La Pine: Economic Vitality
Roadmap: Phase 1

May 11, 5:00 – 7:00 PM
Mary Bosch & Michael Held
Community Vitality Program: Programs & Emerging Opportunities

- Economic
- Community
- Organizational
- Leadership
- Human

Opportunities:
- Economic Development Opportunities
- Community Development Opportunities
- Organizational Development Opportunities
- Leadership Development Opportunities
Agenda

- Economic Roadmap Process
- Preliminary Assessment
- Potential Initiatives
Economic Vitality Roadmap

Step 1: Background & Assessment

Step 2: Strategic Initiatives

Step 3: Plan & Take Action

We Are Here
1. Assess competitive posture; focus on *assets*
2. Expand understanding and capacity
3. Identify initiatives
4. Spur action for sustainable implementation

*Living Wage Jobs*
Community Vitality

Greater La Pine Community Vitality

- Economic Development
- Public Safety
- Natural Resources & Environment
- Education
- Health & Human Services
- Arts & Culture
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
La Pine’s successful economic development is key to the vision to be a “complete” community. Creating a complete community begins with providing enough jobs, education, services, and industry to sustain the community without heavy reliance upon other nearby cities such as Bend and Redmond.

**Strategies**

1. Promote industrial park assets
2. Focus on increasing opportunities for existing businesses to succeed
3. Grow retail/service base in mixed-use settings
4. Expand opportunities for future workers/entrepreneurs to stay local
Goals for Central Oregon (2015)

1. Business Retention & Expansion ($100M, 800 jobs, 36 deals)
2. Recruit 36 new companies
3. Support/attract entrepreneurs (200 jobs, 24 companies)
4. Lead industry dev. Initiatives to spawn private employment growth (e.g., air service)
5. Advocate for regional improvements
Vision

- South Deschutes County will retain and enhance its high quality of life as a collection of diverse, rural neighborhoods tied together by outstanding natural and recreational amenities.... Residents will enjoy.... ‘a thriving economy’

17 Goals!

‘Diversify the rural economy’
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
Why Should A Business Locate in La Pine?

Offer clear and compelling answers
Preliminary Assessment
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?
How does La Pine stack up against the competition from the perspective of an industrial prospect?
Part 1: Business Climate & Vitality

Existing business and employment trends

Employment centers and business anchors

Retail sales
<table>
<thead>
<tr>
<th></th>
<th>Greater La Pine (97739)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Population 2014</strong></td>
<td>11,499 (ESRI) or 13,926 (Newberry)</td>
</tr>
<tr>
<td><strong>Pop. growth since 2000</strong></td>
<td>2897 (34% increase)</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td>26.4 % Senior (65+) - 15.5%, Oregon</td>
</tr>
<tr>
<td></td>
<td>15.1 % Children (19 and under)</td>
</tr>
<tr>
<td><strong>Median income</strong></td>
<td>$33,927</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td>84% of residents have a HS diploma or higher</td>
</tr>
<tr>
<td><strong>Avg. commute time</strong></td>
<td>27.1 minute</td>
</tr>
<tr>
<td><strong>Poverty Level</strong></td>
<td>19.0%</td>
</tr>
</tbody>
</table>
## Unemployment

### Data Range: 97739

**Source:** OED

<table>
<thead>
<tr>
<th>Year</th>
<th>La Pine Area (97739)</th>
<th>Deschutes County</th>
<th>Percentage Point Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>22.9%</td>
<td>13.8%</td>
<td>9.1</td>
</tr>
<tr>
<td>2011</td>
<td>20.5%</td>
<td>12.3%</td>
<td>8.2</td>
</tr>
<tr>
<td>2012</td>
<td>18.9%</td>
<td>11.2%</td>
<td>7.7</td>
</tr>
<tr>
<td>2013</td>
<td>16.2%</td>
<td>9.5%</td>
<td>6.7</td>
</tr>
<tr>
<td>2014</td>
<td>13.6%</td>
<td>7.9%</td>
<td>5.7</td>
</tr>
</tbody>
</table>
La Pine Businesses By Size

Year: 2013
Data Range: 97739
Source: OED

Total Establishments: 256
Total Employment: 1,489
Employment by sector

Year: 2013
Data Range: 97739
Source: OED

- Retail Trade: 323
- Leisure and Hospitality: 247
- Health Care and Social Assistance: 145
- Educational Services: 142
- Transportation, Warehousing, and Utilities: 126
- Construction: 120
- Other Services (except Public Administration): 85
- Professional and Business Services: 77
- Financial Activities: 67
- Agriculture, Forestry, Fishing, Hunting,...: 55
- Public Administration: 49
- Manufacturing: 35
- Information: 11
- Wholesale Trade: 8

Number of Employees
## Top 10 Private and Public Employers in La Pine 2014

<table>
<thead>
<tr>
<th>Organization</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sunriver Resort (ranges 350-1100)</td>
<td>650</td>
<td>900</td>
</tr>
<tr>
<td>Mt. Bachelor</td>
<td>756</td>
<td>775</td>
</tr>
<tr>
<td>Bend-La Pine Public School Dist.</td>
<td>112</td>
<td>187</td>
</tr>
<tr>
<td>Sunriver Brewing Company</td>
<td>NA</td>
<td>75-100</td>
</tr>
<tr>
<td>Bi-Mart</td>
<td>54</td>
<td>59</td>
</tr>
<tr>
<td>Midstate Electric Cooperative</td>
<td>56</td>
<td>51</td>
</tr>
<tr>
<td>McDonald’s</td>
<td>45</td>
<td>50</td>
</tr>
<tr>
<td>Gordy’s Restaurant &amp; Truck Stop</td>
<td>44</td>
<td>46</td>
</tr>
<tr>
<td>La Pine Community Health Center</td>
<td>30</td>
<td>41</td>
</tr>
<tr>
<td>Shop Smart</td>
<td>NA</td>
<td>40</td>
</tr>
</tbody>
</table>
TurboPUP of La Pine, Oregon Secures $100,000 Investment on Shark Tank

Upcoming Events

Sisters Country Economic Vitality Summit
- May 8, 2015
- 9:00 am - 3:00 pm

REDI Annual Luncheon
- May 27, 2015
- 11:00 am - 1:00 pm

BY RENEE PATRICK, Cascade Business News
$30.8 Million in Leakage

Retail Sales Gap

Year: 2014
Data Range: 97739
Source: ESRI

Leakage/Surplus Factor by Industry Subsector

- Motor Vehicle & Parts Dealers
- Furniture & Home Furnishings Stores
- Electronics & Appliance Stores
- Building Materials, Garden Equip. & Supply Stores
- Food & Beverage Stores
- Health & Personal Care Stores
- Gasoline Stations
- Clothing and Clothing Accessories Stores
- Sporting Goods, Hobby, Book, and Music Stores
- General Merchandise Stores
- Miscellaneous Store Retailers
- Nonstore Retailers
- Food Services & Drinking Places

Leakage/Surplus Factor

Surplus

Leakage

-40 -30 -20 -10 0 10 20 30 40 50 60 70 80 90
**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
<table>
<thead>
<tr>
<th>Occupation</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civilian employed population 16 years and over</td>
<td>3,520</td>
<td></td>
</tr>
<tr>
<td>Sales and office occupations</td>
<td>989</td>
<td>28.10%</td>
</tr>
<tr>
<td>Service occupations</td>
<td>713</td>
<td>20.30%</td>
</tr>
<tr>
<td>Production, transportation, and material moving occupations</td>
<td>692</td>
<td>19.70%</td>
</tr>
<tr>
<td>Management, business, science, and arts occupations</td>
<td>582</td>
<td>16.50%</td>
</tr>
<tr>
<td>Natural resources, construction, and maintenance occupations</td>
<td>544</td>
<td>15.50%</td>
</tr>
</tbody>
</table>
### Labor Force Size

**Year:** 2014  
**Data Range:** 97739  
**Source:** OED

<table>
<thead>
<tr>
<th>Area</th>
<th>Labor Force</th>
<th>Employment</th>
<th>Unemployment</th>
<th>Unemployment Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>La Pine</td>
<td>4,352</td>
<td>3,758</td>
<td>594</td>
<td>13.6%</td>
</tr>
<tr>
<td>Deschutes Co.</td>
<td>80,888</td>
<td>74,505</td>
<td>6,383</td>
<td>7.9%</td>
</tr>
<tr>
<td>Oregon</td>
<td>1,942,025</td>
<td>1,807,069</td>
<td>134,956</td>
<td>6.9%</td>
</tr>
</tbody>
</table>
### Educational Attainment

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

Year: 2012-2015
Data Range: 97739
Source: Worksource OR

Labor Demand in La Pine, OR

- Online Help Wanted Ads
- 12 Month Moving Average
Commuter Patterns

Year: 2013
Data Range: 97739
Source: US Census

Workforce Place of Work
- 16% Living and working in La Pine
- 29% living outside and working in La Pine
- 55% living in and working outside of La Pine
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
Real Estate Summary

**Top Assets**
- Affordable, shovel ready industrial land

**Challenges**
- Lack of quality commercial or retail space
- Very little pre-built space
Part 4: Quality of Life

Home prices
Schools
Crime
Community facilities & identity
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.

<table>
<thead>
<tr>
<th>Area</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bend</td>
<td>1,003</td>
<td>969</td>
<td>1,012</td>
<td>1,231</td>
<td>1,110</td>
<td>1,221</td>
</tr>
<tr>
<td>Redmond/Terrebonne</td>
<td>884</td>
<td>863</td>
<td>911</td>
<td>975</td>
<td>952</td>
<td>1,014</td>
</tr>
<tr>
<td>Madras/Culver</td>
<td>834</td>
<td>849</td>
<td>817</td>
<td>800</td>
<td>765</td>
<td>859</td>
</tr>
<tr>
<td>Prineville</td>
<td>790</td>
<td>809</td>
<td>847</td>
<td>835</td>
<td>955</td>
<td>895</td>
</tr>
<tr>
<td><strong>La Pine</strong></td>
<td>890</td>
<td>905</td>
<td>861</td>
<td>889</td>
<td>838</td>
<td>880</td>
</tr>
<tr>
<td>Sunriver</td>
<td>1,000</td>
<td>991</td>
<td>896</td>
<td>1,086</td>
<td>1,066</td>
<td>1,180</td>
</tr>
<tr>
<td>Sisters</td>
<td>n/a</td>
<td>913</td>
<td>850</td>
<td>922</td>
<td>875</td>
<td>898</td>
</tr>
</tbody>
</table>

Source: Central Oregon Rental Owners Association (COROA); March 2015
Regional Median Home Prices

Source: EDCO

Median Sale Price of a Residential Home

- Crook County
- Bend
- Redmond
- La Pine
- Sisters
- Sunriver
- Jefferson County
- U.S.
La Pine Senior High School

<table>
<thead>
<tr>
<th>Total Students:</th>
<th>483</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classroom Teachers (FTE):</td>
<td>15.93</td>
</tr>
<tr>
<td>Student/Teacher Ratio:</td>
<td>30.32</td>
</tr>
</tbody>
</table>

Comparison to Oregon Schools 2013-2014

<table>
<thead>
<tr>
<th></th>
<th>La Pine (%)</th>
<th>School District (%)</th>
<th>Oregon (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduation Rate:</td>
<td>74.5</td>
<td>72.2</td>
<td>68.7</td>
</tr>
<tr>
<td>Completion Rate:</td>
<td>80.9</td>
<td>81.3</td>
<td>80.6</td>
</tr>
<tr>
<td>Drop Out Rate:</td>
<td>3.7</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Continuing Education (2011-2012)</td>
<td>51.6</td>
<td>63.4</td>
<td>54.7</td>
</tr>
</tbody>
</table>
## Deschutes County Crime Rate

<table>
<thead>
<tr>
<th>Crime Type</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crimes committed against people</td>
<td>112.4 per 10,000 people</td>
</tr>
<tr>
<td>State Average</td>
<td>100 per 10,000 people</td>
</tr>
<tr>
<td>Crimes committed against property</td>
<td>509.7 per 10,000 people</td>
</tr>
<tr>
<td>State Average</td>
<td>459 per 10,000 people</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Category</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation access</td>
<td>EDCO La Pine Report</td>
</tr>
<tr>
<td>(roadways, transit, bike &amp; pedestrian)</td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>EDCO La Pine Report/Volunteers</td>
</tr>
<tr>
<td>Green initiatives</td>
<td>City of La Pine/Volunteers</td>
</tr>
<tr>
<td>Planned capital investments</td>
<td>City of La Pine/Volunteers</td>
</tr>
</tbody>
</table>
### 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

## 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

Source: EDCO
<table>
<thead>
<tr>
<th>Economic Development Goals</th>
<th>Top Industry Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Job creation</td>
<td>• Renewable energy</td>
</tr>
<tr>
<td>• Diversification</td>
<td>• Wood Products</td>
</tr>
<tr>
<td>• Transportation</td>
<td>• Data centers</td>
</tr>
<tr>
<td>• Municipal Infrastructure</td>
<td>• Specific metals</td>
</tr>
<tr>
<td></td>
<td>• Recreational equipment</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Region’s Resources, Assets, and Strengths needed by Top Industry Targets</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Natural resource access, large capacity utilities, low cost &amp; large acreage industrial land</td>
<td></td>
</tr>
<tr>
<td>• Nearby wood fiber, skilled workforce, land</td>
<td></td>
</tr>
<tr>
<td>• Low power and &amp; operating costs</td>
<td></td>
</tr>
<tr>
<td>• Rail and highway transportation</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Needs/Gaps Impeding Economic Success</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Local land use, permit approvals</td>
<td></td>
</tr>
<tr>
<td>• Water &amp; sewer service, SDC methodology</td>
<td></td>
</tr>
<tr>
<td>• Isolation from rest of the region</td>
<td></td>
</tr>
</tbody>
</table>
Many dozen or even hundreds but no inventory exists
“I’ve never been in a community where there’s been so much enthusiasm and passion, now we just need to focus”

“La Pine has deep roots but it’s hard to tell... the initial perception is temporary and we’re ready to change that”

“If we can get focused and keep our eyes on the big picture while taking small, tangible steps we’ll be successful”
Your turn
Key Initiatives!
What we’ve heard

- Highway clean up and beautification
- Small business outreach, support and assistance
- Community marketing/PR/image development to retain & attract business
- Downtown beautification
- Youth engagement/opportunities
- Community groups working together
Thank you, La Pine!