

ECONOMIC DEVELOPMENT FOR CENTRAL OREGON

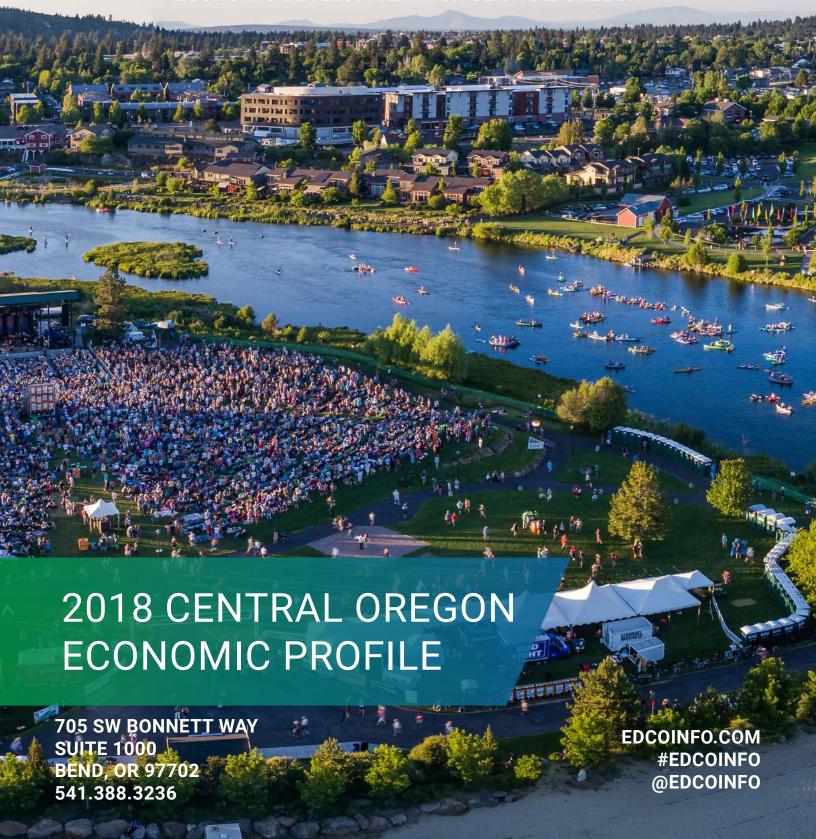


Table of Contents

Welcome	2
Central Oregon Overview	3
Population	4
Move	6
Relocate / Expand	7
Start	8
Entrepreneurial Support	9
Grow	10
Workforce	11
Delivering What Is Expected	12
Transportation	13
Services / Infrastructure	14
Top Employers	15
Foundations of Oregon's Economy	16
Lifestyle	20
About EDCO	21

Welcome to our Tri-County Region

Welcome to Central Oregon! Where the commute times are short and breathtaking views await you at every turn. The region features dramatic snow-capped mountain ranges and high desert plateaus within Deschutes, Crook, and Jefferson counties.

Located halfway between San Francisco and Seattle, the hottest small-metropolitan market in the U.S. is Central Oregon. In 2017 alone, the Bend-Redmond area had the nation's #1 GPD growth (8.1%), the 2nd fastest job growth (5.9%), and the 6th fastest population growth (4.9%) With these factors in mind, both *Forbes* and the *Milken Institute* ranked us as the nation's Top Overall Performer.

Central Oregon is pulling extraordinary talent and capital, transforming into a diverse and highly entrepreneurial business ecosystem. Lured by natural scenic beauty and big city amenities (world-class health care, education, dining) without big city costs or hassle, people are learning that having a true work-life balance is possible. Employees are happier; companies are more innovative and capital-efficient. All in a region dominated by small to mid-sized firms that compete globally – and win.



Regional Population:

228,225

(2017 estimates from Portland State University)



Regional Labor Force:

114,520

(Seasonally adjusted total for May from Oregon Employment Department)



Bend-Redmond MSA GDP Per Capita:

\$51,647

(2016 estimate from the Bureau of Economic Analysis)

*Bureau of Economic Analysis data is only available for the Bend-Redmond MSA



Access to and from our region has never been easier with four national carriers flying 50 segments daily to seven international airports. The best part?

Travel through the Redmond airport is a breeze.



Central Oregon has been among the fastest growing regions anywhere in the U.S.

In-migration has been the dominating factor in the region's growth with approximately 6,000 new residents every year moving to the area from all over the country. At the same time, the region's ability to attract young families has resulted in strong birth rates.

POPULATION CHANGES FOR CENTRAL OREGON						
Area	Percent Change 2010 - 2017	Net Migration % 2010 - 2017				
Oregon	8.1%	73.7%				
Counties						
Deschutes County	16.0%	89.4%				
Jefferson County	6.8%	58.5%				
Crook County	5.4%	126.3%				

Source: Population Research Center, PSU, April 2018. (April 1, 2010 to July 1, 2017)

"Net migration is one of Oregon's competitive advantages as we have historically been able to attract new residents to the state, expanding the labor force."

Damon Runberg

Regional Economist, State of Oregon Employment Department

NEW RESIDENTS, NEW IDEAS & NEW ENERGY

#6 FASTEST POPULATION GROWTH IN THE U.S.

- U.S. CENSUS, 2018, 2017 DATA With over 4 million visitors flocking to
Central Oregon each year, it proves a great
introduction to our region's culture, lifestyle,
and a great first impression for businesses.
Central Oregon and the Bend-Redmond MSA
continually top the nation in population
growth. While our population grows, so does
our workforce. We're cultivating a community
that has consciously decided to live here
and work towards making our region an even
better place to live.

POPULATION TOTALS FOR CENTRAL OREGON

Area	1990	2000	2010	2015	2016	2017
Oregon	2,842,321	3,421,399	3,837,300	4,013,845	4,076,350	4,141,100
Crook County	14,111	19,184	21,020	21,085	21,580	22,105
Deschutes County	74,958	115,367	157,905	170,740	176,635	182,930
Bend	20,447	52,029	76,740	81,310	83,500	86,765
La Pine	Not yet inc	orporated	1,660	1,670	1,675	1,730
Redmond	7,165	13,481	26,225	27,050	27,595	28,265
Sisters	708	959	2,040	2,280	2,390	2,540
Unincorporated	46,638	48,898	51,240	53,151	61,475	63,630
Jefferson County	13,676	19,009	21,750	22,445	22,790	23,190
Tri-County Total	102,745	153,560	200,675	214,270	221,005	228,225

MOVE

We guide employers outside the region through the relocation process as a resource for regional data, incentives, talent, site selection, and A-Z problem solving.

Business Cost Comparison

Oregon offers more incentive programs to traded-sector businesses (companies that sell products or services outside the area) than Washington and California combined. Even without taking those incentives into consideration, Oregon is still a more cost-effective choice for doing business. Contact EDCO for a detailed look at the business costs in Central Oregon.

n _		OR	CA	WA
Avg. Electricity Rate (¢/kWh)	*	6.03¢	11.78¢	4.60¢
Avg. Natural Gas Rate (\$/kcf)		\$5.43	\$7.00	\$7.39
State & Local Sales Tax Rate	TAX	None	8.5%	9.2%
State Business Tax Climate Index		#10	#48	#17

Sources: Tax Foundation 2017, US Energy Information Association (Natural Gas) 2017, US Energy Information Association (Electricity) 2017



Case Study: DAIMLER

In 2014, Daimler Trucks North America (DTNA) started a world-wide search for a site to build a state-of-the-art \$18.7 million test facility. EDCO worked closely with DTNA throughout the extensive process, navigating site selection, tax incentives and expanding the local Enterprise Zone boundary, among other things. Billed as the High Desert Proving Grounds, DTNA chose Madras, Oregon for the 87-acre site which includes a 3.5-mile Durability Test Track, allowing engineers to simulate a typical vehicle's million-mile lifespan in just six months. The facility opened in May 2017 – a timeline that would not have been possible without help from EDCO. This project was also awarded the 2016 Business Development Success Story of The Year by the Oregon Economic Development Association (OEDA).



Get connected to our growing industry clusters that include: Brew, Bio, Rec, Tech, Aviation/Aerospace, Building Products, Automotive, and Advanced Manufacturing.



Our tools to help your company include: linking with the local supply chain, finding talent, incentives, business finance, and more.



We help you navigate the regional and local real estate market, infrastructure, and permitting processes.

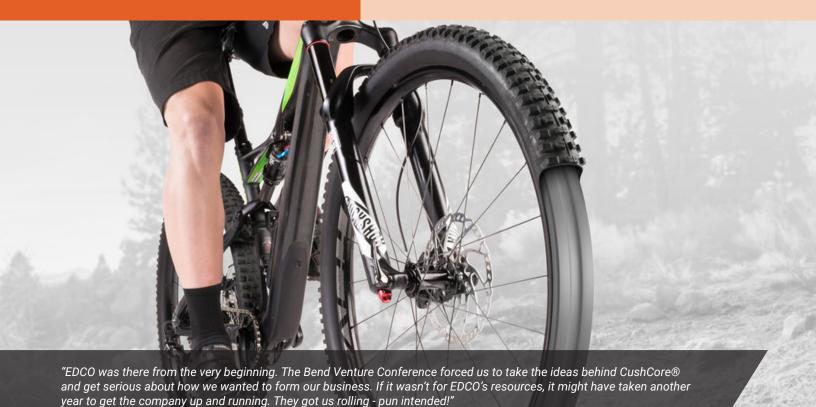


When compared against its neighbors to the north and south, Oregon's overall business costs rank significantly lower. Average electricity rates, natural gas rates, state & local sales tax rates, and business tax climates in particular are significantly lower than other states in the Pacific Northwest.

For a relocating business, Central Oregon has a reputation for welcoming new companies without sacrificing workforce, talent, quality healthcare, transportation, or infrastructure. EDCO's resources and connections can help your business make the right decisions when choosing a new home.

START

We mentor and advise scalable young companies from concept to exit on issues such as access to capital, critical expertise, and business strategy.



- Adam Krefting, Founder and CEO - CushCore®

Case Study: CUSH CORE

In 2016, the idea of Adam Krefting launching another startup was off in the distance. His company Kreft Moto was taking off and was a full-time endeavor. After a meeting with EDCO, Krefting's view changed. EDCO's resources connected him with the largest angel conference in the West, the Bend Venture Conference, giving him the push he needed to start his newest venture, CushCore®. Through EDCO, Krefting was also introduced to a new Central Oregon resident, Dan Hallada, who would become the second employee and Co-Founder at the newly-formed startup. The two founders pitched during the Bend Venture Conference – and won. CushCore® walked away with a \$15,000 cash prize that allowed the company to purchase their first molds and start production.

Today, CushCore® is revolutionizing the mountain bike industry with their patent pending "tire suspension" systems designed to optimize tire performance while minimizing flat tires and rim damage. CushCore® was recognized by Vital MTB as 2017 Product of the Year and is selling globally with plans to expand their product line in the next six months.

ENTREPRENEURIAL SUPPORT



A driving force for our economic performance is a collaborative and inclusive entrepreneurial community. This is supported via the number of new business registrations, which has outpaced far larger cities. Bend registered one new business for every 28 residents in 2017 - nearly twice the state average.

The region is large enough to support the resources and access to capital that help new entrepreneurs get started, while still being small enough that those resources are interconnected to support businesses as they grow. Unique to Central Oregon, given its size, are the numerous community resources and assets that are available. A few of these assets managed by EDCO include monthly Central Oregon PubTalks, the Stable of Experts, plus the largest angel conference in the West, the Bend Venture Conference.

METROPOLITAN AREAS WHERE FIRST FINANCINGS ARE RISING							
Area	National Rank	% Change (Annualized) 2013-2017	National Rank	% Change (Annualized) 2009-2014			
Des Moines - West Des Moines	1	7.7%	No Rank	0.0%			
Lexington-Fayette, KY	1	7.7%	23	7.5%			
Boulder, CO	3	5.4%	No Rank	0.0%			
Bend-Redmond, OR 4 5.3% 3 31.6%							
Columbus, OH	7.5%	4.7%	18	12.3%			
Source: Startupsusa.org, April 2018. (April 1, 2010 to July 1, 2017)							

While the general trend shows that the total amount of startup funding is down across the country, this is not the case in Central Oregon, according to the Center for American Entrepreneurship. Deschutes County placed #4 among

all U.S. metros for growth in first financings of startups from 2013-14 to 2016-17.

GROW

We partner with local traded-sector companies to help them grow and expand, offering them the very same incentives and assistance as relocation projects.



Case Study: //EDL//VE

From startup to expansion to acquisition, Medline ReNewal is an economic development success story for Central Oregon. Founded in 1997 as MediSISS, the company launched with the revolutionary idea of transforming single-use medical devices into reusable assets. After nearly two decades of growth, the company's reputation in the healthcare industry attracted the interest of the largest privately held manufacturer and distributor of medical supplies. In 2012, they were acquired and became Medline ReNewal. With this new growth came new challenges, and the need for more space with readily available options limited. Redmond Economic Development Inc. (REDI), in collaboration with EDCO, quickly aligned city leadership, state government and local support. From incentives to land availability, REDI and EDCO worked alongside Medline to develop a plan. After months of collaboration, the company purchased 12 acres in Redmond's Industrial Park, and in July 2017, construction on a custom designed 50,000 square foot facility was completed, with room for future growth. Without community support, this project could have relocated to another region, but the willingness of all committed parties secured Central Oregon as the location of Medline ReNewal's current and future operations.



AVERAGE ANNUAL MANUFACTURING EMPLOYMENT GROWTH (2013-2017)

EMPLOYMENT GROWTH (2013-2017)				
U.S.	4%			
Oregon	8%			
Bend - Redmond, OR MSA	29%			

Source: State of Oregon Employment Department, 2018

Private sector employment growth in the region was 26% higher than Oregon's average over the last 10 years, and is projected to grow by 18% through 2024.

- Business Oregon's Regional Competitive Industry Analysis, 2016

Workforce Development



Youth Career Connect: Linking Students, Employers, and Educators

Through our 400+ one-on-one meetings with businesses each year, we could see several years ago that progress was needed to better prepare our emerging workforce. Today, educators, businesses, chambers, workforce leaders, economic development organizations, and other non-profits have formed the blueprint for



a robust, region-wide internship program called Youth Career Connect.

Photo Credit: Joshua Langlais

The premise: expose high school, college, and university students to meaningful work opportunities and good things will happen. Good things are happening – more than 110 students in the first year were placed in internships by coordinators across the tri-county region. The goal: lead the nation in engaging students with meaningful work experiences. We're just getting started, but the collective progress and how it's changing the perceptions of both students and employers is already remarkable.



The combination of a collaborative culture, a supportive attitude among government and economic development agencies, and a location that attracts talent and investment all help Central Oregon compete.

	INCOMING INVESTMENT BY COUNTY IN OREGON							
Rank	County	Business Growth	GDP Growth (millions)	New Building Permits (per 1,000 homes)	Federal Funding (per capita)	Incoming Investment Index		
1	Deschutes	11.1%	\$1,181	26.5	\$333	63.28		
2	Multnomah	6.1%	\$4,816	15.0	\$898	48.53		
3	Washington	5.9%	\$2,728	14.8	\$404	46.22		
4	Clackamas	5.1%	\$2,081	15.0	\$646	45.23		
9	Crook	3.7%	\$90	10.5	\$389	36.95		
16	Jefferson	3.1%	\$66	5.7	\$198	30.57		
	Oregon Totals	1.7%	\$613	6.9	\$342			

Source: SmartAsset, 2018



AIR

Redmond Municipal Airport (RDM; www.flyrdm.com) provides commercial air service with 25 daily round-trip flights to Denver, Los Angeles, Phoenix, Portland, Salt Lake City, San Francisco, and Seattle via four carriers (Alaska, American, Delta and United).



RAIL

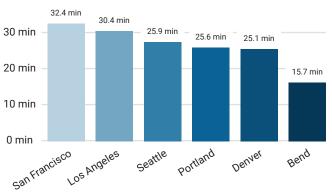
Burlington Northern-Santa Fe (BNSF), Union Pacific (UPRR) and the City of Prineville Railway (COPR) provide direct connections for shipping to any market in the United States, Canada, and Mexico.



FREIGHT

U.S. Highways 97 and 20 are two of the state's major trucking routes, with access to major metro areas with connections to Interstate 5 (N-S) and Interstate 84 (E-W).

Average Commute Times



The Central Oregon average commute time is
21 minutes each way, saving the average worker
over 1 work week per year!

Travel Time & Distance by Car



Travel Time By Air







UTILITIES

Because most of our region has been built new in the past two decades, our telecommunications infrastructure is one of the Northwest's most technologically advanced, meeting business and telecommuting requirements for capacity, redundancy, and reliability.



EDUCATION

Central Oregon is well-recognized for its high level of education, with some of the best K-12 public schools in the nation. In 2017, the Bend-La Pine school district's average SAT scores surpassed the national average by over 100 points. Additionally, our higher education opportunities abound. From Oregon State University-Cascades recent expansion, to Central Oregon Community College's four campuses in the region, there are opportunities for all to obtain a quality education.



HEALTHCARE

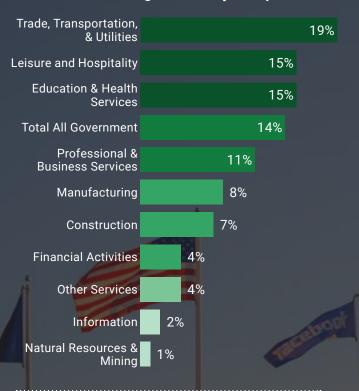
Top quality healthcare is one of Central Oregon's crown jewels. St. Charles Health System is the largest healthcare provider in the region, and is also the largest employer with over 4,100 employees across the tri-county area. A network of more than 100 clinics and specialty practices further support the community.

TOP EMPLOYERS

#1 in the nation for gdp growth at 8.1%

- Bureau of Economic Analysis, 2016

2017 Central Oregon Industry Composition



According to the Oregon Employment
Department, 78% of Oregon establishments
have nine or fewer employees and the average
private establishment employs 11 people.

Still, a number of large employers operate successfully here, tapping into Central Oregon's ever-expanding workforce, the overall low cost of doing business, and business-friendly local governments. This year, the top 50 private companies collectively employ more than 21,000 Central Oregonians, or roughly 19% of the region's current total employment.

Rank		2018 Central Oregon Largest 50	Employees		
2018	2017	Private Employers	2018	2017	
1	1	St. Charles Health System	4,183	4,437	
2	3	Sunriver Resort	1,100	1,000	
3	5	Bright Wood Corporation	986	915	
4	4	Les Schwab	926	926	
5	2	Safeway - Regional	878	1,013	
6	6	Mt. Bachelor	840	770	
7	8	Fred Meyer - Regional	628	652	
8	7	McDonald's - Regional	615	748	
9	9	IBEX	540	540 634	
T-11	13	Summit Medical Group Consumer Cellular	538 440	500	
T-11	T-16	PCC Schlosser	450	396	
13	14	Opportunity Foundation	381	413	
14	15	JELD-WEN Windows and Doors	375	400	
15	T-16	Bend Research (Lonza)	361	396	
16	19	Black Butte Ranch	360	352	
17	20	Deschutes Brewery	340	341	
18	21	Costco	339	310	
19	22	Mosaic Medical	303	304	
20	NL	Eagle Crest	300	NC	
21	10	Walmart	281	628	
22	25	BendBroadband / TDS Telecom	280	280	
23	23	Brasada Ranch	275	300	
24	47	U.S. Bank	261	142	
25	27	G5	258	260	
26	29	Bi-Mart - Regional	254	252	
27	30	The Center (Ortho/Neuro)	252	243	
T-28	31	Contact Industries	250	229	
T-28	NL	Kah Nee Ta Resort	250	120	
30	42	Navis	237	171	
31	NL	10 Barrel Brewing	236	NC	
32	32	Epic Air	230	226	
33	33	PacificSource	223	223	
T-34		Albertson's	220	209	
T-34	T-38	Riverhouse on the Deschutes	220	195	
36	34	Keith Manufacturing Co.	210	210	
37	T-36	Facebook	201	200	
T-38	T-36	Athletic Club of Bend	200	200	
T-38	NL	Tetherow Touchmark at Mt. Bachalar Village	200	NC 10E	
40	T-38	Touchmark at Mt. Bachelor Village	196	195	
41 42	26 40	First Interstate Bank Neighbor Impact	191 190	264 187	
43	43	Medline ReNewal	182	165	
44	44	Ray's Food Place	181	161	
45	41	Indian Head Casino	180	185	
46	NL	J Bar J Youth Services	174	NC	
47	NL	Sunriver Owners Association	162	NC	
48	NL	High Lakes Health Care	157	96	
T-49		Sunriver Brewing Company	150	100	
	T-45	Target - Regional	150	150	
	Not List			22	

NL = Not Listed NC = Not Counted T = Tied

BREW (Craft Brewing, Distilling, and Fermentation)

- Central Oregon is home to breweries, both big and small, with Deschutes Brewery topping the list, brewing over 370,000 barrels in 2016.
- 30 breweries, 4 cideries, and 13 distilleries in the region
- Bend has more breweries per capita than Portland, Oregon
- With nearly 77,000 visitors a week and 3.3 million visitors a year, it's safe to say this is a region that really knows (and loves) its craft beer.

10BARREL BREWINGCO

DESCHUTES BREWERY - Brewers Association, 2017, Oregon Brewers Guild, 2017, Forbes, 2016







#2
LARGEST HOP
GROWING
STATE 2016
-OREGON BREWERS
GILLID 2017

UNIQUE DESTINATIONS FOR CRAFT SPIRITS

TOP 10

-TRAVELOCITY, 2017

BIO (Pharmacuetical, Research and Manufacturing, Medical Devices, and Bioscience Software)

Producing everything from titanium implants to cutting edge research in new drug treatments, our bioscience industry has been experiencing double-digit year-over-year employment growth for the past several years. Quietly, Central Oregon's bioscience industry has grown to more than 35 companies employing 1,300 people. The region's lifestyle has proven capable of attracting world-class talent that purposely moves here and stays.









REC (Outdoor Gear & Apparel)

- Central Oregon is home to a diverse array of outdoor recreation companies, with some of the best-known names in the industry calling the region home.
- 100+ outdoor industry businesses
- Home to the Oregon Outdoor Alliance (OOA), dedicated to connecting & cultivating Oregon's outdoor industry
- The country's first dedicated startup incubator for the outdoor industry, Bend Outdoor Worx
- Home to Bend Outdoor Worx BreakOut, the only funding event in the U.S. focused solely on outdoor product companies
- The country's only four year degree for outdoor product development
- Oregon is the fourth state in the U.S. to set up an office devoted to outdoor recreation













TECH (Software, Electronics, IT & Data Centers and Renewable/Alternative Energy)

- Including software companies, electronics manufacturers, alternative/energy services and more, the region is home to more than 130 tech companies
- More than four dozen software companies now call the region home
- "Bend hosts a growing tech sector, which should see the gains from the development of local talent through Oregon State University-Cascades."
 - The Milken Institute 2017 Best Small Cities
- "Bend ranked #16 among U.S. metro areas for high-tech startup density."











Aviation/Aerospace (Aircraft and related components)

The production of light aircraft in Central Oregon spans back more than 30 years and over that time, 25 aircraft have moved through the process of design on paper to flight – many in scaled production. And along with these aircraft many suppliers of specialized equipment have followed. Our region's "special sauce" in the industry? Composite (carbon fiber) fabrication and innovation that make our original equipment manufacturers and supply chain companies unique on a national and even global scale. But it's not all just manufacturing. We have some of the most successful flight training programs in the country with both fixed wing and helicopter flight schools serving the global industry.













Building Products (Windows, Doors, Moldings, and Specialty Products)

For much of the region's economic history, wood products manufacturing was the dominant industry employing Central Oregonians and forming the foundation for other business activity. While we've diversified dramatically over the past three decades, the manufacturing of products used in residential and commercial construction still plays a very important role for the tri-county economy. Competing on a global scale, businesses in this industry have innovated and automated their way to becoming leaders in their respective sub-industries.

The region, like Oregon in general, is salted with many specialty wood products companies including cabinet manufacturing, custom furniture, and even our own cluster of musical instrument businesses.















Automotive

Make no mistake, we're not the next Detroit of auto manufacturing, however, we do have a number of innovative companies in the automotive sector. Les Schwab Tire Centers, with its headquarters in Bend and several million square feet of distribution in Prineville is one such example. Founded here in 1950, it has grown to one of the largest tire retailers in the western U.S. Meanwhile, German-based Daimler is growing its presence in the U.S. with a state-of-the art truck proving grounds in Madras. A host of small but successful specialty automotive companies call the region home, making everything from race car fuel tanks and push rods to performance components for trucks, motorcycles, and propulsion systems.













Advanced Manufacturing

Somewhat of a catch-all for a number of established and emerging companies in a widely diverse set of sectors, the region has dozens of manufacturers that are leaders among their peers.

Specialties include metal fabrication, precision machining, Swiss machining, industrial coatings, 3-D metal printing, materials conveying systems and technology, and clean room design and manufacturing.













LIFESTYLE



30 Golf Courses

Miles and miles of trails Thriving Arts & Culture Scene

30 Breweries & counting

300 Days of Sunshine











ABOUT EDCO

Founded in 1981, EDCO is a non-profit corporation supported by private and public members and stakeholders. Our mission is to create a diversified local economy and a strong base of middle-class jobs in Central Oregon.

To do this, we focus on helping companies do the following:

MOVE. We guide employers outside the region through the relocation process as a resource for regional data, incentives, talent, site selection, and more.

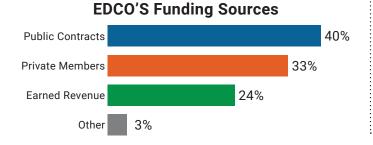
START. We mentor and advise scalable young companies from concept to exit on issues such as access to capital, critical expertise, and business strategy.

GROW. We partner with local traded-sector companies to help them grow and expand.

EDCO'S RESULTS						
Fiscal Year	Companies	Jobs (New & Retained)	New Capital Investment			
2017 - 2018	28	240	\$192.6 million			
2016 - 2017	44	776	\$600.5 million			
2015 - 2016	36	266	\$24.2 million			
2014 - 2015	35	594	\$102.6 million			
2013 - 2014	30	590	\$210.9 million			
2012 - 2013	29	1,136	\$340.0 million			
Totals	192	3561	\$1.278 billion			

EDCO Platinum Members

AmeriTitle BendTel **Cascade Natural Gas** Central Electric Cooperative, Inc. **Central Oregon Community College** City of Bend City of La Pine City of Madras / **Jefferson County** City of Prineville / Crook County **City of Redmond City of Sisters** Combined Communications **Deschutes County** First Interstate Bank Mid Oregon Credit Union **OSU-Cascades Pacific Power** Schwabe, Williamson & Wvatt **SGA CPA's & Consultants** St. Charles Health **Systems** U.S. Bank



Additional information available at EDCOINFO.COM

- Upcoming networking events, luncheons, conferences, and more
- EDCO Info Hub: current comprehensive data for Central Oregon
- Stable of Experts: a network of seasoned professionals with a passion for start-ups and small businesses
- Success stories from regional businesses
- · Business news on EDCO's blog

EDCO Contact Information

Regional Office (Bend) CEO: Roger Lee Bend Director: Kip Barrett

705 SW Bonnett Way, Ste. #1000 Bend, OR 97702 541.388.3236

Redmond

Sr. Director: Jon Stark 411 SW 9th Street, Ste. #203 Redmond, OR 97756 541,923,5223

Prineville/Crook County

Director: Caroline Ervin 510 SE Lynn Blvd. Prineville, OR 97754 541.233.2015

Sisters

Director: Caprielle Lewis 520 E Cascade Street Sisters, OR 97759 541.977.5683

Jefferson County

Director: Janet Brown 2028 NW Berg Drive Madras, OR 97741 541.390.6275

La Pine/Sunriver

Director: Ryan Culp 16345 Sixth Street La Pine, OR 97739 541.536.1432 x5

