



# COLUMBIA GORGE ECONOMIC DEVELOPMENT STRATEGY

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

**SUMMARY** Find the full plan at [MCEDD.org](https://www.mcedd.org)

**2022-2027**

# INTRODUCTION



Saul Reynoso

**Every five years the region develops the comprehensive economic development strategy (CEDS) as a guide to understanding the regional economy and crafting goals, strategies and actions to create jobs, raise income levels, diversify the economy, and improve the quality of life.**

Economic development planning as implemented through the CEDS successfully serves as a means to engage community leaders, leverage the involvement of the private sector, and establish a strategic blueprint for regional collaboration.

The plan is compiled by Mid-Columbia Economic Development District (MCEDD) and follows the guidelines required by the US Economic Development Administration (EDA). The strategy was developed over seven monthly meetings in 2021 with more than 100 participants throughout the series, including local and tribal governments, regional partners, ports, chambers, legislators, state and federal partners, businesses and individuals.

The strategy also incorporates additional feedback from online surveys and focus groups held with our Latino/a/Hispanic and Native American communities. Throughout this process we explored the themes of **resilience and equitable outcomes** (see sidebar).

## **What is Resilience?**

The Economic Development Administration (EDA) defines resilience as “the ability to recover quickly from a shock, the ability to withstand a shock, and the ability to avoid the shock altogether. Establishing economic resilience in a local or regional economy requires the ability to anticipate risk, evaluate how that risk can impact key economic assets, and build a responsive capacity.”

For the Columbia Gorge, that means working with partners to develop an economy where businesses and communities are prepared for and have the resources to anticipate, plan for and respond to economic shocks, such as natural disasters, disease outbreaks, or man-made disruptions.

## **What are Equitable Outcomes?**

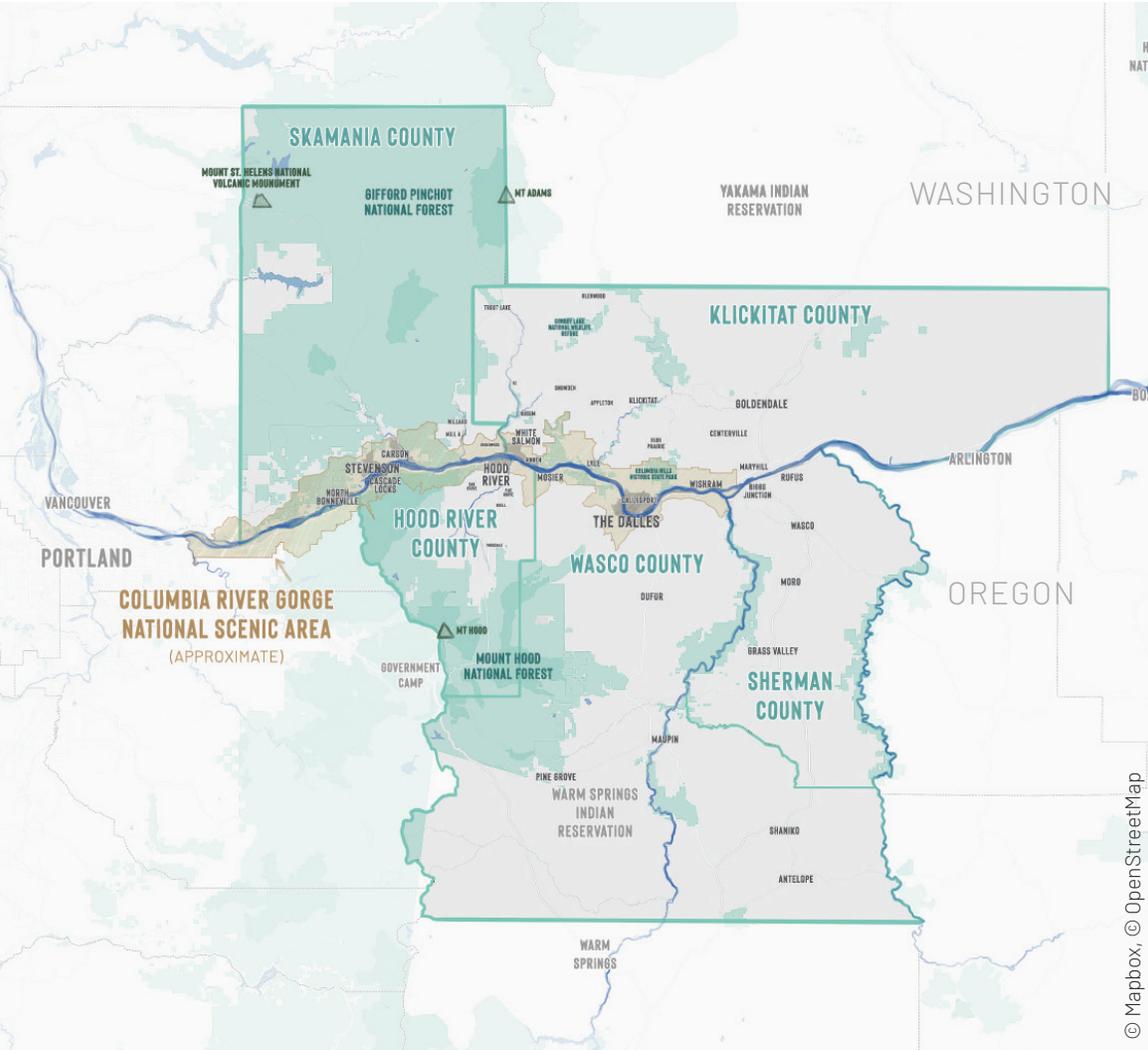
The intention in considering equitable outcomes through this CEDS update is in recognition that not everyone in the region has access to the benefits of a strong regional economy. The CEDS update is an opportunity for MCEDD and regional partners to consider where there are gaps in economic opportunity, barriers to accessing this benefit that may vary by population or community, and ways to support improving outcomes. Considering that COVID-19 job losses were greater for women and people of color, considering equitable outcomes as we recover is even more imperative.

# Five counties in two states sharing a common workforce, geography, and economic development challenges and opportunities.

This document is only a summary of the strategy for 2022-2027. The full strategy, which also includes data/ demographic analysis, action plans, evaluation metrics and appendices, can be found online at [www.mcedd.org](http://www.mcedd.org).

## GEOGRAPHY

MCEDD’s region includes five counties bordering the Columbia River Gorge in Oregon and Washington. The region partially encompasses the Columbia River Gorge National Scenic Area. The region is largely rural, although its proximity to the Portland Metro area and abundance of recreational opportunities brings thousands of tourists to the region every year. In total, the area spans 7,289 square miles.



## COVID-19 IMPACTS

**This strategy was developed as the COVID-19 pandemic continued, necessitating all process meetings be virtual and shifting the picture of our economy.**

In early 2021, MCEDD conducted a COVID-19 Economic Needs Assessment to determine local needs and priorities, understand the impacts from the COVID-19 pandemic, and identify opportunities for future collaboration around these issues. Through interviews, community meetings, and survey responses MCEDD identified several priority goals for recovery, as well as strategies to address them (see sidebar).

### RECOVERY PRIORITIES FROM THE COLUMBIA GORGE COVID-19 ECONOMIC NEEDS ASSESSMENT

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**Small Business Support:** Targeted support for small businesses as they recover and grow, with a focus on those most impacted.



**Expanded Broadband Capacity:** Expand broadband capacity throughout the region to meet the needs of rural residents who lack access to high-speed internet.



**Attainable Housing:** Work with partners to develop strategies that address housing availability and affordability for the local workforce.



**Improved Transportation Networks:** Build on the robust Gorge Transit Strategy to improve transportation options and increase access for rural residents.



**Accessible Childcare:** Work with community partners to address local gaps in childcare and create affordable options that support middle-to-low-income earners.



**Workforce Development:** Engage partners in industry, workforce development groups, and higher education to develop training programs that build skills for higher wage jobs.



**Regional Resilience Planning:** Leverage the robust response to the pandemic to build resiliency planning networks to prepare businesses, organizations, and residents for future economic shocks and disruptions.

# SWOT ANALYSIS & ASSET MAPPING

In no particular order

## Strengths / Assets

Scenic Beauty, Recreation, Brand and Tourism Industry  
Central Location  
Regional Collaboration  
Infrastructure  
Natural Resources  
Human Capital & Entrepreneurial Spirit  
Diverse and Growing Industry Sectors  
Culture  
Availability of Transportation Systems/ Modes

## Weaknesses

Regulatory Environment  
Disparities Between States  
Insufficient and Expensive Housing Stock for Rent and Purchase  
Transportation  
Infrastructure  
Education and Skilled Workforce  
Lack of Business Expansion Space  
Preparedness  
High Poverty Rate/ Economic Disparity

## Opportunities

Adjusting Tourism, Expanding Arts and Culture  
Connectivity  
Synergy Across State Lines  
Public Transportation  
Leverage Natural Assets  
Workforce Development  
Growth of Value-Added Ag and Ag Tech Businesses  
Quality of Life  
Business/ Talent Attraction

## Threats

Impacts of Continued Population Growth  
Regulations  
Housing Shortage Impacts  
Infrastructure Limitations  
Industry Diversification  
Hazards/ Climate Change/ Resilience  
Education and Workforce  
Water Access and Regulations  
Decision Making

# REGIONAL VISION & GOALS



## VISION

A bi-state Mid-Columbia region with a resilient, thriving, sustainable, rural economy that supports equitable access to diverse business opportunities that act in harmony with the area's unique qualities, values, cultural and natural resources.



# Strong Businesses

## GOAL STATEMENT

Enhance business innovation, retention and expansion, and entrepreneurship through equitable access to support services and capital, diversifying our industry mix, and enhanced coordination to address barriers to growth and sustainability.

## OVERVIEW

Mid-Columbia region has weathered the last several recessions better than the two states as a result of the diversity of businesses in the region. By working to strengthen several diverse industry sectors, our region improves its resiliency towards economic shocks. The future of businesses in the region will only be stronger if we build on our abilities to supporting the development of new businesses through entrepreneurship programs, encourage research and development, foster the growth of existing businesses, focus supports on minority- and women-owned businesses, and continue to diversify our industry sectors. Our key industry sectors include:

### **Natural Resources and Value-Added Agriculture:**

Crop production (cherries, pears, apples, wheat, and grapes) and processing continues to be one of our largest employers and an essential base industry, although wages are generally low. Forest/ wood products, another key base industry, has seen job declines but there is potential for growth from new products and utilization of byproducts. Innovation through value-added products can drive job growth in higher wage areas and bring more value to the region's key agricultural and forest products.

### **Manufacturing / Beverage Manufacturing:**

Manufacturing growth in the region is very strong, especially in beverage manufacturing, and provides higher-wage job opportunities. Supporting business expansion and entrepreneurship is important to this sector.

**Tech: Unmanned Systems:** The sector includes a focus on unmanned systems as the region is a national leading Unmanned Systems hub driven by a local industry heavy-weight and deep breadth in the local supply chain. The industry is a major job producer with a high average wage and is also the source of much of the innovation in the region. Supporting diversification and continued adaptation in this sector is key.

**Healthcare:** The region has invested heavily in healthcare from our major hospitals to a number of independent practitioners. Healthcare services remains a top employer throughout the region and represents a diversity of jobs types, including many with high wages. Supporting recovery from the COVID-19 pandemic and growth as our population ages is crucial to the regional economy.

**Utilities and Renewable Energy:** The region is already an important center for utilities and renewable energy production by virtue of the hydropower facilities along the Columbia River, extensive investment into wind development and employment within our utilities. Our natural potential to participate in a broader range of renewables make our region a center for energy generation. Greater development in this sector also improves our regional resilience.

**Art/Culture/Tourism/Recreation:** Tourism is a primary industry sector by virtue of the number of jobs it provides and growth in the sector, but it does not meet wage goals. This sector encompasses initiatives to invest in the quality of tourism sites and visitor infrastructure, spread visitors around the region, and increase resiliency.



## Strong Businesses Action Strategies

- ✓ Strategy 1: Coordinate marketing efforts to increase awareness of existing business resources, including spaces, lending, technical assistance, and others.
- ✓ Strategy 2: Develop and enhance access to business space.
- ✓ Strategy 3: Further develop and advocate for a local Business Support Network with accessible opportunities for businesses to develop skills and access resources, particularly around innovation and retention, in English and Spanish.
- ✓ Strategy 4: Identify and address barriers and opportunities at the industry-sector level to support industry cluster development with specific focus on target industries listed in the plan.
- ✓ Strategy 5: Attract new businesses.
- ✓ Strategy 6: Increase locally available access to capital for entrepreneurs.
- ✓ Strategy 7: Increase the ease of navigating the financial system.
- ✓ Strategy 8: Increase opportunities for businesses to export products



# Robust Workforce

## GOAL STATEMENT

Cultivate a talented, multicultural workforce through diverse, family-wage career training aligned with industry needs while providing essential infrastructure supports for workforce participation in each community.

## OVERVIEW

The region recognizes the critical role of a qualified workforce in addressing sustained economic growth of the region. In educational attainment, the MCEDD region is keeping pace in the percentage of the population with an Associate's degree, but falls behind in measurements of individuals with a bachelor's degree or higher. The primary avenue to address the need for a skilled workforce is through support to enhance and expand upon existing services, with a long-term vision for developing new resources. Needs include:

**Childcare:** The lack of childcare access and its importance to robust workforce participation became particularly apparent during COVID-19. Developing more capacity in this area and affordable options is crucial to continued economic growth.

**Pre-K to Grade 12:** The pre-K-12 system in the region is the primary provider for basic skills development. Strong math and literacy skills developed at an early age can set the trajectory for lifelong success.

**Basic Skills Training:** Basic skill requirements and the workforce quality for entry level positions needs improvement. With a constantly evolving economy, talent in the region must be able to rapidly adjust to new occupations using transferable skills sets. The region seeks to match the needs of businesses with available skills trainings, and to provide training that focuses on our minority communities.

**Higher Education:** Local community colleges are responsive to industry's needs with cornerstone programs which have supported the region's economic development initiatives. These programs will continue to play a vital role in workforce adaptation.

**Quality Workplaces:** With a very low regional unemployment rate, the tight labor market is creating competition for qualified workers. Thus, quality of the workplace becomes paramount for employers to retain and provide growth opportunities for skilled workers.

**Bi-State Workforce:** As a bi-state area, we share a common workforce and require collective training opportunities and a regional system in Oregon and Washington.



## **Robust Workforce Action Strategies**

- ✓ Strategy 1: Enhance workforce tools to support area employers.
- ✓ Strategy 2: Enhance training opportunities to connect residents with local job opportunities.
- ✓ Strategy 3: Provide career training and services that specifically address bilingual and indigenous workforce needs.
- ✓ Strategy 4: Address childcare needs of employers and workers.
- ✓ Strategy 5: Support strong pre-K to 12 programs throughout the region.
- ✓ Strategy 6: Improve incumbent worker skills; support retooling and upgrading skills.



# Resilient Infrastructure

## GOAL STATEMENT

Ensure communities and businesses of the Gorge have reliable, resilient access to infrastructure, including attainable housing, high-capacity broadband, sustainable sources of energy, and emergency services, among others, to support future population demands and economic opportunities.

## OVERVIEW

Infrastructure, including attainable housing, high-capacity broadband, sustainable sources of energy, and emergency services, among others, is critical to meeting our current needs and supporting future growth driven by our expanding regional economy. Some of these systems have reached or exceeded capacity, while others are facing compliance issues that challenge their operations. Some systems have seen significant investment by local communities to plan for the future. Each of these key infrastructure areas will require innovative approaches to dealing with capacity and resource constraints to build on assets. Below are strategies focusing on each of the key infrastructure areas that incorporate the following principles:

### Seek to better understand existing conditions:

Understanding key infrastructure needs, gaps in availability, examples of strategies that have made systems stronger, and barriers to moving projects forward is critical to providing the infrastructure foundation needed to support the region moving forward.

### Plan for and facilitate investment in key infrastructure projects:

The successful development of key infrastructure projects supports the regional economy, increases community resilience, and provides opportunities to prepare for the future.

**Support project readiness:** To meet infrastructure needs in the region, communities will need to match their own resources with outside investment through state and federal programs as well as private funding resources. To achieve this, communities must have the capacity to move from feasibility through planning to increase access to these resources.

## There are five Action Plans within Resilient Infrastructure:



**Water/Wastewater**



**Housing**



**Broadband**



**Energy**



**Transportation**

## Water/ Wastewater Action Strategies

- ✓ Strategy 1: Plan for and facilitate investment in water and wastewater projects that enhance the Gorge community, economy, resiliency, and address growing demand.
- ✓ Strategy 2: Support innovative products and practices in the region to foster continued access to water resources as snow melt and precipitation reduces.
- ✓ Strategy 3: Increase access to state and federal resources to support infrastructure development

## Housing Action Strategies

- ✓ Strategy 1: Increase awareness and understanding of housing market conditions in the Gorge.
- ✓ Strategy 2: Develop innovative strategies to support increasing attainable housing production in the Gorge.
- ✓ Strategy 3: Enhance communication and coordination across the region to support housing development.

## Broadband Action Strategies

- ✓ Strategy 1: Support addressing middle and last mile telecommunications infrastructure gaps.
- ✓ Strategy 2: Support investments into a fully redundant network.
- ✓ Strategy 3: Advocate for and pursue funding through federal and state funding programs.
- ✓ Strategy 4: Increase adoption and use of existing broadband infrastructure.

## Energy Action Strategies

- ✓ Strategy 1: Leverage state requirements for 100% renewable energy generation to support investment in our region and increase resiliency of our local energy system.
- ✓ Strategy 2: Support investments that keep critical facilities and communities powered during disruptive events.
- ✓ Strategy 3: Encourage investment in energy conservation for homes and businesses to reduce costs, reduce grid constraints, and increase regional competitiveness.
- ✓ Strategy 4: Support the needs of the Native American community to connect the in-lieu sites to electricity and/or supplies of propane for heat.

## Transportation Action Strategies

- ✓ Strategy 1: Coordinate transportation priorities and investments and align planning efforts among regional partners to support the Mid-Columbia's economies and communities.
- ✓ Strategy 2: Support enhancements to regional air, water and rail infrastructure for cargo and passenger transport (locals and visitors).
- ✓ Strategy 3: Improve safety for all users of regional and local transportation networks.
- ✓ Strategy 4: Increase capacity of regional transportation network with efficient and accessible bi-state transit options.
- ✓ Strategy 5: Increase equitable access to transit options among underserved populations, including to Native American in-lieu sites.
- ✓ Strategy 6: Provide safe and complete facilities for bicyclists and pedestrians.
- ✓ Strategy 7: Invest in resiliency for the region to mitigate, adapt and plan for extreme weather, natural and human-caused disasters.



# Powerful Regional Collaboration

## GOAL STATEMENT

Effectively collaborate and advocate as a bi-state region to leverage the economic assets of the Columbia River Gorge to reach our goals for strong businesses, a robust workforce, and resilient infrastructure.

## OVERVIEW

A culture of collaboration and strong existing networks were identified as regional strengths in the SWOT analysis. This goal presents opportunities to build on those strengths to help the region meet the three prior goals noted in the CEDS: **strong businesses, a robust workforce, and resilient infrastructure**. Working together as partners to advocate for the region will increase our success, allow us to reach higher, and bring additional resources into our communities to support addressing key challenges and leveraging opportunities.

## Powerful Regional Collaboration Action Strategies

- ✓ Strategy 1: Strengthen information gathering and sharing to advocate for community projects and policy issues.
- ✓ Strategy 2: Build on existing collaborative groups.
- ✓ Strategy 3: Increase capacity for a regional advocacy role.

# PRIORITY PROJECTS

## 2022 Washington Top Ten Priorities

Rank	Sponsor	Project	Description	Reasoning
1	Klickitat County	<b>Goldendale Pumped Storage Hydro</b>	Project is a proposed \$2 billion pumped-hydro energy storage project. Using existing pumping infrastructure from an old aluminum smelting facility, the closed-loop system would include three variable-speed reversible pump-turbines for a total generating capacity of 1200 MW and a total pumping capacity of 1552 MW. The project would provide a range of services to the grid to support reliability and resilience in addition to specifically balancing variable wind generation. A preliminary permit for the project was issued by the Federal Energy Regulatory Commission (FERC) in March 2018.	Key industry sector impact and potential to open huge economic development opportunities regionally. Adds resiliency to the region.
2	Port of Skamania	<b>Cascades Business Park - Commercial/ Light Industrial Buildings</b>	Cascades Business Park is one of the few large remaining industrial sites in the Columbia River Gorge NSA that's within a one-hour drive of Portland. A market and feasibility study done in 2021 concluded that the business park could employ 379 people with an average salary of \$56,000. Commercial/ light industrial buildings are needed to provide the local employment. In 2022, the Port received a \$2 million award from Commerce's CERB program and has submitted an application to EDA for remaining funding needed to construct the first of seven buildings and provide additional necessary infrastructure.	Opens development in an otherwise severely land-constrained county. Addresses opportunities for key industry sectors.
3	Port of Klickitat	<b>Port of Klickitat Business Park Development</b>	<p><b>Dallesport Industrial Park -DIP Lot 39 Development:</b> Port of Klickitat is seeking funds to complete a 5,000 sq ft light industrial building. This building will be the second of five buildings proposed for the future development of Lot 39 in Dallesport.</p> <p><b>Bingen Point Business Park</b></p> <ul style="list-style-type: none"> <li>› Task 1: BPBP Improvement - Bring up to an additional 5 acres to shovel ready condition</li> <li>› Task 2: Flex Building - Construction of a 15,000 sq. ft. flex building</li> <li>› Task 3: Maple Street Improvements - Construct street and public utility improvements for targeted properties</li> </ul>	Addresses opportunities for key industry sectors, creates the "curb appeal" to encourage development in a more economically distressed area.

## 2022 Washington Top Ten Priorities

Rank	Sponsor	Project	Description	Reasoning
4	Skamania PUD	<b>Carson Drinking Water Treatment Plant</b>	This project includes final design and construction of a new 1 million gallon per day (MGD) drinking water treatment plant to serve the community of Carson. Project components include a pressurized membrane filter treatment system, clear well, finished water pumps, chemical storage tanks, on-site electric (chlorine) generation system and emergency generator in a 5,000 sq ft building. The pre-design report will be finalized in February 2022. Skamania PUD is looking for funding to cover the \$5.95M project.	Addresses key infrastructure needs. Adds resiliency to the region. Opens opportunities for development.
5	City of White Salmon	<b>Buck Creek water distribution line replacement</b>	Replace 7 miles of deteriorating water main	Primary city water source. Addresses key infrastructure needs. Adds resiliency to the region.
6	City of Goldendale	<b>Waste Water Treatment Plant Improvements</b>	Project includes grit removal, solids handling system, aeration system and process configuration system improvements.	Addresses key infrastructure needs. Increases development opportunity in economically distressed area. Adds resiliency.
7	Columbia Gorge Regional Airport	<b>Aviation Maintenance Training Facility</b>	Project would include construction of a multi-use flex space and utilities expansion in airport business park. Airport has tenant identified to use the flex-space for Columbia Gorge Community College's aviation mechanic training program.	Addresses opportunities for key industry sectors and encourages development in an economically distressed area.
8	Skamania PUD	<b>Underwood Water Tank</b>	This project includes final design and construction of a new 250,000-gallon welded steel water tank in Pressure Zone 3 in the unincorporated community of Underwood. The project will ensure clean, safe drinking water and allow for continued community growth. The pre-design report will be finalized in February 2022. Skamania PUD is looking for funding for the \$1.75M project.	Addresses key infrastructure needs. Adds resiliency to the region. Opens opportunities for development.

## 2022 Washington Top Ten Priorities

Rank	Sponsor	Project	Description	Reasoning
9	City of North Bonneville	<b>City of North Bonneville Lift Station Replacement</b>	The city's lift station #3 continues to need constant maintenance and patching to function without the funds for complete replacement. Lift station #4 is also in need of upgrades, but priority is on #3. *The city is in the process of working with the EDC and MCEDD to start rate and income studies to meet requirements for CDBG or IACC funding. Continues to be high priority.	Support for primary infrastructure in an economically distressed community. Adds resiliency to the region.
10	Port of Skamania	<b>Stevenson Landing Upgrade and Improvements</b>	The Stevenson Landing has been used by cruise and tour boats since the 1970s. Cruise boat passengers and crew are important components to the local economy. Since the Landing can only accommodate one vessel at a time it limits the number of vessels visiting the City of Stevenson. Even though there are approximately 200 dockings scheduled in 2022 there could be many more as demand exceeds capacity. A preliminary engineering study showed that another vessel berth could be added by reconfiguring the mooring dolphins and dredging the river on the northeast side of the Landing. Having the ability for two vessels to dock at the same time would positively impact the local economy. Not only would the number of visiting cruise passengers increase but the amount of time passengers have on shore could be increased due to increased scheduling flexibility.	Support for infrastructure to provide more opportunity for key industry sector.

## 2022 Oregon Top Ten Priorities

Rank	Sponsor	Project	Description	Reasoning
1	Ports of Cascade Locks, Hood River, Klickitat County; Cities of Bingen and White Salmon	<b>Interstate Bridges</b>	<p><b>Port of Hood River Hood River-White Salmon Interstate Bridge Replacement:</b> The existing bridge is nearly 90 years old, structurally obsolete and seismically deficient. A new bridge is needed to improve and ensure multi-modal transportation of people and goods across the Columbia River between the communities of Bingen and White Salmon in Washington, and Hood River in Oregon. Total project cost estimate: \$400M. Approximately \$300 million in State and Federal grants will be needed.</p> <p><b>Port of Cascade Locks Bridge of the Gods Strengthening and Safety Improvements:</b> Maintenance of the Bridge and improvements to include 1) Seismic Strengthening of the Bridge (\$40M) and 2) Additional Bridge resiliency and safety measures including a safe pathway for pedestrians and bicyclists(\$40M).</p>	Core transportation connection. Resilience issue. Impact to key industry sectors.
2	Hood River, Sherman and Wasco Counties, City of Hood River	<b>Housing</b>	<p><b>Hood River:</b> Development of the 780 Rand Road Housing Development project for affordable housing as well as additional land acquisition for affordable and attainable housing development in the City of Hood River and Hood River County. Estimated amount of funds still needed is \$1,500,000</p> <p><b>Sherman:</b> The housing stock in Sherman County is lacking the quantity and quality necessary for new employees to find a place to live. The County has created four incentive programs to encourage new rental housing but is interested in exploring other opportunities.</p> <p><b>Wasco:</b> Housing prices have continued to rise quickly in Wasco County. Employers and real estate professionals indicate that the challenges in access and affordability for residents and potential employees have hindered businesses' ability to grow. Better understanding this need and opportunities to address it will impact access to a robust workforce.</p>	Addressing housing constraints is the #1 overall strategy for the CEDS

## 2022 Oregon Top Ten Priorities

Rank	Sponsor	Project	Description	Reasoning
3	City of The Dalles	<b>Dog River Pipeline</b>	The Dog River Pipeline is a 3.5 mile long, 20-inch wood water supply line that has supplied the City for over 100 years. Currently over 50% of the City's water supply goes through the Dog River line. This pipeline is experiencing significant leakage due to deterioration and damage from trees. The City is working through final engineering and the City anticipates a funding shortfall. They are actively seeking the final resources to support this project.	Addresses deteriorating infrastructure serving the region's largest city. Supports housing, key industry sectors. Adds resiliency to the region.
4	Sherman and Wasco Counties	<b>Broadband</b>	<p><b>South Wasco County Fiber Expansion:</b> Q-Life is seeking to construct a middle mile fiber backbone that connects Maupin to Tygh Valley (including the Fairgrounds), Wamic, and Pine Hollow. A private partner will finance construction of last mile infrastructure to businesses, homes, key community institutions. Estimated project cost is \$5.9 million.</p> <p><b>Sherman County:</b> The County has completed fiber to the home in the cities and connected each community to a fiber backbone. The County has also purchased four solar-powered trailers with mounted repeating antennas that can pick up the signal from wireless towers and redirect the signal to homes that are not in the direct line of those towers. They would like to continue into more areas to reach those hardest to serve.</p>	Broadband is a key infrastructure need outlined in the CEDS. Regional in nature. Adds resiliency to the region.
5	Q-Life (Wasco County)	<b>Cascades East Interconnection and Colocation Facility</b>	In the Northwest, major colocation points are in areas threatened by the Cascadia Subduction. This would mean that the internet was largely inaccessible in the event of a subduction event. Q-life is developing an improved colocation facility in The Dalles where providers and emergency communications networks can meet and access scalable communication paths.	Key infrastructure need in the CEDS. Key communication network. Adds resiliency to region.
6	Port of Hood River	<b>Lot 1</b>	Lot 1 is the largest remaining light industrial property in Hood River. A significant infrastructure investment- specifically, water, sewer, and public streets - is necessary to prepare the site for industrial development to meet long term job creation and economic development goals of the community. Total project cost estimate: \$4,800,000 The Port will be submitting an EDA grant application for \$2.8 million	Addresses opportunities for key industry sectors.

## 2022 Oregon Top Ten Priorities

Rank	Sponsor	Project	Description	Reasoning
7	City of Hood River	<b>Hood River Elevated Sewer Line</b>	The existing elevated sewer main on the south side of the interstate is very old, exposed and there is no means to divert or stop the flow if there is a break on the main, with potentially catastrophic environmental costs. This project will install a lift station and re-route the sewer line. Total project cost estimate: \$4.5 million with \$2.9 million needed. The City is seeking a congressional appropriation.	Addresses key business needs and infrastructure. Adds resiliency to the region.
8	City of Rufus	<b>Backup Power/ Emergency Generator Purchase</b>	The city has identified a need to install a 3-phase emergency back-up generator for their primary municipal wells. A backup source would help to ensure water supplies in the event of an emergency.	Safety/security/ resilience
9	Columbia Gorge Community College	<b>Columbia Gorge Childcare Center (CGCC)</b>	CGCC completed a feasibility study for developing a public childcare center to help address the regional shortage and improve workforce training available to childcare providers. The study indicated the facility would need ongoing support from local partners to help fill the gap in services. Additionally, the estimated cost to construct a childcare center at the CGCC campus is \$1.8 million. They received \$1 million in ARPA funds from the State and anticipate seeking additional funds this year.	Childcare needs (costs, lack of access) is a main strategy in the CEDS. Addresses support for workforce participation.
10	Sherman and White River Health Districts	<b>Expansion of Rural Health Clinics</b>	<p><b>Sherman Clinic Expansion/Backup Generator:</b> The District is looking to expand to provide more healthcare services (x-rays, physical therapy, dentistry, and integrated behavioral health). This will require more space and upgraded facilities. The project would also include upgrading their emergency generator to serve more than the laboratory area.</p> <p><b>Deschutes Rim Health Clinic Expansion:</b> The Deschutes Rim Clinic currently has a 2,400 square foot modular building with two exam rooms and no extra space. The new facility will create increased and flexible office space for additional services including physical and mental health. Estimated total costs for this project are \$2.5 million. With funding from the State, local fundraising, and multiple foundations, there is still a need for \$1 million, with \$750,000 in grant resources identified for application.</p>	Addresses key business, industry sector, and resilience needs; opportunity for job creation.

View the full strategy, which also includes data/demographic analysis, action plans, evaluation metrics and appendices online at [www.mcedd.org](http://www.mcedd.org).



Mid-Columbia Economic Development District  
802 Chenoweth Loop Road, The Dalles, OR 97058  
[MCEDD.org](http://MCEDD.org)