La Pine: Economic Vitality
Roadmap: Phase 2

June 8, 2015
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A. Recap - Project Goals

1. Assess competitive posture; focus on assets/opportunities
2. Expand understanding and capacity
3. Identify initiatives
4. Spur action for sustainable implementation
Community Vitality

Greater La Pine Community Vitality

- Economic Development
- Education
- Public Safety
- Health & Human Services
- Natural Resources & Environment
- Arts & Culture
Economic Vitality Roadmap

Let's Go!

May 11

Step 1: Background & Assessment

Step 2: Strategic Initiatives

Step 3: Plan & Take Action
6 Assessment Categories

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

>25 factors
Reality check
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
La Pine on the GO!

It’s about the People!
Moving to action
Immediate Impact!

Before and After
Economic Vitality Roadmap

Step 1: Background & Assessment
Step 2: Strategic Initiatives
Step 3: Plan & Take Action

Let's Go!

We Are Here
B. Community Outreach & Listening

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

- St. Charles building w/ urgent care
- 150 acre event land
- Highway 97 /City – clean up & green up
- All groups working together not alone-collaboration
- Vendor opportunities to keep dollars local
- Too many projects, not enough focus
- Buy-in from business owners to improve appearance
- Encourage youth to return home
- Recreation
10 interviews May 7th-13th

Common Themes – The Positive

- La Pine’s #1 asset is its people
- Lifestyle #1 reason to live in La Pine
  - Access to wilderness
  - Rural pace
- La Pine is a blank slate
  - Attractive and affordable place to live, work, and start a business
  - Accessible city and community
- Development ready industrial park
- Access to larger markets – Highway 97 & Bend/Redmond Metro Area
- Natural Resources – recreation, wood products, geothermal
Common Themes – The Negative

• Retail diversity
• Lack of focus/organization
• Lack of identity
• Community image/brand
• City maturity – “We’re young AND old!”
• Small town politics and siloing
• Workforce
• Youth retention
• Signage
• Highway 97 and business clutter
• Workforce housing
Top Survey Findings

Beautification and Physical Image

- General Beautification: 22%
- Make downtown look like a place where business is done: 17%
- Unify La Pine's landscape: 16%
- Other: 13%
- Highway clean-up and beautification: 9%
- Entry/exit beautification: 8%
Top Survey Findings

Business Development

Larger retailer - clothing/appliances/grocery: 29.20%

Small business outreach, support and assistance: 20%

Retail development - restaurants (brewpub) and other retail services: 20%

Other: 15.40%

Business attraction - outdoor equipment (snowmobile or fishing boat manufacturing): 9.20%
Top Survey Findings

- Community marketing, PR, image development to retain and attract businesses: 39.10%
- Change the image of La Pine: 21.90%
- Get community organizations to work together: 12.50%
- Organize community-wide efforts to get on same page: 9.40%
- Community branding: 7.80%
- Other: 6.30%
- Improve wayfinding/signage: 3.10%
Top Survey Findings

Quality of Life

- Secure placement of hospital/medical facilities: 14.10%
- Address homelessness and vandalism: 12.50%
- Address housing shortage: 10.90%
- Bike and ped path around town: 9.40%
- Have a gatekeeper or coordinator of volunteer and civic efforts: 9.40%
- Youth engagement/opportunities: 9.40%
- Transportation improvements - signals, signage: 7.80%
Top Survey Findings

La Pine Challenges and Opportunities

- Improving community pride/image/street clean-up: 22%
- Need more retail/restaurants/grocery stores/medical services: 18%
- Local business/non-profit development (training and improved permitting): 13%
- Focusing the community’s efforts: 10%
- Housing/affordable housing: 8%
- Coordinate volunteers and businesses: 7%
- Attract new business: 7%
**Possible Initiatives or Projects**

- **Attract businesses (right businesses and the right incentives)**: 20%
- **Improve look of community and create visual theme**: 20%
- **Increased retail, entertainment, medical, restaurant, lodging, or grocery options**: 16%
- **Unifying vision of La Pine's image**: 11%
- **Expand events**: 9%
- **Increased multimodal transportation (reduce hwy 97 speed, bike, bus, pedestrian)**: 7%
# Top Initiatives

<table>
<thead>
<tr>
<th>Theme</th>
<th>Community Meeting &amp; Survey</th>
<th>Leadership Alumni</th>
<th>Roadmap Interviews</th>
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<tbody>
<tr>
<td><strong>1. Improve the Appearance of the Town</strong></td>
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<tr>
<td>• General beautification</td>
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<tr>
<td>• Make downtown look like a place where business is done</td>
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<tr>
<td>• Unify La Pine’s Landscape</td>
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<td><strong>2. Strengthen and Develop Small Business Base</strong></td>
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<tr>
<td>• Retail expansion and development</td>
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<tr>
<td>• Support small businesses grow</td>
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<td><strong>3. Community Marketing, Promotion, Image Development</strong></td>
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<tr>
<td>• Positive news and articles</td>
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<td>• Elevator speech on our story</td>
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<tr>
<td>• Reframe La Pine’s image</td>
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<td><strong>4. Get Community Working Together</strong></td>
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<td>• Organize a catalyst team</td>
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<tr>
<td>• Coordinate and focus efforts</td>
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Top Initiatives

- Small Business Development
- Marketing and PR
- Beautification

ACE
The helpful place.

S & S Auto Parts

La Pine Chiropractic
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
Sandy, Oregon

- Population 10,000
- Municipal Budget $50 million
- Time frame: 2009-today
- Strategic Approach:
  - Beautification
  - Business & Retail Development
- Local Coordination – City, Main Street volunteers
Scotland Neck, North Carolina

- Population 2,400
- Municipal Budget $5 million
- Time frame 1998-2007
- Strategic Approach:
  - Industrial Development
  - Business Retention & Expansion
  - Tourism
- Local Coordination – Local elected officials, town staff, and volunteers
Scotland Neck, North Carolina

The Strategy

- Place-based economic development
- 3-pronged strategy
  - Attract tourists
  - Support small businesses and downtown merchants
  - Recruit industries
- Support local fishing and hunting guide service businesses
- Advertise and promote natural assets “the outdoor paradise”
- Entrepreneur/business assistance - “round up” utility bill contributions
Several new small businesses opened on Main Street
From 2004 to 2005, local hunting guide revenues increased by 50 percent.
In 2005, the Best Western Scotland Neck hotel, $1.2 million investment, opened and created six jobs.
Generated over $10,000 in cosmetic improvements to small businesses on Main Street
AirBoss locates new facility, bringing 86 jobs and $10.5 million over three years.
Carter & Mayes textile manufacturing announces new facility, bringing 115 jobs and $1 million over two years.
According to Mark Bacon, a consultant who has been working in town for years, “between 2000 and 2006, the attitude of town has completely changed.”
Farmville, North Carolina

- Population 4,300
- Municipal Budget $12.8 million
- Time frame 1998-2007
- Strategic Approach:
  - Industrial Development
  - Business Retention & Expansion
  - Residential Development
  - Organizational Development
- Local Coordination – private/public partnership
• Innovative organizational structure (public, private, other leaders) – umbrella organization for all economic development activity
• Support existing businesses through coordinated visitation program
• Residential housing incentive program
• Intensive marketing and branding campaign
Farmville, North Carolina

• Welcomed 64 new businesses to town (380 new jobs), including small shops and large industries.
• Farmville’s population expanded by 3.8 percent over 2 year period
• Average wage rate grew by 6.8 percent.
• Landed the North American headquarters for Alliance One (450 manufacturing and 200 sales/logistics jobs).
• 350 new homes ranging from affordable to expensive
• The Farmville Development Partnership has an active registry of more than 400 volunteers, and 60 residents serve on town government advisory boards.
• Finalist in the All American City competition, which is judged on criteria relating to civic engagement, effective community problem-solving and inclusive community leadership.
Coos County, New Hampshire

- Population 30,000
- Municipal Budget $32 million
- Time frame 2008-2011
- Strategic Approach:
  - Rebranding
- Local Coordination – regional nonprofit
Coos County, New Hampshire

- With a shrinking timber industry, Coos County needs tourism to help revitalize the communities in the region
- Capitalize on individual community assets and strong regional social capital
- Develop critical mass and discover efficiencies
- Establish broad community support through common understanding of assets and needs
The county’s tourism spending increased five times over the state’s average increase. Website traffic has increased.

During first year there were about 50,000 page views.

In the second year the number of page views almost tripled.

From 2008-2010, the average growth of rooms and was about 10%

During fiscal 2011, spending by tourists in Coos totaled about $71.5 million. That was up $9.5 million – or about 15 percent - over the previous year. That was more than any other county.

Marketing NH Grand has gotten the county's diverse communities to work together. Something that is vital in rural counties for solving all sorts of problems.
The Maupin Market
Maupin, Oregon

- Population 423
- Municipal Budget: Unknown
- Time frame 2010
- Strategic Approach:
  - Economic Development
  - Food Security
- Local Coordination – Private development with public support
Lostine Tavern
Lostine, Oregon

- Population 204
- Municipal Budget: Unknown
- Time frame 2014
- Strategic Approach:
  - Anchor Business
- Local Coordination – Private development with community support
“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!
Definition of Collective Impact:

- the commitment of a group of community stakeholders from different sectors to a common agenda for solving a specific issue.

Key Components:

1. Common Agenda
2. Shared Measurement
3. Mutually Reinforcing Activities
4. Continuous Communication
5. Backbone Support
Types of Collaboratives:

- Funder Collaboratives
- Public-Private Partnerships
- Multiple-Stakeholder Initiatives
- Social Sector Networks
- Collective Impact Initiatives
Next Steps

- Complete the interest form
- Talk up the action opportunity
- Keep antenna up to learn from others