Appendix A: Overview of CEDS Process

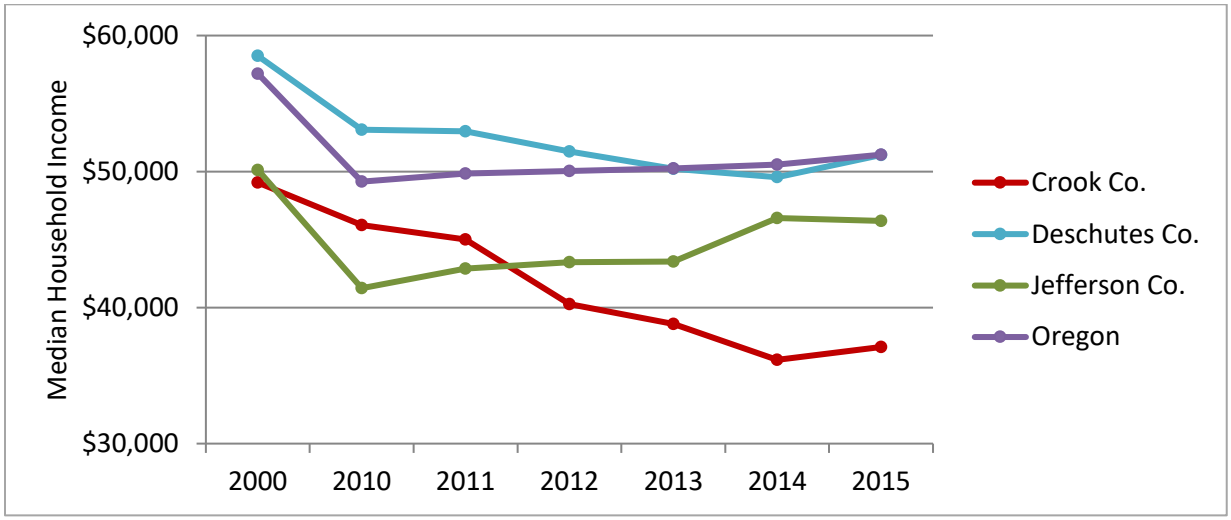
CED staff have been developing the CEDS since September 2015 through the following process:

- Data gathering (summer and fall 2015 - ongoing);
- Economic development stakeholder input (November 2015 ED stakeholder meetings in Crook, Deschutes, and Jefferson counties; …and ongoing throughout the remainder of the process);
- CEDS Strategy Committee meetings (September and December 2015; March and August 2016);
- Focus Group meetings in May 2016 with additional stakeholder groups (Housing, Workforce, and Move-In Ready Commercial and Industrial buildings and Incubators/Shared Work Spaces);
- One-on-one meetings with key organizations re: emerging regional priorities (Better Together and ECWIB; Housing Works, COBA, B2030, Central OR Health Council RHIP housing subcommittee, and Homeless Leadership Council; ODOT; and others – summer and Fall 2016);
- COIC Board updates and reviews (August 2015, April 2016);
- Finalize draft Issues and Strategies and develop measurable actions (summer and fall 2016);
- Solicitation of priority projects from cities and counties (fall 2016);
- COIC Board Review of draft Issues and Strategies (November 3, 2016);
- **Board Adoption of the Regional Priority Issues and Strategies** (December 1, 2016);
- Finalize the CEDS Project List (January - February 2017);
- **Board Adoption of the CEDS Project List (March 2, 2017)**
- Final Plan writing and layout (February - March 2017);
- 30-day Public Review Period (April 4 - May 3, 2017);
- **Adoption by COIC Board (May 4, 2017)**;
- Incorporation of public comment, additional regional priority projects (June 2017);
- 30-day Public Review Period (July 4 – August 3, 2017);
- **Unanimous Adoption by COIC Board (August 3, 2017);**
- Final Plan outreach and marketing to regional and statewide partners (May 2017 – ongoing).

Appendix B: Data Figures and Tables

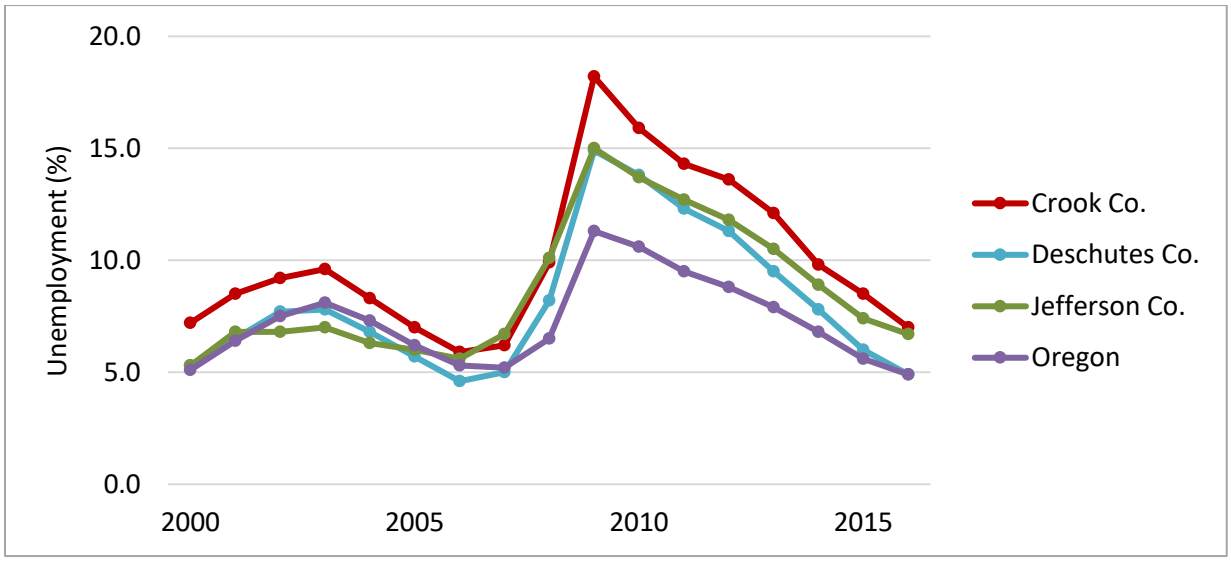
General Figures

Figure B-1 *Central Oregon Median Household Income, 2000 – 2015*



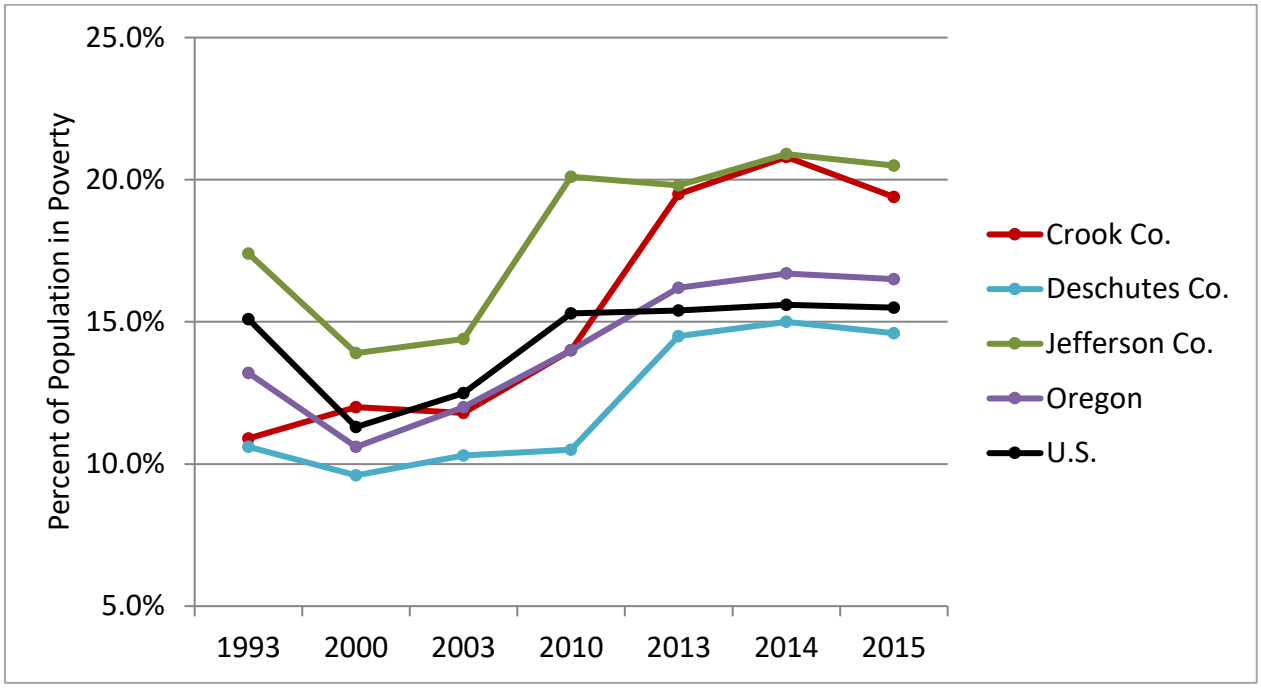
The median household income of Crook and Jefferson Counties is far below that of Deschutes County and Oregon. (Source: U.S. Census Bureau, American Community Survey, 2000 – 2015).

Figure B-2 *Central Oregon Unemployment, 2000 – 2016*



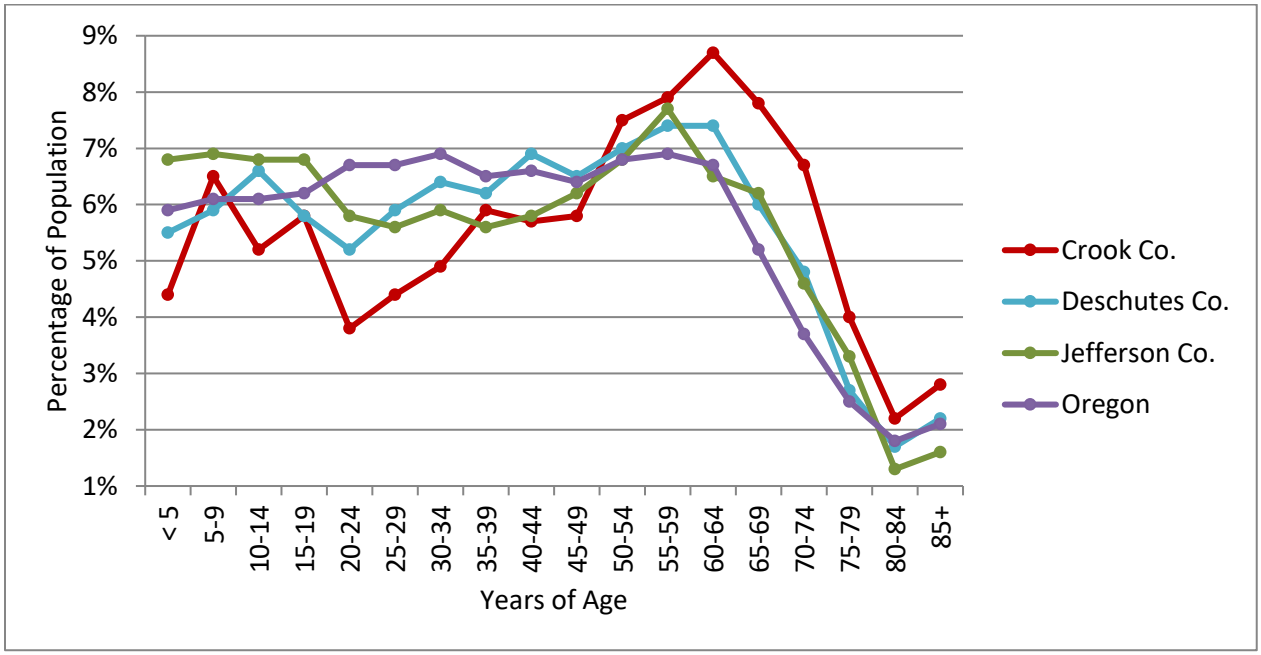
Central Oregon unemployment rates are decreasing, however, Crook and Jefferson County unemployment remains above that of Deschutes County and Oregon. (Source: Oregon Employment Department, LAUS, 2017).

Figure B-3 *Central Oregon Poverty Rates, 1993 – 2015*



Crook and Jefferson County poverty rates are high in comparison with Deschutes County, Oregon, and the U.S. (Source: U.S. Census Bureau, American Community Survey, 1993 – 2015).

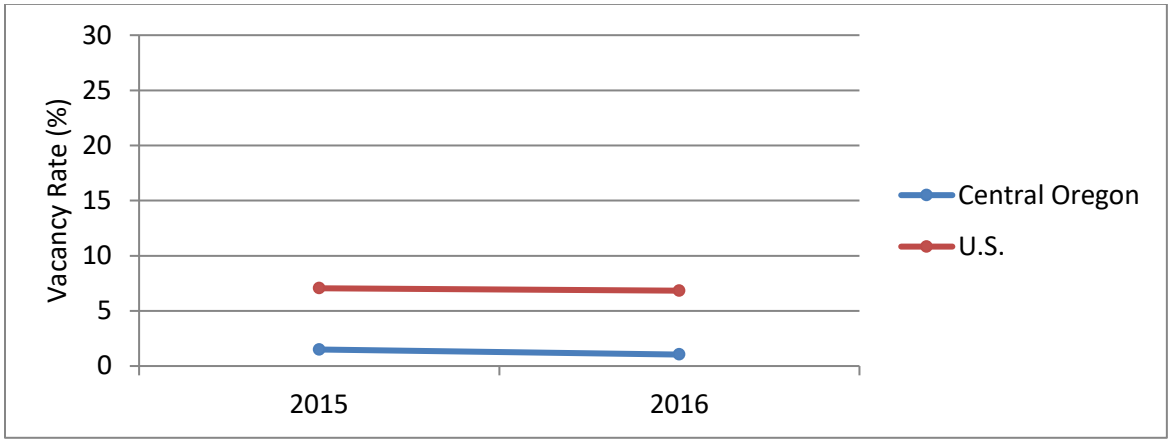
Figure B-4 *Central Oregon Age Distribution, 2015*



Central Oregon has a lower proportion of residents between the ages of 15 to 49 when compared to Oregon. (Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2015).

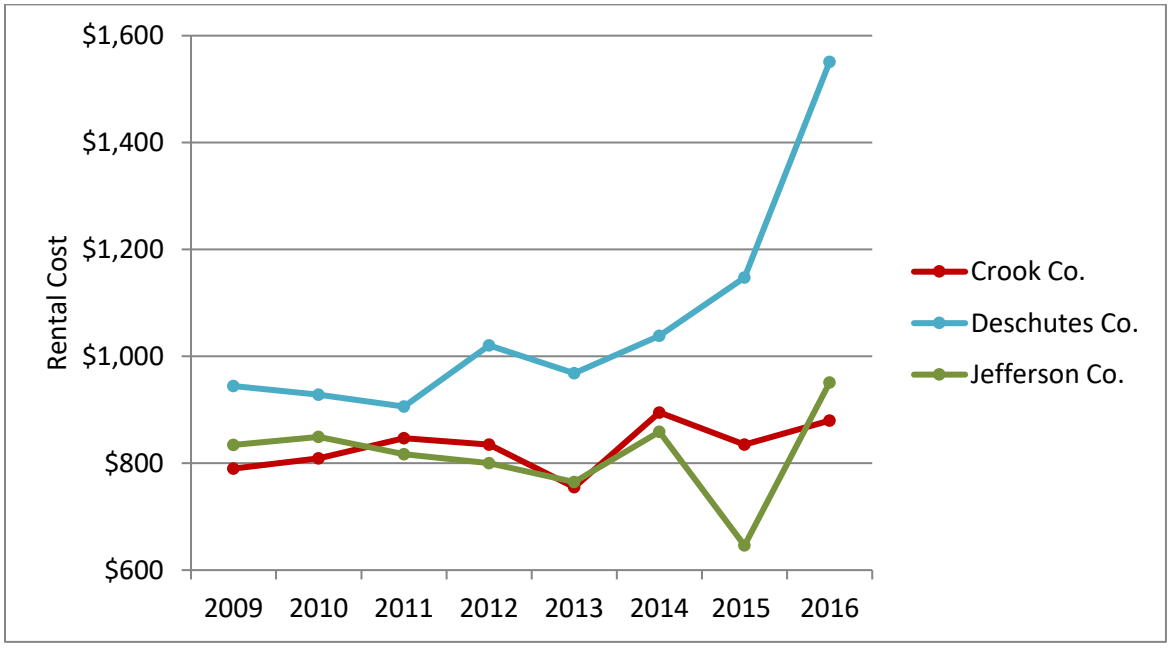
Housing Affordability and Availability

Figure B-5 *Rental Housing Vacancy Rates, 2015-16*



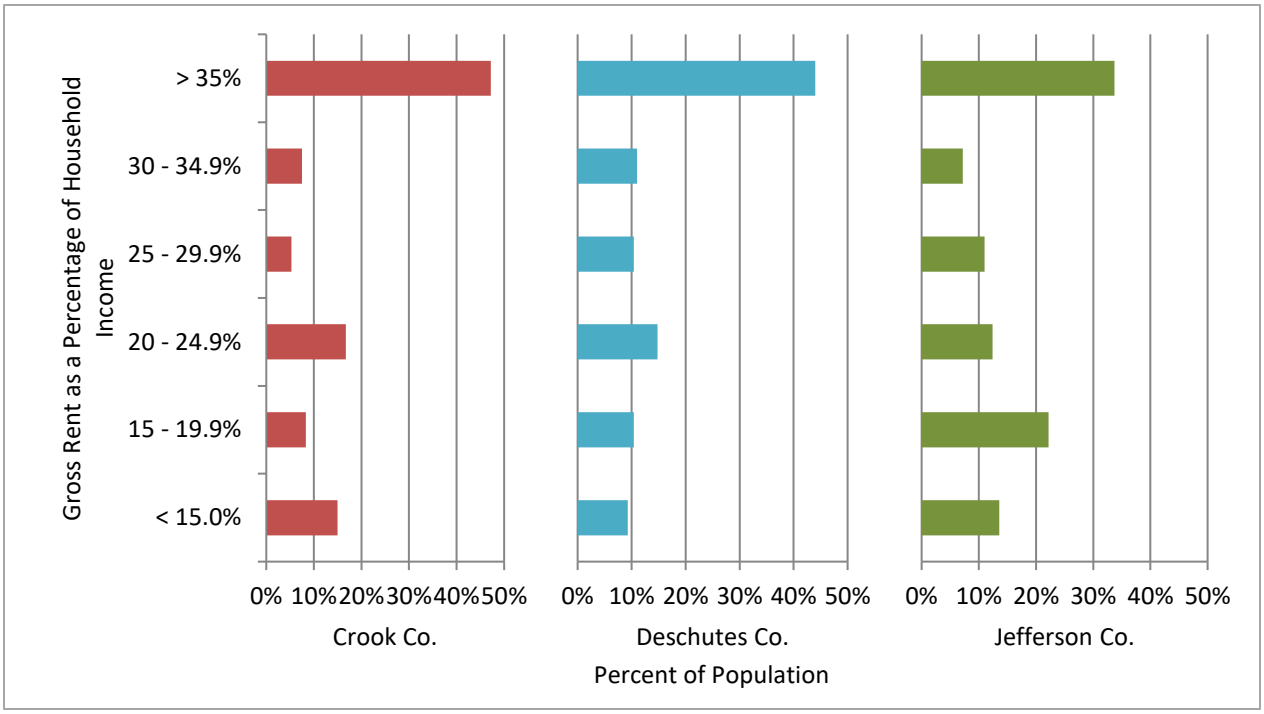
Central Oregon housing availability is low and decreasing. (Source: COROA Central Oregon Rental Survey, 2015-2016; U.S. Census Bureau, Current Population Survey/Housing Vacancy Survey, April 27, 2017).

Figure B-6 *Central Oregon Mean Rent (3-Bedroom House), 2009 – 2016*



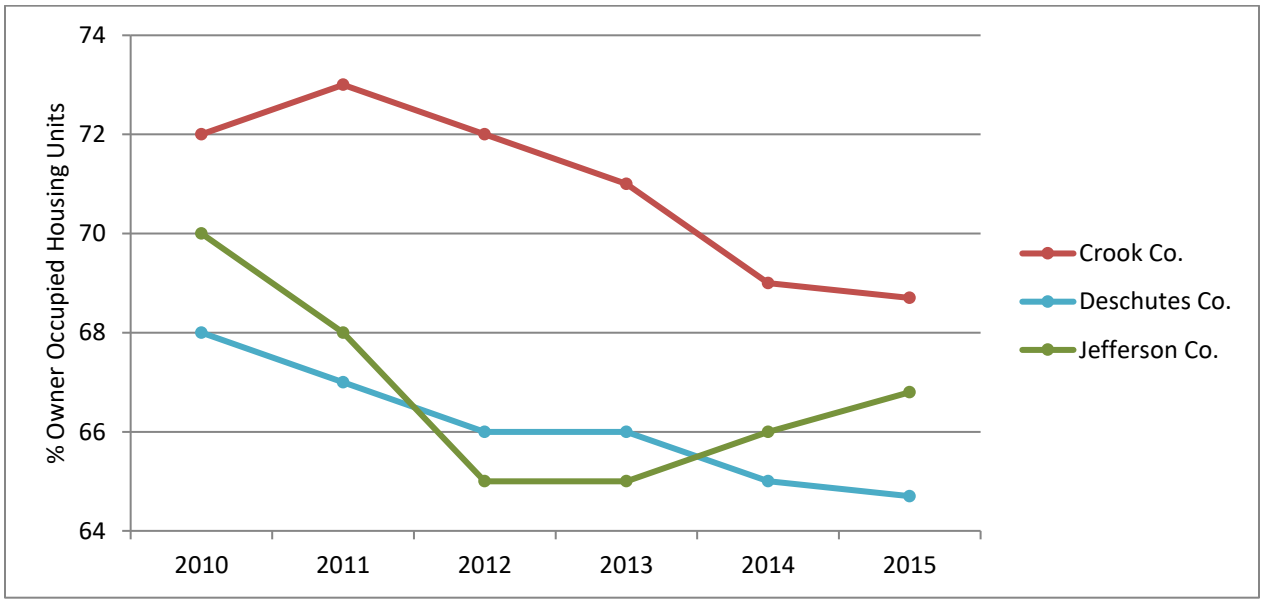
Mean rent in Central Oregon has increased in recent years, especially in Deschutes County. (Source: Central Oregon Rental Owners Association, 2009-2016).

Figure B-7 *Gross Rent as a Percentage of Household Income, 2015*



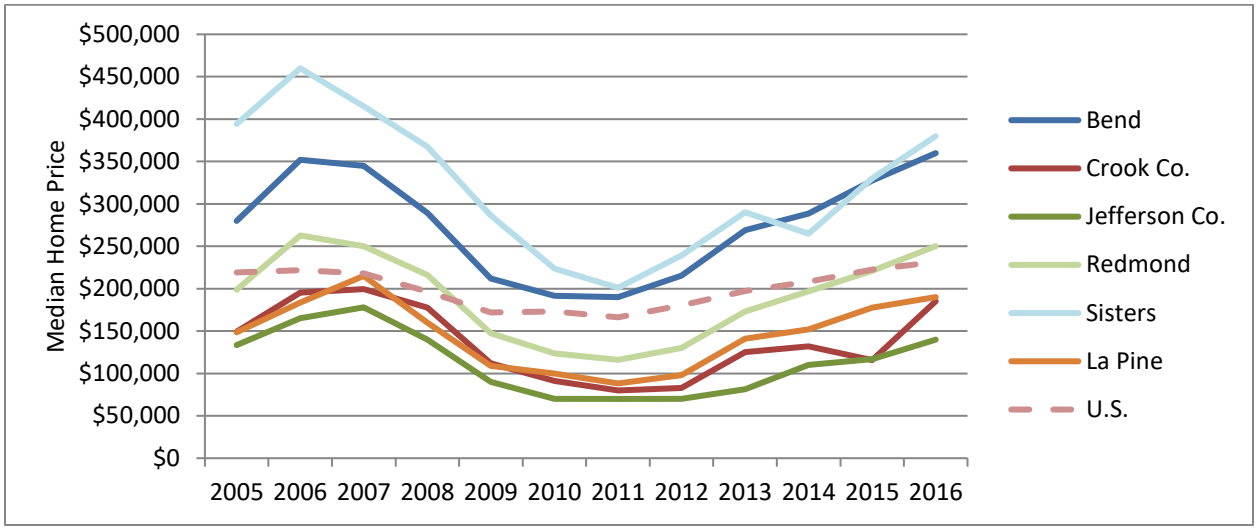
High rental costs with approximately 40-55% of the population in Crook, Deschutes, and Jefferson Counties contributing over 30% of household income to rent. (Source: U.S. Census Bureau American Community Survey, 2015).

Figure B-8 *Central Oregon Home Ownership Trends, 2010 – 2015*



Owner-occupied housing is declining across the Central Oregon region. (Source: Census of Population and Housing, 2010; American Community Survey, 2011-2015).

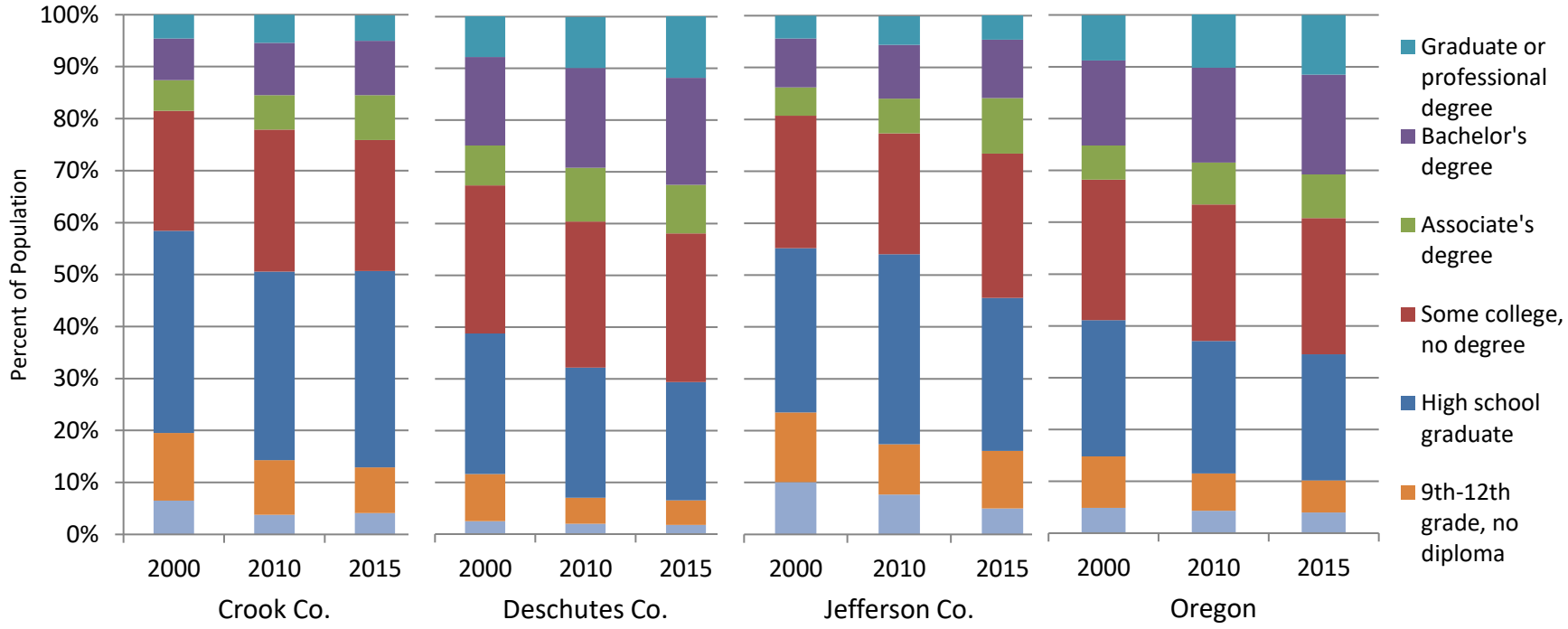
Figure B-9 *Existing Single Family Home Prices – Central Oregon and U.S., 2005 – 2016*



Housing values are quickly increasing to pre-recession levels. Note that Central Oregon data is for existing single family residential homes of less than 1 acre; U.S. data is for existing single family homes. (Source: Central Oregon Realtors Association, 2005-2016; National Association of Realtors, Existing Home Sales Data).

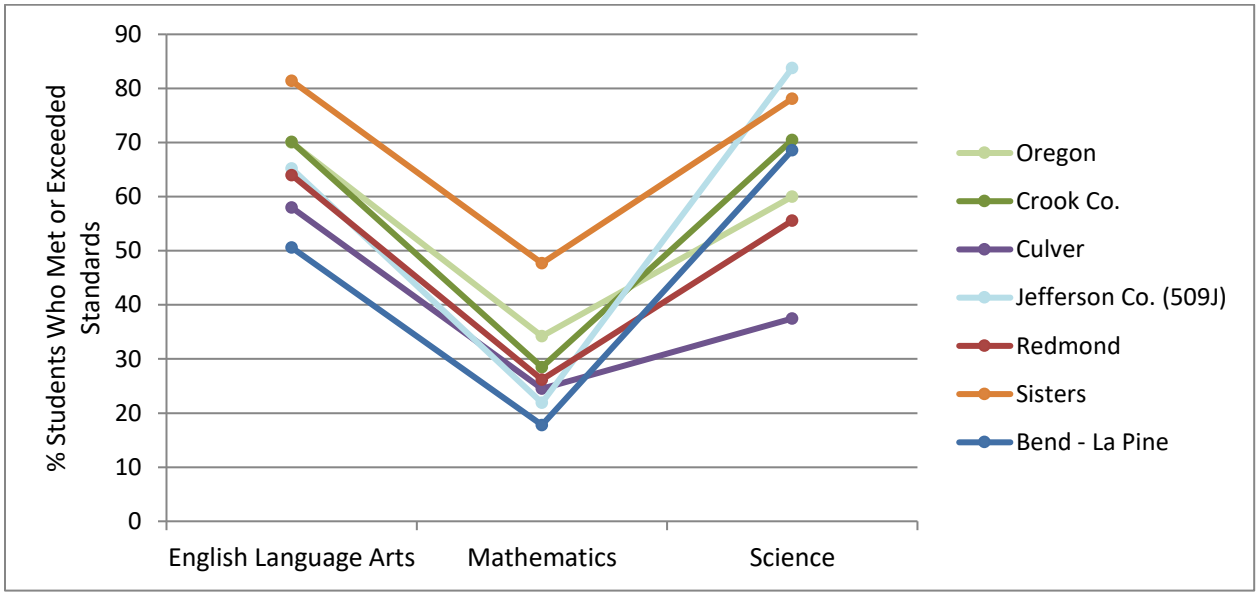
Emerging Workforce

Figure B-10 *Central Oregon Educational Attainment (Ages 25+), 2000 - 2015*



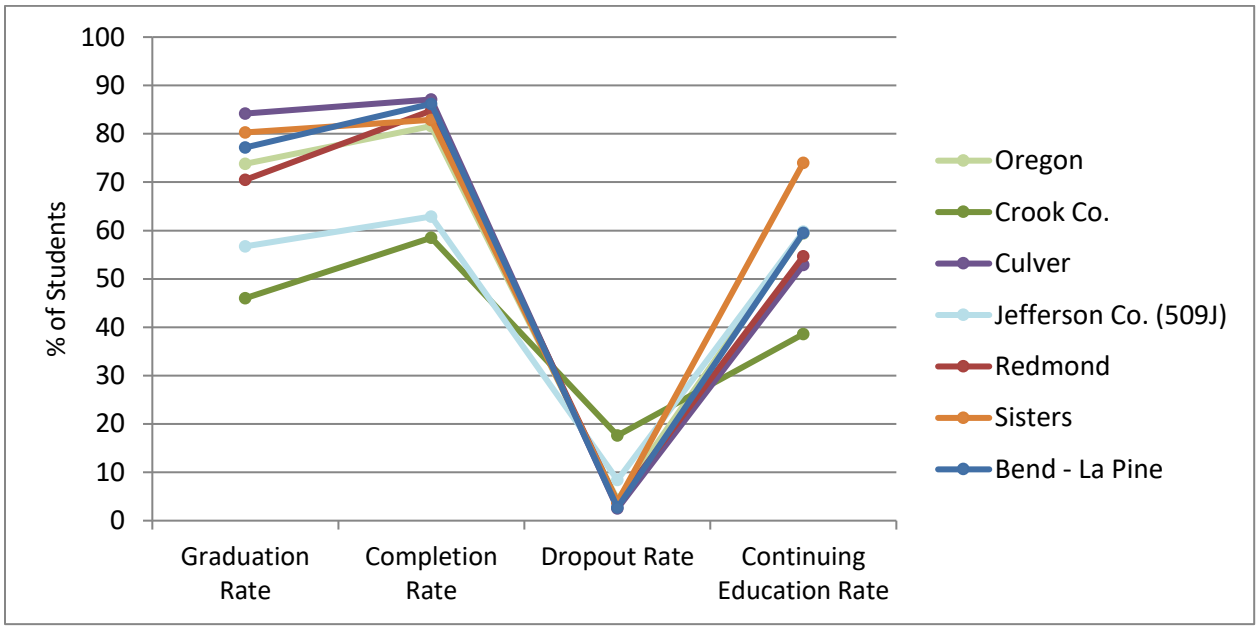
Educational attainment has increased across Central Oregon, however, between 45-55% of residents of Crook and Jefferson Counties have not attained education beyond a high school diploma compared to 30-35% of Deschutes County and Oregon residents as a whole. (Source: US Census, 2000; American Community Survey, 2010-2015).

Figure B-11 *School District Performance: Progress, 2015 – 2016*



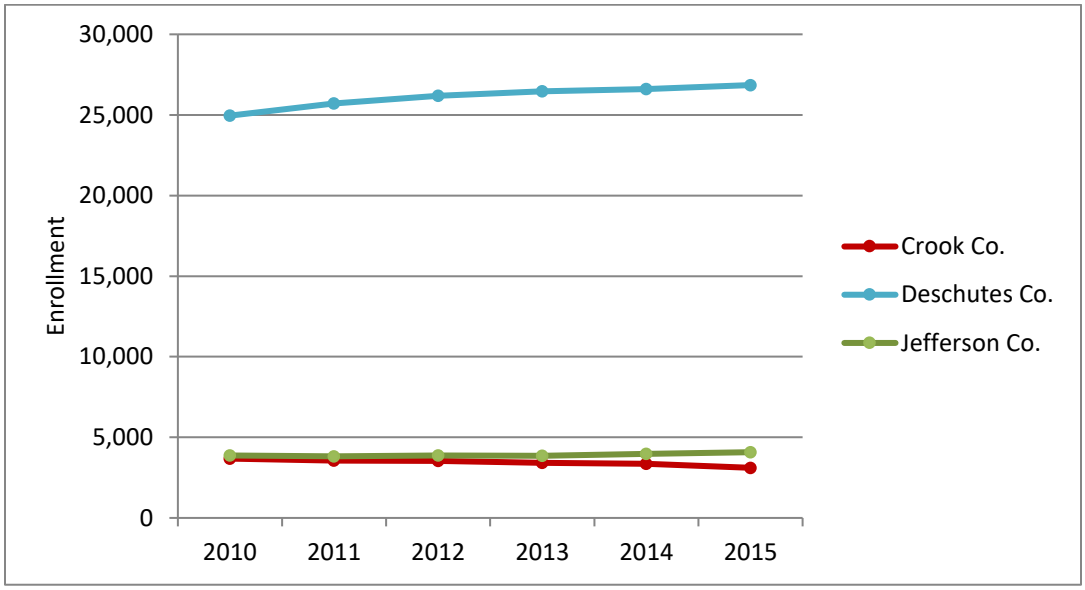
District performance across Central Oregon is below average in most cases, with between approx. 50-80% of students meeting standards in english language arts, approx. 20-50% of students meeting standards in mathematics, and approx. 35-85% of students meeting standards in science. (Source: Oregon Department of Education, 2016).

Figure B-12 *School District Performance: Outcomes, 2015-2016*



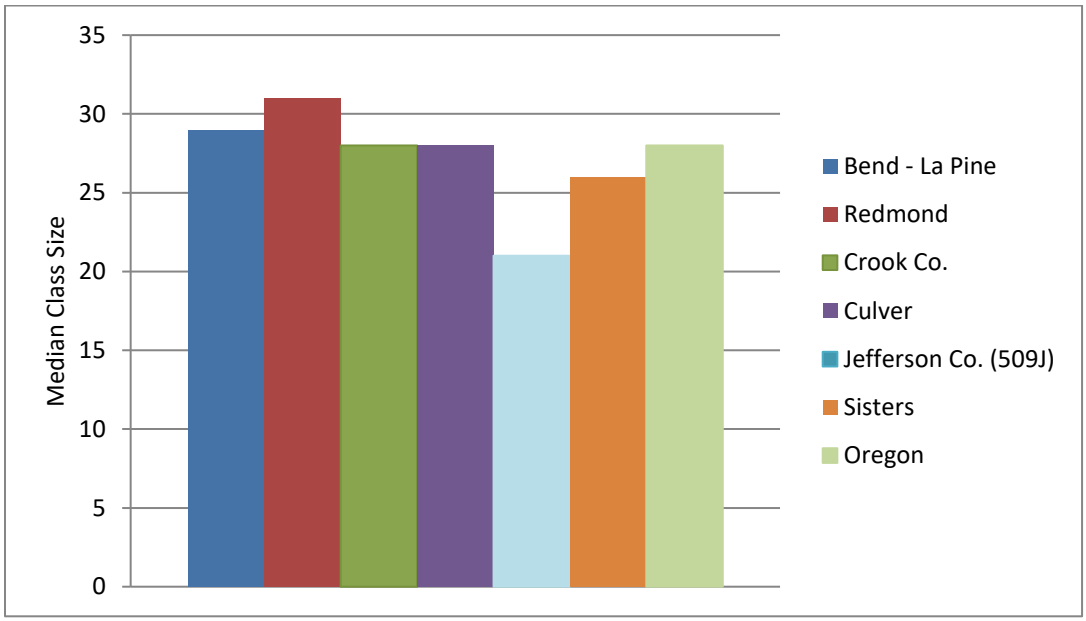
The completion and graduation rates of students are below average in Crook and Jefferson Counties and the proportion of students continuing their education beyond high school is below average in Crook County. (Source: Oregon Department of Education, 2016).

Figure B-13 *Central Oregon K-12 School Enrollment, 2010 – 2015*



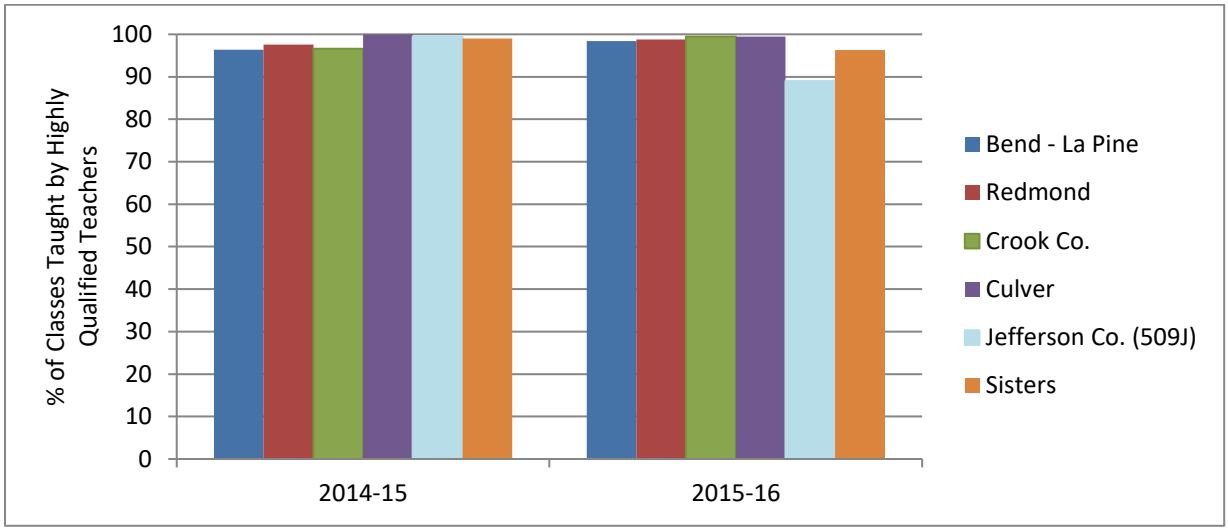
Deschutes County K-12 enrollment has increased since 2010. (Source: American Community Survey, 2010-2015).

Figure B-14 *School District Class Size, 2015 – 2016*



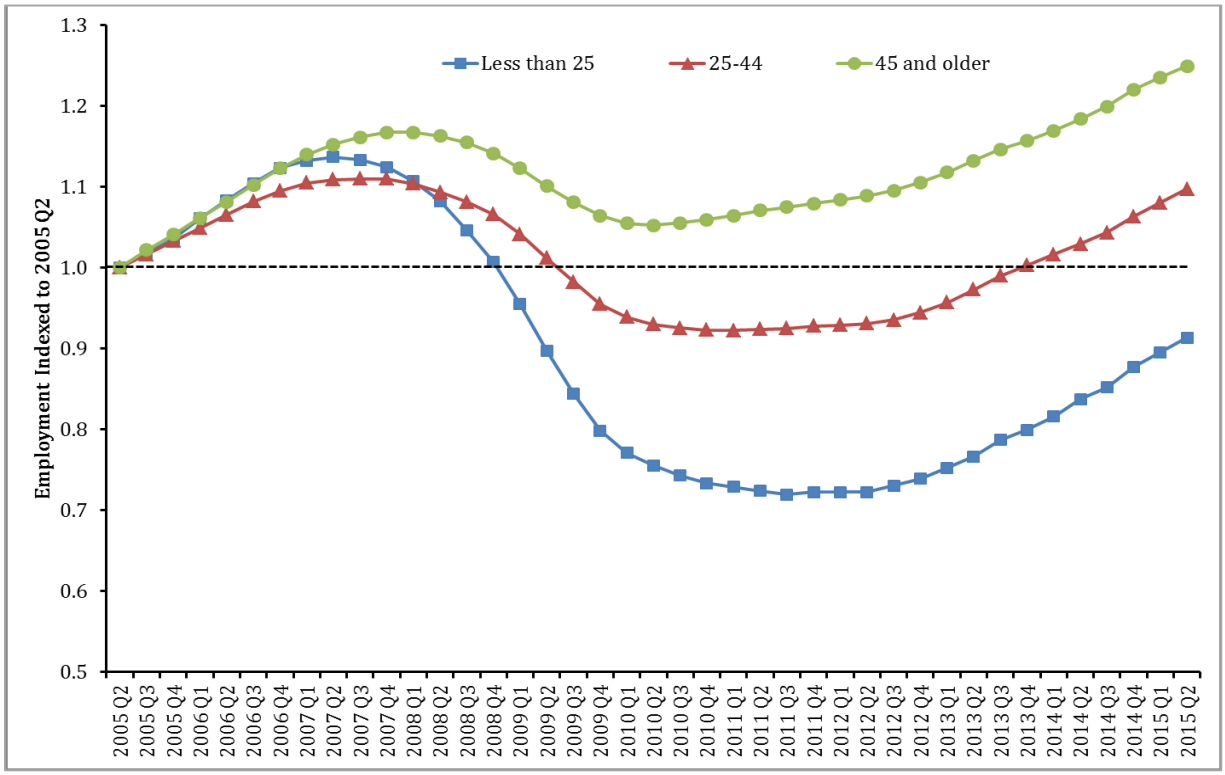
Class sizes of Central Oregon school districts are typical of Oregon. (Source: Oregon Department of Education, 2016).

Figure B-15 *School District Teacher Qualification, 2014 – 2016*



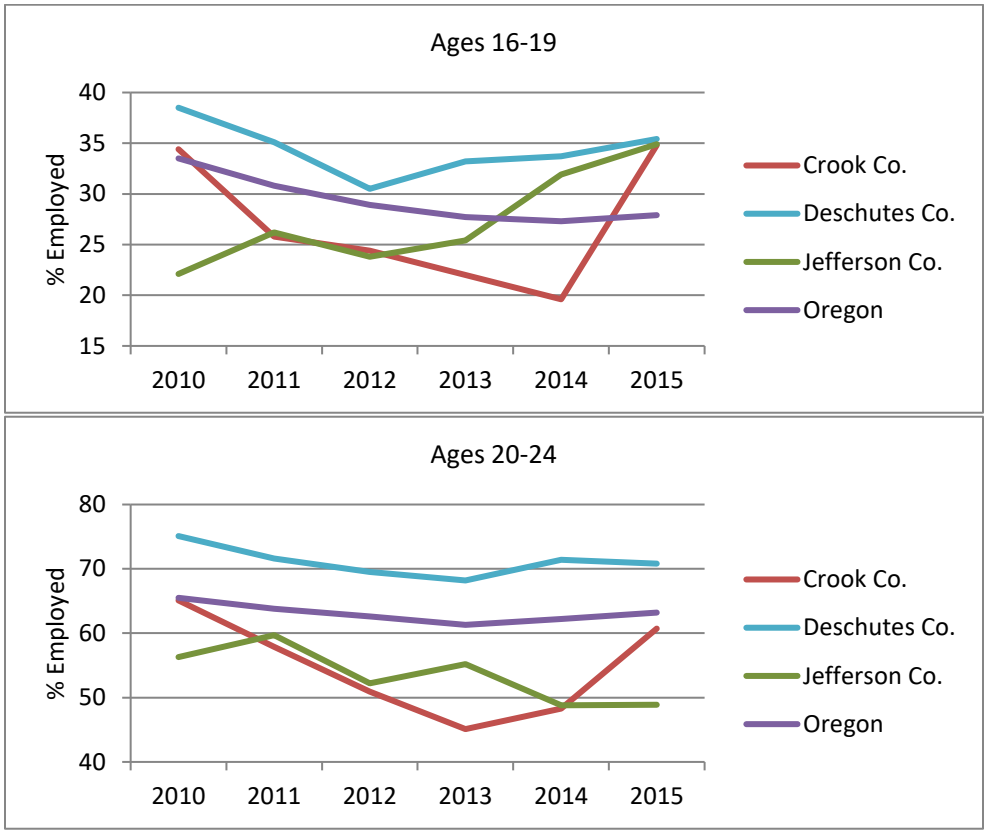
Teacher qualification is high in Central Oregon school districts with 89-100% of teachers in every district being highly qualified for their work. (Source: Oregon Department of Education, 2016).

Figure B-16 *Central Oregon Employment by Age, 2005 – 2015*



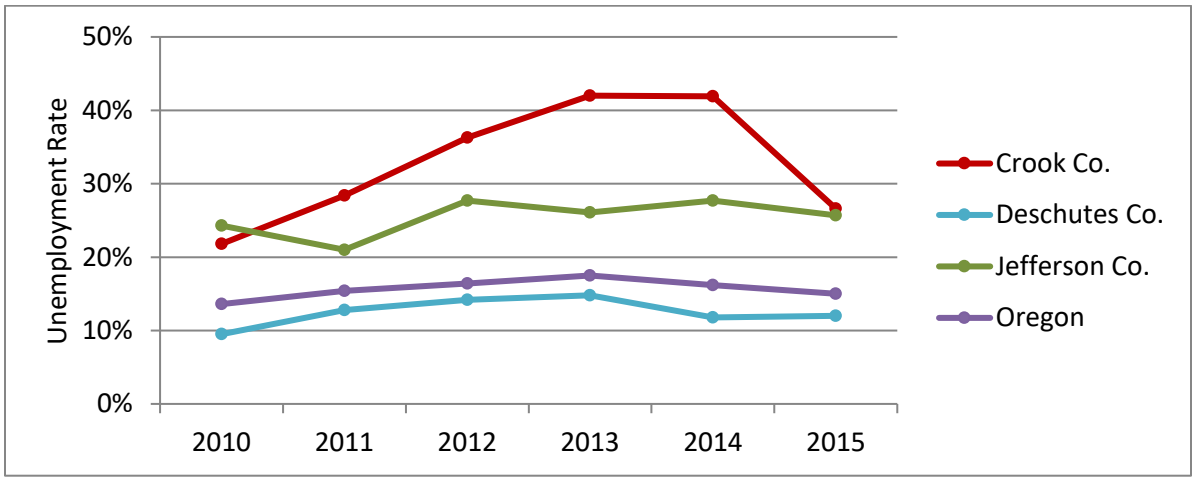
Employment dropped significantly farther for young adults when compared with older age groups between 2007-2011. While young adult employment is increasing, it is far below pre-recession levels. (Source: Damon Runberg, Central Oregon Regional Economist, Oregon Employment Department, 2016).

Figure B-17 *Central Oregon Youth Employment, 2010 – 2015*



Generally, Central Oregon and Oregon state young adult (ages 16-24) employment decreased between 2010-2013, although the trend began to reverse in 2014-2015. (Source: American Community Survey, 2010-2015).

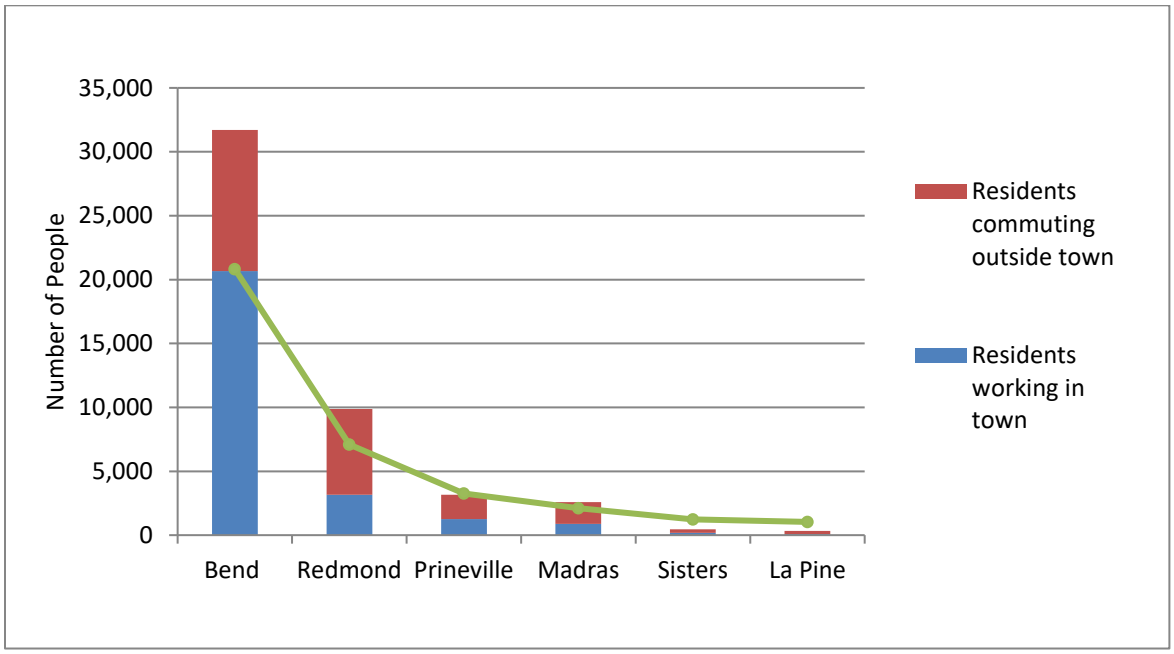
Figure B-18 *Central Oregon Youth Unemployment, Ages 20-24, 2010 – 2015*



The youth unemployment rates of Crook and Jefferson Counties are far above that of Deschutes County and Oregon. (Source: U.S. Census Bureau, American Community Survey, 2010 – 2015).

Regional Transportation: Access to Work and School

Figure B-19 *Central Oregon Commuting Patterns, 2014*



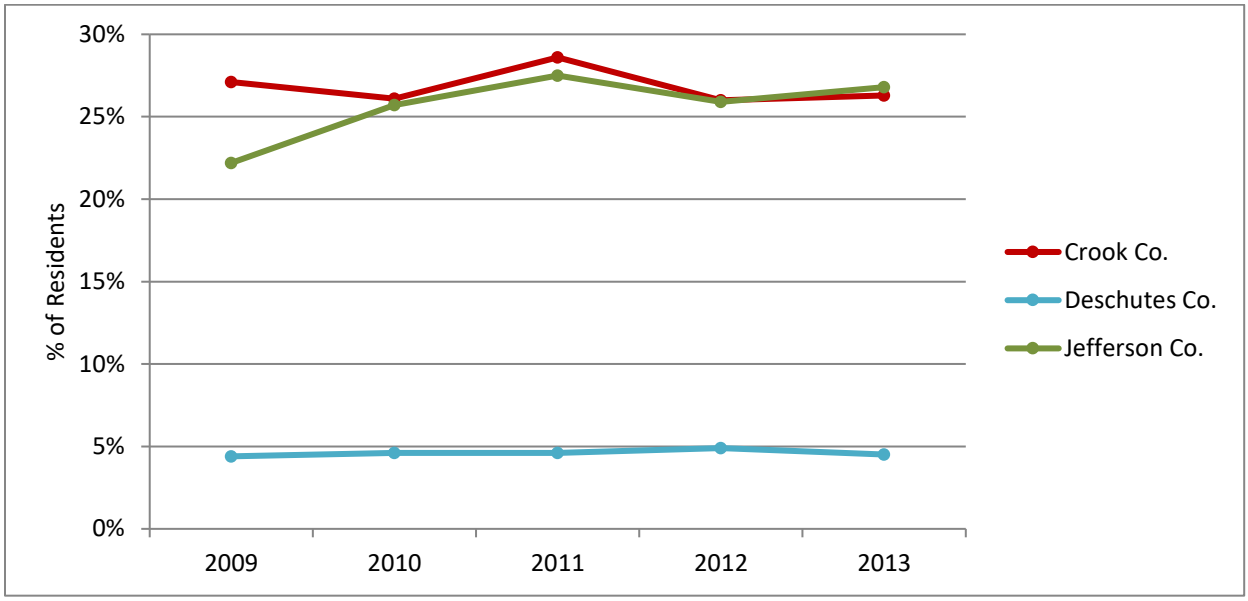
Commuters make up significant proportion of the employed resident population of Central Oregon cities; the average distance between Central OR cities is 25 miles. Please note that the sum of the residents working inside and outside of town is the total number of employed residents. See Table B-1 for exact amounts and additional information. (Source: LEHD OnTheMap, U.S. Census Bureau, 2014).

Table B-1 *Central Oregon Commuting Patterns, 2014*

Central Oregon Commuting Patterns, 2014					
City	Employed Residents	Residents Working in Town	Residents Commuting Outside of Town	% of Employed Residents Commuting Outside Town	Non-residents Commuting into Town
Bend	31,669	20,673	11,026	35%	20,818
Redmond	9,885	3,165	6,720	68%	7,093
Prineville	3,163	1,259	1,904	60%	3,266
Madras	2,584	883	1,701	66%	2,118
Sisters	448	182	266	59%	1,224
La Pine	330	71	259	78%	1,039

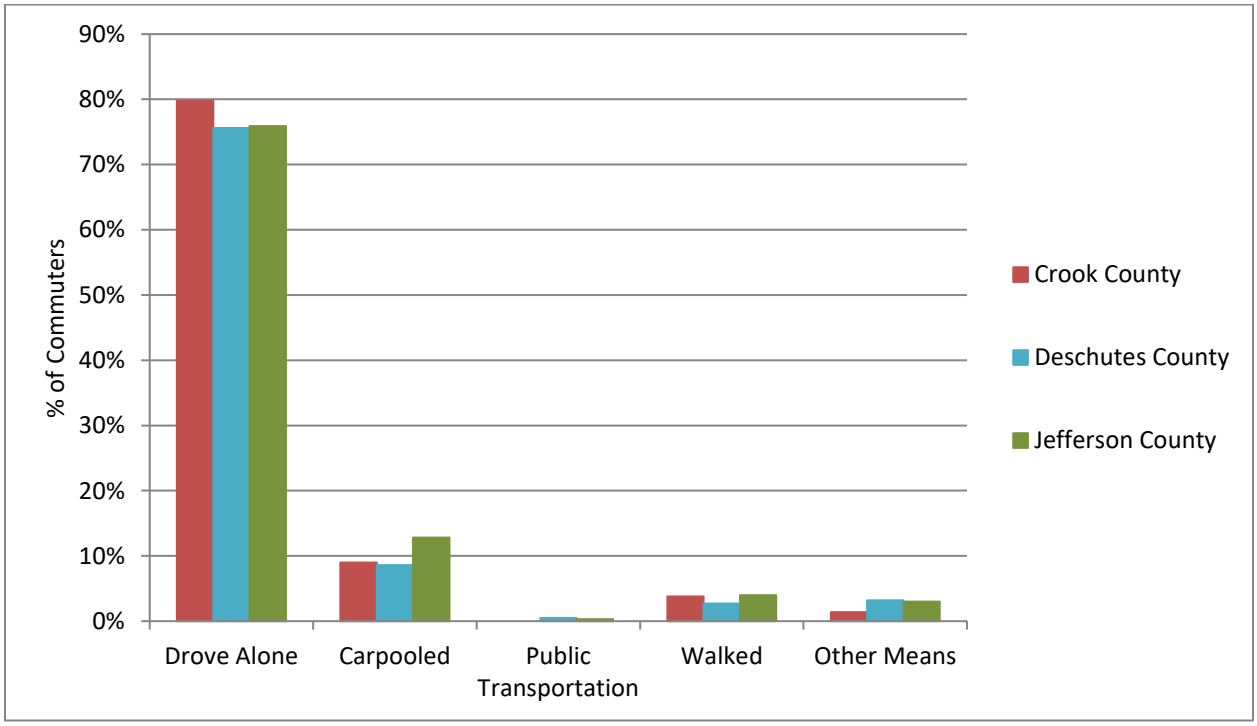
Significant percentages of the resident workforce commute every day between Central Oregon cities; the average distance between Central OR cities is 25 miles. This table is supplementary to Figure B-19. (Source: LEHD OnTheMap, U.S. Census Bureau, 2014).

Figure B-20 *Central Oregon Residents Commuting to Another County, 2009 – 2013*



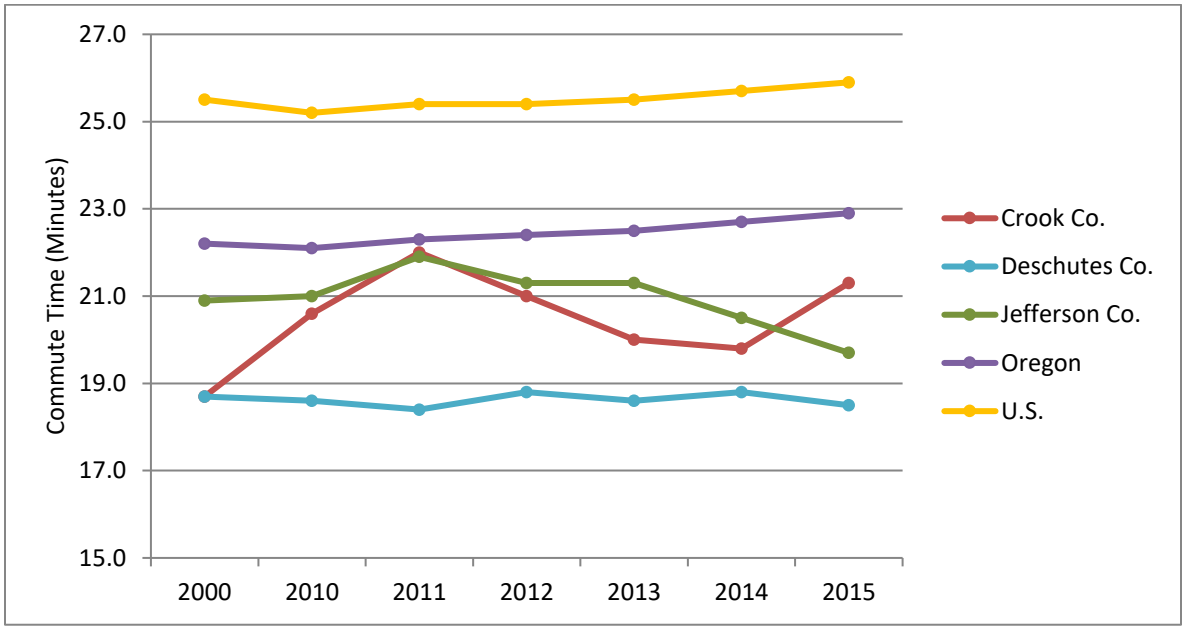
A large proportion of residents in Crook and Jefferson Counties commute to another county for work. (Source: Oregon Employment Department/U.S. Census).

Figure B-21 *Central Oregon Means of Transportation to Work, 2015*



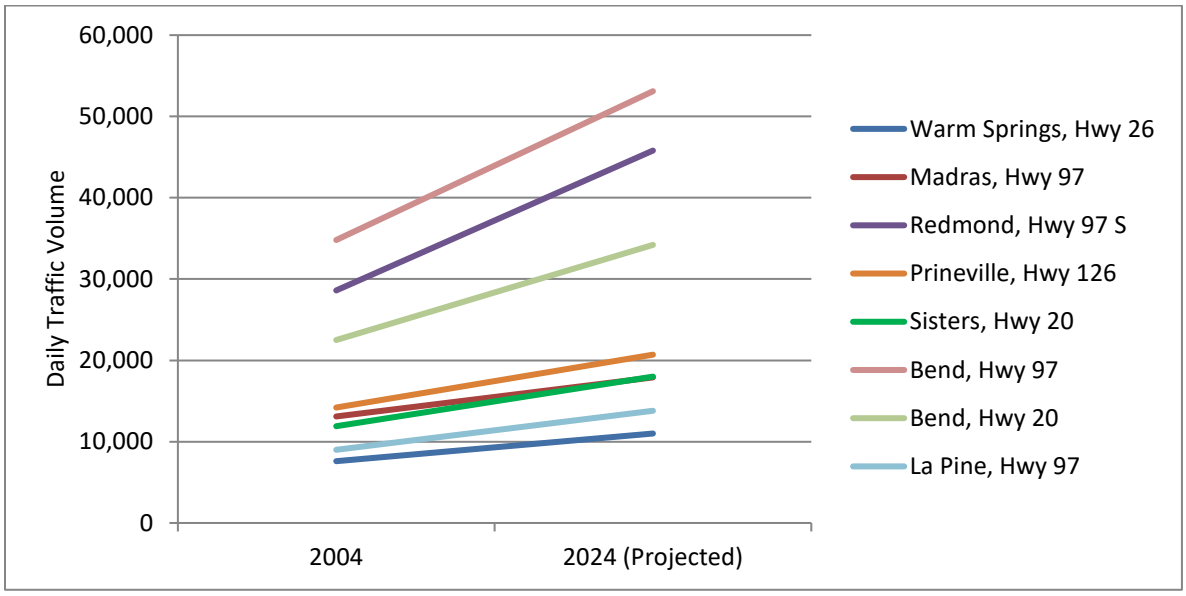
Between 70-80% of Central Oregon commuters drive alone in a vehicle as their primary mode of transportation to work. (Source: US Census Bureau, American Community Survey, 2015).

Figure B-22 *Central Oregon Mean Travel Time to Work, 2000 – 2015*



Central Oregon residents spend between 19 and 25 minutes commuting to work. (Source: US Census, 2000; American Community Survey, 2010-2015).

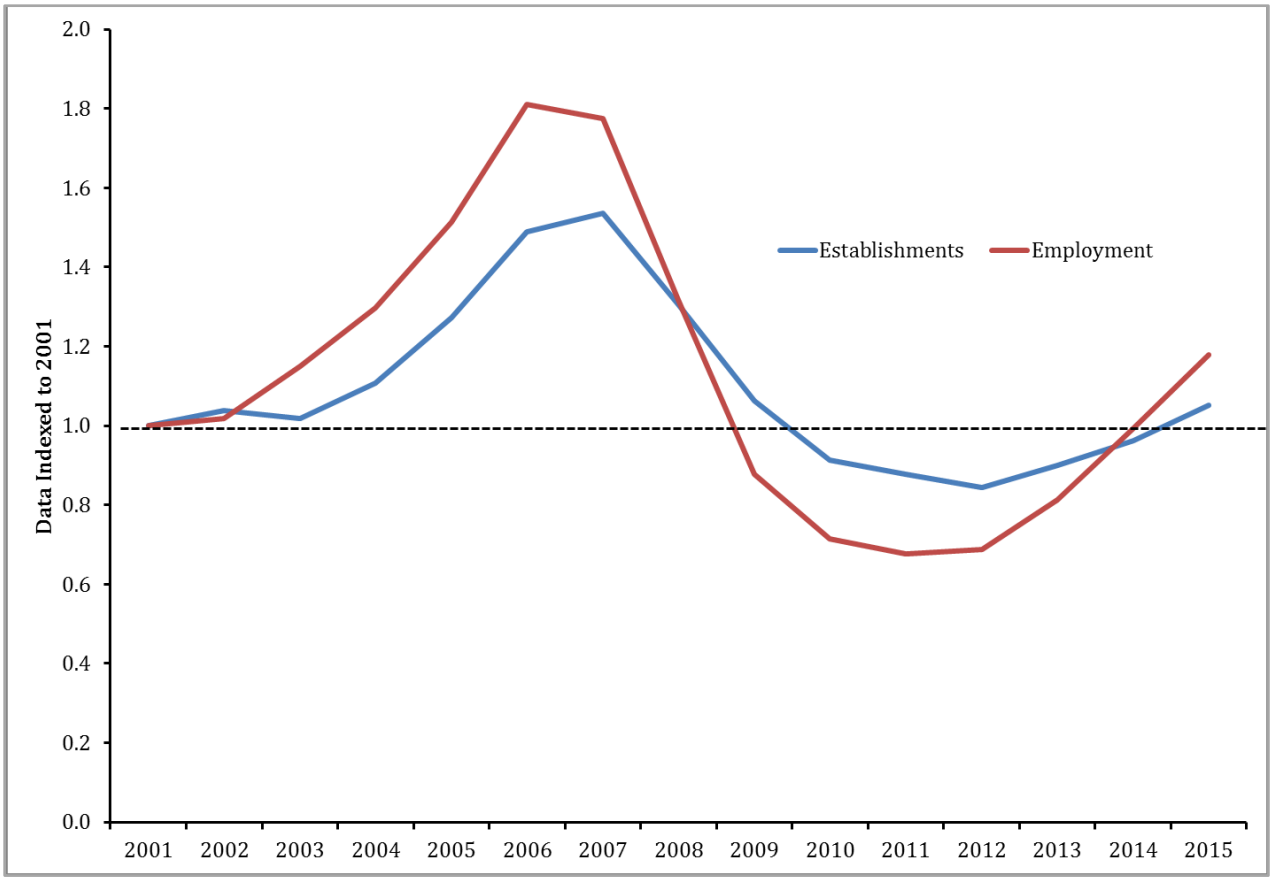
Figure B-23 *Central Oregon Traffic Volumes, Projected, State Highways, 2004 – 2024*



Traffic volumes are expected to increase by 35-70% by 2024 on many state highways in the Central Oregon region. (Source: Oregon Department of Transportation Future Volumes Table, 2004).
Note: The daily traffic volume indicates how many vehicles pass through a single point on this roadway in a single day. For example, it is projected that 53,100 vehicles will travel past a single point on Highway 97 0.5 miles north of Mt. View Mall in Bend. This is up from 34,800 measured in 2004.

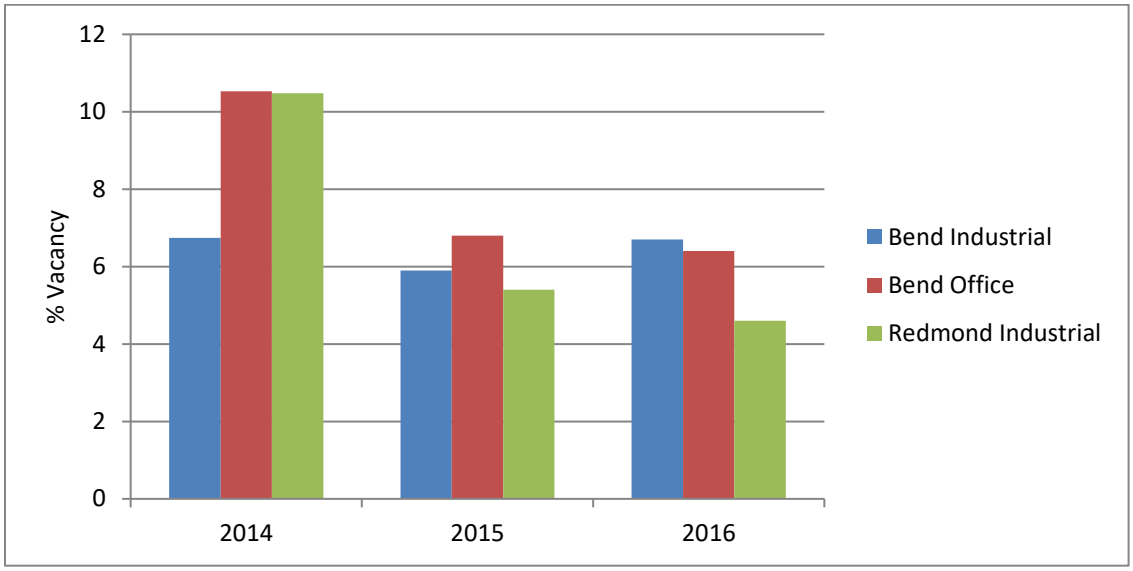
Move-In Ready Commercial and Industrial Buildings; Incubator and Shared Workspaces

Figure B-24 *Central Oregon Construction Trends, 2001 – 2015*



Construction establishments and employment have recovered slightly since the recession to approximately 2003-2004 levels, but have not yet reached pre-recession levels. Loss of employment from 2008-2012 was especially significant. (Source: Damon Runberg, Central Oregon Regional Economist, Oregon Employment Department, 2016).

Figure B-25 *Bend and Redmond Industrial and Office Vacancy Rates, 2014 – 2016*



Bend and Redmond industrial and office sector vacancy rates are low. Bend industrial sector vacancy rates are hovering around 6%. Bend office sector and Redmond industrial sector vacancy rates have decreased in recent years and are hovering between 4-6%. (Source: Compass Commercial Real Estate Annual Report 2015).

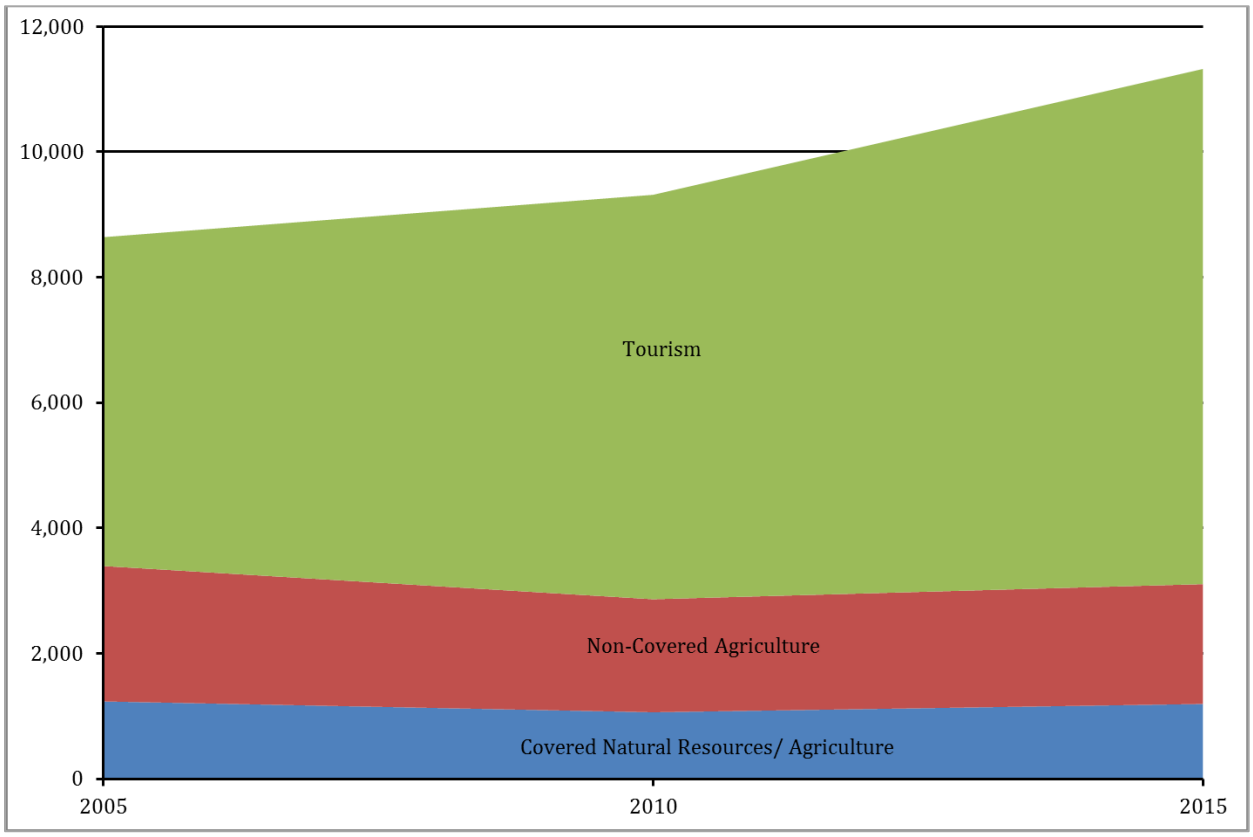
Freight Mobility

Figure B-26 *Central Oregon Airport Contributions to Regional Economy*

Central Oregon regional airports contribute high economic value and employment to the region. (Source: 2014 Oregon Aviation Plan Economic Impact Statement for NPIAS Airports, Oregon Department of Aviation). Note: Data was collected in 2012.

Natural Resources: Environmental Assets and Resource Utilization

Figure B-27 *Natural Resource Employment Growth, 2005 – 2015*



Employment growth in natural resources is concentrated around tourism in Central Oregon – Damon Runberg. (Source: Damon Runberg, Regional Economist OED 2016).

Figure B-28 *Deschutes River Contributions to the Central Oregon Economy, 2011*

The Deschutes River contributes significant value to the Central Oregon economy. (Source: Value of Natural Resources: Deschutes River Corridor and Its Water, 2011).

Appendix C: CEDS Priority Issues and Strategies With Action Plans

Issue: Housing Affordability and Availability

Housing values in Central Oregon are approaching the pre-Great Recession levels of 2006/7, making it increasingly difficult for low and middle income families and individuals to find housing that they can afford. Housing availability is also a challenge, with rental vacancy rates in every community hovering near zero. The affordability and availability crisis is driving many workers to find housing at greater distances from employment centers, and businesses are increasingly challenged to find local workers to fill jobs or to entice desired workers to relocate to the region. According to Economic Development for Central Oregon, a top 3 issue for new or expanding manufacturing and tech industry businesses is finding appropriate housing for their workforce. Exacerbating the problem is the fact that costs of construction are rising and the region does not have as many contractors and associated (plumbing, electrical, framing, etc.) firms as it did prior to the Recession.

Economic development stakeholders stressed that efforts should be focused on a spectrum of needs – from subsidized "affordable housing" for lower income earners as well as market-rate housing for low to middle income earners that may not be served by subsidized housing.

Most housing issues are typically addressed at the local community scale, within the UGB. Many Central Oregon communities are already developing their own strategies to address housing affordability issues. The CEDS is a regional planning document, and therefore should focus on the regional dimension of the housing affordability crisis, and be additive to local efforts. At the regional scale, there are opportunities to: a) address the regional dimension of the problem (e.g. housing/jobs imbalance or transportation/commuting); b) work together to advocate for increased funding and/or desired policy changes; and c) develop shared regional capacity through analysis, project/program evaluation, and identification of best practices.

How identified: CEDS Strategy Committee Meeting #1-4; Crook County Stakeholder's Meeting; Deschutes County Stakeholder's Meeting, Jefferson County Stakeholder's Meeting.

Data supporting Need/Issue: See attached

Strategy HA.1 Develop a Regional Housing Consortium.

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
1. In partnership with existing regional efforts (e.g. B2030 Housing Policy group; COHC RHIP Housing Subcommittee), develop a Regional Housing Work Group or Consortium. Focus on workforce housing needs; coordinate/integrate with subsidized housing efforts. a. Analyze housing across the region: i. Identify housing needs by cohort and by community. What are the needs of different groups in different communities? ii. Catalogue regional housing information – stock, planned development, zoning, etc. iii. ID best policy and program practices in the region and beyond, e.g.: 1) land use and transportation policies; 2) SDCs and other development fee relief; 3) financing tools (e.g. low interest loans, etc.); 4) employer assisted housing; 5) land banking and land trusts; 6) any other tools. iv. ID regional dimensions to the problem (e.g. jobs/housing imbalance) b. ID opportunities to incentivize the market to diversify housing stock. c. Partner to leverage public funding into the region i. Pool funding to leverage additional funding (build a growing pie) ii. Explore opportunities to develop local funding iii. Consider using the consortium model to distribute funding d. ID program coordination activities e. Collaborate to advocate for desired state policy/regulation changes f. Develop a Strategic Plan g. Develop communications and outreach to serve regional "umbrella"/clearinghouse role.	Collaborative approach that addresses regional nature of the issue, supports local initiatives, and coordinates communities to achieve shared goals. Desire is for long-term impact, not just a reaction to the current crisis.	• $ leveraged into the region • Policy changes • Estimates of resulting increases in housing stock and reduction in rate of cost increase • Assessment of the value of the effort on the part of participants	COIC, cities and counties; COHC Housing Subcommittee; B2030; CORST, COAR, COBA, developers/builders/subs, lenders (BOTC , Umpqua, etc.), large employers and employer associations, Housing Works, Habitat, B2030, etc. OHCS, HUD, DLCD etc. participate as technical specialists and advisers. *Assumption: large employers will most likely participate best with focused meetings rather than as members.*

Strategy HA.2: Support Expansion of the Regional Public Transit System

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
1. Support COIC's ORS 190.083 legislative fix. This would allow communities to opt in to enhanced funding for transit (e.g. a property tax) when they are ready, while maintaining one regional system.	Regionally-coordinated system. Lower fixed/overhead costs for transit = more service. Flexible funding options. Community-based control of transit to meet local needs.	• Successful passage of the bill	COIC Central OR delegation Local & regional partners

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
2. Develop more commuter-friendly local and regional routes. Engage in an update of the Bend and Regional Transit Master Plans to better meet commuter needs, including: a. A schedule of operations improvements b. Capital and infrastructure needs. c. Incorporation of other transportation options – vanpool, carpool, etc.	Better connectivity between housing and work/education; lower household transportation costs.	• # of commuters riding the bus • # of commute bus trips • Increases in transit access to areas where people live, work, play, recreate, etc. • Reductions in per capita VMT in Bend (ID any other community VMT goals)	COIC Cities and Counties Transit stakeholder organizations

Issue: Emerging Workforce

Economic development professionals, businesses, and post-secondary institutions across the region have documented deficiencies in the readiness of high school graduates and other young adults for work and post-secondary education or training. The deficiencies include soft skills (showing up on time, courtesy/communication, work ethic), academic skills such as math and writing, and hard skills such as technical industry skills. This makes it difficult for local businesses to find prepared entry-level employees, is a barrier to recruiting businesses to the region, drives enrollment in remedial classes at post-secondary institutions, and is a barrier for local residents in achieving their education, employment, and income goals.

Soft skills may be the most important of all the skills sets, since they are a prerequisite for success in any job or post-secondary academic setting. Therefore, this is a point of emphasis for the CEDS Strategy Committee.

Some rural economic development stakeholders also asserted that the local culture of small towns has not caught up with the regional economic transition away from high-value natural resource extraction industries that used to offer well-paying jobs upon high school graduation. These students and households are therefore ill-prepared for the education and skill development required to find meaningful, family-wage employment in the current economic environment.

Additionally, schools and American culture in general emphasize that college is the most appropriate next step for all students, which stigmatizes training programs and other post-secondary options for non-college bound young people. Local youth workforce program leaders believe that it is more realistic to provide a menu of programs to meet the needs and capacities of young people – those that are heading to college and those that are not – to best prepare them for today's workforce. Fortunately, Central Oregon has a number of existing assets that can be replicated and expanded to better prepare young adults for work.

How Identified: CEDS Strategy Committee Meeting 1-4, Crook County Stakeholder's Meeting, Deschutes County Stakeholder's Meeting, Jefferson County Stakeholder's Meeting.

Data supporting Need/Issue: **See Attached**

Strategy EW.1: Increase the opportunities for 16-24 year olds to gain work experience and career exposure

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
1. Support the following Better Together Youth CareerConnect Work Plan activities: a. Increase resources to support work experience coordination for youth i. Secure industry funding, grants, and contracts b. Recruit and support new employers to host youth interns/employees i. Provide resources for employers to successfully host youth c. Increase student awareness of Central Oregon industries and career opportunities i. Integrating local industries into classrooms and programs ii. Increase CTE course options in High Schools iii. Implement certification of skills where appropriate d. Make work experience a priority for all regional school districts e. Leverage and support the development of home-grown talent pipelines in key industries through Sector Partnerships under development in the East Cascades workforce area (currently Outdoor Gear and Tech)	Young people are better prepared for employment, post-secondary education, and training opportunities.	• Increase in number of youth engaging in work experience • Launch of one or more Sector Partnerships that identify emergent workforce as a key strategy to address their talent needs.	Better Together, ECWIB, EDCO and all Youth CareerConnect partners, incl. COIC STEM Hub EDCO Regional Solutions Sector businesses
2. Implement the Education Research Collaborative to develop a "lifecycle" data system to track student educational and work experience achievement over time.	Education and youth program providers can track outcomes and evaluate program effectiveness	• Development of system; delivery of findings	Better Together, School Districts, OED COCC OSU-Cascades

Strategy EW.2: Expand Higher Education Opportunities in Central Oregon

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
1. Leverage ongoing development of OSU-Cascades as a regional priority. a. Engage in coordinated advocacy for funding to create more seats for growing local high school population. This will also allow for the development of additional majors. i. Advocate to meet OSU-Cascades capital needs as the eighth university in the state of OR.[1] ii. Ensure that OSU-Cascades gets a fair-share allocation of statewide operational funds.	Central Oregon has expanded post-secondary opportunities.	• Increases in OSU-Cascades operational and capital budget. • Increased number of desired majors and associated graduates.	OSU-Cascades Appropriate CEDS Strategy Committee members Private business COCO

[1] The statewide total capital fund for four-year universities has not grown with the addition of the eighth such university, OSU-Cascades. The pie should be expanded to reflect that fact that the state now has eight such institutions.

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
2. Increase the ability of the system of COCC campuses to deliver core curriculum and CTE programs to rural residents. a. Expand the number of core course offerings in the rural campuses (Madras, Prineville, La Pine) and increase student enrollment. b. Strengthen the pathway from rural campuses to CTE education opportunities (e.g. nursing, manufacturing) in the Bend and Redmond campuses.	Central Oregon communities have expanded post-secondary opportunities.	• Increase in student enrollment in Madras, Prineville, La Pine • Rural student transfer and enrollment into CTE programs in Bend and Redmond	COCC Better Together School Districts Regional CTE Dept (at HD ESD)
3. Implement the Innovation Center for Entrepreneurship at OSU-CC to a. Build a bioscience lab and incubator at the ICE b. Tie academic programs and curricula to local industry; c. Foster entrepreneurship training and opportunities for students; d. Help local businesses grow through applied research and workforce development	Better connection between academia/research/ students/graduates, and growing local industries. ICE business development	• Development of bioscience lab • Business start-ups • Business research needs assisted • Student/graduate employment	OSU-Cascades CORST COIC/EDA OR Bioscience Association ECWIB
4. Expand transit service to better connect students to higher education opportunities a. Expand Community Connector shuttles and integrate with local fixed or flex routes to improve service availability, convenience and to shorten trip times.	Students have affordable access to regional higher education resources.	• Service hour increases • Travel time reductions • Ridership increases • Student mode split and satisfaction	COIC Cities, Counties CTWS/Tribes CORST OSU-CC, COCC, St. Charles, ODOT, other partners

Strategy EW.3: Advocate for State Policy Changes to Better Reflect Student Realities, and Workforce and Business Needs

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
1. Impact Department of Education state policy to better value GED completion. This should be incorporated into how the state measures high school completion.	GED programs are properly valued as a rigorous option for non-HS graduates. Allows programs to flourish, better meeting the needs of some students.	• All high school equivalency completion is equally weighted by state completion formula.	COIC, ECWIB and Better Together
2. Develop state policy under which all school districts in Oregon are required to provide HS completion services to young people through age 20.	Better reflects the realities of many students that will take longer to complete secondary education or GED programs.	• State policy is adopted and funding to serve older youth follows the requirement.	ECWIB COIC

Issue: Regional Transportation: Access to Work and School

Central Oregon is a very large region, spanning 87 miles from Warm Springs in the north to La Pine in the south, and 40 miles between Sisters in the west and Prineville in the east. Communities are relatively isolated from each other, and many residents must travel long distances for employment, education, healthcare, social services, shopping, and other critical needs. There is a significant jobs/housing imbalance in many communities, with more than 60% of the workforce leaving many communities every day for work. While important institutions such as COCC and St. Charles Health System have opened campuses across the region, centralization of services for efficiency reasons means that many specialized services are only offered in Redmond or Bend. The region's only 4-year university is located in Bend. Fortunately, the region features a regionally-coordinated transit system, which facilitates access for particularly low income, disabled, and older residents, although service levels are insufficient to attract many "choice" riders at this time.

How identified: CEDS Strategy Committee Meetings 1-4; Deschutes County Stakeholder's Meeting, Jefferson County Stakeholder's Meeting

Data supporting Need/Issue: **See Attached**

Strategy TP.1: Encourage Development of a State Transportation Funding Package and Project Allocation Performance Measures

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
1. Develop coordinated regional support for a state transportation package and reforms to develop performance measures in the 2017 session.	All communities have increased funding to meet a broad array of transportation needs to serve biz dev. and growth.	Increased transportation funding for regional priorities	OTF, OTA COACT Cities and Counties COCO COIC

Strategy TP.2: Expand Tools for Non-Single Occupancy Vehicle Travel

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
1. Support COIC's ORS 190.083 legislative fix. This would allow communities to opt in to enhanced funding for transit (e.g. a property tax) when they are ready, while maintaining one regional system.	Regionally-coordinated system. Lower fixed/ overhead costs for transit = more service. Flexible funding options. Community-based control of transit to meet local needs.	• Successful passage of the bill	COIC Central OR delegation Local & regional partners

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
2. Engage in an update of the Bend and Regional Transit Master Plans to better meet commuter needs, including: a. a schedule of operations improvements b. capital and infrastructure needs. c. incorporation of other transportation options – vanpool, carpool, bike/ped, etc.	Better connectivity between housing and work/education; lower household transportation costs.	• # of commuters riding the bus • # of commute bus trips • Increases in transit access to areas where people live, work, play, recreate, etc. • Reductions in per capita VMT in Bend (ID any other community VMT goals)	COIC Cities and Counties COACT Transit stakeholder organizations

Issue: Economic Development-Related Public Infrastructure

Communities need basic economic infrastructure in order to provide for development and a growing workforce, grow local businesses, and attract new firms. Communities cannot support business development or workforce housing without adequate public infrastructure such as water and sewer systems, adequate local transportation, and utilities. Due to the extraordinary growth experienced in Central Oregon, some communities are finding it difficult to finance and implement needed public infrastructure in a timely fashion.

How identified: This is a standard component of the Central Oregon CEDS

Data supporting Need/Issue: See Attached

Strategy PI.1: Assist Local Governments in Financing Basic Infrastructure for Economic Development

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
1. Assist communities in gaining funding to invest in priority economic development infrastructure needs. Focus on regionally-prioritized infrastructure. SEE THE CEDS PROJECT LIST IN APPENDIX D	Communities are successfully providing the infrastructure needed for economic development.	• List generated • Projects in development • Projects funded	Local governments and economic development stakeholders, COIC, Central OR Regional Solutions Team.

Issue: Move-In Ready Commercial and Industrial Buildings; Incubator and Shared Work Spaces

Regional stakeholders state that there is a shortage of available commercial and industrial buildings across Central Oregon. Companies from small tech to large manufacturing are increasingly opting to buy or lease existing buildings rather than build on their own, and the lack of suitable buildings is a barrier to business expansion and recruitment in the region.

Costs to construct are up, commercial and industrial building permits are 60% of pre-Recession figures, and the region has considerably fewer construction and associated businesses than before the Recession. Many other regions have cheaper industrial land. Industrial lease rates are insufficient to justify private investment in new buildings, and financing is difficult for those actually willing to invest. Regional stakeholders also noted that some communities have limited industrial land availability or lack a diversity of industrial and commercial land choices.

There is also interest in expanding incubators and accelerators in the region in order to support established and nascent entrepreneurial ecosystems in the region and to reflect the fact that businesses and workers/labor are evolving from large, integrated firms to flexible, distributed networks of associated businesses and freelancers. Incubators and accelerators also provide an opportunity for "trailing spouses" and other newcomers to the region to pursue employment and business development opportunities.[2]

How identified: CEDS Strategy Committee Meetings 2-4; Crook County Stakeholder's Meeting, Deschutes County Stakeholder's Meeting, Jefferson County Stakeholder's Meeting.

Data supporting Need/Issue: See attached

Strategy CI.1: Increase Supply of Serviced Industrial Lands

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
1. Develop additional shovel-ready industrial/employment sites. a. [Reference the CEDS Project Solicitation list for infrastructure.]	More sites ready for industrial development	• Develop X certified sites in Deschutes, X in Crook, and X in Jefferson Co.	Business OR, local communities, CO CORST, EDCO
2. Maintain the Central Oregon Large Lot Industrial program and replenish inventory as allowed.	Land brought into UGB for very large industrial development.	• All 5 allowed LLI sites are allocated by 2021 • At least 2 of the 5 are developed or developing • Upon development, new sites added to replenish regional inventory.	COIC, Business Oregon, DLCD, CO CORST, EDCO, Cities and Counties

[2] Currently there are shared workspaces in Bend and Sisters (Bend Tech and Sisters Tech), and Redmond (Redmond Tech, currently homeless). The region has one established incubator – Bend Outdoor Worx – and another in development in Warm Springs.

Strategy CI.2: Develop Additional Flex Commercial and Industrial Buildings and Facilities

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
1. Research opportunities to develop more move-in ready flex commercial and industrial buildings. a. Consider development of publicly-developed flex spaces on spec., e.g. through Urban Renewal Districts, other special districts, and PPPs b. Develop pre-approved virtual building templates (D&E, approvals, site location, etc.).	Opportunities identified for future implementation/ development	• Report produced • Concepts connected to deals listed in next Strategy	Cities CTWS/Tribes
2. Identify new sources of financing for investment in flex industrial and office buildings, e.g. "patient capital".	Opportunities identified for future implementation/ development	• List of leads produced • At least 3 deals in development by 2021	??

Strategy CI.3: Develop a mix of incubator and shared workspace facilities across Central Oregon

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
1. Study the economic impact of incubators and "best practice" incubator models for the Central Oregon context, and identify sources of funding and private investment, including grants and loans, city and county economic development funds and development incentives, universities, mission-based investors, willing land and building owners, etc. for incubator/accelerator facilities.	Successful incubator models identified; incubator proponents connected to promising resources.	• Report produced • At least 3 investment leads developed by 2021	Ideas include EDCO, Opportunity Knocks, SCORE, OSU-CC, Business OR
2. Develop a regional incubator network (and fund?) providing technical assistance and mentorship to help implement incubator models that don't fail.	Incubators are working together in the region to share best practices and develop businesses and jobs.	• Networked developed and supported financially • Network providing TA and funding to all regional incubators	Ideas include EDCO, Opportunity Knocks, SCORE, OSU-CC, Business OR
3. Integrate existing business development resources – e.g. Small Business Development Center classes, entrepreneurship training – into local incubators and shared workspace environments.	Incubators are more successful in training entrepreneurs for success, leading to business and job development.	• # of classes offered in regional incubators	Incubator Network, SBDC, other?
4. Develop the Innovation Center for Entrepreneurship at OSU-CC to link research, student resources, and innovative startup business development opportunities. Current focus: fund the Bioscience lab/incubator.	OSU-CC is a hub for linking research, student academic and employment opportunities, and bioscience and other business entrepreneurial development.	• Capital and operational funding developed by 2019 • # of business startups/jobs	OSU-CC, CORST, Business Oregon COIC to provide support for EDA grant.

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
5. Develop the Warm Springs Community Action Team (WSCAT) incubator in Warm Springs.	WSCAT incubator is a hub for entrepreneurial activity in Warm Springs.	• Capital and operational funding developed by 2019 • # of business startups/jobs	WSCAT and CTWS Planning Department

Issue: Freight Mobility

The Central Oregon region is relatively isolated from markets and major transportation infrastructure. The region does not have a freeway, and weather and topography are barriers, particularly in the winter. BNSF operates a Class 1 railway providing freight access, but network tunnels to the north preclude double-stacking containers, which has been identified as a barrier for regional freight mobility and the development of manufacturing industries. The City of Prineville operates a short-line railway connected to the BNSF mainline at Prineville Junction near Redmond with a transload facility for bulk liquids, and a warehouse transload facility (in Prineville) for dry goods providing rail freight connectivity for the region. There are also private sidings on the BNSF line providing access. However, local facilities do not have inland port status for container shipping, and Class 1 railways do not have economic incentive to split container trains on the Columbia River mainline (to pick up containers from Central Oregon) due to a lack of volume from the region. This poses a chicken-and-egg situation for manufacturing development in Central Oregon. There may be potential to develop a shuttle train similar to the Portland-Seattle shuttle train operated by NW Containers. Another challenge is the termination of international container shipping at the Port of Portland, which increases shipping costs for regional exporters, primarily agricultural commodities sold to Asian markets.

Central Oregon has numerous short-haul and some long-haul trucking companies, so manufacturers have this option. However, trucking companies face congestion and safety issues due to the lack of a freeway serving Central Oregon, and a lack of safe, serviced pullover areas to meet federal "hours of service" regulations.

The region features a commercial airport, Roberts Field in Redmond, which continues to expand direct flights, as well as a network of smaller general aviation airports that are economic engines for the communities they serve and the region as a whole. Regional population growth and aviation industry growth have created significant challenges for the region's airports to maintain and expand basic infrastructure and safety facilities, as well as to meet the demand for business facilities and hangars.

How identified: CEDS Strategy Committee Meetings 1-4; Deschutes County Stakeholder's Meeting, Jefferson County Stakeholder's Meeting

Data supporting Need/Issue: See Attached

Strategy TG.1: Encourage Development of a State Transportation Funding Package and Project Allocation Performance Measures

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
1. Develop coordinated regional support for a state transportation package and reforms to develop performance measures in the 2017 session.	All communities have increased funding to meet a broad array of transportation needs to serve biz dev. and growth.	Amount of increased transportation funding for regional priorities	OTF, OTA COACT Cities and Counties COCO COIC

Note: the following Strategies will be delivered to the Central Oregon Area Commission on Transportation (COACT) for consideration:

Strategy TG.2: Support Statewide Efforts to Reopen Portland Port/Container Terminal to International Shipping			
Action/Project	**Anticipated Outcome/Impact**	**Measures/Evaluation**	**Lead(s)**
1. Support efforts to re-open Portland port/container terminal to international shipping	Reduced shipping costs.	Not Applicable – Subject to COACT action	COACT
Strategy TG.3: Continue to Expand Highway 97 to 4 lanes within the region and beyond			
Action/Project	**Anticipated Outcome/Impact**	**Measures/Evaluation**	**Lead(s)**
1. Support efforts to expand Highway 97 to four lanes in priority areas	Reduce time and costs for highway trucking/freight	Not Applicable – Subject to COACT action	COACT, ODOT
Strategy TG.4: Enhance the Region's Capacity to Ship Containers			
Action/Project	**Anticipated Outcome/Impact**	**Measures/Evaluation**	**Lead(s)**
1. Work with state government and rail representatives to address tunnel height limitations to allow for double-stacking containers	Improve capacity of rail freight service to the region.	Not Applicable – Subject to COACT action	COACT Prineville Railway
2. Concurrently with #1, explore the development of a shuttle train service connecting Central Oregon to Portland	Improve capacity of rail freight service to the region.	Not Applicable – Subject to COACT action	COACT Prineville Railway
Strategy TG.5: Support Regional Airport Development Efforts			
Action/Project	**Anticipated Outcome/Impact**	**Measures/Evaluation**	**Lead(s)**
1. Support economic development-related airport infrastructure expansion priorities. a. Work with the Central OR Airport Group to coordinate priority needs	Maintain growth rate of investment and jobs at airports and improve disaster preparedness.	Not Applicable – Subject to COACT action	Central Oregon Airport Working Group

Issue: Broadband Capacity

Economic development stakeholders have stated that the region is underserved with broadband capacity to meet current and future demands. There is currently no assessment of the projected broadband needs for the region as a whole, and how current and planned future capacity does or does not meet that need. Furthermore, rural community economic development stakeholders have noted that broadband capacity is poor in some residential areas, which is a disincentive for skilled labor, urban transplants, and millennials to live in these communities and limits home-based business development.

This issue may include both the capacity of existing fiber backbone cables providing broadband into the region, as well as the distribution network within the region and within individual communities.

How identified: CEDS Strategy Committee Meeting #3 & 4, Crook County Stakeholder's Meeting; Jefferson County Stakeholder's Meeting; April 2016 COIC Board meeting

Data supporting Need/Issue: See Attached

Strategy B.1: Study the Needs for Broadband Capacity Improvements; Implement Priority Capacity Expansion Projects

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
1. Conduct a regional study of current and future broadband capacity needs and identify priority capacity improvements. a. ID regional and community-scale needs and gaps b. Consider both traditional business settings and home-based business needs c. Engage with private broadband providers for technical assistance.	Central Oregon communities have the information and expertise to meet current and future broadband needs; Central OR businesses have broadband resources on par with urban Oregon regions. Communities have enhanced access to virtual education opportunities.	• Development of plan • Identification of priority capacity improvement projects.	COIC Local communities Technology Association of OR Broadband providers EDCO State and Federal program providers Large institutions
2. ID and implement public-private partnership opportunities. Implement at least one broadband capacity improvement project by 2019	One community or the region as a whole (if fiber backbone) has improved broadband capacity to meet current and future business needs.	• Implementation of capacity improvement	TBD

Issue: Rural Community Amenities

All Central Oregon communities are striving to create complete, livable communities that are attractive to businesses and skilled workforce. While some local communities have made significant strides in this regard, representatives from some of Central Oregon's rural communities state that they lack the amenities that modern businesses and workers value. These desired amenities will vary from business to business and community to community, but they include built form, such as attractive, walkable downtown areas; businesses such as coffee shops and boutiques; sufficient broadband and wireless capacity to meet Millennial and high-skilled business and professional employee expectations; and community infrastructure such as quality schools, parks and recreation, community centers, etc.

How identified: Crook County Stakeholder's Meeting, Jefferson County Stakeholder's Meeting; verified at CEDS Strategy Committee meeting 4

Data supporting Need/Issue: See Attached

Strategy RCA.1: Fund and Expand Rural Community Readiness, Redevelopment, and Beautification Initiatives

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
1. Assist rural communities with goal-setting efforts to identify and prioritize desired community amenities. a. Assist with capacity as needed.	Rural communities develop consensus on community goals and a priority list of needed projects. Implementation of projects is supported in communities & by partners	• Goals and project lists are developed in at least 2 Central OR communities. • Grant applications developed to meet needs	Local communities. COIC can assist. Local EDCO offices CORST
2. Implement priority projects in rural communities from goal-setting efforts. a. Could include downtown redevelopment, streetscape improvements, beautification, etc.	Community projects serve as an economic development tool to attract the types of businesses valued by targeted businesses and workforce	• 5 rural community projects are in development by 2018 • 2 rural community projects are funded and in implementation by 2019	Local communities. COIC, CORST state and federal agencies are partners.

Strategy RCA.2: Leverage Regional Solutions' Creative Economy Action Plan to Benefit Rural Communities

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
Need information			

Issue: Natural Resources: Environmental Assets and Resource Utilization

The Central Oregon region has long utilized its abundant natural resources and scenery as an economic development tool. Today, while the economy has shifted dramatically from its former base in natural resources extraction and processing, natural resources are perhaps still the most important component of the region's economic base. Much of the region relies on an extraordinary diversity of outdoor recreation opportunities, for tourism businesses and jobs as well as a means to market the region to entice business, entrepreneurs, and skilled labor to relocate to Central Oregon. Further, the region is still rich in forests that will continue to produce timber and biomass, and agricultural lands that produce crops and meat for export and to meet the growing local appetite for local farm produce.

The abundance and availability of water - for agricultural production, industrial processes, community drinking water, as well as in-stream for fish and tourism values – varies across the region and is becoming an increasingly concerning issue. The 2014 listing of the spotted frog has become a serious concern for agricultural producers and community developers, and there is a great deal of uncertainty about what the impact of the listing will be to businesses and communities.

How identified: CEDS Strategy Committee Meetings 2-4, Crook County Stakeholder Meeting, Jefferson County Stakeholder's Meeting, Deschutes County Meeting, COIC March Board meeting (ESA issues); City/County Administrators' Group (ESA issues)

Data supporting Need/Issue: See Attached

Strategy NR.1: Strategic Planning for Outdoor Recreation

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
1. Develop a coordinated approach for rural communities to leverage their outdoor recreation opportunities and small town character. a. Collection of baseline data b. Identification of tourism niche(s) c. Development of action plan. Capacity – tap into programs like RARE and other student resource programs to assist with this. *Could be coordinated with regional creative economy efforts.*	A supported, rational plan for tourism growth	• Development of actionable rural tourism plans.	COIC OSU-Cascades Central Oregon Visitors' Association (*need to consult*)
2. Work with the Forest Service to develop a Sustainable Recreation Collaboration to create short to long-term policies, programs, and projects to manage growing recreation impacts	Reduce recreation impacts on the National Forest; maintain the region's environmental assets and maintain tourism amenities.	• Development of plan • Implementation of near-term outcomes	USFS, COIC

Strategy NR.2: Regional Coordination on Environmental Issues that Impact Economic Development

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
1. Develop a proactive approach to emerging ESA issues. a. Models include the Deschutes Basin Study process, and the Sage Grouse Habitat Conservation Plan process (Sage CON) b. Support the activities of the Deschutes Basin Study Work Group. i. Provide capacity assistance if needed ii. Support implementation items/actions	Communities have a means to avoid "sharp", sudden impacts to business development and growth. Natural resources are effectively stewarded and important features are maintained.	• Development of habitat conservation plans that forestall threatened & endangered species listings • Reduction in litigation that limits development	Uncertain

Strategy NR.3: Strengthen Forest Restoration and the Restoration Economy

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
1. Develop firm economic goals for local forest restoration efforts. This could include jobs, revenues, tons/board feet produced, size distribution of offerings (to ensure local bids), as well as restoration workforce development initiatives. a. Develop opportunities to utilize forest restoration byproducts – small diameter trees and woody biomass – in the local economy.	Process resulting in measurable economic goals for existing forest restoration efforts	• Decreases in wildfire risk as measured by condition class • Increased utilization of forest restoration byproducts • Increased jobs and revenue in forest restoration industries	DCFP, OFRC and member stakeholders. COIC, COFSF, USFS, state and federal agencies, local communities

Strategy NR.4: Grow Central Oregon's Local Food System

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
1. Build a wholesale marketplace for locally-produced foods to meet and support demand for locally-produced foods and improve opportunities for value-added processing.	Jobs and revenue in agricultural production and value-add; circulation of $ longer in regional economy	• Development of wholesale food hub • Tons of local agriculture grown and consumed locally • Value of local food system economy	COIC, HDFFA, Locavore, ODA, ORST Ext., CROP, EATS, local distributors, retailers, and large institutions

Issue: Regional Coordination and Cooperation.

Central Oregon has a long history of regional collaboration toward common goals. Established examples of collaborative processes include the Central OR Area Commission on Transportation, Better Together, Central OR Fire Management Services, and the forestry collaborative groups (DCFP and OFRC), among many. The success of these types of processes contributes to the collaborative and communicative culture in the region and a willingness among diverse partners to be open to the sometimes difficult process of achieving consensus.

Central Oregon is diverse in terms of competitive advantage, local culture, built form, etc., but operates together as a regionally coherent economic development unit. Most of the strategies and actions discussed in this document require coordination and collaboration – across the region as well as among multiple stakeholders – to achieve success. Regional economic development and associated (e.g. workforce, local government, etc.) partners currently do not have a venue to regularly communicate and coordinate towards a schedule of common priorities. The region could also improve its collaboration on policy objectives.

How identified: CEDS Strategy Committee Meeting #1-4, Jefferson County Stakeholder's Meeting, Deschutes County Meeting

Data supporting Need/Issue: See Attached

Strategy RC.1: Develop an Ongoing Forum for Economic Development Coordination and Monitoring

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
1. Work with the CEDS Strategy Committee to identify the appropriate role, participation, meeting schedule, and action agenda for regional coordination on economic development. a. Map out the roles and functions of public and non-profit economic development-related organizations in Central Oregon. b. Use as a forum to integrate regional economic development, community development, and workforce development priorities and actions	Regional partners are better aligned to respond to needs and deliver results.	• Development of team • Assessment by members of value	CEDS Strategy Committee

Strategy RC.2: Increase regional capacity for coordination on policy advocacy

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
1. Increase staffing capacity and strategic approach for identification of regional issues and needs at the front end of issues (e.g. before hiring a lobbyist).	Coordinated approach to policy priorities.		COIC, COCO

Appendix D: CEDS Project List

Organization	Project	Self Rank	Project Description	CEDS Priorities Addressed (top 3 in bold)	Regional Solutions Priorities Addressed	Total Project Cost	Secured Funding Amount	Funding Gap	Target Funding Sources
SECTION 1: LOCAL GOVERNMENT PROJECTS									
City of Bend	**North Sewer Interceptor Preliminary & Final Design**	1	The North Interceptor preliminary design is the necessary next step in the realization of a sewer project that impacts the entire region's employment opportunities. Following the preliminary design, the City will begin obtaining necessary easements and engage in final design.	• ED-Related Public Infrastructure	• Retain & Grow Jobs • Land & Infrastructure to Retain & Attract Employers • Improve Sewer Infrastructure	25,000,000	2,000,000	23,000,000	Utility rates; other
City of Culver	**Culver Storm Water Project**	1	Divert water before it enters the developed part of the city and pipe it out of the area.	• ED-Related Public Infrastructure		TBD	0	TBD	DEQ, Business OR IFA
City of Culver	**RV Park Feasibility Study**	2	Determine if an RV Park would be the best use of city owned property and meet the needs for the community.	• Rural Community Amenities		TBD	Not Specified	TBD	EDA Technical Assistance
City of Culver	**Update System Development Charges and include transportation & parks**	3	Update the SDCs for the wastewater and storm water systems as well as allow the city to implement a SDC for transportation and parks.	• ED-Related Public Infrastructure	• Improve sewer infrastructure	TBD	Not Specified	TBD	Not Specified
City of La Pine	**US 97 La Pine Downtown Corridor Streetscape**	1	Complete the streetscape project by completing east side improvements -sidewalks, bio swales for storm water retention, streetlights, landscaping, crosswalks (RRFBs), ADA improvements, speed reduction.	• **Regional Transportation – Access to Work and School** • Rural Community Amenities	• Enhance Transit in Central Oregon	1,000,000	0	1,000,000	ODOT Transportation Grants (secured for west side but not east side)
City of La Pine	**La Pine Industrial Park Move-In/Spec Building Construction**	2	Build a spec move-in ready industrial building	• Move-in Ready Commercial and Industrial Buildings & Incubator Spaces	• Retain and Grow Jobs	$300,000-$2 M	0	TBD	Not Specified
City of La Pine	**Visioning and Coordination Workshops for La Pine**	3	Bring various groups (stakeholders) in the community to the table and discuss the long-range vision for the community at large, including all key civic players.	• Rural Community Amenities • Regional coordination and cooperation	• Retain and Grow Jobs	TBD	0	TBD	Not Specified
City of Madras	**Affordable Housing Analysis**	1	Conduct a study to determine why Madras is not developing residential properties. This project will analyze why that is occurring and what can be done to spark growth.	• **Housing Affordability & Availability**	• Retain and Grow Jobs • Land & Infrastructure to Retain & Attract Employers • Increase Workforce Housing	100,000	0	100,000	Not Specified
City of Madras	**MADnet (Madras Broadband)**	1	Conduct a feasibility study to determine if the City can provide high speed internet. If determined feasible, then funding is needed to design and construct the infrastructure needed to bring high speed internet to citizens of Madras similar to Sandy.	• ED-Related Public Infrastructure • Broadband	• Retain and Grow Jobs	100,000 study 10,000,000 build out.	0	TBD	EDA Technical Assistance
City of Madras	**Phase 1B, Segment 2, Effluent Treatment (Irrigation Application Improvements)**	1	Development of an 18 hole, irrigated golf course (approximately 160 acres) for the purpose of irrigating the City's treated sewer effluent.	• **Housing Affordability & Availability** • ED-Related Public Infrastructure • Rural Community Amenities	• Retain & Grow Jobs • Land & Infrastructure to Retain & Attract Employers • Improve Sewer Infrastructure	7,500,000	0	7,500,000	Not Specified
City of Madras	**North Madras Sewer Extension Project**	1	Construct sewer main and stub sewer services to the property lines of Bel Air/Herzberg Heights, North Unit and Mountain View Subdivision. Project would include 8" main, sewer manholes, services, and pavement repairs.	• **Housing Affordability & Availability** • ED-Related Public Infrastructure	• Retain & Grow Jobs • Land & Infrastructure to Retain & Attract Employers • Improve Sewer Infrastructure	3,000,000	0	3,000,000	Not Specified
City of Madras	**U S 97 / 26 Sidewalk/ Streetscape/ Storm Infill**	1	Construct sidewalk, ADA ramps, crosswalk, City streetscape, and stormwater facilities in areas missing throughout the commercial corridor	• **Regional Transportation – Access to Work and School** • ED-Related Public Infrastructure	• Retain & Grow Jobs	5,500,000	0	5,500,000	Not Specified

Organization	Project	Self Rank	Project Description	CEDS Priorities Addressed (top 3 in bold)	Regional Solutions Priorities Addressed	Total Project Cost	Secured Funding Amount	Funding Gap	Target Funding Sources
City of Madras	**Madras Industrial Park Road Improvements**	1	Provide access to approximately 35 acres of shovel ready industrial zoned property and approximately 10 acres of air side access property by reconstructing certain roadways and constructing new road improvements in the Madras Industrial Park.	• **Regional Transportation – Access to Work and School** • ED-Related Public Infrastructure • Freight Mobility	• Retain & Grow Jobs • Land & Infrastructure to Retain & Attract Employers	3,500,000	0	3,500,000	Not Specified
City of Madras	**System Fire Flow Improvements**	1	The water master plan includes 8 projects on the City's system that would increase pressure and flow for adequate fire protection in the system. These 8 projects combined total $2.5 million in infrastructure improvements.	• ED-Related Public Infrastructure	• Retain & Grow Jobs • Land & Infrastructure to Retain & Attract Employers	3,000,000	0	3,000,000	Not Specified
City of Madras	**US 97/26 South Couplet Extension (1 Mile) – Capacity Enhancement**	1	Extend the 4th and 5th Street Couplet south 1 mile to add additional capacity to the highway system. Project would include property acquisition, new HMAC, Agg Base, Stormwater Improvements and Streetscape improvements per City Standards.	• **Regional Transportation – Access to Work and School** • ED-Related Public Infrastructure • Freight Mobility	• Retain & Grow Jobs • Land & Infrastructure to Retain & Attract Employers	20,000,000	0	20,000,000	Not Specified
City of Madras	**Central Corridor Stormwater Collector Project**	1	Construct an interceptor storm main through downtown to collect stormwater runoff. Construct stormwater detention facility at the lowest point in town to treat and release stormwater into Willow Creek.	• ED-Related Public Infrastructure • Rural Community Amenities	• Retain & Grow Jobs • Land & Infrastructure to Retain & Attract Employers	5,000,000	0	5,000,000	Not Specified
City of Madras	**Taxiway Rehab (2017-18)**	1	Rehabilitation of approximately 5,000 lineal feet of taxiway (50 ft. wide); additional connector mid-span connect to runway, and stormwater improvements to apron area.	• ED-Related Public Infrastructure • Freight Mobility	• Grow & Retain Jobs • Land & Infrastructure to Retain & Attract Employers • Support the Regional Creative Economy	3,000,000	2,700,000	300,000	ODA (potential for $150,000 CIP matching grant)
City of Madras	**Completion of the Willow Creek Bike and Pedestrian Trail Loop (connect to State Trail System)**	2	Construct approximately 1 mile of paved multi-use path from the intersection of Hwy 97/26 east to McTaggart road, and 2.6 miles of paved multi-use path from McTaggart Road to the trail looped around J street and Grizzly Road. Path to include landscape and pedestrian lighting.	• **Regional Transportation – Access to Work and School** • Rural Community Amenities	• Retain & Grow Jobs	4,000,000	0	4,000,000	Not Specified
City of Madras	**Helicopter Training & Fire Response Area Improvements**	2	Installation of concrete pads for helicopter landing and take-off including FOD control improvements around the landing pads.	• ED-Related Public Infrastructure	• Retain & Grow Jobs • Land & Infrastructure to Retain & Attract Employers	550,000	0	550,000	Not Specified
City of Madras	**Rail Service Improvements - Madras Industrial Park & Airport Development Property**	2	Install 800 feet of rail spur extension for business development expansion. Available land can accommodate spur extensions and switches to a 160 acre vacant lot that is zoned for industrial land uses.	• ED-Related Public Infrastructure • Freight Mobility	• Retain & Grow Jobs • Land & Infrastructure to Retain & Attract Employers • Support Regional Agriculture	2,000,000	0	2,000,000	Not Specified
City of Madras	**Phase 2 – US 97 & J Street Couplet Enhancements**	2	Construct phase 2 of the US 97 & J Street Intersection project to include signals at J Street and 4th, J Street and 5th, & improvements on 4th St. (sidewalk, landscaping, pedestrian lighting, etc.)	• **Regional Transportation – Access to Work and School** • ED-Related Public Infrastructure	• Retain & Grow Jobs	5,000,000	0	5,000,000	ODOT, City, TBD
City of Madras	**Airport Hangar Space for UAV, general aviation, & aeronautical business**	3	Installation of an additional 40,000 square feet of hangar building area with air side service to serve multiple aeronautical business uses.	• ED-Related Public Infrastructure • Freight Mobility	• Retain & Grow Jobs • Land & Infrastructure to Retain & Attract Employers	6,000,000	0	6,000,000	Not Specified
City of Madras	**North Madras Sewer Collection Project (North Y & North Madras)**	3	Install sewer main upsizing through the North Y intersection area and extend sewer mains to the North Unit and Mt. View subdivisions.	• **Housing Affordability & Availability** • ED-Related Public Infrastructure	• Improve Sewer Infrastructure	3,000,000	0	3,000,000	Not Specified
City of Madras	**Culver Highway Sewer Main Project**	3	Install new 10" sewer main collector main from the 1st & B Street Lift Station to the south commercial zone area along the Culver Highway alignment.	• **Housing Affordability & Availability** • ED-Related Pub. Infrastructure	• Improve Sewer Infrastructure	3,000,000	0	3,000,000	Not Specified

Organization	Project	Self Rank	Project Description	CEDS Priorities Addressed (top 3 in bold)	Regional Solutions Priorities Addressed	Total Project Cost	Secured Funding Amount	Funding Gap	Target Funding Sources
City of Madras	**Safe Routes to School – 10th Street Roundabout (Buff to J Street)**	3	Construct a roundabout at the intersection of Buff and McTaggart. 10th Street north of Buff would connect to the roundabout and 10th Street south of Buff would be closed at Buff Street. 10th Street would be improved to full City standards. Istall stormwater piping and detention facility.	• **Regional Transportation – Access to Work and School** • ED-Related Public Infrastructure • Freight Mobility	• Retain & Grow Jobs • Improve Sewer Infrastructure	5,000,000	0	5,000,000	Not Specified
City of Madras	**North Waste Water Treatment Plant Rehabilitiation**	4	Expand the wastewater plant to add additional capacity for treatment to expand to a 1.5 MGD plant. Reconfigure the effluent treatment facility to allow treatment year round. Develop additional land for effluent disposal.	• ED-Related Public Infrastructure • Rural Community Amenities	• Retain & Grow Jobs • Improve Sewer Infrastructure	7,000,000	0	7,000,000	Not Specified
City of Madras	**City View Extension to Kinkade & Kinkade to Loucks (Emergency by-pass)**	4	Extend City View at B Street to Oak and Kinkade and extend Kinkade from Oak Street to Loucks Street. The street will be constructed to the City's Major Collector standards to include walk and multi-use path. Also included in the project will be 2 roundabouts.	• **Emerging Workforce** • **Housing Affordability & Availability** • **Regional Transportation – Access to Work and School** • Freight Mobility • Rural Community Amenities	• Retain & Grow Jobs • Increase Workforce Housing	5,500,000	0	5,500,000	Not Specified
City of Madras	**US 97 & Loucks Intersection Safety Improvements**	5	Re-align the intersection on the east and west side of US 97 at Loucks to include turn lanes.	• **Regional Transportation – Access to Work and School** • Freight Mobility	• Retain & Grow Jobs	500,000	0	500,000	Not Specified
City of Metolius	**Metolius Train Depot Decking**	1	The Metolius Train Depot is the focal point for the community of Metolius. The decking that wraps around the outside of the Depot needs to be replaced to prevent further deterioration.	• Rural Community Amenities		47,800	0	47,800	BNSF
City of Metolius	**Metolius Park Bathroom**	2	Replace the park bathroom with a more modern and attractive structure.	• Rural Community Amenities		100,000	0	100,000	Oregon State Parks
City of Prineville	**Commercial SDC Reduction**	1	Reduction of commercial SDCs by $5,000 per job created in the City of Prineville through creation of a fund.	• Move-in Ready Commercial and Industrial Buildings & Incubator Spaces • Rural Community Amenities	• Retain & Grow Jobs • Land & Infrastructure to Retain & Attract Employers	Up to $250,000	0	TBD	Local governments
City of Prineville	**Basic Skills Workforce Training Program**	2	A program administered through the COCC Prineville Campus to provide a no-cost training for up to 100 people.	• **Emerging Workforce**	• Retain & Grow Jobs	25,000	0	25,000	Local governments, business community
City of Prineville	**Prineville Aquatic Center**	3	Construction of an aquatic center in Prineville that would replace the existing pool.	• Rural Community Amenities		Up to $12M	0	TBD	Prineville Residents, USDA, State Parks
City of Redmond	**Redmond Downtown Co-Working Space**	1	Work with the Tech Alliance of Bend to lease a space for 3 years with supplemental funding from the CEDS process. This could be paired with Urban Renewal funds and revenue from the tech space to help pay for improvements to the building, equipment, technology, and marketing for the space.	• Move-In Ready Commercial and Industrial Buildings & Incubator Spaces	• Retain & Grow Jobs	TBD	TBD	30,000	CEDS - EDA
City of Redmond	**Large Lot Industrial Sewer Pump Station**	2	Design and construction of a sewer pump station to be installed either near the north edge of the South Redmond tract or replacing the city's Yew Avenue pump station near Highway 97. Wastewater will be pumped to the westside sewer interceptor which has excess capacity sufficient to serve the 965 acre tract with typical industrial wastewater flows.	• ED-Related Public Infrastructure	• Retain & Grow Jobs • Land & Infrastructure to Retain & Attract Employers • Improve Sewer Infrastructure	$550,000-$1.5 M	0	TBD	EDA Public Works could be ideal
City of Redmond	**Evergreen Gym Community Center**	3	Transform the Evergreen Elementary adjacent 1944 gym/field house building into a community center and arts incubator. The community is interested in honoring the building's important contributions to Redmond's past while creating new memories for future generations of Central Oregonians.	• Move-In Ready Commercial and Industrial Buildings & Incubator Spaces • Rural Community Amenities	• Retain & Grow Jobs • Support the Regional Creative Economy	5,000,000	75,000	4,925,000	Private donations and grants

Organization	Project	Self Rank	Project Description	CEDS Priorities Addressed (top 3 in bold)	Regional Solutions Priorities Addressed	Total Project Cost	Secured Funding Amount	Funding Gap	Target Funding Sources
City of Redmond	**Smokejumper Visitor Center**	4	A smokejumper visitor center at Redmond Airport would provide the Redmond Air Center, the Redmond community and the region an opportunity to showcase the pioneering work done by those who have dedicated their time to fighting wildland fires throughout history. The Center will provide a high quality recreational-education experience for visitors and residents of Central Oregon.	• Rural Community Amenities		1,600,000	0	1,600,000	Private Donations and federal grants
City of Sisters	**Lazy Z Effluent Re-use Expansion Phase I**	1	In 2007, the City purchased 230 acres of the Lazy Z ranch for future effluent disposal expansion. This Phase I project includes the development of 64 acres on the eastern portion of the ranch into an effluent spray site with associated piping and controls to provide a complete disposal system.	• ED-Related Public Infrastructure	• Retain & Grow Jobs • Land and Infrastructure to Retain/Attract Employers • Water Conservation and Restoration; Improve Water Availability • Improve Sewer Infrastructure • Support Regional Agriculture	640,000	0	640,000	USDA Rural Development, DEQ Clean Water State Revolving Fund and Infrastructure Finance Authority
City of Sisters	**"Move In Ready" Light Industrial Buildings (Flex Spaces/Incubators)**	2	Acquire larger lot industrial land with less restrictive use than current business park zone and develop a "move in ready" flexible industrial building. The airport property is currently the only larger site available in the city for larger scale (LI use) opportunities.	• Move-In Ready Commercial and Industrial Buildings & Incubator Spaces	• Retain & Grow Jobs • Land & Infrastructure to Retain & Attract Employers	550,000	0	550,000	
City of Sisters	**US 20/Locust Intersection Improvements**	3	The City TSP is evaluating the US 20/Locust intersection, including the development of a concept design of the preferred intersection improvement. This project would then develop a PS&E package for state and federal review and approval. Upon approval, construction of the intersection improvements would follow.	• **Regional Transportation - Access to Work and School** • ED-Related Public Infrastructure • Freight Mobility	• Retain & Grow Jobs • Land & Infrastructure to Retain & Attract Employers	TBD	0	TBD	ODOT/FHWA
City of Sisters	**Wastewater Treatment Plant Aeration Improvements**	4	The City is pursuing expansion of the existing lagoon aeration to improve capacity and efficiency of the treatment process in the lagoons to satisfy the increase of wastewater flows to the Treatment Plant. At the projected growth rate, Sisters must have the new aeration improvements completed by the spring of 2018 to remain within its DEQ permit conditions.	• ED-Related Public Infrastructure	• Land & Infrastructure to Retain & Attract Employers • Improve Sewer Infrastructure	224,000	0	224,000	USDA Rural Development, DEQ Clean Water State Revolving Fund and Infrastructure Finance Authority
City of Sisters	**Urbanization Study and Update to 2005 Comprehensive Plan**	5	Complete an Urbanization Study to determine the City's Buildable Lands Inventory and project land required to accommodate 20 years of residential and employment growth. The use the results of the Urbanization Study to analyze where and whether the City should expand its UGB to accommodate 20 years of growth and establish a community vision on how should the City be developed over the next 20 years.	• **Housing Affordability & Availability** • ED-Related Public Infrastructure	• Retain & Grow Jobs • Land and Infrastructure to Retain/Attract Employers • Increase Workforce Housing • Improve Sewer Infrastructure	150,000	0	150,000	OR Dept of Land Conservation and Development Local Government Technical Assistance Grant, Ford Family Foundation, Myers Memorial Trust
City of Sisters	**Power and Sewer Infrastructure for Business Development**	6	Existing power and sewer is nearing capacity at the Barclay Drive airport industrial business park. Engineering, electrical, piping connections, permits/SDCs and two sewer pumps are needed to connect to public infrastructure.	• ED-Related Public Infrastructure	• Retain & Grow Jobs • Ensure the Region has Land and Infrastructure to Retain/Attract Employers • Improve Sewer Infrastructure	500,000	0	500,000	Not Specified
City of Sisters	**Higher Education Center-Existing, Transitional, and Emerging Workforce (COCC/OSU/SSD)**	7	Perform a feasibility study to examine possible development of a local space and support for two classrooms with PT administrative support for courses leading to a higher education degree. SBDC courses could be offered to assist local small business owners.	• **Emerging Workforce**	• Retain & Grow Jobs	25,000	0	25,000	Not Specified

Organization	Project	Self Rank	Project Description	CEDS Priorities Addressed (top 3 in bold)	Regional Solutions Priorities Addressed	Total Project Cost	Secured Funding Amount	Funding Gap	Target Funding Sources
City of Sisters	**Makers' Space – incubator for arts-related or other small businesses**	8	Feasibility study to examine possible development of a Maker's space in the City of Sisters - workforce skills development/CTE/STEAM.	• **Emerging Workforce** • Move-In Ready Commercial and Industrial Buildings & Incubator Spaces	• Retain & Grow Jobs • Support the Regional Creative Economy	25,000	0	25,000	Not Specified
City of Sisters	**SistersTECH Space - High Tech Incubator**	9	Feasibility Study to examine possible development of facility to provide a private working environment with mostly open (drop in) work space, a PT coordinator/manager, and meeting room with conferencing capabilities.	• Move-In Ready Commercial and Industrial Buildings & Incubator Spaces	• Retain & Grow Jobs	25,000	0	25,000	Not Specified
City of Sisters	**Community Collaboration/Resource Center with PT Coordinator/Facilitator**	10	A site needs to be secured with office-related infrastructure and a PT coordinator to assist with local community building efforts. A local board would develop structure for the program and design metrics for success. (resources/nonprofits/foundation/community engagement)	• Rural Community Amenities		50,000	0	50,000	Ford Family Foundation
City of Sisters	**Indoor Field House and Sporting Events Complex**	11	Acquire land and construct an indoor athletic field house: courts such as tennis and pickle ball; field sports such as soccer, lacrosse, rugby, etc. + a walking/jogging track, bleachers for viewing events, and other field house amenities.	• Rural Community Amenities		$8.6M-$11.2M	0	TBD	Possible Bond Measure
City of Sisters	**Sisters Conference Center w/ Winter Recreation Complex**	12	Acquire land and develop a mid-sized regional conference center with a local arts center and an ice skating rink creating an innovation destination theme for corporate retreats, professional development in Sisters.	• Rural Community Amenities	• Retain & Grow Jobs • Support the Regional Creative Economy	4,200,000	0	4,200,000	Not Specified
Deschutes County	**Hunnell Road: Cooley Road to Tumalo Road**	1	This project will improve the existing 3.5 mile Hunnell Road alignment from a local road (gravel and oil mat construction) to an improved two-lane collector road facility per the Deschutes County Transportation System Plan.	• **Regional Transportation – Access to Work and School** • Freight Mobility		3,500,000	630,000	2,870,000	Deschutes County CIP, ODOT Enhance STIP
Deschutes County	**Agricultural Land Re-designation / Non-Resource Lands**	2	The Legislature adopted "The Big Look Bill" (HB 2229) in 2009. HB 2229, Section 2(b)(B) directs LCDC to adopt rules that, Consider the variation in conditions and needs in different regions of the state and encourage regional approaches to resolving land use problems. If the Land Conservation and Development Commission adopts a new definition and criteria/standards for rural lands to be re-designated from "agriculture" to "non-resource" this project would implement the new regulations in Deschutes County.	• **Housing Affordability & Availability** • Rural Community Amenities • Environmental Assets and Natural Resource Utilization	• Retain & Grow Jobs • Water Conservation and Restoration; Improve Water Availability	200,000	0	200,000	State grants. Private funding that may benefit from land re-designations.
Deschutes County	**Rural Community Plans**	3	Update or develop new rural community plans in unincorporated Deschutes County. The Tumalo, Terrebonne and Southern Deschutes County community plans were developed and adopted between 2010-2013. Each plan calls for a review and update approximately every five years.	• **Housing Affordability & Availability** • **Regional Transportation – Access to Work and School** • Rural Community Amenities • Environmental Assets and Natural Resource Utilization • ED-Related Public Infrastructure • Broadband	• Retain & Grow Jobs • Increase Workforce Housing • Water Conservation and Restoration; Improve Water Availability	Each plan has its own costs. In general, each plan costs between $50,000-$200,000.	50,000	TBD	State grants, other.
Jefferson County	**Westside Community Center**	1	Leverage state, federal, private grants to remodel the facility to create a community center capable of providing recreation, educational programs, and (adult) workforce training.	• **Emerging Workforce** • **Regional Transportation – Access to Work and School** • Rural Community Amenities	• Retain & Grow Jobs • Enhance Transit in Central OR • Support the Regional Creative Economy	8,000,000	400,000	7,600,000	Private and Public Grants. Possible CDBG Funding.

Organization	Project	Self Rank	Project Description	CEDS Priorities Addressed (top 3 in bold)	Regional Solutions Priorities Addressed	Total Project Cost	Secured Funding Amount	Funding Gap	Target Funding Sources
CET (COIC)	**Bend & Regional Transit Plan Updates**	1	This project will involve hiring consultants to work with in-house experts to review the existing Bend and Regional Master Transit Plans and update them to reflect changes in the region's population and demographics and recent improvements in the region's transit service. It will also involve the use of the new modeling tool (TBEST).	• **Emerging Workforce** • **Housing Affordability & Availability** • **Regional Transportation – Access to Work and School** • Rural Community Amenities	• Establish Four-Year University • Retain & Grow Jobs • Enhance Transit in Central OR • Increase Workforce Housing	175,000	0	175,000	ODOT Grant Money
CET (COIC)	**Redmond Fixed Routes**	2	Scope, plan, and implement 2 fixed routes to serve Redmond. The routes will be planned to ensure connection to each of the major attractors within Redmond as well as the areas within Redmond with a high level of transit propensity	• **Emerging Workforce** • **Housing Affordability & Availability** • **Regional Transportation – Access to Work and School**	• Retain & Grow Jobs • Enhance Transit in Central OR • Increase Workforce Housing	Stops - $550,000; Buses $450,000; Annual cost of service- $600,000	0	450,000	N/A
CET (COIC)	**Improving user friendliness and efficiency through Bus Rapid Transit (BRT)-style improvements to Bend Fixed Routes 1,3,4, and 7**	3	Implementing BRT attributes to these routes including higher frequency, reduction of deviation from the corridors they serve, and interlining of existing routes to improve connectivity along Bend's highest use transit corridors.	• **Emerging Workforce** • **Housing Affordability & Availability** • **Regional Transportation – Access to Work and School**	• Retain & Grow Jobs • Enhance Transit in Central OR • Increase Workforce Housing	$900,000 fixed and $600,000 annually.	0	900,000	N/A
CET (COIC)	**CET Low Floor Bus acquisition for Bend Fixed Routes**	4	Acquire low-floor transit style buses to serve all Bend fixed routes - to improve service efficiency and customer experience - with enough buses to have backup buses of the same style.	• **Emerging Workforce** • **Housing Affordability & Availability** • **Regional Transportation – Access to Work and School**	• Establish Four-Year University • Retain & Grow Jobs • Enhance Transit in Central OR • Increase Workforce Housing	5,163,132	1,191,492	3,971,640	STP, 5307, 5339
COIC	**Central Oregon Food Hub**	TBD	COIC has worked with farmers and food businesses to identify the appropriate need and scale for a regional food hub to improve the local food value chain and improve the ability of local farmers to produce for local markets. COIC and partners are developing a business model, will site the project, and are seeking funds for capital investment.	• Environmental Assets and Natural Resource Utilization	• Retain & Grow Jobs • Support Regional Agriculture	TBD	TBD - some private investment potential	TBD	USDA Local Food Promotion Program; Private Investment;
Confederated Tribes of Warm Springs	**Warm Springs Water and Sewer Master Plan**		A plan to guide and coordinate system development and address ongoing operations and maintenance issues, including an engineering evaluation of the Warm Springs Wastewater Treatment Plant.	• ED-Related Public Infrastructure	• Land & Infrastructure to Retain & Attract Employers • Improve Sewer Infrastructure • Water Conservation and Restoration; Improve Water Availability	40,000	Not Specified	TBD	
Confederated Tribes of Warm Springs	**Warm Springs Industrial Park Expansion**		Further development of the Holiday Street industrial park is essential to the economic future of the Tribes. This project will support the development and expansion of the industrial park by tying the park's sewage collection system into the Warm Springs Wastewater Treatment Facility.	• ED-Related Public Infrastructure • Move-In Ready Commercial and Industrial Buildings/Incubator Spaces		1,600,000	0	1,600,000	EDA, USDA, EPA, HUD, HIS, IFA, CWSRF

Organization	Project	Self Rank	Project Description	CEDS Priorities Addressed (top 3 in bold)	Regional Solutions Priorities Addressed	Total Project Cost	Secured Funding Amount	Funding Gap	Target Funding Sources
SECTION 2: OTHER ORGANIZATION PROJECTS									
Crook County Historical Society	**Planning and Feasibility Analysis for Bowman Museum Property**		An architectural planning and feasibility study is needed to move forward a three phase improvement project for a large downtown lot that will ultimately lead to improvements of the existing commercial building as well as connecting a new facility with the existing museum complex.	• ED-Related Public Infrastructure • Rural Community Amenities	• Support the Regional Creative Economy	4,800	0	4,800	Private Charitable Foundations
Heart of Oregon Corps	**Measuring our Mission: Building Heart of Oregon's Capacity through Data Systems**	1	By 2019, Heart of Oregon Corps (HOC) will implement a comprehensive data collection and analysis system to track outcomes, evaluate and improve program interventions, and demonstrate impacts to the community.	• **Emerging Workforce**	• Retain & Grow Jobs	80,000	0	80,000	Primarily private foundation grants individual donors, and corporate support for this initiative. MJ Murdock Foundation, The Collins Foundation, MCM Fund, or OCF.
Heart of Oregon Corps	**Revitalizing Downtown Madras and Training the Emerging Workforce: Heart of Oregon Corps' Thrift Store**	2	By 2019, Heart of Oregon Corps will make critical mid-level infrastructure improvements to invest in the store property and ensure it will be an enduring asset that will be used to continue to provide job skills training to Jefferson County's emerging workforce over time.	• **Emerging Workforce** • Rural Community Amenities	• Retain & Grow Jobs	36,000	0	36,000	Safeco Insurance Foundation, Lowe's Charitable and Education Foundation, business donations.
Kor Community Land Trust	**Hive Homes**	1	"Hive" is an owner-occupied community which will provide affordable, net-zero energy housing. The project will address the need of attainable homeownership through the traditional Community Land Trust (CLT) model of individually owned dwellings and community owned land.	• **Housing Affordability & Availability**	• Increase Workforce Housing	2,411,000	150,000	2,261,000	
City of La Pine Chamber of Commerce	**RV Parking area for visitors**	1	Improve a parking area adjacent to the building that houses the visitor center and allow for drive-thru type parking for RVs, including signage on site and on US97.	• Rural Community Amenities		75,000	8,000	67,000	TRT from City of La Pine - $5,000 & Deschutes County Commissioners - $3,000
OSU-Cascades	**OSU-Cascades: Central Oregon Scholarship**		The OSU-Cascades Central Oregon Scholarship (COS) project will increase access and affordability of a four-year degree by reducing financial barriers. The project will provide scholarships to Central Oregon high school graduates based on a sliding scale of need. An endowed scholarship fund of $2M will support 10 students.	• **Emerging Workforce**	• Establish Four-Year University • Retain & Grow Jobs	2,000,000	0	2,000,000	Major foundation funders, such as Hearst, for endowed support.
OSU-Cascades	**OSU-Cascades: CONE - Bachelor of Science in Nursing**		The Central Oregon Nursing Education (CONE) project will enable local progress towards the IOM recommended needs for nursing. CONE is seeking $250,000 in start-up funding. The $250,000 will be used to hire a lead nursing faculty member, including benefits for two years to shepherd program development.	• **Emerging Workforce**	• Establish Four-Year University • Retain & Grow Jobs	300,000	50,000	250,000	Not Specified
OSU-Cascades	**OSU-Cascades Campus Expansion: Site Reclamation**		To accommodate growth above the current capacity of 1,890 in Bend, OSU-Cascades will need to expand beyond the current 10-acre campus to the recently purchased 46 acres. The 46-acre site will be restored based on the campus design described in the Long Range Development Plan.	• **Emerging Workforce**	• Establish Four-Year University • Retain & Grow Jobs	9,000,000	0	9,000,000	OR Legislature
OSU-Cascades	**OSU-Cascades Campus Expansion: Campus Infrastructure**		Once the site is filled and graded as necessary for future campus growth per the Long Range Development Plan, roadways, multi-modal pathways, parking, storm water facilities, utilities, and building pads will be built to accommodate the future building and open space development.	• **Emerging Workforce**	• Establish Four-Year University • Retain & Grow Jobs	11,000,000	0	11,000,000	OR Legislature

Organization	Project	Self Rank	Project Description	CEDS Priorities Addressed (top 3 in bold)	Regional Solutions Priorities Addressed	Total Project Cost	Secured Funding Amount	Funding Gap	Target Funding Sources
OSU-Cascades	**OSU-Cascades Campus Expansion: Academic Building 2**		By 2020, OSU-Cascades anticipate it will be at capacity for academic classroom and faculty office space. Development of an academic building will accommodate significant enrollment growth to meet OSU-Cascades' share of the state's 40-40-20 goal.	• **Emerging Workforce**	• Establish Four-Year University • Retain & Grow Jobs	49,000,000	~~0~~ 10,000,000	~~49,000,000~~ 39,000,000	OR Legislature, private donors
OSU-Cascades	**OSU-Cascades Campus Expansion: Student Success Center**		Development of a Student Success Center will improve learning outcomes and facilitate student engagement at OSU-Cascades. The current campus has limited dedicated student success space. The building will include a combination of flexible use spaces for classroom, learning commons or tutoring space, advising spaces, arts space, informal gathering spaces, maker spaces, and student involvement spaces.	• **Emerging Workforce**	• Establish Four-Year University • Retain & Grow Jobs	~~25,000,000~~ 15,000,000	~~0~~ 5,000,000	~~25,000,000~~ 10,000,000	OR Legislature
OSU-Cascades	**OSU-Cascades Graduate and Research Center Renovation**		As the OSU-Cascades campus expands to offer new academic programs and additional courses, it is necessary to accommodate the related increase in faculty and staff. This proposal will enable increased utilization and efficiency of select areas within the building to provide additional office and support areas.	• **Emerging Workforce**	• Establish Four-Year University • Retain & Grow Jobs	500,000	0	500,000	OR Legislature
Warm Springs Community Action Team	**Warm Springs Small Business Incubator Project**	1	The Warm Springs Community Action Team (WSCAT), in collaboration with tribal, local, and regional partners, seeks to encourage the growth of small business on the reservation by developing a small business incubator that will enable 10-15 business owners to open businesses, with minimal operating expenses, at a central location in downtown Warm Springs.	• Move-In Ready Commercial and Industrial Buildings/ Incubator Spaces	• Retain & Grow Jobs • Support the Regional Creative Economy	750,000	75,000	675,000	Warm Springs Ventures - $200,000 Collins Foundation - $250,000 Oregon Community Foundation - $150,000 Northwest Area Foundation - $150,000

Appendix E: Economic Development Resource Map

The Economic Development Resource Map below provides a resource for identifying key regional plans, partners, and services by broad economic development roles in Central Oregon. *This is a work in process and will be reviewed and refined by regional partners.*

I'm Looking For…	Who Is Working On This?	This Can Help Me With…
The major economic development players in Central Oregon.	Business Oregon Central OR Regional Solutions COIC EDCO	Finding regional ED plans. Regional planning. Business support.
Help with developing or expanding my business.	… All of the above, plus: Chambers of Commerce Deschutes Public Library OSU Cascades Small Business Development Center (COCC)	Small business support. Business development resources (plan development, market research, marketing).
Employers & Employment	WorkSource Centers Oregon Employment Department	Finding employment.
Employees	WorkSource Centers OSU Cascades Central Oregon Community College	Finding and retaining skilled employees.
Industry Cluster Groups	Bend Bioscience Consortium Bend Tech, Technology Association of OR Outdoor Worx	Finding others who are supporting the industry through mentorship, branding, and policy efforts. Finding same-sector business mentors, mentees.