasibility to Active   
<p><b>Business climate</b> Survey (formally or informally) businesses to understand the main barriers they face. Research strategies and policies that would address these barriers. Develop a report documenting ideas and resources for the region.</p>	<i>No lead identified</i>	NEOEDD, Entrepreneurs, cities and counties, chambers of commerce, SBDC, local media outlets	Varies - Feasibility to Active   
<p><b>Emergency preparedness and resilience planning</b> Connect businesses with resources for developing continuity of operations plans. Publicize opportunities and best practices for businesses to strengthen their preparedness and resilience.</p>	NEOEDD (pending funding)	NEOEDD, Entrepreneurs, cities and counties, chambers of commerce, SBDC, local media outlets	Feasibility 
<p><b>Recruitment</b> Investigate resource-pooling strategies to hire a contractor to develop recruiting profiles for the region based on assets, strengths, capabilities, and cultures.</p>	Cities and counties	Business Oregon, utilities, industrial landowners	Feasibility 



# INFRASTRUCTURE

The following infrastructure development activities are currently happening in the region:

## Key Areas:

- **Broadband:** Expanding access to affordable, high-speed internet connections
- **Water and Wastewater:** Bolstering existing infrastructure and expanding quality/access
- **Energy:** Ensuring access to energy sources and expanding access to renewable, resilient energy sources (wind, solar, etc.)
- **Transportation:** Maintaining, upgrading, and building new roads, bridges, airports, and bicycle/ pedestrian accessible infrastructure

## Additional Areas:

- **Recreation:** Building out visitor services (restrooms, signage, trails, etc.)
- **Conservation:** Restoring and preserving natural areas
- **Resilient infrastructure and hazard mitigation:** Upgrading infrastructure (including dams) to withstand severe strain from natural hazard events and weather

**Strategy:** Developing and maintaining long-term energy and infrastructure plans







# DETAILED INFRASTRUCTURE ACTIVITIES



Who?	Doing What?
NEOEDD	Supporting FasterInternetOregon.org mapping project and facilitating Broadband Action Team
Cities	Sewer/Water projects - Sumpter, Haines, Richland, Union
Counties	General road and bridge upkeep (working with ODOT), bridge replacement coordination with ODOT, grant writing to build roads to increase access to public lands
Wallowa County	Rezoning initiatives
ODOT	Current ODOT projects include:
	Installing accessible sidewalks in Wallowa County
	Maintenance/upgrades on I-84
Wallowa Lake Irrigation District	Adding guardrails to OR 86
Wallowa Lake Irrigation District	Wallowa Lake Dam improvements - fundraising & engineering for renovation of the existing dam
Joseph Branch Trail Consortium/WURA/Friends of the Joseph Branch	About to break ground on the very first trailhead and trail segment in Elgin, thanks to ODOT and State Parks funding. Also working with the City of Wallowa on similar work, the planning funded by an ODOT grant. Partnering with WURA and Friends of Joseph Branch. Track improvements needed. NEOEDD serving on advisory board for Trail Consortium, and providing technical assistance for WURA.
Wallowa Resources	Community Energy Strategic Plan, NEOEDD serving on Leadership Team
Tourism Infrastructure (EOVA)	Public restrooms, trailhead development, visitor-facing services
Wallowa County/Wallowa Land Trust/Wallowa Resources/Oregon State Parks and Recreation Department	East Moraine Community Forest Project
Wallowa Mountains Hells Canyon Trails Association	Projects that help maintain, improve and regulate use of trails, cultural sites and natural amenities
EOVA	Working with trail organizations to do trail stewardship, address over-usage; regenerative tourism focus (leaving an area better than you found it)
Avista Utilities	Propane service (access to locations can be an issue)
(Unknown)	Water and waste water infrastructure improvements as needed to supporting housing development, new business development.
	High speed reliable broadband access and affordability
	Microgrids to improve power grid resilience and efficiency

# INFRASTRUCTURE ACTION PLAN: ALL OTHER INITIATIVES

## STRATEGY: INFRASTRUCTURE SECTOR STRATEGIES





*Build resilient infrastructure that meets current needs, has the ability to withstand or quickly bounce-back from human-caused or natural disruptions, and minimizes negative impacts on the environment*






Project/Initiative	Lead	Partners	Lifecycle Stage
<p><b>Sustainable food systems</b> Identify resources and funding opportunities to help food producers and processors increase access to affordable, regionally-grown products for residents.</p>	<i>No lead identified</i>	OSU Center for Small Farms and Community Food Systems, NRCS, FSA, NEOEDD, Niche Meat Processors Assistance Network, Regional Solutions, Oregon Food Bank (forward contracting and grants), Oregon Community Food System Network (training, networking), cities, farms and ranches, state policymakers	Active 
<p><b>Broadband: Current conditions</b> Support and publicize the FasterInternetOregon.org mapping project to ensure accurate data about current broadband connections.</p>	Oregon Broadband Office	NEOEDD, Broadband Action Team	Active 
<p><b>Water and wastewater: Wallowa Lake Dam</b> Fundraise and complete engineering studies for necessary improvements.</p>	Wallowa Lake Irrigation District	Business Oregon, federal agencies, ODFW, Nez Perce Tribal Fisheries, Oregon Lottery	Active 
<p><b>Energy: Propane access</b> As an interim measure while renewable sources are built out, improve access to propane services.</p>	Propane providers	Cities, counties, Wallowa Resources, ODOE, nonprofits	Feasibility 
<p><b>Energy: Energy planning</b> Develop energy plans for each county, focusing on expanding access to renewable, resilient energy sources that support energy independence.</p>	Varies by location	Wallowa Resources, NEOEDD, OTEC, Pacific Power, DOE, ODOE	Varies - Start-up to Active  

Project/Initiative	Lead	Partners	Lifecycle Stage
<b>Transportation: Major highways</b> Maintain quality and safety of major regional highways (I-84 and OR-82).	ODOT		Active 
<b>Transportation: EV charging stations</b> Seek out grants and partnerships to help add more EV charging stations along primary transit corridors and at major destinations.	NEOEDD (pending funding)	EOVA, Wallowa Resources, Travel Oregon, ODOE, private businesses, OTEC	Start-up 

## STRATEGY: RECREATION


*Build out visitor services (restrooms, signage, trails, etc.) to support a sustainable tourism economy that prioritizes stewardship and preserves access for locals*

Project/Initiative	Lead	Partners	Lifecycle Stage
<b>Tourism: Joseph Branch Rail with Trail</b> Continue to seek funding to build out new sections of the Joseph Branch Trail.	Joseph Branch Trail Consortium	WURA, Friends of the Joseph Branch, NEOEDD, EOVA, businesses using the corridor as part of their operations	Active 
<b>Tourism: Visitor infrastructure</b> Identify key sites that would benefit from build-out of public restrooms, trailhead information, and other visitor amenities and seek funding to complete these projects.	EOVA	Tourism businesses, destination management organizations, nonprofits, local residents and community groups, non-tourism businesses, cities, counties, Regional Solutions Team, Travel Oregon, NEOEDD	Start-up 
<b>Wallowa Union Railway</b> Pursue funding for track repairs.	WURA	WURA, Friends of the Joseph Branch, Joseph Branch Trail Consortium, NEOEDD, EOVA, Chamber of Commerce, Wallowa County Regional Main Street	Feasibility 
<b>Island City to La Grande Greenway</b> Complete the greenway trail between La Grande and Island City and other riverside development.	City of La Grande and City of Island City		Start-up 

Project/Initiative	Lead	Partners	Lifecycle Stage
<b>Wayfinding</b> Develop a 3-County Region wayfinding plan that provides recommendations about signage that will both help people locate attractions and give each community or cluster of communities a unique brand.	EOVA	Destination management organizations, cities, main street organizations and chambers of commerce	Feasibility 
<b>Impact mitigation</b> Work with locals to identify areas of overuse and develop projects and/or strategies that help redirect or regulate use and encourage stewardship of natural areas - See <a href="#">Responsible Tourism Strategy</a> in the <i>Business Development Action Plan</i> .	EOVA	Wallowa Mountains Hells Canyon Trails Association, destination management organizations, NEOEDD, Greater Hells Canyon Council, Tourism businesses, nonprofits, local residents and community groups, non-tourism businesses, cities, counties, Regional Solutions Team, Travel Oregon	Varies - Feasibility to Active   
<b>Wallowa City Revitalization Projects</b> Develop a tourism cluster through downtown redevelopment and the addition of EV charging.	NEOEDD (Wallowa County Regional Main Street)	City of Wallowa, Property Owners (Garrett Lowe property, Nez Perce Homeland, Shell Mercantile, others), Residents	Start-up 

## STRATEGY: DEVELOPMENT STRATEGY

*Develop, maintain, and fund long-term infrastructure plans*

Project/Initiative	Lead	Partners	Lifecycle Stage
<b>Planning</b> Provide resources and support for jurisdictions to develop or update asset management and capital improvement plans (even if the result is just a simple list), with a goal of every jurisdiction maintaining some kind of plan. Then identify potential funding sources for priority projects.	NEOEDD (pending funding)	Cities and Counties, Engineers	Feasibility 

# CASE STUDY: INFRASTRUCTURE PLANNING IN THE CITY OF ISLAND CITY

As part of this CEDS document update, all of the municipalities within the NEOEDD region were contacted to provide their infrastructure needs as they relate to economic development. The City of Island City in Union County was one of several cities that shared information about their needs via a virtual interview. The data they prepared, and the process by which this was developed and shared, serves as a case study for other municipalities within the NEOEDD region to consider as they weigh infrastructure development.

Internally, staff from Island City and a private planning company they contracted began the process by developing a list of infrastructure needs pertaining to economic development. Then, they met with the City Council to confirm the list and sort the action items by importance. Finally, they shared their projects - alongside a digital map - with NEOEDD staff so that the District could look for potential funding opportunities. This process was very helpful for the District and should be replicated by other municipalities for future infrastructure planning.

Creating a list of infrastructure needs, or even a more formal asset management/capital improvements plan, does not have to be significantly burdensome or extensive to be effective in leading to grant support and successful development. Most communities, regardless of size and staff, can create a plan of this nature in fewer than two years - even a simple handwritten document or Microsoft Excel spreadsheet/Word document is beneficial, as demonstrated below in the short list of projects generated by Island City. Resources on completing such a plan can be found from the [U.S. EPA](#) and the [USDA](#).

## INFRASTRUCTURE PROJECTS IN ISLAND CITY – A SIMPLE AND EFFECTIVE LIST

The following action items were identified as high priority projects and are listed below in the order of priority identified by Island City staff:

- **McAlister Road restoration:** This road is centrally located within the city and important to traffic flow. It was restored by ODOT in the late 2000s but needs significant repairs to keep up with increased usage.
- **Island City Elementary School access improvements:** The crosswalks to reach this school need significant upgrades to ensure the safety of schoolchildren.

- **North Walton Road/Island Avenue intersection improvements:** This intersection is located adjacent to a major industrial area, a railroad crossing, and a proposed RV park. It is in poor condition, posing a major safety risk, but the location means that any restoration would come at a high cost.
- **Water distribution improvements to North Business Park and west of McAlister Road:** A major industrial area is not currently on the city's water system. Expanding the distribution to this area would be a significant revenue source without straining capacity but requires a large capital investment.
- **Emily Drive City Park development:** A planned residential development includes a parcel of land donated to Island City to become a park. However, the city does not have a parks department, so careful planning would be required to create this park.
- **Wastewater collection improvements:** Many areas on the outskirts of the city lack upgraded collection of wastewater. Investing in this would increase service efficiency, as the wastewater itself is processed by the nearby city of La Grande.