

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)
<p>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.</p> <p>a. Analyze housing across the region:</p> <p>i. Identify housing needs by cohort and by community. What are the needs of different groups in different communities?</p> <p>ii. Catalogue regional housing information – stock, planned development, zoning, etc.</p> <p>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.</p> <p>iv. ID regional dimensions to the problem (e.g. jobs/housing imbalance)</p> <p>b. ID opportunities to incentivize the market to diversify housing stock.</p> <p>c. Partner to leverage public funding into the region</p> <p>i. Pool funding to leverage additional funding (build a growing pie)</p> <p>ii. Explore opportunities to develop local funding</p> <p>iii. Consider using the consortium model to distribute funding</p> <p>d. ID program coordination activities</p> <p>e. Collaborate to advocate for desired state policy/regulation changes</p> <p>f. Develop a Strategic Plan</p> <p>g. Develop communications and outreach to serve regional “umbrella”/clearinghouse role.</p>	<p>Collaborative approach that addresses regional nature of the issue, supports local initiatives, and coordinates communities to achieve shared goals.</p> <p>Desire is for long-term impact, not just a reaction to the current crisis.</p>	<ul style="list-style-type: none"> • \$ 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 	<p>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.</p> <p>OHCS, HUD, DLCD etc. participate as technical specialists and advisers.</p> <p><i>Assumption: large employers will most likely participate best with focused meetings rather than as members.</i></p>

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

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
<p>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.</p>	<p>Regionally-coordinated system.</p> <p>Lower fixed/overhead costs for transit = more service.</p> <p>Flexible funding options.</p> <p>Community-based control of transit to meet local needs.</p>	<ul style="list-style-type: none"> • Successful passage of the bill 	<p>COIC Central OR delegation Local & regional partners</p>

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
<p>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:</p> <ul style="list-style-type: none"> a. A schedule of operations improvements b. Capital and infrastructure needs. c. Incorporation of other transportation options – vanpool, carpool, etc. 	<p>Better connectivity between housing and work/education; lower household transportation costs.</p>	<ul style="list-style-type: none"> • # 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) 	<p>COIC Cities and Counties Transit stakeholder organizations</p>

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)
<p>1. Support the following Better Together Youth CareerConnect Work Plan activities:</p> <ul style="list-style-type: none"> a. Increase resources to support work experience coordination for youth <ul style="list-style-type: none"> i. Secure industry funding, grants, and contracts b. Recruit and support new employers to host youth interns/employees <ul style="list-style-type: none"> i. Provide resources for employers to successfully host youth c. Increase student awareness of Central Oregon industries and career opportunities <ul style="list-style-type: none"> 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) 	<p>Young people are better prepared for employment, post-secondary education, and training opportunities.</p>	<ul style="list-style-type: none"> • 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. 	<p>Better Together, ECWIB, EDCO and all Youth CareerConnect partners, incl. COIC STEM Hub EDCO Regional Solutions Sector businesses</p>
<p>2. Implement the Education Research Collaborative to develop a “lifecycle” data system to track student educational and work experience achievement over time.</p>	<p>Education and youth program providers can track outcomes and evaluate program effectiveness</p>	<ul style="list-style-type: none"> • Development of system; delivery of findings 	<p>Better Together, School Districts, OED COCC OSU-Cascades</p>

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

Action/Project	Anticipated Outcome/Impact	Measures/Evaluation	Lead(s)
<p>1. Leverage ongoing development of OSU-Cascades as a regional priority.</p> <ul style="list-style-type: none"> 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. <ul style="list-style-type: none"> 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. 	<p>Central Oregon has expanded post-secondary opportunities.</p>	<ul style="list-style-type: none"> • Increases in OSU-Cascades operational and capital budget. • Increased number of desired majors and associated graduates. 	<p>OSU-Cascades Appropriate CEDS Strategy Committee members Private business COCO</p>

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. <ol style="list-style-type: none"> Expand the number of core course offerings in the rural campuses (Madras, Prineville, La Pine) and increase student enrollment. 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.	<ul style="list-style-type: none"> 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 <ol style="list-style-type: none"> Build a bioscience lab and incubator at the ICE Tie academic programs and curricula to local industry; Foster entrepreneurship training and opportunities for students; Help local businesses grow through applied research and workforce development 	Better connection between academia/research/ students/graduates, and growing local industries. ICE business development	<ul style="list-style-type: none"> 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 <ol style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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: <ol style="list-style-type: none"> 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.	<ul style="list-style-type: none"> • # 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.	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> # 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> • 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. <ol style="list-style-type: none"> ID regional and community-scale needs and gaps Consider both traditional business settings and home-based business needs 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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)
<p>1. Develop a coordinated approach for rural communities to leverage their outdoor recreation opportunities and small town character.</p> <p>a. Collection of baseline data</p> <p>b. Identification of tourism niche(s)</p> <p>c. Development of action plan.</p> <p>Capacity – tap into programs like RARE and other student resource programs to assist with this. <i>Could be coordinated with regional creative economy efforts.</i></p>	A supported, rational plan for tourism growth	<ul style="list-style-type: none"> Development of actionable rural tourism plans. 	<p>COIC OSU-Cascades</p> <p>Central Oregon Visitors' Association <i>(need to consult)</i></p>
<p>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</p>	Reduce recreation impacts on the National Forest; maintain the region's environmental assets and maintain tourism amenities.	<ul style="list-style-type: none"> 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. <ol style="list-style-type: none"> 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. <ol style="list-style-type: none"> 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.	<ul style="list-style-type: none"> • 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. <ol style="list-style-type: none"> 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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. <ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> • 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