



Comprehensive Economic Development Strategy

Annual Report and Update – June 30, 2014

Includes 2014 Project Lists

Changes in Economic Conditions

According to the Oregon Employment Department Regional Economist, unemployment rates in the region have declined slightly following the significant effects of the recession in 2009. Annual average unemployment rates in Baker County decreased from 10.2% in 2009 to 9.2% in 2013. Annual unemployment rates in Wallowa County decreased from 11.8% in 2009 to 9.9% in 2013. Union County's jobless rate subsided from 11.4% in 2009 to 8.2% in 2013.

Total nonfarm employment in the region showed little change from 2012 to 2013. Only one of the three counties in the District showed gains in nonfarm employment. Union County increased total nonfarm employment by 0.8%, with a net gain of 80 jobs in the private sector and no change in government employment. The single largest change in Union County employment was 100 new jobs in manufacturing, a 9% increase. Larger manufacturers in Union County indicate that they will continue to add jobs in the foreseeable future. In Baker County, total nonfarm employment declined by 0.8% from 2012 to 2013, with a net loss of 30 private-sector jobs, and 10 public-sector jobs. Total nonfarm employment in Wallowa County declined by 0.4%. Private-sector nonfarm employment increased by 20 jobs and government employment declined by 30 jobs.

Growth of the region's tourism sector slowed in 2013. Direct travel spending in 2013 decreased slightly compared to 2012 levels. At \$42.7M, Baker County's 2013 travel spending was down 1.2% from 2012. At \$31.4M, Union County's 2013 travel spending was down 1.4% from 2012. In Wallowa County, 2013 travel spending, \$26M, was down 2.2% from 2012. Portions of the All-American Road–Hells Canyon Scenic Byway are currently under reconstruction. While a detour on an unpaved road is available, construction activities may still negatively affect the 2014 summer season.

The region's agriculture sector continued to show increases in sales. 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.

Actions to Enhance Resilience

The District is involved in several activities that should improve the resilience of the region in responding to climate change and other stresses. These activities include creating a local-investing ecosystem, developing a community food system, and supporting the Oregon Statewide Wood Energy Team and the University of Idaho BioEnergy Research Project.

Local-Investing Ecosystem Creation

The District 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. Relocalizing 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, that could create access to \$1.1 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 international investments to local communities, citizens could take an active role in stimulating and diversifying the region's economy. Citizen-investors could help employ local people, reduce their carbon footprint by not having to travel as far for services, and diversify the region's tax base to improve infrastructure (roads, schools, or water-delivery systems). Developing relationships between citizens with

capital to invest and businesses and organizations that can provide needed goods and services can also increase social, political, built, cultural and human capital, further increasing the resiliency of the region.

Community Food System Development

Northeast Oregon is a rural area with a rich agricultural history. Up until the 1960s (the era of "get big or get out" ag policy) the region was more than self-sufficient in producing, processing and distributing food to its residents, and exporting products to the rest of the state and the nation. It is now a region of major agricultural commodity production for export markets, with a dearth of local agricultural infrastructure and supports, and multiple "food desert" census tracts of 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 our food system. These include the hugely significant loss of food dollars leaving the region for purchases of foods that have travelled long distances and lost some of their nutritive qualities; 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.

Working collaboratively with partners in a five-county area, the District is providing development support and capital for food and farm businesses and technical assistance for non-profits working on community food system development. The Northeast Oregon Community Food System Collaborative has engaged a diversity of partners and activities aimed at strengthening the regional food system. An



increasing number of community gardens and local farms provide surplus fresh food to schools, food pantries, summer and senior meal programs and other food access outlets. More restaurants, stores and farmers markets are providing outlets for regionally produced vegetable, fruits and meats. Farms and ranches are increasing their sales of direct-marketed products, which improves their profits and diversifies their revenue streams. From preschool to high school, more 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 can help plug the leakage of capital for non-local food purchases. If residents of the smallest county in the District (Wallowa County) increased local food purchasing to 15 percent, \$1.6M dollars would 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 great diversity 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 provides greater nutritional benefits that can contribute to the health and productivity of the populace.

Oregon Statewide Wood Energy Team and the “Prosperity and Sustainability: University of Idaho Wood-Based Bioenergy Development” Project

The District is supporting the development of a collaborative, statewide wood energy team that will advance the installation of commercially viable wood energy systems in our region. The Comprehensive Economic Development Strategy identifies development of new enterprises, including use of forest biomass for heating and energy generation, as an important opportunity for the region. The list of regional assets includes a 2.2-megawatt biomass co-generation plant, developed and operating in the region, that provides heat and electricity for industrial use/wood processing. This plant serves as an example of how biomass projects can be designed to create sustainable jobs and complement forest-stewardship goals. Cooperative management of public lands is the #2 priority issue for our District, recognizing that collaborative approaches could result in management practices that better support local economies. Our #11 Priority Issue of Energy Production and Alternative Energy Development specifically calls out the potential for biomass energy development to both decrease energy costs and dependence on outside resources and to provide jobs and economic resources in the region. Two projects in our list would create biomass projects which would heat multiple buildings.



Oregon Department of Forestry has assembled an interdisciplinary team of experts to serve on the Statewide Wood Energy Team to facilitate the analysis of biomass thermal energy opportunities statewide. The team will use the analysis to identify pre-feasibility targets and provide direct technical assistance to potential end-users of biomass and potential producers of biomass products. Services to

potential biomass end-users and businesses would include project development, fuel specification, equipment, permitting, community engagement, and financing options.

The team will continue its focus on the conversion and installation of biomass energy systems for public facilities (public schools, airports, hospitals, and higher education) with specific attention to critical-access hospitals. The team will focus considerable outreach and education resources on building social acceptance for the biomass energy projects that can link biomass energy, forest health, and carbon neutrality and demonstrate those benefits to an active and engaged community of stakeholders. NEOEDD’s supporting role may include: participate in the formal convening of the Oregon Statewide Wood Energy Team, assist with outreach to help effectively engage rural community leaders and stakeholders, raise awareness of biomass opportunities and limitations in communities where projects are targeted, and build understanding of where and when biomass energy systems make economic and technical sense.



In a similar vein, the University of Idaho has gathered a team of researchers to investigate the social and economic opportunities and challenges that forest biomass-based energy development poses to rural communities in the Northern Rocky Mountain region. The northwestern U.S. has the potential to develop a bioenergy industry that would provide economic and environmental benefits to communities and businesses in the region. The goal of this research project is to explore the potential to utilize woody biomass (i.e., wood residues such as tree limbs, tree tops, brush, and other material derived from forest vegetation such as small-diameter trees) to support a bioenergy industry that benefits rural communities—specifically those in the Northern Rocky Mountain forests in Idaho, western Montana, and the forested areas of eastern Washington and Oregon. The research team will evaluate the economic and social impacts of bioenergy technologies as a development strategy in these areas. NEOEDD staff will serve on the project advisory team to learn about opportunities and provide local input into the project.

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

There have not been any changes to the District’s goals, objectives and action plan since 2013. However, the District conducted a call for projects this spring and gathered public input on project priorities. The NEOEDD board considered the public input and decided not to prioritize projects. The NEOEDD board may set the District’s priorities at any time. Projects may be submitted to District staff at any time. The list of 2014 projects included in this annual report replaces the list of projects included in the original 2013-2018 CEDS.

CEDS Goals and Objectives and Action Plan

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

Progress in Implementing the CEDS

The District made significant progress in implementing the CEDS Action Plan. The action plan is a five-year plan, however much was accomplished in the first year. A summary of the District'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 served in a leadership role for development of local-investment options with partners in the Northeast Oregon Community Capital Collaborative. The Northeast Oregon Community Capital Collaborative (NEOC³) leadership team met four times during the year. The project partners met to plan activities, review progress and begin work on a strategic plan for 2014-2017 activities. In November 2013, NEOEDD signed a contract with Springboard Innovation to provide technical assistance and training.

NEOEDD conducted outreach in a number of ways. The executive director's op-ed article explaining the idea of local investing was picked up by regional media. Staff participated in two radio interviews, and arranged for two others featuring local entrepreneurs and a guest speaker. Additional media coverage featured local-investing tools of crowdfunding and Local Impact Investing Opportunity Networks (LIIONS). Staff conducted outreach at chamber of commerce meetings in Enterprise and Elgin, Rotary Club meetings in La Grande and Baker City, and Chamber of Commerce banquets in Baker City, La Grande and Enterprise. Staff met with accounting firms in Baker and Union County and also representatives from Oregon Trail Electric Co-op and Pacific Power to provide an overview of the community capital project and to encourage their involvement. Pacific Power responded with a pledge of corporate funding for the project. NEOEDD received funding in the form of a USDA Rural Business Enterprise Grant, a Ford Family Foundation Technical Assistance Grant, and an implementation grant from the Oregon Community Foundation.

NEOEDD hosted six successful community-capital informational kick-off events with well-known authors, economists and local investors. The first event in Baker City featured writer, economist and attorney Michael Shuman. The next events were held in La Grande and Joseph and featured journalist and author Amy Cortese. The final three events were held in Baker City, La Grande and Enterprise, and featured writers and investors Carol Peppe Hewitt and Lyle Estill.

Volunteers recruited at kick-off events formed LIION teams in all three counties. These teams will be responsible for organizing educational networking events for entrepreneurs and investors to learn about local investing and have the opportunity to form relationships that could lead to private investment agreements.

Two train-the-trainer sessions were held in Baker City in May, with eleven members of the education team attending to learn about teaching workshops on Raising Capital from Your Community, Introduction to Local Investing, and How to Be a Smart Local Investor.

New owners of the Lostine Tavern were provided information on crowdfunding and used the ChangeXChangeNW online platform, ChangeFunder, to raise just under \$28,000 for their renovation campaign. The business opened on June 6 with 15 new employees. A start-up bakery business received a private loan from a local investor, and is offering product pre-sales to raise additional start-up funds.

- B. NEOEDD provides access to Individual Development Accounts for individuals saving for business or education goals. During the year, staff supported 55 total participants with an overall 86% graduation/performance rate.
- C. NEOEDD held “Business Foundations” business-planning classes in Baker City, Halfway, La Grande and Enterprise with 40 participants. Staff organized a PubTalk in La Grande with 25 attendees. Staff worked with Oregon Rural Action and Oregon State University Extension Service to organize, promote and bring the Growing Farms Successful Whole Farm Management course to the region; 16 farmers or potential farmers attended the four-week workshop series.

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 served in a leadership role in a five-county food system collaborative. The partners met to evaluate the past year’s work and update the strategic plan for the coming year. Staff provided a significant amount of technical assistance to Oregon Rural Action staff to complete financial and narrative reports to funding partners, review funding resources and plan for regional FoodHub development.

Staff served on a leadership team for twelve organizations seeking to move forward in developing a statewide Food System Collaborative, and prepared and submitted funding proposals to support additional planning for this group. A \$22,000 grant was secured from Meyer Memorial Trust. Another \$5,000 request is pending at Ford Family Foundation.

- B. NEOEDD provided training and resources for food businesses. Fourteen food-related businesses participated in the Foundations business-planning classes. Staff conducted outreach with food system partners in Ontario, Pendleton, Baker and La Grande, and at Oregon State University Extension, to schedule and promote Ties to the Land business succession-workshops, which NEOEDD

offered in Ontario and Pendleton. Three food businesses accessed Individual Development Account matched savings to start or expand their goat meat, sheep and poultry operations. A value-added and retail food business received assistance in developing a business plan and start-up funding strategies. Staff also provided business-development support for a local energy-bar business.

- C. NEOEDD provided training and accessed resources for non-profit and public projects. Staff facilitated planning discussions with volunteers from the Magic Garden, Joseph Charter School staff, and a Ford Family Foundation certified federal grant-writer trainee regarding continuation and expansion of garden-to-school activities. Staff researched potential funding sources and technical assistance resources. Staff assisted the Magic Garden/Joseph Charter School project with budgeting and succession planning, and prepared a mini-grant proposal to support farm-to-preschool activities with community gardens in Wallowa and Joseph/Imnaha.

Staff participated in a phone conference with North Powder Charter School regarding the Farm-to-School program needs, FoodCorps funding resources, and potential training and shared distribution options.

Staff assisted with a funding application for USDA Local Food Promotion Program to support development of intermediary food enterprises in the region.

- D. NEOEDD provided support to the Wallowa County Food System Council to organize their second annual strategic-planning session last fall. The planning session was facilitated by Sharon Thornberry, community food systems manager at Oregon Food Bank and featured guest speaker Matthew Buck, a food-system researcher and consultant. The Wallowa County Food Council also hosted Sharon Thornberry for an information-sharing session in May.

NEOEDD also prepared preliminary and final proposals for a RARE AmeriCorps volunteer to help with food-system projects in Wallowa County, including: procuring and promoting food-preservation classes, improving community gardens and farm-to-school fresh food access, and staffing the Food Council committee developing criteria for Food and Farm businesses using the Wallowa County brand.

- E. NEOEDD conducted outreach and shared-funding resources, research reports and other food-system resources to the public via our social media and website. Staff participated in National Good Food Network webinars on supply-chain and food-hub development research and best practices, and shared that information with partner organizations. Staff served as a panelist in a statewide conversation to review and strategize on food-council development, structure and purpose. Staff also participated as a presenter in a roundtable discussion of food business-financing mechanisms at the statewide convening of Meyer Memorial Trust food systems projects. The District was notified that its food system work will be featured in a \$125,000 video story-telling project

which will create one video to share information about regional efforts, and another to document the efforts of the statewide cohort.

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 disseminated information on the Travel Oregon bike-friendly business designation and promotion program to businesses in the region. 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. Staff met with organizers of the Wallowa Union Historic Trails coalition to discuss support for additional trail development in the region.
- B. NEOEDD supported efforts to develop and complete agritourism tourism projects. Staff conducted outreach sessions in October 2013 for agritourism businesses in Baker City, La Grande and Enterprise. The goal of the sessions was to find agritourism businesses that need technical assistance and to discover opportunities for joint marketing or training. Several businesses requested assistance to research zoning and health-department regulations, as well as market research and promotional assistance. Staff applied to Travel Oregon for additional Rural Tourism Studio funding for agritourism and bicycle-tourism development activities. NEOEDD received additional funds for agritourism development in 2014 through the Travel Philanthropy project for sustainable tourism.
- C. NEOEDD supported collaborative efforts to organize and conduct feasibility analysis a rails-with-trails project within the Wallowa Union Railroad right-of-way. Staff attended meetings of the Wallowa Union Railroad Authority (WURA) and the Wallowa Union Historic Trail Consortium (WUHTC) to lay groundwork for studying a rail-with-trail project. Cycle Oregon awarded funding to support Phase 1 conceptual planning activities for the Rail with Trail. Staff is involved in a collaborative project with WURA, WUHTC, Eastern Oregon University (EOU), and Oregon State Parks to conduct the feasibility study with the help of EOU interns.
- D. NEOEDD supported tourism development efforts in northeast Oregon. Staff worked with Travel Oregon to arrange for participation in a Powered by Travel video featuring Wallowa County (<http://youtu.be/X2DTj2ufaYE>). Staff also assisted Travel Oregon staff in planning for follow-up training in tourism development for Wallowa County.

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, feasibility assessment, funding plans, funding applications and grant administration for infrastructure and community-development projects. Staff provided contracted grant-administration services for the Wallowa Water System Improvement CDBG project; June’s Local Market Producer Network, LLC; Farmer’s Market Promotion Program grant-reporting services; and Wallowa County Business Facilitation for grant-writing and reporting services. We provided limited pro-bono technical assistance to Union County Arts and Culture Center, Josephy Center for Arts and Culture, Maxville Heritage Interpretive Center, and the Wallowa Local Foods Project.
- B. NEOEDD provided limited assistance to citizens and organizations to develop locally controlled funding resources—community endowments, social enterprises, etc. We organized meetings of the Wallowa Fund Advisory Committee and distributed \$1,000 of scholarships to students expecting to return to live and work in Wallowa County.
- C. NEOEDD provided 10 Individual Development Accounts (IDAs) for individuals saving for post-secondary education.
- D. NEOEDD provided Grant Station grant research assistance to one non-profit regarding development of multi-purpose community pavilion that could serve as an ice rink during the winter months.

Goal 5 – Brownfields Redevelopment

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

- A. Approximately \$127,000 of EPA funding was accessed this year. Site-assessment work was conducted at the Maxville Heritage Interpretive Center site and the Wolfe Ranch. Contamination was discovered at the Wolfe Ranch, resulting in additional assessment work and the removal of an underground tank.
- B. NEOEDD staff attended the Oregon Brownfields Conference, learning from others and sharing information about our project at one of the breakout sessions.
- C. The Analysis of Brownfield Cleanup Alternatives document for the Ostwald Machine Shop site in Baker City was completed and accepted. The property was transferred from the Ostwald Estate to the 5J School District.

- D. The Analysis of Brownfield Cleanup Alternatives for the Ostwald Machine Shop site in Baker City allowed the 5J School to apply for and receive clean-up funding. The contaminated property will be cleaned up and a high-school class will follow the clean-up project and learn about brownfields and the science behind contamination and clean-up activities. Six class members attended the Oregon Brownfields Conference and presented their perspectives on what their class has been learning so far.

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 issues, projects and priorities for the five-year District Comprehensive Economic Development Strategy and its subsequent update. The CEDS was approved at the NEOEDD September meeting and submitted to EDA. Staff participated in the Governor’s Regional Solutions Advisory Team meeting to discuss priorities and opportunities. Staff also participated in regional issue and project discussions at the Oregon Business Plan Summit.
- B. NEOEDD presents information about community/economic resources, activities and lessons learned to public/private groups daily through social media (Facebook and Twitter), and monthly via an e-newsletter with 900 subscribers.
- C. NEOEDD supports leadership development activities throughout the region and participates in Ford Institute for Leadership Program (FILP) planning, training and collaboration. NEOEDD staff provided local leadership for FILP Pathways activities in Wallowa County. The group has adopted the Northeast Oregon Community Capital Collaborative project as its focus. Staff also assisted with recruitment of participants for a FILP Individual leadership skills cohort which began training in Wallowa.
- D. NEOEDD staff participate in Oregon Economic Development District, Oregon Microenterprise Network, 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.
- E. The Oregon Main Street program staff has been engaged as part of the feasibility-assessment team for the Rail with Trail project, and the Main Street framework will be used to complete assessments of communities along the rail corridor.
- F. NEOEDD encourages participation by youth and younger adults in collaboration, planning activities and meetings. Younger adults are participating in LIION networking events, food systems and community-endowment activities.

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	Establish an environment that inspires individuals to create and grow successful businesses. Adult and youth entrepreneurial education, training, technical assistance, access to capital, networks, culture and environment that supports entrepreneurs.	20+	60,000	Foundations donations, fee for service, CDBG, VIDA	2014-2015	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	Many are possible	90,000	RBEG, TFFF, OCF, Pacific Power	2014-2015	2
NEOEDD	Regional Food System Development	Technical Assistance	Collaborate with agricultural producers, processors & advocates to identify existing and needed equipment/facilities and services to enhance regional food systems and access to markets; conduct supply chain, product transportation assessment, share information; identify potential funding mechanisms.	15	50,000	Foundations donations, fee for service	2014-2015	3
NEOEDD	Technical Assistance to Communities and Non-Profits	Technical Assistance	Improve community and economic development projects by providing workshops and professional assistance for non-profit organizations and municipalities in the areas of organizational and/or project development, budgeting, funding, management and evaluation.	0	25,000	Foundations fees, donations	2014-2015	4
Wallowa Union	Rail with Trail	Planning	Study to determine feasibility of a 63-mile rail-with-trail on the Joseph Branch line between Elgin and Joseph.	12	50,000	OPRD, ODOT,	April 2014 to January 2016 for	1

Historic Trail Consortium						ODFW, grants	feasibility study.	
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 Baker, Union and Wallowa County	0	20,000	Foundations donations	2014-2015	5
Northeast Oregon Network (NEON)	Pathways Community Hub	Technical Assistance	The Pathways Community Hub is a project to help support and implement care coordination pathways with newly trained Community Health Workers. Its economic impact would be to contract with health care payers to bring funding for Community health workers to the area to be funneled to health care providers employing the community health care workers. We would also support ongoing training of the workforce, and measure outcome and return on investment.	2	375,000	Centers for Disease Control grant funding has been obtained.	The project started in 10/13 and will be completed and ideally fully functional/self-supporting by 10/14	1
Northeast Oregon Network (NEON)	Community Health Worker Workforce Development	Technical Assistance	The Community Health Worker training program's initial goal is to train 80 certified Community Health Workers in Eastern Oregon. 15 have already been trained. The other goal is to successfully implement a two-part sustainability plan. The first component of the sustainability plan will be to continue the ongoing training program based upon fees - post grant support. The second part of the sustainability plan is to work with health care payers to reimburse social service providers and physicians' offices for work done by the Community Health Workers,	2 jobs created. 65 more Community Health Workers will be trained and ideally employed in the Eastern Oregon	300,000	Centers for Disease Control and Pacific Source Health Plan Foundation grants. Total funding obtained to date is \$250,000 and should be sufficient	The project started in October of 2012 and we expect to finish it in October of 2014.	2

			thus ensuring a new funding source for an ongoing job market. Development of a long term business plan is underway, to continue the training center post project end date.	Region, assuming the ongoing sustainability and business planning is successful		to complete the full set up of the training center by October of 2014.		
NEOEDD	Brownfields Assessment	Technical Assistance	Technical assistance to evaluate brownfields and complete Environmental Assessments	0	250,000	EPA	2014-2015	6

Baker County Projects

Project Sponsor/ Proponent	Project Name	Project Type	Project Description	Job Creation	Budget in \$	Funding Source	Timeframe	Sponsor Priority
City of Huntington	Huntington Water System	Infrastructure	Water system improvements include a new reservoir, new well, distribution system improvements and system meters.	0	1,681,000	None	Not sure	2
Baker City	Leo Adler Memorial Parkway Extension	Infrastructure	Complete Leo Adler Memorial Parkway along the Powder River in Baker City.	0	Unknown	Unknown	--	5
City of Halfway	Wastewater System upgrade	Infrastructure	Design and construction for wastewater treatment plant and collection system upgrades	?	estimated between 3M to 5M	OBDD/IFA	Unknown at this time	1

Baker County	Public Health Building	Facility Construction/ Rehab	Purchase or construct a building for County Health Department	1	2M	CDBG	2014-2016	--
City of Sumpter	Wastewater treatment upgrades	Infrastructure	Build a contact tank for chlorination of effluent and upgrade discharge system	0	350,000	Unknown	2014	1
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	2014-2015	4
Baker City	Cryptosporidium Solutions	Infrastructure	Permanent treatment solution to cryptosporidium problem	0	3.1M	IFA Safe Drinking Water, user rate fees	2014	1
Crossroads Carnegie Art Center	Sister Campus Project	Other	Crossroads has identified its desire to develop a partnership with the Oregon College of Arts and Crafts in Portland and look at the potential of creating a sister campus here in Baker City.	HUGE	Unknown	Unknown	2015-2016	7
Baker City Bandstand Committee/ SIBC	Baker City Bandstand	Facility Construction/ Rehab	Construction of a 1200 sq. ft. multi-use permanent bandstand/pavilion in Geiser-Pollman park for public use	Aside from the actual construction of the facility, zero jobs will be created.	206,000	Grants, donations, sponsorships, sales of commemorative bricks	Fundraising is ongoing. Construction goal is 2014/2015	1
Burnt River Community Leaders	Burnt River Agriculture Studies Institute (BRAGSI)	Facility Construction/ Rehab	The BRAGSI project will be a residence for High School students. We are planning to build a private facility based on a working cattle ranch that will house around 20 high school students and employ 2-5 people. The	2-5	850,000	Seeking grant opportunities and private investors at	Project was started in March 2014 and expected implement-	1

			students will live in the residence while attending Burnt River High School (a charter school); with a strongly agriculture/natural resource-based curriculum. This facility will target top achieving high school students from Oregon and beyond that are interested in having a hands-on experience in a ranch/farm style setting.			this early stage of project development	tation by September 2014.	
Baker County	Elkhorn View Industrial Park - Create Certified Site	Infrastructure	Create a certified site so it is ready for development in 180 days. Design and potentially construct a spec building	0	2.5M	None	As soon as funding is available 2016	--
Baker County	Baker Higher Education Center	Facility Construction/Rehab	Create a campus in Baker City	3	17M	None	2018	--
Crossroads Carnegie Art Center	Artist Relocation Program	Technical Assistance	Crossroads would like to create an artist relocation program for Baker County. Goal is to attract new artisans to live, work and create new vitality for Baker County	Significant but unknown at this time	12,000	Grants	2016	5
City of Haines	Water System Improvement Project	Infrastructure	Upgrade water system	0	5M	Applying for Business Oregon Grant	2014-2018	1
Crossroads Carnegie Art Center	Dance Instructor Recruitment	Other	Crossroads needs to do a regional or national search for a high quality dance instructor to move to Baker City and teach at Crossroads	1	20,000	Baker County Ec. Development, grants	2014	3
Baker County	Industrial Land Surveys	Technical Assistance	Conduct industrial land surveys, targeted industry analysis, strategic marketing plan for county and cities	0	50,000	None	2015	--

			within the county interested in industrial development. highlight comparative advantages. incorporate brownfield redevelopment options. Assure there is an adequate supply of marketable industrial land.					
Crossroads Carnegie Art Center	Expansion	Facility Construction/ Rehab	We are beginning a five year search for an additional location to expand our services.	0	20,000	Grants	2014-2015	6
Crossroads Carnegie Art Center	Baker City Arts Asset Mapping	Technical Assistance	Crossroads wants to bring together the Economic Development organizations, property owners, government and arts organizations to go through a comprehensive process of identifying opportunities for the expansion of arts related industry. We will then work to identify the top priority needs for infrastructure and human capital of all the current arts businesses (both profit and non-profit). Goal is to get attention of Economic Development agencies' attention and to lay the foundation for priority #3.	Unknown	1,500	None	Fall 2014	2
Baker City	Best Frontage Road	Infrastructure	New street construction on south half of project, rehabilitation from H Street north	0	3M	ODOT JTA and other	2014-2015	2
Baker County	Events Center Renovation	Facility Construction/ Rehab	Renovate existing facility for conventions and meetings	1	250,000	None	started-2015	--
Baker County	Mason Dam Hydroelectric Project	Facility Construction/ Rehab	Install a 3megawatt powerplant on Mason Dam.	1	4.5M	Federal Energy Loans	2014-2016	1

Baker City	Downtown Court Plaza	Infrastructure	Gathering area, pedestrian connection to Leo Adler Pathway.	0	500,000	Unknown	2013-2014	3
Crossroads Carnegie Art Center	Artists Development Programs	Technical Assistance	Crossroads would like to partner with the regions other Arts organization to have high quality artists development programs with the support of Economic Development.	0	5,000	Grants	--	4
Crossroads Carnegie Art Center	Public Art Commission in Baker County	Planning	Crossroads and the City of Baker City will meet with Public Art specialists to create the policies and start the foundation of creating a public art commission.	Unknown	\$1,500	None	10/1/2014	1

Union County Projects

Project Sponsor/ Proponent	Project Name	Project Type	Project Description	Job Creation	Budget in \$	Funding Source	Timeframe	Sponsor Priority
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	--
Liberty Theatre Foundation Inc.	The Liberty Theatre Restoration Project	Facility Construction/ Rehab	The goal of the Liberty Theatre Foundation is to restore and operate the Liberty Theatre as a regional performing arts center. The restoration project will recreate the appearance of the theater prior to the 1930's. The theater will enhance the area's performing arts capabilities as well as become an economic and	10 - 15 restoration jobs. 2 - 3 fulltime plus 1 - 2 part - time jobs for operations	3M	Numerous private funders, foundations, corporate grantors, and other public sources.	2011-2016	1

			cultural resource for downtown La Grande and the region.					
City of Union	Water line replacement and upgrade	Facility Construction/ Rehab	Replace and upgrade under sized water lines	1	1.4M	city budget	1-15 Years	--
City of Union	Cove - Union Multiuse Path	Planning	Pathway between the communities of Cove and Union for multiuse use	5	Unknown	Unknown	3-4 months	--
Union County	Justice Center	Facility Construction/ Rehab	Construction of a justice center to replace obsolete facility	0	3.5M	Justice Dept., Union County	2014-2015	--
City of La Grande	Pierce Road Industrial Property Infrastructure	Infrastructure	The City of La Grande has expanded its UGB to include over 200 acres of "large lot" industrial lands to allow for future industrial growth and allow us to be competitive for larger industrial projects seeking large acreage sites.	200+	5M	None yet	Would like to start in 1-2 years and be complete in 3-5 years.	1
City of Union	Street Maintenance	Infrastructure	Yearly street maintenance	3-5 full time jobs	700,000 year	Unknown	one year projects	--
City of Union	Waste water storage	Facility Construction/ Rehab	Build storage ponds for winter effluent	1	500,000	city budget	3-5 years	--
City of Union	Industrial Park Development	Infrastructure	Determine what is needed to serve industrial property in the city. Potentially purchase industrial land, extend rail spur, partition industrial land, extend water/sewer services to each lot, develop roads and sidewalks. Achieve industrial site certification from Business Oregon	Unknown	Unknown	Unknown	5-10 years	--
Union County, Buffalo	Buffalo Peaks Golf Course Club House/Community Center	Facility Construction/ Rehab	Two entities would be served by this project. A clubhouse would serve the golfers at Buffalo Peak and a	10	1.5M	Unknown	ASAP	--

Peaks Golf Course			community center would serve the City of Union					
UCEDC, City of La Grande	Roads and utility infrastructure La Grande Business & Technology Park	Infrastructure	Road, utility improvement to serve lots in La Grande Business & Technology Park	100+	2.5M	Immediate Opportunity Fund, City of La Grande URA	2014-2016	2
City of Island City	Well #5 Project	Infrastructure	New well and reservoir	0 permanent	3M	Rural Development USDA	Summer 2014 to 2015	--
UCEDC, Union County	Baum Property Infrastructure	Infrastructure	Roads, utilities, and rail spur to serve county-owned industrial park	50	2.7-3.2M	Immediate Opportunity Fund, Connect Oregon	2014-2016	1
City of North Powder	New City Hall & Library	Facility Construction/Rehab	Preliminary Planning stages	Unknown	Unknown	Unknown	2014-2020	--
City of North Powder	Wastewater System Improvement	Infrastructure	Improvements needed to become compliant on PH.	Unknown	Unknown	Community Development Block Grant	2014-2016	--
UCEDC, Union County, City of La Grande, Elgin, North Powder, Union, Island City	Industrial Land Supply/Strategic Marketing Plan	Technical Assistance	Prepare economic opportunities analysis, zone more land as industrial in the County and within urban growth boundaries. Conduct industrial land surveys, targeted industries analysis, strategic marketing plan for County and cities within the county interested in industrial development. Highlight competitive comparative advantages. Incorporate brownfield redevelopment options. Assure there is an adequate supply of marketable industrial land.	0	Unknown	Unknown	2014-2016	3

Wallowa County Projects

Project Sponsor/ Proponent	Project Name	Project Type	Project Description	Job Creation	Budget in \$	Funding Source	Timeframe	Sponsor Priority
ODOT	Bike Path from Joseph to Wallowa Lake	Infrastructure	Planning, design and construction of bike/ped. path from Joseph along Wallowa Lake to the head of Wallowa Lake	0	8M	ODOT - Bike Ped	2013-2015	1
Associated Ditch Company	Wallowa Lake Dam Rehabilitation	Facility Construction/ Rehab	Reconstruction of Wallowa Lake Dam	20 Construction	15M	Private and/or Government	2015-2016	1
Wallowa Resources Community Solutions Inc.	City of Enterprise Woody Biomass Heating System	Infrastructure	Build and operate a centralized biomass heating plant adjacent to the City Fire Hall and servicing the Firehouse, City Hall, and Public Library. The City Hall and Firehouse provide offices for city administration, the planning department, public library, police department, fire department, public works, and Historic Landmarks Commission. The building totals 8,720 sq. ft., with 6,500± occupied by offices, and the remainder used for document and equipment storage. The current heat system is a hydronic oil boiler with 1 MMBTU of capacity. Several of the City Hall radiators are non-operational, requiring workers in those offices to use electric space	5 FTE for a month for construction, 0.5 for operations	182,000	ODE tax credit, USDA REAP	2014	--

			heaters. In 2011, City Hall used 5,228 gallons of fuel oil, about 725 MMBTU. This would have been higher if all spaces had operational radiators. Last year, the City Library used 1,700± gallons of fuel oil. A containerized system on the South side of City Hall could jointly service the City Hall, Firehouse and City Library. Together, the City Hall and Library used about 6,900 gallons at an annual energy cost of \$23,000, representing a substantial portion of the operating budget. A combined City Hall / Library system could reduce annual operating costs significantly.					
City of Joseph	Water/ Sewer extension to Joseph Industrial Land	Infrastructure	Extend water/sewer service along Russell Lane to industrial-zoned property w/in the city limits	45	250,000	Unknown	2014-2015	--
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 jobs in development and construction. Part-time job only for operation and maintenance	300,000	USDA REAP, ODOE – RETC	Oct 2014 - Aug 2016	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 \$10,000	2014-2015	--
Maxville Heritage Interpretive Visitor Center	Business Plan and Pro forma for Preservation of Maxville Cabin	Technical Assistance	Through a partnership with the Clatsop Community College preservation school, CLE's Oregon Heritage and other potential sponsors the Maxville Cabin can be relocated. In terms of process, the condition assessment and documentation and stabilization will lead to a Treatment Strategy. Any dismantling will lead to substantial material loss due to the deterioration of the structure. The end result may be a significant reconstruction with mostly new materials and some level of DNA from the original. The adaptive reuse will in and of itself result in meeting current life & safety standards for public use and assembly. Feasibility and business plan considerations are a key to making sound organizational decisions for Maxville Heritage Interpretive Center on this project.	2 (training for preservation restoration)	The first phase will be a minimum of \$5000 in 2015. This will be for a 2 week field school to document and stabilize the building from further damage.	Oregon Heritage, In-kind work from Staff and students at the preservation school. National Parks Service (NPS), CLE in La Grande	phase one will be 2 weeks beginning after September 2016 for the business plan & pro forma completion	--
Enterprise Public Library	ADA Access	Facility Construction/ Rehab	Construct an addition to the library to house a lift from the accessible basement floor to inaccessible main floor	0	200,000 - 300,000 est.	Local fundraising, City of Enterprise, grants	Summer 2015 or Summer 2016	1
Maxville Heritage Interpretive	Relocation	Other	Planning assistance for relocation. Due to the expansion of the Josephy Center's programming and staffing	2, Executive Director,	2,500-5,000	Wildhorse	Start immediately, finish	1

Visitor Center			needs, Maxville Heritage interpretive Center is seeking an exhibit space and office space short term for (3 years) on Joseph's Main Street in 2015. The heightened exposure to the tourist foot traffic, increased volunteerism and donations dictate MHIC remain along Joseph's main street. The availability of unoccupied buildings and vacant properties provide MHIC with several opportunities to establish a cultural and regional heritage space with easy access for our patrons of all ages. This ties into our long-term goal of rehabilitation of the historic Maxville Cabin through a 3 -5 year preservation school project, fundraising effort and relocating the building from Maxville to Joseph or Enterprise once we establish a property agreement.	administrator PT			March 2015	
City of Enterprise	Jensen Ball Field Improvements	Facility Construction/ Rehab	Construction of new restrooms and concession facilities	private sector job opportunities	100,000	Parks Division	2014-2016	2
City of Joseph	Joseph (Hillock) property	Infrastructure	Sewer lines need to be extended to the site	Unknown	30,000	Business Oregon	2014-2015	--
City of Enterprise	Warde Park Improvements	Infrastructure	Remove and replace brick walkways; improve water system and electrical system in park; installed benches	1 within city, plus create job opportunities in private sector	60,000	Unknown at this time	2015	1

WR Community Solutions Inc	Big Sheep Hydro	Infrastructure	Collaborative partnership with local landowners/irrigators to construct a 1 MW hydro project.	3-4 jobs in development and construction. Part-time job only for operation and maintenance	1M	Private equity and USDA REAP, ODOE-RETC and ETO	July 2014 - June 2016	2
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