



# 2017/2018 ECONOMIC DEVELOPMENT ACTION PLAN



**WASCO COUNTY ECONOMIC DEVELOPMENT COMMISSION**





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## SPECIAL THANKS TO THE FOLLOWING:

### Wasco County Board of County Commissioners

- Rod Runyon, Chair
- Steve Kramer, Vice Chair
- Scott Hege

### EDC Members

- Position 1 – Northern: Terry Moore
- Position 2 – Central: Mary Kramer
- Position 3 – Southern: Frank Kay
- Position 4-Port Of The Dalles: Kathy Ursprung, Chair
- Position 5-City Of The Dalles: Matthew Klebes
- Position 6-Chambers Of Commerce: Nan Wimmers
- Position 7-At Large (Agriculture-Wheat, Cattle): Fred Justesen
- Position 8-At Large (Agriculture-Fruit Growers): Dean McAllister
- Position 9-At Large: Gary Grossman
- Position 10-At Large: Joan Silver
- Position 11-At Large (Utilities): Stan Kelsay

### EDC Staff

- Carrie Pipinich, Mid-Columbia Economic Development District



# ECONOMIC DEVELOPMENT COMMISSION OVERVIEW

The Wasco County Economic Development Commission is a County appointed Commission that works for an economically robust Wasco County. The EDC is a representative body made up of 11 Commissioners, each of whom represents a different constituency geographically and from key industries.

The EDC acts as the economic development arm of Wasco County. Its activities focus on job creation, improving wages, and increasing capacity throughout the County. The EDC is directly responsible for the following activities:

1. **Information Source:** Keeping the Board of County Commissioners and partners apprised of economic development activity, opportunities, and needs throughout the County.
2. **Community Capacity Building:** Collaborating with, and providing technical assistance to, local entities to accomplish projects focused on the above outcomes and to bring further investment into Wasco County.
3. **Leadership:** Providing leadership on countywide economic and long term development efforts.

To fulfill this role, the EDC meets quarterly at various locations throughout the County as a full group, with active working groups focused on moving specific projects forward coming together in the interim. These projects are chosen in two primary ways. Communities and organizations bring forward specific projects through the Community Enhancement Project Process that the EDC engages with to support implementation. Additionally, the EDC itself identifies and develops projects that support long-term economic development strategies.



# STRATEGY AND PROCESS

## Strategy

This plan is intended to guide the work done by the Wasco County Economic Development Commission in the coming five years. It provides an overview of the EDC's vision for Wasco County supported by the County's demographic and economic profiles and a strengths-weaknesses-opportunities-and-threats analysis. The information provided builds on work done at the regional level and seeks to align the EDC's efforts with the regional strategy where relevant to leverage additional capacity. These foundations provided the framework for the specific goals and strategies developed as well as directed the formation of the EDC's action plan for the coming year



## Development and Adoption

In order to draft this economic development strategy and its accompanying action plan, the Economic Development Commission moved through a six-month process started in December of 2016. At each EDC meeting a specific portion of the material for the plan was reviewed and input provided by the EDC Commissioners (detailed to the right). Additionally, each of the six EDC Committees (Broadband, Wamic/Pine Hollow, Mosier, Dufur, Open for Business, Agriculture) was reconfirmed at the February meeting in order to facilitate action plan development.

The full strategy and action plan was adopted by the EDC on June 1, 2017. It will provide a clear framework for the EDC for the coming five years with minor annual updates incorporated into the action plan to reflect current activities and any significant changes to the economic development landscape.

## PROCESS OVERVIEW

**DECEMBER 1, 2016:** REVIEW EDC'S CURRENT ROLE, DEMOGRAPHIC AND ECONOMIC TRENDS, SWOT. REVISE PREVIOUS MISSION + VISION +GOALS AS NEEDED.

**FEBRUARY 2, 2017:** COMMUNITY ENHANCEMENT PROJECT PRIORITIZATION , STRATEGY DEVELOPMENT, COMMITTEE FORMATION.

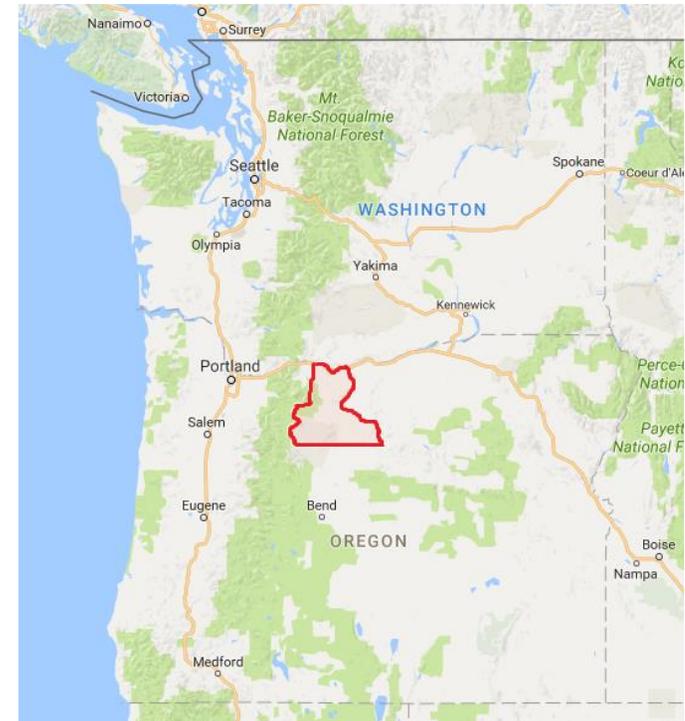
**MARCH TO MAY 2017:** EACH OF THE SIX COMMITTEES AND EDC LEADERSHIP DEVELOPED ACTIONS BASED ON MISSION, VISION, AND STRATEGIES. STAFF COMPILES.

**JUNE 1, 2017:** EDC ADOPTS DRAFT ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

# DEMOGRAPHIC AND ECONOMIC TRENDS

Wasco County is one of Oregon's oldest counties, established in 1854 by the Oregon Territorial Legislature. The county seat is the City of The Dalles with other incorporated cities including Antelope, Dufur, Maupin, Mosier and Shaniko. The County is approximately 2,392 square miles with approximately 59% held in private ownership, 25% in Tribal lands, and the remaining in a variety of public ownerships with the largest being US Forest Service land. The County is bounded by the Columbia River to the North, the Deschutes to the East and the Mt Hood National Forest on the West.

The Dalles area holds the majority of the County's population with approximately 16,000 of the almost 26,000 residents in the County within its urban growth boundary. Wasco County's population has grown at a rate of approximately 2.2% since 2010, whereas Oregon has grown 5.2% in the same period. Wasco County's population has a smaller percentage of younger residents and a larger percentage of residents over 55 than the State as a whole or The Dalles. In addition to this shifting age distribution, Wasco County's Latino population has grown significantly over the last 15 years with its percentage increasing from 9.3% in 2000 to 17.4% in 2015. These shifts will impact required services, the types of businesses in demand, and workforce skills needed in the coming years.



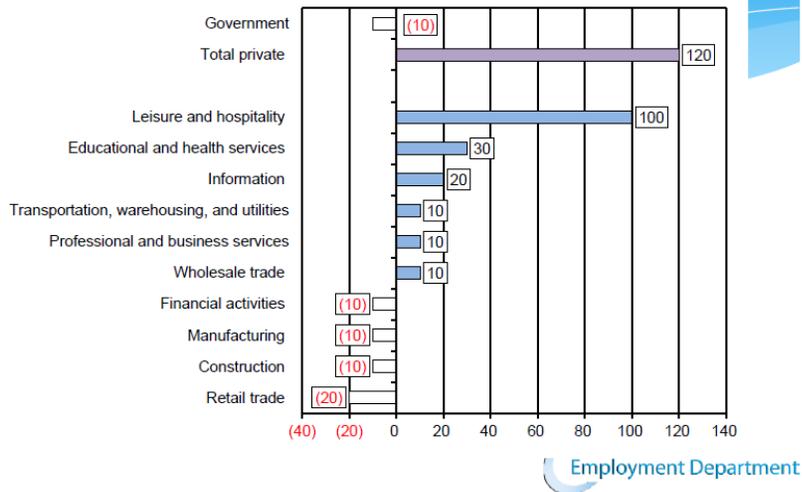
Educational attainment can be an important indicator for workforce skills. For those over 25 in Wasco County 10.9% of the population has an associate's degree, with the percentage in The Dalles at 12.7%. Only 12.3% in The Dalles and 11.7% in Wasco County have a bachelor's degree compared to 17.5% nationally and 19.3% in Oregon. Graduate or professional degrees are also harder to come by locally than nationally with only 7% of the population in Wasco County having this type of degree. Median income increases and poverty rate decreases as educational attainment rises locally as well as nationally as education impacts the types of jobs available to residents.

Median household income in Wasco County grew to \$43,422 in 2015 from \$42,133 in 2010. Approximately 17% of residents remain in poverty despite overall income growth. Wasco County has a significantly smaller percentage of households (25.7%) making over \$100,000 than Oregon as a whole (32.6%). This difference is made up in part by a larger percentage of middle and low income households making between \$15,000 and \$74,999.

The main driver of Wasco County's economy remains agricultural production. The County produced almost \$90 million in agricultural products sold, with most of this being in crop sales and 11% in livestock sales reported for the 2012 Census of Agriculture. The main products include a variety of types of wheat, sweet cherries, and forage. Wasco County produces the second most sweet cherries of any county in the country and is in the top 10% of wheat producers in the country as well. The industry employs over 9,000 workers, with approximately 600 of those being full time and the remaining being seasonal.

**Leisure and Hospitality Led Wasco County in 2015 – but Government Landed in the Minus Column...**

**Wasco County 2015 Non Farm Job Growth**



Wasco County's non-farm economy has added jobs and reduced unemployment for each of the last five years. In 2015, this growth was focused in the leisure and hospitality sector. However, the largest industries continue to be education and health services and trade, transportation, and utilities with local government employment a distant third. Total payroll in Wasco County for 2016 came to almost \$453 million from \$334 million in 2010. Approximately 86% of the jobs held in Wasco County are held by in-county workers, so much of this income stays local. There are significant commuting patterns within the region however.

In addition to recovering jobs and income since the recession, the real estate market has also almost fully recovered in Wasco County. Value of home sales in 2006 was approximately \$64 million, and in 2015 was back up to \$62 million in Wasco County. However, current listings are at approximately a third of what they were before the real estate bubble burst. Population growth rate in The Dalles area has outpaced home

construction over the last five years, creating shortages in homes.

These indicators point toward a strengthening economy, with some significant challenges around improving incomes, reducing poverty, and continued economic diversification.

# SWOT ANALYSIS

The EDC developed a strengths-weaknesses-opportunities-threats analysis leveraging an in-depth regional SWOT that included input from a wide variety of stakeholders including local government and elected officials, industry representatives, community members, and other stakeholders. This analysis provides an opportunity to think of the broader landscape impacting the EDC’s work in economic development. It also allows for consideration of key partnerships to engage with in support of efforts that align with the EDC’s vision for the community that might be outside of its mission.

	Strengths	Weaknesses	Opportunities	Threats
Natural Resources	<b>Natural Resources and Climate</b> <ul style="list-style-type: none"> <li>Natural Resource Base</li> <li>Climate</li> <li>Air Quality</li> </ul>	<b>Management Resources</b> <ul style="list-style-type: none"> <li>Decreasing budgets for natural resource management</li> <li>less proactive management</li> </ul>	<b>Leverage Natural Assets</b> <ul style="list-style-type: none"> <li>Wood and Forestry Products Innovation</li> <li>Renewable Energy</li> <li>Fishing Industry</li> </ul>	<b>Natural Disasters/Hazards</b> <ul style="list-style-type: none"> <li>Wildfire, ice storms and other natural disasters</li> <li>Aging emergency response systems</li> </ul>
Demographic Shifts	<b>Culture</b> <ul style="list-style-type: none"> <li>10,000+ years of Indigenous Culture</li> <li>Evolving Demographics</li> <li>Strong sense of community</li> </ul>	<b>Demographics</b> <ul style="list-style-type: none"> <li>Aging population</li> <li>High poverty rate</li> <li>Disparities between communities</li> <li>Inequities</li> <li>Currently many areas have challenges with planning for increased community capacity</li> </ul>	<b>Increasing Diversity</b> <ul style="list-style-type: none"> <li>Growing Hispanic/Latino population</li> <li>Retirees bringing in experience, perspective, and capacity if leveraged</li> </ul>	<b>Impacts of Continued Population Growth</b> <ul style="list-style-type: none"> <li>Need for Further Planning</li> <li>Overuse of Resources</li> <li>Poverty in growing senior population and other segments means groups not able to fully participate in economy</li> </ul>
Infrastructure	<b>Infrastructure</b> <ul style="list-style-type: none"> <li>Abundant, Clean Power</li> <li>Telecommunication and Broadband Capacity</li> </ul>	<b>Infrastructure</b> <ul style="list-style-type: none"> <li>Small systems with significant maintenance and replacement burdens</li> <li>Broadband capacity is limited in many areas</li> </ul>	<b>Connectivity</b> <ul style="list-style-type: none"> <li>Market and use the increased high speed fiber optics in region</li> <li>Further investment in broadband accessibility</li> </ul>	<b>Infrastructure Limitations</b> <ul style="list-style-type: none"> <li>Overused infrastructure</li> <li>Water/Wastewater</li> <li>Limited existing buildings and industrial land</li> </ul>

	Strengths	Weaknesses	Opportunities	Threats
Agriculture	<p><b>Agricultural Foundation</b></p> <ul style="list-style-type: none"> <li>Nationally known agricultural region (cherry, wheat)</li> <li>Good soil and climate for a variety of crops</li> </ul>	<p><b>Changes in Agricultural Landscape</b></p> <ul style="list-style-type: none"> <li>Average age of farmers continues to rise</li> <li>Difficult to find needed labor</li> <li>Not permitted events and other activities on ag land can cause conflicts with current uses</li> </ul>	<p><b>Diversification Ag and Ag Tech</b></p> <ul style="list-style-type: none"> <li>Value-Add Sector Coordination</li> <li>New Food Processing</li> <li>New Specialty Crops</li> <li>Ag Tech and Research</li> <li>Explore appropriate agritourism opportunities</li> </ul>	<p><b>Water Access, Regulations, Markets</b></p> <ul style="list-style-type: none"> <li>Drought Impacts</li> <li>Impacts of Water Regulation</li> <li>Water Access Issues</li> <li>Aquifer Concerns</li> <li>Major fluctuations in commodity pricing and current low prices</li> </ul>
Business Development	<p><b>Diverse Industry Sectors and Growing Business Sectors</b></p> <ul style="list-style-type: none"> <li>Diverse Industries</li> <li>Growing Industry Sectors (Unmanned systems, value added ag, manufacturing, fermentation, healthcare)</li> </ul>	<p><b>Lack of Business Expansion Space</b></p> <ul style="list-style-type: none"> <li>Available and attractive commercial and industrial spaces</li> <li>Lack of Shovel Ready Land availability</li> </ul>	<p><b>Focus on Local</b></p> <ul style="list-style-type: none"> <li>Further development of the locally based economy</li> <li>Supply Chain Development</li> <li>Infrastructure to support industrial and commercial development</li> </ul>	<p><b>Industry Diversification</b></p> <ul style="list-style-type: none"> <li>Loss of Any Major Employer</li> <li>Concentration Risk</li> </ul>
Workforce	<p><b>Human Capital</b></p> <ul style="list-style-type: none"> <li>Available Talent with Diverse Skill Sets</li> <li>Unique Educational Programs Supported by Businesses</li> <li>Access to Education</li> </ul>	<p><b>Education, Skilled Workforce</b></p> <ul style="list-style-type: none"> <li>Advanced Education</li> <li>Quality/Funds for Pre K-12 and Higher Ed</li> <li>Limited Skilled Labor</li> <li>Workforce Training—keeping up with pace of changes in skill requirements</li> <li>Challenges providing CTE educational opportunities to fill jobs not requiring four-year college</li> </ul>	<p><b>Business/Talent Attraction</b></p> <ul style="list-style-type: none"> <li>Leverage Gorge brand to attract aligned businesses</li> <li>Potential to attract human and business talent</li> </ul>	<p><b>Education Quality/ Opportunity and Workforce</b></p> <ul style="list-style-type: none"> <li>Educational System Challenges</li> <li>Skilling Up and Meeting Employer’s Needs</li> </ul>

	Strengths	Weaknesses	Opportunities	Threats
Housing	<p><b>Relative Affordability for Housing</b></p> <ul style="list-style-type: none"> <li>Compared to housing throughout the Gorge, Wasco County remains relatively affordable</li> </ul>	<p><b>Insufficient Housing Stock</b></p> <ul style="list-style-type: none"> <li>Insufficient Housing for Local Employees</li> <li>Housing Stock Quality, Availability Concerns</li> </ul>	<p><b>Housing Rehabilitation</b></p> <ul style="list-style-type: none"> <li>Potential for rehabilitation of existing stock that is not currently bankable to get it back on the market</li> </ul>	<p><b>Housing Shortage Impacts</b></p> <ul style="list-style-type: none"> <li>Availability/ affordability reduces ability to attract/retain workers</li> <li>Impacts businesses' decisions about expanding</li> <li>Increasing homeless population with limited resources (affordable housing, mental health services, etc) to support this group in Wasco County.</li> </ul>
Transportation	<p><b>Availability of Transportation Systems/Modes</b></p> <ul style="list-style-type: none"> <li>Hub for region, access to larger metropolitan markets</li> <li>Many modes: Interstates, Highways, Airports, Rail Service, River</li> </ul>	<p><b>Transportation</b></p> <ul style="list-style-type: none"> <li>Mobility: Gaps in Public Transportation Options</li> <li>Gaps in Bike/Ped Infrastructure</li> <li>Capacity of roads, airports, rail, etc.</li> </ul>	<p><b>Address Public Transportation + Multi-Modal Needs</b></p> <ul style="list-style-type: none"> <li>Further Development of Columbia Gorge Regional Airport</li> <li>Utilization of new tech</li> <li>Expanding Fixed routes</li> <li>Expanding Regional Transit Connections</li> <li>Biking/trail systems</li> </ul>	<p><b>Maintaining and Enhancing</b></p> <ul style="list-style-type: none"> <li>Severely limited resources for maintaining transportation infrastructure</li> </ul>
Regulatory and Legislative	<p><b>Advocates for Wasco County and the Region</b></p> <ul style="list-style-type: none"> <li>The Dalles Outreach Team</li> <li>Regional Solutions relationships to State Agencies</li> <li>MCEDD: Strong coordination</li> </ul>	<p><b>Regulatory Environment:</b></p> <ul style="list-style-type: none"> <li>National Scenic Area Regulations</li> <li>Slow Land Use Decisions</li> <li>Impacts on Development.</li> </ul>	<p><b>Regulatory Updates</b></p> <ul style="list-style-type: none"> <li>Restrictions Imposed by NSA</li> <li>Length of Time for Permitting</li> <li>Federal Agency and Natural Resource Management Impact</li> <li>Wasco County Comprehensive Plan update process underway</li> </ul>	<p><b>Funding</b></p> <ul style="list-style-type: none"> <li>Declining state and federal funding</li> <li>Shrinking local government budgets</li> </ul>

	<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
<b>Tourism and Recreation</b>	<p><b>Scenic Beauty, Recreation, Brand and Tourism Industry</b></p> <ul style="list-style-type: none"> <li>• Strong Tourism Industry</li> <li>• Four Season Recreation</li> <li>• Significant tourism destinations throughout Wasco County</li> <li>• Natural Diversity</li> </ul>	<p><b>Variation in Tourism Impacts</b></p> <ul style="list-style-type: none"> <li>• No comprehensive approach to tourism planning—two regions</li> </ul>	<p><b>Expanding Tourism</b></p> <ul style="list-style-type: none"> <li>• Year Round, Into Less Traveled Areas with adequate infrastructure to support visitors or plans to develop it</li> <li>• Preserves Rural Character</li> <li>• Brand: Market as World Class Destination</li> </ul>	<p><b>Tourism Challenges</b></p> <ul style="list-style-type: none"> <li>• Seasonality can be challenging for communities and businesses</li> <li>• Changes in natural resources (fisheries, forest, etc) impact visitor interest</li> </ul>
<b>EDC</b>	<p><b>EDC Relationships, Reputation</b></p> <ul style="list-style-type: none"> <li>• Positive momentum around successful projects</li> <li>• Strong relationships with many communities and organizations</li> <li>• Support from Wasco County BOCC and staff</li> </ul>	<p><b>EDC Capacity</b></p> <ul style="list-style-type: none"> <li>• Limited capacity/staff time</li> <li>• Low profile for the work accomplished</li> <li>• Ability to address diverse needs in different parts of the County</li> <li>• Increasingly challenging funding environment</li> </ul>	<p><b>EDC Accomplishments, Assets</b></p> <ul style="list-style-type: none"> <li>• Further leverage EDC Commissioners as resource</li> <li>• Improve tracking of outcomes and better share accomplishments and activities</li> <li>• Further develop approach to fulfilling leadership role</li> </ul>	<p><b>EDC Stability</b></p> <ul style="list-style-type: none"> <li>• Annual funding cycle tied to County budgeting process</li> <li>• Explore diversification of funding for activities</li> </ul>



## VISION:

**WASCO COUNTY AND ITS COMMUNITIES ARE ECONOMICALLY ROBUST, LIVABLE, AND CONTINUE TO HAVE STRONG RURAL CHARACTER.**

**MISSION: THE EDC COLLABORATES WITH AND SUPPORTS PARTNERS AND LOCAL COMMUNITIES TO CULTIVATE SUSTAINABLE ECONOMIC AND BUSINESS DEVELOPMENT IN WASCO COUNTY**



## GOALS

### VIBRANT AND DIVERSE LOCAL ECONOMY

Develop and implement short and long term strategies that build and diversify the economy in Wasco County and its communities.

### ROBUST INFRASTRUCTURE

Support communities throughout Wasco County in efforts to provide adequate infrastructure to enhance community livability and economic opportunity.

### COMMUNITY CAPACITY

Work with local partners to provide meaningful technical assistance, bring in additional resources, and complete projects that enhance their community's capacity for appropriate economic development.

### INFORMATION SOURCE AND ADVOCACY.

Ensure the Board of County Commissioners, partners, funders, and companies have up-to-date information on economic conditions, activities, and projects that support a resilient local economy in Wasco County.

### STRONG AND SUSTAINABLE EDC.

Strengthen relationships with partners, diversify funding streams, and provide key services.

# STRATEGIES & ACTIONS

The action plan below provides the EDC’s roadmap for moving toward its vision of strong, livable communities with robust economies that remain true to their rural character. As actions are undertaken in each of these categories

Goal	Strategy	Action	Committee (s)
<b>Goal 1: Vibrant and diverse local economy.</b> Develop and implement short and long term strategies that build and diversify the economy in Wasco County and its communities.	<b>1.1:</b> Work with partners to ensure information about business resources, incentives, and financing is readily available to those looking to start or grow a business in Wasco County.	<b>1.1.1:</b> Continue dialogue with Business Siting Guide users about utility of guide and opportunities to improve it moving forward.	Open for Business
		<b>1.1.2:</b> Continue to support coordination between entities working on economic development issues throughout the County. Explore opportunities for developing a road-map type document that includes information on various partner’s focus areas and ways to connect businesses to support.	Open for Business
	<b>1.2:</b> Support business development in key local and regional industry sectors- including agriculture/value added agriculture, manufacturing, health care, renewable energy, and arts/culture/tourism/recreation-and other opportunities as they arise.	<b>1.2.1:</b> Support the Port of The Dalles in efforts to work with Dufur area organizations on efforts around marketing and enhancing events to support robust businesses in the community.	Dufur
		<b>1.2.2:</b> Continue development of the EDC’s Agriculture Committee to identify opportunities for support of this key sector.	Agriculture
		<b>1.2.3:</b> Engage with partners, including Chambers of Commerce and industry organizations, to better understand and support addressing specific industry needs.	Staff
	<b>1.3:</b> Engage with communities and local businesses to identify and address key business needs throughout Wasco County.	<b>1.3.1:</b> Engage, as appropriate, with The Dalles Main Street Business Retention and Expansion program and the Port of The Dalles business. Conduct business interview in communities throughout Wasco County in-line with the Port & Main Street BRE programs to better understand challenges and opportunities they are facing as well as identify	Open for Business

			resource needs and opportunities.	
<p><b>Goal 2: Robust Infrastructure.</b> Support communities throughout Wasco County in efforts to provide adequate infrastructure to enhance community livability and economic opportunity.</p>	<p><b>2.1:</b> Address water and wastewater system constraints to economic development and to increase economic resiliency</p>	<p><b>2.1.1:</b> Work with communities to ensure water/waste water systems assessments are up-to-date and to identify resources to move priority projects forward. Provide additional focus on projects that enable economic development activity.</p>	<p><b>2.1.1.1:</b> Continue to support water/waste water planning processes and the next steps that come out of those efforts in communities throughout Wasco County, with particular focus on Dufur, Wamic, and Mosier in 2017.</p>	<p>Dufur, Mosier, Wamic/Pine Hollow</p>
			<p><b>2.1.1.2:</b> Work with partners in Wasco County, the State, and local entities to discuss strategies to support addressing concerns with the septic system in Tygh Valley.</p>	<p>Staff</p>
		<p><b>2.1.2:</b> Support work occurring with local watershed councils, irrigation districts, the Wasco County Soil and Water Conservation District, and Wy'East Rural Conservation and Development to address water resource challenges impacting economic development activities in innovative ways.</p>	<p>Staff, Committees as appropriate</p>	
	<p><b>2.2:</b> Facilitate coordination between local governments and internet service providers in work to address middle and last mile telecommunications infrastructure gaps and increase redundancy in communications networks.</p>		<p><b>2.2.1:</b> Engage in further conversations around adequate broadband access and opportunities to enhance that capacity where appropriate with particular focus on South Wasco County.</p>	<p>Broadband</p>
			<p><b>2.2.2:</b> Continue to support conversations with CenturyLink around CAF II investments in Wasco County and opportunities for collaboration to improve their reach.</p>	<p>Broadband</p>

		<p><b>2.2.3:</b> Work with the Wasco County Planning Department to identify opportunities to leverage the Comprehensive Plan update to support broadband implementation and explore dig once opportunities.</p>	Broadband
<p><b>2.3:</b> Support development of other business infrastructure. For example, transportation, workforce education and training, housing, livability, and resiliency.</p>		<p><b>2.3.1:</b> Work with Dufur’s City/School District to support engaging resources around their transportation planning and pedestrian safety improvement efforts. Explore potential connections to walkability throughout the community to support access to downtown businesses for visitors.</p>	Dufur
		<p><b>2.3.2:</b> Continue to support the Mosier community as they explore opportunities to develop a joint-use facility for their Fire Station/City Hall project.</p>	Mosier
		<p><b>2.3.3:</b> Continue to support the Maupin Library/City Hall project when appropriate as it moves through fundraising efforts and project implementation.</p>	Staff
		<p><b>2.3.4:</b> Participate in local planning processes, including the Wasco County 2040 and the Gorge 2020 processes, to provide input on vital - economic development issues.</p>	Staff, EDC Leadership

<p><b>Goal 3: Community Capacity.</b> Work with local partners to provide meaningful technical assistance, bring in additional resources, and complete projects that enhance their community’s capacity for appropriate economic development.</p>	<p><b>3.1:</b> Work with local communities to build their capacity for developing and implementing priority projects that align with the EDC’s vision and goals.</p>	<p><b>3.1.1:</b> Host a meeting to discuss the Dufur Community Center concept and begin formation of a steering committee to move the project forward. If there are interested community members, provide technical assistance as appropriate for the project to move forward.</p>	Dufur
		<p><b>3.1.2:</b> Support Dufur in engaging the Forest Service around the Ranger Station’s role in the community and local economy.</p>	Dufur
		<p><b>3.1.3:</b> Work with the newly formed South Wasco Parks and Recreation District to support their efforts to move key projects, including the Pine Hollow Reservoir North Boat Ramp Replacement, forward. As appropriate connect them to resources and provide grant writing technical assistance.</p>	Wamic/Pine Hollow
		<p><b>3.1.4:</b> Support Strategic Planning efforts by the City of Mosier and engage, where appropriate, in supporting implementation of outcomes related to this process.</p>	Mosier
		<p><b>3.1.5:</b> Continue to engage with the South Wasco Alliance and other organizations that support community and economic development to increase their capacity and collaborate on projects when appropriate.</p>	Staff

		<p><b>3.1.6:</b> Work with businesses, institutions, and residents to support utilization of broadband to enhance economic and community development in Wasco County. Explore hosting a Broadband Summit in Maupin to support utilization of the fiber investment.</p>	Broadband
	<p><b>3.2:</b> Provide or facilitate training as needed to increase organizational capacity for economic development.</p>	<p><b>3.2.1:</b> Engage with Rural Community Assistance Corporation around board training opportunities for local water systems and other capacity building assistance they provide. Particular focus in 2017 on work with the Wamic Water and Sanitary Authority Board.</p>	Wamic Committee, Staff.
		<p><b>3.2.2:</b> Host a grant writing workshop to continue to develop skills around grant writing and connecting to funders. Explore partnerships with other local organizations related to developing this project.</p>	Open for Business
		<p><b>3.2.3:</b> Work with small communities interested in creating or adding to their web presence to share information on best practices and strategies for content management. Consider providing limited one-on-one assistance as needed or hosting a work session.</p>	Open for Business

<p><b>Goal 4: Information Source and Advocacy.</b> Ensure that the Board of County Commissioners, partners, funders, and companies have up-to-date information on economic conditions, activities, and projects that support a resilient local economy in Wasco County.</p>	<p><b>4.1:</b> Gather information on economic development related projects and strategies from throughout Wasco County to share with the Board of County Commissioners, partners, and funders. Partners include local, regional, and statewide organizations focused on the key economic development opportunities and challenges in Wasco County.</p>	<p><b>4.1.1:</b> Review the Community Enhancement Projects Process with EDC members to discuss any necessary changes to ensure it continues to be relevant to the EDC’s work.</p>	Staff, EDC Leadership
		<p><b>4.1.2:</b> Conduct annual Community Enhancement Project Process including outreach to project owners, ranking process, and consideration of alignment with long-term strategies.</p>	Staff
		<p><b>4.1.3:</b> Continue to improve ongoing outreach to local communities and funders about priority projects through time on the EDC meeting agendas, regular engagement with organization leadership, and additional strategies as opportunities arise.</p>	Staff
	<p><b>4.2:</b> Maintain up-to-date information on economic and demographic trends, land availability, and major employers.</p>	<p><b>4.2.2:</b> Support update of Wasco County Major Employer’s List.</p>	Open for Business
	<p><b>4.3:</b> Develop a strong web presence focused on business and economic development that highlights key business resources and opportunities as well as shares EDC activities in a meaningful way.</p>	<p><b>4.3.1:</b> Continue to enhance and maintain the EDC’s web presence on Wasco County’s website.</p>	Open for Business

<p><b>Goal 5: Ensure a strong and sustainable EDC.</b> Strengthen relationships with partners, diversify funding streams, and provide key services.</p>	<p><b>5.1:</b> Maintain and implement a long-term economic development strategy as well as intentional annual work plans to guide the EDC’s activities.</p>	<p><b>5.1.1:</b> Update this Economic Development Strategy annually with specific actions to support both long and short term project movement.</p>	Staff
		<p><b>5.1.2:</b> In addition to information on short-term projects developed during the Community Enhancement Project process, continue to engage on long-term activities with partners that support the EDC’s vision. Utilize this context as the EDC determines its focus annually.</p>	Staff
	<p><b>5.2:</b> Create measurements and track outcomes for the EDC’s work and share with the Board of County Commissioners and partners.</p>	<p><b>5.2.1:</b> Work with EDC Leadership and the BOCC to develop measurements for both long and short-term efforts and report on progress annually.</p>	Staff, EDC Leadership
		<p><b>5.2.2:</b> Continue to develop the outreach channels and share accomplishments from throughout Wasco County with partners and the community.</p>	Staff, EDC Leadership
	<p><b>5.3:</b> Explore diversification of funding streams to support the EDC’s efforts.</p>	<p><b>5.3.1:</b> Identify potential funders for specific projects the EDC works on that can leverage current support.</p>	Staff, EDC Leadership

# 2017 COMMUNITY ENHANCEMENT PROJECTS

Each year the Wasco County EDC gathers information about key community economic development projects and activities from throughout Wasco County and recommends a prioritization ranking to the Board of County Commissioners. EDC staff work with each project proponent to gather important information about project stage, investment, and need as well as ensure project deals are posted on the Agora Investment Platform to provide additional visibility for projects.

This process provides an opportunity for a formal dialogue with communities and organizations, as well as a platform to highlight key priorities. It also allows the EDC to leverage its capacity and mandate for provision of technical assistance to identify and support projects that enhance the economic competitiveness of Wasco County and its communities. The EDC determines which projects to focus on based on the prioritization criteria, the level of need for technical assistance, and how projects align with the EDCs strategic priorities.

Prioritization is then annually incorporated into this Strategic Action Plan for the EDC and included in the Mid-Columbia's regional Comprehensive Economic Development Strategy (CEDs) which further highlights projects with regional significance. These documents, along with the Agora Investment Platform, can also be used by project proponents to show local support when seeking funding sources.

## 2017 Priority Project List

Wasco County EDC prioritized the 32 new or ongoing projects submitted by 15 entities in 2017 into the list below. The EDC ranks the top 10 projects and includes the others un-ranked in Attachment A. This list was acknowledged by the Wasco County Board of Commissioners at their February 15, 2017 meeting and incorporated into the CEDs at MCEDD's February 23, 2017 Board Meeting.

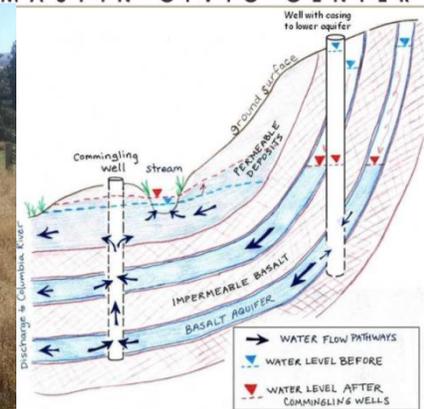
## PRIORITIZATION CRITERIA

1. ADDRESS SPECIFIC ECONOMIC DEVELOPMENT CHALLENGE OR OPPORTUNITIES
2. LEVEL OF IMPACT ON EDC STRATEGIC PRIORITIES
3. LEVEL OF LOCAL COMMUNITY SUPPORT
4. READINESS TO PROCEED/IMPACT OF INCLUSION IN RANKING PROCESS.
5. EQUITY ACROSS WASCO COUNTY
6. TECHNICAL ASSISTANCE READY



**2017 Community Enhancement Projects were ranked as follows:**

1. City of Mosier and Mosier Fire District - Joint Fire Hall/City Hall Development
2. City of The Dalles- Dog River Pipeline
3. Wasco County Soil and Water Conservation District- Mosier Well Repair
4. City of The Dalles- Urban Growth Boundary Expansion
5. Mid-Columbia Medical Center - Hospital Expansion
6. South Wasco Park & Recreation District- Pine Hollow Boat Ramp Restoration
7. Deschutes Rim Clinic Foundation- Clinic Expansion Feasibility Study and District Strategic Plan
8. City of Maupin/South Wasco County Library -South Wasco County Library and Civic Center
9. Wamic Water and Sanitary Authority - Water System Update and Reservoir Replacement
10. City of Mosier - Water System Projects: Well # 5 Development and Eastside System Upgrades



**ATTACHMENT A: COMMUNITY ENHANCEMENT PROJECTS  
FULL LIST**

**WASCO COUNTY ECONOMIC DEVELOPMENT COMMISSION**

515 East Second Street The Dalles, OR 97058 ♦ 541-296-2266 ♦ www.co.wasco.or.us/county/wcedc

**2017 Wasco County Community Enhancement Projects**

<i>Priority</i>	<i>Project Sponsor</i>	<i>Project</i>
1	<b>City of Mosier/Mosier Fire District</b>	<p><b><u>Joint Fire Hall/City Hall Development</u></b></p> <p>The City of Mosier and the Mosier Fire District have partnered to explore opportunities to locate a joint City Hall and Fire Hall in downtown Mosier, a project that would not only serve the facility needs of growing community but would spur development in the commercial center. The TGM grant program has funded a feasibility study, currently underway, which will likely result in a need for additional funds to develop the joint use building for the community.</p>
2	<b>City of The Dalles</b>	<p><b><u>Dog River Pipeline Upgrade</u></b></p> <p>The existing Dog River pipeline, which is an important component of The Dalles’ public drinking water supply and currently transports over 50% of the City’s annual water supply, was constructed in the early 20th century. It is a 3.5 mile long wooden pipeline that consists of milled pieces of fir that were assembled in a circular shape and wrapped with heavy-gauge wire and coated with tar. Over the past 100 years, this pipe has deteriorated, is leaking from tree damage, and exhibiting corrosion. Because the pipe is in poor condition, the City plans to replace it in 2017-18. The new pipeline is planned to be constructed of 24-inch-diameter ductile iron pipe, larger than the existing 20-inch wooden pipe. The capacity of the pipeline will increase from 8 to 17 million gallons per day to supply future municipal water demands.</p>
3	<b>Wasco County SWCD</b>	<p><b><u>Mosier Well Repair</u></b></p> <p>After years of reviewing existing data (including a 1988 Oregon Water Resources Department report), collecting new data and building computer models, the USGS published a report in 2012. The big conclusion regarding the cause of Mosier’s groundwater declines? Commingling wells are the major culprit. Well problems impact property values and increase costs for agricultural operations. Besides threatening Mosier’s economic stability, water supply problems also create conflicts among neighbors and make it difficult for individuals to be self-sufficient on their land. The long-term sustainability of the community depends on a sustainable water supply. This project seeks to</p>

		repair the co-mingling wells in the area around Mosier.
4	<b>City of The Dalles</b>	<p><b><u>Urban Growth Boundary Expansion</u></b></p> <p>The City of The Dalles is conducting periodic review as required by state law. The Dalles is exploring other lands that can be used for industrial purposes that are not constrained by the existence of vernal pools and wetlands. The City and the Community Outreach Team are working with DLCD, the Gorge Commission, and Congressional and Legislative partners to identify a path forward for urban area adjustments in the Scenic Area.</p>
5	<b>Mid-Columbia Medical Center</b>	<p><b><u>MCMC Hospital Expansion</u></b></p> <p>Mid-Columbia Medical Center has embarked on a \$55 million expansion and modernization project. The current hospital was built in several stages, the original structure was constructed in 1959 and the newest addition was in the 1990's. It is currently 111,000 gross square feet. It is not able to accommodate changes in technology and new code requirements, nor is it large enough to accommodate future growth. The solution is to add a 113,000 gross square foot patient tower that will enhance and transform care in the Mid-Columbia region for a facility total gross square foot of 224,000. The Emergency Department and Diagnostic Imaging Department will also be updated and expanded. The project represents a \$55 million expansion and modernization of a \$30 million asset. 125 craft workers and a total of 500 will be employed to work on the project.</p>
6	<b>South Wasco Park and Recreation District</b>	<p><b><u>Pine Hollow Boat Ramp Restoration</u></b></p> <p>The South Wasco Park and Recreation District (SWPRD) has undertaken the project to replace the existing Pine Hollow Reservoir north boat ramp and develop the parking, restroom facilities and adjacent park area for use by the public. The existing boat ramp has been condemned by Wasco County and the Badger Improvement District and closed for several years. This limits recreational access to the lake for boating, swimming and fishing. Pine Hollow Reservoir ranks 65th out of 215 Oregon bodies of water relative to "boating use days.". It serves not only the South Wasco County area, but attracts large numbers of visitors from many Northwest cities and counties.</p>
7	<b>Deschutes Rim Clinic Foundation</b>	<p><b><u>Clinic Expansion Feasibility Study &amp; District Strategic Plan</u></b></p> <p>The Deschutes Rim Health Clinic is in dire need of expansion. Their service provision has grown in response to needs in South Wasco County, but without expansion of their physical clinic space they are unable to truly meet those needs. In order to support this expansion, the Foundation and the White River</p>

		Health District (DBA Deschutes Rim Health Clinic) are working to develop a strategic plan and conduct a feasibility study focused on clinic expansion. This will lay the needed foundation to conduct a capital campaign to expand the clinic in the coming years.
8	<b>City of Maupin/ South Wasco County Library</b>	<p><b><u>South Wasco County Library and Civic Center</u></b></p> <p>Planning, design, and fundraising are underway to support construction of a new, larger, state-of-the-art public library and civic center including City Hall offices and community meeting/gathering facilities. Over \$125,000 has been raised locally from over 300+ donors in South Wasco County. Initial architectural and engineering work is underway currently as well as a grant writing campaign to fund the remaining portion of the project with an eye towards completing fundraising in 2017 and beginning construction shortly thereafter.</p>
9	<b>Wamic Water &amp; Sanitary District</b>	<p><b><u>Wamic Water System Update and Reservoir Replacement</u></b></p> <p>The Wamic Water and Sanitary Authority currently has an old system that is being replaced pipe by pipe with repairs. They also have a holding pond that stores approximately 16,000 gallons of potable water. If there is a fire incident, this is not enough water to support the system and fight the fire. As a result, resident's fire insurance rates are incredibly high. To address this situation, the WW&amp;SA is looking to update the distribution system and build a bigger reservoir. They are currently working through a system assessment study in order to determine the best approach to moving this project forward. This study will be completed this year, and WWSA will begin seeking resources to support its implementation.</p>
10	<b>City of Mosier</b>	<p><b><u>Well #5 Development and Eastside System Upgrades</u></b></p> <p>The City of Mosier completed a Water System Assessment during 2016 which identified several projects. After consultation with funders at a one-stop meeting in October, the City is seeking funding for two of the identified projects together.</p> <ul style="list-style-type: none"> <li>• <b>East Side System Improvements:</b> This project involves the replacement of the Eastside booster pump station and the Eastside Telemetry system. These two facilities are critical to maintaining water supply to the entire east side of Mosier and both are in very poor condition.</li> <li>• <b>Well #5:</b> Currently relying on only one well for all of its supply needs, the City of Mosier is extremely vulnerable to water outages. The City is growing rapidly with over 40 new lots available for development. A new well is the City of Mosier's highest infrastructure priority.</li> </ul>

### **Additional Projects Not Ranked:**

School Area Traffic & Safety Study	City of Dufur
Downtown Benches	City of Dufur
Water Reservoir Improvements	City of Maupin
Mosier Hub (Gorge Hub Trail System)	City of Mosier
Mosier Main Street Streetscape Improvements	City of Mosier
Downtown Parking	City of The Dalles
Chenoweth Area Storm Sewer	City of The Dalles
Downtown Streetscape Improvements, Phase III	City of The Dalles
West 6th Street Widening/Traffic Signals	City of The Dalles
Mill Creek Greenway	City of The Dalles
Waldron Drug Exterior	City of The Dalles
Civic Auditorium Theatre Restoration	Civic Auditorium
Audio-Visual Upgrades	Columbia Gorge Discovery Center
Fire/Burglar Alarm System Repair and Upgrade	Columbia Gorge Discovery Center
Airport Terminal Building Design	Columbia Gorge Regional Airport
Construction of Aircraft De-Icing Area	Columbia Gorge Regional Airport
Runway Lengthening Project	Columbia Gorge Regional Airport
Dufur School Solar4Schools Project	Dufur School District
Food Incubator Building	Port of The Dalles
Urban Conservation Community Outreach	Wasco County Soil & Water Conservation District
Youth Empowerment Shelter	Youth Empowerment Shelter