



2022-2027 Economic Development Strategic Action Plan



Wasco County Economic Development Commission





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TABLE OF CONTENTS

- EDC OVERVIEW.....2
- STRATEGY AND PROCESS.....3
- DEMOGRAPHIC AND ECONOMIC TRENDS.....4
- SWOT ANALYSIS.....6
- EDC MISSION, VISION, AND GOALS.....10
- STRATEGIES AND ACTIONS.....11
- 2022 COMMUNITY ENHANCEMENT PROJECTS.....18

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ECONOMIC DEVELOPMENT COMMISSION OVERVIEW

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

The EDC acts as the economic development arm of Wasco County. Its activities focus on job creation, supporting foundational infrastructure to create economic opportunity, and increasing capacity throughout the County. The EDC is directly responsible for the following activities:

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

To fulfill this role, the EDC meets quarterly with working groups focused on moving specific projects or topic areas coming together in the interim and staff supported actions.



STRATEGY AND PROCESS

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



In order to draft this economic development strategy and its accompanying action plan, the Economic Development Commission moved through a nine-month process started in June of 2021. At each EDC meeting a specific portion of the material for the plan was reviewed and input provided by the EDC Commissioners (detailed to the right). A committee was formed around each goal area to refine strategies and develop actions.

The full strategy and action plan was adopted by the EDC in March of 2022. It will provide a clear framework for the EDC for the coming five years with minor annual updates incorporated into the action plan to reflect current activities and any significant changes to the economic development landscape.

PROCESS OVERVIEW

JUNE 2021: REVIEW EDC'S CURRENT ROLE, DEMOGRAPHIC AND ECONOMIC TRENDS, ASSET MAPPING, AND SWOT.

SEPTEMBER 2021: MISSION, VISION AND GOALS

DECEMBER 2021: COMMUNITY ENHANCEMENT PROJECT PRIORITIZATION, STRATEGY DEVELOPMENT, COMMITTEE FORMATION.

JANUARY TO FEBRUARY 2022: COMMITTEES, EDC LEADERSHIP, AND STAFF DEVELOPED ANNUAL ACTION PLANS BASED ON MISSION, VISION, AND STRATEGIES.

MARCH 2022: EDC ADOPTS DRAFT ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

DEMOGRAPHIC AND ECONOMIC TRENDS

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

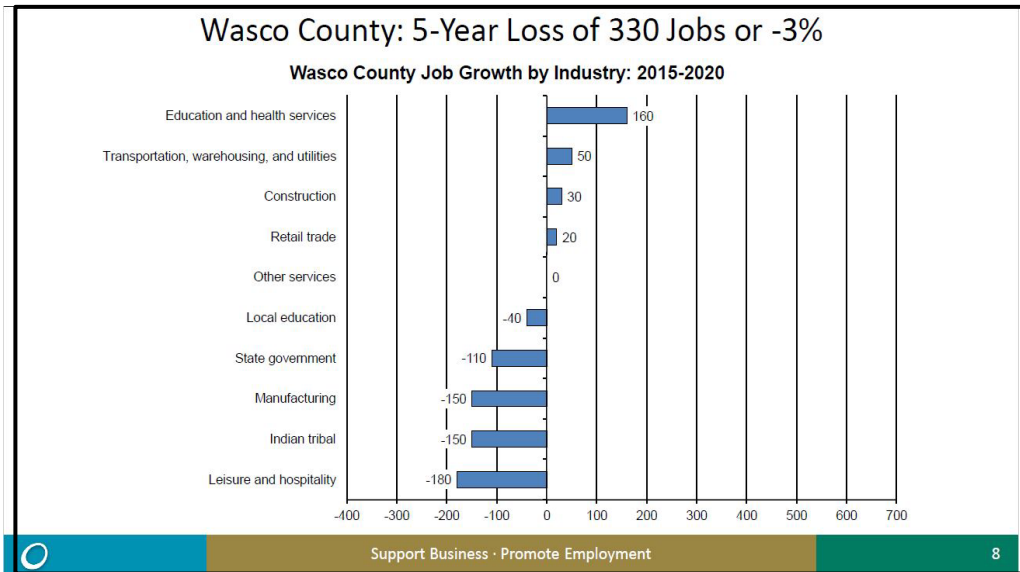
The Dalles area holds the majority of the County's population with approximately 16,000 of the almost 26,670 residents in the County. Wasco County's population has grown at a rate of approximately 5% since 2010, whereas Oregon has grown 10% in the same period. This is almost double the 2.2% growth from 2010 to 2015, but not close to the significant growth rate in The Dalles. Wasco County's population has a smaller percentage of younger residents and a larger percentage of residents over 65 than Oregon as a whole or The Dalles. In addition to this shifting age distribution, Wasco County's Latinx population has grown significantly over the last few decades with its percentage increasing from 9.3% in 2000 to 19.2% in 2019. These shifts will impact required services, the types of businesses in demand, and workforce skills needed in the coming years.

Educational attainment can be an important indicator for workforce skills. For those over 25 in Wasco County, 19.6% of the population has a bachelor's degree or higher, compared to 32% nationally and 33.7% in Oregon. Median income increases and poverty rate decreases as educational attainment rises locally as well as nationally as education impacts the types of jobs available to residents.

Prior to COVID-19, median household income in Wasco County grew to \$53,105 in 2019 from \$43,422 in 2015. Approximately 12% of residents remained in poverty despite overall income growth. This is a significant decrease from the poverty rate in 2015 at 17%. Per capita, the income for 2019 was \$27,445, which is lower than Oregon as a whole (\$33,763). These shifting demographics could reflect a variety of factors. These could include job growth in the County, wealthier retirees moving into the area, or increases in housing costs pushing lower income residents into outlying communities.



The main driver of Wasco County’s economy remains agricultural production. The County produced almost \$96 million in agricultural products sold, with most of this being in crop sales and 15% in livestock sales reported for the 2017 Census of Agriculture. The main products include a variety of types of wheat, sweet cherries, and forage. Wasco County remains a leader in production for both dryland wheat and sweet cherries.



Wasco County’s non-farm economy is still recovering from the pandemic. From 2015-2020, Wasco County lost 3% jobs, most of which were in the leisure and hospitality, a sector that had experienced large gains in 2015. As of May 2021, Wasco County has regained 68% of the jobs lost at the onset of the pandemic, according to the Oregon Employment Department. Despite this, job gains have started to slow compared to the beginning of the year due to labor shortages, particularly for the in-person service jobs. The largest industries for the county continue to be education and health services, trade, transportation, and utilities, and local government employment. Total payroll in Wasco County for 2020 came to almost \$511 million from \$453 million in 2016. Only about 60% of the jobs in Wasco County are held by in-county workers, with more workers leaving

the county for employment in 2019 than both working and living within the County. Commuters head in many directions, with the largest concentrations to Portland and Hood River.

In addition to recovering jobs and income during the pandemic, the real estate market has seen the value of homes increase significantly in the past few years, which has led to housing shortages for middle to low-income workers and will have serious implications for the economy moving forward. Supply chain issues for commodities like lumber has also impacted housing prices and construction.

These indicators point toward a recovering economy, with some significant challenges around addressing income inequality, providing housing for the local workforce, and supporting a growing region.

SWOT ANALYSIS

The EDC developed an assets-strengths-weaknesses-opportunities-threats analysis. This analysis provides an opportunity to think of the broader landscape impacting the EDC’s work in economic development. It also allows for consideration of key partnerships to engage with in support of efforts that align with the EDC’s vision for the community that might be outside of its mission.

	Strengths/Assets	Weaknesses	Opportunities	Threats
Natural Resources	Natural Resources and Climate <ul style="list-style-type: none"> Natural Resource Base 	Management Resources <ul style="list-style-type: none"> Decreasing budgets for natural resource management 	Leverage Natural Assets <ul style="list-style-type: none"> Wood and Forestry Products Innovation Renewable Energy Fishing Industry Active Forest Collaborative 	Natural Disasters/Hazards <ul style="list-style-type: none"> COVID-19 challenges – (workforce, mental health, income inequality,) Wildfire, ice storms and other natural disasters Aging emergency response systems
Agriculture	Agricultural Foundation <ul style="list-style-type: none"> Nationally known agricultural region (cherry, wheat) Strong agricultural heritage and expertise Management of water resources 	Changes in Agricultural Landscape <ul style="list-style-type: none"> Average age of farmers continues to rise Difficult to find needed labor Unpermitted events and other activities on ag land can cause conflicts with current uses 	Diversification Ag and Ag Tech <ul style="list-style-type: none"> Value-Add and Food Processing Sector New specialty crops in areas with water resources to support them Growing ag/tech partnerships Appropriate agritourism 	Water Access, Regulations, Markets <ul style="list-style-type: none"> Drought impacts Water access issues Aquifer concerns Major fluctuations in commodity pricing
Demographic Shifts	Culture <ul style="list-style-type: none"> 10,000+ years of Indigenous Culture Increased diversity Strong sense of community 	Demographics <ul style="list-style-type: none"> Aging population High poverty rate Disparities between communities Planning for increased community capacity 	Increasing Diversity <ul style="list-style-type: none"> Growing Hispanic/Latino population Retirees bringing in experience, perspective, and capacity 	Impacts of Continued Population Growth <ul style="list-style-type: none"> Pressure on housing prices

	Strengths	Weaknesses	Opportunities	Threats
Infrastructure	Infrastructure <ul style="list-style-type: none"> Abundant, clean power Telecommunication and broadband capacity Dog River Pipeline Infrastructure for small manufacturers 	Infrastructure <ul style="list-style-type: none"> Small systems with significant maintenance burdens Aging basic infrastructure Broadband limited in areas Energy capacity challenges 	Connectivity <ul style="list-style-type: none"> Market and use the increased high speed fiber optics Significant federal investment in broadband accessibility, basic infrastructure 	Infrastructure Limitations <ul style="list-style-type: none"> Water/Wastewater capacity challenges Limited existing buildings and industrial land
Business Development	Diverse Industry Sectors and Growing Business Sectors <ul style="list-style-type: none"> Diverse industries Growing regional industry sectors (tech, value added ag, manufacturing, healthcare) 	Lack of Business Expansion Space <ul style="list-style-type: none"> No large lot industrial land available Many commercial and light industrial spaces need investment for occupation 	Focus on Local <ul style="list-style-type: none"> Available commercial and light industrial spaces Improved business resilience resources and connected support systems Supply chain development 	Industry Diversification <ul style="list-style-type: none"> Recovery for small businesses Loss of any major employer Concentration risk
Workforce	Human Capital <ul style="list-style-type: none"> Diverse skill sets in the area Unique educational programs supported by businesses New Advanced Skills Center at CGCC 	Education, Skilled Workforce <ul style="list-style-type: none"> Access to advanced degrees Childcare access/affordability Limited Skilled Labor Necessity of continually evolving CTE educational opportunities to fill jobs 	Business/Workforce development <ul style="list-style-type: none"> skill up residents to meet company needs Attract human and business talent based on quality of life and remote work opportunities 	Education Quality/ Opportunity and Workforce <ul style="list-style-type: none"> Labor shortages Statewide educational system challenges Meeting employers needs today and in the future
Housing	Relative Affordability for Housing <ul style="list-style-type: none"> Compared to housing throughout the Gorge, Wasco County remains relatively less expensive Updated housing plans, development ordinances 	Insufficient Housing Stock <ul style="list-style-type: none"> Insufficient attainable housing for local employees Aging housing stock 	Housing Rehabilitation + Infill <ul style="list-style-type: none"> Vertical Housing Zone in The Dalles Additional capacity for housing created through zoning 	Housing Shortage Impacts <ul style="list-style-type: none"> Availability/ affordability reduces ability to attract/retain workers Increasing homeless population with limited resources to address needs Increasing costs of building materials

	Strengths	Weaknesses	Opportunities	Threats
Transportation	Availability of Transportation Systems/Modes <ul style="list-style-type: none"> Hub for region Many modes (Highways, Airports, Rail Service, River) Proximity to Portland, major markets 	Transportation <ul style="list-style-type: none"> Gaps in transportation options Capacity of roads, airports, rail, etc. 	Address Public Transportation + Multi-Modal Needs <ul style="list-style-type: none"> Further Development of Columbia Gorge Regional Airport Expanding fixed routes and regional transit connections 	Maintaining and Enhancing <ul style="list-style-type: none"> Severely limited resources for maintaining transportation infrastructure
Regulatory and Legislative	Advocates for Wasco County and the Region <ul style="list-style-type: none"> The Dalles Outreach Team Regional Solutions Relationships with state and federal agency partners Strong collaboration 	Regulatory Environment: <ul style="list-style-type: none"> National Scenic Area creates an additional layer of regulation Complex and varying land use requirements can be challenging to understand 	Legislative Engagement <ul style="list-style-type: none"> State/Federal resources for COVID-19 recovery Strong relationships with federal legislative delegation Increasing engagement with State legislative delegation 	Funding <ul style="list-style-type: none"> Uncertainty about federal resource allocation and competitive nature of funding Shrinking local government budgets for some
Tourism and Recreation	Scenic Beauty, Recreation, Brand and Tourism Industry <ul style="list-style-type: none"> Four Season Recreation (hiking, biking, snow sports, fishing, etc) Tourism destinations throughout Wasco County Natural landscape diversity 	Variation in Tourism Impacts <ul style="list-style-type: none"> No comprehensive approach to tourism planning throughout the County Concern about impacts on voluntary emergency services 	Expanding Tourism <ul style="list-style-type: none"> Increasing year-round opportunities Leverage new Deschutes Rim Athletic Complex Increase small business planning to leverage tourism influx to support operations 	Tourism Challenges <ul style="list-style-type: none"> Seasonality can be challenging for communities and businesses Changes in natural resources (fisheries, forest, etc) impact visitor experience
EDC	EDC Relationships, Reputation <ul style="list-style-type: none"> Positive momentum Strong relationships with many communities and organizations Support from Wasco County BOCC and staff Access to funding sources Diverse knowledge base 	EDC Capacity <ul style="list-style-type: none"> Limited capacity/staff time Low profile for the work accomplished 	EDC Accomplishments, Assets <ul style="list-style-type: none"> Further leverage EDC Commissioners as resource Improve tracking of outcomes and better share accomplishments Further develop approach to fulfilling leadership role 	EDC Stability <ul style="list-style-type: none"> Annual funding cycle tied to County budgeting process Explore diversification of funding for activities

Mission

The EDC collaborates with and supports partners and local communities to cultivate sustainable economic and business development in Wasco County.



Vision

Wasco County and its communities should be economically robust, livable, and continue to enhance strong rural character.



Robust Infrastructure:

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

Community Capacity:

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

Information Source and Advocacy:

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

Goals

Vibrant and Diverse Local Economy:

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

Strong and Sustainable EDC:

Strengthen relationships with partners, diversify funding streams, and provide professional, effective services to communities and businesses in Wasco County.

STRATEGIES

This plan below provides the EDC's roadmap for moving toward its vision of strong, livable communities with robust economies throughout Wasco County. It is organized by goal area. Strategies and actions will continue to evolve as progress is made or in reaction to changing conditions and resources.

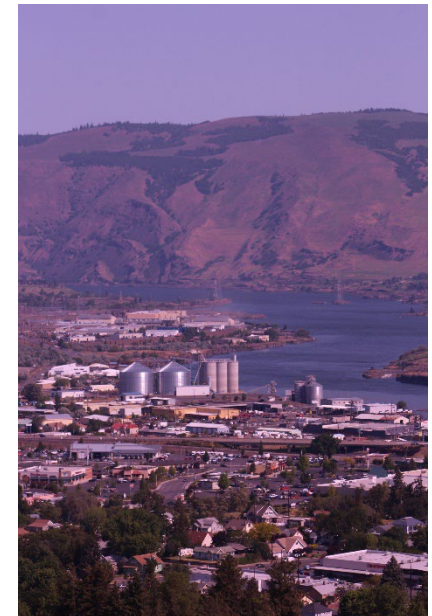
GOAL: VIBRANT AND DIVERSE LOCAL ECONOMY. DEVELOP AND IMPLEMENT SHORT-AND LONG-TERM STRATEGIES THAT BUILD AND DIVERSIFY THE ECONOMY IN WASCO COUNTY AND ITS COMMUNITIES.

Strategy: Create a strong, connected support system for businesses that can help community members start and grow companies.

- Work with partners to ensure information about business resources, incentives, and financing is readily available to those looking to start or grow a business in Wasco County. Maintain up to date business development guides for interested communities around the County. Note: suggested update 2023.
- Support businesses in connecting with resources to site or grow their firms.
- Continue to serve as Wasco County's representative with the Brownfield Coalition grant to support reducing barriers to development in Wasco County.
- Engage with service providers, communities and local businesses to identify and address key business needs throughout Wasco County. Complete interviews with businesses in the County to better understand needs. (Grant Resource: Business Oregon Rural Opportunity Initiative)
- Work with partners (Chambers, Port, SBDC, MCEDD) to host Pub Talk type networking events and other programming identified through the interviews to create a strong community around entrepreneurship. (Grant Resource: Oregon Community Foundation Thriving Entrepreneurs Grant)

Strategy: Support development of key industry clusters in Wasco County that leverage strengths in the County and region.

- Work with the Port, Community College, local chambers, regional industry associations, and other partners to identify and develop next steps from the Wasco County Innovation Strategy developed with Center on Rural Innovation. Ensure engagement with traditional as well as new sectors. (Grant Resource: Business Oregon Rural Opportunity Initiative)



Strategy: Work with partners to support connecting workforce, education and training opportunities to employer identified skills.

- Complete interviews with businesses in the County to better understand needs.
- Explore opportunities to support partners in hosting career or job fairs.

GOAL: ROBUST INFRASTRUCTURE. SUPPORT COMMUNITIES THROUGHOUT WASCO COUNTY IN EFFORTS TO PROVIDE ADEQUATE INFRASTRUCTURE TO ENHANCE COMMUNITY LIVABILITY AND ECONOMIC OPPORTUNITY.

Water/Wastewater Strategy: Work with communities and partners to address water and wastewater system constraints to community and economic development.

- Continue to host training sessions like the Infrastructure Planning and Finance Workshop held in partnership with RCAC in 2021 that increase local capacity for infrastructure project development. Connect local systems to existing training opportunities.
- Host a mock one stop where local systems can familiarize themselves with the process.
- As capacity allows, provide technical assistance to water and wastewater systems in the county to increase access to funding and move planning and projects forward.
- Build an inventory of system conditions within the county to understand current conditions and needs. Connect systems to resources that can support addressing challenges.

Broadband Strategy: Form and support a Wasco County Broadband Action Team (BAT) with representatives from organizations and communities around the region to support closing the digital divide.



- Work with the BAT to support a gaps analysis leveraging the Faster Broadband Oregon mapping project as well as a local survey and interviews with key stakeholders. This will focus on infrastructure gaps but also explore opportunities to support enhanced utilization.
- Identify robust next steps from information gathered through this effort and begin implementing them with relevant partners.

Broadband Strategy: Collaborate with public and private sector partners to address middle and last mile telecommunications infrastructure gaps and increase redundancy in communications networks.

- Share information on grant resources available through State and Federal programs with public and private sector stakeholders interested in improving broadband access and utilization in Wasco County. Where appropriate, support applications that meet a community identified need.

- Engage with Q-Life’s efforts to grow middle mile or last mile infrastructure to close access gaps.
- Support the Cascadia East Interconnection project to build more resilience into local networks.
- Identify opportunities to leverage “dig once” efforts to support reducing the cost of broadband infrastructure deployments in the County.

Business Development Infrastructure Strategy: Support development of other business infrastructure. For example, transportation, housing, childcare, and community livability.

- Engage with CGCC’s Childcare Center feasibility work, the Four River’s Early Learning Hub’s study around innovative models for childcare, and support next steps from each.
- Track housing market data and share with decision makers.
- As appropriate, support communities in accessing resources to plan for housing and make necessary code amendments to support meeting housing needs.
- Participate in local and regional discussions on housing strategy representing economic development interests in Wasco County.
- With the next update of the Business Siting Guides, explore interest in creating a housing development guide.

GOAL: COMMUNITY CAPACITY. WORK WITH LOCAL PARTNERS TO PROVIDE MEANINGFUL TECHNICAL ASSISTANCE, BRING IN ADDITIONAL RESOURCES, AND COMPLETE PROJECTS THAT ENHANCE THEIR COMMUNITY’S CAPACITY FOR APPROPRIATE ECONOMIC DEVELOPMENT.

Strategy: Work with local communities to build their capacity for developing and implementing priority projects that align with the EDC’s vision and goals.

- Identify partners within each community to support in developing additional capacity. Connect across communities where there are similar issues.
- Develop resources for shared issues, e.g. a communication plan example for infrastructure projects. Identify these opportunities through engagement with communities.
- Identify and share resources to support capacity building, like opportunities for board training, HR resources like the BOLI Technical Assistance services, etc.

Strategy: Provide or facilitate training as needed to increase organizational capacity for economic development.

- Support a grant writing training in Spring of 2022.
- Develop info for ongoing business grant and assistance resources to share with communities and businesses.
- Connect partners with training resources from other agencies, e.g. RCAC, LOC, etc.

GOAL: INFORMATION SOURCE AND ADVOCACY. ENSURE THE BOARD OF COUNTY COMMISSIONERS, PARTNERS, FUNDERS, AND COMPANIES HAVE UP-TO-DATE INFORMATION ON ECONOMIC CONDITIONS, ACTIVITIES, AND PROJECTS THAT SUPPORT A RESILIENT LOCAL ECONOMY IN WASCO COUNTY AND INCREASE INVESTMENT IN ITS COMMUNITIES.

Strategy: Gather information on economic development related projects and strategies from throughout Wasco County.

- Complete the Community Enhancement Project process annually.

Strategy: Maintain up-to-date information on economic and demographic trends, land availability, and major employers.

- Develop a cycle for updating major items with one occurring annually: major employers, land/building availability, business development guides, strategic action plan, etc. Focus for this year: Explore Land availability resources.

Strategy: Develop a strong web presence focused on business and economic development that highlights key business resources and opportunities as well as shares EDC activities in a meaningful way.

- Review and update the EDC's webpage. Support more connections with Chamber and partners' web presence to ensure consistent information is being shared with businesses.
- Explore opportunities to connect with and support content with partners around business resources.

Strategy: Support communities in connecting with their State and Federal elected officials to talk about community priorities, projects and funding needs.

- Share information on who elected officials are to support further engagement.
- Explore annual engagement with the State and Federal delegations around the annual Community Enhancement Project list and priority issues to better share our community's successes and needs. Share these locally as well.
- Engaging with local leaders about processes for starting or growing a business in Wasco County and work with partners to be a conduit for feedback from businesses on these processes.



GOAL: STRONG AND SUSTAINABLE EDC. STRENGTHEN RELATIONSHIPS WITH PARTNERS, DIVERSIFY FUNDING STREAMS, AND PROVIDE EFFECTIVE SERVICES TO COMMUNITIES AND BUSINESSES IN WASCO COUNTY.

Strategy: Explore diversification of funding streams to support the EDC's efforts.

- Continue to seek grant funding to expand services in program areas where there are resources available to develop new programming (e.g. Rural Opportunity Initiative grant funding for entrepreneurship system development and programming). Engage with partners to develop these opportunities to ensure alignment and collaboration.
- Where efforts are successful, work to develop sustainable funding resources to maintain grant funded programming.

Strategy: Maintain and implement a long-term economic development strategy as well as intentional annual work plans to guide the EDC's activities.

Strategy: Create measurements and track outcomes for the EDC's work.

- Develop measurements to track over time to better understand and communicate the EDC's impact.

Strategy: Connect the EDC's work to strategies grounded in community economic development best practices.

- When opportunities arise, participate in conferences and trainings focused on enhancing staff knowledge and sharing resources with the Commission to enhance capacity.



2022 COMMUNITY ENHANCEMENT PROJECTS

Each year the Wasco County EDC gathers information about key community economic development projects and activities throughout Wasco County. The EDC then develops a project prioritization ranking and presents it to the Board of County Commissioners for acknowledgement.

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

PRIORITIZATION CRITERIA

1. ADDRESS SPECIFIC ECONOMIC DEVELOPMENT CHALLENGE OR OPPORTUNITIES
2. CRITICAL INFRASTRUCTURE FOCUS
3. READINESS TO PROCEED
4. IMPACT OF INCLUSION IN RANKING PROCESS.

In 2022, Wasco County EDC prioritized the 35 new or ongoing projects submitted by 22 entities into the list below. The EDC ranks the top 10 projects and includes the others un-ranked in Attachment A. This list was acknowledged by the Wasco County Board of Commissioners at their January

5, 2022 meeting and will be incorporated into the CEDs at MCEDD's March 17, 2022 Board Meeting.

1. City of The Dalles- Dog River Pipeline
2. White River Health District-Deschutes Rim Health Clinic Expansion
3. City of Mosier-Joint Use Facility
4. City of Dufur-Drinking Water System Improvements
5. Q-Life Cascadia East Interconnection and Colocation Facility
6. Columbia Gorge Community College-Child Care Center
7. Maupin Area Chamber of Commerce-Deschutes Rim Athletic Complex
8. Northern Wasco County Park and Recreation District-Sorosis Park Redevelopment
9. Q-Life-South Wasco County Fiber Expansion
10. Wy'East Resource Conservation and Development – Dufur Rural Innovation Hub

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4. IMPACT OF INCLUSION IN RANKING PROCESS.

For our 2023 list, Wasco County EDC prioritized the 55 new or ongoing projects submitted by 26 entities into the list below. The EDC ranks the top 10 projects and includes the others un-ranked in Attachment A. This list was acknowledged by the Wasco County Board of Commissioners at their January

28, 2023 meeting and will be incorporated into the region's

CEDS at Mid-Columbia Economic Development District's March 16, 2023 Board Meeting.

1. Columbia Gorge Community College-Child Care Center
2. Q-Life Cascadia East Interconnection and Colocation Facility
3. City of Mosier-Joint Use Facility
4. City of Maupin-Drinking Water System Improvements
5. City of Dufur-Drinking Water System Improvements
6. City of The Dalles, Klickitat County, CGCC-Aviation Maintenance Training Hangar and Industrial Land Improvements
7. Wy'East Resource Conservation and Development – Dufur Rural Innovation Hub
8. Wasco County Soil and Water Conservation District-Fifteenmile Managed Underground Water Storage
9. Northern Wasco County Park and Recreation District-Sorosis Park Redevelopment Phase 2
10. Pine Grove Water District-Pine Grove Water Source Improvements

Attachment A
2024 Community Enhancement Projects

<i>Rank</i>	<i>Project Sponsor</i>	<i>Project</i>
1	City of The Dalles, Klickitat County, CGCC	<p><u>Aviation Maintenance Training Hangar (CGCC, City of The Dalles, Klickitat County):</u> City of The Dalles and Klickitat County received \$2.8 million EDA grant to build a dedicated hangar for Aviation Maintenance Technician training program at Columbia Gorge Community College and to create shovel-ready industrial parcels at Columbia Gorge Regional Airport. The City and County provided \$700,000 match. Cost escalation during COVID resulted in \$2.4 million shortfall on the original \$3.5 million project. Total cost is now projected at \$5.9 million. Klickitat County recently obtained a \$1 million loan from Washington DOT (Community Aviation Revitalization Board). The EDA will consider a budget amendment to address the remaining \$1.4 million shortfall. As an alternative, Klickitat County has requested a direct Washington Legislative appropriation of \$1.4 million. Pre-construction activities have begun, including design and engineering on the hangar and industrial park infrastructure, using EDA funding already granted. Project completion is expected by May 2027.</p>
2	City of Maupin	<p><u>Water System Improvements:</u> The City’s water source is a spring that feeds into the system with a single, above ground 6” pipe that is 40 years old. The cost estimate for needed improvements in the City’s 2022 Waster System Master Plan in 2022 was approximately \$10 million. Additionally, the City has identified a leak in their reservoir that has been temporarily addressed but needs a long term repair. The City will focus on priority improvements related to the reservoir, water distribution, safety of the drinking water, and fire protection. Estimated cost for these priorities is \$4.2 million and the City will be further refining the scope for this first phase of improvements needed and seeking funding from Safe Drinking Water RLF and USDA Rural Development.</p>
3	City of Mosier	<p><u>Mosier Center:</u> The City of Mosier and the Mosier Fire District are partnering to build a 10,000 sq ft joint use facility in downtown Mosier that will serve as City Hall, fire station, community center with kitchen and food pantry and a variety of roles in the community. The building will be a certified net-zero building.. The estimated total project cost is \$8.4 million. The project has raised \$6.6 million in funding from multiple state and philanthropic sources. The City will rescope the project to try to limit construction costs to approximately \$6.5 million but anticipates they will still need ~\$1.5 million to cover soft costs. The goal is to have the design and permitting complete by spring 2024 so they can proceed with construction.</p>

4	Wasco County, Mid-Columbia Center for Living	<p><u>Resolution Center:</u> Wasco County and Mid-Columbia Center for Living are defining a new approach to behavioral health services at a comprehensive behavioral health campus in Wasco County. The campus will include a 16-bed Residential Treatment Facility (RTF), a 16-bed Secure Residential Treatment Facility (SRTF), a 16-bed Substance Use Disorder Residential Treatment Facility (SUD), a 6-8 chair Crisis Stabilization Center, an expansion of the existing Consumer Drop-In Center, and an expansion of the existing Psychosocial Rehabilitative Office. The project will be completed in three phases: Lot 1/Phase I includes the 16-bed SRTF and 16-bed RTF as these are the highest needs and prioritize development for the client. This phase is estimated at \$20.4m. Lot 2/Phase II includes the Consumer Drop-In Center, Psychosocial Rehab Office, and Crisis Stabilization Center. These are currently proposed as one building for building efficiencies and reducing costs for building services in one location. Lot 2 is estimated at \$18.3m. Lot 3/Phase III includes the 16-bed SUD and is estimated at \$11.6m. This partnership project will enhance a regional service array for care, save a significant amount of taxpayer money and create new jobs for local professionals with an emphasis on culturally competent care. This project has \$17,500,000 committed and is seeking an additional \$36,000,000 to support a full build out of the three phases.</p>
5	Dufur School District #9	<p><u>Dufur School-Based Health Center:</u> The Dufur School District is moving forward with plans to set up a school-based health center that would support both students and community members accessing healthcare in Dufur. The School District is partnering with a local health care provider to support this effort. The School District has raised most of the funds needed to purchase and install a modular unit to house the health center. One Community Health will operate the health center. There is currently approximately a \$75,000 gap they need to fill to complete the project. The Dufur community ranked this as its highest priority because the project is almost complete and is something that will have a significant impact on the area in terms of health care when it is up and running.</p>
6	Port of The Dalles	<p><u>Marina Dock Replacement - Planning/Design:</u> The Port is seeking funding in 2024 to support planning and design work for their project to reconfigure and update the launch ramp and restroom facilities at the marina. This project will have impacts on tourism and will significantly improve emergency response capacity for river rescue needs. The Oregon State Marine Board is providing in-kind staff time to support engineering and design. The Port will be seeking \$200,000 for additional pre-construction activities such as permitting, hydrologic evaluations, and archaeological assessments.</p>

7	Columbia Gorge ESD	<p><u>Columbia Gorge Early Learning Center:</u> Columbia Gorge Education Service District (ESD), Columbia Gorge Community College, North Wasco County School District, and other public partners propose to renovate former Chenoweth Middle School into a regional early learning center to address a severe shortage of affordable, high-quality childcare. The early learning center will serve as a practicum site for CGCC’s Early Childhood Education Training program, provide 200 new childcare slots for children ranging from 0-5 and after school care to support workforce participation. Partners have secured \$2.2 million toward an estimated \$20 million total project cost. The project has a pending \$500,000 request to EPA for asbestos removal and plans to submit \$14 million in state, federal and philanthropic requests in the coming year.</p>
8	Wasco County Soil and Water Conservation District	<p><u>Fifteenmile Managed Underground Water Storage:</u> Wasco County Soil and Water Conservation District is creating a managed underground water storage facility to counter the low stream flows and summer high temperatures in the Fifteenmile watershed. This facility would capture high winter water flows and filter the water through alluvial sediment before injecting the water into an underground aquifer for storage. Water will be able to be returned to the stream during times of low flow or high summer temperatures. To date the project has received funding from OWEB, OWRD, and the Tides Foundation. The District is finishing technical investigations on the alluvial sediment piece and drafting construction drawings. The current estimated build-out costs are \$1.2 million to \$1.5 million. The District will be seeking construction funding in the coming months.</p>
9	City of Maupin	<p><u>Wastewater Facilities Improvements:</u> The City completed a Wastewater Facilities Master Plan in 2022. There are an estimated \$10.9 million in improvements recommended for the facilities that were originally constructed in 1972. Many important improvements are needed to continue to meet the requirements of the NPDES permit. Critical equipment and components have surpassed their expected useful life, are showing significant signs of deterioration, and have become obsolete. The existing treatment plant is increasingly difficult to operate, maintain, and perform to meet permit requirements. The plant is lacking redundancy and the remote monitoring and control capabilities required for modern sewage treatment facilities. All these shortfalls combine to create a situation that leaves the receiving waters of the Lower Deschutes River vulnerable to contamination. The total estimated cost for the immediate improvements is \$8.243 million and the City will be seeking funding in the coming year.</p>

10	City of Antelope	<p>Joint Use Facility - Antelope School Community Center: The Antelope School Community Center is used for a variety of purposes by the community, including City Hall, Fire Hall, community gatherings, emergency response operations center, funerals, etc. There is the potential for the Center to be a stopping point for a variety of services and provide space for educational and youth activities. The Center is on the National Register of Historic Places and will turn 100 years old in 2025. As a first phase of improvements, the City would like to repair the façade and repaint it to help preserve the exterior and extend the life of the building. Other improvements with Phase 1 would include sealing the roof and replacing the doors and windows. The City has received a donation for the exterior paint and a grant to support some of the labor costs. They are currently seeking an additional \$8,000 for labor costs to do the exterior improvements. Total Project upgrades are estimated to be approximately \$500,000.</p>
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Priority Issues:

- **Developable Land.** As communities across the County continue to develop what land is available and ready for investment, there is a need to focus on ensuring that areas within urban growth boundaries, urban area boundaries, or appropriate rural centers are ready for development. Taking the proactive next steps needed to ensure there is adequate supply to support business expansions and additional residential development to meet community and workforce needs will support vibrant communities moving forward.
- **Childcare:** There continues to be a shortage of qualified, affordable childcare in the Columbia Gorge region, particularly in The Dalles and Wasco County. Conversations will continue about how to support developing additional slots through this project and other efforts and are critical to ensuring workforce participation from families.
- **Housing:** Housing prices and rising interest rates continue to make housing in Wasco County unattainable for many in both the home buying and rental markets. We have consistently heard from employers that the challenges in access and affordability for residents and potential employees seeking to come to Wasco County have hindered businesses’ ability to grow. Better understanding opportunities for communities to play a role in addressing this challenge will impact access to a robust workforce moving forward.
- **Broadband.** As we continue to clarify gaps in broadband access in Wasco County in preparation for additional funding resources at the state and federal level, preparing shovel ready projects will be critical to moving the needle on access to this critical infrastructure. This will support diverse businesses, educational access, and many more key services.

Additional Projects Not Ranked:

Columbia Cascade Housing Corporation, Northwest Housing Alternatives	Chenowith Affordable Housing Development
Northern Wasco County Park and Recreation District	Sorosis Park Redevelopment (Tree Top Playground replacement)
City of The Dalles	Westside Area Plan
Q-Life	Colocation Space + Cascadia Resilience Feasibility Study
Tooley Water District	Well Replacement
Port of The Dalles	Land Acquisition Fund
The Dalles Booster Club	Greenspace Athletic Lighting
City of The Dalles	Collaborative Signage/Wayfinding
Columbia Gorge Discovery Center	Building Improvements
City of The Dalles	Crow Creek Dam Expansion
City of The Dalles	Federal Street Plaza
City of The Dalles	Water Transmission Line Replacement
City of The Dalles	Getchel Building Repairs
City of The Dalles	Safe Routes to School (W 10 th and W 11 th Street improvements)
Wasco County	Kramer Field Redevelopment
Adventist Health Columbia Gorge	New Hospital Campus
Dufur School District #9	Ranger Tech-CTE Program
Dufur School District #9	School Seismic Renovation
Wy'East RC&D	Dufur Rural Innovation Hub
City of Dufur	Streetscape Improvements
City of Dufur	Waste Water System Improvements
City of Dufur	Drinking Water System Improvements
City of Dufur	Streetscape Improvements
City of Dufur	Ambulance Replacement
Wasco County SWCD	Fish monitoring and irrigation loss incentives
Dufur Recreation District	City Park Improvements
City of Maupin	Maupin City Park Boat Ramp Remodel
City of Maupin	Childcare
City of Maupin	Entrepreneurial Ecosystem Strengthening
City of Maupin	Legion Hall Improvements
City of Maupin	Broadband
City of Maupin	2 nd and Staats Utility Extension
ODOT	Highway 197 Riverwalk
Maupin Area Chamber Endowment	Deschutes River Athletic Complex-Stage and Sound equipment
City of Maupin	West Reservoir
Mosier Community School	Traffic Safety Improvements

City of Mosier	Public Restrooms
City of Mosier	Streetscape Improvements
City of Mosier	Emergency Well Replacement
City of Mosier	Tertiary Waste Water Treatment Wetland Development
City of Mosier	Emergency Well Replacement
Main Street Mosier	Mosier Streetscape Improvements
Main Street Mosier	Skate Park
Wamic Water & Sanitary Authority	Wamic Wastewater System Replacement
Wamic Water & Sanitary Authority	Water System Improvements
Tygh School Community Center	Building Improvements
Badger Irrigation District w/WCSWCD	Ditch Piping Project
City of Antelope	Defensible Space Improvements
Wamic Rural Fire Protection District	Expansion of Rock Creek and Pine Hollow Fire Stations
Juniper Flat Fire District, WCSWCD	Fire Prevention and Protection on Juniper Flats
City of Antelope	Streetscape Improvement Planning and Development
WCSWCD	Watershed Assessments (The Dalles, Fifteenmile, Mosier, White River, Bakeoven/Buck Hollow)
Wasco County Fair Board, Wasco County	Fairground Site Master Plan
Wasco County Fair Board, Wasco County	Fairground Improvements
Wasco County	RV Park Revival and Improvements