



Rural Development Initiatives (RDI)

Myrtle Creek, Oregon Roadmap Kick-Off Meeting

March 8, 2016

Meeting Agenda

1. Intro and Welcome
2. Our Strategic Planning Process and Community/Economic Development
3. (Addressing Poverty) Economic Assessment
4. Survey Results to Date BREAK
5. Bucket reconciliation (start with advisory committee)
6. Small Group Work – All
7. Adjourn

Team Members

Steering Committee Members:

- Gail Black
- Paulette Jones
- Sony Murray
- Sean Negherbon
- Ted Romas
- Carolyn Shields
- Henry Stevens

RDI Staff:

Mary Bosch,
Rural Economic
Vitality Director



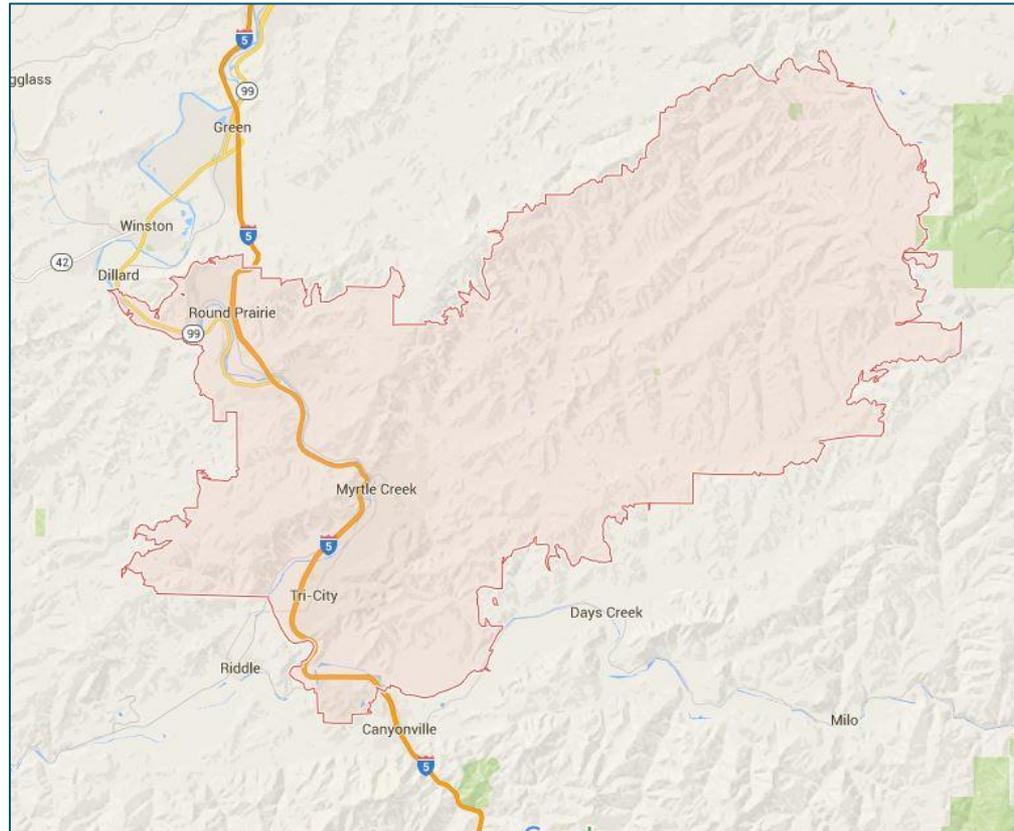
Amanda Close,
Southwest Regional
Program
Coordinator



Rose Miller,
Senior Program
Specialist



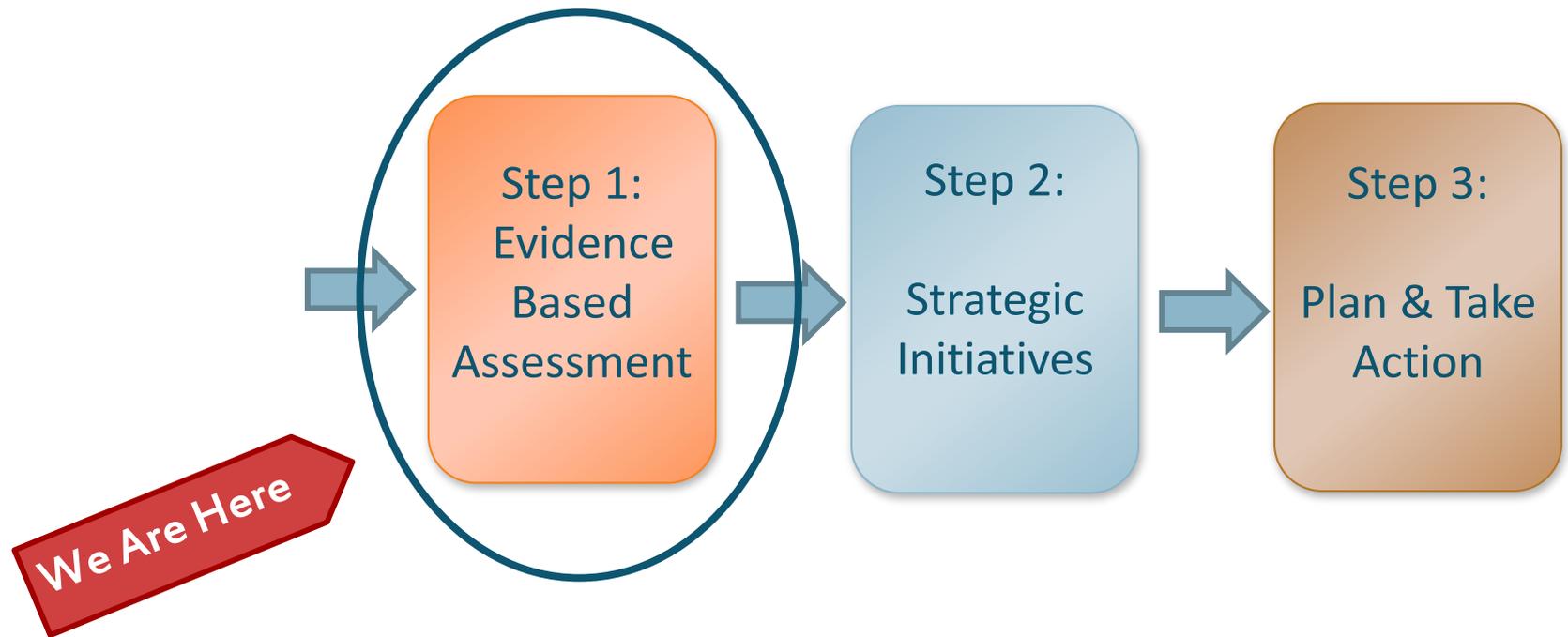
Area of Focus (97457)



Project Schedule

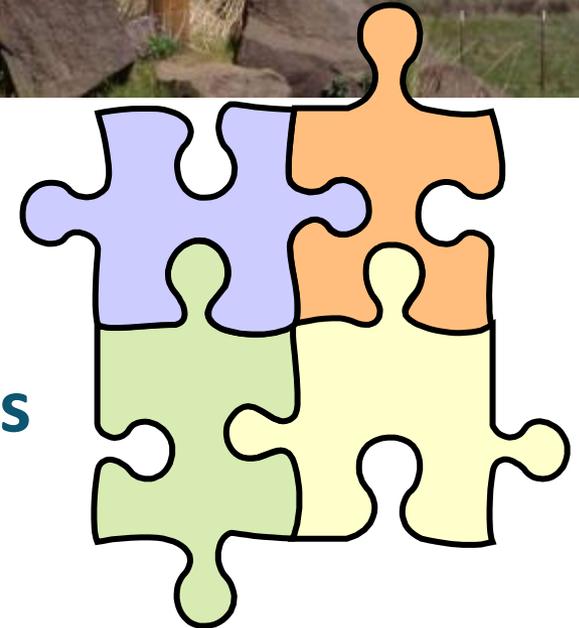
Item	March	April	May	June
Step 1: Background and Accomplishments				
Step 2: Outreach and Engagement				
Step 3: Competitive Assessment/Resource Team Visit				
Step 4: Priorities for Action				
Implementation Begins				

Economic Vitality Roadmap



6 Assessment Categories

- ① Business Climate & Vitality
- ② Workforce & Education
- ③ Real Estate
- ④ Quality of Life
- ⑤ Infrastructure
- ⑥ Economic Development Resources



Case Study-La Pine: Economic Vitality Roadmap

May 11, 5:00 – 7:00 PM
Mary Bosch & Michael Held

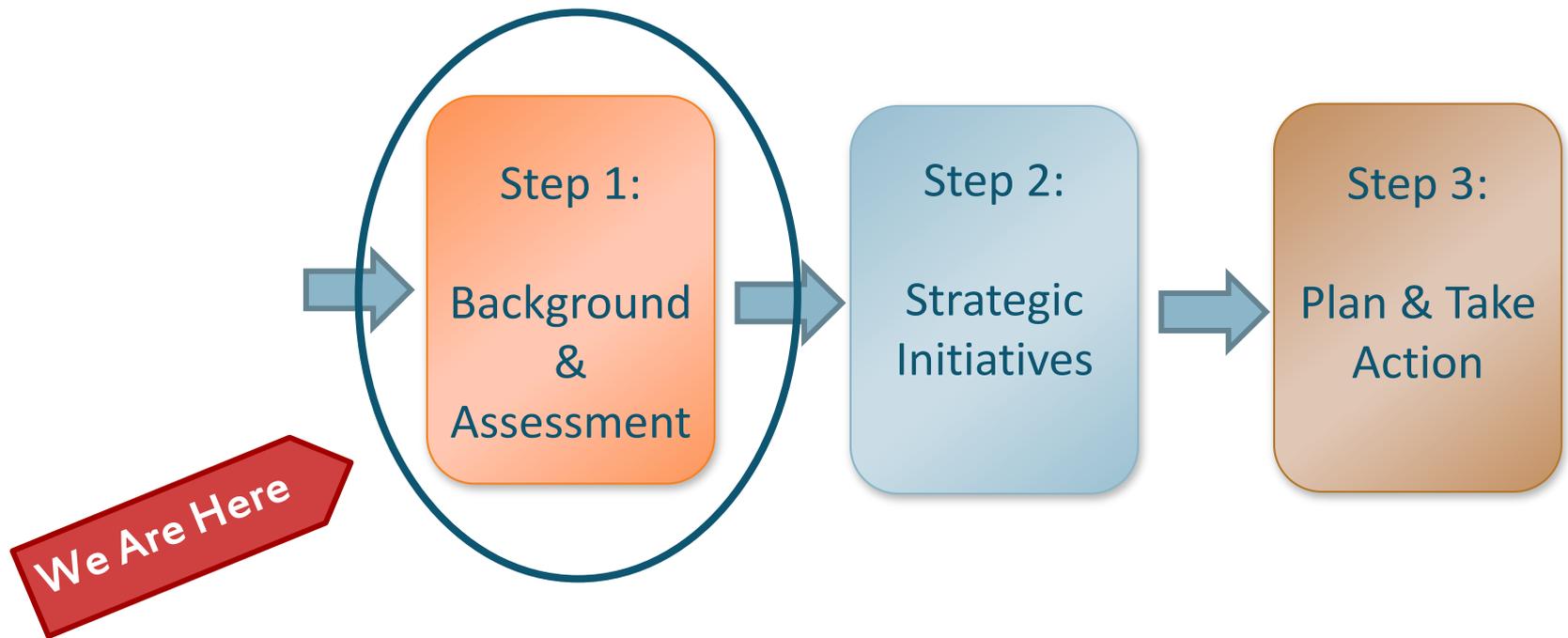
Newberry Country Economic Vitality Summit: 2013

Summit Theme: “Economic Power on Main Street and Beyond!”

Goals:

1. Strengthen the Local Economy
2. Investing in Main Street
**Urban Renewal Passed*
3. Help Businesses Work Together and Shine
4. Learn from our Neighbors

Economic Vitality Roadmap



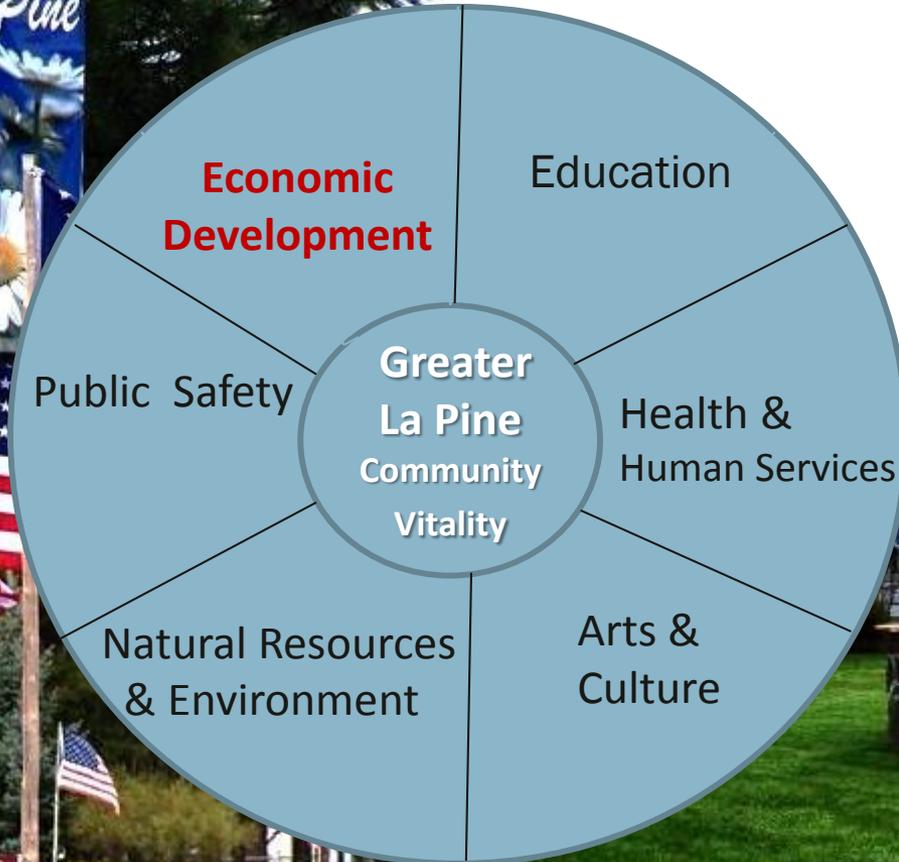
Project Goals

1. Assess competitive posture; focus on *assets*
2. Expand understanding and capacity of economy / small business
3. Identify initiatives
4. Spur action for sustainable implementation



Living Wage Jobs

Community Vitality



Guiding Plans & Strategies

La Pine Comprehensive Plan, 2010

EDCO Strategic Plan, 2013-2015

Newberry Country: S Deschutes Plan, 2012

La Pine Community Design Charrette, 2000

Newberry Country Economic Vitality Summit, 2013

...and another 10+ documents

Business Climate

furniture • clothing • jewelry • gifts

Why Should A Business Locate in La Pine?

GRAND
OPENING!

Offer clear and compelling answers

Evidence-based

MAYA SALON
CORTES D' PELO
PERMANENTES
TINTES
RAYITOS
PEINADOS
MAQUILLAJES
UNAS ACRILICA
MANICURE
503.252-5238

6 Assessment Categories

- ① Business Climate & Vitality
- ② Workforce & Education
- ③ Real Estate
- ④ Quality of Life
- ⑤ Other Factors
- ⑥ Economic Development Resources



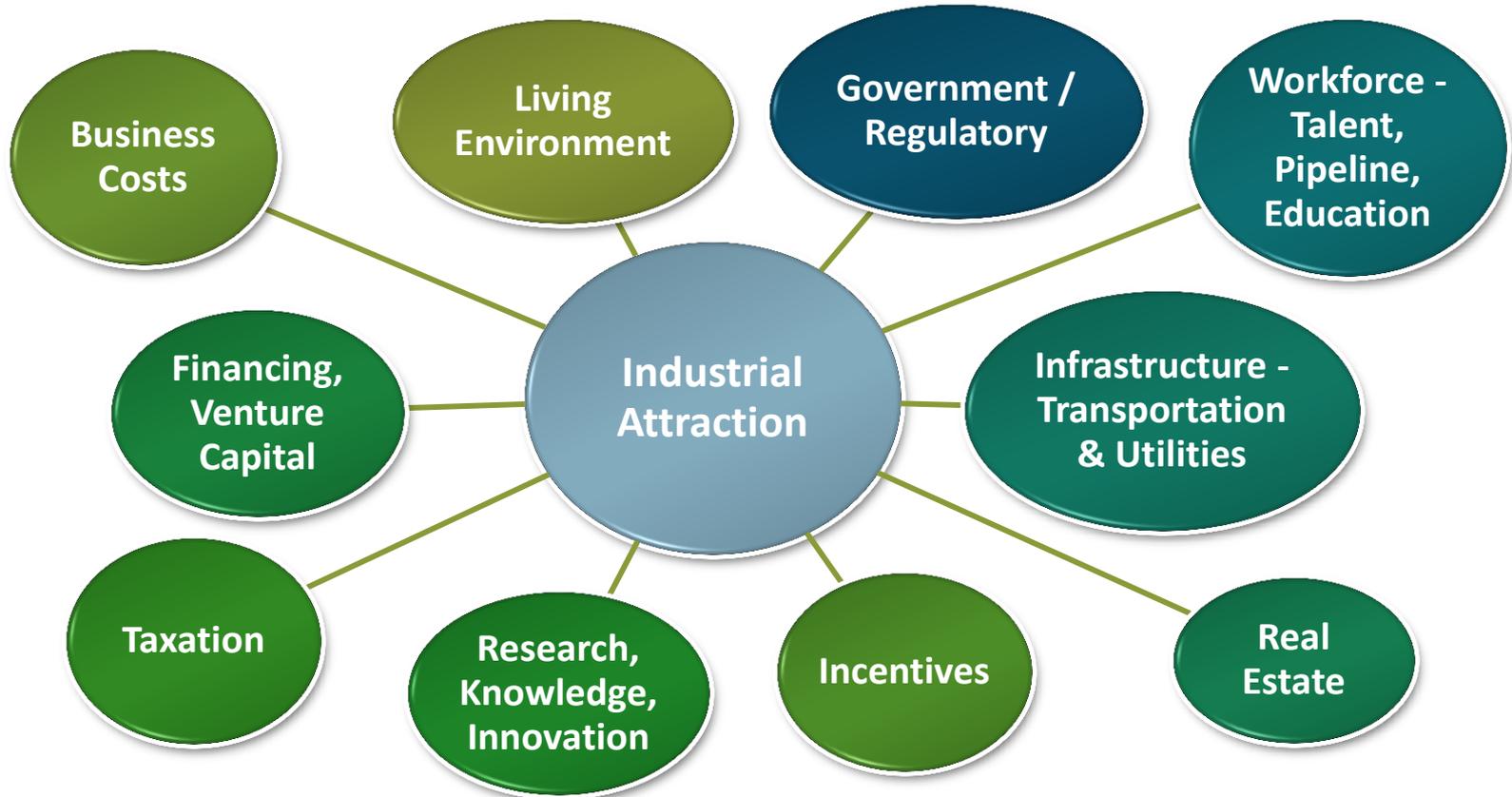
Retail Attraction Factors

How does La Pine stack up against the competition from a retail prospect, developer, investor and customer point of view?



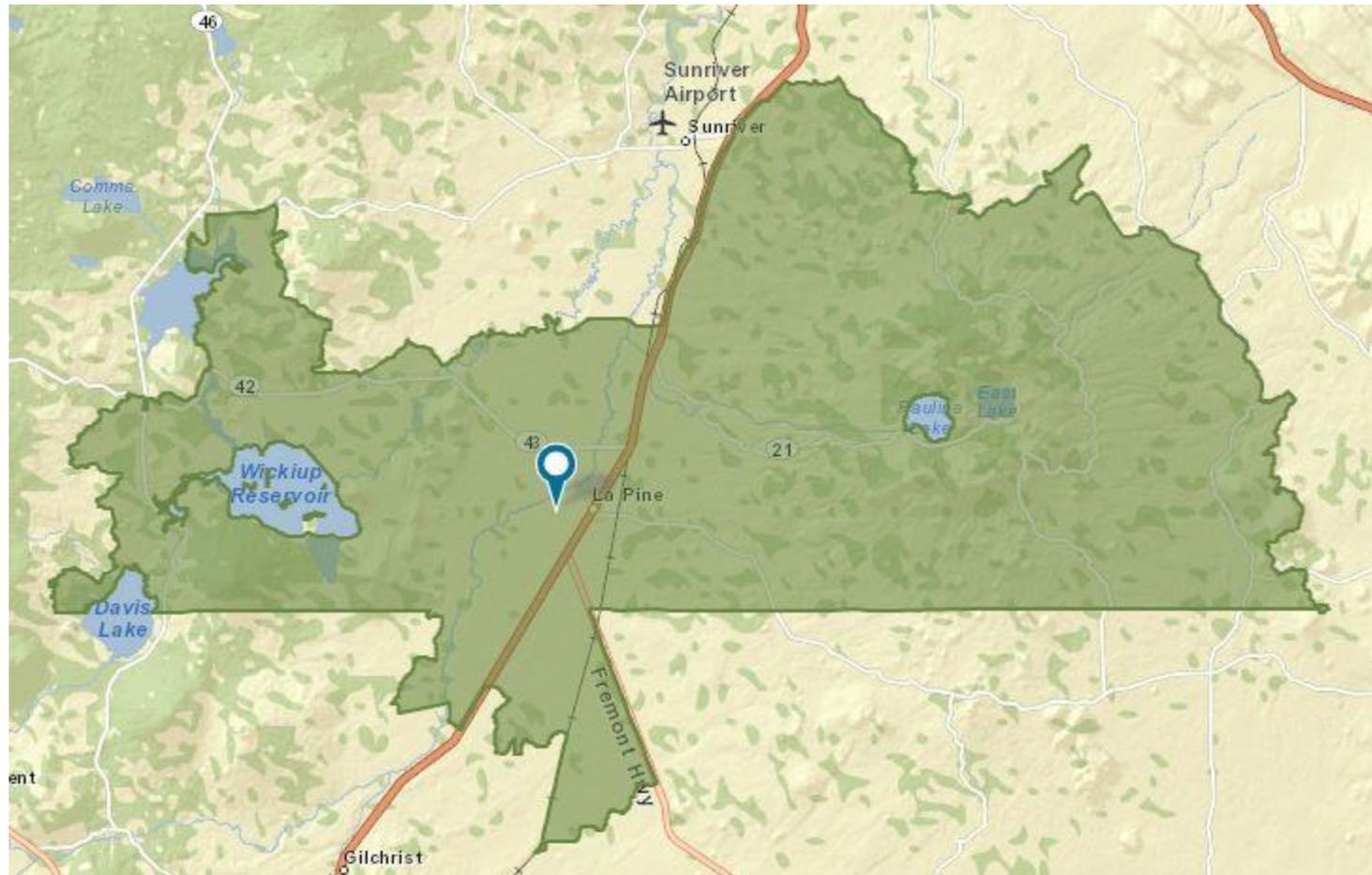
Industrial Attraction Factors

How does La Pine stack up against the competition from the perspective of an industrial prospect?



La Pine Study Area

(97739



Part 1: Business Climate & Vitality

Existing business and employment trends

Employment centers and business anchors

Retail sales



Demographic Data

(97739)

Greater La Pine (97739)

Population 2014	11,499 (ESRI) or 13,926 (Newberry)
Pop. growth since 2000	2897 (34% increase)
Age	26.4 % Senior (65+) - 15.5%, Oregon 15.1 % Children (19 and under)
Median income	\$33,927
Education	84% of residents have a HS diploma or higher
Avg. commute time	27.1 minute
Poverty Level	19.0%

Unemployment

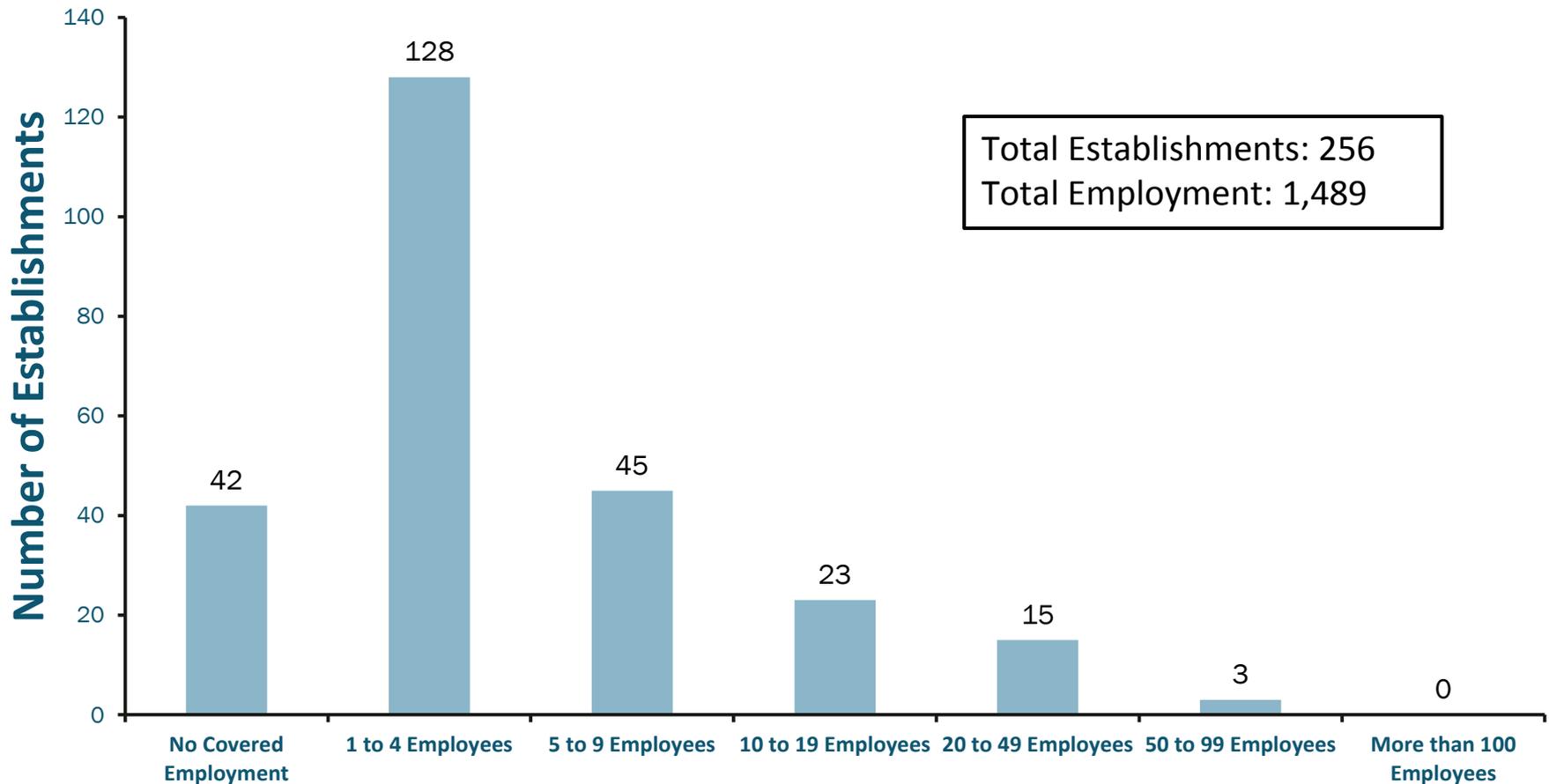
Data Range: 97739

Source: OED

Unemployment Rate			
	La Pine Area (97739)	Deschutes County	Percentage Point Difference
2010	22.9%	13.8%	9.1
2011	20.5%	12.3%	8.2
2012	18.9%	11.2%	7.7
2013	16.2%	9.5%	6.7
2014	13.6%	7.9%	5.7

La Pine Businesses By Size

Year: 2013
Data Range: 97739
Source: OED



Major Employers

Source: EDCO

Top 10 Private and Public Employers in La Pine 2014

Organization	2014	2015
Sunriver Resort (ranges 350-1100)	650	900
Mt. Bachelor	756	775
Bend-La Pine Public School Dist.	112	187
Sunriver Brewing Company	NA	75-100
Bi-Mart	54	59
Midstate Electric Cooperative	56	51
McDonald's	45	50
Gordy's Restaurant & Truck Stop	44	46
La Pine Community Health Center	30	41
Shop Smart	NA	40



Business Climate Summary

Top Assets

- Ability for community to come together when business opportunities arise
- Access to Bend
- Nationally low power rates
- Lower tax rate with fair SDCs
- New(er) City is a blank canvas for business
- La Pine is a blank slate - A fertile, and affordable, place to start a business
- Attractive to 'life-style' businesses
- Good infrastructure with nuts and bolts to start a business

Challenges

- No central repository for business development information
- Don't speak business development language
- Access to larger markets
- Lack of population critical mass for certain types of businesses and amenities
- Lack of marketing, brand, image



Potential Opportunities

- Geothermal Research Lab in Deschutes County
- Retail and service sector expansion
- St. Charles Foundation medical clinic
- La Pine Land Conveyance Act S.270 – 900 ac BLM land
- Expanded tourism for:
 - recreation- snowmobiling,
ATV trails, etc...
- Abundance of non-profits and civically engaged public



Part 2: Workforce & Education

Labor force characteristics

Employee characteristics

Job seeker characteristics

Workforce development partnerships



Workforce Availability/Characteristics

Year: 2013
Data Range: 97739
Source: US Census

Occupation		
Civilian employed population 16 years and over	Total: 3,520	Percentage
Sales and office occupations	989	28.10%
Service occupations	713	20.30%
Production, transportation, and material moving occupations	692	19.70%
Management, business, science, and arts occupations	582	16.50%
Natural resources, construction, and maintenance occupations	544	15.50%

Labor Force Size

Year: 2014
Data Range: 97739
Source: OED

Area	Labor Force	Employment	Unemployment	Unemployment Rate
La Pine	4,352	3,758	594	13.6%
Deschutes Co.	80,888	74,505	6,383	7.9%
Oregon	1,942,025	1,807,069	134,956	6.9%

Educational Attainment

Year: 2014

Data Range: 97739 & Deschutes
County

Source: ESRI

	97739	Deschutes County
Population 25 years and over	8,925	115,723
Less than 9th grade	3.1%	2.0%
9th to 12th grade, no diploma	12.0%	5.0%
High school graduate (includes equivalency)	33.8%	19.8%
GED/Alternative Credential	5.5%	3.5%
Some college, no degree	29.1%	28.9%
Associate's degree	6.5%	10.2%
Bachelor's degree	7.2%	20.4%
Graduate or professional degree	2.8%	10.3%

Workforce and Education Summary

Top Assets

- New school infrastructure
- Ability to pull from Bend metro area for certain services and employment
- Greater La Pine Adult Education Committee



Challenges

- Limited adult training opportunities
- Lack of educated workforce
- Limited resources and services for workforce training
- Lack of business skills from existing businesses
- Lack of higher education opportunities

Part 3: Real Estate

Available land & property

Construction activity

Catalytic projects



Availability of Land & Property

- **La Pine Industrial Park**
150-acre Enterprise Zone,
Broadband,
State-certified sites

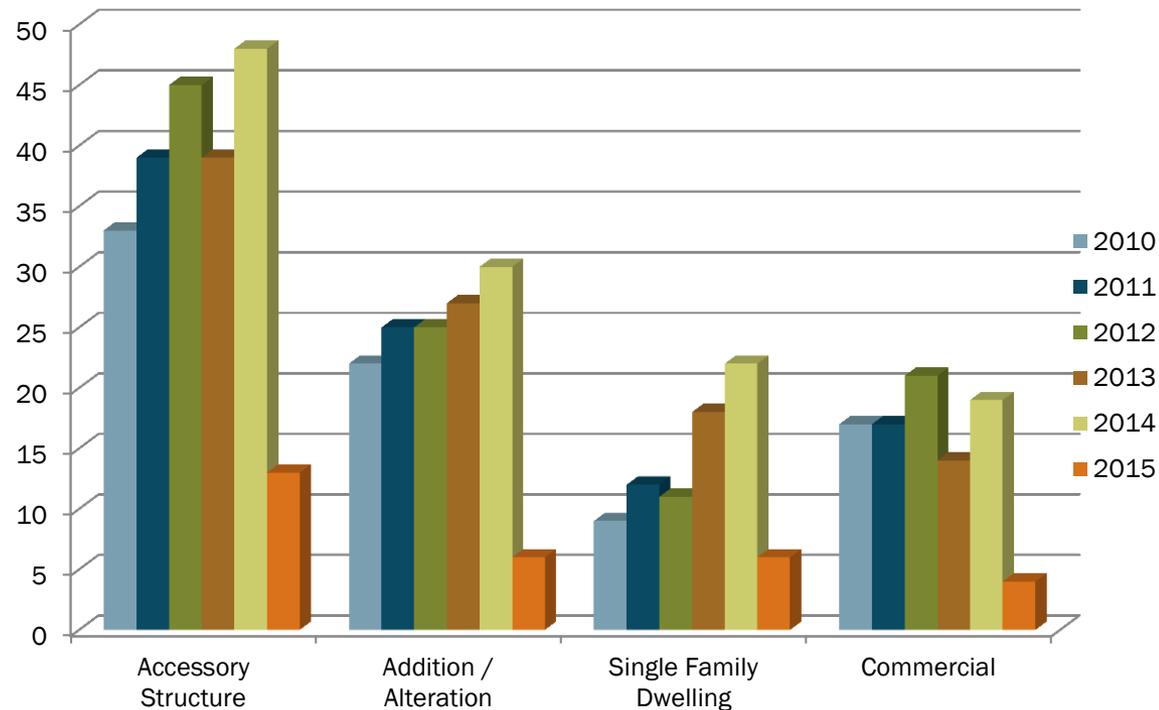


Construction Activity: 97739

- **Interchange construction (Hwy. 97 & Route 37)**



- **Commercial permits on rise from 29 ('13) to 66 ('14)**



Catalytic Projects



- **Huntington Road Planning Project**
- **New Business Center/Office Building**

Part 4: Quality of Life

Home prices

Schools

Crime

**Community facilities &
identity**



Rental Housing Units

Source: EDCO

With over 3,862 rental units in Central Oregon, in spring 2014, only 37 units were available for rent, for a 1.04% vacancy rate. La Pine *is affordable*.

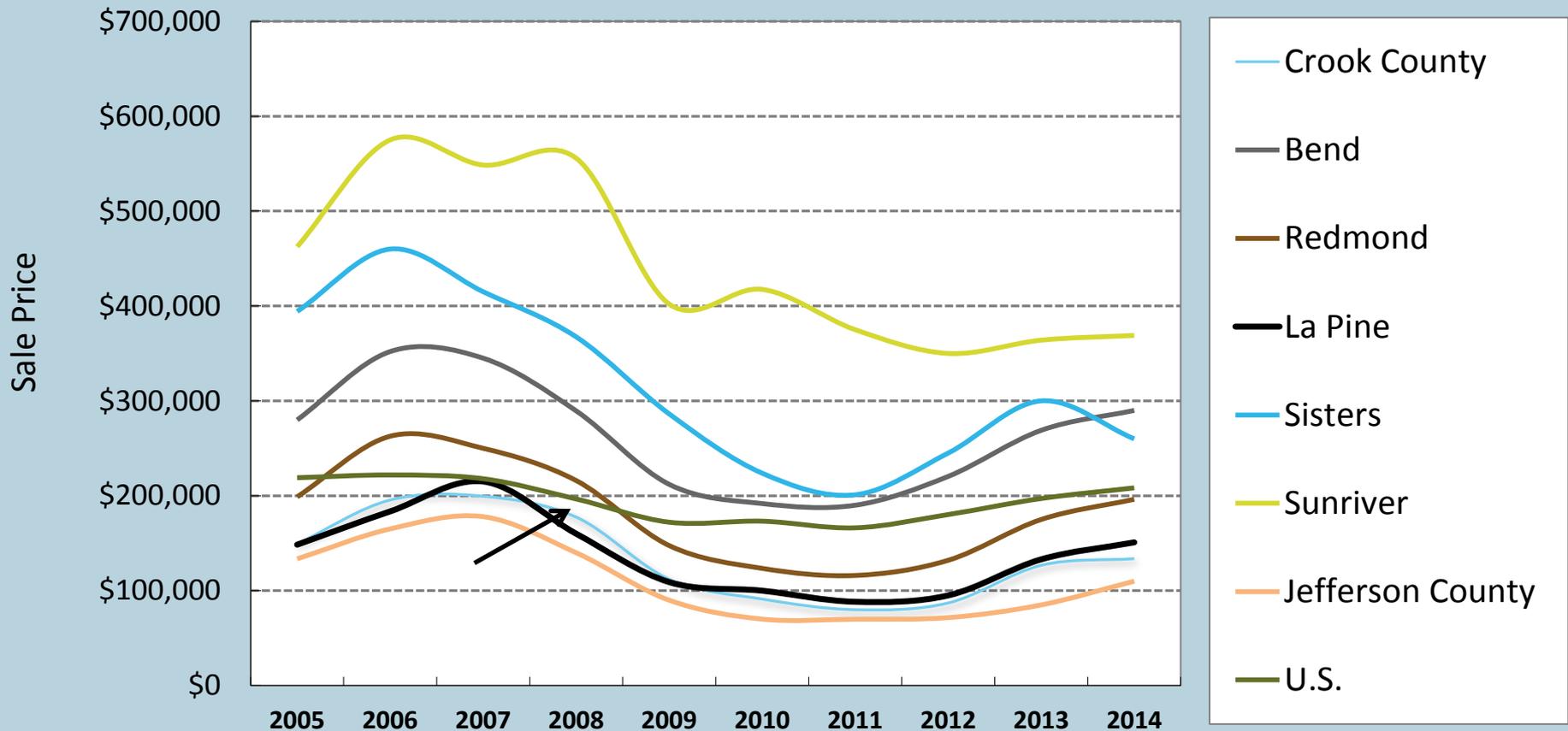
Average Monthly Rent for a 3 Bedroom House (\$)						
Area	2009	2010	2011	2012	2013	2014
Bend	1,003	969	1,012	1,231	1,110	1,221
Redmond/Terrebonne	884	863	911	975	952	1,014
Madras/Culver	834	849	817	800	765	859
Prineville	790	809	847	835	955	895
La Pine	890	905	861	889	838	880
Sunriver	1,000	991	896	1,086	1,066	1,180
Sisters	n/a	913	850	922	875	898

Source: Central Oregon Rental Owners Association (COROA); March 2015

Regional Median Home Prices

Source: EDCO

Median Sale Price of a Residential Home





School Ratings

Source : Bend-La Pine School District & LaPine Senior High School

La Pine Senior High School

Total Students:	483
Classroom Teachers (FTE):	15.93
Student/Teacher Ratio:	30.32

Comparison to Oregon Schools 2013-2014

La Pine Senior High School	Above Average
Bend-La Pine School District	Above Average

2012-2013 Stats

	La Pine (%)	School District (%)	Oregon (%)
Graduation Rate:	74.5	72.2	68.7
Completion Rate:	80.9	81.3	80.6
Drop Out Rate:	3.7	2	4
Continuing Education (2011-2012)	51.6	63.4	54.7

Community Facilities, Orgs & Identity

- Event Center
- Senior Center
- Chamber of Commerce
- Parks & Recreation



Quality of Life Summary

Top Assets/Opportunities

- Recreational opportunities – lake region, boating, fishing, etc
- 900 acre BLM land transfer

Challenges

- First impression and perception is negative as you drive through La Pine due to blight, poor and inconsistent signage, and older facilities (Improving)



Part 5: Other Business Decision Factors

Transportation

Sustainability

Appearance



Unique Community Facilities



Commercial/Industrial building & land vacancy

La Pine Industrial Park

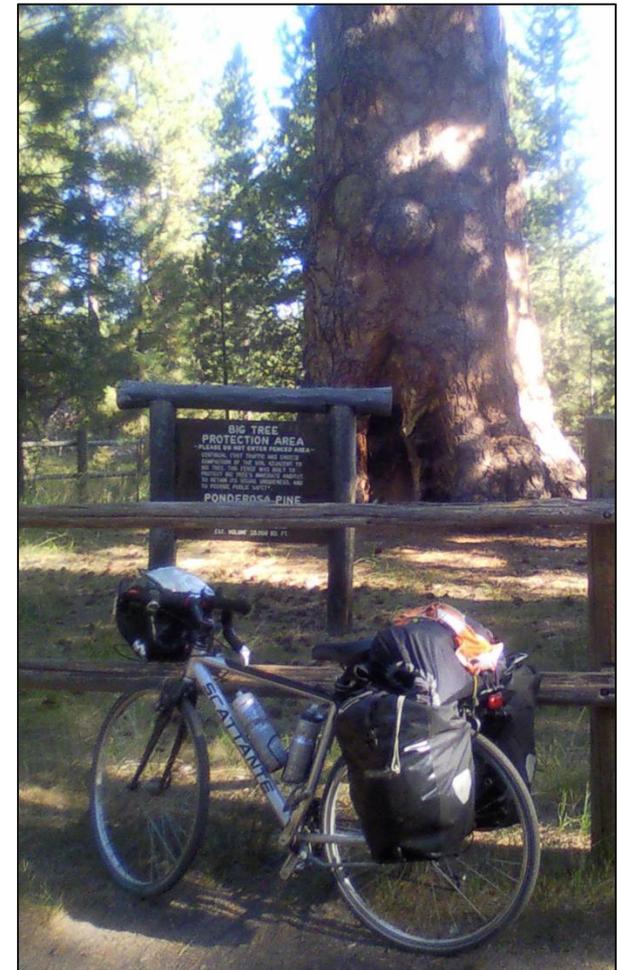
Transportation Advantage



Infrastructure

Infrastructure & Environment

Transportation access (roadways, transit, bike & pedestrian)	EDCO La Pine Report
Utilities	EDCO La Pine Report/Volunteers
Green initiatives	City of La Pine/Volunteers
Planned capital investments	City of La Pine/Volunteers



Other Factors Summary

Top Assets

- Enterprise zone and affordable SDCs
- *An engaged and highly motivated community*
- Transportation access
- The ability to be a part of the community, get involved, and be part of the change
- Wood product opportunities
- Geothermal and biomass potential

Challenges

- Lack of direction in activities
- Small town politics and siloing efforts
- Community identity is unclear
- Lack of ability to focus efforts for sustained periods of time
- Colder, more harsh climate
- Political issues can get in the way

Part 6: Economic Development Resources

Business organizations

Economic development partners

Financial incentives

Business technical assistance



Economic Development & Workforce Resources

Source: EDCO

Resources in La Pine

- La Pine Chamber of Commerce
- La Pine Branch of Deschutes Library
- La Pine Economic Development
- La Pine Industrial Group

Business Resources

- Business Oregon
- City Club of Central Oregon
- Central Oregon Community College
- Central Oregon Intergovernmental Council
- Deschutes County
- Economic Development for Central Oregon
- Network of Entrepreneurial Women

Business Resources Continued

- Opportunity Knocks
- Oregon Employer Council Central Oregon
- OSU-Cascades Campus
- High Desert Enterprise Consortium
- Small Business Development Center
- SCORE
- Tech Alliance
- Vocational Rehab
- WorkSource Bend

From Assessment to Action: *Insights*

1. Strong organizations (EDCO, City) focused on industrial development, major infrastructure projects and business advocacy (Chamber)
2. Majority of La Pine businesses are very small; *many tourism-related*
3. Supporting and growing local small business is key; Impetus-existing business #1 source of growth and 55% of employed commute out of La Pine
4. Retail sales leakage is significant; La Pine's market area is larger than meets eye w/ opps for growth
5. Poor physical image directly impacts business/tourism/residential attractiveness

Top Initiatives

What we heard

Small Business
Development

Marketing and PR

Beautification



La Pine on the GO!



It's about the People!
Moving to action

Economic Vitality Roadmap

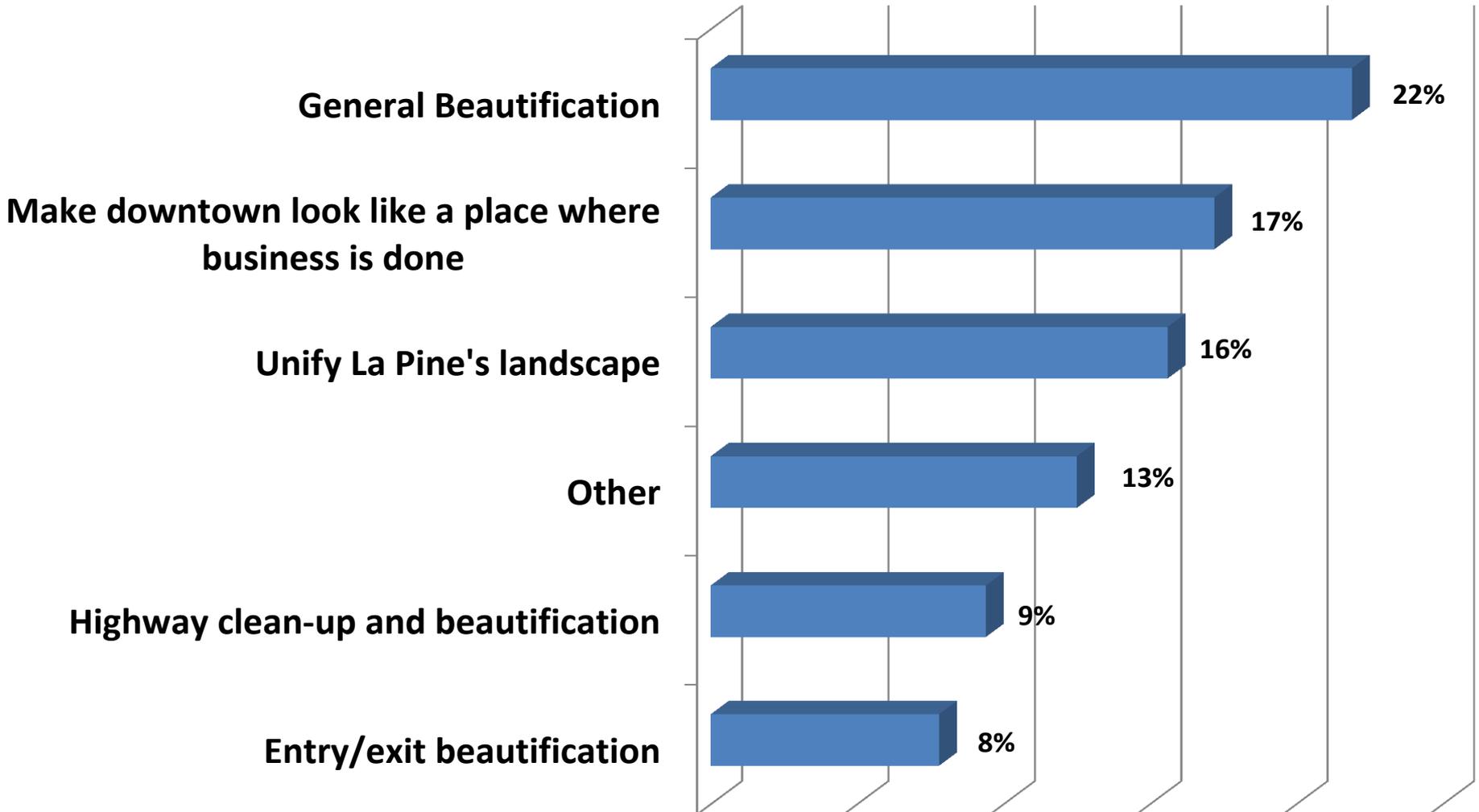


B. Community Outreach & Listening

- Leadership Alumni Celebration (March) 49 leaders
- Roadmap Community Meeting, May 11, 33 participants
- Interviews, > 10 participants
- Community Survey, 72 participants

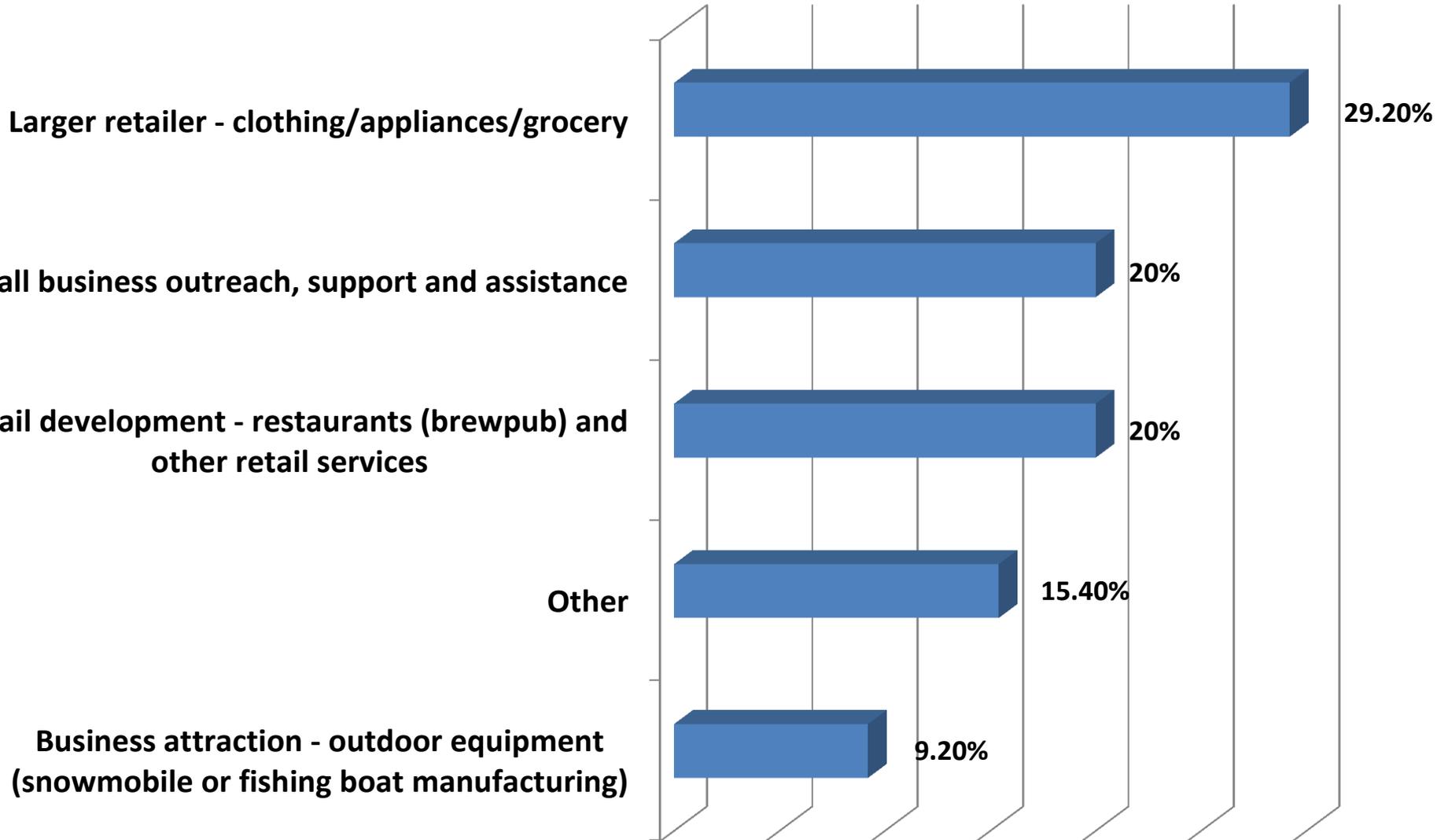
Top Survey Findings

Beautification and Physical Image



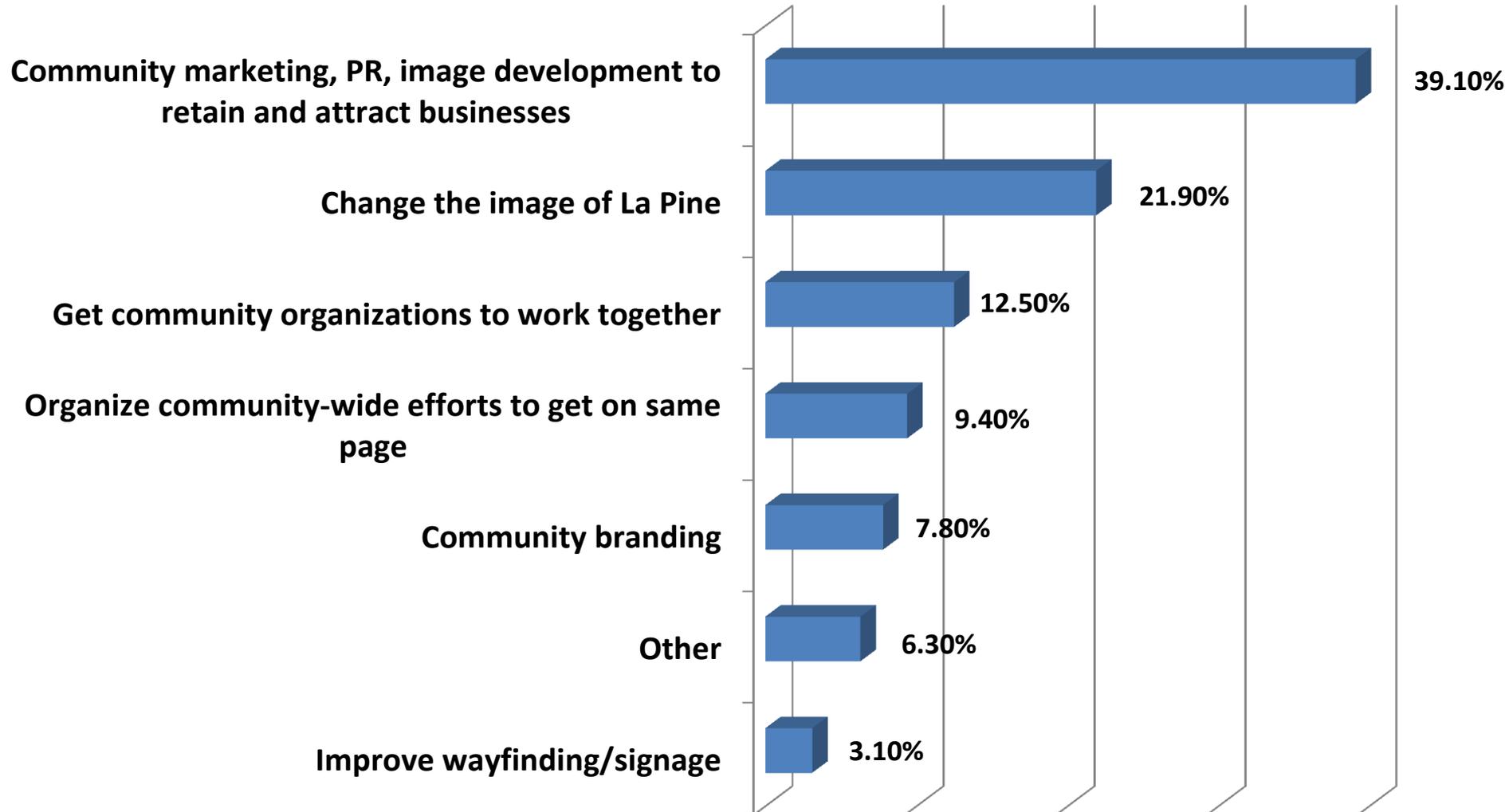
Top Survey Findings

Business
Development



Top Survey Findings

Community
Marketing
Public Relations



Top Initiatives

Theme	Community Meeting & Survey	Leadership Alumni	Roadmap Interviews
1. Improve the Appearance of the Town <ul style="list-style-type: none"> • <i>General beautification</i> • <i>Make downtown look like a place where business is done</i> • <i>Unify La Pine's Landscape</i> 	✓	✓	✓
2. Strengthen and Develop Small Business Base <ul style="list-style-type: none"> • <i>Retail expansion and development</i> • <i>Support small businesses grow</i> 	✓	✓	✓
3. Community Marketing, Promotion, Image Development <ul style="list-style-type: none"> • <i>Positive news and articles</i> • <i>Elevator speech on our story</i> • <i>Reframe La Pine's image</i> 	✓	✓	✓
4. Get Community Working Together <ul style="list-style-type: none"> • <i>Organize a catalyst team</i> • <i>Coordinate and focus efforts</i> 	✓	✓	✓

Criteria for selection

Assumptions: *a. will make a positive contribution to La Pine's economic vitality; b. organizational structure will be in place*

Criteria: The initiative...

1. Is a top priority as expressed by community
2. Harnesses the collective capacity and energy of community volunteers
3. *Can achieve tangible and visible results in the next 6-12 months*

C. Strategic Initiatives – Taking a Closer Look

Case Study Examples

Purpose: Inspiration, Guidance, Best Practices

- Sandy, Oregon
- Scotland Neck, North Carolina
- Farmville, North Carolina
- Coos County, New Hampshire
- Maupin Market, Maupin, Oregon
- Lostine Tavern, Lostine, Oregon



D. Moving Priorities to Action

“If we can get focused and keep our eyes on the big picture while taking small, tangible steps we’ll be successful” La Pine resident



Get organized, get champions, GO!

The Three Action Teams

Action Teams were created after the community identified priorities to work on. Community input was gathered from community meetings, an online survey and in person interviews.

- **La Pine Beautification Action Team**
- **La Pine Image Development Action Team**
- **La Pine Small Business Action team**

Beautification Action Team

The Team has begun promoting their efforts to get more involvement from the community.

They have adopted the slogan, “*Put the Shine on La Pine*” and, so far, have made buttons. They have ordered decals, yard signs, and t-shirts.

They have met with other groups to recruit more volunteers including; the garden club, the city planning commission, the Community Kitchen, and other local businesses.

They are asking property owners to sign a Beautification Pledge, saying if these volunteers help clean up your property you will maintain it.

They are planning a beautification contest in the spring to encourage business owners to spruce up their storefronts.



Beautification Action Team

Working with Deschutes County, the Team identified a local noxious, invasive plant, knapweed, that frequently grows in vacant lots and along roadsides.

They have set up teams of volunteers to pull weeds and organized to have the county pick them up. Weeds must be placed in county provided trash bags and securely sealed.



Image Development Action Team

This Team will focus on coordinating community events and maintaining a community calendar to share events with both the local community and to those outside our community.

The Team will also explore ways to build positive images of La Pine through media, stories, and by seeking to identify a unique La Pine brand.



Small Business Action Team

This Team is offering free *Business Vitality Roundtables* to assist local businesses increase their knowledge and access resources.

Three initial topics have been scheduled:

- Workforce
- Marketing
- Customer Service



Will you lend your voice to the conversation?

In an effort to address some of the issues South County businesses face, a collaborative partnership has formed between local and regional Public, Nonprofit, Private, Education, and Government organizations in order facilitate efforts to develop solutions which promote vibrant business in the Greater La Pine Area.

To this end we have scheduled a series of **"Action Roundtables"** in order to:

- Address three specific topics
- Identified by a recent survey conducted across community sectors
- Workforce, Marketing, and Customer Service Roundtables

This is an exciting time in our community and we would like to invite you to lend your voice to this community-wide effort. If you feel like these are areas in which you need help join the conversation! If you feel like you have experience and/or expertise to offer in these areas join the conversation!

Business Vitality Action Roundtables
La Pine Park & Recreation Community Center
11am - 1pm | Lunch provided

August 20th - Workforce
September 3rd - Marketing
September 17th - Customer Service

RSVP to chad.carpenter@LaPineParks.org one week prior to each Roundtable



Communication & Coordination Action Team

This Action Team has created a List Serve and email Newsletter to inform the community of Roadmap projects, coordinate the activities of the Action Teams, and offer resources to the community.

LA PINE ECONOMIC VITALITY ROADMAP PROJECT

IN COORDINATION WITH THE CITY OF LA PINE AND ITS COMMUNITY MEMBERS

Creating an environment that supports our local economy is significant. Supporting local businesses regenerates your dollars into the community, since many small businesses will recycle their profits back into the local economy.

This scope of work is focused on "Moving to Action", emphasizing local Economic Vitality. The overarching purpose is to engage La Pine community members in meaningful community economic activities toward the goal of supporting and encouraging a thriving local small business community. With your help, this vision will become a reality.

BEAUTIFICATION



The Economic Vitality Roadmap Beautification Team is holding a beautification recognition event or contest. This will create a platform to showcase the efforts and pride residents and business owners show in beautifying our city. All participants will

Articles & Resources:

Learn more about the
[Oregon Main Street Program](#)

[USDA - Strengthening Rural America For Our Future Generations](#)

[Noxious Weed Control: The Problem](#)

[What's Happening? The La Pine Chamber of Commerce Calendar](#)

[Economic Vitality Roadmap, the assessment and what you said!](#)

An article by RDI: [Thousands Flock to La Pine's Annual Rhubarb Festival](#)

Thank you to our
sponsors:



La Pine EV Roadmap

Economic Vitality Roadmap: Action Teams

This is your opportunity to be a part of these initiatives:

- Improve La Pine's image through marketing and public relations
- Beautify and improve the appearance of the town
- Strengthen and develop small business base
- Communication and coordination of these efforts



Tuesday, August 4th, 4:30 - 7:00 p.m.
La Pine Senior Center • 16450 Victory Way

"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has." Margaret Mead



Presented by Mary Bosch and Michael Heid of
Rural Development Initiatives
In Partnership with the City of La Pine

Getting the community
involved and invested
in creating Economic
Vitality for La Pine

Economic Vitality Roadmap: Setting Direction

Please join us for a presentation to share Phase 2 findings of the Economic Vitality Roadmap Project. We'll build upon the data assessment and collection of community information to identify the top initiatives that La Pine is ready to move forward on.

"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has." Margaret Mead



Monday, June 8, 5-6:30 p.m.
City Hall • 16345 Sixth Street
Phone: 541-536-1432

Community Initiatives
Beautification of the town
Improving the Community's Image
Strengthening Local Business

Presented by Mary Bosch and Michael Heid of
Rural Development Initiatives
In Partnership with the City of La Pine

Next Steps

Moving to Action!

Action Plan & Catalyst Team

Catalytic Event

October 27, 2015

***Oregon Rural Development Council
Regional Solutions***



Thank you!