

# 2011-12 Comprehensive Economic Development Strategy (CEDS)

For counties  
Klickitat and Skamania, Washington  
Hood River, Wasco, and Sherman, Oregon

Prepared by

*Mid-Columbia*



**ECONOMIC DEVELOPMENT DISTRICT**

June 2011

# 2011-12 Comprehensive Economic Development Strategy

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## EXECUTIVE SUMMARY

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The MCEDD Comprehensive Economic Development Strategy (CEDS) provides a framework to support economic vitality of the region. It analyzes the regional economy and serves as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources. The CEDS process helps create jobs, fosters more stable and diversified economies, and improves living conditions. It provides a mechanism for coordinating the efforts of individuals, organizations, local governments, and private industry concerned with economic development. The MCEDD CEDS Committee, community partners, and MCEDD staff worked cooperatively in the development of this plan to ensure a cohesive regional document to support what is truly a regional economy, crossing between the states of Oregon and Washington. It covers a bi-state area including Hood River, Wasco and Sherman counties in Oregon and Klickitat and Skamania counties in Washington.

Key components of the regional strategy include:

- Background of the region and economic development situation.
- Analysis of economic development problems and opportunities.
- Definition of regional goals and objectives.
- Plan of action.
- Performance measures.

In preparing for the 2011 update, the MCEDD Board and Strategy Committee reviewed the mission *“To promote the creation of family-wage jobs, the diversification of the economic base, and the growth, development and retention of business and industry within the five-county district”* and developed emphasis areas for strategies. In addition to the core mission and purposes of strengthening and diversifying the economy, emphasis was placed on regionality and the desire to work cross-jurisdictionally. While the region encompasses two separate states, Oregon and Washington, the area shares a common geography and related factors which tie the economic fate of the entire region together. Major updates for 2011 to the CEDS include the following:

- Project prioritization with all additional projects organized by category.
- Demographic analysis update.
- Focus areas within the vision/strategies and action plan.
- Performance measures and review of performance from the past year.

This process is an important component of the region’s development. It was developed to be flexible in meeting both the current needs of the region, as well as providing for future accommodation for development. In addition, the CEDS process is required for every region to qualify for Economic Development Administration (EDA) assistance under its public works, economic adjustment, and most planning programs, and is a prerequisite for designation by EDA as an economic development district. Furthermore, the CEDS is an excellent resource to assess many of the economic development activities in the five-county region.

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## OVERVIEW

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### About MCEDD

The Mid-Columbia Economic Development District (MCEDD) is composed of five counties bordering the Columbia River—Hood River, Wasco and Sherman counties in Oregon and Skamania and Klickitat counties in Washington.

MCEDD was established in 1969 by its five member counties who realized by sharing a common workforce, a common geography, and common demographics, their economic fates were tied together. They realized by joining together they would benefit from better access to economic development loans and grants, and pooled technical assistance, marketing, and administrative resources. Most importantly, they would be able to bring a regional approach to their economic development efforts. Over the years MCEDD's membership has grown to include cities, ports and chambers of commerce within the region.

Today we retain the distinction of being the only regionally focused economic development agency in the Mid-Columbia and therefore the agency most appropriate to serve as lead agency for the Economic Development Administration (EDA). MCEDD is organized as a government non-profit in Oregon as an ORS-190 and in Washington as an RCW 39.34.010.

MCEDD is governed by a twenty-member Board of Directors with a representative from each of the five counties of the district, a representative of the cities of each county, representatives of the Ports and Chambers of Commerce in the region, as well as five private sector representatives from any of these areas: agriculture, business, industry, labor, finance, utilities, healthcare, telecommunications, or minorities and a representative from higher education. A complete listing of board members, who form the CEDS committee, is included in Appendix B.

MCEDD staff is comprised of an Executive Director, Finance and Operations Manager, Project Managers, an Assistant Project Manager, Loan Fund Manager and an Office Administrator.

MCEDD's mission is *"To promote the creation of family-wage jobs, the diversification of the economic base, and the growth, development and retention of business and industry within the five-county district."*

The strategic activities MCEDD uses to accomplish this mission are:

- **Business Assistance:** MCEDD has operated Revolving Loan Funds since 1980. These programs use repayments from the loans to continually relend, creating the potential for additional job growth. As of the end of FY 2010, MCEDD's small business loan programs had: total capitalization of \$4,482,752, made 179 loans to businesses totaling over \$11 million, and funded businesses which created or retained over 1,000 jobs. MCEDD staff provides additional assistance accessing and applying for state and federal loans, support for identifying additional local and regional public lending resources, packaging loans using Urban Renewal funds for City of The Dalles, and staffing for the Oregon Investment Board to provide grants/loans in the National Scenic Area.

- **Regional Coordination:** MCED engages in regional coordination to develop the Comprehensive Economic Development Strategy; support cluster development including technology, arts, medical, renewable energy and wine; and to support regional transportation and telecommunications initiatives.
- **Technical Assistance:** MCEDD provides technical assistance in writing and administering state and federal grants, including Community Development Block Grants in Washington and Oregon, USDA Grants, Environmental Protection Agency Grants, and American Recovery and Reinvestment Act funds, among others. We are further a liaison for the Economic Development Administration, working with the agency to develop applications and future projects for funding. We support our smaller communities and members in grant writing to foundations and state and federal agencies. In support of members requiring technical assistance, we provide staffing assistance for Sherman County Economic Development, Wasco County Economic Development, John Day River Territory, Columbia Gorge Arts and Culture Association, Gorge Technology Alliance, Oregon Connections and Gorge Health Connects.

In the future, MCEDD looks to build more relationships with entrepreneurs in the region; to take advantage of the businesses already present in the region and work with them to improve their ability to prosper here. After severe economic downturns from the loss of timber industry and other natural resource-based jobs, MCEDD has concentrated on working with local governments and entrepreneurs to benefit our region's economy together. The result: lower unemployment rates region wide, more jobs, and an improved quality of life.

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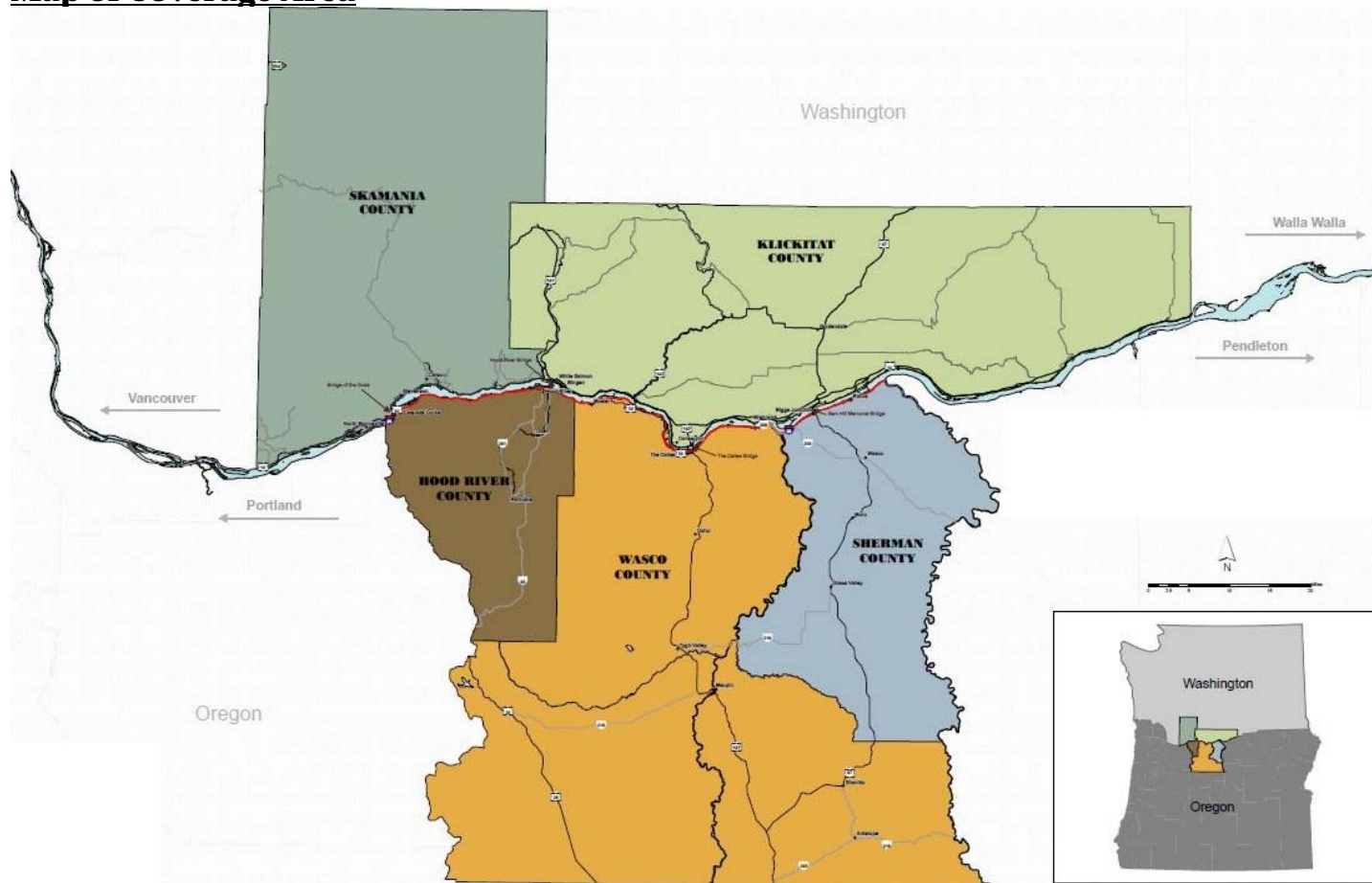
## COVERAGE AREA

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### **Description**

The region covered under this strategy includes Skamania and Klickitat counties in Washington and Hood River, Wasco, and Sherman counties in Oregon. The region constitutes an area of 7,289 square miles and encompasses parts of the Columbia River Gorge National Scenic Area.

### **Map of Coverage Area**



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## ABOUT THE MID-COLUMBIA REGION

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### *Geology*

The region MCEDD serves spans the states of Washington and Oregon along the Columbia River from the slopes of the Cascade Range on the west to the John Day River and the Horse Heaven Hills on the east. It includes Skamania and Klickitat counties in Washington and Hood River, Wasco, and Sherman counties in Oregon. The region constitutes an area of 7,289 square miles and encompasses parts of the Columbia River Gorge National Scenic Area.

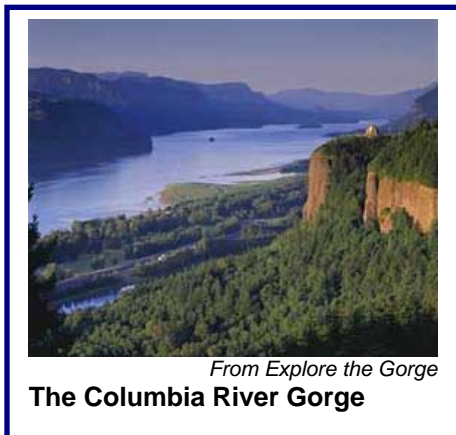
The topography and climate of the region vary greatly from east to west. Three distinct physiographic regions are in evidence: the Cascades, the high Columbia Plateaus, and the Mid-Columbia River Plain. The historical underpinnings of local economies within the region generally coincide with those geographical differences, with the preponderance of lumber production in the Cascades, agriculture on the high plateaus, and transportation, trade, and river-oriented endeavors along the Mid-Columbia River Plain. The intermountain valleys of the Cascades are noted for orchard crops, as are irrigated areas to the east, immediately adjacent to the Mid-Columbia River Plain.

### Geology of the Region:

#### *The Cascades*

Skamania and Hood River counties are located in the Cascade Range uplift, a region characterized by deeply dissected mountains. Between the two counties, running east to west, the Columbia River has cut through the Cascade Mountain Range to form the Columbia River Gorge, a deep canyon lined by precipitous slopes with outcrops of basalt and anisette.

The physiographic features are rugged mountainous, river flood plains and low terraces. Elevations range from near sea level at the river's edge to towering peaks of over 4,000 feet which form the Gorge face, and mountains reaching over 12,000 feet abs. Eons of

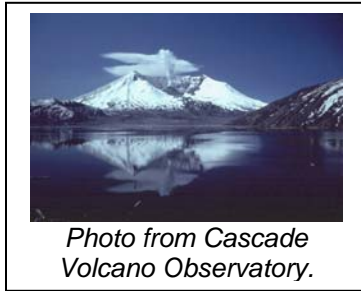


geologic history are reflected in the Gorge's walls. The history of volcanic eruptions, lava flows, and earth movements that tilted and uplifted the earth's surface, and the series of colossal and catastrophic floods that scoured cliffs and hillsides are evident.

Local landslides, some as recent as 200 years ago, have occurred in several areas along the Columbia River. The large Bonneville Landslide between the cities of Stevenson and North Bonneville, Washington, exposed the Red Bluffs. This landslide blocked the Columbia River for a short period. Another landslide, still active, lies in Skamania

County between Wind Mountain and Dog Mountain. It moves from 40 to 50 feet a year at its upper end, and five to ten feet a year at its lower end.

Geologically, the Cascade Range is the product of volcanic activities that took place until the early Pleistocene Era. This volcanic activity formed an effective transportation barrier separating the Pacific Coast from a large inland hinterland. Most passes through the mountains are above 4,000 feet, the one notable exception being the Columbia River Gorge. The river maintained its channel through the mountains during periods of uplifting, providing a water level route to the sea. Therefore, the Mid-Columbia region is located on a major east-west commerce route to Pacific Northwest population centers and beyond.



Elevations in the northern part of Skamania County vary from about 1,000 feet at Swift Creek Reservoir to approximately 8,000 feet at Mount St. Helens, an active volcano situated near the west margin of the Cascade Range.

Mount Adams rises 12,276 ft. high in the Gifford Pinchot National Forest in Skamania County. Part of this volcano lies within the Yakama Indian Nation and is considered sacred by tribal custom; use by others is prohibited. Snow melt from Mount Adams feeds creeks that help supply water to the residents of Klickitat County and the City of Goldendale, Washington.

Mount Hood rises 11,235 feet in elevation in the Mt. Hood National Forest. Multnomah and Hood River county lines actually bisect this peak. Mt. Hood is an extremely popular destination for winter sports due to the development of several skiing resorts on its slopes. Like Mount Adams, this picturesque volcano can be seen from many places in the Mid-Columbia region, including the plateaus on either side of the Columbia.

#### *The Columbia Plateau and River Plain*

The portion of the region in which Klickitat, Wasco and Sherman Counties are situated begins on the eastern slopes of the Cascade Mountains and extends eastward over a narrow transition zone to an arid plateau bordered by the Blue Mountains, the Deschutes River, and the John Day River. The Columbia Plateau is a true lava plateau weathered and bisected by streams.

The Columbia River, through a continuous process of down-cutting, established a deep gorge in a large plateau. From an elevation of 3,000 feet around the edges, the plateau slopes—gently in some places, abruptly in others—toward the Columbia River Gorge. The plateau surface is flat to gently undulating, dissected by a network of steep-walled canyons cut by surface water systems, such as the Deschutes and Klickitat river systems.

Deep layers of basalt rock underlay the plateau and centuries-old river sediment lines its surface. Geographically, the most extensive stratigraphic unit occurring in the region is the basalt of the Columbia River group. These basalts form the high, dark brown-to-black cliffs along the sides of the Columbia River Gorge and other major canyons. Except in a few locations where the basalt flows have been deformed, the basalt underlies the area in horizontal flows. Near the town of Lyle, Wash., in Klickitat County, the Columbia River Basalt flows dip towards the southeast, deformed by the uplifting forces of the Cascade Mountains.

The Columbia River Basalts erupted from fissures or creeks, each many miles long. The flows spread almost like water for great distances. This is evident by the apparent uniformity of thickness of the flows. Overall thickness is several thousand feet and the age has been dated from early to middle Miocene.

The basalt north of the Columbia is covered with layers of sand, gravel and deposits of lacustrine silt deposited at the end of the Ice Ages when the area was a glacial outwash plain. To the south, sand and loess deposits are prevalent, seldom exceeding a thickness of 50 feet.

### *Climate*

The Mid-Columbia Economic Development District has diverse climates within its region's borders that directly affect its agricultural economy, its forest products industry, the region's power generation system, tourism, recreational activities, and all other aspects of life. Where the growing season is short and the precipitation high, historically the region's forest products industry had been the economic foundation. Now this region is restructuring to better protect its natural resources and empower its entrepreneurs. Where the growing season is longer, with ample precipitation and good drainage, tree crops are produced. On the high, dry, plateau, grain is the major crop.

### *The Cascades*

The Coast Range to the west shields Hood River and Skamania counties from severe winter storms moving inland from the Pacific Ocean. The Cascades also protect the area from the high summer and low winter temperatures of eastern Oregon and Washington. The Columbia River Gorge moderates the blocking effect somewhat by allowing air exchange between inland and coastal areas, creating strong winds through the Gorge.

Depending on the elevation, the winter temperature varies from a January average of 35 degrees Fahrenheit at 1,000-2,000 feet to 10 degrees F at 6,000 feet. Summer maximums are between 90 and 100 degrees F, with the normal range being 70 to 80 degrees F. Precipitation patterns are similar to the coastal areas of the Pacific Northwest. One to two inches of rain typically falls during the driest summer months. The wettest months are typically December or January. Annual totals range from 70 to 100 inches of precipitation.

### *The Columbia Plateau*

The dominant distinction between the high plateaus and the Cascades is the much lower annual precipitation they receive. This part of the region is located within a rain shadow created by the Cascade Mountains. Most weather stations average between 10 and 20 inches of rainfall annually, increasing to 20 to 30 inches in some localized higher areas. Some eastern parts of the region receive less than six inches of precipitation a year, most falling as snow between November and February. Summers are hot and dry with July and August having little or no rainfall.

Temperatures vary according to elevation. Locations at moderate elevations have July averages of 70 to 75 degrees F. In midsummer, temperatures in the 80s and 90s are common during the daytime, dropping to the 50s at night. Extreme summer temperatures of more than 115 degrees F have occurred. Relative humidity is low, especially during summer. January mean temperatures vary between 25 and 30 degrees F, with occasional daytime high temperatures below 0 degrees Fahrenheit. Temperature extremes as low as -34 degrees F below zero have occurred. The growing season varies from 150 to 175 days.

#### *The Mid-Columbia River Plain*

The Mid-Columbia River Plain generates its own linear climatic system. Portions of the west end of the Columbia River Gorge are considered rain forest, while the east end of the region has an arid desert climate. Annual precipitation varies from over 80 inches at Cascade Locks in the west to 10 inches at its eastern edge. The length of the growing season ranges from 160 days in the Western Gorge to more than 200 days east of The Dalles. The prolonged growing season of the east end can be attributed to the protection the river plain receives from the Columbia Hills and Horse Heaven Hills to the north, and the moderating effect of the Columbia River.

Prevailing winds in the Columbia River Gorge are from west to east in the summer and from east to west in the winter. This phenomenon has helped boost the region's economy in recent years; the prevailing summer winds, which blow up river against the river current, provide ideal windsurfing conditions. Thousands of windsurfers a year come to what has become a "Mecca" of the sport—the Columbia River Gorge. This relatively new sport to the area has increased rapidly in popularity.

#### ***Natural Resources-Political Geography***

##### *Land Use and Zoning*

All five counties in the Mid-Columbia region have zoning ordinances and land use comprehensive plans. Portions of four of the five counties (Wasco, Hood River, Skamania, and Klickitat) lie within the Columbia River Gorge National Scenic Area (NSA). Established to oversee the NSA, the Columbia Gorge Commission has assisted the counties in preparing plans and drafting ordinances complying with the NSA Management Plan and the requirements of the Scenic Act. The Gorge Commission continues to oversee land-use decisions in those portions of the NSA where the counties have not yet adopted ordinances complying with the Management Plan. The Gorge Commission also formally approves ordinances proposed by the individual counties once they are determined to comply with the Management Plan.

State and federal forestry practices are in place in both the Oregon and Washington portions of the District's region. Overall, land-use regulation in Oregon is controlled by the Department of Land Conservation and Development (DLCD). Washington's Growth Management Act (GMA), which became law in 1990, governs land-use requirements in that state. The GMA was enacted in 1990 to slow urban sprawl and protect forest and farmlands from development. The act affects development and growth patterns throughout the state. Both Washington counties have taken the administrative steps to "opt out" of the GMA, an option available to counties with populations of less than 50,000 and growth rates of less than 20% over the past decade.

Other state and federal regulatory agencies also affect development activities in the region, including the U.S. Army Corps of Engineers (COE), the U.S. Bureau of Land Management (BLM), the U.S. Environmental Protection Agency (EPA), the Oregon Department of Environmental Quality (DEQ), and the Washington Department of Ecology (DOE).

#### *Prime or Unique Farmland*

As defined by the Farmland and Preservation Act, prime farmland is land that has the best combination of physical and chemical characteristics for producing food, feed, forage fiber, and oilseed crops, and is also available for these uses. In general, prime farmlands have an adequate and dependable water supply from precipitation or irrigation, a favorable temperature and growing season, acceptable acidity and few or no rocks. There is a total of approximately 130,000 acres of prime farmlands in the Mid-Columbia Economic Development District's region.

#### *Floodplains and Wetlands*

There are several identified wetland sites in the five-county region. Maps of these locations are available at county planning and U.S. Forest Service offices, and at the offices of the Columbia Gorge Commission.

Both Oregon and Washington have delegated responsibility to local governments to adopt flood plain management ordinances requiring review of and permits for development on flood plains.

#### *Political Geography*

Oregon's Hood River and Wasco counties and Washington's Klickitat and Skamania counties operate with county commissions. Oregon's Sherman County has a county court.

#### Columbia River Gorge National Scenic Area

Environmental issues in the Columbia River Gorge have been a top item of discussion since the 1986 Congressional Act that designated it a National Scenic Area. The Act places further land-use restrictions on large portions of four of the five counties in the region. The legislation created a National Scenic Area along both banks of the Columbia River, including portions of Clark, Skamania, and Klickitat counties in Washington, and

Multnomah, Hood River, and Wasco counties in Oregon. Except for small pieces of Clark and Multnomah counties, the Scenic Area lies within the confines of the Mid-Columbia Economic Development District.

The lower White Salmon and lower Klickitat Rivers were also added to the National Wild and Scenic River system through the Scenic Act. In 2005, the upper White Salmon River and one of its tributaries, Cascade Creek, were also added to the National Wild and Scenic River system. Management plans have been developed for these areas by the U.S. Forest Service.

The purposes of the National Scenic Act (NSA) are

1. To establish a national scenic area to protect and provide for the enhancement of the scenic, cultural, recreational, and natural resources of the Columbia River Gorge; and
2. To protect and support the economy of the Columbia River Gorge area by encouraging growth to occur in existing urban areas and by allowing future economic development in a manner that is consistent with paragraph (1).

The U.S. Forest Service managed the National Scenic Area initially. A 13-member Columbia Gorge Commission, with full-time staff, was established in 1987 and took over management responsibilities in early 1988. The Gorge Commission's offices are in downtown White Salmon on the west edge of Klickitat County.

The Commission's Management Plan, adopted in 1992, and revised in 2004, highlights the first objective and purpose of the act as "to establish a National Scenic Area to protect and provide for the enhancement of the scenic, cultural, recreational, and natural resources of the Columbia River Gorge."

Five of the six Scenic Area counties—Clark, Multnomah, Wasco, Hood River, and Skamania—have adopted ordinances approved by the Columbia Gorge Commission. Klickitat County has taken no steps toward preparing proposed ordinances for the Gorge Commission's approval.

The Management Plan created three land-use designations for the 292,615 acres of the National Scenic Area:

1. **Urban Areas:** The communities of Cascade Locks, Hood River, Mosier, and The Dalles in Oregon, and North Bonneville, Stevenson, Carson, Home Valley, Bingen, White Salmon, Lyle, Dallesport, and Wishram in Washington are identified as urban areas in the Management Plan. These areas, totaling 28,511 acres, are generally exempt from most of the land-use restrictions of the act, including any new county ordinances adopted to conform to the requirements of the Management Plan. The boundaries of the urban areas were established by the legislation. Urban growth boundary issues have become a primary concern for a number of these communities and a growing concern for economic development in the region.

2. **General Management Areas:** More than half of the Scenic Area—149,004 acres—is designated General Management Area (GMA). It covers most of the eastern Gorge and is scattered in the central and west end of the Gorge. The GMA primarily includes the expansive grazing lands of the east, orchard and other intensive agricultural lands, and the Columbia River.
3. **Special Management Areas:** The Special Management Areas (SMA) designation was applied to 115,100 acres of area determined to have special scenic qualities, significant natural resources, or important archeological and historic sites. Those lands include portions of the Gifford Pinchot National Forest in Washington, and the Mount Hood National Forest in Oregon. These lands are concentrated in the western half of the Scenic Area. The SMA also includes the sheer cliffs and dense forests of the Gorge walls, the islands of the Columbia River, and the marshy bottom lands along its banks.

In spring 2005, the Gorge Commission completed the process of reviewing the Management Plan (a process begun in 2001). Plan Review is mandated by the National Scenic Act every five to ten years. After three public drafts and input from over 250 people, agencies, and organizations, major changes to the plan include the following.

- Allowing wine tasting rooms in residential zones to be up to 1,000 square feet rather than 500 square feet.
- Allowing commercial events in rural residential, agricultural, and forest-zoned areas.
- Allowing orchard fans used for frost control to be installed without a permit in the General Management Area and under a fast-track process in the Special Management Area.
- Increasing the size of “accessory” buildings that can be built through expedited review from 120 to 200 square feet.
- Eliminating provisions that would have allowed up to 1,500 square feet of activity inside a wetland or stream buffer.
- Increasing requirements for grading plans when a project involves more than 100 cubic yards of grading or fill.
- Clarifying that new development sites inside six “developed settings” does not have to be painted a dark, earth-tone color.
- Eliminating several redundant regulations.

Later in 2005, the Gorge Commission released the long-awaited “Scenic Resources Implementation Handbook” designed to offer clear-cut guidelines for the requirement that new construction in the National Scenic Area be “visually subordinate” to the landscape if capable of being seen from “key viewing areas.” The handbook does not eliminate the need to obtain necessary permits and reviews, but will help residents through the process more quickly.

#### *Economic Development in the National Scenic Area*

The National Scenic Area Act authorized \$5 million each for Washington and Oregon to provide grants and loans to stimulate economic development within the Scenic Area.

Additional monies were provided to help construct Skamania Lodge near Stevenson, and allocated for construction of the Columbia Gorge Discovery Center at Crates Point west of The Dalles. Each of the six counties that make up the Scenic Area must adopt additional land-use provisions consistent with the legislation, and win approval of those measures from the Gorge Commission, to qualify for use of the promised economic development funds.

Because they have approved ordinances meeting the requirements of the Management Plan in place, Multnomah, Hood River, Wasco, Clark and Skamania counties qualify for use of the \$10 million in economic development funding promised by the Scenic Act to mitigate for the economic impacts of designating the region a National Scenic Area. Since Klickitat County has not yet met the requirements, projects in the county are not eligible for the funds.

Both Washington and Oregon have received economic development funds from the federal government as part of this act. A Bi-State Advisory Council was established to oversee investment of those monies, and separate Investment Boards for each state were charged with making the actual decisions. MCEDD's Executive Director is an Advisory Council member. These funds are managed by the Washington Investment Board (WIB) and the Oregon Investment Board (OIB). Each Board is responsible for overseeing a grant and loan program that supports economic development projects in the scenic area. All decisions made by each Board are reviewed by the Columbia River Gorge Commission to ensure that each grant or loan is consistent with the two purposes of the act. As of June, 2003, each State had received \$4,001,750 of a \$5,000,000 authorization. No further allocations from this authorization have been made as of May 2011, despite numerous attempts to gain the additional funds.

Oregon and Washington were each authorized \$5 million to create an economic development program in the National Scenic Area. \$744,000 was appropriated in FY 1993, \$2.5 million was appropriated in FY 1996, \$3.0 million in FY 1997 and \$1,872,000 in the FY 2001 budget. Funds are granted through the Forest Service to Washington and Oregon to implement an already prepared economic development plan. The appropriated monies were split equally between Washington and Oregon for business loans and other projects within the confines of the Scenic Area.

Separate economic development plans were prepared by the two states for use of those funds as called for in the Scenic Act. Those plans were based on a 1988 Economic Opportunity Study. That study was based on 1980 U.S. Census data and predates the impacts of federal timber harvest restrictions, measures aimed at protecting endangered salmon species, rapid growth in the Gorge's windsurfing industry and the implications of the establishment of the National Scenic Area itself.

The 1988 Economic Opportunity Study was updated in 1997 by MCEDD. The "Columbia Gorge Bi-State Economic Opportunity Study & Action Agenda, July 1997," sponsored by the Bi-State Advisory Council and the Washington and Oregon Investment Boards, and funded through the U.S. Department of Commerce Economic Development

Administration and the Washington State Department of Community, Trade and Economic Development, amends the 1992 Economic Development Plans for the Columbia River Gorge National Scenic Area of both states. The plan was further updated in 2010 with approval by the Bi-State Advisory Council.

### *Indian Tribes*

Tribal Reservations are located in three of the region's five counties. A 387,912-acre portion of the Confederated Tribes of the Warm Springs Reservation is located in South Wasco County. Approximately 916 acres are located east of The Dalles in the northeast corner of Wasco County, in the community of Celilo. These two areas are home to members of the Umatilla, Nez Pearce, Warm Springs, and Yakama tribes. The community of Celilo is not a reservation, only federal lands exempt for their occupancy. Sherman County has 146 acres owned by the "Mud Head" Indian tribe. Indian tribes own 66,252 acres of land in Klickitat County – 57,452 acres make up part of the Confederated Tribes of the Yakima Nation Reservation; just 9.17 acres of the Yakima Reservation lie in Skamania County. Reservation and tribal lands comprise a total of 455,235 acres of Indian Reservation land in the Mid-Columbia Economic Development District's region.

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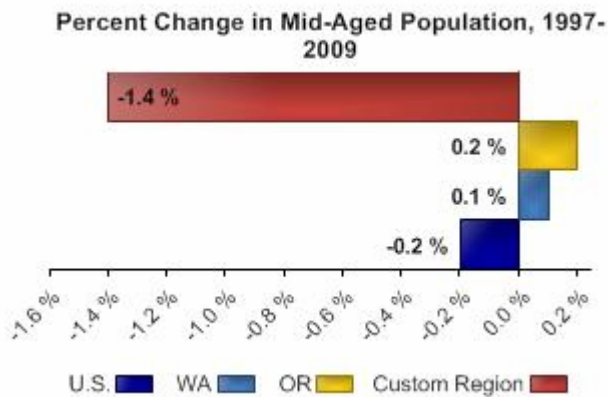
## DEMOGRAPHIC/DATA ANALYSIS

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### Population

The Mid-Columbia region is rural with a dispersed population. Overall, we are experiencing a slight level of growth with a 7.4% increase from 2000 with 75,169 persons to 2010 with 80,708 persons<sup>1</sup>. We have localized areas of declining population, particularly in remote rural parts of the region, however. Only one county in the region, Sherman County, declined in overall population over the ten year period.

Population growth rates are used to indicate new attraction or retention of younger working age persons to an area who may contribute to innovative businesses or start their own businesses. The graph<sup>2</sup> below demonstrates what may be told anecdotally, but the region as a whole has a declining mid-aged population, with the largest declines in Sherman County where affordable housing and employment are scarcer.



Percent Change in Mid-Aged Population, 1997-2009	
	Average Annual Change in Mid-Aged Population
MCEDD	-1.4%
OR	0.2%
WA	0.1%
U.S.	-0.2%
Hood River	-0.7%
Sherman	-3.4%
Wasco	-1.8%
Klickitat	-1.7%
Skamania	-1.5%

<sup>1</sup> Data provided by the United State Census Bureau

<sup>2</sup> Data provided by StatsAmerica

## **Education**

While educational attainment in the Mid-Columbia region for those above 25 doesn't vary drastically from state and national averages, there are however, a few items worth pointing out. While the MCEDD region as a whole has fewer individuals with graduate or professional degrees than state and national averages, it does have a higher percentage of individuals with a high school diploma. This is an indication of a capable blue collar workforce.

Educational attainment is not evenly spread throughout the five MCEDD region counties. Hood River County, for example, has both the highest rate of individuals with less than a 9<sup>th</sup> grade education<sup>3</sup>, in part a result of a large, immigrant workforce, but it also has the highest rate for individuals with graduate or professional degrees. From these findings one can infer that the region has appeal to high-level workers, but also relies on agriculture for a large portion of its rural economy.

The educational attainment measure is used an indication of a workforce with the skills to compete in a knowledge based, innovative economy. The MCEDD region is keeping pace with the states and exceeding the nation in the percentage of the population with an Associate's degree, but falls behind in measurements of individuals with a bachelors degree or higher. In addition to the characteristics of businesses making up the economy, the divergence between the two measures is not surprising. The region features a Community College responsive to industry's needs, but has no higher education facility.

## **Employment and Income**

The unemployment rate is a measure of the overall health of the economic well-being. While some unemployment will always be present, the higher unemployment numbers present in the MCEDD region are indicative of probable structural unemployment concerns. Per capita income figures for the region clearly demonstrate the distress experienced by the region. Per capita money income for the region continues to fall far below the U.S. average. The region meets Economic Development Administration criteria of distress under this measure.

### **Economic Distress—Regional<sup>4</sup>**

	<b>MCEDD Region</b>	<b>U.S.</b>
24-month Average Unemployment Rate (BLS) period ending March 2011	9.57	8.15
2009 Per Capita Money Income (5 yr ACS)	\$21,831	\$27,041
2009 Per Capita Personal Income (BEA)	\$34,115	\$39,635
2000 Per Capita Money Income (Decennial Census)	\$17,316	\$21,587

<sup>3</sup> US Census Bureau

<sup>4</sup> Stats America

### Economic Distress Criteria—County<sup>5</sup>

County	24 Month Unemp. (3/11)	BEA Per Cap. Personal Inc.	Percent of U.S.	ACS Per Cap. Money Income	Percent U.S.
Hood River Co, OR	8.34	\$33,446	84.4	\$22,759	84.2
Sherman County, OR	9.28	\$41,049	103.6	\$20,314	75.1
Wasco County, OR	9.07	\$33,979	85.7	\$21,774	80.5
Klickitat County, WA	10.30	\$34,872	88	\$20,481	75.7
Skamania Co, WA	12.78	\$33,241	83.9	\$22,893	84.7

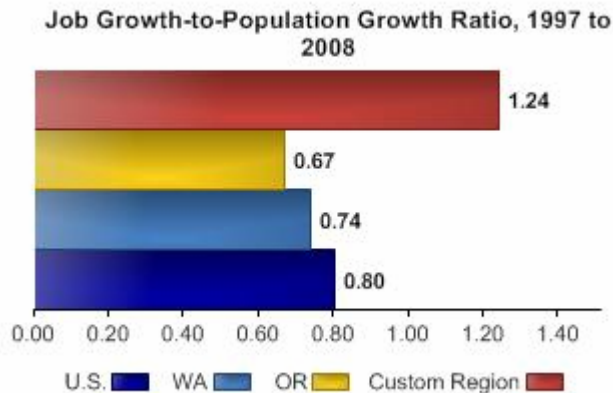
### Average Poverty Rate

The MCEDD region overall, as well as each of the counties excluding Skamania, has a higher poverty rate than the nation and states. A lesser poverty rate is thought to be the outcome of an innovative economy which attracts greater employment opportunities, a more highly educated workforce, and more employers.

	Average Poverty Rate	Number in Poverty, 2003	Number in Poverty, 2004	Number in Poverty, 2005
MCEDD	14%	9,953	10,452	11,342
OR	13%	423,253	462,212	497,318
WA	11.5%	671,221	715,271	732,049
U.S.	12.8%	35,861,170	37,039,804	38,231,474
H. River	13.6%	2,593	2,718	3,105
Sherman	14.6%	221	252	283
Wasco	14.1%	3,120	3,274	3,373
Klickitat	15.7%	2,878	2,988	3,404
Skamania	11.2%	1,141	1,220	1,177

### Job Growth

Despite economic challenges, there is a great deal of promise for economic prosperity. The MCEDD region has a higher rate of employment growth relative to the increase in population in comparison to the states and nation, indicating strong economic growth<sup>7</sup>.



<sup>5</sup> StatsAmerica

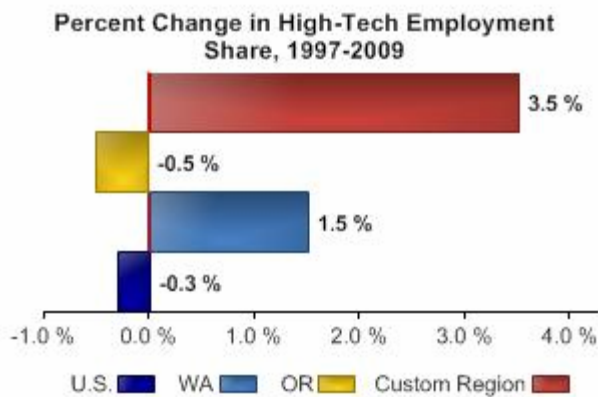
<sup>6</sup> US Census Bureau

<sup>7</sup> StatsAmerica

**Economic Dynamics**

**High-Tech Employment**

The MCEDD region is increasingly becoming a growth area for high-tech firms, especially related to unmanned aircraft vehicles. The Gorge Technology Alliance conducted a study in 2009 which showed that since 2005, the technology business sector has grown in revenue and employment. The study also provided evidence that the number of businesses has increased, especially small start-ups. Of the respondents to the study, all had increased in employment from 50 to over 1,000. This represents a much faster growth rate than the overall regional economy. High tech firms are considered as drawing upon specialized skills and increase innovation. Note the differences between counties in the region with Klickitat County having the highest rate of positive change, primarily related to a concentration of firms in the Bingen/White Salmon area.



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In addition to the number of high tech firms and level of high tech employment, Patents provide a signal of the ability for firms to increase their competitive stance through development of new technology. The figures for the MCEDD region are surprising given the level of high tech growth and the presence of companies in the region focused to research and development. However, the data from 2008 may be slightly lagged from the current economic reality, particularly given the rapid change in the last five years relative to the high tech firms in the region.

Average Patents per 1,000 Workers, 1997-2008 <sup>9</sup>	
	Average Patents per 1,000 Workers
MCEDD	0.22
OR	0.39
WA	0.64
U.S.	0.51
Hood River	0.12
Sherman	0.00
Wasco	0.01
Klickitat	0.58
Skamania	0.60

<sup>8</sup> StatsAmerica

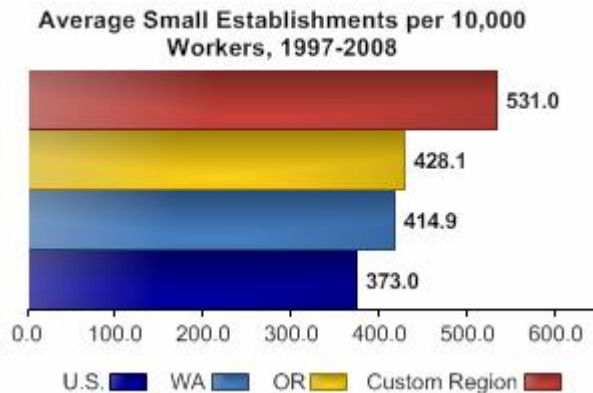
<sup>9</sup> StatsAmerica

### Average Venture Capital

Venture capital sources, which provide resources to expand new business ideas, are low for the MCEEDD region, as they generally tend to be for other rural areas with dispersed populations and smaller market centers. In the five year period between 2003 and 2008, average venture capital investment per \$10,000 GDP for the MCEEDD region was \$45.35 in comparison to \$22.23 for Oregon, \$93.06 for Washington and \$52.45 for the US<sup>10</sup>. However, the environment is improving. The Gorge Angel Investor Network (GAIN) completed its fourth iteration with an increasing number of local investors and a larger pool of funds. In addition, the Gorge PubTalks which had been concentrated to Hood River County, expanded regionally in 2010-2011. The PubTalks provide a network and place for entrepreneurs to pitch their ideas while seeking to secure venture capital or support on their business team.

### Establishment Sizes

While the number of large establishments has been growing in the region, the rural area continues to support a higher level of small establishments than the state and national averages. Such a high level provides us with a broad level indication of diversification of the economy of the region, but does not tell a full picture of how these businesses interact or may depend upon larger establishments in the region. This small business structure, however, allows the region to be flexible to change and creates resiliency.



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### Housing

Overall, the housing stock in the Mid-Columbia region is older than either that of the US or Oregon and Washington. This is common for most rural areas. The slow housing growth is an indication of the economic struggles this region faced. More troubling than slow housing growth, however, was the high number of homes that lack complete plumbing facilities. The MCEEDD region is more than twice as likely to have a home that lacks these basic facilities<sup>12</sup>. The situation is particularly acute in Skamania County, where the rate is over five-times that of the state average.

<sup>10</sup> StatsAmerica

<sup>11</sup> StatsAmerica

<sup>12</sup> Us Census Bureau

While the MCEDD region experienced less growth in total housing units between 1990 and 2000, the number of vacant units declined. This can be partly attributed to the impact of the Scenic Act restricting housing growth and to the upturn in the economy during the 90s; these effects were most pronounced in Hood River County. Klickitat and Sherman counties experienced the biggest jump in vacancy rates from 1990 to 2000. This can be attributed to growth in housing units over the decade and the economic downturn experienced during the late 90's.

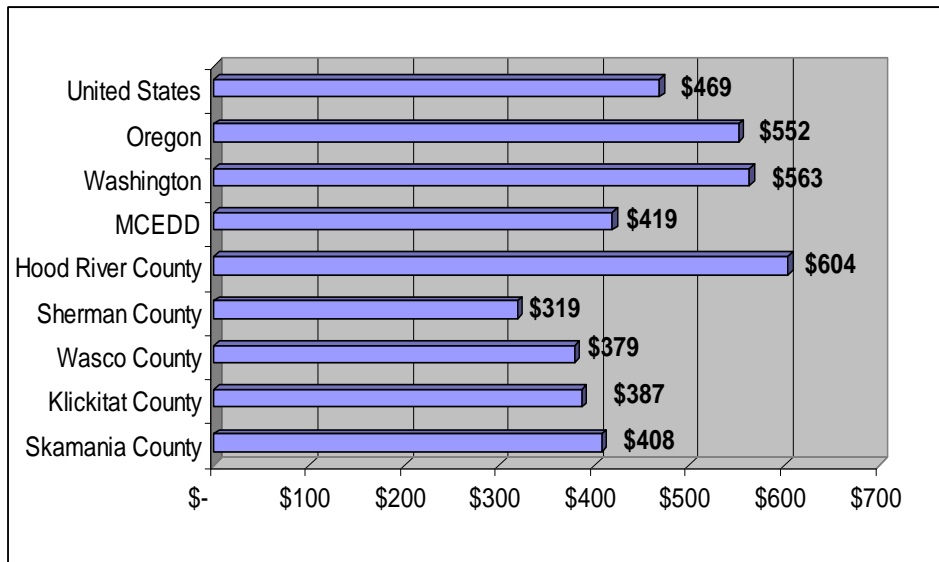
**RENTER VS. OWNER-OCCUPIED HOUSING, 2005-2009**

Tenure	United States	OR	WA	MCEDD	Hood River County	Sherman County	Wasco County	Klickitat County	Skamania County
<b>Owner occupied</b>	66.9%	64.3%	65.3%	68.9%	67.5%	60.5%	66.9%	69.4%	76.6%
<b>Renter occupied</b>	33.1%	35.7%	34.7%	31.1%	32.5%	39.5%	33.1%	30.6%	23.4%

Source: US Census Bureau

Overall, rent in the Mid-Columbia is relatively inexpensive compared to National, Oregon and Washington levels. Hood River is the great exception among Mid-Columbia counties. In Hood River County, rents are anywhere between 50% and 90% higher on average than the other counties. This high rent may be responsible for Hood River having the highest rate of renter-occupied housing of any county in the region.

**MEDIAN RENT ASKED, 2000**



**Transportation**

Data describing commuting habits in the Mid-Columbia by place of work show that workers in the Mid-Columbia region travel outside their state of residence to work to a greater extent than the average worker in Oregon, Washington, or the nation. However, workers in the region travel outside their county of residence to a lesser extent than state and national averages, except for workers from Klickitat and Skamania Counties who are far more likely to travel out of county or out of state for work than their counterparts in

Hood River, Wasco, and Sherman Counties. In fact, workers in Klickitat County are over six times more likely to travel out of state for work than the average worker in Washington State. This indicates a deficiency in job opportunities in Klickitat and Skamania Counties, but also demonstrates that current and prospective employers should consider the entire region as a resource for workers, as workers are willing to travel throughout the region for work.

#### PLACE OF WORK, 2005-2009

Place of Work	MCEDD Region	OR	WA	United States	H. River County	Sherman County	Wasco County	Klickitat County	Skamania County
<b>Worked in county of residence</b>	76.9%	77.4%	81.2%	72.6%	87.6%	78.4%	82.1%	70.3%	51.7%
<b>Worked outside county of residence (in state)</b>	13.3%	20.4%	15.4%	23.6%	8.8%	16.0%	14.7%	7.1%	30.0%
<b>Worked outside state of residence</b>	9.8%	2.2%	3.5%	3.8%	3.6%	5.5%	3.2%	22.6%	18.3%
<b>Worked in state of residence</b>	90.2%	97.8%	96.5%	96.2%	96.4%	94.5%	96.8%	77.4%	81.7%

Source: US Census Bureau

Commuters in the Mid-Columbia region use multiple modes of transportation to travel to work. Similar to state and national averages, a majority of workers in the Mid-Columbia region drive alone in a car, truck or van to work. Over 9% of workers in the region carpool, which is slightly lower than state and nation averages, however, a higher percentage of workers in the region walk to work (5%) or work at home (10%) than state and national averages. The data indicates a variety of work and commute options currently in use and potential for working close to or at workers' place of residence.

#### MEANS OF TRANSPORTATION TO WORK, 2005-2009

Means of Transportation	MCEDD Region	OR	WA	United States	H. River County	Sherman County	Wasco County	Klickitat County	Skamania County
<b>Car, truck, or van:</b>	83%	83%	84%	86%	78%	84%	84%	86%	87%
<b>Drove alone</b>	74%	72%	72%	76%	69%	77%	73%	78%	78%
<b>Carpooled</b>	9%	11%	12%	11%	8%	6%	10%	8%	10%
<b>Public transp (excluding taxicab):</b>	1%	4%	5%	5%	1%	0%	0%	0%	0%
<b>Bus or trolley bus</b>	1%	4%	5%	3%	1%	0%	0%	0%	0%
<b>Railroad</b>	0%	0%	0%	1%	0%	0%	0%	0%	0%
<b>Taxicab</b>	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Motorcycle</b>	0%	0%	0%	0%	0%	0%	1%	0%	0%
<b>Bicycle</b>	1%	2%	1%	0%	1%	0%	0%	0%	0%
<b>Walked</b>	5%	4%	3%	3%	6%	8%	4%	6%	2%
<b>Other means</b>	1%	1%	1%	1%	1%	0%	1%	0%	1%
<b>Worked at home</b>	10%	6%	5%	4%	13%	7%	10%	8%	9%

Source: US Census Bureau

On average, fewer commuters travel over 30 minutes to work in the Mid-Columbia region than in Oregon or Washington State. In fact, a majority of commuters in the region travel less than 20 minutes to work. The data indicates relatively short travel distances and relatively less traffic congestion compared to commutes to work in other areas.

**TRAVEL TIME TO WORK, 2005-2009**

Travel Time to Work	MCEDD Region	OR	WA	United States	Hood River County	Sherman County	Wasco County	Klickitat County	Skamania County
<b>Less than 10 minutes</b>	32%	18%	14%	14%	36%	29%	34%	34%	15%
<b>10 to 19 minutes</b>	31%	33%	29%	30%	33%	31%	35%	25%	29%
<b>20 to 29 minutes</b>	15%	21%	21%	21%	16%	18%	14%	15%	12%
<b>30 to 39 minutes</b>	9%	14%	16%	16%	6%	9%	9%	8%	14%
<b>40 to 59 minutes</b>	8%	9%	12%	11%	4%	6%	4%	10%	18%
<b>60 to 89 minutes</b>	5%	4%	5%	6%	4%	6%	2%	6%	8%
<b>90 or more minutes</b>	2%	2%	2%	2%	1%	1%	1%	2%	4%

Source: US Census Bureau

In addition to commuters traveling throughout the Mid-Columbia region for work, several population groups require public transportation or other services to allow for mobility in the region. The Human Services Coordinated Transportation Plans for each county in the Mid-Columbia region includes information about transportation user groups. According to the 2005-2009 American Community Survey, the Mid-Columbia region has a 14.6% poverty rate, nearly 17% of individuals have a disability, and 15% of the population is over 65 years of age. The Coordinated Transportation Plans also indicate that such groups are regular users of public transportation and that common locations of trip origin and destination tend to concentrate in the vicinity of incorporated areas of each county in the region. This pattern correlates with the residence of such population groups in the vicinity of populated areas in the region. Dial-a-ride public transportation services make common trips within each county; however medical trips frequently travel outside the county of origin to the Portland Metro area.

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## ECONOMY

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### Economic Profile

#### *Klickitat County*

Klickitat County has at least three distinct economic regions. The western third of the county is dependent upon orchards, fruit packing, and wood products. The central third includes the county seat, the closed aluminum smelter, Maryhill Museum and windsurfing and kite boarding beaches. The eastern third includes vegetable farming and a growing number of wineries, along with the regional landfill, Rabanco.

The County continues to look towards efforts designed to reduce the long-standing unemployment created by reductions in forest products and aluminum smelter employment as well as the general downturn in agriculture. Central to Klickitat County's economic development strategy is strengthening the financial base of the county, including the agricultural sector. As one of the top wind resource areas in the Pacific Northwest, and with the adoption of a first-in-the-nation Energy Overlay Zone for wind and solar facilities, the county is working to become a recognized center for renewable energy projects, which will help the county's ranching families and school and fire districts.

Klickitat County is open for business, especially renewable energy businesses. Iberdrola recently developed the Big Horn wind project, an expansive project near Bickleton in Eastern Klickitat County and further new development has occurred along US-97. The Klickitat County Economic Development Agency has been actively participating in marketing efforts to attract renewable energy companies. A specific area targeted is the Goldendale Aluminum facility, which has approximately 1 million square feet of space under roof that would be ideal for a component manufacturer. With more than 8,000 components going into each wind turbine and international business involvement, Klickitat County has focused on this area as a potential for significant new economic development and growth.

In addition to support for renewable energy projects, the county continues to actively support value added process for traditional timber and agricultural uses. The Mt Adams Resource Stewards group, formed in 2003, has new small business incubation activities, including activities surrounding a small wood utilization initiative. In support for value-added ag, there is a growing wine industry in the county and throughout the Gorge. The County has actively supported the efforts of the Columbia Gorge Winegrowers to promote the grapes and wines of the area and produced an additional wine map covering the entire county, including parts of the Columbia Gorge AVA and Horse Heaven Hills AVA.

Paralleling support for agriculture, the County, the Port of Klickitat, and the City of Goldendale have been engaging in numerous industrial park infrastructure projects and

related marketing efforts designed to expand the number of light manufacturing jobs available. These industrial areas have been a major focus for economic development activities as reflected in the CEDS projects. In the City of Goldendale, a study has been underway to look at the feasibility of developing an incubator to support small and emerging businesses.

The neighboring cities of Bingen and White Salmon are attracting more residents as housing prices soar across the river and new companies move into and expand in the cities. The result has been a squeeze on affordable and workforce housing options for both areas. Both cities suffer from a lack of water to service growing needs. Expansion of local companies and housing has begun to strain the existing supply, which has led the cities to look for creative solutions.

In supporting business expansion, the County has provided resources for business development and entrepreneurship. In the past year, the County has provided matching funds to create two new revolving loan funds for micro, small and emerging businesses. The funds also created a resource to support business counseling services in the County.

In the past few years, like most other areas, the County's medical facility, Skyline, expanded. Services at the regional airport, located in the County also expanded. The site there includes life flight, an essential service for the region. The airport is a critical facility for the entire region and projects to expand and support the airport show predominantly in the regional priorities for development of the region.

### ***Skamania County***

With a majority of its land owned and managed by the U.S. Forest Service or in the Columbia Gorge National Scenic Area, economic development in Skamania County requires cognizant planning. Foreseeing a loss of timber revenues from County payments, Skamania County commissioners were active in getting the payments temporarily renewed. The Skamania Economic Development Commission and Port of Skamania have been simultaneously working to utilize available sites.

One such site, the Broughton Landing project has received initial approval. The project's proponents project that at full build-out, Broughton Landing will contain approximately 570 bedrooms plus 36 campsites. Average annual occupancy will fluctuate seasonally between about 150 occupants in the winter to 490 resort guests and 50-75 campers during the summer. At maximum peak occupancy which will likely be limited to summer holiday weekends, the resort could be occupied by up to 855 resort guests plus an additional 90 campers. The economic impact analysis estimated that average annual occupancy would be approximately 270 guests staying at Broughton Landing.

Skamania County has been forward thinking in means to diversify the economy. Over the past two years, Skamania County has engaged in a new effort with both public and private partners to look at a promoting tourism around Mt St Helens. With tourism as an important sector for the economy, visitor counts are consistent with individuals seeking "staycations," but that occupancy has been down in many of the lodging locations.

In looking to diversify its economy, the County was also a leader in signing the resolution to create the Columbia Gorge Bi-State Renewable Energy Zone and has been initiating its own projects to utilize its natural renewable resource base. One proposal is an approximate 75 megawatt wind generation project which would cover 1,152 acres.

The Port of Skamania County is also a key partner in developing industrial and commercial zoned properties and attracting economic development opportunities. As with the rest of the county, however, the port is constrained by the taxable land base in its ability to borrow and access funding for infrastructure development. Less than 2% of the county is on taxable land, from which the Port draws. Without capacity for additional debt, though, the Port cannot borrow to construct the infrastructure needed to build that tax base. With support from the Washington Investment Fund and the State of Washington, however, the Port has been able to move forward on some of its projects. Recently, the Port constructed a new building in North Bonneville.

### ***Hood River County***

Hood River County continues to capitalize on new opportunities, including innovative work in support for entrepreneurs. With its proximity to the Portland metropolitan market, natural beauty, and rural communities, Hood River continues to advance its economy. Incorporated cities include the City of Hood River and the City of Cascade Locks, but smaller unincorporated communities such as Odell and Parkdale are also vital with a strong agricultural focus.

The County has traditionally been financially secured through ownership of its own timber lands. With declines nationally in the housing market and a reduction in the demand and price of timber, the County's general fund was severely impacted. Further cuts from state and federal resources have also affected all of the county governments, including Hood River.

Overall, Hood River faces struggles with affordable housing issues. Housing is particularly an issue for addressing the needs of one-in-three households. Median home prices vary widely across the Mid-Columbia, with the least affordable markets concentrated in Hood River County. The affordable markets for the vast majority of first-time buyers are located in the Mid-Columbia's eastern-end, but recent developments by Mid Columbia Housing Authority are providing progress in Hood River.

The City of Hood River continues to receive a variety of positive rankings noting the quality of life and outdoor lifestyle characteristics of the community. The quality of life in Hood River is attracting many of its new residents. With innumerable recreation opportunities, the Pacific Northwest's climatic and visual attributes, multi-modal transportation options, and proximity to a major metropolitan area, more companies and families want to move to Hood River.

Industrial property in the City of Hood River, in particular, is in short supply. An active participant in developing industrial properties is the Port of Hood River. The Port

Commission and staff have been active with new projects to address the issue including acquiring the Luhr Jensen building, construction of the Halyard building, marina expansion, and waterfront infrastructure. Other developments in the City support economic development including expansion of the Providence Memorial Hospital facilities to enhance patient care and provide new services and state of the art equipment and additional support for the Columbia Gorge Community College campus.

The City of Cascade Locks has experienced economic hardship in the past decades, but has seen a recent flurry of interest by a water bottling company to locate in Cascade Locks. The location in the Pacific Northwest, combined with access to a natural spring makes Cascade Locks a natural candidate for the bottling company to explore their expansion plans. The Port of Cascade Locks continues to work in conjunction with the Confederated Tribes of the Warm Springs to build a world class resort and casino in an industrial park in Cascade Locks. The project would provide economic self sufficiency to tribal members, supply 1,400 full-time jobs and provide revenue sharing of 17% of casino profits. The tribe has been working on this proposal since 1998 when a tribal referendum supported moving gaming operations from Kah- Nee-Ta to tribal lands in Hood River County. The Port is also actively working on the Marine Park with proposals for the Marine Park entrance. Improvements have been made to one of the Historic Lock Tender Homes and a new conference room at the Port allows for additional use. To better accommodate the Columbia Gorge Racing Association and the desirable sailing climate, the Port continues development of the Marine Park, to allow sailboat racing in Cascade Locks to be able to expand and grow tourism in the community.

### ***Wasco County***

Agriculture plays a significant role in Wasco County from cherries to wheat to cattle. With a cool, wet season this year, orchardists in Wasco County are focused on trying to meet the critical July 4<sup>th</sup> market. Wheat farmers again benefited from high values for wheat in the last year, but inputs continue to rise dramatically over the same time period, mainly due to the rising cost of fuel, fertilizers and chemicals and the wet spring has brought concerns for rust. Mid-Columbia Producers constructed a new set of bins to increase capacity for grain storage in the region, in part anticipating market needs and the 2010 closure of The Dalles Dam and other Columbia River dams. The river is an important navigation route for shipping wheat.

The scenic beauty of agriculture areas combined with the National Scenic Area and varied geography have increased recreational opportunities, especially for cyclists. The Mt Hood Cycling Classic, an Olympic qualifying event, once again was hosted in Wasco County. This year, The Dalles also hosted the Cherry Blossom Cycling Classic. The Dalles Area Chamber of Commerce and local cycling groups have developed tour guides for cyclists to take advantage of the multitude of potential rides. Bicycle-related tourism has increased through these efforts. Recreation is also a strong economic component for South Wasco County in the community of Maupin where rafting along the Deschutes River is a mainstay of the economy.

Wasco County's economy has diversified from its traditional natural resources base to include a stronger focus on technology and manufacturing. Historically the principle industries have been agriculture, lumber, manufacturing, electric power generation, and transportation. The rapid growth of renewable energy industries is driving additional employment through support industries and related manufacturing. The world's largest Internet firm, Google, has established a major operational center in The Dalles. The region is also home to a strong cluster of high tech companies which are supported through the efforts of the Gorge Technology Alliance.

Of regional importance, the Discovery Center, serving the entire National Scenic Area has struggled with its debt service and introduced a raptor program which they hope will draw additional tourists to the area. They were also supported through an Oregon Solutions process that engaged community leaders in developing a business plan for the Center. Currently they serve approximately 50,000 visitors per year.

### *Sherman County*

Sherman County is frequently referred to as the "Land Between the Rivers." Located in north central Oregon, the Columbia River forms the northern border, while the east and west boundaries are marked by the steep, deep canyons of the John Day River on the east and the Deschutes River on the west. The rugged canyons of Buck Hollow, a tributary of the Deschutes, mark the southwest border.

The last decade saw Sherman County's population decline from 1,934 in 2000 to 1,765 in 2010 and the closing of many local businesses, consolidation of farms and out-migration of the younger generations. This is beginning to reverse as people are moving back into the county, building new homes and opening new businesses. Particularly in the City of Rufus, a new housing development will open up resources for a County hamstrung by housing concerns.

Sherman County has the highest percentage of tilled farmland out of any county in Oregon. Sherman County's most important crop is winter wheat. Of the county's 531,200 acres, 304,138 are tillable. Farms average 3,500 acres and the average yield is 42 bushels per acre. Dry-land wheat has proven a reliable crop for decades in Sherman County<sup>13</sup>. However, some of those acres in the community of Grass Valley are now catering to racing fans with the development of the Sherman County Race Track. This project brings the second racetrack for sports cars in the state of Oregon to a county in great need of economic diversification.

Wind energy, particularly in the northeast section of the County, continues to be a great source of economic development for Sherman County. Currently, wind fuels the 321-megawatt Klondike Wind Farm located four miles southeast of Wasco, as well as the 450-megawatt Biglow Canyon Wind Farm just to the north. The first three phases of the Klondike project, owned by Iberdrola Renewables, Inc., use 44 Siemens 2.3 MW wind turbines and 146 GE 1.5 MW wind turbines. These wind farms supply clean, renewable

electricity to Portland General Electric, Bonneville Power Administration, the Eugene Water & Electric Board and others.

### ***Regional***

#### **Columbia Gorge Community College (CGCC)**

CGCC is currently seeking independent accreditation. Focus remains on its core competencies and particularly on its signature programs: nursing and renewable energy technology (RET). With the RET program, close contact remains with industry partners to shape the curriculum. The College has benefited the community through construction of a new campus in Hood River and building expansions in The Dalles. This expansion is critical as the College has seen a significant increase in student enrollment.

**Columbia Gorge Regional Airport, Dallesport**—Managers of the Columbia Gorge Regional Airport in Dallesport, Washington are ready for major growth in the coming five to ten years. Plans include Sundoon, a 30 -acre championship golf course, a 50-acre mix of retail and industrial development, business offices, a hotel, an airplane distributor, aviation research and development, additional hangars and an on-site fire station. Life Flight moved into the facility, creating additional jobs and opportunities. The emergency medical helicopter's 24-7 staff includes a critical care nurse, paramedic and pilot. The helicopter can be off the ground in as little as 5-minutes. The new helicopter can respond to emergencies from Bend to Portland and to Yakima, the Tri-Cities and Seattle in Washington. Previously, Life Flight helicopters from the Portland area could take more than 30 minutes to travel to the Gorge. Key focus areas for the airport in supporting the region include runway strengthening and lengthening to allow larger aircraft and construction of an airport water distribution system.

#### **Columbia Gorge National Scenic Area**

Funding cuts have severely diminished the staffing levels at the Commission, increasing the difficulty of addressing regional issues. Of particular concern to economic development interests are Urban Growth Boundaries. Funding for stabilizing the commission and addressing the regional issues is being sought. This next year will also mark the 25<sup>th</sup> anniversary of the National Scenic Area Act.

### **Regional Industry Cluster Development**

In spring 2005 MCEDD met, in a series of public meetings, with leaders in wine, renewable energy, natural healthcare, art, and high technology industries to create five Mid-Columbia industry clusters. During the meeting series, each cluster created a five-year work plan, which outlines initiatives the cluster believes imperative to improve its business environment in the region. The meetings created opportunities for entrepreneurs to network with others in the region in their cluster. The networking strengthened communication and enthusiasm within the industries. Each industry created groups to work towards accomplishing goals recorded in their five-year work plans.

Yet, MCEDD and cluster leaders realized many initiatives require additional funding to move forward. In winter 2005, MCEDD partnered with the five clusters to pursue EDA assistance to fund Cluster Development Phase II: moving cluster initiatives into action.

MCEDD noticed all cluster work plans identified needs in education, marketing, and market research. Therefore, MCEDD submitted an application to EDA on behalf of the arts, high technology, natural healthcare, renewable energy, and wine clusters in spring 2006 for funding assistance to develop education, marketing, and market research projects.

With EDA support, MCEDD has strengthened its relationships with the entrepreneurs and small businesses that comprise each Mid-Columbia cluster. From 2006 through 2011, MCEDD worked with each cluster to move work plan initiatives forward. The Mid-Columbia region clusters are emerging as a new economic base in the region. As entrepreneurs throughout the region have connected with others who share their frustrations and their barriers to success, they have discovered a foundation for their industry and an organization committed to their success. The paragraphs below provide descriptions of each cluster's progress, current focus, and action.

#### Arts Cluster –

The arts cluster has improved region-wide communication, marketing, and education for artists and art tourists to further develop the local industry. With strong arts groups including Gorge Artists, Columbia Center for the Arts, White Salmon Arts, Skamania Performing Arts, and others, the arts cluster has a number of industry leaders to contribute to its recent successes:

- Gorge Artists Open Studios (GAOS) began in 2007 with support from MCEDD and a steering committee of local artists. Now in its fifth year, GAOS has held four region-wide open studios tours for more than 30 artists every year. Participating Gorge artists open their studios to the public, displaying their work for sale and providing educational demonstration. Event marketing promotes the tour to community members and art patrons from the Portland metro area and communities east of the Columbia Gorge in Washington and Oregon. The event brings art councils in many communities in the region together, along with community members and businesses. It creates a new direct-marketing opportunity for the region's artists, with a built-in education component to improve the artists' business skills and marketing ability. As the event grows in future years, it will glue the arts cluster together, through communication, community building, and improved bottom lines.
- Columbia Gorge Arts and Culture Alliance formed in 2010 and is an alliance of more than 30 arts and culture organizations throughout the Gorge. In 2011, MCEDD participated on the steering committee and as fiscal agent for the Alliance. Through state and local funding, the Alliance produced materials in 2010 and 2011 to promote May as Arts and Culture month in the Gorge.

#### Columbia Gorge Natural Healthcare Network –

Healthcare continues to be a major component of the economy of the Columbia River Gorge. Expansions to major healthcare providers: Providence Hospital in Hood River, Skyline Hospital in White Salmon and Mid-Columbia Medical Center in The Dalles

ensures that this cluster will continue to grow. In 2010, the cluster gained momentum through the development of the Gorge Health Connections. This independent cluster is also supported by Columbia Gorge Community College through their innovative nursing program.

#### Columbia River Gorge Technology Alliance –

The high-technology cluster formed the Gorge Technology Alliance (GTA). The GTA connects over 70 members and 200 individuals, who work to promote the Gorge as an emerging technology cluster, meet monthly to provide technology-related public education, and network and learn from speakers experienced in the industry. These monthly gatherings are used to support and promote local high tech companies and high tech education opportunities in the region. The GTA maintains a website, [www.crgta.org](http://www.crgta.org), which has developed into a high-powered Web portal to attract more high tech businesses and employees to the Gorge. In the past few years, the Alliance has been supported workforce development for the high tech cluster through youth robotics programs.

#### Wine Cluster –

The wine cluster is growing through the Columbia Gorge Winegrowers Association (CGWA). This non-profit organization includes grape growers, vineyard managers, wine makers, and associate members (businesses related to the wine industry in the region). CGWA had been staffed by MCEDD but in 2008 was able to gain enough funding and support from its membership to fund one part-time coordinator. As a result of the group's efforts, the Columbia Gorge region received recognition as American Viticulture Area (AVA). Between 2002 and 2006, the number of wineries in the region grew from eight to 26, and will continue to increase in the coming years, along with the number of vineyards, tasting rooms, and partnerships with local restaurants.

#### Mid-Columbia Renewable Energy Cluster –

The renewable energy cluster is focused on the development of the nation's first bi-state renewable energy zone, the Columbia River Gorge Bi-State Renewable Energy Zone, or CGBREZ. Formed by the five counties in MCEDD's service district, the zone was created to reduce the region's dependency on federal subsidies, bring economic vitality to the region, establish a national model for energy self-sufficiency, and provide a model of self-reliance for other rural economies in the 21st century. In 2010, Gilliam County joined in resolution of creation of the zone.

The intention of this group is to provide a forum for coordination on renewable energy project and to:

- Formalize the CGBREZ Plan
  - Define areas of logical emphasis for each county
  - Launch economic development initiatives in each
- Support intensive Clean and Green Tech research in the region
  - Promote and establish our area as a thought and research leader in Renewable Energy
  - Explore application of R&D on new industries
- Leverage our strengths to position us as a national leader in



#### Renewable Energy

- Capitalize on our assets by utilizing our geographic advantage to attract and retain tomorrow's knowledge workers
- Support workforce development through educational initiatives, workforce housing, and public transit
  - Build on the very successful Wind Turbine Technician pilot program recently completed by the Columbia Gorge Community College
  - Launch initiatives to create adequate workforce housing and accessible public transportation throughout the region
- Support all areas of this initiative to provide assistance to public and private interests to develop renewable energy businesses including, but not limited to:
  - Loan guarantees
  - Revolving loan fund
  - Streamlining governmental permitting processes

#### **Emerging Clusters**

The five clusters developed through MCEDD continue to emerge as leading industries for the region. Renewable energy opportunities, rapid growth in the region's wine industry, development of opportunities for artists and expansion of the region's high-tech leaders, provide a new economic base for the Mid-Columbia region. As the wind industry and green technology begins to flourish with the support of public policy and the presence of natural resources, additional related clusters are beginning to emerge including component manufacturers for the wind industry, potential biomass, and solar. Additionally, outdoor sports and recreation, manufacturing, and construction continue to create strongholds of cluster-based economic development activities for parts of the region with a growing number of businesses operating in the region.

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## PRIORITIZATION PROCESS

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A primary component of the regional economic development strategy is identifying collective issues and prioritizing both public works and technical assistance projects. The projects are solicited from each county's economic developer. While each county has their own process for needs and issues, all gather projects and information from public and nonprofit groups in their area and identify county priorities. MCEDD staff requests the full listing of submitted projects along with the top five for each category. All projects must include statements of the amount of total funding needed, the amount already secured, a narrative description of the project, statement for readiness to proceed, and discussion on the anticipated economic impact.

From the county submissions, MCEDD staff seeks additional information related to regional impact and relationship to the potential to improve economic conditions in relation to the regionally identified economic vision. Utilizing this information, the MCEDD staff develops a draft ranking according to the following criteria:

- EDA investment priorities
- Readiness to proceed
- Economic impact
- Regional impact

The CEDS strategy committee meets to review the projects and staff recommendations and adopts a regional priority listing. These are divided into public works and technical assistance categories for both states. Due to the change to place greater emphasis on projects of a regional nature, many cross state lines. The placement within the lists is based upon physical location of the project, despite the fact that it may impact multiple areas.

### **Planning Process**

To support and protect the economy of the area, the EDA directs MCEDD to submit a CEDS every five years and update annually. The 2011 update revises the MCEDD CEDS to reflect the changing economy of the region and regional priorities. It also affirms core features of the original plan, such as the mission and regional approach.

### **Timeline: Consultation, Public Meetings, and Adoption**

The timeline for the 2011 update consisted of the following:

- July 2010: Begin process of revising the Strategy as a collective bi-state economic development strategy for the Mid-Columbia region.
- July 2010 through June 2011: MCEDD staff develops a draft plan in consultation with partner agencies, CEDS strategy committee and MCEDD Board.
- September 2010: Strategy Review and updates to the MCEDD Action plan at the MCEDD annual meeting.

- February through May, 2011: Solicitation of projects and input from county economic development agencies and regional partners.
- May 19, 2011: Regional Project Prioritization at the MCEDD quarterly meeting.
- June 9, 2011: Plan adopted and approved by the MCEDD CEDS Strategy Committee and Board of Directors at the MCEDD quarterly meeting.

### **Future Updates**

This plan is designed to be updated annually. The CEDS development and the process for updating the plan are mandated by EDA under 13 CFR 303.7.

### **Distribution of the Strategy**

Outreach on the CEDS is a critical component. It will be distributed in the following manners:

- Posted on MCEDD social media sites, including FaceBook
- Hosted on the MCEDD website ([www.mcedd.org](http://www.mcedd.org))
- Announced in the MCEDD Newsletter, which has a direct distribution of over 750 individuals.
- Hard copy to EDA, MCEDD Board and MCEDD CEDS strategy committee members.
- Copies of the strategy are made available in MCEDD office during regular working hours.
- Press release to local news media sources.

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## ECONOMIC VISION AND GOALS

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In its 42 year history, MCEDD has demonstrated the ability to bring collaboration to its five county region that spans two states. The considerable difference in each state's funding and legislation has raised challenges, but our feedback process indicates that the stakeholders are uniting around the concept of regionality and the benefit that it brings to our economic stability. Defined industry clusters participate in unifying and strengthening the economy of the region. The desirability of the area has brought growth challenges due to constraints from substantially high federal land ownership and control within the region and the National Scenic Area. The Mid-Columbia district continues to attract additional residents and key businesses, which indicates the desirability of locating to this area and a high level of success in the region's growth management. These concepts will drive our efforts and those of our region partners, as we work to improve the Mid-Columbia economy.

### **Vision**

To create a diversified economy that enhances the opportunity for employment for citizens of the region and increases the tax base for the counties and cities by working together in leadership, planning and strategic investment while safeguarding the area's rural qualities, values and natural resources.

### **Regional Goals and Strategies**

***Goal: Business Retention and Expansion:*** Retain and expand existing businesses in the region to enhance the region's established economic base. Create a supportive environment that promotes entrepreneurship and business expansion.

- 1.1 Actively promote the use of revolving loan funds (RLF) for regional businesses and economic development projects.
  - 1.1.1 Increase RLF capitalization.
  - 1.1.2 Fully revolve programs newly capitalized in the past year.
  - 1.1.3 Continue to establish a strong loan referral network.
  
- 1.2 Grow and supporting the availability of funding sources for businesses.
  - 1.2.1 Identify, prioritize and leverage funding resources specific to business development.
  - 1.2.2 Increase packaging services to access funds from multiple sources.
  - 1.2.3 Provide a comprehensive resource for businesses to identify available lending and grant options.
  - 1.2.4 Provide information in a manner that encourages minority and small and emerging business applications.
  
- 1.3 Build and advocate for a local business support network.
  - 1.3.1 Expand regional capacity in business services and education.
  - 1.3.2 Support development of business mentorship programs.
  - 1.3.3 Reference businesses to appropriate counseling resources.

**Goal: Business Attraction:** Attract new business and industry to the region that will provide opportunities for existing residents at family wages.

- 2.1 Actively recruit businesses that utilize existing regional job skills and bring enhanced opportunities to our existing workforce.
  - 2.1.1 Support revitalization of economic development and ports association, such as CGEDA.
  - 2.1.2 Partner with Oregon and Washington state economic development entities for recruitment and respond to state leads as appropriate.
- 2.2 Diversify the economy by creating economic opportunities in renewable energy.
  - 2.2.1 Coordinate discussions of the Columbia Gorge Bi-State Renewable Energy Zone.
  - 2.2.2 Engage in regional responses to contacts for renewable energy investment
  - 2.2.3 Explore applicability of a regional trading hub.
  - 2.2.4 Explore application for an Innovation Partnership Zone.
- 2.3 Support and enhance regional high tech cluster initiatives through the Gorge Technology Alliance (GTA).
  - 2.3.1 Host GTA meetings to promote member networking and education.
  - 2.3.2 Further develop regional youth robotics programs.
  - 2.3.3 Explore resources for a GTA R/D Center.

**Goal: Adequate Infrastructure:** Create adequate public infrastructure that will serve key industrial, commercial and residential areas of the region contributing to increased opportunities for employment and expanded property tax base.

- 3.1 Identify needs and opportunities to act cooperatively to ensure and initiate development.
  - 3.1.1 Actively engage in the Columbia Gorge Sustainability Consortium, partnering with regional housing, transportation, workforce, education and planning entities. Host a RARE volunteer, if invited.
  - 3.1.2 Host Bi-State Advisory Council meetings to address concerns for National Scenic Area economic development.
  - 3.1.3 Enhance relationship with Tribes and tribal developments throughout the region.
- 3.2 Provide Technical Assistance support to community projects such as waste water, utility extensions, and other capital projects.
  - 3.2.1 Provide grant development and administration for state and federally funded projects.
  - 3.2.2 Conduct community tours and advise on available resources.
  - 3.2.3 Support regional workforce housing.

- 3.3 Provide information on Economic Development Administration funding. Support and act as a catalyst to support communities seeking EDA support.
  - 3.3.1 Develop partnerships with EDA funded University Centers.
  - 3.3.2 Actively participate in Oregon and Washington Economic Development District Associations and the National Association of Development Organizations
  - 3.3.3 Disseminate information via an enhanced web presence, social media, and through direct contact throughout the region.
- 3.4 Provide assistance to partners in support of regional public fiber optic networks; wireless clouds over major population and business centers; and availability of high-speed connectivity to rural communities and home sites.
  - 3.4.1 Host Oregon Connections Conference for 2011.
  - 3.4.2 Support regional proposals for connectivity.
- 3.5 Coordinate public transportation needs to improve regional public transportation options.
  - 3.5.1 Coordinate a regional transportation network through the Gorge TransLink Alliance.
  - 3.5.2 Promote utilization of public transportation.
  - 3.5.3 Provide for employment transportation through enhancement of vanpools and coordinating employer transportation resources.
  - 3.5.4 Seek resources to expand public transportation services.
  - 3.5.5 Seek to connect services throughout the five county region through a regional fare and collective scheduling software.

**Goal: Economic Resources-** Increase region's access to resources for economic development initiatives.

- 4.1 Provide a regional clearinghouse for regional statistics and grant resources. Disseminate information through a web presence and electronic newsletters.
- 4.2 Provide economic development support to counties in the region, filling in gaps, and providing services for which they lack the capacity to fill.
  - 4.2.1 Provide staffing to support local economic development groups such as Wasco County Economic Development Commission, Sherman County and Hood River County Economic Development Working Group.
  - 4.2.2 Provide training to support increased economic development understanding such as the USDA Stronger Economies Together program, utilization of 2010 Census information, and additional regional training resources as available.

- 4.3 As the EDA designee, provide technical support services to communities seeking technical assistance funding. Be a knowledge resource for those seeking to identify funding resources.

**Goal: Economic Support Structure:** Continue to build the economic support structure to grow and sustain our region.

- 5.1 Provide support for enhancing business health through business clusters.
  - 5.1.1 Support existing clusters including Columbia Gorge Arts and Culture Alliance, CGBREZ, Gorge Tech Alliance, Winegrowers Association, and Gorge Health Connects.
  - 5.1.2 Identify and support new cluster developments.
  - 5.1.3 Participate in state cluster discussions and promote rural regional clusters.
- 5.2 Seek to address bi-state barriers for industries considering relocating to the region.
- 5.3 Partner with economic development organizations, counties, cities, port districts, and others in the region to achieve common goals.

**Goal: Workforce:** Work with industry, entrepreneurs, and public entities to ensure a qualified and available workforce and training opportunities to meet rapidly changing needs.

- 6.1 Support local educational institutions in assessing needs and expanding capacity.
- 6.2 Seek to assure jobs and training opportunities for our minority and low income populations.
- 6.3 Assist employers to expand their operations by hiring locally.
- 6.4 Continue to arrange collaborative efforts between economic development and workforce development organizations and interests in the region.
  - 6.4.1 Assist with alignment of OR/WA government, economic development and workforce goals.
  - 6.4.2 Host workforce listserve.

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## REGIONAL PROJECT PRIORITY LIST

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### Overview

Annually, the MCEDD CEDS Strategy Committee prioritizes Public Works and Technical Assistance Projects for incorporation to the MCEDD Comprehensive Economic Development Strategy (CEDS). These are categorized based upon the following characteristics:

- **Readiness to proceed** with preference given to projects ready to start immediately.
- **Regional Impact** with preference given to projects that impact the entire region or a large portion of the region, rather than a single community.
- **Potential availability of funding sources** with preference given to projects with a higher degree of local match and with avenues for additional funding identified. Additional preference to those with the potential to qualify for EDA funding
- **Economic impact** with preference given to projects with job growth/retention
- **Alignment with EDA Priorities:** Collaborative Regional Innovation, Public/Private Partnerships, National Strategic Priorities, Global Competitiveness, Environmentally-Sustainable Development, Economically Distressed and Underserved Communities

### Purpose

Prioritization is designed to:

- Inventory and prioritize economic development project needs and regional issues;
- Develop regional consensus on high priorities;
- Develop a tool to promote high priority projects or issues to state and federal funders.

### MCEDD 2011 Public Works and Technical Assistance Priority List

The following represent priorities adopted for 2011-2012 in four categories: Oregon Public Works, Washington Public Works, Oregon Technical Assistance and Washington Technical Assistance.

<b>Oregon Public Works Projects</b>			
<i>Proposed Priority</i>	<i>Project</i>	<i>Funding Needed</i>	<i>Total Project Cost</i>
1	<p style="text-align: center;"><b>Columbia Gorge Regional Airport Runway Strengthening</b></p> <p style="text-align: center;">The existing runway pavement does not meet the rating shown on the Master Plan, has a line-of-sight safety hazard, and is below the strength needed for some of its</p>	\$2,000,000	\$4,015,000

	users. The runway needs to be strengthened and lengthened to increase service capacity.		
2	<p><b>South HR County Freight Route</b> Hood River County has underutilized industrial and commercially zoned areas lacking reasonable access for associated transportation. The current north-south routes involve steep grades, urban congestion, and restrictions on truck lengths. The County desires to expand on previously completed plans/studies, as well as start construction of the project.</p>	\$10,000,000	\$10,000,000
3	<p><b>Moro Medical Clinic Renovation</b> The Health District would like to renovate and enlarge the existing Moro Medical Clinic, which will allow an increase in exam rooms from two to four rooms. The project would also put in another bathroom dedicated to urine drug testing. It will entail merging the annex building into the existing medical clinic.</p>	\$375,000	\$411,000
4	<p><b>Cascade Locks Marine Park Entrance</b> The Port of Cascade Locks desires to build a modern road and pedestrian access to the Marine Park that crosses the Mainline Railroad to eliminate safety concerns and enhance accessibility for trucks and recreational vehicles. The project will create a new primary entrance replacing the antiquated underpass currently used.</p>	\$4,200,000	\$5,000,000
5	<p><b>Community and Training Center- Rufus</b> The City of Rufus purchased the former Rufus Grade School, which currently houses City Hall. The Center will serve as a site to congregate for citizens and as a hub for community and regional events. A market and feasibility study conducted by PARC Resources shows favorable demand and the ability to support itself after the renovation.</p>	\$2,780,000	\$4,000,000

### Washington Public Works Projects

<i>Proposed Priority</i>	<i>Project</i>	<i>Funding Needed</i>	<i>Total Project Cost</i>
1	<p><b>Airport Water Distribution System</b> Construction of a water distribution system will involve creation of a water facility and system in conjunction with a multi-jurisdictional water plan, re-drilling of the existing well, water distribution, utilities, grading/roads, sewer and storm drainage throughout the airport property.</p>	\$2,600,000	3,050,000
2	<p><b>Cascade Park Business Development</b> The project will provide infrastructure at Cascade Business Park in Skamania County</p>	\$1,300,000	\$1,300,000
3	<p><b>Bingen Point Railroad Overpass</b> Port of Klickitat recognizes a need for additional access to Bingen Point Industrial Area. A new railroad overpass will provide the necessary access, which may increase use of the Industrial Area.</p>	\$8,000,000	\$10,000,000
4	<p><b>North Bonneville Well Pumphouse</b> The pumphouse will serve commercial and industrial interests and ties into the success of Cascade Business Park infrastructure.</p>	\$1,200,000	\$1,650,000
5	<p><b>Col. Gorge Regional Airport Incubator</b> Provide a business development incubator and a center for business financial and management counseling/training for Klickitat County small businesses and provide office space for biz. park manager.</p>	\$250,000	\$300,000

### Oregon Technical Assistance Projects

<i>Proposed Priority</i>	<i>Project</i>	<i>Funding Needed</i>	<i>Total Project Cost</i>
1	<p><b>Multi-Jurisdiction Wind Generation Facility</b> Hood River County has entered into discussions with several counties/organizations about the possibility of teaming resources to develop one or more community scale wind generation facilities. This study would address both the feasibility of the various organizations forming such a cooperative, associated legal issues, and site specific suitability factors.</p>	\$1,600,000	\$1,600,000

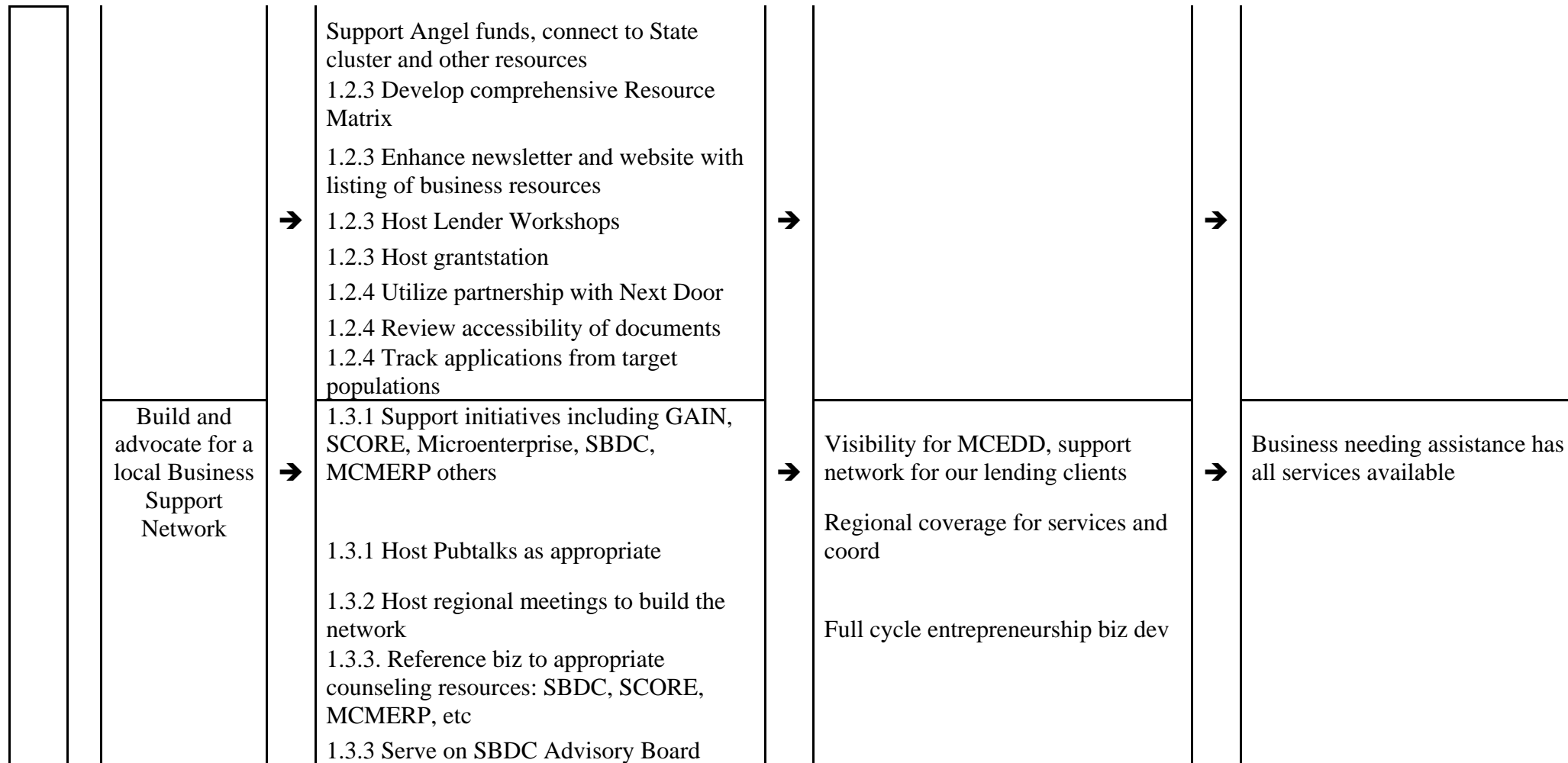
2	<p align="center"><b>Giles French Park</b></p> <p>Sherman County would like to develop the park into an overnight RV Park that is manned and secure.</p>	\$50,000	\$50,000
3	<p align="center"><b>Mosier Groundwater Sustainability Study</b></p> <p>Water levels in Mosier-area wells have dropped by up to 200 feet in the past 30 years, affecting residential and agricultural uses. The USGS identified commingling wells as the primary cause of water level declines. Further study is needed to develop a plan to address the problem.</p>	\$240,000	\$315,000
4	<p align="center"><b>Simmasho Multi-Use Facility</b></p> <p>Simmasho is a growing community on the Warm Springs Reservation which lacks developed building space for offices, businesses and community uses. This project would build a multi-use facility for the Simmasho and Schoolie Flat communities.</p>	\$500,000	\$2,000,000
5	<p align="center"><b>Forest Biomass Collection Facility</b></p> <p>This project includes planning for the establishment of a biomass collection facility. This would eliminate slash burning of the County forest. This project includes study and permitting of a small facility on County property.</p>	\$450,000	\$500,000

<b>Washington Technical Assistance Projects</b>			
<i>Proposed Priority</i>	<i>Project</i>	<i>Funding Needed</i>	<i>Total Project Cost</i>
1	<p align="center"><b>Gorge Tech Alliance R/D Center</b></p> <p>The lack of higher level research and development facilities currently limits the growth of the high tech cluster. The need for a facility has long been a goal of the GTA as identified by high tech businesses. This project would develop a needs analysis and feasibility study for a Regional Research and Development Center which would be instrumental in the long-term growth of the regional high tech cluster.</p>	\$80,000	\$100,000
2	<p align="center"><b>Joint Emergency Facility Study</b></p> <p>The City seeks to determine the feasibility of</p>	\$50,000	\$100,000

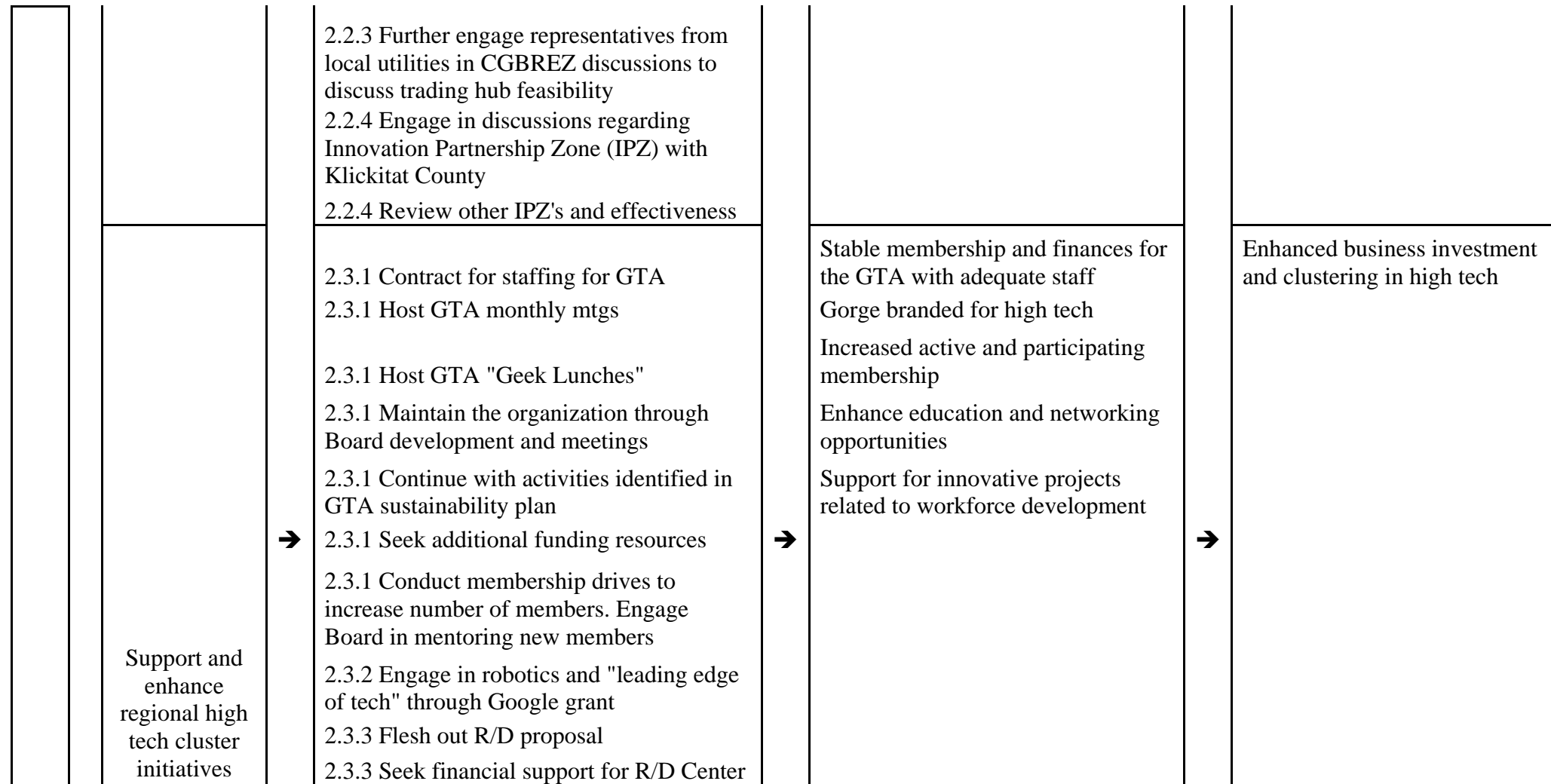
	housing Search and Rescue, sheriff, ambulance, and fire in one building.		
3	<b>Columbia River Shoreline Improvement</b> A permit has been submitted to enhance the Columbia River shoreline to increase access for further use/development.	\$575,000	\$750,000
4	<b>Broadband TA</b> Technical assistance is needed for an assessment of broadband needs in Skamania County. The assessment will inform investment in expansion of broadband services in the county and support rural economic development.	\$170,000	\$170,000
5	<b>Hood River Bridge Engineering</b> To improve the movement of goods and people across the Columbia River between the Bingen/White Salmon, Washington and Hood River, Oregon communities, multiple stakeholders have engaged in a Bridge Type, Size, and Location Study (TSL) for a new Columbia River Crossing. The current antiquated bridge is a vital link between OR and WA, and needs a long term operational solution.	\$200-250 million	\$200- \$250 million

**MCEDD ACTION PLAN FOR 2011-12**

	OBJECTIVES	ACTIVITIES: ACTION PLAN	OUTPUTS	OUTCOMES
Retain and expand existing businesses.	Promote use of RLF's	1.1.1 Seek federal funding: RBEG, IRP, CED, etc 1.1.1 Seek state funding 1.1.1 Research other funds (private, fdtn nonprof) 1.1.1 Seek local matching funds 1.1.2 Fully revolve new loan funds 1.1.2 Consolidate EDA RLF's 1.1.2 Update RLF plan 1.1.3 Continue to establish a strong loan referral network through SBDC connection, serve on advisory committee 1.1.3 Market programs: Attend Chamber functions, meet with bankers, distribute brochures	Additional MCEDD loan funds for region Focus on areas with lesser funds Increased visibility of loan funds Matching funds committed Efficient functioning of our loan programs Customer is aware of options	Job creation through access to capital Increase partnerships/viability
	Grow availability of funding sources for businesses.	1.2.1 Utilize partner agencies in supporting identification of resources; best practices through NADO members 1.2.2 Increase packaging services: engage in trainings with State 1.2.2 Increase packaging services: meet with CDFI and CDC's serving the region	Lending community is aware of our programs MCEDD staff is knowledgeable of lending resources available Increase in loan funds to the region	Finance businesses with highest economic potential: best use of RLF funds



	OBJECTIVES	ACTIVITIES: ACTION PLAN	OUTPUTS	OUTCOMES
Attract new business and industry	Actively recruit businesses that utilize existing regional job skills	<p>2.1.1 Provide support for Columbia Gorge Economic Development Association</p> <p>2.1.2 Engage with Regional Solution Centers</p> <p>2.1.2 Zoomprospector</p> <p>2.1.2 Oregon and WA prospectors; build state relationships</p>	<p>Additional businesses located in the region</p> <p>Functioning regional website and association to respond to inquiries</p>	Increase in quality of jobs and economic resiliency
	Create economic opportunities in renewable energy	<p>2.2.1 Host Columbia Gorge Bi-State Renewable Energy Zone discussions: Provide a forum for communication and information dissemination</p> <p>2.2.2 Follow-up with contacts from past tradeshows</p> <p>2.2.2 Explore options for regional fly-in</p> <p>2.2.2 Engage in regional responses to contacts for renewable energy investment; meet with companies</p> <p>2.2.3 Seek advocate; research funding options</p>	<p>Columbia Gorge branded for renewable energy investment</p> <p>Attract business investment and job creation in the region; particularly component manufacturing</p> <p>Regional cohesion and cooperation in attracting businesses</p>	<p>Economic diversification</p> <p>Further increase benefit from job creation activities in RE</p>



	OBJECTIVES	ACTIVITIES: ACTION PLAN	OUTPUTS	OUTCOMES
Create adequate public infrastructure	Identify opportunities to act cooperatively to ensure and initiate development	<p>3.1.1 Support Sustainability Consortium</p> <p>3.1.1 Host a RARE for Consortium</p> <p>3.1.1 Develop strategic/implementation plan for Consortium</p> <p>3.1.2 Maintain Bi-State Economic Vitality Plan</p> <p>3.1.2 Host at least annual mtg of Bi-State Council</p> <p>3.1.2 Provide bi-state, regional leadership</p> <p>3.1.2 Explore issues affecting NSA economic development, incl UGA</p> <p>3.1.3 Explore partnership opportunities with the Tribes in MCEDD region</p> <p>3.1.3 Continue conversations related to Giles French Park</p> <p>3.1.3 Incorporate tribes input more effectively into CEDS planning</p>	<p>Strategic plan for Consortium</p> <p>regional economic development strategy relevant to NSA</p> <p>Increased membership in Consortium</p> <p>Increased tribal partnerships</p>	<p>development in a manner consistent with region's potential and desires</p> <p>Consortium allows full range consideration of issues as they affect transportation, housing, economy..</p>
	Provide TA support to community projects	<p>3.2.1 Trainings for staff on grant admin</p> <p>3.1.1 Seek MCEDD OR center certification through Oregon IFA</p>	<p>Members utilize our TA services</p> <p>Projects in our region successfully completed with no findings</p>	<p>Increased efficiency for region to engage in PW projects</p> <p>Additional funds for region through grants</p>

		<p>3.2.1 Provide grant admin for Oregon Department of Energy projects, as contracted</p> <p>3.2.1 Provide grant admin for CDBG funded projects, as contracted</p> <p>3.2.2 Advise communities regarding CDBG projects</p> <p>3.2.2. Participate in community tours to educate staff.</p> <p>3.2.2. Host MCEDD Board mtgs throughout the region to educate board</p> <p>3.2.2 Offer grant writing services for community projects</p> <p>3.2.2 Market our programs to all members through: newsletter, newspaper, letters direct to entities</p> <p>3.2.3 Provide grant admin as contracted for housing projects</p> <p>3.2.3 Participate in and facilitate discussions related to workforce housing</p>	<p>Additional grant resources to the region</p> <p>Trained/qualified staff and organization</p>	
	<p>Provide information on EDA funding.</p>	<p>3.3.1 Meet with EDA University Centers, submit proposals</p> <p>3.3.2 Washington Economic Development District Association: engage in and further develop a learning network with other EDD's</p> <p>3.3.2 Oregon Economic Development District Association: member, host listserve and website</p>	<p>EDA information widely distributed</p> <p>MCEDD known as the EDA local service delivery mechanism</p>	<p>Increased access to EDA funding, resources</p>

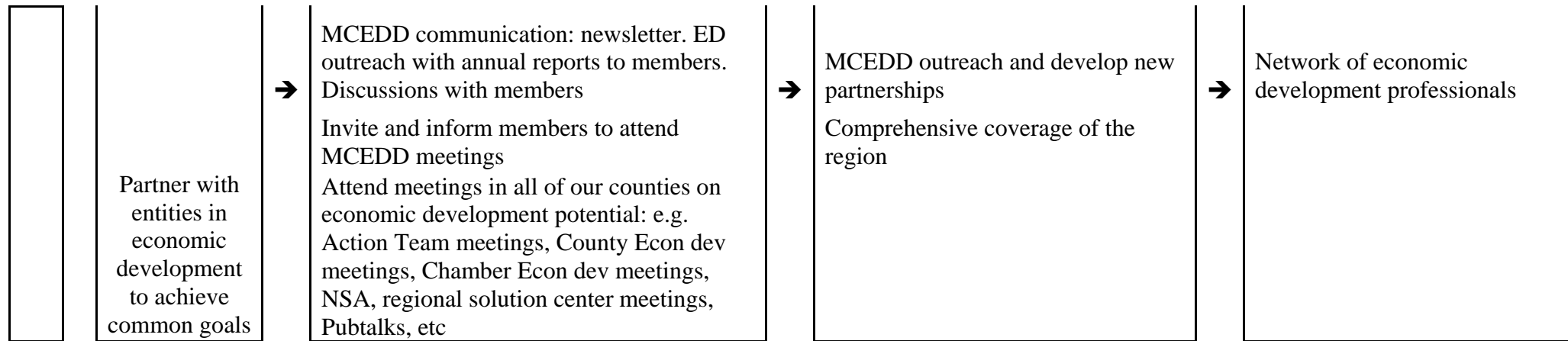
		<p>3.3.2 Participate in training through EDA/ NADO</p> <p>3.3.2 Membership in NADO; distribute information related to EDA</p> <p>3.3.3 Include an EDA focused section on the MCEDD website and disseminate information regionally</p> <p>3.3.3 MCEDD newsletter: publish monthly with at least one section on EDA</p>	<p>Additional EDA resources</p> <p>Peer learning strengthens the organization</p>	
	Support availability of high-speed connectivity	<p>3.4.1 Host Oregon Connections 2011</p> <p>3.4.1 Contract to staff Oregon Connections</p> <p>3.4.2 Distribute information related to funding opportunities</p> <p>3.4.2 Participate in Klick/Skamania Broadband committee</p> <p>3.4.2 Support regional proposals for connectivity</p>	<p>Regional proposals for telecomm developed</p> <p>Regional participation in OR Connx conference</p> <p>OR Connx conference occurs</p>	Additional broadband capabilities in the region for residents and businesses to prosper
	Transportation	<p>3.5.1 Host a Mobility Manager on staff</p> <p>3.5.1 Coordinate regional transportation network through TransLink meetings; increase advisory committee strength</p>	<p>Fully funded mobility management position</p> <p>Strong and vibrant Gorge Translink network, facilitating coordination</p>	<p>Employers locate in the region in relation to options for their employees</p> <p>Increased ease to move people around the region</p>

		<p>3.5.2 Host forums and discussion groups</p> <p>3.5.2 Marketing: website, decals, social marketing</p> <p>3.5.2 Support and dissemination information on resources for transit</p> <p>3.5.3 analyze UofO study</p> <p>3.5.3: Participate in ToGo, Statewide TDM, and other initiatives for peer learning</p> <p>3.5.3 Meet with employers to support and coordinate their transportation requirements</p> <p>3.5.4 Seek private, foundation, govt and other resources</p> <p>3.5.4 Seek resources for transportation options through both DOTs</p> <p>3.5.5 Research scheduling software</p> <p>3.5.5 Develop a concept for regional fares and coord.</p>	<p>Guide to transportation resources and employer resource guide</p> <p>Additional options for transport (ridesharing, vanpool, etc)</p> <p>increased transportation options and integrated transportation systems</p>	<p>Bi-state transportation coverage to increase ease of moving people, make it easier to retain a business</p>
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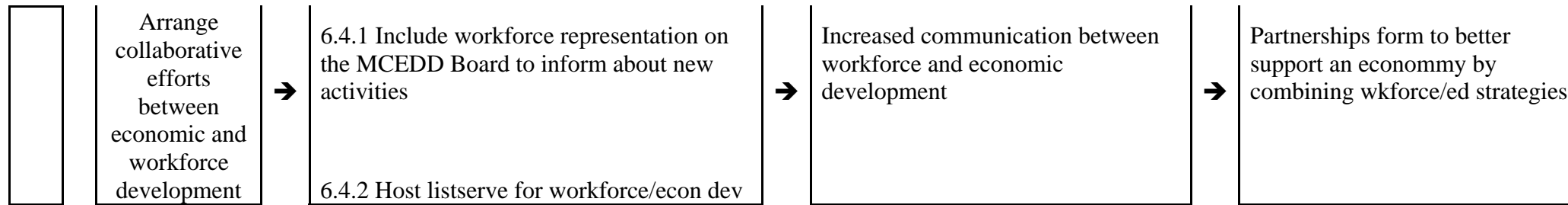
OBJECTIVES	ACTIVITIES: ACTION PLAN	OUTPUTS	OUTCOMES
<p>Provide a regional clearinghouse for statistics and grants</p>	<p>→ 4.1 Web maintenance- include monthly and annual stats and grant info. Redesign site to accommodate</p> <p>→ 4.1 Grant station: maintain subscription for use by staff and our members</p> <p>→ 4.1 MCEDD newsletter: distribute monthly. Include stats and grant resources in each</p> <p>→ 4.1 Nonprofit assistance: provide information on obtaining 501c3 status</p>	<p>Comprehensive MCEDD website</p> <p>Guidebook for nonprofits</p> <p>Grant resources and dissemination</p>	<p>Increased capacity to obtain funding</p>
<p>Provide gap economic development support</p>	<p>4.2.1 Contract with Hood River EDWOG</p> <p>4.2.1 Sherman County: contract for staffing economic development.</p> <p>4.2.1 Provide staffing support for the Oregon Investment Board</p> <p>4.2.1 Meet regularly in support of Klickitat and Skamania ADO's</p> <p>4.2.1 Engage in discussions across MCEDD membership for econ dev support</p> <p>4.2.1 Wasco County EDC: contract for staffing. Develop workplan, budget, strategic plan, and host meetings</p> <p>4.2.2. Host a Census training on utilization of data</p> <p>4.2.2 Offer financial services training</p>	<p>Fill in gaps and provide services for which members lack the capacity to fill.</p> <p>Funding provided through OIB</p> <p>Members have access to financial services</p>	<p>Capacity building and TA to support members through combining resources</p>

	→	4.2.2 Apply for SET; progress with hosting trainings as appropriate	→		→	
Provide support services to communities seeking EDA funding.	→	4.3 As the EDA designee, apply for planning grants and ensure adequate local match	→	Be a knowledge resource for those seeking to identify funding resources	→	Additional EDA \$ in the region
		4.3 Provide training for staff and Board on EDA programs		Access planning grant resources		
		4.3 Arrange for EDR visits to the region		Educate our EDR about our region		
		4.3 Annually regionally prioritize projects				
		4.3 Support and advocate for applications to EDA from our region, help develop, and attend IRC discussions				

	OBJECTIVES	ACTIVITIES: ACTION PLAN	OUTPUTS	OUTCOMES
Continue to build the economic support structure	Support businesses through cluster initiatives	<p>5.1.1 Provide support for the Gorge Technology Alliance through 5 yr wkplan (see: Biz Attraction)</p> <p>5.1.1 Provide support for CGBREZ through 5 yr workplan (see: Biz Attraction)</p> <p>5.1.1 Provide support for the Arts and Cluster Association- staffing, strategic planning and workplans, fiscal admin</p> <p>5.1 Provide staffing support for the Gorge Health Connects through 5 yr workplan</p> <p>5.1.2 Analyze new clusters within our CEDS and pursue funding to support new and existing clusters</p> <p>5.1.3 Participate in state cluster discussions</p>	<p>Vibrant and active clusters</p> <p>Formation of new cluster initiatives</p>	<p>Grow and sustain the economic base of the region</p>
	Address bi-state barriers for industries	<p>Partner with the Gorge Commission on legislative issues</p> <p>Develop handbook for companies seeking to locate or expand to navigate the multiple government entities</p> <p>Provide regional leadership on identifying bi-state barriers</p> <p>Communicate bi-state issues to legislative representatives; further develop legislative relationships</p>	<p>Legislative support crosses jurisdictional boundaries</p> <p>Projects developed with bi-state focus</p>	<p>Collective regional responses to our needs</p>



	OBJECTIVES	ACTIVITIES: ACTION PLAN	OUTPUTS	OUTCOMES
Ensure a qualified/available workforce and training opportunities	Support local educational institutions in assessing needs and expanding capacity for training.	<p>Act as a resource center for information about economic data to support workforce planning Support Community College Accreditation Process</p> <p>Include workforce representation in Sustain Consortium</p>	Integrated with educational goals	Training partners develop programs for a qualified workforce
	Seek to assure jobs/ training for minority and low income populations.	<p>Partner with agencies for translation services as necessary</p> <p>Support Next Door applications for funding</p> <p>Review actual service provision in relation to demographics to ensure we hit targets</p> <p>Market programs across multiple media sources</p>	<p>Materials available in Spanish, as applicable</p> <p>Reports on our service targets and re-focusing if we do not meet</p>	Services accessible to all populations
	Assist employers to expand their operations by hiring locally	<p>Gorge Technology Alliance job database: host website, newsletters, support job fair</p> <p>Develop and distribute an employer's guide to transportation.</p> <p>Support job fairs: distribute information</p> <p>Meet with local employers regarding MCEDD's services and options</p> <p>Coordinate regional proposals for employers, as applicable</p>	<p>Resource for job seekers: job database</p> <p>Resource for employers</p>	<p>Increased effectiveness in local individuals finding jobs</p> <p>Business location in the region facilitated by strong workforce</p>



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## **PERFORMANCE MEASURES**

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The performance measures for the Comprehensive Economic Development Strategy include the following:

- Number of new initiatives implemented from the CEDS
- Number of jobs created or retained and cost/job
- Leverage of private funding for every \$1 of funds committed
- Leverage of public funding for every \$1 of funds committed
- Percentage of sub-state jurisdictions participating in the district who are eligible to participate

Performance will be measured annually based upon the annual action plan approved by the MCEDD Board and the performance measures listed in the approved CEDS. In addition, a full annual report will be developed describing the accomplishments of the district covering each fiscal year. Both reports will be submitted annually to the Economic Development Administration and provided to the MCEDD Board of Directors and CEDS Committee.

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## ECONOMIC DEVELOPMENT RESOURCES AND PARTNERS

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As part of its responsibilities for regional planning and development, MCEDD coordinates with a variety of local, state and federal entities in carrying out the MCEDD action plan and Comprehensive Economic Development Strategy. It is essential to bring all of these talents and resources together in order to accomplish the economic development so critical to this area. The following is a brief description of these important organizations and some of the ways we have worked with them.

### **Federal**

#### **Economic Development Administration**

As the agency responsible for economic development planning for the five-county district, MCEDD coordinates the process of gathering the information and building consensus for the development of the annual CEDS. This process is part of the requirement by EDA in our planning grant work plan. It is an essential part of our role as liaison between EDA and the local communities. It helps these communities to identify needs and to apply for funding for economic development projects. MCEDD can assist communities to pursue funding for projects. Some project examples include infrastructure, technical assistance, feasibility studies, business assistance and any other projects that will bring jobs and economic diversification to the area. These strategies seek to address both the long-term economic distress of the area as well as acute economic dislocations caused by downturns in specific economic sectors.

MCEDD has recognized that one of the major barriers to business growth and job creation within the district is access to capital. The strategy to address this has taken the form of a Revolving Loan Fund capitalized by grants from EDA. MCEDD utilizes these funds to assist businesses to secure adequate funding for expansion or start-up projects that will create or retain jobs.

In pursuing adequate infrastructure needed to allow for economic growth and diversification, MCEDD helps communities access EDA programs and other grant and loan sources, putting together funding packages that make these improvements possible.

#### **U.S. Department of Agriculture (USDA)—Rural Development**

Rural Development is another federal agency which has been a partner in economic development activities in the district. In past years this agency has been a major source of financing for infrastructure and community development projects, many times combining with funding from EDA and/or state dollars. It has also been a source of support for our business activities in recapitalizing our loan funds and supporting entrepreneurial activities through Rural Business Enterprise Grants.

#### **U.S. Small Business Administration (SBA)**

The SBA is a resource that has been used to a large extent in the financing of small business expansion projects in our region. MCEDD business assistance/loan staff has packaged loans

under the SBA-504 program and has had numerous SBA 7-A loans as part of financing packages in conjunction with our other loan resources.

### **National Association of Development Organizations**

MCEDD participates in this membership association which supports economic development districts throughout the nation.

### **State**

#### **Oregon Business Development Department (OBDD) and Oregon Infrastructure Finance Authority (IFA)**

OBDD is the state's economic development entity. MCEDD lending staff works to assist loan applicants to access OBDD loan programs. Many times these applications are in conjunction with MCEDD RLF loans as part of an overall package. MCEDD staff also works with OBDD in development of our industry cluster. The IFA provides support of infrastructure in the region and MCEDD staff works with the Department particularly for Community Development Block Grant funded projects.

#### **Washington State Department of Commerce**

Commerce is the state's economic development entity. MCEDD staff works with the Department particularly related to infrastructure financing, training, and revolving loan fund development.

#### **Oregon Solutions and Regional Solution Centers**

MCEDD partners with Oregon Solutions on issues relevant to our three Oregon counties. The mission of Oregon Solutions is to develop sustainable solutions to community-based problems that support economic, environmental, and community objectives and are built through the collaborative efforts of businesses, government, and non-profit organizations. Regional Solution Centers (RSC) were created by the Office of the Governor to combine Economic Revitalization Teams with advisory committees similar to the Oregon Solutions model. MCEDD participates in the Central Oregon RSC.

#### **Washington EDD Association**

MCEDD participates as a member of the Washington Economic Development District Association. The Association is still in formation stages.

#### **Oregon EDD Association**

The Oregon Economic Development District Association is an active organization supporting the districts throughout the state. MCEDD participates in all activities, acts as the chair for 2012 and supports communication for the Association.

### **Regional**

#### **Columbia River Gorge National Scenic Area**

As part of the legislation creating the National Scenic Area, each state was entrusted with funding for economic development within the Scenic Area boundaries. Each state created appointed Investment Boards to make decisions on use of those funds for grants and loans. In addition there is a Bi-state Advisory Committee, which works on general policy and strategy for economic development.

MCEDD has been a member of the Bi-state Advisory Committee since its inception. Additionally, under contract with the State of Oregon, MCEDD has been the administrator of the Oregon program and staff for the Oregon Investment Board. MCEDD administers all of the grants and loans for the OIB. MCEDD loan staff receives applications and analyzes and presents loans to the OIB. Staff review and present all of the grant requests, as well. Staff also coordinates with the Columbia River Gorge Commission to get certification that the projects are consistent with the National Scenic Act (NSA). MCEDD provides assistance to applicants in accessing the Washington Investment Board NSA programs, which are administered by the Skamania County Economic Development Commission.

### **Columbia Gorge Sustainability Consortium**

The Consortium was formed as a partnership between Mid Columbia Housing Authority, Columbia River Gorge Commission, Mid-Columbia Council of Governments and Mid-Columbia Economic Development District. It is designed to provide coordination between workforce, transportation, housing, land use, and economic development efforts.

### **Mt. Hood Economic Alliance (MHEA)**

Hood River and Clackamas Counties formed a partnership to operate two lottery funded programs, Regional Investment Fund and Rural Investment Fund. As of 2004, Wasco County has joined this Alliance. Economic and community development projects located in these counties can apply for grants and loans. MCEDD staff consults with MHEA staff and attends meetings of MHEA to make sure we are aware of their vision, plans, and procedures. Due to legislative defunding of regional rural investment boards, this organization operates solely from revolved funds.

### **County Economic Development**

#### **Klickitat County Economic Development Authority**

The Klickitat EDA works to improve the economic conditions in the County. Staff work to create or retain jobs, improve infrastructure, and coordinate federal and state funding. MCEDD works closely with the Klickitat EDA on projects in Klickitat County.

#### **Skamania County Economic Development Council (EDC)**

The Skamania EDC is an integral part of economic development activities in the County. The EDC is staff for the Washington Investment Board and consequently MCEDD works closely with that agency to coordinate National Scenic Area bi-state activities.

#### **Hood River Economic Development Working Group**

The working group was formed as a partnership between the cities and ports in Hood River County, Hood River County Chamber of Commerce, Hood River County, and Mid-Columbia Economic Development District. It meets to discuss issues affecting economic development in the County.

#### **Wasco County Economic Development Commission**

Wasco County has an active committee of government leaders and private citizens who make economic development related recommendations to the County Commission. MCEDD provides staffing for the Commission to work to improve the economic conditions within the County.

### **Sherman County Economic Development**

MCEDD provides staffing for Sherman County economic development. Additional support is provided through the Sherman County Planning and Community Development Department.

### **Jurisdictions**

Counties: Klickitat, Skamania, Hood River, Wasco, Sherman

Incorporated Cities:

Klickitat County: Bingen, Goldendale, White Salmon

Skamania County: Stevenson, North Bonneville

Hood River County: Cascade Locks, Hood River

Wasco County: The Dalles, Maupin, Mosier, Dufur, Shaniko, Antelope

Sherman County: Grass Valley, Moro, Rufus, Wasco

Ports: Cascade Locks, Hood River, The Dalles, Klickitat, Skamania

Tribes: Umatilla, Nez Pearce, Warm Springs, and Yakama tribes

### **City of The Dalles Urban Renewal Agency**

The Columbia Gateway/Downtown Urban Renewal Plan and Report allows for a variety of projects and activities including Property Rehabilitation Grant and Loan Programs. The City contracted with MCEDD to develop and design this grant and loan program. MCEDD staff also provides ongoing administrative support to the agency for this program.

The program provides for grants to non-profit or civic organizations for civic improvements in the Urban Renewal district. There are also grants available for design service to applicants for loans under the Historic Restoration Program. Loan interest subsidies are available for projects to restore and improve facades and other qualified work on buildings in the district. Participating private commercial banks makes these loans and the Urban Renewal Agency pays the interest. Loan interest subsidies are also available for redevelopment of unused and underused properties. Direct loans are available for demolition of blighted property. These loans can be forgiven under certain conditions.

### **Tourism**

MCEDD is a member of all Chambers in our region:

- Goldendale Chamber of Commerce
- Mt Adams Chamber of Commerce
- Skamania Chamber of Commerce
- The Dalles Chamber of Commerce
- Hood River Chamber of Commerce

### **Columbia River Gorge Visitor's Association (CRGVA)**

CRGVA supports the chambers in the Mid-Columbia region.

### **John Day Regional Territory**

This partnership between Sherman, Gilliam, Wheeler and Grant counties is a regional tourism marketing effort. MCEDD staff participates on behalf of Sherman County and acts as fiscal agent for funding to the group.

### **Workforce Training**

#### **Columbia Gorge Community College (CGCC)**

CGCC is the region's community college and provides professional and technical training, general education courses, and basic skill building. Cornerstone programs offered by the college which have supported the region's economic development initiatives include Nursing and Renewable Energy Technology training. The College is currently accredited through an association with Portland Community College, but is seeking independent accreditation.

### **K-12**

The K-12 system in the region is the primary provider for basic skills development. Most school districts have struggled in the past couple of years to maintain vibrancy during state and federal budget cuts. Multiple private institutions and additional charter schools also exist within the region to offer specialized options for education.

### **Opportunity Connections**

Opportunity Connections provides employment and training for citizens of the Mid-Columbia area with disabilities. The business operations of Opportunity Connections provide employment for over 300 people per year through packaging, assembly, commercial sewing, lettershop, janitorial services, and supported employment in Hood River, Klickitat, and Wasco Counties.

### **Mid-Columbia Council of Governments**

The Council of Governments administers Workforce Investment Act funding and serves Hood River, Wasco, Sherman, Gilliam and Wheeler counties.

### **Worksource Oregon and Washington**

Worksource Oregon provides a regional training fund for Hood River, Wasco and Sherman counties and is a resource for local employers. Worksource Washington/Columbia Gorge provides employment assistance and a regional training fund for Klickitat and Skamania counties.

### **Public Transportation**

Hood River Transportation District  
Transportation Network  
Mt Adams Transportation  
Skamania County Transportation  
Sherman County Transit  
Gorge TransLink

### **Business Financing and Counseling**

**Commercial Banks**

Most of the business financing packages in which MCEDD has been involved include a major part by private commercial banks. Without them business development would not happen. MCEDD does not attempt to supplant bank financing. Rather, it attempts to encourage their participation by making projects possible that require their loans.

### **Columbia Gorge Community College, Small Business Development Center**

The Small Business Development Center at the college provides assistance to small businesses in the region by offering counseling and training. Many of the small businesses that request loans for one of the MCEDD loan programs have received services from the SBDC.

### **Mentoring programs**

Include SCORE and the Mid-Columbia Microloan Referral Program

### **Columbia Area Basin Asset Building Initiative**

MCEDD participates in this growing group which is focused to financial literacy, microlending, and basic business training to support entrepreneurial development. The group is currently working from a Paul G. Allen Planning grant which covers an area including Klickitat and Skamania counties.

### **Next Door**

Providing intensive support to the Latino community, Next Door is a critical source for individuals to seek initial advice when starting a business venture. Next Door has the capacity to then partner with the SBDC, MCEDD, or microenterprise funds to assist their clients. They also provide translation services to MCEDD on an as-needed basis.

### **Gorge Angel Investor Network**

The Gorge Angel Investor Network (GAIN 1, 2, 3, and 4) and the Gorge Angel conference are vital partners in business financing.

### **Energy**

#### **Utilities**

Klickitat PUD, North Wasco PUD, Wasco Electric Coop, Hood River Electric Coop, Skamania PUD, City of Cascade Locks, CenturyLink, NW Natural, Avista, and Bonneville Power Administration are major players in the region as utility service providers.

### **Associations**

Columbia Gorge Bi-State Renewable Energy Zone (CGBREZ)  
Community Renewable Energy Association (CREA)

### **Other Entities Involved in Economic Development**

#### **Mid-Columbia Housing Authority**

The Housing Authority has been active in receiving funds to support low income and workforce housing. They are a critical component of the regional economy. MCEDD has provided grant administration support to their new project in Hood River as well as advice on potential funding sources for projects.

### **Mount Adams Resource Stewards (MARS)**

MARS provides services in Klickitat County.

### **Gorge Grown Food Network and Farmers Markets**

Gorge Grown supports the local economy by serving “as a central source to inform, empower, and connect local Columbia River Gorge farmers, food producers, farm workers, consumers, policy-makers, educators, health promoters, and food enthusiasts.” It also provides a mobile farmer’s market to outreach to communities which was partially funded by the Oregon Investment Board. Additional farmer’s markets are supported throughout the region.

### **Gorge Owned Business Network (GO!)**

GO! provides a mechanism to connect and market local businesses and the impact of spending money locally. It also offers educational outreach and discussions. MCEDD staff participated on the steering committee for the 2011 GO! Local Economies Summit.

### **Gorge Oregon Entrepreneurs Network (Gorge OEN)**

Gorge OEN was established with financial support from the Oregon Investment Board, among other contributors. MCEDD hosts PubTalks in conjunction with Gorge OEN.

### **The Dalles Outreach Team**

The Outreach team is composed of members from the City of The Dalles, The Dalles Chamber of Commerce, Wasco County, Mid-Columbia Council of Governments, Mid-Columbia Economic Development District, Northern Wasco PUD, Northern Wasco School District, Port of The Dalles, and Columbia Gorge Community College. All members work cooperatively to identify and pursue projects that will benefit the area.

### **Private Business**

No economic development would take place with out the entrepreneurs and industries that invest and risk their time and money to the projects that are our economy. All of MCEDD’s activities take this into consideration.

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## EVALUATION OF MCEDD'S ACTION PLAN FOR 2010-11

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A full report for the accomplishments in relation to the work items outlined by the MCEDD board for 2010-2011 can be viewed by reading the 2010-2011 annual report or the final report to the EDA for the 2010-2011 planning grant.

In conjunction with the action plan and the resulting initiatives, from April 1, 2010 through March 31, 2011, MCEDD was able to:

- Implement 41 initiatives from the CEDS during the 2010-2011 planning grant investment period
  - 11 of these were technology based
  - 2 were funded by EDA and 39 by other sources
- Initiatives resulted in 48 jobs created or retained
- Private sector investment from project was \$1,121,436
- Public sector investment from projects implemented was \$541,831

All 22 sub-state jurisdictions eligible to participate in the districts participated by attending meetings or contributing financially.

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## APPENDICES A-C

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### *Appendix A – Regional Project List* MCEDD CEDS Projects

All of the projects listed below were prioritized based upon the following characteristics:

- **Readiness to proceed** with preference given to projects ready to start immediately.
- **Regional Impact** with preference given to projects that impact the entire region or a large portion of the region, rather than a single community.
- **Potential availability of funding sources** with preference given to projects with a higher degree of local match and with avenues for additional funding identified. Additional preference to those with the potential to qualify for EDA funding.
- **Economic impact** with preference given to projects with job growth/retention.

MCEDD requests the top five County priorities from the County economic developers for technical assistance and public works projects. These are vetted and approved through the governing bodies and most include a process for submission that includes consideration of projects in the county, cities, and from local partners. In addition, regional projects are solicited from MCEDD partners through the Columbia Gorge Sustainability Consortium.

<b>Infrastructure</b>			
<i>Project</i>	<i>Proponent</i>	<i>Description</i>	<i>Total Cost/Request</i>
Airport Water Distribution System	Regional Airport	Construction of a water distribution system will involve creation of a water facility and system in conjunction with a multi-jurisdictional water plan, re-drilling of the existing well, water distribution, utilities, grading/roads, sewer and storm drainage throughout the airport property.	\$3,050,000/\$2,600,000
Secondary Well Pumphouse	City of North Bonneville	The pumphouse will serve commercial and industrial interests and ties into the success of Cascade Business Park infrastructure.	\$1,650,000/\$1,200,000
Cascade Business Park Infrastructure, Phase 2	Port of Skamania	The project will provide infrastructure at Cascade Business Park. A building would be built by a tenant/owner and will be made available for lease or sale.	\$1,300,000/\$1,300,000
Columbia River Shoreline Improvement	Port/City of Stevenson	A permit has been submitted to enhance the Columbia River shoreline to increase access for further use/development.	\$750,000/\$500,000
Carson Water System Development	Skamania PUD	There are currently three potential sites to serve development of the Carson water system.	\$1,450,000/\$1,250,000
Last Mile Broadband Telecommunications	Skamania County EDC	Request to RUS for last mile broadband connections in Skamania County.	unknown
Dallesport Industrial Water System	Port of Klickitat	The Port of Klickitat water system study indicates a need for updates to the Dallesport water system to include combining distribution sections and separating the source, wellhouse, and miscellaneous other updates.	\$500,000/\$500,000
Dallesport Water Storage	Dallesport	Dallesport is the site of much anticipated public and private commercial, industrial and residential development. A single looped system with adequate storage is needed to meet current and future community and airport needs.	\$4,700,000/\$2,200,000
Dallesport Site Excavation	Port of Klickitat	The Port of Klickitat recognizes a need to bring Dallesport Industrial Park sites up to shovel ready status.	\$2,700,000/\$2,700,000
Dufur Dedicated Water Line to Reservoir	City of Dufur	The City of Dufur needs a dedicated water line from their well to their reservoir to meet required disinfection CT	\$75,000/\$37,500

		values for safe drinking water standards.	
The Dalles Industrial Park Waterline Upgrade	City of The Dalles	The Port of The Dalles Industrial Park is currently served by a 12” diameter water main that is undersized to meet desired fire flow rates. As the only water main supplying the Industrial Park, it also presents a single point of failure for important industrial water users there. The project would construct a second water main with an 8” diameter mainline.	\$2,166,000/\$1,789,175
Kent Well Study	Sherman County	The Kent Service District has an inadequate supply of water to serve its residents. The current well puts out 17 gallons per minute and cannot accommodate new residents or growth. The study will inform how to address the problem.	\$30,000/\$30,000
Wasco Waste Water Collection System Replacement	City of Wasco	The City plans to replace the its sewer collection system by implementing a phased improvement project, with line replacement to be constructed within a 10 year time frame.	\$200,000/\$120,000
City of Cascade Locks Municipal Water System	City of Cascade Locks	The City of Cascade Locks has a 246,000 gallon, concrete raw water tank reservoir built in 1935 that is deteriorating. The Hood River County Environmental Health Department recommended the City build a replacement tank to avoid possible contamination. Industry standards recommend a city to have storage capacity of three times their average daily use. A replacement reservoir of 500,000 gallons is required.	\$1,500,000/\$1,500,000
Hood River Waterfront Infrastructure for Light Industrial Development	Port of Hood River	In 2011, the Port of Hood River expects to obtain Site Certification for an 11.8-acre parcel ("Lot 1") on the Hood River Waterfront, the largest remaining area of light industrial zoning in the City of Hood River. Certification will elevate Lot 1 to shovel-ready status. Construction of infrastructure (water, sewer, and public streets) is necessary to prepare the site for appropriate industrial development.	\$4,000,000/ 3,000,000
City of Hood River Sewer Plant outflow Extension	City of Hood River	The City of Hood River’s wastewater treatment plant outfall pipeline discharges treated and disinfected effluent into the Columbia River. In its recent evaluation report, the Department of Environmental Protection identified poor	\$2,250,000/\$1,500,000

		mixing at the discharge pipe as a serious issue that needs to be corrected prior to the issuance of the next NPDES permit in five years. A limit was set for silver concentration and other monitoring requirements were added to the permit. Due to a lack of adequate mixing, silver will cause an exceedance of the water quality criteria at the edge of the mixing zone.	
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<b>Community Readiness/Capacity Building</b>			
<i>Project</i>	<i>Proponent</i>	<i>Description</i>	<i>Total Cost/Request</i>
Columbia Gorge Sustainability Plan	Columbia Gorge Sustainability Consortium	Development of a strategic and sustainability plan to increase regional capacity in the areas of affordable housing, transportation, community/economic development and workforce training. The plan will guide strategic collaborative action among regional partners in the Columbia Gorge Sustainability Consortium.	\$290,000/\$250,000
Broadband Technical Assistance	Skamania County EDC	Technical assistance is needed for an assessment of broadband needs in Skamania County. The assessment will inform investment in expansion of broadband services in the county and support rural economic development.	unknown
City of Stevenson Comprehensive Plan	City of Stevenson	The City's current plan is from 1984 and needs to be updated. The City is completing background analysis and scoping in preparation for a comprehensive plan update.	\$130,000/\$35,000
Mosier Groundwater Sustainability Study	Mosier Watershed Council	Water levels in Mosier-area wells have dropped by up to 200 feet in the past 30 years, affecting residential and agricultural uses. The US Geological Survey identified commingling wells as the primary cause of water level declines. Further study is needed to develop a plan to address the problem.	\$315,000/\$240,000
Giles French RV Park Study	Sherman County	Sherman County would like to develop the park into an overnight RV Park that is manned and secure.	\$50,000/\$50,000
Sherman County Strategic Plan	Sherman County	Sherman County's current Strategic Plan was completed in 1995 and updated in 1997. The County seeks to update the	\$30,000/\$30,000

		plan with feasible and relevant elements.	
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<b>Redevelopment/Downtown Revitalization/Community Facilities</b>			
<i>Project</i>	<i>Proponent</i>	<i>Description</i>	<i>Total Cost/Request</i>
Mid-Columbia Center for Living Facility	Mid-Columbia Center for Living	This project involves construction of a behavioral health center of approximately 18,000-25,000 square feet to house 55-60 FTE and provide services to residents of Wasco, Sherman, and Hood River Counties.	\$4,300,000/\$3,725,000
White Salmon ALF	Mid Columbia Housing Authority	The White Salmon ALF will meet a need for seniors who require assistance with daily living activities. 36 ALF units and 14 memory care units are proposed. Currently there are no facilities in White Salmon to serve the frail elderly.	\$8,500,000/\$8,500,000
Skamania Fire District #1 Firehouse	Skamania Fire Dept.	The Skamania Fire Department seeks to construct a new fire hall. Blueprints for the construction have been completed.	\$2,000,000/\$2,000,000
Joint Emergency Facility Feasibility Study	City of Stevenson	The City seeks to determine the feasibility of housing Search and Rescue, sheriff, ambulance, and fire in one building.	\$100,000/\$50,000
Goldendale Downtown Revitalization	City of Goldendale	Project to determine investments appropriate to restore downtown vitality.	\$200,000/\$200,000
Lyle Revitalization	Klickitat County	Study to determine potential future uses of available or vacant lands, buildings, and other community resources.	\$70,000/\$50,000
Downtown The Dalles Parking Structure	City of The Dalles	Parking in downtown The Dalles is a barrier to redevelopment opportunities. The redevelopment of the Granada block makes it even more important to add parking space downtown. A 200 space parking structure would be built on the surface lot adjacent to the Granada development.	\$3,300,000/\$2,300,000
Simnasho Multi-Use Facility	Confederated Tribes of Warm Springs	Simnasho is a growing community on the Warm Springs Reservation which lacks developed building space for offices, businesses and community uses. This project would build a multi-use facility to provide space for the Simnasho	\$2,000,000/\$500,000

		and Schoolie Flat communities.	
Moro Medical Clinic Renovation	Sherman County Health District	The Health District would like to renovate and enlarge the existing Moro Medical Clinic, which will allow an increase in exam rooms from two to four rooms. The project would also put in another bathroom dedicated to urine drug testing. It will entail merging the annex building into the existing medical clinic to better utilize both buildings.	\$411,000/\$375,000
Rufus Community and Training Center	City of Rufus	The City of Rufus purchased the former Rufus Grade School, which currently houses City Hall. The Center will serve as a site to congregate for citizens and as a hub for community and regional events. A market and feasibility study conducted by PARC Resources shows favorable demand and the ability to support itself after the renovation.	\$4,000,000/\$2,780,000
Sherman County Office Annex and Design	Sherman County	Sherman County would like to build an additional annex to the court house to house all county departments in one location. The current courthouse has run out of space and while additional offices are located within the City of Moro, having all offices on one site would better serve the public.	\$1,000,000/\$1,000,000

### Employment Lands/Bldgs

<i>Project</i>	<i>Proponent</i>	<i>Description</i>	<i>Total Cost/Request</i>
Columbia Gorge Regional Airport Incubator	Klickitat County	Provide a business development incubator and a center for business financial and management counseling/training for Klickitat County small businesses and provide office space for business park manager.	\$300,000/\$250,000
Dallesport Spec Building	Port of Klickitat	The Port seeks to construct a spec building at the Port facilities in Dallesport.	\$4,000,000/\$4,000,000

### Workforce/Education

<i>Project</i>	<i>Proponent</i>	<i>Description</i>	<i>Total Cost/Request</i>
GTA Research and Development Center	Gorge Tech Alliance	The lack of higher level research and development facilities currently limits the growth of the high tech cluster. The need for a facility has long been a goal of the GTA as identified by high tech businesses. This project would develop a needs analysis and feasibility study for a Regional Research and Development Center which would be instrumental in the long-term growth of the regional high tech cluster.	\$100,000/\$80,000
Gorge Applied Training Center	Mid-Columbia Council of Governments	The Gorge Applied Technology Center is a facility focused on workforce training, primarily high school aged participants. It will focus on the construction trades with an emphasis on “green” environmentally sensitive practices.	\$8,000,000/\$7,000,000

### **Transportation**

<i>Project</i>	<i>Proponent</i>	<i>Description</i>	<i>Total Cost/Request</i>
Regional Airport Terminal	Columbia Gorge Regional Airport	The Columbia Gorge Regional Airport seeks to replace the present airport terminal to increase operational capacity and services available to businesses and the public.	\$1,000,000/\$750,000
Columbia Gorge Airport Runway Strengthening	Columbia Gorge Regional Airport	The existing runway pavement does not meet the rating shown on the Master Plan, has a line-of-sight safety hazard, and is below the strength needed for some of its users. The runway needs to be strengthened and lengthened to increase its service capacity.	\$10,050,000/ \$3,800,000
The Dalles Transportation Center	Mid Columbia Council Of Governments	The City of The Dalles Multi-Modal Transportation Center will provide a central location for transportation services in Wasco County. The facility will include offices, dispatching facilities, Medicaid brokerage service, training room, vehicle service center, vehicle storage space, park and ride facility, and intercity Greyhound Lines services.	\$3,500,000/\$3,450,000

Feasibility Study- Multi Use Trail Carson to Beacon Rock	Cities of Stevenson and N Bonneville	The Cities of North Bonneville and Stevenson desire to determine the feasibility of constructing a trail from Carson to Beacon Rock as part of an effort to expand regional recreation and multi-modal transportation opportunities.	\$100,000/\$100,000
Bingen Point Railroad Overpass	Port of Klickitat	Port of Klickitat recognizes a need for additional access to Bingen Point Industrial Area. A new railroad overpass will provide the necessary access, which may increase use of the Industrial Area.	\$10,000,000/\$8,000,000
Hood River Bridge Engineering	WSDOT	To improve the movement of goods and people across the Columbia River between the Bingen/White Salmon, Washington and Hood River, Oregon communities, multiple stakeholders have engaged in a Bridge Type, Size, and Location Study (TSL) for a new Columbia River Crossing. The current antiquated bridge is a vital link between OR and WA, and needs a long term operational solution.	\$200-250 million/\$200-250 million
Downtown The Dalles Riverfront Undercrossing	City of The Dalles	The freeway and railroad separate The Dalles from the Columbia River, precluding river access from the downtown area and the rest of the community. A pedestrian-only access tunnel will pass under the freeway and railroad at Washington Street, linking the downtown core area to the river for tourism, recreational, and business uses.	\$9,850,000/\$3,800,000
South Hood River County Freight Route	Hood River County	Hood River County has underutilized industrial and commercially zoned areas lacking reasonable access for associated transportation. The current north-south routes involve steep grades, urban congestion, and restrictions on truck lengths. The County desires to expand on previously completed plans and studies, as well as starting the construction phase of the project.	\$10,000,000/\$10,000,000
Cascade Locks Industrial Park Entrance	Port of Cascade Locks	The City of Cascade Locks faces a significant challenge to develop a 90-acre parcel of land bound by the Columbia River, a residential area, I-84 / mainline of the UP Railroad, and the National Scenic Area. The Port supports construction of a new above-grade railroad crossing and I-84 interchange,	\$25,000,000/\$25,000,000

		which are necessary to enable development of the site.	
Cascade Locks Marine Park Entrance	Port of Cascade Locks	The Port of Cascade Locks desires to build a modern road and pedestrian access to the Marine Park that crosses the Mainline Railroad to eliminate safety concerns and enhance accessibility for trucks and recreational vehicles. The project will create a new primary entrance replacing the antiquated underpass currently used.	\$5,000,000/\$4,200,000
Cascade Locks Mountain Bike Trail System	Port of Cascade Locks	The Port of Cascade Locks has worked with the International Mountain Biking Association to prepare a mountain bike feasibility study and a conceptual trail plan. A NEPA study is necessary to move the project forward. The trail will provide regional recreation opportunities and bolster the local and regional economy through increased tourism.	\$100,000/\$100,000

### Renewable Energy

<i>Project</i>	<i>Proponent</i>	<i>Description</i>	<i>Total Cost/Request</i>
Trading Hub	MCEDD	Feasibility study to establish a renewable energy trading hub in the Mid-Columbia area.	\$250,000/\$250,000
Wind Generation Facility on State Lands	Hood River County	Hood River County has entered into discussions with several counties and organizations about the possibility of teaming resources to develop one or more community scale wind generation facilities. This study would address both the feasibility of the various organizations forming such a cooperative, associated legal issues, and site specific suitability factors.	\$1,600,000/\$1,600,000
Forest Biomass Collection Facility	Hood River County	This project includes planning for the establishment of a biomass collection facility. This would eliminate slash burning of the County forest. This project includes study and permitting of a small facility on County property.	\$500,000/\$450,000

**Other: Recreation, etc**

<i>Project</i>	<i>Proponent</i>	<i>Description</i>	<i>Total Cost/Request</i>
Fort Dalles Museum Historic Vehicle Display	Fort Dalles Museum	Fort Dalles Museum is the oldest historical museum in Oregon and has a varied collection of artifacts that are displayed and maintained in some of the most historical and architecturally significant buildings in the state. The museum's large and significant collection of horse drawn vehicles is housed in less than ideal situations partially exposed to the weather. A new building with space for display, interpretation and curatorial facilities is needed.	\$1,312,443/\$1,163,443
Thompson Park Aquatic Facility	Northern Wasco Parks/ Recreation	This project would replace the existing pool in The Dalles' Thompson Park with an innovative multi-use facility, which would include several pools, a gym, tennis courts, other recreational amenities, and offices for the District.	\$14,220,000/\$14,119,000
Dufur Park Irrigation System	Dufur Recreation District	This project would install an underground irrigation system in Dufur City Park.	\$15,000/\$10,000
Sherman County Fairgrounds Grand Stands and Restrooms	Sherman County Fairboard	This project would replace restrooms and grand stands at the Sherman County Fairgrounds.	\$140,000/\$140,000
Port of Cascade Locks Sail Park Expansion	Port of Cascade Locks	The Port is actively working to expand river resources for the sailing industry in Cascade Locks. The permitting is in process to allow for expansion and discussion is underway to enable the project to be used as a mitigation resource for a larger in-river project.	\$1,000,000/\$1,000,000

*Appendix B- MCEDD Board of Directors 2011 Roster/CEDS Committee*

<p><b>Mr. Ken Bailey</b> The Dalles, OR <b>Economic Interest:</b> Private business <b>Constituency:</b> Agriculture Representative <b>Exec. Committee:</b> No <b>RLF Committee:</b> No <b>Sex:</b> Male <b>Disabled:</b> No <b>Minority:</b> No</p>	<p><b>Mr. Don Stevens , Chairperson</b> North Bonneville, WA <b>Economic Interest:</b> Private business <b>Constituency:</b> Skamania County Cities <b>Exec. Committee:</b> No <b>RLF Committee:</b> No <b>Sex:</b> Male <b>Disabled:</b> No <b>Minority:</b> No</p>
<p><b>Ms. Jan Brending, Secretary/Treasurer</b> Bingen, WA <b>Economic Interest:</b> City of Bingen <b>Constituency:</b> Klickitat County Cities <b>Exec. Committee:</b> No <b>RLF Committee:</b> No <b>Sex:</b> Female <b>Disabled:</b> No <b>Minority:</b> No</p>	<p><b>Mr. Cliff Jett</b> Rufus, OR <b>Economic Interest:</b> Rufus City Mayor <b>Constituency:</b> Sherman County Cities <b>Exec. Committee:</b> No <b>RLF Committee:</b> No <b>Sex:</b> Male <b>Disabled:</b> No <b>Minority:</b> No</p>
<p><b>Mr. Mike Smith</b> Moro, OR <b>Economic Interest:</b> Sherman County Commissioner <b>Constituency:</b> Sherman County <b>Exec. Committee:</b> Yes <b>RLF Committee:</b> Yes <b>Sex:</b> Male <b>Disabled:</b> No <b>Minority:</b> No</p>	<p><b>Mr. Martin Campos-Davis</b> Hood River, OR <b>Economic Interest:</b> Washington Workforce <b>Constituency:</b> Minority <b>Exec. Committee:</b> No <b>RLF Committee:</b> No <b>Sex:</b> Male <b>Disabled:</b> No <b>Minority:</b> Yes</p>
<p><b>Mr. Bob Benton</b> Hood River, OR <b>Economic Interest:</b> Hood River County Commissioner <b>Constituency:</b> Hood River County <b>Exec. Committee:</b> Yes <b>RLF Committee:</b> Yes <b>Sex:</b> Male <b>Disabled:</b> No <b>Minority:</b> No</p>	<p><b>Mr. Kevin Waters</b> Carson, WA <b>Economic Interest:</b> Skamania County Port District <b>Constituency:</b> Port District <b>Exec. Committee:</b> No <b>RLF Committee:</b> No <b>Sex:</b> Male <b>Disabled:</b> No <b>Minority:</b> No</p>
<p><b>Mr. Mike Courtney</b> The Dalles, OR <b>Economic Interest:</b> Port of The Dalles <b>Constituency:</b> Oregon Ports <b>Exec. Committee:</b> No <b>RLF Committee:</b> No <b>Sex:</b> Male <b>Disabled:</b> No <b>Minority:</b> No</p>	<p><b>Mr. Jeff Nicol</b> Hood River, OR <b>Economic Interest:</b> City of Hood River <b>Constituency:</b> Hood River County Cities <b>Exec. Committee:</b> No <b>RLF Committee:</b> No <b>Sex:</b> Male <b>Disabled:</b> No <b>Minority:</b> No</p>

<p><b>Mr. Ray LaFond</b> Goldendale, WA <b>Economic Interest:</b> Goldendale Area Chamber of Commerce <b>Constituency:</b> Washington Chambers of Commerce <b>Exec. Committee:</b> No <b>RLF Committee:</b> No <b>Sex:</b> Male <b>Disabled:</b> No <b>Minority:</b> No</p>	<p><b>Dr. Susan J. Wolff, Vice Chairperson</b> The Dalles, OR <b>Economic Interest:</b> Private Sector Representative <b>Constituency:</b> Columbia Gorge Community College <b>Exec. Committee:</b> Yes <b>RLF Committee:</b> No <b>Sex:</b> Female <b>Disabled:</b> No <b>Minority:</b> No</p>
<p><b>Mr. Rod Runyon</b> The Dalles, OR <b>Economic Interest:</b> Wasco County Commissioner <b>Constituency:</b> Wasco County <b>Exec. Committee:</b> Yes <b>RLF Committee:</b> Yes <b>Sex:</b> Male <b>Disabled:</b> No <b>Minority:</b> No</p>	<p><b>Mr. Paul Pearce</b> Stevenson, WA <b>Economic Interest:</b> Skamania County Commissioner <b>Constituency:</b> Skamania County <b>Exec. Committee:</b> Yes <b>RLF Committee:</b> Yes <b>Sex:</b> Male <b>Disabled:</b> No <b>Minority:</b> No</p>
<p><b>Mr. Dan Spatz</b> The Dalles, OR <b>Economic Interest:</b> The Dalles City Councilor <b>Constituency:</b> City of The Dalles <b>Exec. Committee:</b> No <b>RLF Committee:</b> No <b>Sex:</b> Male <b>Disabled:</b> No <b>Minority:</b> No</p>	<p><b>Ms. Tonya Brumley</b> The Dalles, OR <b>Economic Interest:</b> Private business <b>Constituency:</b> Oregon Chambers <b>Exec. Committee:</b> No <b>RLF Committee:</b> No <b>Sex:</b> Female <b>Disabled:</b> No <b>Minority:</b> No</p>
<p><b>Mr. Rex Johnston</b> Goldendale, WA <b>Economic Interest:</b> Klickitat County Commissioner <b>Constituency:</b> Klickitat County <b>Exec. Committee:</b> Yes <b>RLF Committee:</b> Yes <b>Sex:</b> Male <b>Disabled:</b> No <b>Minority:</b> No</p>	<p><b>Ms. Nancy White</b> White Salmon, WA <b>Economic Interest:</b> Private business <b>Constituency:</b> Business <b>Exec. Committee:</b> No <b>RLF Committee:</b> No <b>Sex:</b> Female <b>Disabled:</b> No <b>Minority:</b> No</p>
<p><b>Mr. Harold Haake</b> The Dalles, OR <b>Economic Interest:</b> Private Sector <b>Constituency:</b> Utilities Representative <b>Exec. Committee:</b> No <b>RLF Committee:</b> No <b>Sex:</b> Male <b>Disabled:</b> No <b>Minority:</b> No</p>	<p><b>Ms. Dianne Storby</b> The Dalles, OR <b>Economic Interest:</b> Private Non-profit <b>Constituency:</b> Healthcare Representative <b>Exec. Committee:</b> No <b>RLF Committee:</b> No <b>Sex:</b> Female <b>Disabled:</b> No <b>Minority:</b> No</p>

*Appendix C – Composition of the MCEDD Board of Directors*

		<b>Percent</b>
<u>Total Number of Board Members</u>	20	
Local Government Members	10	
Private Sector Members	11	55%
Public Sector Members	9	45%
Minority Members	1	
<u>Total Number of Executive Board Members</u>	7	
Minority Members	0	
Disabled Members	0	