

2007

Central Oregon Comprehensive Economic Development Strategy

Central Oregon Intergovernmental Council (COIC)

Regional Investment Strategy

Central Oregon Community Investment Board (COCIB)

**Approved by the Central Oregon Community Investment Board
11/29/07**

Prepared by:
Central Oregon Intergovernmental Council

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1. Executive Summary

This community and economic development strategy provides a framework for long-term economic development planning efforts in the Central Oregon region, which is made up of Crook, Deschutes and Jefferson Counties, Oregon. The information and strategy outlined in this document combines and integrates the:

- **Comprehensive Economic Development Strategy** (CEDS) of the Central Oregon Intergovernmental Council (COIC), required by the U.S. Department of Commerce Economic Development Administration; and the
- **Regional Investment Strategy** required of the Central Oregon Community Investment Board by the Oregon Economic and Community Development Department

This publication is made possible through U.S. Department of Commerce Economic Development Administration grant funding; and Oregon State Lottery – Regional Investment Funds administered by the Oregon Economic and Community Development Department.

It is the intent of the Central Oregon Comprehensive Economic Development Strategy/Regional Investment Strategy to coordinate the region’s needs, priorities, strategies and goals for economic and community development, while aligning those efforts with the Oregon Economic and Community Development Department’s Strategic Plan. This strategy provides broad, over-arching regional strategies, goals and objectives that can be supported by regional economic development organizations. In addition, this Strategy is intended to carry out the legislative direction for the Central Oregon Community Investment Board in establishing and funding the Regional Investment Program, especially with respect to advancing Oregon’s economy by focusing on state priorities taken for ORS 285B.230(3) and ORS 285A.020(3):

- Promote favorable investment climate to strengthen businesses, create jobs and raise real wages;
- Improve the national and global competitiveness of Oregon companies;
- Assist Oregon communities in building capacity to retain, expand and attract businesses;
- Promote the structures and processes of public and private organizations to effectively create, adapt, foster and sustain economic development in the state, emphasizing rural and distressed areas;
- Ensure that economic strategies will reinforce Oregon’s long-term prosperity and livability; and
- Coordinate economic development efforts and efforts to support a locally skilled workforce in order to compete in the global economy.

The Comprehensive Economic Development Strategy process resulted in the development of a vision for the region, and identification of a series of long term priority goals to sustain and improve the region’s economy.

Vision: The businesses, governments, community organizations, and people of Central Oregon have created a strong regional economy that is diversified, resilient, innovative, sustainable, and that supports a rising tide of prosperity which benefits citizens of all income levels throughout the region.

Central Oregon Long-Term Priority Goals	
GOAL I:	A Distinctive, Competitive Economic Region with Competitive Communities that Leverage Economic Gain from Their Assets
GOAL II:	A Business Climate that Supports the Region’s High Level of Entrepreneurialism and Innovation
GOAL III:	Increased Regional Economic Self-Reliance through Diversification of Local Resources Available to Businesses and Citizens
GOAL IV:	High-Quality K-20 Education Systems to Produce, Retain and Attract Highly Qualified Workforce
GOAL V:	High-Quality Social and Human Services to Produce, Retain and Attract a Quality Workforce
GOAL VI:	Sufficient Supply of Housing Affordable for Workforce
GOAL VII:	Restored Streamflow and Water Quality to the Deschutes River and its Tributaries
GOAL VIII:	Protected Open Spaces, Critical Wildlife Habitat, and Working Landscapes
GOAL IX:	Restored Forests and Rangelands
GOAL X:	Preserved and Enhanced Air Quality in Central Oregon
GOAL XI:	Economic Decision Makers are Provided with Information and Analysis which Demonstrates the Importance of Environmental Quality to the Regional Economy
GOAL XII:	Transportation: Functional and Efficient Movement of Goods, Services, Residents and Visitors Into, Within, Through, and From the Region

GOAL XIII:	Sufficient Supply of Land Affordable for Commercial, Industrial and Residential Development
GOAL XIV:	Adequate Public Works and Private Utility Infrastructure
GOAL XV:	Adequate Community Facilities
GOAL XVI:	Ongoing Regional Planning is in Place to Preserve and Enhance the Region's Economic Appeal and Effect Orderly Economic Development
GOAL XVII:	New Resources are Identified to Help Fill Economic Needs
GOAL XVIII:	Adequate Local Government Capacity and Favorable Public Perception Regarding Economic Development Services

This strategy will be used in part by the Central Oregon Community Investment Board (COCIB) as a guide for investing in economic and community development initiatives in Central Oregon. COCIB's strategies for addressing the long-term priority goals are as follows:

Central Oregon Community Investment Board Short-Term Priorities
<ol style="list-style-type: none"> 1. Family wage job creation in Crook, Deschutes and Jefferson Counties; 2. Job Retention in Crook, Deschutes and Jefferson Counties; 3. Maximizing local, state and federal funds leveraged for job creation and retention projects; 4. Promoting structures and processes of public and private organizations to effectively create, adapt, foster and sustain economic development in Central Oregon; 5. Ensuring that the economic strategies reinforce Central Oregon's long-term prosperity and livability; 6. Coordinating economic development efforts to support a locally skilled workforce in order to compete in the global economy.

Through the CEDS planning process, past regional Needs and Issues processes, the 2007 Infrastructure Needs Inventory, and through other methods of economic analysis, several major projects, programs and activities have been identified for focus over the next six years:

- Support of industry clusters, including secondary wood products, transportation equipment/aerospace/aviation, manufacturing, renewable energy, tourism.
- Support emerging clusters including natural resources and prison/corrections (Jefferson County).
- Infrastructure development and improvement, specifically as related to job creating properties (specific priority projects to be identified through the Infrastructure Needs Inventory).
- Essential community facility development and improvement (specific priority projects to be identified through the Infrastructure Needs Inventory).
- Transportation issues, including state highway modernization needs, traffic flow on state highway corridors, and funding for local road network, state highways. This has impacted the efficient mobility of goods, services and the workforce within and between Central Oregon communities, and to and from the region.
- Rail issues, including supporting the expansion of the Prineville Rail Depot to provide rail support to industrial land.
- Support formation and stabilization of the City of La Pine – the state's newest incorporated city
- Continue to support targeted training for the regions clusters of Secondary Woods products, Aerospace Production and Parts, and targeted sectors including Appeal and Sporting Goods, High Technology including Information Technology, Renewable Energy, Light Industrial and Manufacturing, and Research and Development. Assist in the retention, expansion, and recruitment for these industries.
- ADA accessibility issues for community facilities.
- Access to higher education in areas outside of Bend.
- Address workforce supply; shortage of qualified workers.
- Address housing affordability trends.
- Need for regional public transit.
- Challenges surrounding endangered species reintroduction.

The Strategy focuses specific attention on rural areas of the region, which are defined as Crook and Jefferson counties in their entirety, and Deschutes County outside of the urban growth boundary of Bend. The Central Oregon Community Investment Board will ensure rural communities are notified of the availability of Regional Investment Funding, and will monitor project awards to ensure that rural communities are adequately served by this program. The strategy will support projects and activities targeted specifically to rural communities, including:

- Business development projects that lead to job creation and retention. While rural job creation projects typically result in less net job gain than in urban areas, the projects are extremely valuable to rural distressed communities. Specific effort will be made to invest in rural community job creation projects.
- Infrastructure development, community facility development. Through the infrastructure needs inventory, priority rural projects will be identified and supported. While population totals are lower in rural areas and resources are limited, infrastructure and facility costs can be equal to costs in urban areas. Additional support of these communities is needed.
- Technical support and assistance. Rural communities often lack the capacity to identify and secure funding for critical projects. COCIB, COIC and EDCO provide support and assistance to rural and distressed communities.
- Specific focus on economic clusters critical to rural communities, including secondary wood products, travel/tourism, renewable energy, corrections/prison industry, agriculture, natural resources, and manufacturing.
- Marketing of low-cost, available industrial and job creating properties.

To evaluate performance toward implementing this strategy, the Central Oregon Community Investment Board will monitor jobs created/retained, other funding sources leveraged, wages of jobs created, and number of community infrastructure/facility projects completed. This information will be reported every six months to OECD.

2. Strategy Purpose and Planning Process

This community and economic development strategy provides a framework for long-term economic development planning efforts in the Central Oregon region, which is made up of Crook, Deschutes and Jefferson Counties, Oregon. The information and strategy outlined in this document combines and integrates the:

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Economic Development District

COIC serves as the Economic Development District representing Crook, Deschutes and Jefferson counties as designated by the Economic Development Administration (EDA). One function of the Economic Development District is developing, maintaining and updating the Comprehensive and Economic Development Strategy (CEDS). The CEDS is the result of a local planning effort, and serves as a guide for regional economic growth. The CEDS is a pre-requisite for EDA funding for all public works, economic adjustment, and planning grant projects within Central Oregon. The CEDS clarifies economic development organizational roles, and how economic development organizations work together in Central Oregon; identifies priorities and projects that are consistent with the economic development strategies, which leads potentially to funding; and identifies regional economic development strategies on which communities within the region can collaborate to bring about sustainable economic prosperity.

Central Oregon Intergovernmental Council (COIC) is a Council of Governments organized under ORS 190 by the three counties and seven cities of Central Oregon. COIC is governed by a 15-member board made up of elected officials appointed by each of the member governments – Crook, Deschutes and Jefferson counties; the cities of Bend, Culver, Madras, Metolius, Prineville, Redmond and Sisters; and appointed representatives of key economic sectors – business and industry, tourism and recreation, agribusiness and agriculture, timber and wood products, and the unemployed/underemployed. Since 1972, COIC has served Central Oregon, working with community partners to create and sustain a healthy regional economy. Formed initially to serve the region by providing employment and training services, COIC has evolved into the diverse organizations it is today by changing as Central Oregon changes. COIC works with individuals, with businesses and with entire communities. As a Council of Governments, COIC involves all three counties, seven cities and representatives from key economic sectors in policy making, program planning and delivery. Through program offerings in employment and training, community and economic development, and business loans, COIC is able to offer valuable services to the community.

The overarching purpose of COIC's Economic Development program is to strengthen Central Oregon communities through the creation and retention of family-wage jobs in industries that support local quality of life, as defined by each community. COIC's Economic Development programs are aimed at benefiting the entire Central Oregon

region, with a specific emphasis on increasing the capacity of communities to provide economic development services and manage economic development needs over the long-term.

The core functions of COIC's Economic Development services are:

- to explore and document regional economic development planning and inter-jurisdictional collaboration opportunities;
- to provide finance and industry development support to Central Oregon businesses and entrepreneurs;
- to assist local jurisdictions in developing the information, infrastructure, public improvements and other necessary conditions that ready communities to accommodate the startup, retention, expansion, and recruitment of business; and
- to serve those communities that do not have professional economic development expertise or capacity.

Central Oregon Community Investment Board

COIC serves as administrative and fiscal staff to the Central Oregon Community Investment Board. The Central Oregon Community Investment Board (COCIB) was created in 1988 through an agreement between the counties of Crook, Deschutes and Jefferson. The Board's purpose is to develop a regional investment strategy, and to award Regional Investment Fund dollars to support community and economic development projects throughout the region. The Central Oregon Community Investment Board members led development of the 2007 Regional Investment Strategy, which guides specific Regional Investment Fund allocations to projects addressing the long-term and short-term economic development priorities of the region.

Crook, Deschutes and Jefferson Counties entered into an Intergovernmental Agreement Central Oregon Intergovernmental Council (COIC) for administrative and fiscal management of the Regional Investment and Rural Investment Program.

COCIB Organizational Structure and Board Membership

Crook, Deschutes and Jefferson Counties have entered into an Intergovernmental Agreement (IGA) establishing the Central Oregon Community Investment Board to oversee the State's Regional Investment Program. The responsibilities of the Board, its membership, and operational guidelines are specified in the IGA and the COCIB Bylaws.

The Board consists of 17 members with each county appointing five members plus alternates. These members represent the broad community and economic development interests of the region, and include representatives from cities, counties, and significant representation from the private economic sector and rural interests.

2007-2009 Central Oregon Community Investment Board Roster		
Crook County	Deschutes County	Jefferson County
Scott Cooper (CHAIR) Crook County Judge	David Inbody (Exec. Comm.) Deschutes County	John Hatfield (Exec. Comm.) Jefferson County Commissioner
Brenda Comini Crook Co. Commission on Children and Families	Mike Daly Deschutes County Commissioner	Janelle Orcutt Madras Sanitary
Larry Henderson Les Schwab Tire Ctr.	Eric Sande Redmond Chamber of Commerce	Jim Wilson JTS Animal Bedding
Bobbi Young Bank of the Cascades	Judy Trego Staff to Congressman Walden	John Curnutt JBC Management
Sally Goodman Prineville Disposal	Mike Schmidt Bend Chamber of Commerce	Parrish Van Wert Deer Ridge Correctional Facility
Larry Smith (alternate) Les Schwab Tire Ctr.	Darwin Thurston (alternate) Mid State Electric	Alternate - Vacant

Comprehensive Economic Development Strategy Committee

COIC convened an ad hoc committee to guide the 2007 CEDS development process. The committee’s functions were to provide:

- 1) Guidance and broad perspective throughout CEDS development process. “Big picture” thinkers.
- 2) Review of strategy and consultation from specific representational perspective
- 3) Technical expertise in issue areas.
- 4) Identifying community and economic development needs.
- 5) Identifying and communicating long-term priority goals and strategies.
- 6) A SWOT analysis for the region.

CEDS Committee Representatives	
Private and Non-profit:	
Roger Lee	Economic Development for Central Oregon Director, Representing Private Business
Mike Schmidt	Bend Chamber of Commerce Director, Representing Chambers of Commerce
Cyndy Cook	Central Oregon Regional Housing Authority Director, Representing Housing
Karen Pringle	Central Oregon Partnership Interim Director, Representing Poverty and Unemployed
Tod Heisler	Deschutes River Conservancy Director, Representing Natural Resources
Cylvia Hayes	3E Strategies Director, Representing Sustainability
Public:	
Mike Morgan	City of Madras Administrator, Representing Central Oregon Cities
Alan Unger	City of Redmond Mayor, Representing Central Oregon Cities
Scott Cooper	Crook County Judge, Representing Central Oregon Counties
Brian Shetterly	City of Bend Long Range Planning Manager, Representing Regional Land Use
Ray Rangila	Tribal Planner, Representing the Confederated Tribes of Warm Springs
James Middleton	Central Oregon Community College President, Representing Higher Education
Beth Wickham	COCC Business Development Center Director, Representing Business Development
Tom Moore	Central Oregon Intergovernmental Council Director, Representing Workforce
Janet Brown	Governor Kulongoski’s Regional Coordinator, Representing the State of Oregon
Jay Patrick	Redmond City Councilor and COIC Chair, Representing the Economic Development District

The CEDS priority goals and objectives were reviewed by organizations in the region, including:

- Economic Development for Central Oregon Board (private business)
- Bend 2030 Economic Strategy Committee (private business, city, county)
- Central Oregon Workforce Investment Board (workforce committee)
- Central Oregon Intergovernmental Council Board (public and private business)
- Central Oregon Community Investment Board (public and private business)

Regional Investment Strategy

The Regional Investment Program was initiated by the 1999 Oregon State Legislature, as an update to the previously existing Regional Strategy program. The Regional Investment Program was made into law through Oregon Revised Statutes 285B.230-.264 and its implementing rules are found and formalized in Oregon Administrative Rules (OAR) Chapter 123. All references to specific requirements of the law are listed by ORS number.

This section of the Regional Investment Strategy meets State Program requirements for the Regional Investment Fund made available to the Central Oregon Region:

- ORS 285B.239(e): “A long-term plan to implement the regional investment strategy,”
- ORS 285B.239(f): “A six-year investment strategy that describes projects and activities to be undertaken...”

As described in ORS 285B.239, the Central Oregon Community Investment Board has designed an investment strategy to focus on the performance measures of “long-term and short-term job creation and retention activities,” “leveraging long-term investments,” and “maximizing moneys leveraged with short-term investments.”

3. Needs Examination and Resource Analysis

The Central Oregon Comprehensive Economic Development Strategy Committee participated in a regional analysis exercise in 2006. The process included identification of regional economic strengths, weaknesses, opportunities, and threats. The committee also identified “exterior” trends that affect the regional economy. The

committee then identified economic development organizations within the region, and summarized relevant regional plans that should be coordinated with the regional economic goals and strategies that result from this process.

a. Data Analysis – Regional Trends

COIC conducted a detailed data analysis to develop a clear understanding of the regional economic situation. Appendix A includes data summary tables and narrative analysis. Following is a general overview of key demographic trends that informed the CEDS Committee in their long-range goal and priority development process.

Category	Data Trend, with Appendix Table Citation
Demographics	Rapid population growth throughout the region (Table 1.1)
	Projected continued rapid population growth (Tables 1.3, 1.4)
	Relative increases in Hispanic population (Table 1.5)
	Aging of the population, relative increases in 50-64, 65+ groups (Tables 1.6, 1.7)
Income & Population	Lower average wage, per capita income, median household income than state avg. (Table 2.1)
	Decreasing unemployment rates, lower than state average (Table 2.3)
	Highest proportional job growth in the state
	Projected relative decreases in construction trades, wood products manufacturing employment
	Highest projected increases in government, hospitality & leisure employment
	Rapidly increasing real estate valuations (Table 2.12)
Workforce Concerns	Poverty rates above state average in Crook, Jefferson counties (Table 3.1)
	Rapidly increasing home prices (Table 3.2)
	Gap in the supply of housing affordable to the workforce (Table 3.6)
	Low county ranking for educational attainment - Crook and Jefferson counties (Table 3.17)
	High percentage of inter-city commuting to places of employment (Table 3.21)
	Rising fuel prices (Tables 3.25, 3.26, 3.27)
Business/Industry	Layoffs/closures of several large manufacturers
	High costs for industrial/commercial land in Bend, Redmond; lower costs in Madras, Prineville, La Pine (Table 4.6)
Land Use	Increasing number of residential building permits (Table 5.6)
	Urban growth – UGB expansions (Table 5.7)
	Destination Resort development
Infrastructure	Increased use of road/highway system (Tables 6.4, 6.5, 6.7, 6.8)
	Increasing demands upon municipal infrastructure due to population growth, other factors
Quality of Life	Air quality that meets or exceeds standards (section 7.a)
	Some occurrences of high nitrate levels in ground water (section 7.b)
	Listing of Deschutes and Crooked Rivers on DEQ 303(d) list (section 7.c)

Primary Industries in Central Oregon

County	Industry
Crook	Agriculture
	Distribution and Warehousing
	Education and Health Services
	Leisure and Hospitality
	Wood Product Manufacturing
Deschutes	Computer and Electronic Manufacturing
	Recreation and Transportation Equipment Manufacturing
	Transportation, Warehousing and Utilities
	Education and Health Services
	Professional and Business Services
	Leisure and Hospitality
Jefferson	Wood Product Manufacturing
	Agriculture
	Education and Health Services
	Manufacturing (including wood products manufacturing)
	Recreational Equipment Manufacturing
	Government (local, state, federal, tribal)

Source: Economic Development for Central Oregon

b. Regional Strength and Weakness Summary

This is a summary of items identified by CEDS committee members during the facilitated discussion at the December 15, 2005.

Strengths of the Central Oregon Region

a. Our People and Culture	Civic engagement – the level of citizen engagement is broad; people care about place to an extent not seen in other communities. People want to contribute to the quality of life.
	“Pioneer Spirit” – a different/independent way of thinking; innovative and collaborative public actions that strengthen the economy.
	People – increasing racial and cultural diversity.
	Entrepreneurship – According to one measure, Bend metro area ranks as the 7 th in the nation for entrepreneurship.
	Opportunities – a vital economy and sense of economic optimism.
b. Education and Training	Higher education – COCC and OSU Cascades Campus.
	Workforce – educated and skilled. NOTE: this strength is variable throughout the region – lack of educated/skilled workforce is a threat in some communities within the region.
	Many in-migrants are bringing skills and a spirit of community engagement.
	A strong support network for transitioning workforce.
c. Local Government	Open and inclusive governments and organizations – institutions are generally open to public participation.
	Political leadership – high quality elected leadership, transparency.
	High quality city/county government staff.
	Innovative local government practices (addressing development, schools, parks, etc).
	Tribal relations – improved communications between local governments and the Confederated Tribes of Warm Springs.
	Coordination between organizations and governments.
	Public-private partnerships – a willingness to develop partnerships between government and business.
d. Local Businesses, Capital, and Support	Diverse economy – particularly in Deschutes County, with eight sizable economic clusters.
	A business community that is willing to take risks.
	Existing employers – a strong business base that is supportive of communities and socially responsible, many locally owned and operated. A core of employers that provide good jobs.
	A strong network of business support services – chambers of commerce and other groups/organizations.
	Availability of capital for business.
	Banking – a large number of banking institutions; regionally-based banks.
	Supportive business advocacy organizations.
e. Environmental Amenities	Natural environment and scenic beauty.
	Abundant clean air and water.
	Sunshine, hospitable climate.
	Outdoor recreation opportunities/public lands.
f. Other Amenities	Improving/increasing cultural opportunities.
	Housing – large numbers of upscale houses, high degree of housing availability. Upscale housing brings money into the region in specific ways.
	Specific economic and social amenities – Redmond Airport, Deschutes County Fair and Expo Center, Mt. Bachelor and numerous resorts.
	Medical community – a large offering of high-quality facilities and providers.
	Low crime rate – safe neighborhoods.
	Communication system – television, radio and print
	Telecommunications infrastructure – fiber optics and broadband, throughout the region (including many rural areas).
	Regional standing – Central Oregon has been “discovered” nationally, and statewide political importance is increasing.
	A relative level of seclusion – distance from urban areas.
g. Affordable Housing Efforts	Affordable housing quality – well-designed/well managed housing communities, often developed through public private partnership, that are vehicles to opportunity for residents.
	Support for affordable housing – a climate of support in developing affordable housing to assist the most vulnerable residents.

Weaknesses of the Central Oregon Region

a. Keeping up with Growth	Population growth was recognized as a challenge, weakness, and threat. Projected rapid growth of the senior population demographic (this was seen as a “threat” rather than a weakness)
	Unemployment rates – in-migration and pockets of poverty are driving up unemployment rates.
	Lack of regional vision – strategic regional vision for land use and planning, connections between communities (long range comprehensive plan for the region)
b. Challenges for Businesses	Workforce – quality and quantity varies throughout the region, and by sector. Workforce shortages in some areas of the region
	Cost and supply of industrial and job creating properties (varies throughout the region – Bend has high costs and a shortage of industrial and job creating property, while other communities have affordable land available)
	Regional variability in land cost and availability – this dynamic presents challenges for regional level planning. In some parts of region the cost of lands for housing is very high.
c. Strains upon the Workforce	Economic stratification – a strong service based economy results in low wages and a growing economic gap between the service workers and other residents. Demands for specific kinds of low-wage services by particular segments of the growing population might be causing our local economy to be weighted heavily towards low-wage service jobs.
	High poverty rate – and specifically child poverty
	Wages – lower pay scales and average wage
	Lack of “career ladders” – challenges in moving from an \$8/hour job to a family wage job. NOTE: there was some discussion and disagreement on this point.
	Affordability of housing – traditional housing for lower income homeowners, such as mobile home parks, are being converted to higher-cost housing
	Lack of child care options and affordability
	Drug use
d. Transportation Issues	Geographic isolation – distance from markets
	Lack of public transportation within and between communities
	Transportation costs – all modes
	Lack of regional connectivity in transportation – higher commuter rates have resulted in road “bottlenecks”. “To and through” problems.
	Shortage of funds for public infrastructure
e. Access to Health Care	Access to health care – lack of affordability/high insurance costs. Some employers unwilling to provide coverage. Medical providers not accepting certain kinds of coverage.
	Distance from medical care – with the trend of medical consolidation in Bend, other communities are losing local medical care options. High occurrence of “no pays” in some communities.
	Senior access to health care – lack of access to primary care for seniors, in part due to low Medicare payments
f. Water Supply Issues	Water access – the presence of “perverse incentives” for using water. Difficulty in shifting water to new uses (i.e. agriculture to civic or instream uses). Difficulty in capitalizing on efficiency gains in use of water. Present water allocation system not suited to current needs.
	Lack of a regional water use plan
g. Education and Training Challenges	Limited support for public schools – variable throughout the region. There is a concern that many in-migrants are not willing to invest in education.
	School overcrowding and lack of funding for education
	Combating the trend of child disengagement in school – the common occurrence of children not engaging in education because he/she views school as “boring”
	Community college program availability – variable throughout the region, as a result of consolidation trend. As COCC decreases presence in communities outside of Bend, access to COCC programs and services decreases. Specifically, a lack of credit courses outside of Bend. Centralization at college has resulted, in part, from declining funding
	Shortage of distance learning opportunities
	Lack of vocational training opportunities
	State trends - such as public education financing structure challenges. The group recognized the impact of statewide trends on the local economy.

c. Opportunities and Threats for the Central Oregon Region

A CEDS Committee facilitated discussion on the Opportunities and Threats facing the region on February 16, 2006 produced the following lists.

Opportunities

Better Coordination of Regional Economic Development
Opportunities in Clean and Renewable Energy Development
Restoration of Salmon and Steelhead to Upper River Areas (recreation, iconic ...)
Tap into Visitors to Region (taxes? other ways to get more from visitors?)
Better Linkages Among Transportation, Tourism, and Economic Development
Becoming an Entrepreneurial Mecca for the Northwest (resources, expertise ...)
Innovation in Distance Learning
Smart Growth Planning (Infrastructure, Services, Schools, Crime, Open Space Protection ...)
Well Planned Growth can Provide Many Benefits
Expand Philanthropy
Workforce Investment – Linkages to Education Service Delivery
Increasing Cultural Diversity
Expansion of Existing Clusters
Tap into Retirees (Baby Boomers as Workers, Other Ways for Retirees to Contribute ...)
Develop Alternative/Public Transportation

Threats

Parochialism
Threatened and Endangered Species Regulation
Insufficient Education Funding
Insufficient Transportation Funding
In general, Insufficient Public Funding
Aging Population Care, Healthcare and Transportation Needs
Threats to Natural Resource Base and Quality of Life Amenities from Poorly Planned Growth
Pattern of Development Driven Solely by Market Forces
Not Enough Leadership
Negative Perception of Government
Lack of Opportunity for Non-English Speakers Due to Lack of Services
Strains Upon the Workforce (costs of housing, childcare, education, etc)
Disproportionate Growth in Low Wage Industries
Limited Addiction Services
De-stabilization of the Family Unit
Land Cost and Availability
Limited Planning for Growth Results in Problems: Transportation, Quality of Life Degraded
Declining Levels of Civic Disengagement
Region of Haves and Have Nots

d. External Trends and Forces that Affect the Regional Economy

External trends and forces are the state, national and/or worldwide trends that greatly impact the regional economy but for which there is limited local control or influence. These trends are important to understand and consider when planning for regional economic development.

1. Growing, Aging Population
2. Increasing Social and Cultural Diversity
3. Shifting Economic Base – from manufacturing to service and knowledge-based economy
4. Energy Supply Instability and Cost Increases; projected shortages of fossil fuels
5. Education Funding Challenges (specifically for Oregon)
6. Decreasing Public Resources – unstable Oregon state budget
7. Methamphetamine and Other Drug Use Increases, corresponding social problems
8. Expanding Use of Communications Technology – worker mobility, distance education, outsourcing, telehealth
9. Cooling of National Real Estate Market
10. Increasing Health Care Costs and Decreasing Percentage of Population Covered
11. Globalization of Economic Competition
12. Shrinking Middle Class
13. Increasing Interest Rates

14. Global Climate Change
15. Terrorism/Natural Disaster
16. Lack of Trust/Belief in Government

e. Regional Advantages and Disadvantages

Regional Advantages:

1. People – skilled workforce (in part due to in-migration of skilled professionals), strong business community, entrepreneurial spirit.
2. Higher education institutions – COCC and OSU Cascades
3. Strong, collaborative local governments and leaders
4. Quality of life – environmental benefits, outdoor recreation amenities, cultural amenities, scenic quality, emerging
5. Availability of capital, strong business support climate
6. High quality medical providers
7. Airport
8. Housing availability, diversity in housing options (large numbers of upscale houses)
9. High quality affordable housing
10. Regional image – desirable location
11. Communications infrastructure – telecom, television, radio, print
12. Regional wealth – significant numbers of wealthy retirees, lifestyle émigrés, and second home buyers. Real estate equity gains.
13. Strength in a number of economic clusters
14. Number of shovel-ready industrial sites; enterprise zones

Regional Disadvantages:

1. Challenges in keeping up with population growth – impacts on schools, roads and other infrastructures, environmental impacts, increased homelessness numbers, rising crime rates
2. Skilled workforce availability (varies across region)
3. Rising real estate costs - stresses on workers, businesses; insufficient quantity of affordable housing
4. Rising inter-community commuter rates – in part a function of uneven housing costs across the region
5. Increasing road congestion in cities
6. Distance from markets, ports and interstates
7. Workforce challenges: lack of affordable child care, low average wages
8. Consolidation of higher education and medical services in Bend, local health care systems increasingly unviable
9. Water supply issues
10. Low levels of educational attainment in parts of the region
11. Scarcity of industrial lands in parts of the region
12. Inadequate diversification of regional economy
13. Lack of public transit
14. Lack of services to non-English speaking citizens
15. Rising drug use

f. Regional Economic Development Organizations

Central Oregon has a broad array of economic and workforce partner organizations. Businesses and individual job seekers have access to a range of training, technical assistance, grants and loans, and other support services. The following outline of those involved in regional economic development efforts is not exhaustive. However, it does provide an indication of the multiple facets and many players involved in economic development in the region. Active input, communication, collaboration, and cooperation among these entities is a cornerstone of developing and implementing the regional economic development strategy.

Central Oregon Intergovernmental Council (COIC): COIC provides workforce and economic development services to individual businesses and job seekers. Workforce development services include: worker skills training, job search skills, recruiting and screening of job applicants, and customized trainings.

Central Oregon Community Investment Board (COCIB): COCIB is a regional economic development board that receives state lottery dollars and allocates fund to community and economic development projects in Central Oregon.

Economic Development for Central Oregon (EDCO): EDCO is a private, non-profit organization that attracts new, permanent primary jobs and capital investment to Central Oregon through marketing and recruitment, and also assists and supports the growth of existing businesses.

COCC Business Development Center: The COCC Business Development Center provides advice and information to assist businesses, with a focus on assisting the expansion of existing firms in the Central Oregon area. Services include:

- Business plan and loan proposal development;
- Market planning and marketing;
- Reviewing financial strategies for your business;
- Adopting healthy, profit-oriented business operations; and
- Evaluating the business feasibility and profitability.

Chambers of Commerce: Seven chambers of commerce are located throughout Central Oregon, providing business support and visitor services.

Redmond Economic Development (RED): RED is a partnership between private business and the public sector to encourage economic development in the City of Redmond. The organization's Mission is to increase the quality and number of jobs as well as capital investment within the community.

Prineville/Crook County Economic Development: Prineville/Crook County Economic Development assists existing businesses with expansion or retention issues, works on behalf of Prineville and Crook County on new business and industry recruitment projects, and on other strategic community-based projects with significant impacts to the local economy. The Prineville/Crook County Economic Development program is a partnership between EDCO, the Prineville/Crook County Chamber of Commerce, Crook County, and the City of Prineville, and local businesses.

Central Oregon Workforce Response Team (WRT): The WRT receives and allocates Employer Workforce Training Funds, which are private sector grant dollars that support the retention and growth of living wage jobs, a skilled workforce and competitive businesses in Crook, Deschutes and Jefferson Counties. The emphasis of the funds is to upgrade skills of the private sector workforce in order to increase productivity, keep Central Oregon businesses viable and competitive, and to offer new skills and opportunities to Central Oregon workers.

Opportunity Knocks (OK): OK is an entrepreneurially-managed, volunteer-driven small business assistance organization whose mission is to train, educate and provide problem solving opportunities to small business owners. Services include peer-to-peer learning in either a Board of Advisors setting or in a seminar format.

Economic Revitalization Team (state agencies): The ERT was established to focus state agencies on working together at the local level to increase economic opportunity and help local governments and business and property owners bring industrial sites to "shovel ready" status. The ERT emphasizes multi-agency coordination on projects of local and statewide significance.

Workforce Investment Board: The Central Oregon Workforce Investment Board is a public/private partnership with a mission is to serve employers and workers by leading and coordinating regional workforce services, which include recruitment, personnel, financial & business services as well as training & education. COWIB accomplishes its goals through the oversight of a one-stop service center - WorkSource Redmond -- and other service sites in Bend, Madras, Prineville, and La Pine.

Central Oregon Jurisdictions:

- Counties: Crook, Deschutes, Jefferson
- Cities: Bend, Culver, La Pine, Madras, Metolius, Prineville, Redmond, Sisters
- Tribe: Confederated Tribes of the Warm Springs

4. Priority Goals and Objectives – Long Term

Through the development of the Central Oregon Comprehensive Economic Development Strategy, a set of long-term priorities were identified for the development of the regional economy.

a. Vision Statement

The businesses, governments, community organizations, and people of Central Oregon have created a strong regional economy that is diversified, resilient, innovative, sustainable, and that supports a rising tide of prosperity which benefits citizens of all income levels throughout the region.

b. Core Values

- Economic conditions vary within individual Central Oregon communities. Each community’s unique economic development opportunities will be supported through regional economic development.
- The region will capitalize on its high levels of entrepreneurialism and local leadership, rich natural and cultural amenities, and excellent quality of life to increase regional economic self-reliance, attract and grow local businesses that compete well in all markets, and attract a quality workforce.
- Through quality training, education, and human services the region will produce a quality workforce which will be retained and sustained through abundant opportunities and living wage jobs.
- Local governments and institutions will help to create a fertile environment for quality economic development by providing focused incentives, environmentally and community sensitive land for industrial/commercial development, infrastructure, and integrated regional planning. The resulting business climate will assist private enterprises to thrive in Central Oregon.

c. Goals and Objectives

The Goals and Objectives can be categorized into one or more of five meta-level “Strategies” for economic development. Each of these strategies has been promoted by economic development theorists and practitioners as a critical underpinning of a healthy community or regional economy. Economic development goals and actions, in any setting, generally flow from a belief in one or more of these strategies. Due to the diversity of perspectives on the CEDS Committee, all of the strategies are considered to be important:

- Strategy 1:** Increase Prosperity for All Central Oregon Residents in Rural and Urban Communities by Balancing, Diversifying, and Developing the Region’s Economy
- Strategy 2:** Develop and Support the Local Workforce
- Strategy 3:** Conserve, Enhance, and Market Environmental and Cultural Amenities
- Strategy 4:** Develop and Maintain Economic and Community Infrastructure
- Strategy 5:** Enhance Local Leadership and Institutional Capacity to Facilitate Economic Development

Strategy 1: Increase Prosperity for All Central Oregon Residents in Rural and Urban Communities by Balancing, Diversifying, and Developing the Region’s Economy

New traded sector and investment capital is critical for building a strong regional economy. Additionally, diversification of businesses and industries provides regional economic resilience to downturns in any one or set of associated industries. A regional economy also needs supportive, value-adding government and support services to maximize growth, and rich internal linkages to promote maximum recirculation of capital. Finally, a prosperous regional economy is defined by rising prosperity among all groups and communities within the region.

GOAL I: A Distinctive, Competitive Economic Region with Competitive Communities that Leverage Economic Gain from Their Assets	
Objectives:	a. Build the infrastructure to support and grow strategic industry clusters
	<ul style="list-style-type: none"> • Support expansion of university-level education and research & development programs • Support expansion, responsiveness of, and access to technical/vocational training programs, community colleges, and K-20 workforce programs. Such programs should prepare individuals for opportunities across the broad range of Central Oregon’s diverse economy. At the same time educational/training programs should be a key factor in developing a workforce to support identified economic clusters. • Support the development of cluster coordination/development capacity • Develop strong and sustainable regional and local marketing programs to highlight regional and community assets
	b. Facilitate new job creation and economic diversification through recruitment of diverse new traded-sector companies across all industries that offer family-wage employment
	c. Facilitate new job creation through expansion of existing traded-sector companies across all industries that offer family-wage employment
	d. Support retention of existing traded-sector companies across all industries that offer family-wage employment
	e. Develop regional economic development planning and programs that recognize differentiation among the region’s communities

GOAL II: A Business Climate that Supports the Region's High Level of Entrepreneurialism and Innovation	
Objectives:	f. Develop a business-friendly environment which is responsive, timely, adds value and regulates to levels necessary to protect public health and safety and preserve community values that make Central Oregon an attractive place to live and to do business.
	g. Sustain the region's status as Entrepreneurial Mecca for the northwest (resources, expertise)
	h. Implement and expand business administration BA and/or MBA with emphasis in entrepreneurialism
	i. Nurture companies to prepare them for venture capital or sustainable operation ; e.g. microcredit programs, technical assistance, business planning

GOAL III: Increased Regional Economic Self-Reliance through Diversification of Local Resources Available to Businesses and Citizens	
This is ancillary to the above two goals. Use incentives and support services to maximize traded sector business development congruent with regional values. Retain capital in the region through collaborative ventures and communication systems which increase linkages between businesses, and between citizens and local businesses.	
Objectives:	j. Promote the development of locally-produced products and services (inputs) for local businesses (business to business buying and selling)
	k. Promote the development of locally-products products and services for local consumers
	l. Protect working landscapes to protect Central Oregon food and fiber resources
	m. Develop a regional clearinghouse/network to link local investors and local investment opportunities.
	n. Develop a diverse set of affordable local power sources.

Strategy 2: Develop and Support the Local Workforce

A skilled, stable and adequately sized workforce is critical to the success of the Central Oregon economy. However, Central Oregon employers are experiencing difficulty attracting and retaining qualified employees due to a variety of factors, including:

- Tightening of the labor pool/low unemployment rates – a shortage of highly qualified workforce
- A shortage of affordable workforce housing in some communities
- Increased inter-city commuting due to uneven housing costs across the region, at a time when fuel costs are increasing
- Need for improved educational attainment levels and appropriate worker skills for the unique industry base in each community

Opportunities exist for improved connections and coordination between the business community, education institutions, and workforce development organizations for the benefit of Central Oregon workers. Additionally, improved access to affordable workforce housing, child care, and health care services are needed. The Strategy 3 Goals address the need to develop and support the local workforce for the benefit of the regional economy:

GOAL IV: High-Quality K-20 Education Systems to Produce, Retain and Attract Highly Qualified Workforce	
Objectives:	o. Improve regional equity in access to education - expand local community college educational opportunity through (a) campuses in outlying communities, (b) transportation networks, and (c) distance learning innovations supported by expanded communications networking, course development and student support systems
	p. Improve the regional workforce by leveraging financial support and improving linkages between private business, workforce development agencies and education institutions
	q. Improve and expand workforce training opportunities for job seekers and incumbent workers (entrance/pre-employment): upgrading, business efficiency, retraining, alternative career training
	r. Strengthen integration and efficiency of the K-20/CC/University/Workforce Training continuum

GOAL V: High-Quality Social and Human Services to Produce, Retain and Attract a Quality Workforce	
Objectives:	s. Expand access to and affordability of quality childcare options
	t. Improve skills and workforce opportunities for non-English speaking residents – e.g. expand availability of ESL, provide Spanish language training to employers
	u. Expand access to affordable health care services in all communities

GOAL VI: Sufficient Supply of Housing Affordable for Workforce	
Objectives:	v. Improve communication and coordination between economic development and housing organizations (e.g. the need for new housing units for the workforce of new or expanding businesses)
	w. Develop local plans that define regulation, zoning and/or incentives to produce affordable housing; develop

	public-private partnerships to ensure the long-term supply of affordable housing for the workforce in all communities
	x. Develop opportunities for incentive-based employer-assisted housing programs
	y. Preserve existing affordable housing stock
	z. Improve regional access to state and federal affordable housing programs; improve advocacy and communication/regional awareness of programs

Strategy 3: Conserve, Enhance, and Market Environmental Amenities

Central Oregon’s environment is the context and framework within which our economy operates. Environmental amenities are the natural capital at the foundation of our regional economy. Careful, sustainable management of natural resources and environmental amenities is critical to avoid degrading our future economic opportunities and potential. Unplanned growth has the potential to degrade the very environmental amenities and quality of life that drive our growth and development in the first place.

GOAL VII: Restored Streamflow and Water Quality to the Deschutes River and its Tributaries	
Objectives:	aa. Develop a water management plan to restore stream flow while meeting the needs of agricultural, municipal and industrial users
	bb. Implement non-point source pollution reduction measures in both urban and rural areas

GOAL VIII: Protected Open Spaces, Critical Wildlife Habitat, and Working Landscapes	
Objectives:	cc. Develop programs to increase the economic viability of farms and working forests to counteract the trend toward urbanization of these lands
	dd. Promote urban development patterns that reduce sprawl and facilitate efficient transportation
	ee. Maximize working landscape retention through rural land use policies
	ff. Delineate and preserve critical wildlife corridors
	gg. Identify and preserve valuable recreational lands

GOAL IX: Restored Forests and Rangelands	
Objectives:	hh. Capitalize on opportunities to utilize small diameter forest and rangeland fuels to protect ecosystems and stimulate resource-sector jobs
	ii. Encourage land management practices that allow agricultural and forest producers to take advantage of “Green” niche markets (e.g. Oregon Country Beef, Forest Stewardship Council)

GOAL X: Preserved and Enhanced Air Quality in Central Oregon	
Objectives:	jj. Implement strategies to reduce regional greenhouse gas emissions
	kk. Implement strategies to reduce diesel particulate matter emissions
	ll. Manage regional smoke emissions from wildfire and prescribed fire to minimize health impacts

GOAL XI: Economic Decision Makers are Provided with Information and Analysis which Demonstrates the Importance of Environmental Quality to the Regional Economy	
Objectives:	mm. Illustrate how a quality environment can attract high-wage, knowledge-based industries; skilled and educated workers; in-migrants with significant non-labor income; and other economic assets

Strategy 4: Develop and Maintain Economic Infrastructure

Public and private infrastructure provides the basic foundation of a functioning economy - serving the businesses and residents of Central Oregon while also facilitating access to markets outside the region. Central Oregon governments, organizations and businesses strive to provide quality infrastructure within the context of rapid regional population growth, development, and expanding urban growth boundaries. This rapid growth has led to the need for intergovernmental communication, collaboration, and planning in developing and maintaining infrastructure. Strategy 4 goals and objectives support the construction, expansion and rehabilitation of essential public and private infrastructure and facilities necessary to create and retain private sector jobs and investments, provide access to markets, attract private sector capital, promote regional competitiveness, and protect regional quality of life.

GOAL XII: Transportation: Functional and Efficient Movement of Goods, Services, Residents and Visitors Into, Within, Through, and From the Region	
Objectives:	nn. Develop an integrated long-range transportation plan for the region, which coordinates and integrates local planning for all transportation modes (rail, air, roads, transit, bicycle/pedestrian)
	oo. Provide for/support transportation options appropriate to the commuting needs of Central Oregon

	workforce
	pp. Develop and/or improve intermodal facilities for the efficient movement of goods and services
	qq. Secure funding for backlog of transportation project needs, as per COACT project needs list

GOAL XIII: Sufficient Supply of Land Affordable for Commercial, Industrial and Residential Development	
Objectives:	rr. Develop an adequate supply of affordable commercial land in Central Oregon communities
	ss. Develop an adequate supply of affordable industrial land in Central Oregon communities
	tt. Develop an adequate supply of affordable residential land in Central Oregon communities

GOAL XIV: Adequate Public Works and Private Utility Infrastructure	
Objectives:	uu. Identify infrastructure deficiencies and capacity needs and develop financing and implementation strategies for infrastructure construction a community and a regional level
	vv. Construct and/or expand infrastructure facilities in high-density areas and extend infrastructure to areas within urban growth boundaries.

GOAL XV: Adequate Community Facilities	
Objectives:	ww. Identify community facility needs and develop financing and implementation strategies for community facility development

Strategy 5: Enhance Local Leadership and Institutional Capacity to Facilitate Regional Economic Development

Population growth and development patterns have contributed to challenges across the region such as a lack of housing that is affordable to the workforce in some communities, increasing commuter rates, an acute shortage of qualified workforce, and overburdened local government budgets. There is a need for broad discussion among communities, between local government and state and federal government, and among public agencies and the private sector. To effectively address the myriad of issues, a forum for cross-issue regional discussion and integration should be formed, and the broader community should be engaged in developing and implementing solutions. The Strategy 5 goals address the need to develop and support regional planning, resource development, and leadership development for the benefit of the regional economy:

GOAL XVI: Ongoing Regional Planning is in Place to Preserve and Enhance the Region's Economic Appeal and Effect Orderly Economic Development	
Objectives:	xx. Develop an organizational structure that provides a forum for ongoing regional planning dialogue across issue areas (e.g. housing, transportation, and economic development), and identifies opportunities for integration of planning across issue areas.
	yy. Develop a regional growth strategy integrating planning for economic development, transportation, land use, workforce, housing, and natural resources
	zz. Encourage cities of the region to establish programs to monitor on-going absorption of urban economic lands (commercial/industrial), and to designate Urban Reserve areas outside existing or future UGB's, to facilitate more efficient UGB expansions as needed to ensure an adequate lands base for economic development.

GOAL XVII: New Resources are Identified to Help Fill Economic Needs	
Objectives:	aaa. Develop strategies to tap into philanthropy and retirees;
	bbb. Develop local capacity to better access state and federal grant opportunities. Direct resources to help businesses. Use internet to effectively communicate availability of economic development resources.
	ccc. Encourage and promote innovative, bold approaches by local governments to achieve resources necessary to support adequate infrastructure for economic development (e.g. increased gas tax, issuance of bonds for infrastructure)
	ddd. Create a data depository or clearinghouse (e.g. detailed city-level data and analysis), to facilitate informed program and planning decisions

GOAL XVIII: Adequate Local Government Capacity and Favorable Public Perception Regarding Economic Development Services	
Objectives:	eee. Support the development of community leadership
	fff. Encourage and facilitate public officials to attend ethics training or seminars (potentially provided by AOC, LOC or COCO)
	ggg. Improve dialogue between local government and public; educate public about value of public services, what cities/counties are doing, local government policy decisions.

5. Identified Priorities –Short Term

The Central Oregon Community Investment Board will address the long term priorities identified in Section 4 by supporting projects and initiatives that result in one or more of the following short-term priorities, which are consistent with ORS 285B.230(B):

Central Oregon Community Investment Board Short-Term Priorities
<ol style="list-style-type: none"> 1. Family wage job creation in Crook, Deschutes and Jefferson Counties; 2. Job Retention in Crook, Deschutes and Jefferson Counties; 3. Maximizing local, state and federal funds leveraged for job creation and retention projects; 4. Promoting structures and processes of public and private organizations to effectively create, adapt, foster and sustain economic development in Central Oregon; 5. Ensuring that the economic strategies reinforce Central Oregon's long-term prosperity and livability; 6. Coordinating economic development efforts to support a locally skilled workforce in order to compete in the global economy.

Through the CEDS planning process, the regional Needs and Issues process, the regional Infrastructure Needs Inventory, and through other methods of economic analysis, several major projects, programs and activities have been identified for focus over the next six years:

- Support of industry clusters, including secondary wood products, transportation equipment/aerospace/aviation, manufacturing, renewable energy, tourism.
- Support emerging clusters including natural resources and prison/corrections (in Jefferson County).
- Infrastructure development and improvement, specifically as related to job creating properties (specific priority projects to be identified through the Infrastructure Needs Inventory).
- Essential community facility development and improvement (specific priority projects to be identified through the Infrastructure Needs Inventory).
- Transportation issues, including state highway modernization needs, traffic flow on state highway corridors, and funding for local road network, state highways. This has impacted the efficient mobility of goods, services and the workforce within and between Central Oregon communities, and to and from the region.
- Rail issues, including supporting the expansion of the Prineville Rail Depot to provide rail support to industrial land.
- Support formation and stabilization of the City of La Pine – the state's newest incorporated city
- Continue to support targeted training for the regions' clusters of Secondary Woods products, Aerospace Production and Parts, and targeted sectors including Apparel and Sporting Goods, High Technology including Information Technology, Renewable Energy, Light Industrial and Manufacturing, and Research and Development. Assist in the retention, expansion, and recruitment for these industries.
- ADA accessibility issues for community facilities.
- Access to higher education in areas outside of Bend.
- Address workforce supply; shortage of qualified workers.
- Address housing affordability trends.
- Need for regional public transit.
- Challenges surrounding endangered species reintroduction.

Alignment with OECD Strategic Plan

The long-term and short-term priorities align with the goals established for Oregon Economic and Community Development by the Legislature and the Oregon Economic Development Commission:

OECD 2007-2009 Strategic Plan Goals
<ol style="list-style-type: none"> 1. Promote a favorable investment climate to strengthen business, create jobs, and raise real wages 2. Assist Oregon's communities to build capacity to retain, expand and attract new business 3. Improve national and global competitiveness of Oregon companies.

The Regional Investment Strategy short-term priorities align directly with the OECD Strategic Plan goals, with their focus on supporting on-the-ground job creation projects, maximizing resources, and coordination among economic development organizations.

Additionally, the CEDS long-term priority Goal I incorporates elements of the OECDD strategic plan, and is the primary vehicle for consistency with the OECDD plan (see page Strategy 1, Goal 1, page 15).

6. Central Oregon Community Investment Board - Six-Year Investment Strategy & Implementation Plan

The Central Oregon Community Investment Board's six year strategy and implementation plan is contingent upon Legislative action in 2008 to fund the Regional Investment Program. If the Legislature funds the program, COCIB intends to implement its Community Investment Strategy through funding projects that align with the Board's long-term goals and priorities, and that address specific short-term priorities:

1. Family wage job creation in Crook, Deschutes and Jefferson Counties;
2. Job Retention in Crook, Deschutes and Jefferson Counties;
3. Maximizing local, state and federal funds leveraged for job creation and retention projects;
4. Promoting structures and processes of public and private organizations to effectively create, adapt, foster and sustain economic development in Central Oregon;
5. Ensuring that the economic strategies reinforce Central Oregon's long-term prosperity and livability; and
6. Coordinating economic development efforts to support a locally skilled workforce in order to compete in the global economy.

The Community Investment Board has adopted a two-pronged approach that will effectively utilize Regional Investment Fund dollars to address the above priorities. First, the Board will obligate a portion of its Regional Fund allocation to Economic Development for Central Oregon (EDCO) to fund private sector job creation through the "Business Development Opportunity Fund" project. Secondly, the Board will utilize remaining Regional Investment Program funds, less administrative expenses, to provide "Immediate Opportunity" grants to projects identified by and/or supported by cities, counties and the Confederated Tribes of Warm Springs for the purpose of funding job creation and retention projects. Both the Business Development Opportunity Fund and the Immediate Opportunity Fund will make grants only to eligible recipients; COCIB will not make loans. Following are detailed descriptions of these initiatives:

Business Development Opportunity Fund: The Community Investment Board made private sector investments in the 2001-2003, 2003-2005, and 2005-2007 biennia through Economic Development for Central Oregon (EDCO). These investments focused on private-sector job creation through business recruitment and retention activities. The Community Investment Board chose to grant funds to EDCO for the following reasons:

- EDCO has a highly visible public, web and community presence and often serves as a "gateway" for new businesses seeking to enter Central Oregon.
- EDCO's board of directors is representative of all Central Oregon communities, including rural areas.
- EDCO has an experienced economic development staff that is well networked with other Oregon Economic Development professionals and well respected in the region.
- Due to the presence of a "retention specialist" on its staff, EDCO can often respond to the needs of businesses struggling to stay in the region.
- Because EDCO is a private non-profit entity, it has the ability to act rapidly and to respond to immediate job creation and retention opportunities.
- EDCO is well networked with the Chambers of Commerce in the region, which provides an alternative "gateway" to the region for new businesses seeking to the region and those businesses struggling to stay in the region.

The fundamental components of this project are as follows:

- The Community Investment Board and EDCO will establish contractual targets for job creation, retention, and funds leveraged. These targets will be based on the Community Investment Board's performance measurement targets.
- EDCO will provide sub grants to private businesses for the purpose of job creation and retention. These grants will be structured such that job creation, retention and leveraging targets can be met.
- Grants will focus on traded sector industries, manufacturers, and key regional economic clusters.
- EDCO and the Community Investment Board will agree to the ratio of funds targeted toward recruitment projects versus retention projects. EDCO will invest no Regional Investment Funds in retention projects without first ascertaining that all other opportunities for loan and grant capital have been exhausted.

- Throughout the term of the contract, EDCO will regularly canvass the Central Oregon Chambers of Commerce, Central Oregon Intergovernmental Council, Oregon Economic and Community Development Department, Central Oregon Visitors Association and other entities involved in regional economic development to identify businesses that may be candidates for Regional Investment Funds.
- In making investment decisions, EDCO will attempt to distribute investment among communities and counties located in Crook, Deschutes and Jefferson Counties. EDCO will give priority to 1) communities where investments of Regional or Rural Investment funds have not yet been made; and 2) the most rural and distressed communities of the region as indicated by the Oregon Economic and Community Development Department Rural and Distressed Community index.
- EDCO will report quarterly to the Community Investment Board regarding investments and outcomes.

Business Development Opportunity Fund sub grants will be made to private sector businesses located within Crook, Deschutes or Jefferson Counties. Regional and Rural Investment dollars will fund the following private business sub-grantee activities:

- Facility construction costs
- Fixed asset equipment purchase
- Marketing
- Business relocation costs
- Statutorily permissible personnel costs

General industry cluster targets for the Business Development Opportunity Fund include:

- Aerospace/Aviation
- High Technology (includes software, hardware and biotechnology)
- Recreational Equipment Manufacturing
- Secondary Wood Products
- Headquarter Firms
- Light Industrial and Manufacturing (Plastics, printing, misc.)
- Research and Development Firms
- Renewable/Sustainable Energy

Immediate Opportunity Fund: In lieu of a one-time call for projects with a competitive application process, the Community Investment Board will make available the remainder of Regional Investment Program funds on an Immediate Opportunity basis, to fund job creation and retention projects and activities proposed and/or supported by Central Oregon cities, counties and the Confederated Tribes of Warm Springs. Following are components of the Immediate Opportunity fund:

- The Community Investment Board will accept project applications from jurisdictions and organizations at any time throughout the biennium, until such time that all Regional Investment funds are committed.
- The Community Investment Board will fund projects that address the overall regional long-term and short term priorities, as identified in the Central Oregon Community Investment Strategy (Section 7).
- The Community Investment Board will make funding decisions on a quarterly basis.
- Projects will contribute to regional job creation and/or retention, and will leverage local, state and federal funds.
- The Board will utilize the statewide Infrastructure Needs Inventory and Needs and Issues Inventory process when evaluating project applications.

Immediate Opportunity Fund projects types include, but are not limited to:

- Public infrastructure in support of job creation or retention projects
- Community facilities
- Planning or regional problem solving projects in support of economic development, cluster planning

The regional priority list derived from the Infrastructure Needs Inventory will be amended into this plan to demonstrate high priority Immediate Opportunity Fund projects.

7. Rural Action Plan and Rural Set-Aside

The Central Oregon Community Investment Board will allocate a portion of Regional Investment Funds are targeted toward rural areas of the region. "Rural" is defined by the Board as Crook and Jefferson counties in their entirety,

and Deschutes County outside of the urban growth boundary of Bend. The Board will ensure rural communities are notified of the availability of Regional Investment Funding, and will monitor project awards to ensure that rural communities are adequately served by this program. The Strategy will be focused on benefiting distressed communities in Central Oregon.

2006 distressed areas and associated index values, OECD		
County	Index	Economic Status
Crook County	0.85	Distressed
Jefferson County	0.82	Distressed

The Central Oregon Community Investment Board will support projects and activities targeted specifically to rural communities, including:

- Business development projects that lead to job creation and retention. COCIB recognizes that while rural job creation project typically result in less net job gain than in urban areas, the projects are extremely valuable to rural distressed communities. Specific effort will be made to invest in rural community job creation projects.
- Infrastructure development, community facility development. Through the infrastructure needs inventory, priority rural projects will be identified and supported. COCIB recognizes that while populations are lower in rural areas and resources are limited, infrastructure and facility costs can be equal to costs in urban areas. Additional support of these communities is needed. Specific projects will be identified through infrastructure inventory.
- Technical support and assistance. Rural communities often lack the capacity to identify and secure funding for critical projects. COCIB, COIC and EDCO provide support and assistance to rural and distressed communities.
- Specific focus on economic clusters critical to rural communities, including secondary wood products, travel/tourism, renewable energy, corrections/prison industry, agriculture, natural resources, and manufacturing.
- Marketing of low-cost, available industrial and job creating properties.

COIC will outreach to rural communities to identify appropriate Immediate Opportunity Fund projects. Outreach will include the cities of Culver, La Pine, Madras, Metolius, Prineville, Redmond and Sisters; Crook, Deschutes and Jefferson counties; and the Confederated Tribes of Warm Springs. Upon the availability of Regional Investment Funding, each of the cities will receive information and application materials.

Economic Development for Central Oregon will conduct outreach to rural communities to identify appropriate Business Development Opportunity Fund recipients. Outreach by EDCO will include Chambers of Commerce, Central Oregon Intergovernmental Council, Oregon Economic and Community Development Department, Central Oregon Visitors Association, Prineville/Crook County Economic Development, Redmond Economic Development, and other entities involved in regional economic development to identify businesses in rural areas that may be candidates for Regional Investment Funds.

COCIB will earmark a minimum of 50% of Regional Investment funds toward projects benefiting rural areas. Assuming that the Central Oregon Community Investment Board receives an allocation of Regional Investment Funds for the 2007-2009 that is the same as the past biennium, then the minimum amount of the rural set-aside will equal \$233,950.

8. Barriers to Implementation

A detailed summary of regional weaknesses and threats is included in Strategy Section 4. This summary includes many broad regional challenges, such as affordability of land, energy costs, workforce availability, distance from markets, and other factors. Beyond these issues, several regional challenges have become barriers to implementation of the Central Oregon Community Investment Strategy:

- 1) Decreasing state and local government budgets resulting in a lack of public funding for high priority economic development projects.
- 2) Increasing stresses upon the region's infrastructure and housing costs as a result of rapid population growth.

3) Decreasing (and potentially eliminated) Regional Investment Program grant resources. The de-funding of this program would effectively eliminate the Board's ability to leverage resources to address regional priorities.

The Community Investment Board's means to overcome these barriers include:

- funding projects that support the Community Investment Strategy long-term and short-term priorities;
- funding projects that leverage private and public sector investment;
- funding high priority projects as identified by cities, counties, and the tribe; and
- funding projects that lead to job creation or retention as a means of building the employment base of the region

9. Plan for Involvement of Disadvantaged and Minority Groups

The Central Oregon Community Investment Board will involve the disadvantaged, minority groups, and rural areas in all stages of Strategy development and implementation. Notice of the public meeting prior to the adoption of the Regional Investment Strategy will be sent to the list of disadvantaged and minority group representatives. When the Central Oregon Community Investment Board initiates the implementation of its regional Strategy by advertising for applications, it will again notify the disadvantaged and minority groups, and the cities, counties, tribes, special districts, and non-profit organizations related to economic and community development through a direct mailing.

Following is a list of organizations contacted directly:

The Disadvantaged		
AARP	Alyce Hatch Center	ARC of Central Oregon
Bend Area Habitat for Humanity	Bend Community Center	Bethlehem Inn Homeless Shelter
Boys and Girls Club	Bridges to Hope Ministry	CASA of Central Oregon
Central Oregon Battering and Rape Alliance	Central Oregon Council on Aging	Central Oregon Intergovernmental Council
Central Oregon Resources for Independent Living	Central Oregon Partnership	Central Oregon Family Resource Center
Central Oregon Veteran's Outreach	Crook County Family Resource Center	Crooked River Ranch Senior Group
Deschutes County Commission on Children and Families	Crook County Commission on Children and Families	Jefferson County Commission on Children and Families
Deschutes County Healthy Beginnings	Early Intervention	Grandma's House of Central Oregon
Haven House	Healthy Start	J Bar J Youth Services
KIDS Center	La Pine Senior Citizens Inc.	Lutheran Family Services
Neighbor Impact	Opportunity Foundation of Central Oregon	Ochoco Community Clinic/Ochoco Health Systems
Prineville Senior Center	United Senior Citizens of Bend	Redmond Council for Senior Citizens
Residential Assistance Prog.	Salvation Army	Soroptimists Int'l
Senior Citizens of Jefferson County	Sisters Senior Council	Society of St. Vincent DePaul
Minority Groups		
Confederated Tribes of Warm Springs	HAABLA	Human Dignity Coalition
Latino Community Association		
Rural Areas		
Cities	Confederated Tribes of Warm Springs	Special Districts
Counties	Economic Development Organizations	

COCIB will also issue news releases announcing the availability of grant funds. These news releases will be sent to the following media organizations: The Bulletin, The Madras Pioneer, The Central Oregonian, The Redmond Spokesman, The Nugget Newspaper, Cascade Business News, Frontier Advertising, and The Spilyay Tymoo.

All COCIB meetings are public meetings, with notice sent to media outlets. COCIB's elected officials represent all constituencies within their jurisdictions, including minority and disadvantaged groups. Five groups within the region require special attention. Seniors, disabled, Hispanics, Native Americans (Jefferson County), and citizens living below the poverty line may be affected by economic and community development activities.

Population ¹	Crook		Deschutes		Jefferson		Total Region (2000)	
Total	19,182		115,367		19,009		153,558	
Senior 65+	2,818	14.6%	15,089	13%	2,363	12.4%	20,270	13.2%
Disabled	4,085	21.2%	18,454	15.9%	3,496	18.3%	26,035	16.9%
Hispanic	1,082	5.6%	4,304	3.7%	3,372	17.7%	8,758	5.7%
Native American	250	1.3%	956	0.8%	2,981	15.6%	4,097	2.6%
Poverty	2,357	12%	11,561	9.6%	2,692	13.9%	16,610	10.8%

2006 distressed areas and associated index values, OECD		
County	Index	Economic Status
Crook County	0.85	Distressed
Jefferson County	0.82	Distressed

Additionally, there is a significant migrant farm worker population in Jefferson County. This population supports the agricultural industry, which is primary industry in Jefferson County.

10. Special Uses of Funds

A portion of the Regional Investment funds will be used for activities and projects that assist individual private businesses in acquiring assets such as land, buildings, machinery and equipment through Business Development Opportunity Fund sub grants. Grants for fixed asset acquisitions will not displace existing private or public sources of funding for these acquisitions.

Eligible Activities – Activities eligible to receive grant funds include: acquisition of fixed assets (land, plant, equipment or other tangible asset that has a useful life lasting longer than twelve months, and is normally subject to depreciation for income tax purposes), training, and marketing. Grant funds may be used to strengthen the equity position of the business allowing the project to be financed where it would not otherwise be eligible for loan funds or gap financing.

Ineligible Activities – Grant funds cannot be used for the following:

- Assistance in excess of what is needed to accomplish the purpose of the project.
- Distribution or payment to the owner, shareholders, or beneficiaries or members of their families when such persons will retain any portion of equity in the project or business.
- The transfer of ownership unless the grant will keep the business from closing, or prevent the loss of employment opportunities in the area, or provide expanded job opportunities.
- For the purpose of refinancing or restructuring existing debt.
- Displacing existing private or public sources of funding.

Priorities – The following criteria will be considered when determining grant recipients:

- Degree to which the project addresses regional long-term and short-term priorities.
- Number of full time jobs that will be created or retained through the project.
- Dollars invested per job created or retained.
- Funds leveraged.
- Project readiness.

¹ Source: US Census, 2000

If selected as a finalist for grant funding, private business applicants may also be requested to provide additional information as requested by COIC such as: personal financial statements, personal income tax returns, a resume, business tax returns for the subject business and all affiliate businesses, and income statements, cash flow statements and balance sheets for the subject business. If requested, this information will be considered confidential and will be used to perform a financial analysis. The financial analysis must show that the company is viable but cannot reasonably assume more debt.

The Business Development Opportunity Fund project will exercise reasonable prudence and caution in investment of Regional/Rural Investment funds, including but not limited to due diligence, “clawback” clauses and security interest in capital investment where appropriate.

The Community Investment Board will not provide loan funds through the Business Development Opportunity Fund.

11. Management Plan

The Central Oregon Community Investment Board will periodically submit performance reports in a form prescribed by the Economic and Community Development Department for the Regional Investment Program, to the county governing bodies in the region, the Oregon Economic and Community Development Commission, the Governor and the Legislature.

Section 1. Administrative Agent

Crook, Deschutes and Jefferson counties have entered into an agreement with the Central Oregon Intergovernmental Council for the fiscal and administrative management of the Central Oregon Regional Investment and Rural Investment Fund programs.

The Central Oregon Intergovernmental Council (COIC) is a government entity organized under ORS 190. COIC is a state-sanctioned Council of Governments, and since 1972 has been one of the few organizations in the region that involves all three counties and seven cities in policy-making, program planning and service delivery. COIC is governed by a 15-member Board, with representatives from each of the member governments: the counties of Crook, Deschutes and Jefferson, and the cities of Bend, Culver, Madras, Metolius, Prineville, Redmond and Sisters. Five members representing the interests of business, tourism, agriculture, wood products, and the unemployed/underemployed are also on the COIC Board.

From 1993 to 2007, COIC was the fiscal and administrative agent for the Central Oregon Regional Strategies Board and the Central Oregon Community Investment Board. In the upcoming biennium, as was the case this past biennium, the majority of the staffing services provided to the Central Oregon Community Investment Board by COIC will be undertaken by the Program Administrator for Economic Development and the Program Assistant for Economic Development. The following COIC staff will also provide some level of services to the Central Oregon Community Investment Board: Executive Director, Fiscal/Administrative Manager, Staff Accountant, Accounting Clerk, Community Relations Coordinator, Computer Technician, and additional administrative staff as needed.

COIC will receive all Regional Investment funds and maintain discrete accounting records for expenditures and cash balances as required by the State. COIC will develop project contracts for all projects awarded grant funds by the Community Investment Board. COIC staff will track project progress, submit regular progress reports to the Community Investment Board, and will enforce terms and conditions of the grant awards. COIC will arrange facilities, provide appropriate notice under the Public Meetings Law, prepare agendas and other supplemental meeting materials, and record the minutes of all public meetings. Additionally, COIC will file, retain, dispose of, or allow inspection of public records as required by State of Oregon Public Records Law (see appendix E – COIC Internal Control Policy and Procedures).

Section 2. Application Process

The Central Oregon Community Investment Board will address Strategy priorities through a two-pronged approach. The application process for these two approaches is as follows:

Business Development Opportunity Fund: The Central Oregon Community Investment Board will contract with Economic Development for Central Oregon (EDCO) to identify business recruitment and retention projects that lead to job creation and/or retention. Throughout the term of the Business Development Opportunity Fund contract, EDCO will regularly canvass the Central Oregon Chambers of Commerce, Central Oregon Intergovernmental Council,

Oregon Economic and Community Development Department, Central Oregon city and county governments, and other entities involved in regional economic development to identify businesses that may be candidates for Regional Investment Funds. EDCO will develop and utilize a specialized project application form

EDCO will not select businesses for the Business Development Opportunity Fund that result in the relocation of a business facility within Oregon from one labor market area to another, unless the job losses in the originating labor market area are less than or equal to 0.1 percent of the most recently available estimate for the civilian labor force therein, or unless the relocation entails an improvement in the quality and a significant increase in the size of the business' total in-state employment, without being detrimental to any rural area, subject to determinations by the State of Oregon Economic and Community Development Department.

Immediate Opportunity Fund: The Central Oregon Community Investment Board will advertise the availability of Regional Investment funds through the Immediate Opportunity Fund by issuing news releases, and through direct mailings to cities, counties, tribes, special districts, and non-profit organizations related to economic development. The Board will make Immediate Opportunity Grants only to city or county sponsored projects, and will accept project applications at any time throughout the biennium, until such time that all Regional and Rural Investment funds are committed. The Community Investment Board will make Immediate Opportunity funding decisions on a quarterly basis. Applicants will be asked to address the overall regional priorities identified in the Central Oregon Community Investment Strategy, and to identify levels of job creation, retention, and funds leveraged.

Applications will be reviewed by COIC for completeness, accuracy, and compliance with the minimum program requirements related to job creation and funds leveraged. Any applicants that do not succeed in passing this review will be notified and given an opportunity to correct the application. All applications that pass final staff review will be forwarded to the Central Oregon Community Investment Board. Applicants that do not pass final staff review may appeal the staff decision to the Executive Committee of the Central Oregon Community Investment Board. The decision of the Executive Committee on the appeal is final.

Project Selection Criteria

Business Development Opportunity Fund and Immediate Opportunity Fund applications will be evaluated based upon the criteria established below:

- Extent to which the project addresses the regional long-term and short-term priorities established by the Board in the Central Oregon Community Investment Strategy (see Section 7), including job creation and retention.
- Extent to which the project is ready-to-proceed
- Extent to which the project will leverage additional matching funds
- Extent to which the project is feasible in the short- and long-run
- Extent to which the project cannot secure funding from other financing sources
- Extent to which the outcome of the project can be measured
- Track record of applicant
- Request does not include ineligible costs - Grant funds cannot be used for: debt retirement; reimbursement of expenses incurred prior to grant award; or the relocation of a facility from one labor market area within the state to another if not accompanied by an expansion of the applicant's business or employment.

Other Review Criteria Specific to the Regional Investment Fund:

Extent to which the project addresses at least one of the following objectives of the Regional Investment Fund:

- (a) the support of communities and populations that have been left out of Oregon's economic expansion and diversification;
- (b) the assistance of companies that are starting up or already in business in Oregon to compete globally;
- (c) the reinforcement of Oregon's long-term economic prosperity and livability; and
- (d) the coordination of regional efforts for economic and community development, education, workforce development, natural resource management, and other civic activities

Regional Investment Funds will not substitute for available budgeted resources in supporting ongoing public services or infrastructure that already exist, but rather will support only new or enhanced services. The funds will not maintain existing staff of a public or private entity, except staff time dedicated to the administrative needs of the Strategy or Central Oregon Community Investment Board; or redirected or augmented efforts consistent with the strategy such as new technical assistance for enhancing regional coordination or local economic development activities/capacity.

The funds will not be used to fulfill objectives or activities of the Strategy as initiated in a previous biennium. The funds will not be used to assist with the relocation of a business facility within the state from one labor market to another, unless the job losses in the originating labor market are less than or equal to 0.1 percent of the most recently available estimate for the civilian workforce therein; or the relocation entails an improvement to the quality and a significant increase in the size of the business's total in-state employment without being detrimental to any rural area, subject to determination by OECDD.

Section 3. Project monitoring and disbursements

Regional Investment Fund grant dollars will be distributed to Recipients based on the submission of one or more grant draw down requests by the Recipient, and approval of those requests by COIC. Grant funds will be distributed on a reimbursement basis for eligible project expenses that are consistent with the project budget and are incurred during the project period. Source documentation must be submitted for all grant expenses, as outlined below:

- A. All grant draw requests must include source documentation for the full amount of funds requested. This documentation shall include one or more of the following:
1. Invoices, with corresponding cancelled check copy or check number;
 2. Receipts for purchases;
 3. Credit card statements that clearly delineate purchases, with corresponding cancelled check copy or check number;
 4. Payroll or time and attendance records that clearly demonstrate employee wages and hours; and
 5. Other sources that meet the requirements of sections B and C below, and are deemed sufficient by COIC.
- B. These documents must permit the tracing of funds to a level of expenditure adequate to establish that the uses of grant funds are consistent with the approved grant budget as stated within the grant award contract, and that grant funds have not been used in violation of the restrictions and prohibitions of the grant award contract.
- C. These documents must be sufficient to facilitate an effective audit.

Record Retention:

The Recipient must maintain proper books of account and records related to the receipt and expenditure of grant funds in accordance with Generally Accepted Accounting Principles. The books of account and records must be maintained in sufficient detail to verify how the grant funds were expended or utilized. The books of account and records shall include receipts and invoices, as appropriate. The Recipient shall retain and keep accessible the books of account and records for a minimum of three years following the grant ending date; provided, however, that if there is any audit issue, dispute, claim or litigation relating to this grant funds, the Recipient shall retain and keep accessible the books of account and records until the audit issue, dispute, claim or litigation has been finally concluded or resolved.

Central Oregon Community Investment Board Monitoring

COIC provides financial to the Board no less often than quarterly. Status reports on projects are also provided to the board no less often than quarterly. The grant contract template is approved by legal counsel. Analyzing, processing and reporting financial transactions are conducted in accordance with GAAP.

12. Evaluation Plan

Following are the Central Oregon Community Investment Board's adopted 2007-2013 regional benchmarks and performance measures:

Job Creation and Retention: The Central Oregon Community Investment Board will create or retain a minimum of 1 job for every \$5,000 of funding available within the Regional Investment program, including interest earnings. Of the jobs created or retained, 80% will be short-term job creation, 20% will be long-term job creation. A majority of the jobs created or retained will be at or above the county average wage.

Leverage: The Central Oregon Community Investment Board will leverage a minimum of \$5 for every \$1 of funding available within the Regional and Rural Investment programs, including interest earnings. Of the private and public sector funds leveraged, 80% will be short-term investments, and 20% will be long-term investments.

Other measures: Number of community capital projects assisted for construction (infrastructure and community development); number of industrial sites certified as “project ready.”

Assuming that the Central Oregon Community Investment Board receives an allocation of Regional Investment Funds for the 2007-2009 that is the same as the past biennium, then the performance targets are as follows:

Outcome	Target
Jobs Created or Retained, Short-Term	83 Jobs
Jobs Created or Retained, Long Term	21 Jobs
Funds Leveraged, Short-Term	\$2,079,544
Funds Leveraged, Long-Term	\$519,886
Average Wage, Jobs Created or Retained	\$15.85
Amount of Personal Income Tax generated by the Board's investment in jobs (per year)	\$195,547
Number of Community Capital Projects Assisted	9
Number of industrial sites certified as project ready	2
Sources of Data: Project reports, OED data	

Data on performance outcomes will be gathered over the six-year period beginning 7/1/07. Outcomes will be reported every six months.

The Central Oregon Intergovernmental Council will monitor and evaluate the Strategy's effectiveness and efficiency by collecting job creation, retention and leverage reports from projects funded by Regional and Rural Investment Funds. These reports will be summarized and regularly presented to the Community Investment Board and the State.

13. First-Source Hiring Agreements for Benefited Businesses

The Central Oregon Community Investment Board does not require firms receiving benefit from Regional Investment Funds to enter into a first-source hiring agreement with publicly-funded training providers.