



February 2025

# Bend Sector Analysis

City of Bend

Prepared for: The City of Bend

**ECOnorthwest**

920 SW 6th Ave • Suite 1400 • Portland, OR 97204 • 503-222-6060

# Acknowledgments

ECONorthwest prepared this report with the support and guidance of several organizations, whose input was essential to its development. Most notably we are appreciative of the involvement and input of Ben Hemson, Allison Platt, Damian Syrnyk, and Cyrus Mooney from the City of Bend for their invaluable leadership, insights, and collaboration throughout this project. We are also appreciative of the contributions from key stakeholders who provided expertise and guidance, including Economic Development for Central Oregon (EDCO), the Central Oregon Intergovernmental Council (COIC), the Oregon Employment Department (OED), Business Oregon, the Bend Chamber of Commerce, and OSU-Cascades. Their perspectives and local knowledge enriched the analysis and ensured the recommendations reflect the priorities of the Bend community.

This work was financially supported by the City of Bend, and the analysis drew on data, reports, and input from government agencies, private statistical services, and other trusted sources. While ECONorthwest relied on these contributions, we take full responsibility for the content and conclusions of this report.

That assistance notwithstanding, ECONorthwest is responsible for the content of this report. The staff at ECONorthwest prepared this report based on their general knowledge of the economics of recreation, amenities, and regional economies. ECONorthwest staff contributing to this study included Beth Goodman, Natalie Walker, Willa Van Liew, and Rebecca Chen. ECONorthwest also relied on information derived from government agencies, private statistical services, the reports of others, interviews of individuals, or other sources believed to be reliable. ECONorthwest has not independently verified the accuracy of all such information and makes no representation regarding its accuracy or completeness. Any statements nonfactual in nature constitute the authors' current opinions, which may change as more information becomes available.

For more information about this report please contact:

|  |   |  |
|--|---|--|
| <b>Beth Goodman</b><br>goodman@econw.com<br>ECONorthwest<br>503-222-6060 | <b>Cyrus Mooney</b><br>cmooney@bendoregon.gov<br>City of Bend<br>503-841-9793 | <b>Damian Syrnyk</b><br>dsyrnyk@bendoregon.gov<br>City of Bend<br>541-312-4919 |
|--|---|--|

# Table of Contents

|  |           |
|--|-----------|
| <b>1. Introduction .....</b>   | <b>1</b>  |
| <b>2. Economic Trends.....</b>   | <b>3</b>  |
| Employment in Bend .....   | 3         |
| Factors Affecting Economic Growth in Bend based on National, State, and Regional Trends..... | 8         |
| <b>3. Target Sector Analysis .....</b>   | <b>17</b> |
| Target Sectors Selection Process .....   | 18        |
| Proposed Target Sectors.....   | 28        |
| Considerations for Policy Discussion .....   | 31        |
| <b>Appendix A: Regional and Local Trend Data .....</b>                                       | <b>35</b> |
| <b>Appendix B: Target Sector Data .....</b>  | <b>66</b> |
| <b>Appendix C: Examples of Economic Development Policies from Oregon Cities .....</b>        | <b>78</b> |

# Executive Summary

---

## Purpose

This report provides an overview of the city's economic landscape, by placing Bend in the context of regional and national economic trends, and identifies target sectors to inform future growth strategies. ECONorthwest approached the selection of target sectors through an understanding of the broader economic trends in Bend and regionally, industry and sector employment data analysis, and stakeholder engagement.

This report will support the development of Bend's Economic Opportunities Analysis (EOA) and a long-term economic development strategy. The information in this report will provide a factual basis to support discussions of Bend's vision for economic development and potential economic development policies in the economic development strategy and EOA. This report provides the data necessary to support the upcoming policy discussion and questions.

## Findings

### Economic Landscape and Trends

ECONorthwest compiled research and conducted data analysis to provide insight into the broader economic trends that may impact Bend's economy in the future. The most significant key trends include:

- ◆ **Availability of Labor:** As Oregon's aging workforce drives increased retirements, Bend is likely to experience impacts to the labor market, particularly in healthcare—a key employment sector in the city. With a large share of healthcare workers nearing retirement, Bend could face labor shortages and service delivery challenges as the demand for healthcare increases even further.
- ◆ **Regional Commuting Patterns:** Bend serves as a regional employment hub, with 61% of residents working in the city compared to 39% who commute to other areas like Redmond and Portland. Meanwhile, 51% of Bend's workforce commutes from outside city limits, reflecting both economic integration and housing affordability challenges.
- ◆ **Changing Places Where Work is Being Done:** Remote work has grown significantly in Bend, with 28% of employees working from home, higher than the state average of 18%. This trend benefits skilled workers in industries like professional services but raises equity concerns and drives up housing costs for on-site workers.
- ◆ **Shifts in Oregon's High-Growth Industries:** Bend's economy is shifting away from traditional industries like timber and certain manufacturing sectors toward high-growth industries like healthcare, food and beverage manufacturing, and professional services. These emerging sectors are driving diversification and job growth, significantly outpacing state and national averages in some cases.

- ◆ **Growth of Entrepreneurship and Small Businesses:** Bend's small businesses account for 33% of the workforce and 79% of all business establishments, underscoring their importance to the local economy. Strong venture capital networks and public-private partnerships have positioned Bend as a leader in innovation and start-up activity.
- ◆ **Potential Impacts of Global Climate Change:** Rising temperatures, reduced snowpack, and extreme weather events threaten key industries like tourism, agriculture, and forestry in Bend. Investments in climate resilience and adaptive infrastructure are essential to mitigate risks and ensure long-term economic sustainability.

Bend's economy includes 57,494 employees, earning an average annual wage of \$62,630, with private-sector jobs comprising 91% of total employment. In this analysis, we highlight the industries that have employment growth and concentration in Bend:

- ◆ **Health Care and Social Assistance:** This is Bend's largest employment sector, accounting for 18% of jobs (10,202 jobs) in 2022 with an employment concentration of 1.3 (30% more concentrated than the U.S. average). The sector experienced strong growth of 23% from 2015 to 2022, driven by population dynamics and Bend's role as a regional healthcare hub for Central and Eastern Oregon.
- ◆ **Retail Trade:** Retail accounts for 14% of employment (8,035 jobs) in Bend, with an employment concentration of 1.4 (40% more concentrated than the U.S. average). The sector grew by over 25% between 2015 and 2022, but wages remain below average, posing affordability challenges for workers in Bend's high-cost housing market.
- ◆ **Tourism-Related Industries:** Food service and accommodation represents 12% of Bend's employment (6,686 jobs), with an employment concentration of 1.3 (30% more concentrated than the U.S. average). Arts, entertainment, and recreation, although smaller in size with 1,478 jobs, has higher employment concentration and higher growth compared to all other industries. While industries that support tourism play a central role in Bend's economy, wages in these industries lie below Bend's average. Bend's competitiveness in these sectors is high with over 85% of employment growth in amusement and recreation and food and beverage retailers attributable to Bend's unique characteristics.
- ◆ **Professional, Scientific, and Technical Services:** This high-wage sector accounts for 7% of jobs in Bend,

## INDUSTRY METRICS

This report considered the growth of industries, the concentration of employment (relative to the US), and competitiveness of industries in Bend.

- » High growth businesses are those that grew by at least 19% between 2015 and 2022.
- » Industries with high concentration are those that have proportionately more employment in comparison to the US average.
- » Industries that are highly competitive in Bend are those that grew faster than can be explained by national economic growth or growth in the industry over the 2015 to 2022 period. These industries are competitive in Bend as a result of the unique attributes of Bend's economy and community.



offering an average annual wage of \$93,000. Employment in this sector grew significantly from 2015 to 2022, and its employment concentration increased from 0.85 to 1.04, suggesting an emerging specialization in this industry. An estimated 66% of the employment growth in this sector can be attributed to Bend's competitive advantage.

- ♦ **Construction:** Construction accounts for 4,810 jobs in Bend with an employment concentration of 1.4 (40% more concentrated than the U.S. average). The sector has grown significantly in recent years, driven by housing demand and infrastructure investment, making it a critical part of Bend's local economy.

## Target Sectors

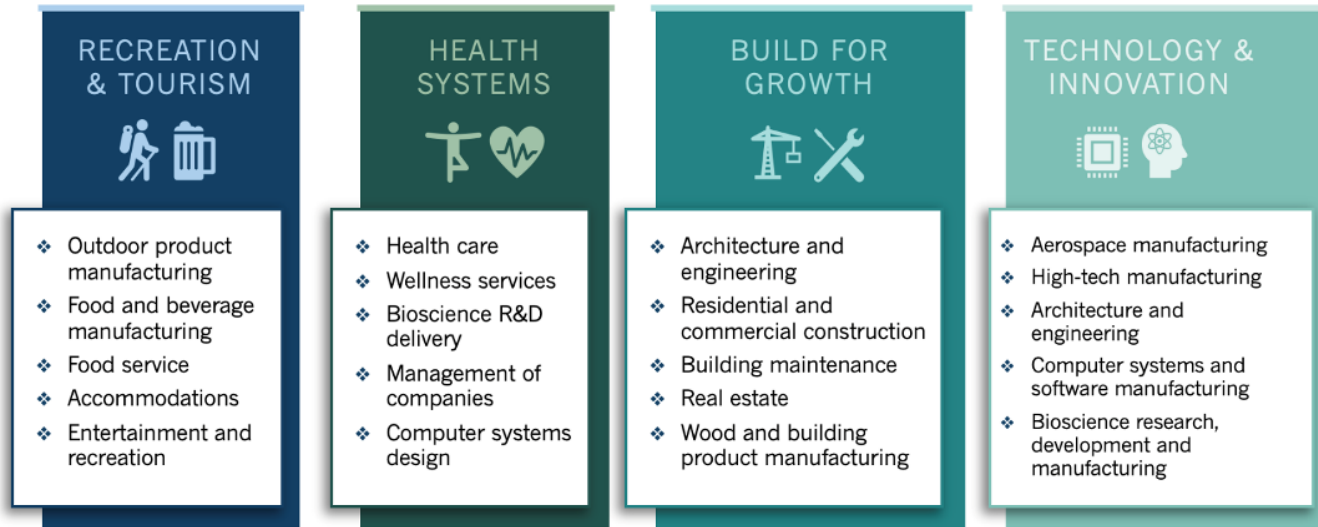
The target sector analysis for Bend utilized a combination of quantitative and qualitative methodologies to identify industries that align with the city's unique assets and future opportunities. The resulting target sectors balance locally serving industries with export-oriented ones to ensure economic resilience and growth.

- ♦ **Locally serving sectors** include health care, wellness services, construction, and tourism-related sectors, which address the needs of Bend's changing population and ensure regional stability.
- ♦ **Export-oriented sectors** drive diversification and innovation, such as high-tech manufacturing (aerospace, advanced manufacturing, and clean technology), biosciences delivery and research and development, and professional Services (software publishing, R&D, architecture, and management). Additionally, industries like outdoor gear and apparel and food and beverage manufacturing leverage Bend's natural and cultural resources, enhancing its competitive position in recreation and tourism-related markets.

This strategy aligns with regional and statewide priorities, incorporating insights from Business Oregon's Target Industry Groups and the Central Oregon Intergovernmental Council's (COIC) Comprehensive Economic Development Strategy (CEDS). Business Oregon emphasizes groupings like outdoor gear and apparel, food and beverage, forestry and wood products, high-technology, and biosciences, while the CEDS highlights advanced manufacturing, technology, outdoor equipment, and health sciences. Similarly, the OSU-Cascades Innovation District aims to support sectors such as high-tech, renewable energy, biotechnology, and tourism-related industries.

To implement these findings effectively, ECONorthwest groups the proposed sectors into cross-sector clusters: **Recreation and Tourism, Health Systems, Build-for-Growth, and Technology and Innovation**. This approach integrates complementary sectors to support economic sustainability, innovation, and adaptability, positioning Bend for long-term success in both regional and global markets.

## ES Exhibit 1. Proposed Target Sectors



Source: ECONorthwest, 2024

## Considerations for Policy Discussions

Target sector analyses help cities identify and cultivate sectors that align with their objectives around stable employment, fostering innovation, supporting business growth, and long-term resilience. Cities use these analyses to allocate resources to support development of businesses with more local opportunities for growth, attract suitable businesses, and create an environment that supports sustainable economic growth. These analyses provide an organizational framework to guide policy decisions rather than providing a specific answer to policy development. Economic opportunities for diversification and sustainability arise from building on existing strengths rather than spending substantial time and resources chasing new, unconnected industries.

Research points to both the benefits and risks associated with prioritizing target sector groupings as well as the strategic approaches for reinforcing the economic benefits of sector groupings and considerations for decision makers.

- ◆ **Benefits of sector-based strategies as part of the city's future economic development strategy include opportunities for enhanced resource sharing, collaboration opportunities, and fostering entrepreneurship.** Businesses within target sectors can achieve operational efficiencies through shared supply chains, specialized labor, and tailored infrastructure investments. Networking and collaboration further strengthen sectors, creating synergies that promote new market opportunities and innovations.
- ◆ **Risks of sector-based strategies as part of the city's future economic development strategy arise from potential for over-specialization.** Over-specialization increases economic vulnerability, particularly if a dominant sector experiences decline due to technological shifts or global competition. Policymakers are advised to diversify by

building on Bend's existing strengths and maintaining flexibility to adjust to evolving market conditions. Developing a thriving sector requires long-term commitment, adaptability, and ongoing engagement with business leaders.

The report offers strategies identified in academic research and employed by other Oregon cities to support target sectors, including workforce development, entrepreneurship support, sector partnerships, and infrastructure alignment. Effective public-private collaboration is critical to ensure alignment between industry needs and economic policies.





# 1. Introduction

---

The City of Bend needs to understand the types of businesses that have the potential for growth in Bend. The City plans to develop an economic development strategy, which will focus on policies and actions that the City can take to support economic growth, with a special focus on the types of businesses that have the most growth potential in Bend. The economic development strategy will consider incentives that support the growth of businesses in Bend. In addition, the City plans to update its Economic Opportunities Analysis (EOA), which will determine whether Bend has enough land within its urban growth boundary (UGB) to accommodate expected employment and business growth over the next 20 years.

The information in this report will provide a factual basis to support discussions of Bend's vision for economic development and potential economic development policies in the economic development strategy and EOA. Both the economic development strategy and the EOA benefit from a common understanding about the types of businesses that have potential for success in Bend, considering Bend's existing resources, infrastructure, role in the Central Oregon economy, and competitive advantages for business growth. This report focuses on sector-level data, to support discussions of potential economic development policies and provides information to help the City identify target sectors and industries with growth potential in Bend. The report includes information to:

- **Understand Economic Trends:** This report assesses current and historical economic trends in Bend and the broader Central Oregon region, focusing on industries with significant growth, employment contributions, and future potential.
- **Identify Target Sectors:** Conducts analysis to pinpoint target sectors for strategic economic growth, considering Bend's competitive advantages and regional economic dynamics.
- **Support Strategic Planning:** Provides insights that will serve as the foundation for Bend's EOA and guide economic development initiatives to foster a resilient and sustainable economy.

## Approach

Bend's economic development strategy and EOA rely on identification of sectors that align with the city's strengths and have the potential to drive sustainable growth. ECONorthwest identified target sectors the city may want to prioritize for investment and support by analyzing economic trends and understanding Bend's competitive position for business growth. This analysis combines quantitative data analysis with qualitative insights from local stakeholder interviews to identify industries and sectors that would enhance economic resilience and leverage Bend's unique characteristics.

The analysis begins with a review of economic data, including population growth, commuting patterns, workforce participation, and broader economic trends, all which shape Bend's industry dynamics. EConorthwest examined employment trends to identify sectors with the largest presence in Bend, those with the fastest growth, and those that demonstrate high employment concentrations compared to state and national benchmarks. To further refine sectors, we assessed how much of Bend's sector growth stems from local competitive advantages versus broader regional or national trends.

Additionally, we interviewed stakeholders for input about the analysis and the preliminary findings. These discussions provided insights into emerging opportunities as well as barriers, including housing affordability, workforce availability, and industrial land constraints. These insights provided context for the data analysis described above. Engaging stakeholders in discussion provided essential information to fill in gaps in the data and helped us better understand the employment growth dynamics in Bend and Central Oregon.

EConorthwest conducted outreach to stakeholders ranging from those involved in business retention and recruitment to those engaged in supporting the next round of entrepreneurs and innovators. This ensured the analysis and recommendations reflect a comprehensive understanding of Bend's economy. Stakeholders included those at the following organizations: Economic Development for Central Oregon (EDCO); Central Oregon Intergovernmental Council (COIC); Oregon Employment Department (OED); Business Oregon (aka Oregon Business Development Department); Bend Chamber of Commerce; and OSU Cascades.

## 2. Economic Trends

---

This section describes the relevant economic trends that shape Bend's economy and informed the target sector analysis by identifying both the challenges and opportunities that influence Bend's evolving economic landscape. Employment patterns, sector performance, and regional dynamics are also examined in this section, providing a foundation for understanding the city's labor market and economic structure. These insights aid in determining Bend's competitive advantages, assessing workforce needs, and aligning economic development strategies with high-growth and resilient industries. Appendix A presents additional details on these trends.

### Employment in Bend

Bend's economy supports a total of 57,494 employees, with private-sector jobs accounting for 91% of total employment (Exhibit 1).<sup>1</sup> The city's workforce spans a diverse mix of industries, reflecting its role as a regional economic hub. The average wage across all industries in Bend was \$62,630 in 2022, similar to Oregon's statewide average of \$66,340. Key contributors to employment include health care, retail, hospitality, construction, professional services, and manufacturing industries, which collectively provide nearly two-thirds of all jobs in the city.

- ◆ Health care and social assistance are Bend's largest employment industry in 2022, accounting for 18% of jobs (10,202 jobs). This industry's steady growth is driven by regional population expansion and the city's role as a health care hub, providing health care services to Central Oregon and Eastern Oregon.
- ◆ Retail and hospitality industries are central to Bend's economy, supported by its status as a tourist destination. Retail trade (14% of employment or 8,035 jobs) and accommodation and food service (12% of employment or 6,686 jobs) account for a significant amount of employment in Bend. However, wages in these industries remain below average, posing challenges for workers given Bend's high cost of housing.<sup>2</sup>
- ◆ Professional, scientific, and technical services (7% of jobs) offer the highest wages at \$93,000 annually. Construction has also seen significant recovery and growth, benefiting from Bend's rising housing and infrastructure demands.

---

<sup>1</sup> Oregon Employment Department Quarterly Census of Employment and Wages measures employment covered by the state's unemployment insurance program. This is commonly referred to as covered employment.

<sup>2</sup> Up for Growth. *State of Housing 2023: Policy Framework and Recommendations*. October 2023. <https://upforgrowth.org/wp-content/uploads/2023/10/Brooks-Article.pdf>.

## Exhibit 1. Covered Employment and Pay per Employee, Bend, 2022

| INDUSTRY   | 2022<br>AVERAGE<br>ANNUAL<br>EMPLOYMENT | SHARE OF<br>COVERED<br>EMPLOYMENT | 2022<br>AVERAGE<br>PAY PER<br>EMPLOYEE |
|--|---|-----------------------------------|--|
| Health Care and Social Assistance                | 10,202                                  | 18%                               | \$79,850                               |
| Retail Trade                                     | 8,035                                   | 14%                               | \$44,730                               |
| Accommodation and Food Services                  | 6,686                                   | 12%                               | \$29,890                               |
| Professional, Scientific, and Technical Services | 4,192                                   | 7%                                | \$93,000                               |
| Construction                                     | 4,051                                   | 7%                                | \$66,340                               |
| Manufacturing                                    | 3,413                                   | 6%                                | \$59,270                               |
| Administrative and Waste Management Services     | 2,918                                   | 5%                                | \$49,580                               |
| Other Services (except Public Administration)    | 1,781                                   | 3%                                | \$46,730                               |
| Wholesale Trade                                  | 1,635                                   | 3%                                | \$85,700                               |
| Finance and Insurance                            | 1,631                                   | 3%                                | \$106,490                              |
| Arts, Entertainment, and Recreation              | 1,478                                   | 3%                                | \$25,510                               |
| Information                                      | 1,303                                   | 2%                                | \$94,630                               |
| Transportation and Warehousing                   | 1,047                                   | 2%                                | \$60,420                               |
| Management of Companies and Enterprises          | 907                                     | 2%                                | \$105,380                              |
| Real Estate and Rental and Leasing               | 876                                     | 2%                                | \$53,990                               |
| Educational Services                             | 610                                     | 1%                                | \$31,430                               |
| Agriculture, Forestry, Fishing and Hunting       | 220                                     | 0.4%                              | \$44,250                               |
| Unclassified                                     | 172                                     | 0.3%                              | \$73,440                               |
| Utilities  | 143                                     | 0.2%                              | \$113,070                              |
| <b>Total Private Employment</b>                  | <b>52,193</b>                           | <b>91%</b>                        | <b>\$62,220</b>                        |
| <b>Total Government Employment</b>               | <b>5,301</b>                            | <b>9%</b>                         | <b>\$66,660</b>                        |
| <b>Total Covered Employment</b>                  | <b>57,494</b>                           | <b>100%</b>                       | <b>\$62,630</b>                        |

Source: Oregon Employment Department, Quarterly Census of Employment and Wages, 2022

Narrowing in on the top six industries by employment level, Exhibit 2 illustrates the average annual employment and pay per employee for these industries. Health care and social assistance have become Bend's largest employment sector (10,202 jobs in 2022), driven by population growth and the city's position as a regional healthcare provider for Central Oregon and Eastern Oregon. Exhibit 3 shows that the sector grew at an average annual rate of close to 4% since 2007 and offers the second highest wage of the top six industries (\$79,850) — both metrics being above the citywide average. As the city grows and its population ages, demand for health services is likely to continue to expand, cementing its importance to the local economy.

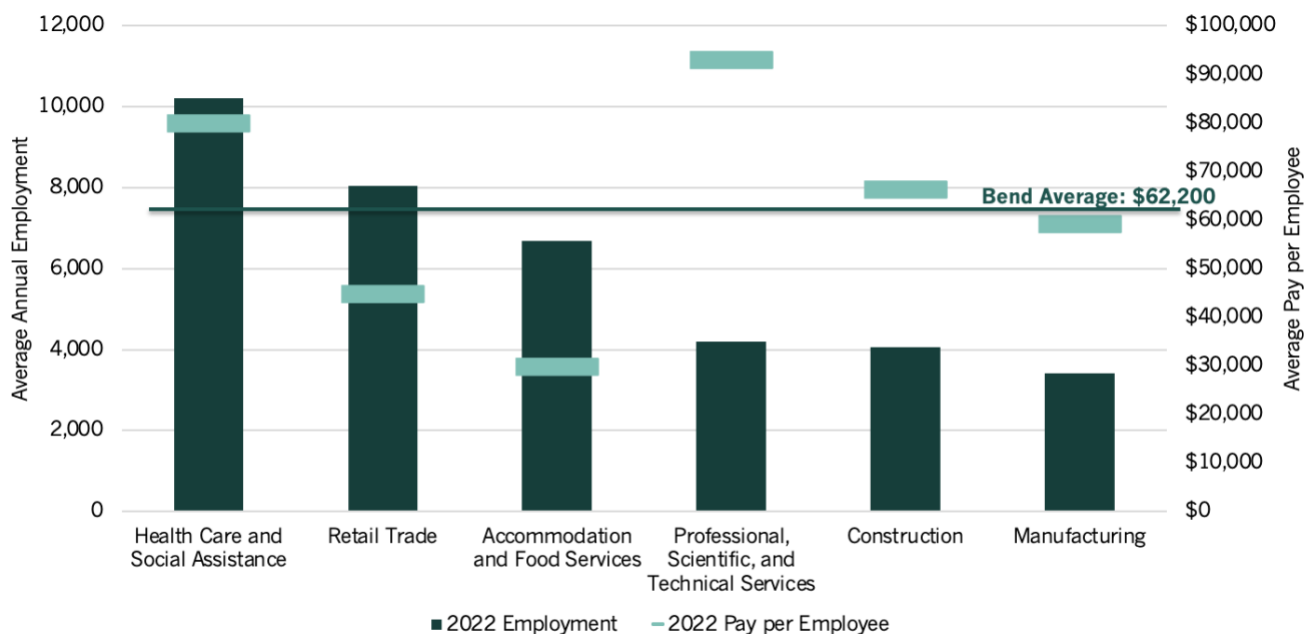
The professional, scientific, and technical services industry offers a high average annual wage of close to \$93,000. The industry saw significant growth over the past decade (5.5% per year between 2007 and 2022) and employed close to 4,200 workers in 2022.

Retail and hospitality remain central to Bend's economic structure, supported by its role as a regional retail center and a popular tourist destination. Retail provides a large share of jobs (14% of covered employment or 8,035 jobs in 2022), serving both residents and visitors. Employment in retail trade remained stable, with an average annual growth rate of 0.7% over the 2007 to 2022 period. In contrast, the accommodation and food services sector grew by closer to 3% per year and currently accounts for 12% of covered employment (6,686 jobs in 2022). However, wages in these service-based industries are below the citywide average, presenting challenges for workers as housing costs and living expenses rise.

Construction also regained strength after job losses during the Great Recession, supported by Bend's population growth and demand for housing and infrastructure. Employment in this sector has rebounded strongly from roughly 1,660 jobs in 2012 to over 4,000 in 2022. The average annual wage for workers in construction is slightly above the Bend average, at approximately \$66,000.

Manufacturing also experienced a loss of employment during the Great Recession, but has rebounded to slightly above 2007-levels, with approximately 3,400 employees in 2022.

## Exhibit 2. Top Six Industries by Employment, Bend, 2022



Source: Oregon Employment Department, Quarterly Census of Employment and Wages, 2022

Between 2007 and 2022, both the labor force<sup>3</sup> and employment level in Bend grew by approximately 2% per year. To contextualize this growth, Bend's population grew roughly 3% annually (between 2000-2023), with the individuals aged 65 or older accounting for 22% of that population growth. Bend's average annual employment growth, as well as current labor force participation rate<sup>4</sup>, outpaces Central Oregon and statewide averages (see Appendix A for detailed population and labor force trends). Exhibit 3 shows the average annual change in nominal employment by industry grouping. Light green bars in the chart indicate the growth rate was higher than the average 2% per year growth rate in Bend.

- ◆ Health care and education, and professional and business services, led the way by adding over 200 employees per year (average annual growth rate of 3.5%), driven by steady population growth and the city's position as a regional service hub.
- ◆ Leisure and hospitality followed closely with 190 employees (average annual growth of roughly 3%).
- ◆ Wholesale trade (2.5%) and transportation, warehousing, and utilities (3%) also showed above-average employment growth but represent a smaller number of employees.
- ◆ Sectors like information experienced a slight decline while financial services and manufacturing remained relatively stable. However, Exhibit 1 shows that these three industries account for a much smaller share of Bend's employment, with approximately 7,220 employees combined in 2022.

These trends indicate a shift toward high-skill, service-oriented, and tourism-driven industries, with slower or stagnant growth in legacy sectors such as manufacturing and information.

The Oregon Employment Department (OED) publishes industry employment projections for the Central Oregon region (Deschutes, Jefferson, and Crook counties) for the 2022 to 2032 period.<sup>5</sup> Exhibit 39 in Appendix A shows that OED projects that overall private payroll employment will grow by approximately 10.9% or 1% per year over the period. Leisure and hospitality and healthcare are projected to have significantly higher average annual growth rates of 1.7 and 1.5%, respectively, adding over 2,000 jobs in each sector from 2022 to 2032.

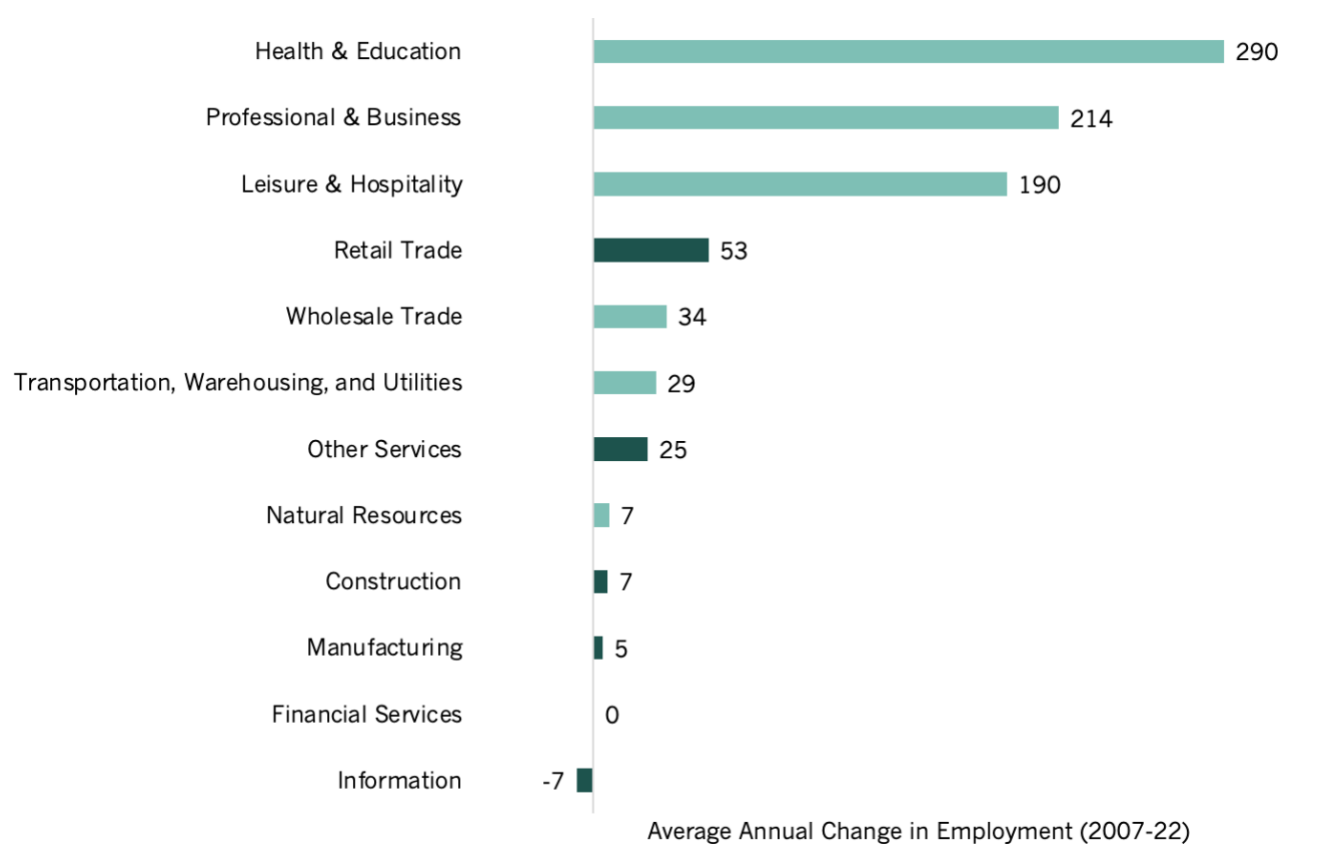
---

<sup>3</sup> The U.S. Bureau of Labor Statistics defines labor force as "...all people age 16 and older who are classified as either employed and unemployed... Conceptually, the labor force level is the number of people who are either working or actively looking for work." For more information see the BLS webpage, <https://www.bls.gov/cps/definitions.htm#laborforce>

<sup>4</sup> The U.S. Bureau of Labor Statistics defines labor force participation rate as "...the number of people in the labor force as a percentage of the civilian noninstitutional population. In other words, the participation rate is the percentage of the population that is either working or actively looking for work." For more information see the BLS webpage, <https://www.bls.gov/cps/definitions.htm#laborforce>

<sup>5</sup> Oregon Employment Department, "Oregon Industry Employment Projections, 2022-2032," December 2023, <https://www.qualityinfo.org/data>

### Exhibit 3. Average Annual Change in Number of Employees by Industry Grouping, Bend, 2007-2022



Source: Oregon Employment Department, Quarterly Census of Employment and Wages, 2022

Note: Light green indicates an average annual % change above Bend's overall employment growth (2%).

# Factors Affecting Economic Growth in Bend based on National, State, and Regional Trends

This section focuses on five key trends affecting economic growth in Bend. Appendix A presents more information regarding these and other trends affecting economic growth in Bend.

## SUMMARY:

---

- Bend faces a growing need for workforce replacement as the baby boomer generation retires, as 24-29% of workers in healthcare and manufacturing in Bend are aged 55 and older. Strategic recruitment and knowledge transfer programs will be vital to sustaining these industries.
- Bend's position as a regional employment hub draws 51% of its workforce from outside the city, while 39% of Bend residents commute to jobs outside of Bend. Addressing commuting challenges through housing and transit solutions is key to ensuring businesses in Bend can attract and retain employees.
- The increase of remote work across the U.S. has shifted economic trends such as real estate prices and commuting patterns. Bend stands out with a higher percentage (28%) of remote workers than the statewide average.
- Historically strong growth industries in Oregon are changing from timber and high-tech. Bend is well-positioned for this change, diversifying further into sectors like bioscience and professional services.
- Bend is a hub for entrepreneurship, with 79% of businesses classified as small. Initiatives such as the Bend Venture Conference and the Bend Entrepreneur Lab support entrepreneurship and early-stage businesses by providing mentorship, funding, and a collaborative platform for innovators.
- Climate change threatens Bend's economy as reduced snowpack, wildfire risks, and heat negatively impacts businesses in tourism, agriculture, and forestry. Proactive investment in climate adaptation and resilience is critical for long-term stability.



## Availability of Labor

### THE AGING OF THE BABY BOOMER GENERATION AND THE NEED FOR REPLACEMENT WORKERS

The Oregon Office of Economic Analysis anticipates Oregon will continue to face a tight labor market due to demographic trends.<sup>6</sup> Labor force inflows, primarily young adults, now match outflows of retiring workers. Projections of retirements and young adults entering the labor market show a gap between workforce supply and demand through 2030.<sup>7</sup> Consequently, Oregon's labor force growth will rely heavily on in-migration and the re-entry of middle-aged workers attracted by improved job opportunities and higher wages.

The aging workforce in Oregon presents significant challenges, particularly in sectors with a high concentration of older employees. A report to the Oregon Legislative Assembly highlights that one-third of the workforce in certain sectors is nearing retirement within a decade. Industries most affected include health care and social assistance, manufacturing, and education. In 2022, 24% of all jobs in Oregon were held by workers aged 55 and older.<sup>8</sup> Notably, real estate and manufacturing are above the average with 29% and 26% of the workforce above the age of 55, respectively, and the healthcare workforce is at the average (24%).

The COVID-19 pandemic may have accelerated job losses in sectors such as education, community services, and health support roles. According to the Oregon Office of Economic Analysis, between 2020 and 2021, these occupations experienced higher-than-average job losses among older workers, accounting for 70% of the difference in job losses between older workers and the overall workforce.<sup>9</sup> This was driven in part by retirements.

For Bend, these trends suggest that sectors like healthcare and manufacturing are particularly vulnerable to the impacts of an aging workforce. The impending retirements could lead to labor shortages, loss of institutional knowledge, and potential disruptions in service delivery. Bend serves as a regional healthcare hub for much of Central Oregon, which has a higher share of adults over 60 years old compared to the statewide average.<sup>10</sup> The demand for healthcare will increase as well as the number of retirements, potentially creating a gap in the workforce needed for the level of healthcare provision needed. Proactive workforce planning, including strategies for knowledge transfer and recruitment of younger workers, will be essential to mitigate these challenges and ensure the continuity and growth of these sectors.

---

<sup>6</sup> Oregon Office of Economic Analysis, "Older Workers and Retirements," *Oregon Economic Analysis Blog*, May 12, 2021, <https://oregoneconomicanalysis.com/2021/05/12/older-workers-and-retirements/>.

<sup>7</sup> Ibid.

<sup>8</sup> Oregon Legislative Assembly, "Aging Workforce Trends and Sector Impacts," Joint Legislative Committee Report, 2024, <https://olis.oregonlegislature.gov/liz/202311/Downloads/CommitteeMeetingDocument/279593>.

<sup>9</sup> Oregon Office of Economic Analysis, "Older Workers and Retirements," *Oregon Economic Analysis Blog*, May 12, 2021, <https://oregoneconomicanalysis.com/2021/05/12/older-workers-and-retirements/>.

<sup>10</sup> U.S. Census Bureau, American Community Survey, 2018–2022 5-Year Estimates, Table B01001.



## REGIONAL COMMUTING PATTERNS

Bend's commuting patterns illustrate its role as an employment hub in Central Oregon, with significant movement of workers both into and out of the city. In 2021 (the most recently available year of data), most Bend residents (61%) both lived and worked within the city, while 39% commuted to jobs outside of Bend.<sup>11</sup> Exhibit 4 illustrates the number of workers commuting into, within, and out of Bend in 2021. Common destinations for outbound commuters include Redmond, Portland, and Salem, highlighting Bend's economic integration with larger urban areas and nearby towns.

At the same time, Bend attracts many workers from surrounding areas. Approximately 51% of workers employed in Bend live outside the city limits. Many workers commute from nearby locations such as Redmond, parts of unincorporated Deschutes County, Portland, and Prineville. This inflow of workers supports Bend's growing economy and emphasizes its status as a regional employment center. However, it also underscores challenges related to transportation infrastructure and housing availability, as many workers live outside the city due to cost or accessibility considerations impacting the availability of workforce.<sup>12</sup>

### Exhibit 4. Commuting Inflow and Outflow, Bend, 2021



Source: U.S. Census Bureau, LODES, 2021

<sup>11</sup> U.S. Census Bureau, "Longitudinal Employer-Household Dynamics Origin-Destination Employment Statistics (LODES), 2021," accessed September 2024, <https://lehd.ces.census.gov/data/>.

<sup>12</sup> Mia Swinburne, "Bend Grapples with Soaring Housing Costs and Affordability Crisis," *OPB*, November 30, 2022, <https://www.opb.org/article/2022/11/30/bend-oregon-housing-costs-crisis-affordability/>.

## CHANGING PLACES WHERE WORK IS BEING DONE

Remote work trends illustrate how workforce dynamics have shifted in recent years, particularly following the COVID-19 pandemic. Nationally, the share of employees working remotely rose significantly, from 24% in 2019 to 34% in 2022, and decreased to 23% in 2024, according to the Bureau of Labor Statistics.<sup>13</sup> This growth reflects increased adoption of remote-friendly work practices, especially in industries like professional and business services.

According to 2023 U.S. Census Bureau data, 28% of Bend employees work from home<sup>14</sup>, compared to 24% in Deschutes County and 18% statewide in Oregon.<sup>15</sup> In Deschutes County, approximately 30% of all remote workers are employed in professional, scientific, and technical, and administrative services, 18% in healthcare and education, and 11% in information, finance, and real estate.<sup>16</sup> These industries employ the largest number of remote workers. Exhibit 5 shows the share of industry workers that are remote. Of all workers in professional and business services 45% are remote and 35% of workers in wholesale trade are remote (see Exhibit 5).

These sectors, characterized by higher education requirements and above-average wages, demonstrate how remote work opportunities often favor skilled, higher-income workers. However, this trend also highlights equity concerns, as access to remote work tends to be unevenly distributed by demographics, including educational attainment and race. Those most likely to have remote work opportunities tend to have higher educational attainment, be white or Asian, and be over 25 years old.<sup>17</sup> This uneven access to remote work highlights potential inequity, as certain demographic groups may be disadvantaged in accessing these flexible work arrangements.

Additionally, recent academic research points to reductions in quality of life for those unable to work remotely.<sup>18</sup> Recent studies show that increases in remote and hybrid work have increased housing and rental prices spurred by the productivity increase for remote-capable occupations. This has led to those in on-site occupations spending a higher share of their incomes on housing and a reduction in their consumption spending. Appendix B expands upon these trends.

---

<sup>13</sup> Bureau of Labor Statistics. American Time Use Survey. 2023. <https://www.bls.gov/news.release/atus.htm>; Bureau of Labor Statistics, Labor Force Statistics from Current Population Survey: LNU0201B46B. 2024. <https://data.bls.gov/timeseries/LNU0201B46B>

<sup>14</sup> Note: the U.S. Census Bureau American Community Survey does not distinguish between remote and hybrid workers. Home-based workers are identified through a question on transportation to work: “The American Community Survey includes a question asked of those ages 16 and over who were employed and at work in the previous week, on the method of transportation usually used to get to work. Home-based workers are those who reported “work from home” on this question.” For additional details, see the U.S. Census Bureau webpage on Home-based Workers, <https://www.census.gov/topics/employment/commuting/guidance/home-based-workers.html>.

<sup>15</sup> U.S. Census Bureau, American Community Survey, 1-year estimates, 2023.

<sup>16</sup> U.S. Census Bureau, American Community Survey, 1-year estimates, 2023.

<sup>17</sup> Ben Casselman, Emma Goldberg, and Ella Koeze. “Who still works from home?” *New York Times*, March 8, 2024.

<sup>18</sup> Davis, Morris A., Andra C. Ghent, and Jesse M. Gregory. “Winners and Losers from the Work-From-Home Technology Boon”. NBER Working Paper No. 33284. Cambridge, MA: National Bureau of Economic Research, December 2024. <https://doi.org/10.3386/w33284>.

## Exhibit 5. Remote Worker Share within Industry, Deschutes County

| INDUSTRY   | REMOTE WORKER SHARE<br>WITHIN INDUSTRY |
|--|--|
| Professional, Scientific, and Technical, and Administrative Services | 45%                                    |
| Wholesale Trade  | 35%                                    |
| Information, Finance and Insurance, and Real Estate                  | 30%                                    |
| Manufacturing  | 23%                                    |
| Health Care and Social Assistance and Education                      | 18%                                    |
| Retail Trade   | 10%                                    |

Source: U.S. Census Bureau, ACS 1-year 2023

## Shifts in Oregon's High Growth Industries

Oregon's historically dominant timber and high-tech industries are projected to see slower job growth, despite investments such as the Creating Helpful Incentives to Produce Semiconductors (CHIPS) and Science Act and the Build Back Better Grant benefiting these sectors. The Oregon Employment Department expects higher-than-average employment growth in industries like healthcare, professional and technical services (specifically computer systems design services), and leisure and hospitality in Oregon over the next 10 years.<sup>19</sup>

Bend has seen rapid growth in management of companies<sup>20</sup>, food and beverage manufacturing, and healthcare in the recent past while employment has declined in wood products and certain high-tech industries, as presented in Exhibit 6. These trends indicate a shift in Bend's economic structure, with high-growth sectors driving diversification away from legacy industries.

- ◆ Management of companies grew by 382% (an increase of 719 jobs), surpassing growth of the sector in Oregon (13%) and the U.S. (14%).
- ◆ Healthcare, a critical sector for both the local and regional economy, grew by 23% in Bend, also outpacing the state (7%) and national (11%) averages.
- ◆ Food and beverage manufacturing in Bend expanded by 43%, significantly outperforming the sector's growth in Oregon (6%) and the U.S. (16%).
- ◆ Traditional manufacturing sectors contracted in Bend but saw moderate growth statewide and across the U.S. Employment in wood product manufacturing in Bend

<sup>19</sup> Oregon Employment Department, Oregon Industry Employment Projections, 2023-2033, <https://www.qualityinfo.org/data>

<sup>20</sup> U.S. Bureau of Labor Statistics defines Management of Companies and Enterprises (North American Industry Classification System Code 55) as "establishments that hold the securities of (or other equity interests in) companies and enterprises for the purpose of owning a controlling interest or influencing management decisions or establishments (except government establishments) that administer, oversee, and manage establishments of the company or enterprise and that normally undertake the strategic or organizational planning and decision making role of the company or enterprise." For more details see <https://www.bls.gov/iag/tgs/iag55.htm>

decreased 37% and 33% in computer and electronic product and machinery manufacturing (industries involved in semiconductor production).

#### Exhibit 6. Shift in High Growth Industries, Bend, Oregon, and U.S., 2015-2022

| INDUSTRY  | BEND<br>EMPLOYMENT<br>CHANGE | BEND %<br>CHANGE | OREGON %<br>CHANGE | US %<br>CHANGE |
|---|------------------------------|------------------|--------------------|----------------|
| Management of Companies   | 719                          | 382%             | 13%                | 14%            |
| Food and Beverage<br>Manufacturing                                | 324                          | 43%              | 6%                 | 16%            |
| Health Care   | 1,243                        | 23%              | 7%                 | 11%            |
| Computer and Electronic<br>Product and Machinery<br>Manufacturing | -88                          | -33%             | 13%                | 1%             |
| Wood Product Manufacturing  | -240                         | -37%             | 4%                 | 12%            |

Source: Oregon Employment Department and U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2015-2022

Note: Food and Beverage Manufacturing combines NAICS 311 and 312; Computer and Electronic Product and Machinery Manufacturing combines NAICS 333 and 334.

## Growth of Entrepreneurship and Small Businesses

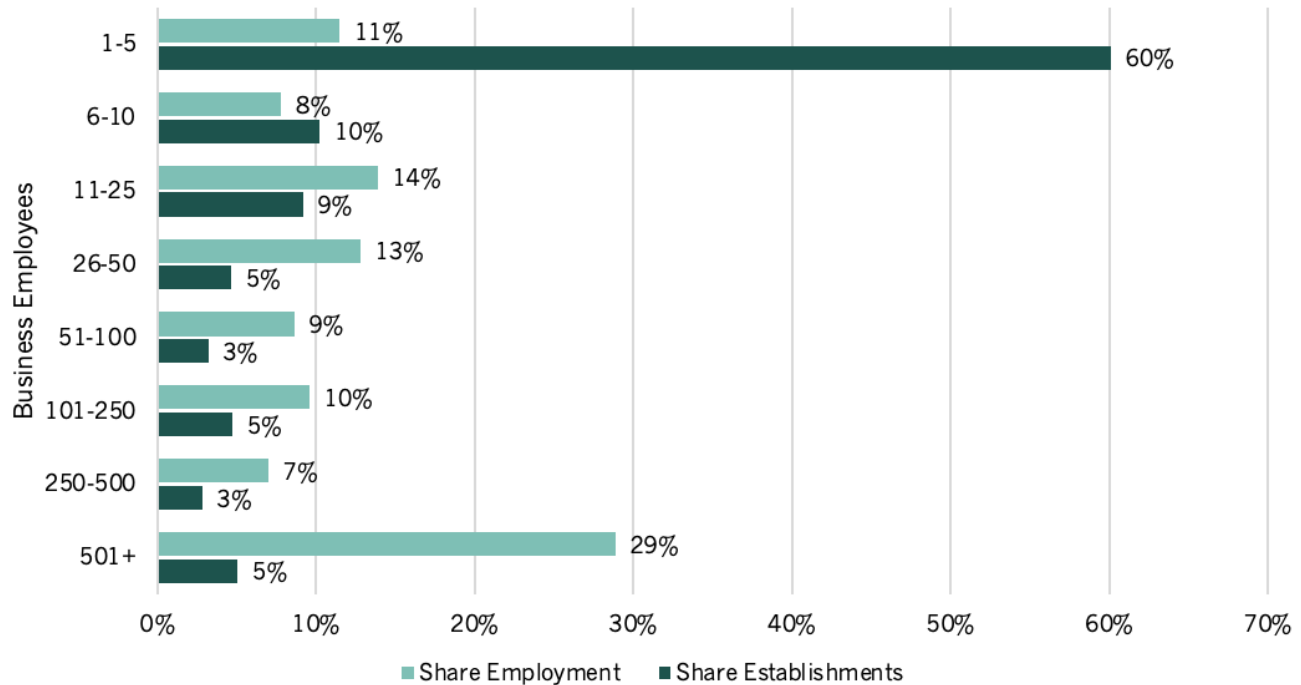
Creation of small businesses, which account for 99.9% of U.S. companies and employ 46% of the workforce, are essential to Oregon's economic growth. Following decades of declining start-up activity, the pandemic spurred a surge in new business formation, which remains elevated. High inflation, interest rates, and tighter financing conditions could slow growth, but increased personal savings, home equity, remote work opportunities, and Millennials entering their entrepreneurial prime years are expected to sustain start-up activity in Oregon.<sup>21</sup>

Small businesses (1-25 employees) dominate Bend's economy, employing 33% of the workforce and making up 79% of all business establishments (see Exhibit 7). Large businesses (500 or more employees) also play a significant role, employing 29% of workers despite comprising only 5% of establishments. The average firm size in Bend is 60 employees, larger than in Deschutes County (44 employees) but smaller than in Jefferson and Crook counties (more than 100 employees). Industries like real estate, professional services, and other services—such as equipment and machinery repairing, grantmaking, advocacy, laundry services, and personal care services—have the highest share of small businesses. In contrast, sectors such as manufacturing, retail, and wholesale trade tend to require larger workforces with over 50 employees.

<sup>21</sup> Josh Lehner. "Strong Startup Activity Continues" Oregon Office of Economic Analysis, May 3, 2023. <https://oregoneconomicanalysis.com/2023/05/03/strong-start-up-activity-continues/>



## Exhibit 7. Employment and Establishment Shares by Firm Size, Bend, 2022



Source: Oregon Employment Department, Quarterly Census of Employment and Wages, 2022

Bend's attributes, such as its abundant natural amenities and a culture of innovation, have helped transform Bend into a regional leader in fostering startups, drawing both talent and investment. Venture capital plays a role in this growth, with local initiatives such as Seven Peaks Ventures, Cascade Seed Fund, and the Bend Venture Conference Fund leading the way. Seven Peaks Ventures focuses on disruptive industries such as AI, fintech, and renewable energy, while Cascade Seed Fund has invested over \$15 million in early-stage software companies since 2014, with an average investment of \$200,000.<sup>22</sup> <sup>23</sup> The Bend Entrepreneur Lab helps innovators and entrepreneurs launch their businesses by acting as their "co-founders".<sup>24</sup> The Bend Venture Conference (BVC) Fund complements these efforts by co-investing alongside other regional funds, often identifying promising startups through the annual Bend Venture Conference, which is the largest angel investment conference in the Pacific Northwest.<sup>25</sup>

Public agencies, including the City of Bend, play a vital role in supporting Bend's venture capital ecosystem. Organizations like OSU-Cascades foster innovation through research and entrepreneurship programs, and Economic Development for Central Oregon (EDCO)

<sup>22</sup> Seven Peaks Ventures, "Investing in Category-Leading Businesses," Accessed November 2024, <https://www.sevenpeaksventures.com/>

<sup>23</sup> Cascade Seed Fund, "About Cascade Seed Fund," accessed November 2024, <https://cascadeseedfund.com/>.

<sup>24</sup> Bend Entrepreneur Lab, "Empowering Entrepreneurs in Central Oregon," Accessed November 2024, <https://bendentrepreneurlab.com/>.

<sup>25</sup> Bend Venture Conference. "The Bend Venture Conference Fund." Accessed November 2024. <https://bendvcfund.com/>.



connects startups with resources, mentorship, and funding opportunities to accelerate business growth.

## Potential Impacts of Global Climate Change

Climate change is expected to bring significant challenges to Central Oregon, including Bend, where rising temperatures, reduced snowpack, and extreme weather events will have profound effects on ecosystems, infrastructure, and human health. Statewide, Oregon has experienced an increase in high-heat events, droughts, and wildfires over the last few decades, with projections indicating average temperatures could rise by 5°F by the 2050s and 8.2°F by the 2080s.<sup>26</sup>

In Bend, the annual number of dry days is projected to increase to 192 by mid-century, up from 186 in the 1990s, and the number of days above 90°F is expected to rise significantly.<sup>27</sup> Snowpack, critical to water availability, has already decreased, with summer streamflow in the Cascades projected to decline up to 80% by 2080.<sup>28</sup> These changes will directly impact Bend's water resources and energy consumption, and exacerbate risks like wildfires, flooding, and habitat disruption, in and around Bend.

The economic implications for Bend are equally significant, as climate change threatens key sectors such as agriculture, forestry, and tourism. A longer fire season and more intense wildfires have already increased the number of unhealthy air quality days 24-fold over the past decade.<sup>29</sup> Reduced snowpack will negatively affect winter sports, which are integral to Central Oregon's tourism economy, while increasing temperatures could drive up energy costs for cooling and heating systems. Agriculture and rangeland productivity may see short-term gains from longer growing seasons but face long-term challenges from heat stress, invasive species, and water scarcity. Adapting to these changes will require significant investment in infrastructure, land use planning, and climate resilience strategies to mitigate economic disruptions and ensure long-term sustainability for the region.

Potential impacts of increased drought and natural hazards include the following threats for economic activities:

- ◆ **Tourism:** Declining snowpack and reduced streamflow could negatively impact recreation and tourism, reducing revenues for local businesses; Wildfires and poor air quality may disrupt outdoor activities, while warmer temperatures could open opportunities for more or longer warm-weather recreation.

---

<sup>26</sup> Fleishman, E., editor. 2023. Sixth Oregon Climate Assessment. Oregon Climate Change Research Institute, Oregon State University, Corvallis, Oregon. <https://blogs.oregonstate.edu/occri/oregon-climate-assessments>.

<sup>27</sup> Oregon Watershed Enhancement Board. 2023. Region 4: Observed and Projected Climate Changes. <https://www.oregon.gov/oweb/Documents/climate-R4-variables.pdf>

<sup>28</sup> USDA. 2019. "Climate Change Vulnerability and Adaptation in South-Central Oregon". US Forest Service. [https://www.fs.usda.gov/pnw/pubs/pnw\\_gtr974.pdf](https://www.fs.usda.gov/pnw/pubs/pnw_gtr974.pdf)

<sup>29</sup> Oregon Health Authority. 2023. Climate and Health in Oregon: 2021-2022 Report. [https://sharedsystems.dhsosha.state.or.us/DHSForms/Served/Ie-105251\\_23.pdf](https://sharedsystems.dhsosha.state.or.us/DHSForms/Served/Ie-105251_23.pdf)

- ◆ **Utility Costs:** More extreme heat days and drought will drive up utility costs for households and businesses.
- ◆ **Public Health:** Increased heat waves will burden the healthcare system with more cases of heat-related illnesses, impacting worker productivity and leading to higher healthcare costs.
- ◆ **Agriculture and Water Resources:** Increased aridity and reduced snowpack will strain water availability, reducing agricultural productivity. This leads to higher costs for irrigation, potential crop losses, and impacts on farm revenue.
- ◆ **Property Damage and Insurance Costs:** Increased risk to damage from wildfire, extreme winter storms, and floods may increase insurance and repair costs for households and businesses.
- ◆ **Emergency Response:** Extreme weather events can require emergency response, increasing expenses and putting financial burden on the state, county, and city.
- ◆ **Forestry:** Higher wildfire risks will result in significant financial losses for the timber industry and could cause fluctuations in timber pricing.





# 3. Target Sector Analysis

---

This section identifies sectors that align with Bend's competitive strengths and economic priorities, ensuring sustainable growth and resilience. Using data-driven methodologies and stakeholder input, this section highlights sectors poised for expansion, balancing local needs with opportunities in regional and global markets. The selected target sectors reflect Bend's evolving economic landscape, emphasizing innovation, workforce development, and adaptability to future challenges. For additional information on methods and data, see Appendix B.

## SUMMARY:

---

- Bend's target sector selection focused on employment growth, concentration, and competitiveness. Sectors that were prioritized in the analysis accounted for at least 1% of 2022 employment, grew faster than the citywide rate of 19% (2015–2022), and demonstrated specialization with employment concentration above 0.75, where 1.00 equals the U.S. average. Selection of target sectors also factored in stakeholder input.
- High-growth industries like construction, healthcare, and professional services showed regional advantages and comprise a large share of Bend's employment. Industries like arts, entertainment, and recreation almost doubled over the period and have higher than average employment concentration but comprises a smaller share of Bend's employment.
- Specific sectors within manufacturing and professional services emerged as key areas. This includes scientific R&D in professional services (100% employment growth between 2015-2022) and beverage manufacturing (40% employment growth and an employment concentration of 5.7 in 2022). Conversely, wood product manufacturing faced stagnation despite a relatively high employment concentration.
- Competitive effects analysis highlighted local strengths in Bend driving growth in sectors like management of companies (96% competitive growth, adding 719 jobs), recreation-related industries (94% competitive growth, adding 659 jobs), and professional and technical services (66% competitive growth, adding 1,645 jobs).
- The identified target sectors balance industries like healthcare and tourism that provide local services with export-oriented sectors such as aerospace and outdoor product manufacturing, supporting both regional stability and economic diversification.



# Target Sectors Selection Process

The target sector analysis began with a comparative assessment of employment growth and concentration in Bend, utilizing 3-digit North American Industry Classification System (NAICS) industry codes.<sup>30</sup> Quantitative analysis focused on historical trends in employment and establishment growth, with key metrics including sector employment growth and location quotient analysis to identify regional strengths. The analysis prioritized sectors accounting for at least 1% of Bend's 2022 employment and those with employment growth exceeding Bend's overall rate of 19% (2015-2022). Competitive effects, calculated using shift share analysis, highlighted the sectors that thrive due to local factors like workforce skills and infrastructure.

Stakeholder input added qualitative insights, validating findings and helped identify opportunities in sectors such as biosciences, professional services, and specialty manufacturing. Feedback also highlighted challenges like land availability, workforce supply, and the cost of living.

ECONorthwest narrowed final target sectors to those meeting criteria for employment concentration, growth, and competitive effects while considering sector trends provided by stakeholders. For detailed methodology and additional data, see Appendix B.

## Sector Employment Growth and Concentration

One approach to understanding the strengths and weaknesses of Bend's economy is to measure the concentration of employment in a specific industry within Bend relative to another selected geography (like Oregon or the U.S.), referred to as a location quotient. Exhibit 8 compares the industry employment concentrations in Bend to the U.S., with a concentration of 1.0 indicating that the industry's share of local employment matches the U.S. average.

Industries with higher concentration have more employment in Bend than the national average, indicating a strength in employment in that industry. In Bend, the highest concentration of employment is found in the arts, entertainment, and recreation sector (1.7), indicating that employment in this industry is 70% more concentrated in Bend than nationwide, likely reflecting the city's tourism and outdoor recreation focus. Construction (1.4), retail trade (1.4), health care and social assistance (1.3), and accommodation and food services (1.3) also show specialization, further emphasizing Bend's role as a regional hub for residential and tourism-driven economic activity.

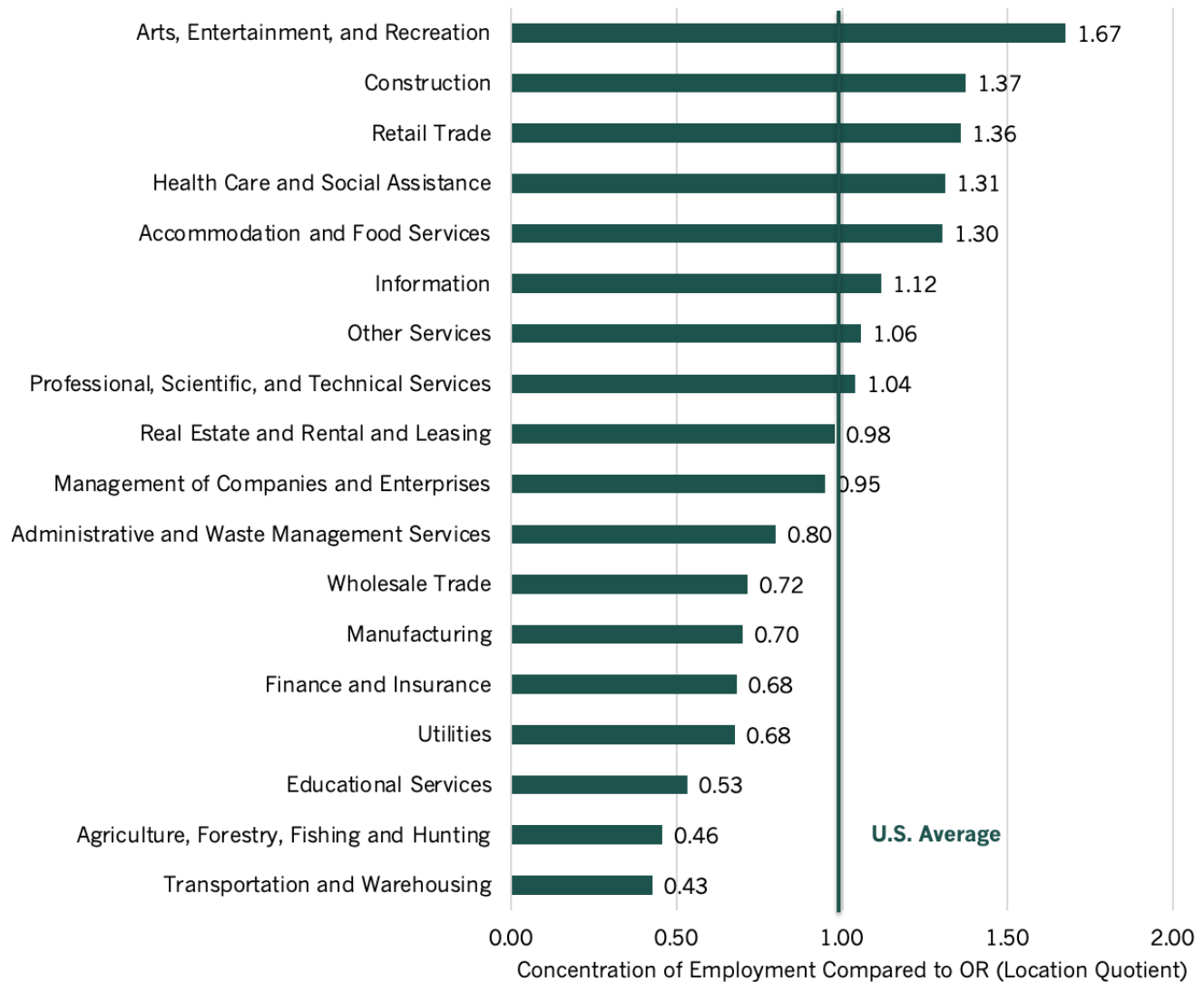
Conversely, industries such as transportation and warehousing (0.4), agriculture, forestry, fishing, and hunting (0.5), and educational services (0.5) have much lower concentrations, indicating these sectors are underrepresented in Bend compared to the national average.

---

<sup>30</sup> North American Industry Classification System standardizes how businesses classify themselves across the U.S. For more information on NAICS codes, see <https://www.naics.com/search/>.

When comparing Bend to Oregon's average employment concentration by industry, where a concentration of 1.0 indicates the statewide average, health care and social assistance (1.5) and professional services rise (1.4) to the top in terms of concentration. This indicates that Bend stands out within Oregon for companies within professional services and health care industries.

**Exhibit 8. Employment Concentration by Industry, Bend Compared to the U.S., 2022**



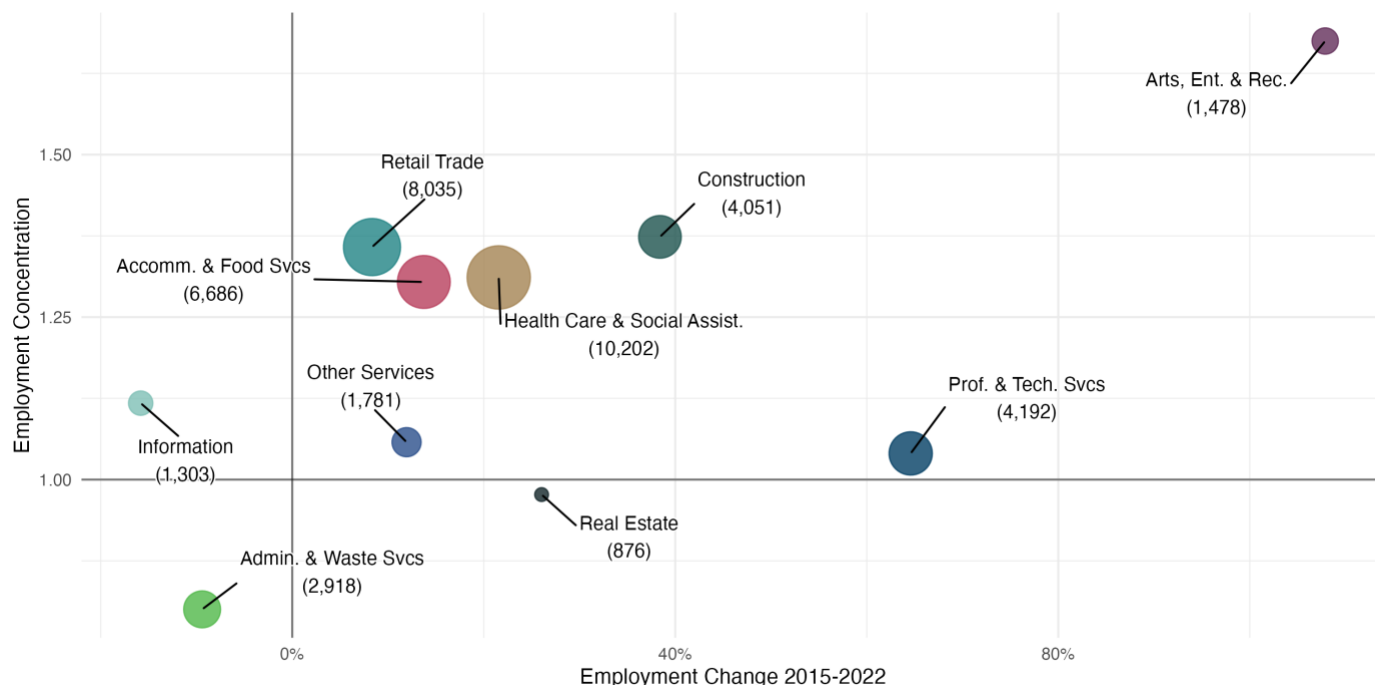
Source: Oregon Employment Department and U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2022

This analysis considers employment concentration (Exhibit 8) and growth (Exhibit 3) considered at both the industry and the sector level. Beginning with the broader industry classifications, Exhibit 9 compares Bend's industry-level employment growth over 2015-2022 with the employment concentrations relative to the U.S. average for industries that have over 0.75 employment concentration.

Industries in the top-right quadrant in Exhibit 9 **demonstrate both high growth and high specialization**. Industries with the largest number of employees include retail trade, health care and social assistance, and accommodation and food services, all of which have employment concentration above 1.25, and employment growth above 25%. Professional, scientific, and technical services and construction have grown faster than the largest industries, and account for a significant amount of Bend's employment. Additionally, professional, scientific, and technical services have become more concentrated in Bend since 2015, increasing from 0.85 to 1.04 in 2022, signaling competitive regional advantages.

In comparison, management of companies<sup>31</sup> and arts, entertainment, and recreation experienced the highest employment growth (382% and 108%, respectively) but are relatively small industries with 907 and 1,478 employees, respectively. Additionally, arts, entertainment, and recreation has the highest employment concentration (1.7).

**Exhibit 9. Employment Concentration and Growth, Bend Compared to U.S., 2015-2022**



Note: Numbers in parentheses show Bend's 2022 sector employment. Chart presents industries defined by 2-digit NAICS codes and that have 0.75 or higher employment concentration.

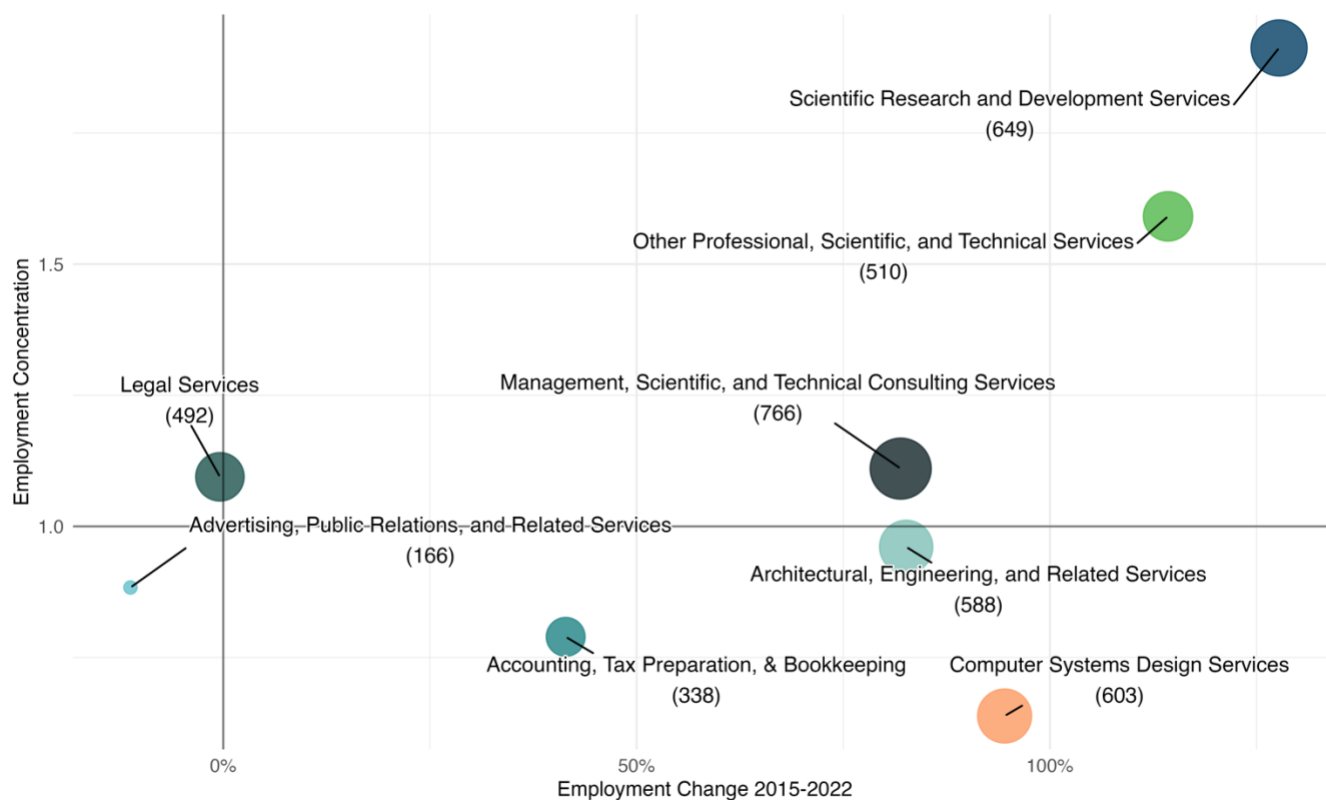
Source: Oregon Employment Department and U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2022

<sup>31</sup> The management of companies industry is not presented in Exhibit 9 to avoid distortion of scale.

Professional, scientific, and technical services and manufacturing industries encompass many different types of businesses and warrant further disaggregation to better inform the target sector selection. Exhibit 10 and Exhibit 11 show the employment concentration and growth for the sub-sectors that comprise professional, scientific, and technical services and manufacturing.

Exhibit 10 shows growth in scientific research and development services, which demonstrates a concentration of 1.9 and a growth rate of over 100%, indicating expansion and a regional specialization. As noted in multiple stakeholder interviews, research and development in biosciences has emerged as a core strength in Bend. Similarly, computer systems design, professional consulting services, and architectural and engineering services are less regionally specialized but have seen significant growth, **marking them as newer and emerging sectors** in Bend's economy. In contrast, sectors such as accounting, tax preparation, payroll, and legal services exhibit lower growth and less regional specialization.

**Exhibit 10. Employment Concentration and Growth in Professional Services, Bend Compared to U.S., 2015-2022**



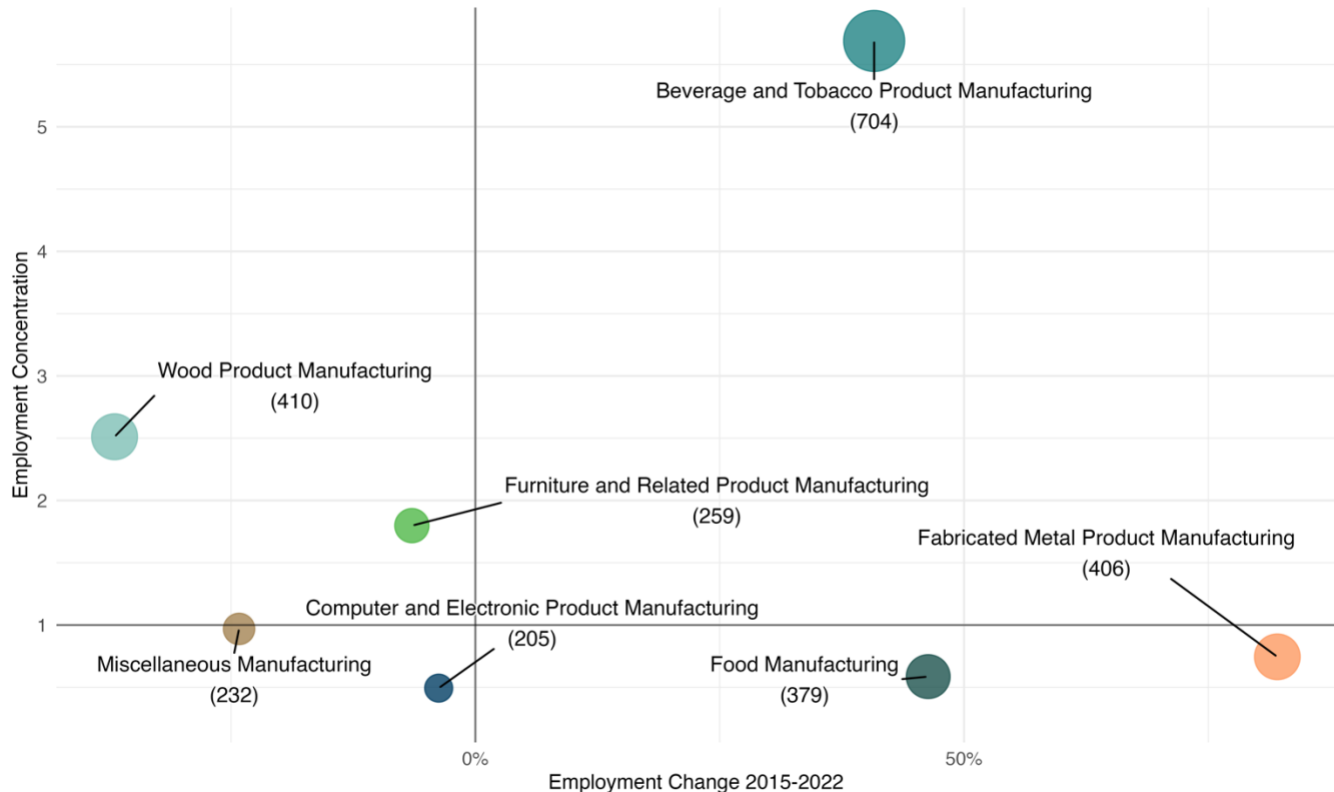
Note: Numbers in parentheses show Bend's 2022 sector employment. Sectors shown above are defined by 4-digit NAICS codes. Sectors with 150 employees or less are excluded.

Source: Oregon Employment Department and U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2022

Within manufacturing (in Exhibit 11), beverage manufacturing stands out with a concentration of 5.7 and employment growth of approximately 40%, reflecting its strong specialization and rapid expansion in the region. Food manufacturing shows moderate

specialization (concentration above 0.6) with growth of 46%, suggesting its increasing importance to the local economy. Related to food and beverage manufacturing, the food and beverage retailer sector, with 1,640 jobs in 2022, and an employment concentration of 1.4, has increased by 25% and has a high competitive effect (see Exhibit 13). Other highly concentrated sectors, such as other wood product manufacturing with a concentration of 2.4, demonstrate specialization but have experienced stagnant or declining employment, indicating challenges in maintaining growth.

### Exhibit 11. Employment Concentration and Growth in Manufacturing, Bend Compared to U.S., 2015-2022



Note: Sectors shown above are defined by 3-digit NAICS codes. Sectors with 150 employees or less are excluded.

Source: Oregon Employment Department and U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2022

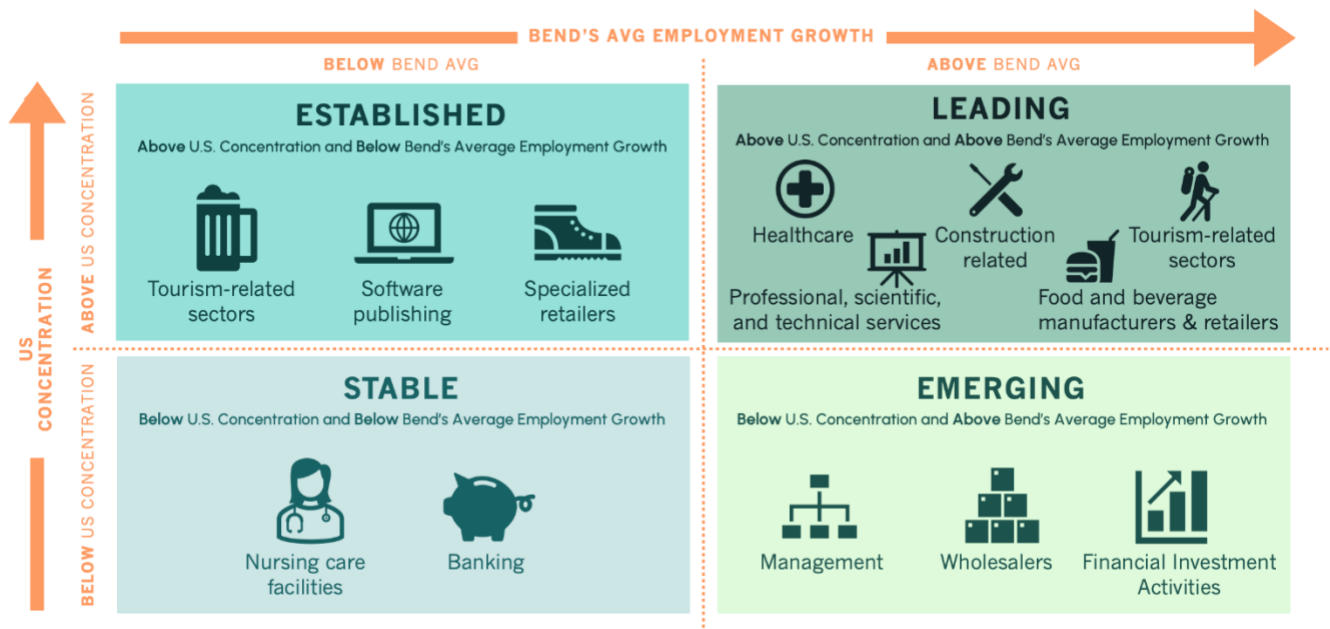
Exhibit 12 groups the sectors in Bend's economy that have more than 0.5% of Bend's employment into four categories—stable, established, emerging, and leading. The categories are based on growth rates and concentration relative to U.S. benchmarks and to Bend's average employment growth. This classification provides insight into each sector's role within the local economy and its potential for future development.

1. **Established Sectors:** Industries in this category have above-average concentration but below-average growth. They represent mature sectors that are already well-integrated into Bend's economy but are growing more slowly than the local average.

Examples include tourism-related sectors, specialized retailers, and software publishing.

2. **Stable Sectors:** These industries have below-average growth and concentration, indicating limited specialization or competitive advantage in Bend. Examples include nursing care facilities and banking. While these sectors may provide steady employment, they are not major drivers of local economic growth.
3. **Leading Sectors:** Leading industries have both above-average growth and concentration, making them pivotal to Bend's economic strength. These include healthcare, professional, scientific, and technical services, construction-related industries, food and beverage manufacturers and retailers, and tourism-related sectors. These industries combine robust expansion with established regional specialization, highlighting their importance to Bend's economy.
4. **Emerging Sectors:** These sectors show strong employment growth despite having below-average concentration. Their rapid growth indicates increasing competitiveness, and they represent opportunities for diversification and expansion. Key examples include management, wholesalers, and financial investment activities.

## Exhibit 12. Sector Specialization and Growth



Source: ECONorthwest, 2024

## Sector Competitive Effects

Economic competitiveness highlights a region's capacity to drive industry growth through unique local advantages rather than relying on broader national or industry trends. In Bend, factors such as an entrepreneurial culture, strong regional demand, and a tourism-driven economy have enabled several sectors to outperform broader trends. Analyzing the share of employment growth tied to local factors reveals how Bend's strengths contribute to its thriving industries. For further details on this analysis, see Appendix B.

Exhibit 13 presents 2022 employment level, nominal employment change from 2015, and the share of that growth attributable to Bend's competitive effect for the top 10 sectors that have a competitive effect over 50% and the highest nominal changes in employment.

A competitive effect equal to 100% indicates that all the employment growth in Bend between 2015 and 2022 is attributable to local factors. An effect greater than 100% indicates that at the national level employment in the sector declined while it increased in Bend (see Appendix B for details).

Several industries in Bend demonstrate significant shares of employment growth attributable to local competitive factors, emphasizing the city's unique economic strengths. For example, management of companies and enterprises experienced a 96% share of growth due to competitive effects, adding 719 jobs between 2015 and 2022. Similarly, the amusement, gambling, and recreation industries achieved 94% of their employment growth from local factors and added 659 jobs over the period.

Other sectors with a high proportion of growth attributable to Bend's competitive effect include merchant wholesalers, nondurable goods (86%), food and beverage retailers (85%), and truck transportation (92%). Sectors like professional, scientific, and technical services (66%), construction of buildings (67%), and food services and drinking places (61%) have a lower share of employment growth due to competitive factors but have experienced a large nominal growth in employment.



**Exhibit 13. Top 10 Sectors with High Competitive Effects Relative to U.S., Bend, 2015-2022**

| SECTOR   | 2022 AVERAGE ANNUAL EMPLOYMENT | 2015-2022 NOMINAL EMPLOYMENT CHANGE | SHARE OF GROWTH ATTRIBUTABLE TO COMPETITIVE EFFECT |
|--|--------------------------------|-------------------------------------|--|
| Professional, Scientific, and Technical Services | 4,192                          | 1,645                               | 66%  |
| Food Services and Drinking Places                | 5,832                          | 742                                 | 61%  |
| Management of Companies and Enterprises          | 907                            | 719                                 | 96%  |
| Amusement, Gambling, and Recreation Industries   | 1,318                          | 659                                 | 94%  |
| Construction of Buildings                        | 1,422                          | 578                                 | 67%  |
| Food and Beverage Retailers                      | 1,640                          | 330                                 | 85%  |
| Merchant Wholesalers, Nondurable Goods           | 639                            | 205                                 | 86%  |
| Fabricated Metal Product Manufacturing           | 406                            | 183                                 | 102%   |
| Truck Transportation                             | 352                            | 179                                 | 92%  |
| Food Manufacturing                               | 379                            | 120                                 | 74%  |

Source: Oregon Employment Department and U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2022

## Summary of Sectors with High Growth, Concentration, or Competitive Effects

The analysis to identify sectors with strong economic potential in Bend used the following criteria:

- ♦ **High Growth:** Sectors with employment growth exceeding Bend's citywide average (19%) between 2015 and 2022.
- ♦ **High Concentration:** Sectors with employment levels more concentrated locally than the U.S. average (location quotient greater than 1.0).
- ♦ **Significant Employment:** Sectors accounting for more than 0.5% of Bend's total employment in 2022.
- ♦ **Competitive Advantage:** A share of employment growth attributable to local competitive effects exceeding 50%.

Exhibit 14 presents the subset of sectors that meet this criterion and their competitive effect, growth, and concentration. As presented throughout this section, many sectors are vital to Bend's economy but highlighting those that meet all criteria helps focus the final proposed target sector list. Additionally, understanding the wage dynamics across the sectors meeting the criteria informs discussions about equity and economic well-being, ensuring that growth benefits a broad segment of the community.

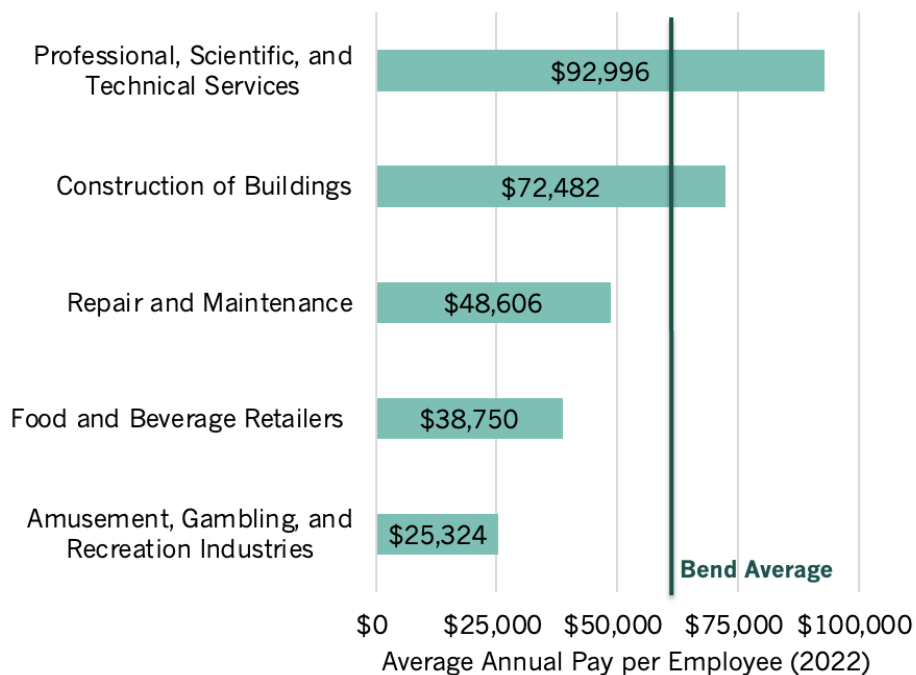
Exhibit 15 details the associated average annual wage levels in 2022 for the subset of sectors meeting the criteria. At the lower end of the wages range are food services and drinking places (\$29,100), and amusement, gambling, and recreation (\$25,300). Professional, scientific, and technical services, ambulatory health care services, and construction of buildings are at the high end of the range and combine their higher-than-average wages with competitive effects, growth, or concentration advantages.

#### Exhibit 14. High Competitive Effect, Growth and Concentration Sectors, Bend

| SECTOR   | SHARE OF GROWTH ATTRIBUTABLE TO COMPETITIVE EFFECT | 2015-2022% GROWTH | 2022 EMPLOYMENT CONCENTRATION |
|--|--|-------------------|-------------------------------|
| Amusement, Gambling, and Recreation Industries   | 94%  | 100%              | 2.1                           |
| Food and Beverage Retailers                      | 85%  | 25%               | 1.4                           |
| Construction of Buildings                        | 67%  | 68%               | 2.1                           |
| Professional, Scientific, and Technical Services | 66%  | 65%               | 1.0                           |
| Repair and Maintenance                           | 54%  | 20%               | 1.0                           |
| Real Estate                                      | 45%  | 31%               | 1.1                           |

Source: Oregon Employment Department and U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2022

#### Exhibit 15. Wages for High Competitive Effect, Growth and Concentration Sectors, Bend, 2022



Source: Oregon Employment Department, Quarterly Census of Employment and Wages, 2022

# Proposed Target Sectors

Exhibit 16 shows the proposed target sectors based on the information presented in the report, including consideration of regional economic trends, stakeholder input, and sector specialization analysis. The result of the analysis presented in this report is a refined list of target sectors that leverage Bend's unique assets, including its skilled workforce, natural resources, and regional connectivity.

The proposed target sectors for Bend represent a strategic balance between locally serving and export-oriented sectors, reflecting the city's dual role as a regional hub and a contributor to broader markets. Sectors like healthcare and wellness, construction, and tourism primarily serve local and regional demand, addressing the needs of residents, businesses, and visitors. These sectors are essential for maintaining Bend's quality of life and supporting its growing population. In contrast, sectors such as manufacturing (high-tech<sup>32</sup>, aerospace, food and beverage, and outdoor products) and professional and business services (R&D bioscience, computer systems design, software publishing, and architecture) are more export-oriented, driving economic diversification by producing goods and services for national and global markets. This balance ensures a resilient economy, with locally focused sectors providing stability and export-oriented industries generating external revenue and fostering innovation. Other sectors exist in-between locally serving and export-oriented depending on the businesses that comprise them. For example, management of companies represents headquarters of businesses and thus depends on the type of business being conducted.

To ensure alignment with statewide and regional efforts, we considered the Target Industry Groups selected by Business Oregon as well as the sectors highlighted in the Central Oregon Intergovernmental Council (COIC) Comprehensive Economic Development Strategy (CEDS) and the OSU-Cascades Innovation District Master Plan.

- ◆ **Business Oregon** identifies seven **Target Industry Groups** that support Oregon's economic growth, innovation, and high wage jobs:<sup>33</sup>
  - **Metals & Machinery** includes advanced materials, aerospace and defense, and machinery manufacturing, with competitive export-driven growth. Aerospace manufacturing emerges as one of Bend's target sectors within Technology and Innovation, presented in Exhibit 16.
  - **Business Services** includes company management, customer support, and professional, scientific, and technical services, which is the "largest fastest growing emerging industry in Oregon". This Target Industry Group overlaps considerably with Bend's economic strengths in company management and

---

<sup>32</sup> In this report, ECONorthwest defines high-tech manufacturing as advanced manufacturing and clean-technology sectors. Historical economic data does not show these sectors as particularly concentrated or competitive in Bend, but through input from stakeholders and future investment opportunities (such as the Innovation District), we identify them as important to Bend's economic growth.

<sup>33</sup> Business Oregon. *Oregon's Target Industries*. N.d.

<https://www.oregon.gov/biz/programs/homeareas/byboregon/targetindustries/Pages/default.aspx>



professional and technical services, with these sectors appearing in Health Systems, Build for Growth, and Technology and Innovation.

- **Food & Beverages** includes manufacturing of craft beer and wine, and diverse food products; these industries foster rural economic growth and exports. Bend's beverage manufacturing employment is highly concentrated compared to Oregon and U.S. averages and supports the Recreation and Tourism group.
- **Forestry & Wood Products** positions Oregon as an internationally recognized producer of softwood lumber production. Rural Oregon has the highest concentration of forestry and wood product employment out of all the Target Industry Groups. In Bend, wood product and furniture manufacturing support the Build for Growth group.
- **High Technology** includes semiconductors and software IT and defines one of Oregon's key competitive advantages. Oregon hosts major companies like Intel, Tektronix, and HP which have helped the creation of hundreds of start-ups. Bend has high employment concentration in software publishing and computer system design services supporting the Health Systems and Technology and Innovation groups.
- **Outdoor Gear & Apparel** includes apparel, footwear, and outdoor gear manufacturing, wholesaling, and corporate headquarters. Similar to the High Technology Target Industry, growing companies in this industry benefit from the presence of recognized brands like Nike and Columbia. Although Bend's employment in outdoor gear and apparel manufacturing is small, Bend has a history of design and innovation in these industries and has employment concentration in both wholesale and retail sectors related to sporting goods.
- **Bioscience** is the newest Target Industry and includes medicine manufacturing and wholesaling, research and development, and medical devices. Oregon exports of bioscience-related products and services has increased significantly in the last decade. Bioscience manufacturing and delivery are also emerging in Bend, with scientific research and development services growing both in terms of overall employment and concentration.
- ◆ The **CEDS** highlights innovative and emerging sectors critical to the region's economic growth. These include advanced manufacturing, biosciences, technology, aviation/aerospace, outdoor equipment and apparel, and health sciences.<sup>34</sup> The proposed target sectors in Exhibit 16 align with the sectors identified in the CEDS, with these sectors integrated into the cross-sector groupings, with additional target sectors identified as growth opportunities in Bend.
- ◆ The **OSU-Cascades Innovation District** will prioritize space and resources to support key sectors including high-tech (software and hardware), biotechnology, healthcare, outdoor equipment and apparel design and manufacturing, aerospace, renewable

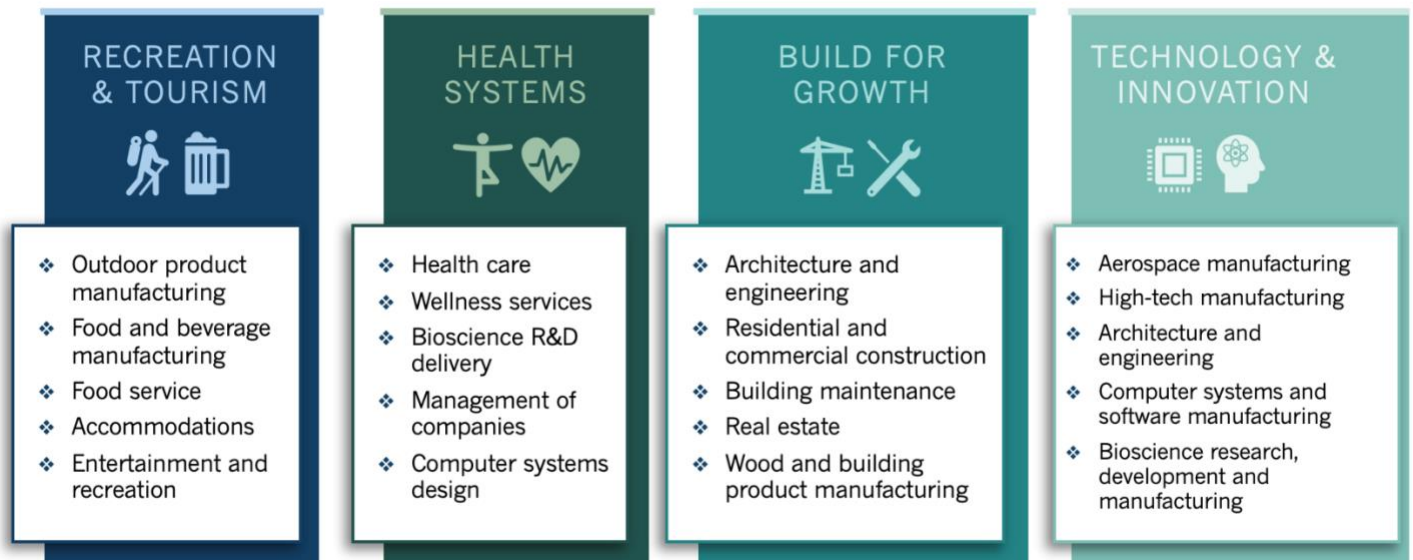
---

<sup>34</sup> Central Oregon Intergovernmental Council. *2024–2028 Central Oregon Comprehensive Economic Development Strategy*. June 6, 2024. <https://www.coic.org/wp-content/uploads/2024/07/Final-CEDS-2024-6-6-24.pdf>.

energy, breweries, and other tourism-related sectors.<sup>35</sup> <sup>36</sup> The District aims to provide support to early-stage entrepreneurs, partner with businesses, and provide hands-on learning opportunities within these sectors.<sup>37</sup> The proposed target sectors in Exhibit 16 align with the sectors identified for the Innovation District. The focus on entrepreneurship of expected economic development activities supported by the Innovation District fits with Bend’s strengths for growing entrepreneurial businesses.

EConorthwest categorizes selected sectors into cross-sector groupings to provide a broader perspective on the sectors’ complementary functions and growth potential: Recreation and Tourism, Health Systems, Build-for-Growth sectors, and Technology and Innovation. Sectors computer systems design, and bioscience appear across groupings because they support multiple functions across the economy. This approach ensures flexibility in the specific sectors within groupings as Bend continues to refine economic development strategies and incentives in the future.

### Exhibit 16. Proposed Target Sectors



Source: EConorthwest, 2024

<sup>35</sup> Oregon State University-Cascades. *Innovation District: Creating a Hub for Innovation and Economic Growth*. Bend, OR: OSU-Cascades, January 3, 2023.  
[https://osucascades.edu/sites/osucascades.edu/files/innovation\\_district\\_pdf\\_2023-01-03\\_lww.pdf](https://osucascades.edu/sites/osucascades.edu/files/innovation_district_pdf_2023-01-03_lww.pdf).

<sup>36</sup> Rebecca Robinson (Oregon State University). Interview by EConorthwest. November 12, 2024.

<sup>37</sup> Oregon State University. *Capital Project: OSU-Cascades Phase II and Innovation District*. August 2023.  
[https://leadership.oregonstate.edu/sites/leadership.oregonstate.edu/files/2023-08/bot-5b-capital\\_project\\_sgii\\_osu-cascades\\_phase\\_ii\\_and\\_id.pdf](https://leadership.oregonstate.edu/sites/leadership.oregonstate.edu/files/2023-08/bot-5b-capital_project_sgii_osu-cascades_phase_ii_and_id.pdf).

# Considerations for Policy Discussion

Target sector analyses help cities identify and cultivate sectors that align with their objectives around stable employment, fostering innovation, supporting business growth, and long-term resilience. Cities use these analyses to allocate resources to support development of businesses with more local opportunities for growth, attract suitable businesses, and create an environment that supports economic expansion. Economic development practitioners shape these outcomes by using target sector studies to identify the types of sectors with higher growth potential and direct resources where they will have long-term economic benefits. These analyses provide an organizational framework to guide policy decisions rather than providing a specific answer about policy development. Economic opportunities for diversification and sustainability arise from building on existing strengths rather than spending substantial time and resources chasing new, unconnected industries.

Research points to both the benefits and risks associated with prioritizing target sector groupings as well as the strategic approaches for reinforcing the economic benefits of sector groupings and considerations for decision makers.<sup>38 39</sup> ECONorthwest summarizes this research to help inform decision makers on how to utilize the results from this research. The Bend Target Sector report, including the information in this section, can inform development of the Bend economic development strategies and planning for employment lands, which will include a vision for future economic growth and actions to implement that vision. We present recommendations informed by economic research but Bend decision makers will determine the City's future economic development policies. Additionally, Appendix C provides examples of economic development policies supporting target sectors in Oregon cities.

## Benefits of Selecting Target Sector Groups

The benefits of using a target sector approach to helping guide development of a city's economic development strategy are the opportunities for businesses to share resources, increase opportunities for cross business collaboration, and support entrepreneurship and business formation.

- ◆ **Localization economies**, where businesses in the same or related industries benefit from a shared supply chain, specialized labor, and infrastructure tailored to their needs.

---

<sup>38</sup> Cortright, Joseph, *Making Sense of Clusters: Regional Competitiveness and Economic Development*, Washington, D.C.: Brookings Institution, 2006. [https://www.brookings.edu/wp-content/uploads/2016/06/20060313\\_Clusters.pdf](https://www.brookings.edu/wp-content/uploads/2016/06/20060313_Clusters.pdf).

<sup>39</sup> Lowe, Marsha, and David Hughes. *Industry Clusters and Economic Development: A Review of Cluster-Based Strategies with Recommendations for South Carolina*. Clemson, SC: Clemson University, 2011. [https://media.clemson.edu/public/extension/redrl\\_pubs/redrl\\_rpt15.pdf](https://media.clemson.edu/public/extension/redrl_pubs/redrl_rpt15.pdf).

- Companies within a grouping operate more efficiently by sourcing materials and services locally, reducing transportation costs, and accessing a trained workforce.
- Public infrastructure investments, financial institutions familiar with the industry, and technology transfers between firms further enhance the business environment.
- Sector groupings also accelerate the adoption of new production technologies, particularly for small firms shifting from traditional to specialized production models. Close proximity to suppliers and customers allows firms to adapt quickly to market changes while maintaining operational efficiency.
- ◆ **Networking and collaboration**, which helps businesses share knowledge, develop new products, and enter new markets. Companies within a grouping often engage in joint research, marketing, and workforce training efforts, strengthening the competitive position of the entire industry. By recruiting businesses that complement existing sectors, policymakers support a ripple effect that could lead to employment opportunities, wage gains, and overall economic growth.
- ◆ **Entrepreneurship and business formation** by creating an ecosystem where startups can thrive. New businesses gain access to industry-specific expertise, established supply chains, and a skilled labor pool, increasing their chances of success. As these firms grow, they contribute to the sector grouping's expansion.

## Risks to Targeting Sector Groups

Predicting which sectors will succeed in a given city presents a major challenge, as market conditions shift and high-growth sectors change with time. Policymakers must carefully evaluate a region's labor force, infrastructure, and market access before committing resources to specific sectors. Even when a region successfully attracts firms within a targeted sector, those businesses may fail to generate the expected employment and wage growth. When developing Bend's Economic Development Strategy, the City should pay attention to the following pitfalls, seeking to support increasing economic diversity in the future.

- ◆ **Over-specialization increases economic vulnerability**, as regions that depend too heavily on a single industry face significant risks if that sector declines. When technological changes, market disruptions, or offshoring impact a dominant industry, communities that lack a diversified economy struggle to recover. Policymakers can mitigate this risk by supporting industries that complement existing strengths while maintaining flexibility to adjust strategies as economic conditions change. The best way to diversify is to start with existing industries and expand into related fields, and sector groupings give a framework for this strategy.



- ◆ **Developing a thriving sector grouping requires long-term commitment and adaptability.** Policymakers must continuously analyze industry trends, engage with business leaders, and adjust economic development strategies to maintain competitiveness. While sector groupings provide a powerful tool for economic growth, their success depends on strategic planning, diversification, and a willingness to evolve with the market.

## Considerations for Developing the Bend Economic Development Strategy

The following considerations can inform development of the Bend Economic Development Strategy, using the Target Sector report to inform the Strategy. In development of the Strategy, the City may find that some of the target sectors in this report align with the City's vision for economic development more than other target sectors. For specific examples of economic development policies supporting target sectors, please see Appendix C.

### APPROACHES TO SUPPORT SECTOR GROUPINGS

- ◆ **Labor Market and Knowledge Spillovers:** Support and invest in workforce development (education and job training) and social capital development (professional networking).
- ◆ **Entrepreneurship:** Support emerging or start-up businesses with access to capital and skill-development.
- ◆ **Sector Lock-In:** Leverage existing local strengths, while continuously refining and extending definitions of sector groupings to focus on emerging specializations.
- ◆ **Sector Partnerships:** Promoting industry collaboration and encourage sharing ideas across industries.
- ◆ **Supplier Specialization and Local Support:** Recruit businesses that fill gaps in the supply chain and support the development and organization of supply chain within the regional economy. Additionally, aligning infrastructure investments with industry needs increases the likelihood that businesses will expand locally rather than relocate.

### CONSIDERATIONS WHEN CREATING POLICY FOR SECTOR GROUPINGS

- ◆ **Ongoing Information Gathering:** Policymakers and stakeholders should remain well-informed about their local sector groupings and their competitive needs throughout time to adapt to a changing economy. Remaining open to new or changing industry groupings can ensure that economic development strategies are inclusive and support a broad range of industries.
- ◆ **Public-Private Collaboration:** Successful economic development for sector groupings relies on active industry engagement. Public-private partnerships align economic

development policies with industry needs and provide resources to support more adaptable business growth.

- ◆ **Build Off Existing Strengths:** Analysis and information on the economic conditions and industry groupings should provide realistic assessments of regional economic strengths. Maintaining policy alignment with current industry strengths or emerging strengths allows can support more sustainable economic growth.

## Recommendations for Considerations for the Economic Development Strategy

Regular monitoring ensures that economic development strategies remain relevant and effective. We recommend repeating comprehensive target sector analysis on periodic basis, such as every five to seven years. These efforts help determine whether target sectors continue to align with local economic strengths and opportunities or if adjustments are necessary.

Additionally, other data sources and analysis types can support target sector selection and provide insights into local and regional economic dynamics. Several analytical tools provide valuable insights into industry trends and sector grouping performance:

- ◆ **Input-Output Modeling** helps assess economic interdependencies by quantifying how industries interact within the local and regional economy. This analysis reveals how changes in one sector impact others and helps identify key industries that drive economic growth.
- ◆ **Patent Data** tracks innovation within target sectors, providing a measure of research and development activity. A rise in patents suggests a growing, innovative sector, while stagnation may indicate the need for additional support or policy adjustments.
- ◆ **Venture Capital Funding Data** highlights investment trends and entrepreneurial activity within emerging and established sector groupings. Tracking funding patterns helps identify high-growth sectors and assess whether local businesses attract sufficient investment to remain competitive.
- ◆ **Workforce Analysis** examines occupational data, educational program completions (IPEDS), and participation in apprenticeships and on-the-job training (OJT). This information indicates whether the local workforce possesses the skills needed for target sectors and where gaps may require investment in training and education programs.

# Appendix A: Regional and Local Trend Data

---

## National and Statewide Trends

Economic development in Bend over the next 20 years will occur in the context of long-run national and state trends. The most important of these trends are as follows:

- ◆ **Slower labor force growth will be offset by increased productivity gains.**

According to the Oregon Office of Economic Analysis (OEA), economic growth is determined by two key factors: the number of workers and their productivity levels. While Oregon's labor force growth is slowing due to low birth rates and pandemic related migration changes, this will be offset by increased productivity gains as businesses seek to operate more efficiently in a tight labor market.

- Employment in Oregon is expected to increase but at a slower rate than it has in the past. The OEA forecasts that total nonfarm employment in Oregon will increase by 5.1% from 1.95 million in 2022 to 2.05 million in 2027. Similarly, total *private* nonfarm employment is projected to grow by 5.4% from 1.65 million in 2022 to 1.74 million in 2027.<sup>40</sup>
- Nationally, growth in productivity (as measured by output per hour of labor input) was slower between 2005 and 2018, averaging an annual rate of 1.3%, compared to 2.1% over the longer period from 1947 to 2018.<sup>41</sup> However, productivity experienced a rebound, rising in 2019-2020 before dipping in 2021-2022, then increasing by 5% in Q3 2023.<sup>42</sup> In Oregon specifically, productivity grew by nearly 3% per year from 2019-2022.<sup>43</sup>

Looking ahead, Oregon's economic growth over the next decade is anticipated to be driven by faster productivity gains. These gains are expected to stem from an increase in start-ups, possible increased federal investment, and the transformative potential of generative artificial intelligence (AI) technologies, which will help offset the impact of a slower-growing labor force.<sup>44</sup>

---

<sup>40</sup> Oregon Economic Analysis, Oregon Economic and Revenue Forecast, March 2024. Vol. XLIV, No. 1. Release date February 2024, <https://www.oregon.gov/das/oea/Documents/OEA-Forecast-0324.pdf>

<sup>41</sup> Bureau of Labor Statistics. "The U.S. Productivity Slowdown: The Economy-Wide and Industry-Level Analysis". *Monthly Labor Review*. April 2021. <https://www.bls.gov/opub/mlr/2021/article/the-us-productivity-slowdown-the-economy-wide-and-industry-level-analysis.htm>.

<sup>42</sup> Bureau of Labor Statistics. News Release. December 2023 <https://www.bls.gov/news.release/pdf/prod2.pdf>

<sup>43</sup> Lehner, Josh. "State Productivity and Labor Growth – Graph of the Week." *Oregon Office of Economic Analysis*, August 25, 2023. <https://oregoneconomicanalysis.com/2023/08/25/state-productivity-and-labor-growth-graph-of-the-week/>.

<sup>44</sup> Oregon Economic Analysis, Oregon Economic and Revenue Forecast, March 2024. Vol. XLIV, No. 1.

- ◆ **Manufacturing remains an important part of Oregon's economy.** Between 2010 and 2019, Oregon added 34,000 manufacturing jobs, an increase of 21%. Despite a decrease of about 5,500 jobs (3%) between 2019 and 2022, manufacturing remains a crucial component of Oregon's economy.<sup>45</sup>

Oregon's manufacturing sector grew slightly faster than the national average between 2010 and 2022, with 9.9% growth compared with the national average of 8.4%. The sectors with the largest shares of manufacturing employment in Oregon are computer and electronics components, food manufacturing, wood products, and fabricated metals and machinery.<sup>46</sup>

- ◆ **Shifts in Oregon's high growth industries.** Looking ahead, the state's traditionally strong timber and high-tech industries are expected to experience slower job growth in the future. While the semiconductor industry will benefit from the CHIPS Act investments, employment gains are expected to lag productivity increases.<sup>47,48</sup> Similarly, the timber sector is expected to remain under pressure from both market-based conditions and federal regulations. However, investments like the Economic Development Administration's \$41.4 million Build Back Better Grant to the Oregon Mass Timber Coalition are expected to benefit the industry and potentially drive job growth.<sup>49</sup>

Despite slowing employment growth in the high-tech and timber industries, many of the state's other larger industries like management of companies, food/beverage manufacturing, published software, and healthcare are expected perform well over the next decade. Other opportunities will come in industries where Oregon has less employment currently. These industries, like consulting, computer system design, financial investment, and scientific R&D, are expected to grow quickly in the decade ahead.<sup>50</sup>

- ◆ **Increases in automation across sectors.** Automation has been a long-running trend in employment, leading to productivity gains across sectors. Additionally, the enhancement of artificial intelligence (AI) is expanding automation possibilities beyond routine tasks to jobs previously thought infeasible to automate, such as office and cognitive roles (however, complete job replacement due to AI is expected to be minimal with task efficiencies and a shifting of tasks within jobs as

---

<sup>45</sup> Oregon Employment Department Covered Employment and Wages, 2010 to 2022

<sup>46</sup> Oregon Employment Department, Made in Oregon: A profile of the State's Manufacturing Sector, August 2022.

<sup>47</sup> Oregon Economic Analysis, Oregon Economic and Revenue Forecast, March 2024. Vol. XLIV, No. 1.

<sup>48</sup> The federal CHIPS Act (2022) was passed to spur investment in advanced manufacturing, including supply chain improvements and research and development. Because of Oregon's prominent semi-conductor industry, the State has taken a proactive approach by initiating a coordinated strategy for pursuing and leveraging CHIPS funds.

<sup>49</sup> Oregon Mass Timber Coalition, <https://www.masstimbercoalition.org/>

<sup>50</sup> Oregon Economic Analysis, Oregon Economic and Revenue Forecast, March 2024. Vol. XLIV, No. 1.

more likely outcomes).<sup>51</sup><sup>52</sup> The U.S. Government Accountability Office (GAO) reports that automation could be widespread, with anywhere from 9% to 47% of jobs being automated in the future according to academic research.<sup>53</sup>

The GAO identified that jobs requiring a blend of soft skills (management, interpersonal), process skills, and technical expertise face lower automation risks. Most of the top 20 in-demand jobs share this mixed skillset trait, including nurse practitioners, statisticians, occupational therapy assistants, home health aides, physical therapist assistants, medical managers, physician assistants, information security analysts, and data scientists, among others.<sup>54</sup> Lower-wage jobs are the most likely to be automated. The GAO reported that over 80% of jobs paying less than \$20 per hour are susceptible to automation over the next two decades. About 30% of jobs paying \$20 to \$40 per hour and 4% of jobs paying \$40 or more per hour were also identified as at risk.<sup>55</sup>

Oregon's automation trajectory mirrors national trends, with lower and middle-wage jobs facing higher automation potential. The state's tight labor market may further drive productivity and efficiency gains bolstered by AI's transformative potential.

◆ **The aging of the baby boomer generation and the need for replacement workers.**

As the baby boomer generation continues to retire, the number of Social Security recipients is expected to increase from over 65 million in 2022 to over 86 million in 2045, a 32% increase. In 2022, there were 36 Social Security beneficiaries per 100 covered workers, but by 2045, there will be 45 beneficiaries per 100 covered workers. This will increase the percent of the federal budget dedicated to Social Security and Medicare.<sup>56</sup>

While the Bureau of Labor Statistics (BLS) projects total U.S. employment to grow by 4.7 million jobs from 2022 to 2032, this job growth is unlikely to be sufficient to replace all the baby boomer retirees leaving the workforce during that period. The BLS estimates there will be 18.6 million annual job openings arising from the need to replace retiring workers and workers changing occupations, in addition to openings from newly created positions.<sup>57</sup> The sectors expected to grow the fastest

---

<sup>51</sup> BLS, Growth Trends for Selected Occupations Considered at Risk from Automation, July 2022, <https://www.bls.gov/opub/mlr/2022/article/growth-trends-for-selected-occupations-considered-at-risk-from-automation.htm>

<sup>52</sup> Manhattan Strategy Group, Job Automation Risk and the Future of Skills: Skills and Competency Change in the U.S. Workforce, May 2023, <https://www.dol.gov/sites/dolgov/files/OASP/evaluation/pdf/FutureofSkillsLitScan-20230515.pdf>

<sup>53</sup> Government Accountability Office, Workforce Automation, August 2022, <https://www.gao.gov/assets/gao-22-105159.pdf>

<sup>54</sup> Government Accountability Office, Workforce Automation, August 2022.

<sup>55</sup> Executive Office of the President. (2016). Artificial Intelligence, Automation, and the Economy.

<sup>56</sup> The Board of Trustees, Federal Old-Age and Survivors Insurance and Federal Disability Insurance Trust Funds, 2023 <https://www.ssa.gov/oact/TR/2023/tr2023.pdf>

<sup>57</sup> Bureau of Labor Force Occupational Separations and Openings, 2022-2032 <https://www.bls.gov/emp/tables/occupational-separations-and-openings.htm>

are: health care support, computer and mathematical occupations, healthcare practitioners, and community and social service.<sup>58</sup>

- ◆ **Growth of entrepreneurship and small businesses.** The creation of new businesses plays a vital role in driving Oregon's economic growth. Start-ups generate employment opportunities, introduce innovative products and services, and help better serve local communities. According to the 2023 Small Business Profile from the U.S. Small Business Administration Office of Advocacy, small businesses (defined as having between zero and 500 employees) account for 99.9% of total businesses in the United States and employ 46% of the American workforce. Oregon's performance in early-stage entrepreneurship activity, as measured by the Kauffman Early-Stage Entrepreneurship (KESE) Index, ranked 25th in the country in 2020.<sup>59,60</sup>

Start-up activity had been trending down for decades in Oregon and across the nation leading up to the pandemic, but since the pandemic, new business formation has increased and appears to be maintaining this higher rate.<sup>61</sup> In terms of outlook for startups, several key factors are at play. High inflation, rising interest rates, and recession risks, along with tighter venture capital and banking lending conditions will likely slow new business formation. However, several favorable factors could mitigate these impacts and support continued strength in entrepreneurship and small business formation in Oregon. These include increased personal savings and home equity levels, which are common funding sources for new businesses, along with the shift towards remote work opportunities and the large Millennial generation entering their prime entrepreneurial years (late 30s and early 40s, according to Census Bureau research).<sup>62</sup>

- ◆ **Continued transformation of retail.** In the last two decades, retail sales by e-commerce and warehouse clubs/supercenters (a lower-cost model to the traditional department store) have increased steadily. Online retail purchases increased from about 6% of all retail purchases in 2014 to about 16% of retail purchases in 2023.<sup>63</sup> Ultimately, the growth in online shopping and the increasing dominance of large supercenters has made it difficult for small and medium-sized retail firms (offering a narrower selection of goods) to compete. Declining net profits and increased competitive pressures have led many well-known retailers

---

<sup>58</sup> Bureau of Labor Statistics Employment Projections – 2022-2032, September 2023  
<https://www.bls.gov/news.release/pdf/ecopro.pdf>

<sup>59</sup> Kauffman Foundation. *Kauffman Indicators of Entrepreneurship*. Early-Stage Entrepreneurship. The Kauffman Index, Oregon. <https://indicators.kauffman.org/>.

<sup>60</sup> This index comprises four statistics: the rate of new entrepreneurs, the opportunity share of new entrepreneurs, startup density, and startup early survival rate.

<sup>61</sup> Josh Lehner. "Strong Startup Activity Continues" Oregon Office of Economic Analysis, May 3, 2023. Retrieved from <https://oregoneconomicanalysis.com/2023/05/03/strong-start-up-activity-continues/>

<sup>62</sup> Josh Lehner. "Strong Startup Activity Continues" Oregon Office of Economic Analysis, May 3, 2023. Retrieved from <https://oregoneconomicanalysis.com/2023/05/03/strong-start-up-activity-continues/>

<sup>63</sup> U.S. Census Bureau News, Quarterly Retail E-Commerce Sales, 4<sup>th</sup> Quarter 2023  
[https://www.census.gov/retail/mrts/www/data/pdf/ec\\_current.pdf](https://www.census.gov/retail/mrts/www/data/pdf/ec_current.pdf)



(e.g., JCPenney, Macy's, Sears) to declare bankruptcy or to scale back their operations.

In the future, the importance of e-commerce will likely continue to grow. However, despite the highly publicized closures of brick-and-mortar stores, physical retail is likely to remain an important part of the retail sector as well. Since modern consumers are increasingly price sensitive, less brand loyal, and (since the advent of internet) able to substitute between retailers easily, retailers must be nimble and able to adjust to the changing needs of their customers if they are to remain competitive. The types of brick-and-mortar retail and related services that are likely to remain viable are those offering goods that consumers prefer to purchase in person or goods that are difficult to ship and return such as large furniture items. Additionally, retailers specializing in groceries, personal goods that are needed immediately, restaurants, and experiential offerings like entertainment or social activities are expected to maintain their presence. According to the Urban Land Institute, large retailers such as Macy's, Nordstrom, Kohl's, and Ikea are experimenting with downsizing storefronts to operate spaces that can be flexible to changing consumer needs. These locally scaled shops feature in-person merchandise and services that are in demand for modern consumers: curated inventory, tailored services, and e-commerce fulfillment.<sup>64</sup>

- ◆ **Changing places where work is being done.** The COVID-19 pandemic accelerated the trend of remote work. According to the Bureau of Labor Statistics' American Time Use Survey, the share of employees working from home rose from 24% in 2019 to 34% in 2022.<sup>65</sup> However, the ability to work remotely is not equally distributed. Those most likely to have remote work opportunities tend to have higher educational attainment, be white or Asian, and be over 25 years old.<sup>66</sup> This uneven access to remote work raises equity concerns, as certain demographic groups may be disadvantaged in accessing these flexible work arrangements.

Remote work trends have consequences for downtown health and recovery. OEA found that downtown recoveries are not driven by regional economic changes but rather are impacted by the strength of three components: workers, residents, and visitors.<sup>67</sup> If a significant portion of previous downtown workers are now working remotely from other locations, downtowns need to capture or bolster resident and visitor spending to counteract this shift.

Recent studies show that increases in remote work reshaped demand for housing, with workers favoring larger homes in suburban and rural areas, driving up prices in these regions while lowering demand in urban cores. This redistribution benefits some local economies but can exacerbate affordability issues in high-demand

---

<sup>64</sup> Holly Dutton. "More Retailers Are Rolling out Small-Format Stores" *Urban Land Institute*, January 8, 2024. <https://urbanland.uli.org/economy-markets-trends/more-retailers-are-rolling-out-small-format-stores>

<sup>65</sup> BLS, American Time Use Survey, 2023, <https://www.bls.gov/news.release/atus.nr0.htm>

<sup>66</sup> Ben Casselman, Emma Goldberg, and Ella Koeze. "Who still works from home?" *New York Times*, March 8, 2024.

<sup>67</sup> Oregon Office of Economic Analysis, Downtown Recoveries 2023 Update, <https://oregoneconomicanalysis.com/2023/07/18/downtown-recoveries-2023-update/>

areas.<sup>68</sup> In the 2024 paper, *Winners and Losers from the Work-from-Home Technology Boon*, researchers explore how the increase in work-from-home jobs impacts different types of workers.<sup>69</sup> They categorize workers into three groups: those who cannot work remotely, those who can adopt hybrid schedules, and those who work fully remotely. The rise of remote work increases housing demand for remote-capable workers, driving up housing prices due to limited housing supply. While remote workers benefit from increased productivity and flexibility, workers in jobs that cannot be done remotely face challenges. These workers still need housing but do not experience the same productivity boost, meaning their quality of life (a term economists call *welfare*) may decline even if their income rises slightly.

- ◆ **Continued increase in demand for energy even as the sources supplying that energy shifts.** The 2022 Inflation Reduction Act aims to drive increased investments in climate and energy projects across the United States.<sup>70</sup> As a result of the renewable energy investments and subsidies introduced by this legislation, the nation's energy consumption pattern is anticipated to undergo a shift over the coming years. There is an expected move away from traditional fossil fuels like crude oil and natural gas towards renewable energy sources.<sup>71</sup>

However, this shift is not expected to reduce overall energy consumption. From 2022 to 2050, the U.S. Energy Information Administration (EIA) estimates that total energy consumption will rise due to population growth and economic expansion outpacing efficiency gains. This increasing demand is anticipated to be driven primarily by the industrial sector and to a lesser extent, transportation.

- ◆ **Impact of rising energy prices on commuting patterns.** As energy prices increase over the planning period, transportation energy consumption is expected to shift to electric or fuel-efficient vehicles.<sup>72</sup> The share of electric vehicles is expected to grow from less than 6% in 2022 to 19% in 2050.<sup>73</sup> The EIA estimates an 8% increase in transportation energy consumption partially attributable to increasing vehicle miles travels (VMT) that offset efficiency upgrades. With expected increases in fuel economy, people may commute farther while consuming less

<sup>68</sup> Delventhal, Matt, and Andrii Parkhomenko. "Spatial Implications of Telecommuting." SSRN, March 27, 2023. <https://doi.org/10.2139/ssrn.3746555>; Gupta, Arpit, Vrinda Mittal, and Stijn Van Nieuwerburgh. "Work From Home and the Office Real Estate Apocalypse." NBER Working Paper No. 30526, September 2022. <https://doi.org/10.3386/w30526>; Howard, Greg, Daniel Liebersohn, and Adam Ozimek. "The Short- and Long-Run Effects of Remote Work on U.S. Housing Markets." Economic Innovation Group, November 2022. <https://eig.org/wp-content/uploads/2022/11/The-Short-and-Long-Run-Effects-of-Remote-Work-on-U.S.-Housing-Markets.pdf>; Van Nieuwerburgh, Stijn. "The Remote Work Revolution: Impact on Real Estate Values and the Urban Environment." NBER Working Paper No. 30662, November 2022. <https://doi.org/10.3386/w30662>.

<sup>69</sup> Davis, Morris A., Andra C. Ghent, and Jesse M. Gregory. "Winners and Losers from the Work-From-Home Technology Boon". NBER Working Paper No. 33284. Cambridge, MA: National Bureau of Economic Research, December 2024. <https://doi.org/10.3386/w33284>.

<sup>70</sup> Energy Information Administration, Inflation Reduction Act of 2022

<sup>71</sup> Energy Information Administration, Inflation Reduction Act of 2022

<sup>72</sup> Energy Information Administration, 2023, *Annual Energy Outlook 2023 with Projections to 2050*, U.S. Department of Energy, March 2023.

<sup>73</sup> Energy Information Administration, 2019, *Annual Energy Outlook 2019 with Projections to 2050*, U.S. Department of Energy, January 2019.



energy. Nationally, VMT for passenger vehicles is forecasted to increase between 12% and 33% through 2050.<sup>74</sup> Lower-income households may face financial barriers to efficiency upgrades and tend to have longer commutes, which may force them to face the brunt of rising energy prices.

- ◆ **High rates of inflation.** For the last several decades, inflation rates have generally stayed below 3% in the United States. Inflation started to increase in 2021 reaching a level of 9.1% in 2022, the highest levels in about 40 years.<sup>75</sup> In 2023 the annual inflation rate was 3.4%, a marked reduction from the 2022 inflation rate.<sup>76</sup> Continued high rates of inflation may slow economic growth, further erode purchasing power, discourage savings, and lead to a national recession.
- ◆ **Income gains in Oregon.** Oregon's economic growth in the past decade has led to improvements in the state's income and wage levels relative to the rest of the nation. Notably, Oregon's median household income has surpassed the national level for the first time in over 50 years.<sup>77</sup> Higher incomes can have positive impacts on an economy through improved standards of living and higher consumer spending, increased tax revenue potential, and talent attraction and retention, among others.
- ◆ **Potential impacts of global climate change.** Oregon and the Pacific Northwest has been experiencing the impacts of global climate change over the past 30 years, exacerbated by extreme events such as the 2020 Labor Day fires that burned over 840,000 acres in Oregon, and the June 2021 heat dome that caused temperatures to soar to 111°F in Eugene and 116°F in Portland.<sup>78</sup> According to the National Oceanic and Atmospheric Administration (NOAA), between 1980 and 2023 the U.S. experienced an average of 8.5 weather-related disasters per year where overall damages/costs reached or exceeded \$1 billion (adjusted for inflation). However, the number of such events has increased in the last five years, with an average of 20.4 events per year.<sup>79</sup> The Pacific Northwest is not only experiencing an increased frequency and severity of extreme weather events but also long-term climatic changes. These long-term changes include:
  - **Increased average annual day and nighttime temperatures.** If greenhouse gas (GHG) emissions continue at the current rate, temperatures in Oregon are projected to rise approximately 5°F by the 2050s and 8.2°F by the

---

<sup>74</sup> Federal Highway Administration. *2024 Vehicle Miles Traveled (VMT) Forecast Summary*. U.S. Department of Transportation, 2024. [https://www.fhwa.dot.gov/policyinformation/tables/vmt/2024\\_vmt\\_forecast\\_sum.pdf](https://www.fhwa.dot.gov/policyinformation/tables/vmt/2024_vmt_forecast_sum.pdf).

<sup>75</sup> Bureau of Labor Statistics, U.S. Department of Labor, *The Economics Daily*, Consumer prices up 9.1% over the year ended June 2022, largest increase in 40 years at <https://www.bls.gov/opub/ted/2022/consumer-prices-up-9-1-percent-over-the-year-ended-june-2022-largest-increase-in-40-years.htm> (visited July 25, 2022).

<sup>76</sup> Bureau of Labor Statistics, U.S. Department of Labor, *The Economics Daily*, Consumer Price Index: 2023 in Review, <https://www.bls.gov/opub/ted/2024/consumer-price-index-2023-in-review.htm>

<sup>77</sup> Oregon Economic Analysis, Oregon Economic and Revenue Forecast, March 2024. Vol. XLIV, No. 1.

<sup>78</sup> National Centers for Environmental Information. *National Climate Report - June 2021: Supplemental Page 6*. June 2021. <https://www.ncei.noaa.gov/access/monitoring/monthly-report/national/202106/supplemental/page-6>.

<sup>79</sup> National Centers for Environmental Information. *U.S. Billion-Dollar Weather and Climate Disasters*. Accessed October 2024. <https://www.ncei.noaa.gov/access/billions/>

- 2080s.<sup>80</sup> These higher overall temperatures can have consequences, including increased mortality rates, the spread of diseases, and the forced migration of plants and animals as ecosystems undergo changes. Vegetation may become stressed and die, leading to an accumulation of fuel loads that heighten the risk of wildfires. Some areas that were once forestlands are transitioning into shrublands after being affected by forest fires.
- **Reduced snowpack and increased drought conditions.** As temperatures increase, snowpack is anticipated to decrease, reducing stream levels and water availability in the summer months.<sup>81</sup> Drought conditions can reduce surface water availability, reduce hydropower generation, and reduce recreational activities.<sup>82</sup>
  - **Increased risk of high heat events.** Climate change increases the likelihood of experiencing high heat events like the June 2021 extreme heat wave that resulted in temperatures ranging from 110 to 120 degrees Fahrenheit in Oregon and Washington. This heat event caused approximately 159 deaths in Washington and more than 100 deaths in Oregon.<sup>83,84</sup>
  - **Increased risk of wildfire.** Changing precipitation patterns and drought conditions are increasing fuel loads in wildland areas, increasing the risk of wildfires throughout the Pacific Northwest. Wildfire intensity, duration, and size has increased.
  - **More days of poor air quality from wildfire smoke.** In 2021, people in Deschutes County, Klamath County, and Jackson County experienced 83 days of air quality at or above unhealthy levels for sensitive groups due to wildfire smoke.<sup>85</sup>
  - **More floods and atmospheric rivers.** The University of Washington's Climate Impact Group forecasts that the Pacific Northwest will experience slightly more precipitation in the fall, winter, and spring and less in the summer.<sup>86</sup> Extreme precipitation events are more likely to produce flooding, erosion, and

<sup>80</sup> Fleishman, E., editor. 2023. Sixth Oregon Climate Assessment. Oregon Climate Change Research Institute, Oregon State University, Corvallis, Oregon. <https://blogs.oregonstate.edu/occric/oregon-climate-assessments>.

<sup>81</sup> WASHINGTON Assessment work. TBD.

<sup>82</sup> Bumbaco, K.A., C.L. Raymond, L.W. O'Neill, A. Mehta, D.J. Hoekema. 2023. *2022 Pacific Northwest Water Year Impacts Assessment*. A collaboration between the Office of the Washington State Climatologist, Climate Impacts Group, Oregon State Climatologist, Idaho Department of Water Resources, and NOAA National Integrated Drought Information System. <https://doi.org/10.6069/T5Q5-TT59>

<sup>83</sup> Joan A. Casey, Robbie M. Parks, Tim A. Bruckner, Alison Gemmill, and Ralph Catalano, 2023: *Excess Injury Mortality in Washington State During the 2021 Heat Wave*. American Journal of Public Health 113, 657-660, <https://doi.org/10.2105/AJPH.2023.307269>

<sup>84</sup> Vital Statistics Report. Oregon: Oregon Health Authority, Public Health Division, Center for Health Statistics. Prepared September 2021; data are preliminary and subject to change.

<sup>85</sup> Barnack, A. Wildfire Smoke Trends and the Air Quality Index. Oregon: Department of Environmental Quality, Laboratory and Environmental Assessment Division. March 2024. <https://www.oregon.gov/deq/wildfires/Documents/WildfireSmokeTrendsReport.pdf>.

<sup>86</sup> University of Washington Climate Impact Group. *How Will Climate Change Affect Northwest Water?* N.d. <https://express.adobe.com/page/C5CQaxjHUmGQ7/>

landslides. These changes can threaten salmon and other species. Adaptation to extreme events could require expensive upgrades to stormwater systems.

Climate change will have a wide range of impacts on industries and communities throughout the Pacific Northwest. While some industries are more resilient to climate change, others that require predictable delivery of water, such as agriculture and hydropower, are more vulnerable to climate change. Climate change and extreme weather events also impact human health and disrupt travel. Land use planning, in part, determines the risk that homes, businesses, schools, hospitals, and other buildings face from climate change. Development patterns in at-risk areas like tsunami zones, floodplains, wetlands, wildland-urban interfaces, and other hazardous locations will impact the economic vitality and resilience of communities as climate change accelerates.

- **Agriculture.** Climate change impacts the quality and quantity of agricultural products. For example, exposure to cold weather during dormancy is important for fruit set and quality in many perennial crops. Exposure to cold weather may increase in northern areas of the Pacific Northwest and decrease in southern areas.<sup>87</sup> A study by the Washington State Department of Agriculture found that a drought in 2015 caused \$633 to \$773 million in agricultural losses.<sup>88</sup> Drought and shifting precipitation patterns represent major threats, as drought reduces feed on rangelands for livestock and decreases water available for irrigation.
- **Aquatic/Fishing.** Marine heatwaves impact fresh and saltwater habitats and species. In 2021, algal blooms exacerbated by increased temperatures resulted in a \$641.1 million (in 2022 dollars) loss of commercial fishing revenue.<sup>89</sup> Tribes are often disproportionately impacted, accounting for half of fishery loss requests and experiencing losses from Dungeness crab fisheries.<sup>90</sup><sup>91</sup>
- **Forestry.** Forest plants and animals vulnerable to temperature and drought stresses are undergoing climate-induced die-offs. Five fir species in Oregon, Washington, and Northern California are experiencing severe mortality

---

<sup>87</sup> Noorazar, H., L. Kalcsits, V.P. Jones, M.S. Jones, and K. Rajagopalan, 2022: Climate change and chill accumulation: Implications for tree fruit production in cold-winter regions. *Climatic Change*, **171** (3), 34. <https://doi.org/10.1007/s10584-022-03339-6>

<sup>88</sup> Raymond, C.L, T.P. Nadreau, M. Rogers, Z. Kearl. 2022. Biophysical Climate Risks and Economic Impacts for Washington State. Report prepared for the Washington State legislature. Climate Impacts Group, University of Washington, Seattle.

<sup>89</sup> Bellquist, L., V. Saccomanno, B.X. Semmens, M. Gleason, and J. Wilson, 2021: *The rise in climate change-induced federal fishery disasters in the United States*. PeerJ, 9, e11186. <https://doi.org/10.7717/peerj.11186>

<sup>90</sup> Ibid.

<sup>91</sup> Schlenger, C., O. Conroy-Ben, C. Cooley, N. Cooley, M. Cruz, D. Dotson, J. Doyle, M.J. Eggers, P. Hardison, M. Hatch, C. Hogue, K. Jacobson Hedin, C. Jones, K. Lanphier, D. Marks-Marino, D. Mosley, F. Olsen Jr., and M. Peacock, 2021: Ch. 4.2. Water. In: *Status of Tribes and Climate Change Report*. Marks-Marino, D., Ed. Institute for Tribal Environmental Professionals, Flagstaff, AZ, 98–141. <http://nau.edu/stacc2021>

dubbed "Firmageddon."<sup>92</sup> Species at the edges of their ranges are expected to succumb first and may shift to higher elevations or northward. Die-offs include Douglas fir, a primary commercial timber species. Die-offs and stressed trees face higher risks of pest infestations and increase the risk of wildfires.

- **Human health.** With many Pacific Northwest households lacking air conditioning, higher summer temperatures and extreme heat events endanger vulnerable groups like older adults, low-income residents, those with disabilities, and individuals living alone who face heightened risks of heat stroke and death.
- **Tourism, Recreation, and Service Industries.** The Northwest tourism and recreation industry employs about 588,000 people and supports almost \$60 billion (in 2022 dollars) in annual expenditures.<sup>93</sup> Climate impacts will vary as decreased snowpack will make trails and camping accessible later in the fall and earlier in the spring, however, increased extreme events from atmospheric rivers may increase maintenance costs due to flooding and erosion. Higher temperatures will increase demand for water-based recreation; however, droughts may decrease lake, reservoir, and river levels during peak recreation season.
- **Infrastructure.** Water, sewer, roads, utilities, and other infrastructure face risks if not designed to withstand climate change and extreme events. During the June 2021 heat dome, roads buckled near Everett, WA and a Portland streetcar cable melted.<sup>94</sup> Damaged power lines can lead to wildfires (a problem utility companies have started to mitigate by preemptively shutting down power when windy and dry conditions occur).<sup>95</sup> Rural communities relying on single water sources may be in jeopardy as droughts reduce groundwater aquifers or surface water availability. Sea level rise and flooding also threaten septic wastewater treatment systems. Atmospheric rivers and flooding can damage highways and streets through inundation and landslides, temporarily halting travel access to jobs, schools, healthcare, grocery stores, etc., necessitating expensive repairs and long detours. Additionally, the Pacific Northwest's hydropower dependency means the region may see fluctuations in electricity availability and costs as

---

<sup>92</sup> Nickel, Robert. "Climate Change Is Hastening the Demise of Pacific Northwest Forests." The Seattle Times, October 15, 2023. <https://www.seattletimes.com/seattle-news/climate-change-is-hastening-the-demise-of-pacific-northwest-forests/>.

<sup>93</sup> Mojica, J., K. Cousins, and T. Madsen. Economic Analysis of Outdoor Recreation in Oregon. Earth Economics. 2021.

[https://static1.squarespace.com/static/561dcdc6e4b039470e9afc00/t/5ffe3084ce56a6552b7a3c71/1610494115376/EconomicAnalysisofOutdoorRecreationinOregon\\_OTC-EarthEconomics\\_SmallRes.pdf](https://static1.squarespace.com/static/561dcdc6e4b039470e9afc00/t/5ffe3084ce56a6552b7a3c71/1610494115376/EconomicAnalysisofOutdoorRecreationinOregon_OTC-EarthEconomics_SmallRes.pdf)

<sup>94</sup> Fischels, Josie. "The Record-Breaking Heat Wave That's Scorching The Pacific Northwest". National Public Radio. June 29, 2021. <https://www.npr.org/2021/06/29/1011269025/photos-the-pacific-northwest-heatwave-is-melting-power-cables-and-buckling-roads>

<sup>95</sup> EPI. "Wildfire-Grid Risk, Power Talk". Boise State University, Energy Policy Institute. 2023. <https://www.boisestate.edu/epi/upcomingevents/>

altered snowpack and precipitation patterns make the water supply less predictable.

- **Insurance Premiums.** With the risk of natural disasters increasing, home insurance providers attempt to guard against the risk by raising premiums. Between 2020 and 2023, the U.S. average home insurance costs increased by 13%, after adjusting for inflation, or from \$1,902 to \$2,530.<sup>96</sup> Homeowners in high disaster risk areas bear the burden of cost more. With a 1 standard deviation increase in disaster risk in a ZIP code, the average insurance premium increases by \$500.<sup>97</sup> Oregon ZIP codes show a \$2,000 or less premium increase. Home insurance companies face unprofitability with insurance premiums not covering payouts in 18 states in 2023, compared to only 8 in 2013.<sup>98</sup> Oregon has implemented legislation that requires insurers to notify property owners when premium increases are caused by wildfire and prohibits insurers from utilizing the Oregon Statewide Wildfire Hazard Map.<sup>99</sup>

### **Potential impacts of climate change, specific to Bend:**

#### **Extreme heat, drought, and reduced snowpack:**

- Bend has a reliable supply of surface water and groundwater. Although this has generally reduced the city's vulnerability to periods of drought and low precipitation, such events can nevertheless increase the aridity of regional soils, thereby increasing the probability of other natural hazards and climate impacts. For instance, forests in Central Oregon will face higher wildfire risk as a result of a warmer climate and reduced moisture levels in the soil.<sup>100</sup> Rising temperatures and water scarcity can also increase the vulnerability of trees to pests and diseases.<sup>101</sup>
- The Oregon Watershed Enhancement Board projects that Bend will see an increase in the annual number of dry days by the 2050s compared to the 1990s, with an average of 192 dry days expected by 2050, up from 186 days in the 1990s.<sup>102</sup>
- Projections indicate that Central Oregon will experience an increase in the annual number of days above 90°F (32°C) by mid-century, compared to 1971-2000 levels. Bend currently experiences about 12 additional days of

---

<sup>96</sup> National Bureau of Economic Research. "Disaster Risk and Rising Home Insurance Premiums." *NBER Digest*, October 2024. <https://www.nber.org/digest/202410/disaster-risk-and-rising-home-insurance-premiums>.

<sup>97</sup> Ibid.

<sup>98</sup> Flavelle, Christopher. "How Weather Is Changing Home Insurance Costs in the U.S." *New York Times*, May 13, 2024. <https://www.nytimes.com/interactive/2024/05/13/climate/home-insurance-profit-us-states-weather.html>.

<sup>99</sup> Oregon State Legislature.

<sup>100</sup> City of Bend. Bend Community Climate Action Plan: Climate Mitigation Strategies and Actions, 2020-2025. 2019. <https://www.bendoregon.gov/home/showpublisheddocument/52799/637856320279630000>.

<sup>101</sup> Fleishman, Erica, ed. Sixth Oregon Climate Assessment. Oregon Climate Change Research Institute, 2023. [https://ir.library.oregonstate.edu/concern/technical\\_reports/gt54kw197](https://ir.library.oregonstate.edu/concern/technical_reports/gt54kw197).

<sup>102</sup> Oregon Watershed Enhancement Board. Region 4: Observed and Projected Climate Changes. 2023. <https://www.oregon.gov/oweb/Documents/climate-R4-variables.pdf>.

extreme heat in the 2020s compared to 1971-2000 levels, and this is projected to increase to around 26 additional days by the 2050s.<sup>103</sup> Heat waves pose a significant risk to older adults, infants, individuals with chronic illnesses, low-income communities, and outdoor workers.<sup>104</sup>

- Current snowpack levels in Central Oregon are much lower than historical averages. Climate change will significantly impact hydrology, with reduced snowpack and earlier snowmelt altering streamflow patterns, leading to higher peak flows and lower summer flows. The Oregon Cascade Range will be especially affected, with snow residence time decreasing by 7 to 8 weeks and minimal snow presence by April 1. On the eastern slopes of the Cascades, summer streamflow could decline by 40-60% by 2040 and 60-80% by 2080 due to earlier snowmelt, affecting agricultural irrigation and municipal water use.<sup>105</sup> Reductions in snowpack are also expected to have a profound negative effect on winter sport (i.e. skiing, snowboarding, snowmobiling) conditions in some parts of the Western US.<sup>106</sup> A recent study conducted by researchers at Lawrence Berkeley National Laboratory indicates that the Cascades could experience a complete loss of snowpack by 2070.<sup>107</sup>
- Increasing temperatures are expected to impact thermoregulatory processes among pollinators, altering insect physiology and behavior. Concurrent climate-change-induced shifts in plant phenology may create mismatches in the timing of flowering and pollinator emergence, thereby affecting essential processes of plant reproduction.<sup>108 109</sup>
- Although there is limited literature or data pertaining to the impacts of climate change on Bend's economy, the city's Climate Action Plan suggests that rising temperatures may in time lead to increased electricity bills for residents. Rising temperatures and climate change are expected to significantly impact building energy consumption, largely due to the increased use of heating and cooling systems.<sup>110</sup> Strategies developed by the city to combat climate impacts could have further costs.

---

<sup>103</sup> Ibid.

<sup>104</sup> FEMA. *Oregon Natural Hazards Mitigation Plan*. 2020.

[https://www.oregon.gov/lcd/NH/Documents/Approved\\_2020ORNHMP\\_00\\_Complete.pdf](https://www.oregon.gov/lcd/NH/Documents/Approved_2020ORNHMP_00_Complete.pdf)

<sup>105</sup> U.S. Department of Agriculture. Climate Change Vulnerability and Adaptation in South-Central Oregon. U.S. Forest Service, 2018. [https://www.fs.usda.gov/pnw/pubs/pnw\\_gtr974.pdf](https://www.fs.usda.gov/pnw/pubs/pnw_gtr974.pdf).

<sup>106</sup> Miller, Anna B., Patricia, L. Winter, José J Sánchez, David L Peterson, Jordan W Smith. 2022. "Climate Change and Recreation in the Western United States: Effects and Opportunities for Adaptation. *Journal of Forestry*, Volume 120, Issue 4. <https://academic.oup.com/jof/article/120/4/453/6530105>

<sup>107</sup> Siirila-Woodburn, Erica R., Alan M. Rhoades, Benjamin J. Hatchett, et al. 2021. "A Low-to-No Snow Future and Its Impacts on Water Resources in the Western United States." *Nature Reviews Earth & Environment* 2: 800–819. <https://doi.org/10.1038/s43017-021-00219-y>.

<sup>108</sup> Scaven, Virginia L., and Nicole L. Rafferty. 2013. "Physiological Effects of Climate Warming on Flowering Plants and Insect Pollinators and Potential Consequences for Their Interactions." *Current Zoology* 59: 418–426.

<sup>109</sup> Fagan, William F., Sharon Bewick, Robert S. Cantrell, Christopher Cosner, Isabela G. Varassin, and David W. Inouye. 2014. "Phenologically Explicit Models for Studying Plant-Pollinator Interactions under Climate Change." *Theoretical Ecology* 7: 289–297.

<sup>110</sup> City of Bend. Bend Community Climate Action Plan: Climate Mitigation Strategies and Actions, 2020-2025. 2019. <https://www.bendoregon.gov/home/showpublisheddocument/52799/637856320279630000>.



- Changes in winter and spring precipitation could cause major changes in the composition and distribution of rangeland vegetative species, thereby impacting forage availability and quality.<sup>111</sup> While research indicates that Central Oregon may experience longer growing seasons and increased productivity in the short term due to heightened precipitation and temperature changes, long-term challenges such as drought, heat stress, water shortages, and the proliferation of invasive weeds, along with other impacts of climate change, are likely to diminish the productivity of farms and ranches in the region.<sup>112</sup>

#### **Climate change-induced natural hazards: wildfires, winter storms, and floods:**

- Owing largely to reduced snowpack and early spring snowmelt, the duration of the fire season in Central Oregon has increased from around 23 days in the 1970s to about 116 days in the 2000s,<sup>113</sup> and is expected to increase by another 15 days by the 2050s.<sup>114</sup> As a result of fire suppression practices during the 20th and 21st century, the forests in Central Oregon are densely packed and full of dead, unhealthy flora, rendering the area increasingly susceptible to wildfire.<sup>115</sup>
- Time series data from 2010 through 2020 demonstrates that smoke from wildfires has significantly affected air quality. In Bend, the number of days qualifying as “unhealthy for sensitive groups” or worse has increased 24-fold.<sup>116</sup>
- Climate change is likely to shift the timing and nature of precipitation in Central Oregon, which has historically received most of its precipitation as snowfall in the winter. As winter temperatures rise, rain and melting snow may overwhelm streams and rivers, thereby increasing the risk of flooding. Flooding can be more intense if the soil is frozen and unable to absorb additional precipitation.<sup>117</sup> Winter storms, characterized by rapid temperature shifts that cause flooding of streets and prevent drainage when frozen, can shut down transportation routes, damage power lines, and cause outages.<sup>118</sup> Such hazards pose a significant health and safety risk to households powered by electric heat, and especially to those individuals who

<sup>111</sup> USDA. “Climate Change Vulnerability and Adaptation in South-Central Oregon”. US Forest Service. 2019. [https://www.fs.usda.gov/pnw/pubs/pnw\\_gtr974.pdf](https://www.fs.usda.gov/pnw/pubs/pnw_gtr974.pdf)

<sup>112</sup> Deschutes Land Trust. “Climate Change: Impacts on communities we love.” N.d. <https://www.deschuteslandtrust.org/about-us/our-work/climate-change/climate-change-impacts-communities>

<sup>113</sup> “City of Bend. 2019. “Bend Community Climate Action Plan - Climate Mitigation Strategies and Actions: 2020-2025”. <https://www.bendoregon.gov/home/showpublisheddocument/52799/637856320279630000>

<sup>114</sup> Oregon Watershed Enhancement Board. Region 4 Observed & Projected Climate Changes. September 2023. <https://www.oregon.gov/oweb/Documents/climate-R4-variables.pdf>

<sup>115</sup> City of Bend. 2019. “Bend Community Climate Action Plan - Climate Mitigation Strategies and Actions: 2020-2025”. <https://www.bendoregon.gov/home/showpublisheddocument/52799/637856320279630000>

<sup>116</sup> Oregon Health Authority. 2023. Climate and Health in Oregon: 2021-2022 Report. [https://sharedsystems.dhsosha.state.or.us/DHSForms/Served/le-105251\\_23.pdf](https://sharedsystems.dhsosha.state.or.us/DHSForms/Served/le-105251_23.pdf)

<sup>117</sup> City of Bend. 2019. “Bend Community Climate Action Plan - Climate Mitigation Strategies and Actions: 2020-2025”. <https://www.bendoregon.gov/home/showpublisheddocument/52799/637856320279630000>

<sup>118</sup> Ibid.

are unable to drive, with people with disabilities and elderly people at the greatest risk.<sup>119</sup>

- A rise in the frequency and intensity of such weather events may impact the quality and availability of certain recreational activities. For instance, wildfires may damage trails and campgrounds, and smoke can limit scenic views and visibility.<sup>120</sup> Concurrently, warmer temperatures may create opportunities for warm-weather activities.<sup>121</sup>
- Increased wildfire and other natural disaster risk impacts influence the cost and coverage of home insurance. In Central, Southern, and Eastern Oregon, property owners experience rising premiums and policy non-renewals.<sup>122</sup>

---

<sup>119</sup> FEMA. *Oregon Natural Hazards Mitigation Plan*. 2020.

[https://www.oregon.gov/lcd/NH/Documents/Approved\\_2020ORNHMP\\_00\\_Complete.pdf](https://www.oregon.gov/lcd/NH/Documents/Approved_2020ORNHMP_00_Complete.pdf)

<sup>120</sup> "Climate Change and Recreation in the Western United States: Effects and Opportunities for Adaptation". <https://academic.oup.com/jof/article/120/4/453/6530105>

<sup>121</sup> USDA. "Climate Change Vulnerability and Adaptation in South-Central Oregon". US Forest Service. 2019. [https://www.fs.usda.gov/pnw/pubs/pnw\\_gtr974.pdf](https://www.fs.usda.gov/pnw/pubs/pnw_gtr974.pdf)

<sup>122</sup> Grable, Juliet. "Southern Oregon Property Owners Grapple with a Shifting Insurance Market." *Jefferson Public Radio*, July 10, 2024. <https://www.ijpr.org/wildfire/2024-07-10/southern-oregon-property-owners-grapple-with-a-shifting-insurance-market.>; Baumhardt, Alex. "Oregon Homeowners Face Soaring Premiums, Few Property Insurance Options over Wildfires." *Oregon Capital Chronicle*, February 24, 2024. <https://oregoncapitalchronicle.com/2024/02/26/oregon-homeowners-face-soaring-premiums-few-property-insurance-options-over-wildfires/>



## Regional and Local Trends

Throughout this section of Appendix A., Bend is compared to the Central Oregon region and the State of Oregon. These comparisons are meant to provide context for changes in Bend's socioeconomic characteristics.

### Availability of Labor

The availability of trained workers in Bend will impact the development of its economy over the planning period. A skilled and educated populace can attract well-paying businesses and employers and spur the benefits that follow from a growing economy. Key trends that will affect the workforce in Bend over the next 20 years include its growth in its overall population, growth in the senior population, and commuting trends.

### POPULATION CHANGE

Population growth in Oregon tends to follow economic cycles. Oregon's population grew from 3.4 million people in 2000 to 4.3 million in 2023, an increase of more than 870,000 people or 1.0% each year.

Between 2000 and 2023, Bend's population increased by more than 54,000 people at an average annual growth rate of 3.2% exceeding the growth rates of neighboring counties and the state of Oregon, as shown in Exhibit 17.

**Exhibit 17. Population Growth, Bend, Deschutes County, Jefferson County, Crook County, and Oregon, 2000–2023**

|                         | Population |           |           | Change, 2000 - 2023 |         |      |
|-------------------------|------------|-----------|-----------|---------------------|---------|------|
|                         | 2000       | 2010      | 2023      | Number              | Percent | AAGR |
| <b>Bend</b>             | 52,029     | 83,125    | 106,275   | 54,246              | 104%    | 3.2% |
| <b>Deschutes County</b> | 115,367    | 172,050   | 212,141   | 96,774              | 84%     | 2.7% |
| <b>Jefferson County</b> | 19,009     | 22,865    | 25,878    | 6,869               | 36%     | 1.4% |
| <b>Crook County</b>     | 19,182     | 27,280    | 26,583    | 7,401               | 39%     | 1.4% |
| <b>Oregon</b>           | 3,421,399  | 3,831,074 | 4,291,525 | 870,126             | 25%     | 1.0% |

Source: U.S. Census Bureau, 2000, and 2010. Portland State University Population Estimates, 2023.

## AGE DISTRIBUTION

The number of people ages 65 and older in the United States is projected to increase from 58 million in 2022 to 82 million by 2050, representing a 47% increase.<sup>123</sup> The economic effects of this demographic change include a slowdown of labor force growth, the need for workers to replace retirees, an aging workforce as seniors continue working after age 65, an increased demand for healthcare services, and a larger portion of the federal budget dedicated to Social Security and Medicare.<sup>124</sup>

Exhibit 18 through Exhibit 21 show the following trends:

- ◆ Bend has a younger population than the counties in Central Oregon and the state overall. In 2022, only 23% of Bend's residents were 60 years and older compared to 28% in Central Oregon (Exhibit 20). Bend is growing across all age groups, but older age groups are experiencing much faster growth. The increase in median age between 2000 and 2022 suggests that Bend is attracting or retaining older adults.
- ◆ The Central Oregon region's population is aging, with the population aged 60 and over projected to increase from 29% in 2022 to 31% in 2040. Central Oregon may continue to attract those in their late adult years (i.e., 40 years and older) over the planning period. While the share of retirees in these respective areas may increase over the next 20 years, the share of youth (i.e., under 20 years old) or people in their early adult lives (i.e., 20 to 39 years old) is likely to decrease. This demographic shift can provide a valuable source of skilled labor and experienced mentorship for younger generations entering the workforce. However, it also raises concerns about a potential labor shortage as a significant portion of the workforce approaches retirement age and is not being replaced by younger workers.

---

<sup>123</sup> Mather, M. & Scommegna, P. (2024). Fact Sheet: Aging in the United States. <https://www.prb.org/aging-unitedstates-fact-sheet/>

<sup>124</sup> The Board of Trustees, Federal Old-Age and Survivors Insurance and Federal Disability Insurance Trust Funds, 2022. The 2022 Annual Report of the Board of Trustees of the Federal Old-Age and Survivors Insurance and Federal Disability Insurance Trust Funds, June 2, 2022. The Budget and Economic Outlook: Fiscal Years 2024 to 2034, February 2024.



**Bend's median age increased between 2000 and 2022 but remained lower than both the county and state.**

Bend's increase in median age of five years is comparable to counties in Central Oregon and Oregon's increase of median age.

### Exhibit 18. Median Age, Bend, Counties in Central Oregon, and Oregon, 2000 to 2018–2022

Source: U.S. Census Bureau, 2000 Decennial Census, Table P013; American Community Survey 2018–2022 5-Year Estimates, Table B01002.

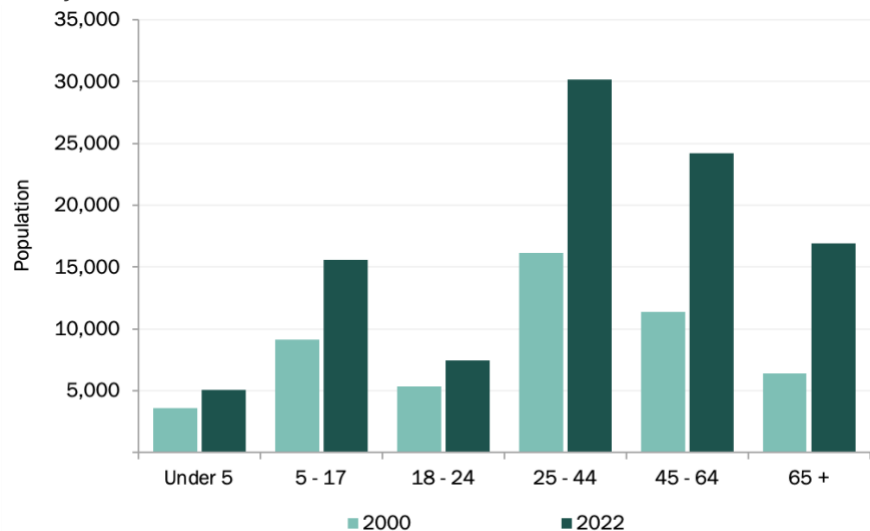
|      |              |                          |                          |                      |                |
|------|--------------|--------------------------|--------------------------|----------------------|----------------|
| 2000 | 34.8<br>Bend | 37.2<br>Deschutes County | 34.8<br>Jefferson County | 38.6<br>Crook County | 36.3<br>Oregon |
| 2022 | 39.5<br>Bend | 42.6<br>Deschutes County | 41.1<br>Jefferson County | 47.0<br>Crook County | 39.9<br>Oregon |

**From 2000 to 2022, the population aged 35 to 44 in Bend experienced the largest nominal increase among all age groups.**

However, the age group that saw the highest percentage increase during this period was the population aged 65 and over.

### Exhibit 19. Bend Population Change by Age Group, 2000 to 2018–2022

Source: U.S. Census Bureau, 2000 Summary File P012; American Community Survey 2018–2022 5-Year Estimates, Table B01001.



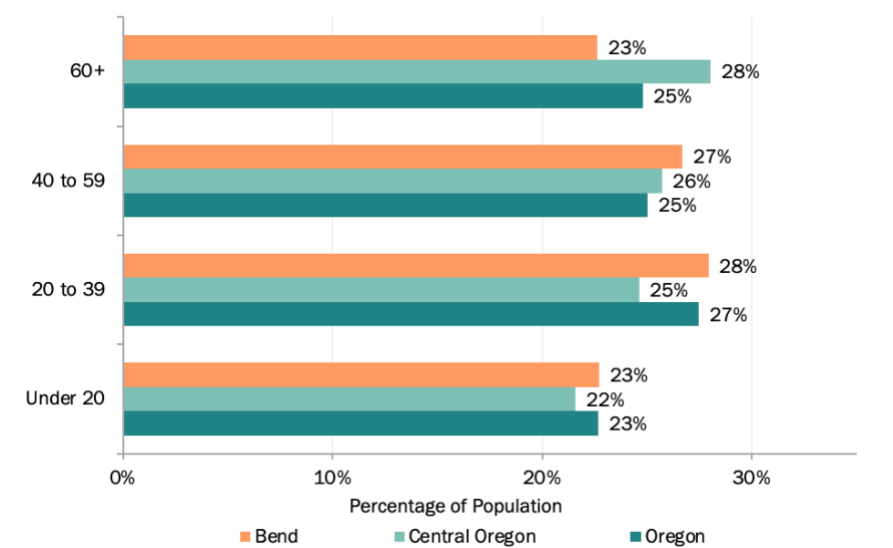
**55% of Bend residents were between 20 to 59 years of age.**

The proportion of Bend's older residents was lower than that of the state and Central Oregon.

Conversely, the proportion of Bend's residents 59 years of age and younger was higher relative to Central Oregon and Oregon.

**Exhibit 20. Population Distribution by Age, Bend, Central Oregon, and Oregon, 2018–2022**

Source: U.S. Census Bureau, American Community Survey, 2018–2022 5-Year Estimates, Table B01001.

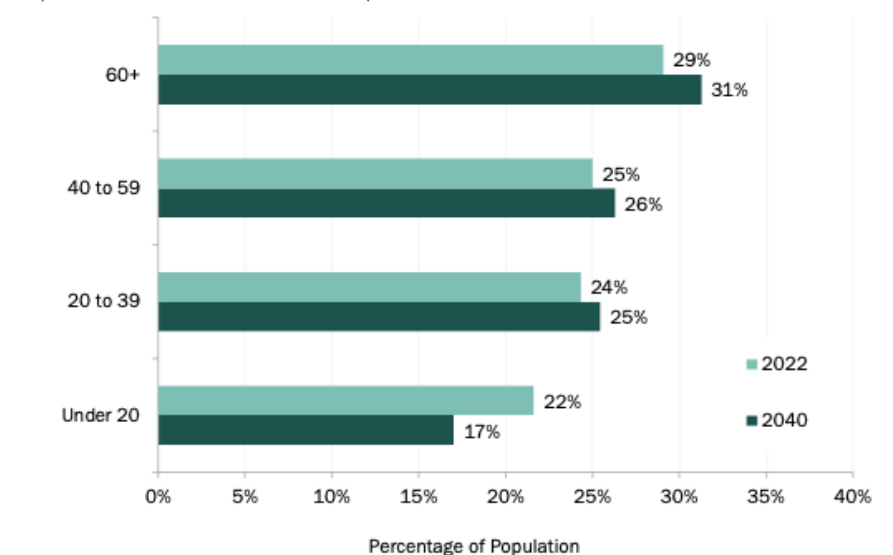


**By 2044, Central Oregon will have a significant lower share of residents under 20 years than it does today.**

The share of residents under 20 in the Central Oregon region will drop from 22% to 17% while the share of residents 60 years and older will account for 31% of the region's population in 2040, compared to 29% in 2022.

**Exhibit 21. Population Share by Age Group, Central Oregon, 2024–2044**

Source: Portland State University, College of Urban & Public Affairs: Population Research Center, Population Forecast, 2024.



## RACE AND ETHNICITY

Exhibit 22 and Exhibit 23 show the change in the share of Hispanic/Latino and people of color in Bend, compared to Central Oregon and Oregon, between 2000 and 2022. Bend and the Central Oregon region are becoming more racially and ethnically diverse, though less so than Oregon in the past two decades. From 2000 to 2022, the share of the Hispanic/Latino population in Bend grew from 5% to 9% of the total population, and the share of people of color increased from 6% to 12%. In the Central Oregon region, the share of people of color rose from 6% to 10% of the total population, while the share of the Hispanic/Latino population grew from 9% to 13%.

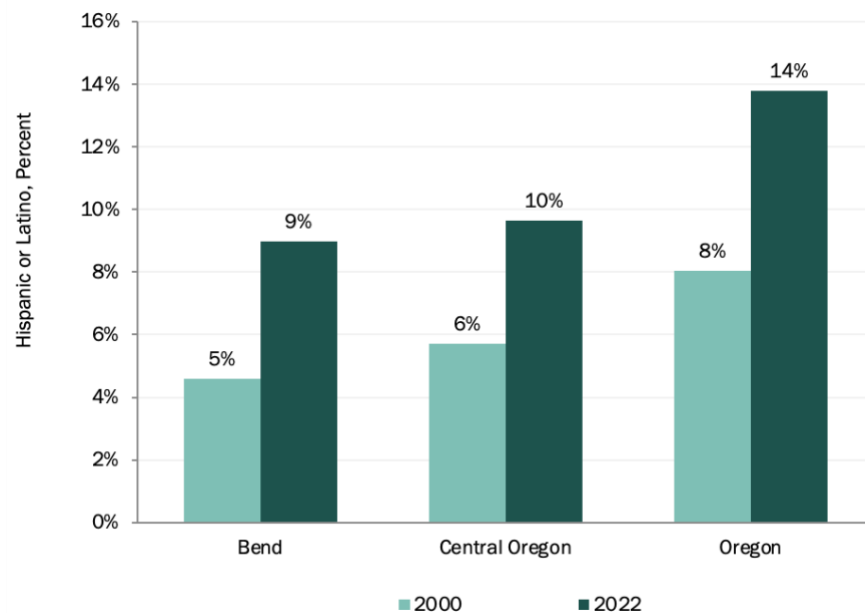
Statewide, Hispanic and Latino Oregonians have employment rates that are slightly above average compared to the overall population in recent decades, but the higher employment rates are primarily concentrated in low- and middle-wage occupations.<sup>125</sup> Providing culturally specific services, particularly for Spanish speakers, can help improve workforce participation and economic contribution from these growing demographic groups.

**The share of Bend's residents that identified as Hispanic/Latino increased between 2000 and 2022 from 5% to 9%.**

Bend and the Central Oregon region both have a lower share of population identified as Hispanic or Latino compared to state overall.

### Exhibit 22. Hispanic or Latino Population as a Percentage of the Total Population, Bend, Central Oregon, and Oregon, 2000, 2018–2022

Source: U.S. Census Bureau, 2000 Decennial Census, Table P008; 2018–2022 American Community Survey, 5-Year Estimates, Table B03002.



<sup>125</sup> Lehner, Josh. "Oregon's Growing Hispanic and Latino Population." Oregon Office of Economic Analysis, 21 June 2023. <https://oregoneconomicanalysis.com/2023/06/21/oregons-growing-hispanic-and-latino-population/>

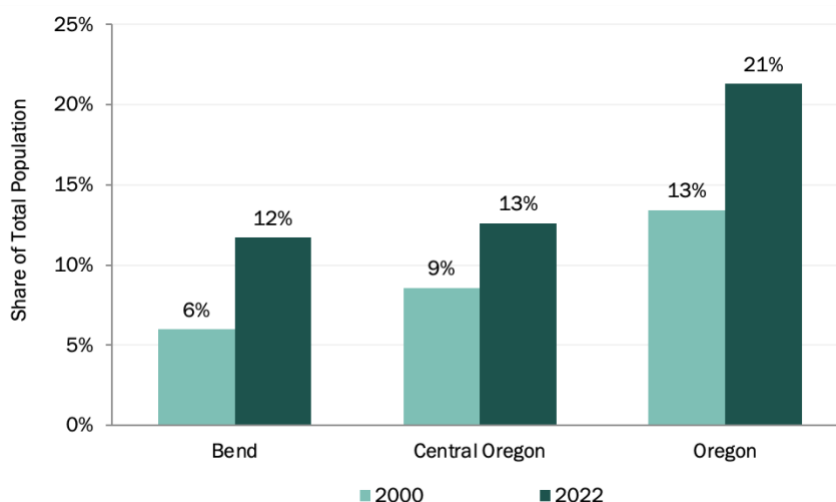
The population of people of color is defined as the share of the population that identifies as another race other than “white alone” according to Census definitions. The low percentages of people of color in Bend and Central Oregon result in people of color being combined into one category rather than showing individual races. The margin of error is considerable for the estimate of these populations.

**The share of people of color in Bend doubled between 2000 and 2022.**

Bend and Central Oregon are less racially diverse than the state. In 2022, the share of people of color in Bend and Central Oregon was 12% and 13%, respectively, compared to 21% statewide.

**Exhibit 23. Population of People of Color as a Percentage of the Total Population, Bend, Central Oregon, and Oregon, 2000, 2018–2022**

Source: U.S. Census Bureau, 2000 Decennial Census Table P007; 2018–2022 American Community Survey, 5-Year Estimates, Table B02001.



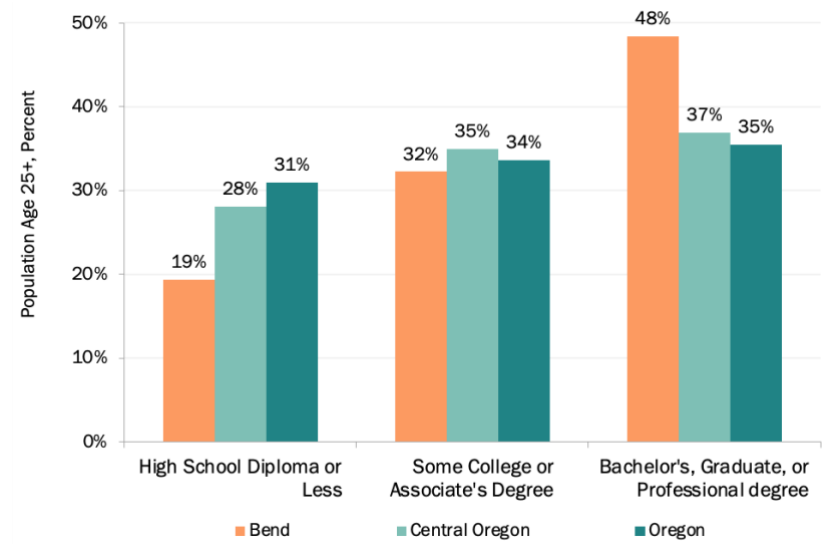
## EDUCATIONAL ATTAINMENT

The educational level of a community's workforce is a crucial factor that influences the quality of labor available. Many businesses require access to employees with relevant education and training to meet their staffing needs. A community with a highly educated population is better positioned to attract and retain companies seeking skilled workers.

**Almost half of Bend's residents have a bachelor's, graduate, or professional degree which is significantly higher share than the county and the state.**

### Exhibit 24. Educational Attainment for the Population 25 Years and Over Bend, Central Oregon, and Oregon, 2018–2022

Source: U.S. Census Bureau, American Community Survey 2018–2022 5-Year Estimates, Table B15003.



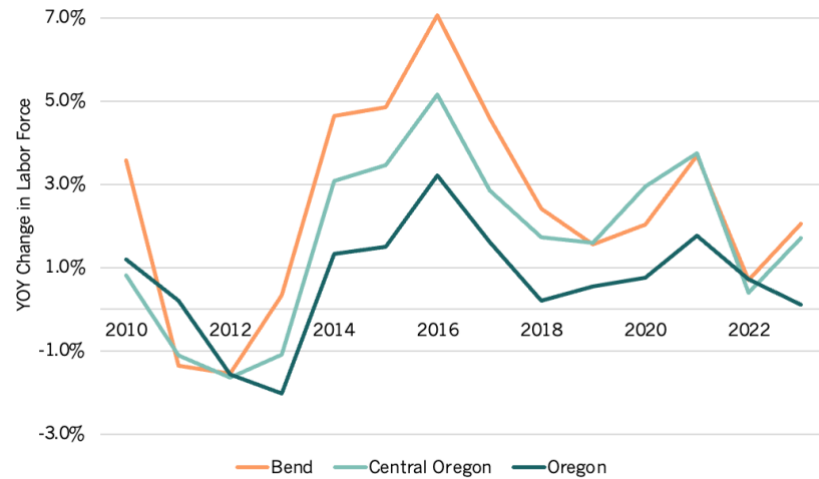
## LABOR FORCE PARTICIPATION AND UNEMPLOYMENT

The current labor force participation rate is an important consideration in the availability of labor. The labor force in any market consists of the adult population (16 and over) who are working or actively seeking work. The labor force includes both employed and unemployed people. Children, retirees, students, and people who are not actively seeking work are not considered part of the labor force. In 2023, Central Oregon had 126,123 people in its labor force, and Bend had 57,697 people in its labor force.<sup>126</sup> Population dynamics influence employment and labor force trends specifically in locally serving industries such as health care and social assistance, education, and government.<sup>127</sup>

**Bend's labor force increased at a faster rate than Oregon's between 2010 and 2023.** On average, Bend's labor force increased by 1.9% per year compared to 0.5% in Oregon.

### Exhibit 25. Year-Over-Year Change in Labor Force, Bend, Central Oregon, and Oregon, 2010–2023

Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics, 2010–2023



<sup>126</sup> U.S. Bureau of Labor Statistics. "Local Area Unemployment Statistics." 2023.

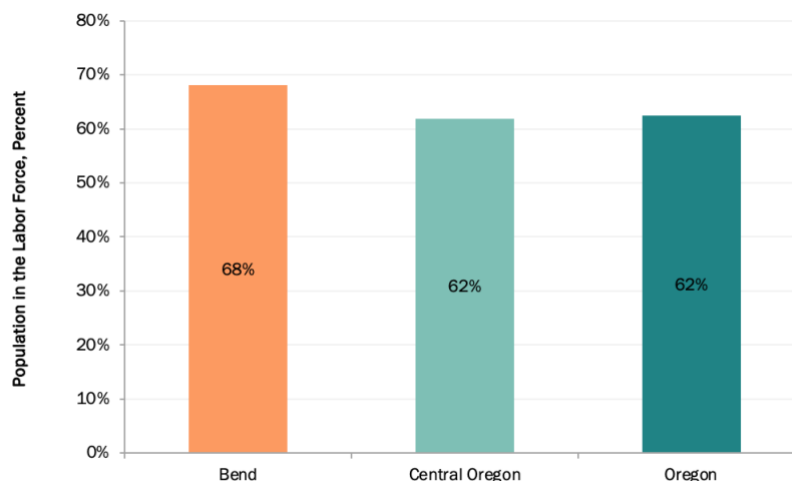
<sup>127</sup> U.S. Bureau of Labor Statistics. *News Release: Employment Projections 2023-2033*. August 29, 2024. <https://www.bls.gov/news.release/pdf/ecopro.pdf>



Bend has a slightly higher labor force participation rate (68%) relative to Central Oregon and Oregon overall (62%).<sup>128</sup>

## Exhibit 26. Labor Force Participation Rate, Bend, Central Oregon, and Oregon, 2018–2022

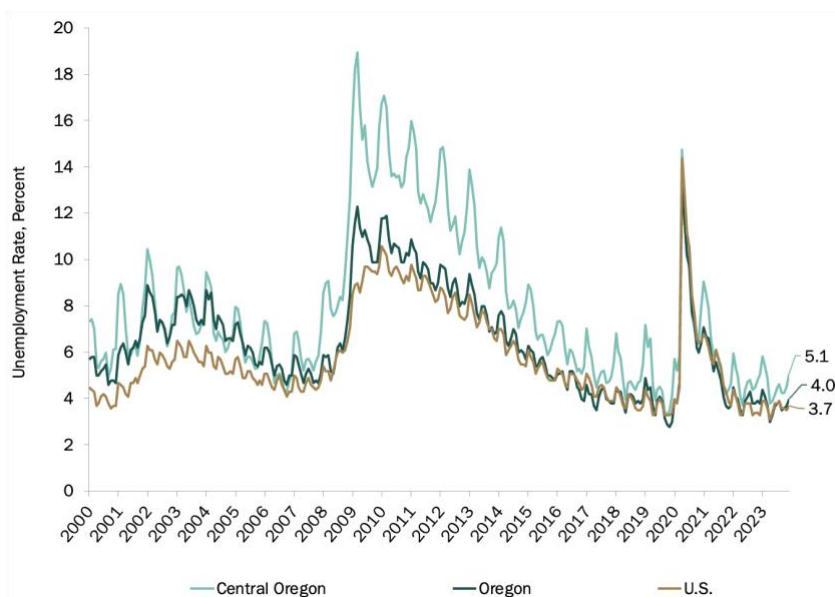
Source: U.S. Census Bureau, American Community Survey 2018–2022 5-Year Estimates, Table B23001.



Central Oregon’s unemployment rate was 5.1% in December 2023 which was slightly higher than the state of Oregon (4.0%) and nation (3.5%).

## Exhibit 27. Unemployment Rate, Central Oregon, Oregon, and the U.S., 2000–2023

Source: Bureau of Labor Statistics, Local Area Unemployment Statistics, and Labor Force Statistics. Not seasonally adjusted.



<sup>128</sup> According to the 2018–2022 American Community Survey, Central Oregon had 126,907 people in its labor force, and Bend had 55,147 people in its labor force.

## COMMUTING PATTERNS

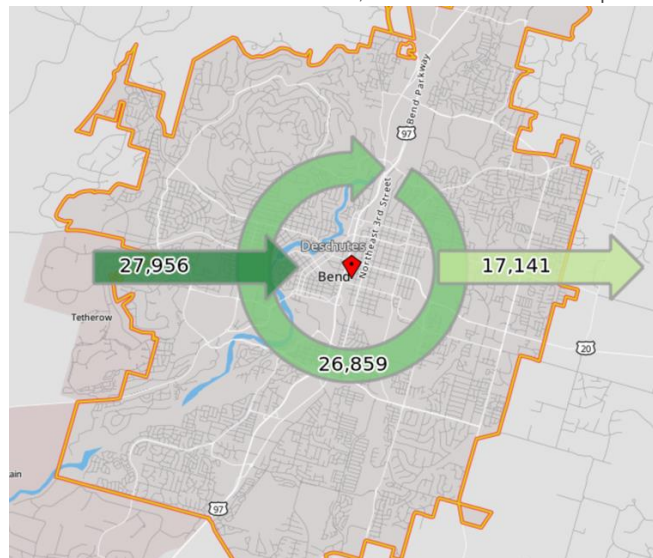
The ability of employers in Bend to draw from a labor pool that extends beyond the city limits into neighboring areas in Central Oregon is a significant factor contributing to the local economy. This access to a broader workforce through commuting allows businesses in Bend to find suitable candidates for available positions, even if the local population alone may not provide enough qualified workers.

### **Bend is part of an interconnected regional economy.**

Approximately 28 thousand people commuted into Bend for work while 17 thousand commuted out of Bend for work. About 26 thousand people both lived and worked in Bend.

### **Exhibit 28. Commuting Flows, Bend, 2021**

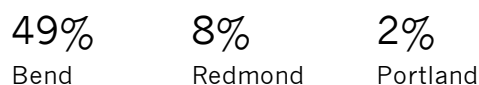
Source: U.S. Census Bureau, Census On the Map.



### **49% of all people who were employed at businesses in Bend also lived in Bend.**

### **Exhibit 29. Places Where Bend Workers Lived,<sup>129</sup> 2021**

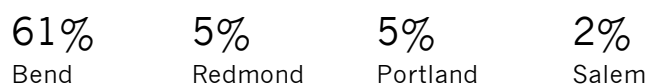
Source: U.S. Census Bureau, Census On the Map.



### **About 61% of residents who lived in Bend also worked in Bend.**

### **Exhibit 30. Places Where Bend Residents Were Employed,<sup>130</sup> 2021**

Source: U.S. Census Bureau, Census On the Map.



<sup>129</sup> In 2021, 55 thousand people worked at businesses in Bend, with 49% of the total Bend workers both living and working in Bend.

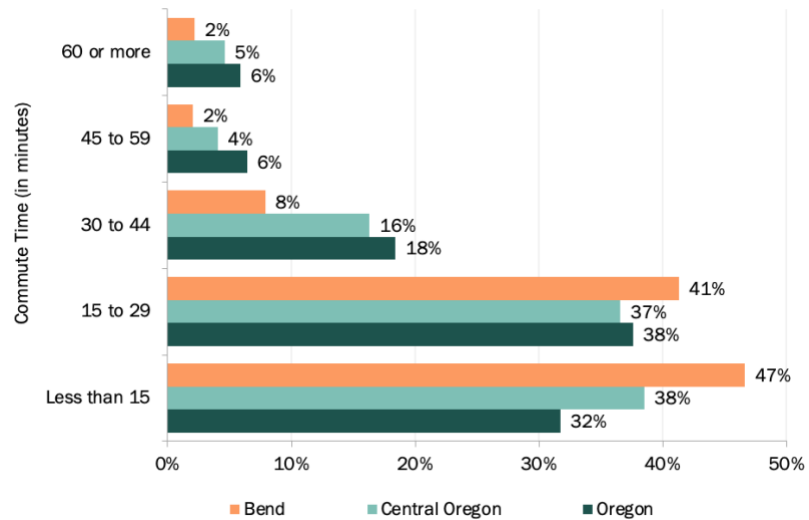
<sup>130</sup> In 2021, 44,000 residents in Bend worked, with 61% of Bend residents both living and working in Bend.

**About 88% of Bend's residents had a commute time of less than 30 minutes.**

The commute time for Bend's residents is significantly lower than the average for both Central Oregon and Oregon.

### Exhibit 31. Commute Time by Place of Residence, Bend, Central Oregon, Oregon, 2018–2022

Source: U.S. Census Bureau, American Community Survey 2018–2022 5-Year Estimates, Table B08303.



# Tourism in the City of Bend and Deschutes County

Tourism plays a crucial role in local economies by supporting businesses, creating jobs, and generating tax revenue. Dean Runyan Associates, a travel industry research firm, provides tourism data through Travel Oregon's TravelStats dashboard.<sup>131</sup> According to the dashboard, Deschutes County welcomed 3.2 million overnight visitors in 2023, and these tourists contributed \$1.1 billion in direct travel spending in 2023, with the largest expenditures in accommodation, food service, and retail sales. Bend is a popular tourism destination in Deschutes County. In 2023, there was a total of 1,377,400 person trips in terms of overnight visitor volume, generating \$383.4 million in direct travel spending.

**Direct travel spending in Bend increased 5% from 2016 to 2023 to \$383 million.**

## Exhibit 32. Direct Travel Spending (\$ millions), 2016 and 2023

Source: Dean Runyan Associates, The Economic Impact of Travel, 2016-2023p.

|      |                 |                               |
|------|-----------------|-------------------------------|
| 2016 | \$266.7<br>Bend | \$715.8<br>Deschutes County   |
| 2023 | \$383.4<br>Bend | \$1,111.1<br>Deschutes County |

**In 2023, the category that saw the highest level of visitor spending in Bend Accommodation, Food Service, and Food Stores.**

## Exhibit 33. Largest Visitor Spending Categories (\$ millions), Bend, 2023

Source: Dean Runyan Associates, The Economic Impact of Travel, 2016-2023p.

|                          |                        |                       |
|--------------------------|------------------------|-----------------------|
| \$157.3<br>Accommodation | \$82.7<br>Food Service | \$28.8<br>Food Stores |
|--------------------------|------------------------|-----------------------|

**The industry with the most employment generated by travel spending in Bend in 2023 was Accommodations and Food services.**

## Exhibit 34. Largest Industry Employment Generated by Travel Spending, Bend, 2023

Source: Dean Runyan Associates, The Economic Impact of Travel, 2016-2023p.

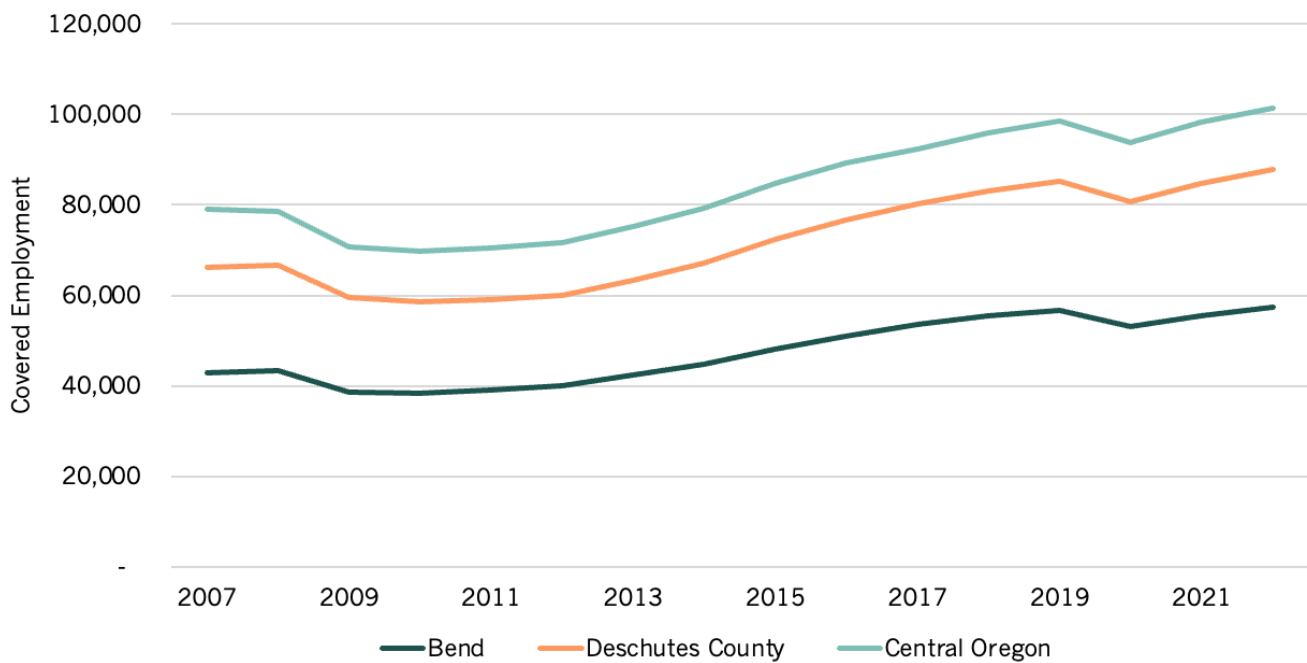
|  |   |                    |
|--|---|--------------------|
| 2,600 jobs<br>Accommodations & Food Services | 480 jobs<br>Arts, Entertainment, and Recreation | 270 jobs<br>Retail |
|--|---|--------------------|

<sup>131</sup> Travel Oregon. "Oregon Travel Impacts dashboard" Dean Runyan Associates. Retrieved October 23, 2024, from <https://www.travelstats.com/impacts/oregon>

## Employment Trends in Central Oregon

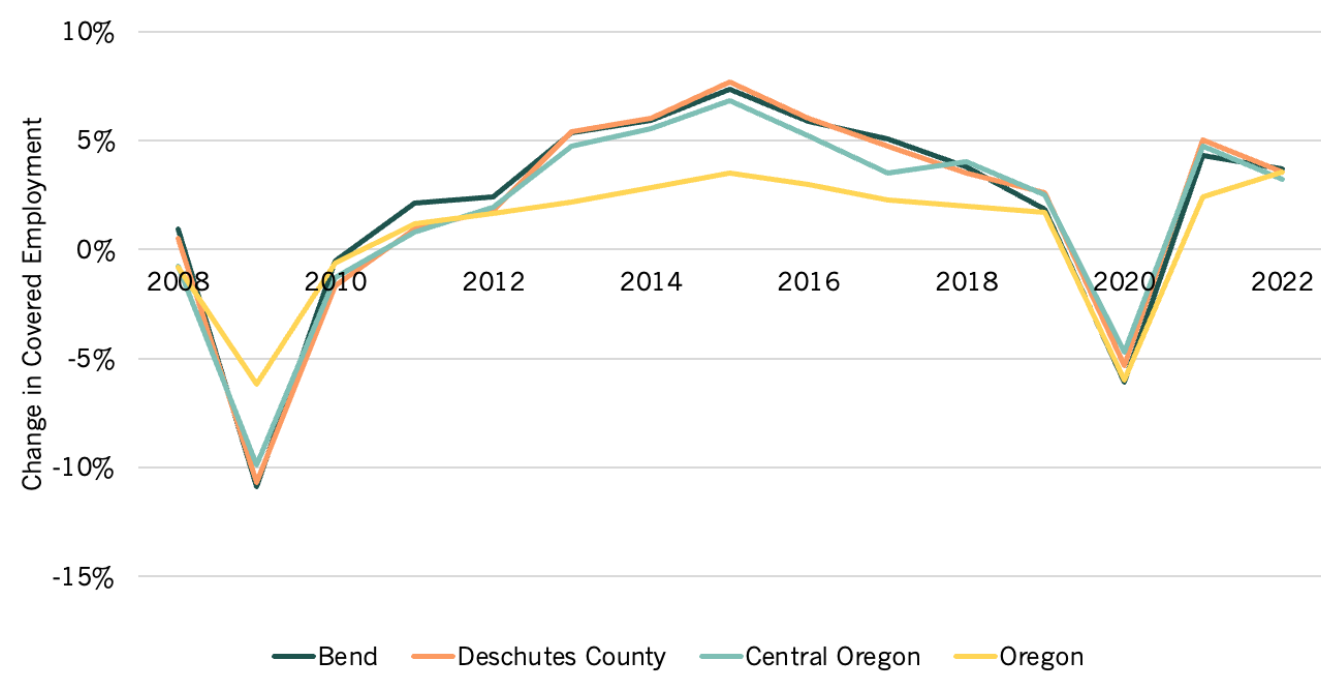
Exhibit 35 shows total employment in Bend, Deschutes County, and the Central Oregon region between 2007 and 2022. Bend accounted for 57% of the Central Oregon employment in 2022, or 57,494 employees of 101,444 in 2022. Bend employment has grown at 2% per year since 2007, compared to 1.9% for Deschutes County and 1.7% for the Central Oregon area — higher than the Oregon statewide average of 0.8% (see Exhibit 36).

**Exhibit 35. Covered Employment, Bend, Deschutes County, and Tri-County, 2007-2022**



Source: Oregon Employment Department, Quarterly Census of Employment and Wages, 2007–2022

**Exhibit 36. Year-Over-Year Change in Employment, Bend, Deschutes County, and Central Oregon, 2007-2022**



Source: Oregon Employment Department, Quarterly Census of Employment and Wages, 2007–2022

## Employment Trends in Bend

Exhibit 37 shows covered employment<sup>132</sup> in Bend for 2007 and 2022. Employment increased by 14,596 jobs, or 34%, over this period. The industries with the largest increases in numbers of employees were health care and social assistance (4,167 jobs), professional and technical services (2,314 jobs), accommodation and food services (2,298 jobs), and government (1,708 jobs). The average annual wage for covered employment in Bend in 2022 was about \$62,600.<sup>133</sup>

**Exhibit 37. Covered Employment by Industry, Bend, 2007 to 2022**

| Sector   | 2007          | 2022          | Change 2007 to 2022 |            |             |
|--|---------------|---------------|---------------------|------------|-------------|
|  |               |               | Difference          | Percent    | AAGR        |
| Agriculture, Forestry, Fishing and Hunting       | 108           | 220           | 112                 | 104%       | 4.9%        |
| Utilities  | 150           | 143           | -7                  | -5%        | -0.3%       |
| Construction                                     | 3,948         | 4,051         | 103                 | 3%         | 0.2%        |
| Manufacturing                                    | 3,344         | 3,413         | 69                  | 2%         | 0.1%        |
| Wholesale Trade                                  | 1,121         | 1,635         | 514                 | 46%        | 2.5%        |
| Retail Trade                                     | 7,235         | 8,035         | 800                 | 11%        | 0.7%        |
| Transportation and Warehousing                   | 603           | 1,047         | 444                 | 74%        | 3.7%        |
| Information                                      | 1,415         | 1,303         | -112                | -8%        | -0.5%       |
| Finance and Insurance                            | 1,855         | 1,631         | -224                | -12%       | -0.9%       |
| Real Estate and Rental and Leasing               | 645           | 876           | 231                 | 36%        | 2.1%        |
| Professional, Scientific, and Technical Services | 1,878         | 4,192         | 2,314               | 123%       | 5.5%        |
| Management of Companies and Enterprises          | 143           | 907           | 764                 | 534%       | 13.1%       |
| Administrative and Waste Management Services     | 2,780         | 2,918         | 138                 | 5%         | 0.3%        |
| Educational Services                             | 422           | 610           | 188                 | 45%        | 2.5%        |
| Health Care and Social Assistance                | 6,035         | 10,202        | 4,167               | 69%        | 3.6%        |
| Arts, Entertainment, and Recreation              | 921           | 1,478         | 557                 | 60%        | 3.2%        |
| Accommodation and Food Services                  | 4,388         | 6,686         | 2,298               | 52%        | 2.8%        |
| Other Services (except Public Administration)    | 1,401         | 1,781         | 380                 | 27%        | 1.6%        |
| Nonclassifiable Establishments                   | 20            | 172           | 152                 | 760%       | 15.4%       |
| Government                                       | 4,486         | 6,194         | 1,708               | 38%        | 2.2%        |
| <b>Total Covered</b>                             | <b>42,898</b> | <b>57,494</b> | <b>14,596</b>       | <b>34%</b> | <b>2.0%</b> |

Source: Oregon Employment Department, Quarterly Census of Employment and Wages, 2007–2022

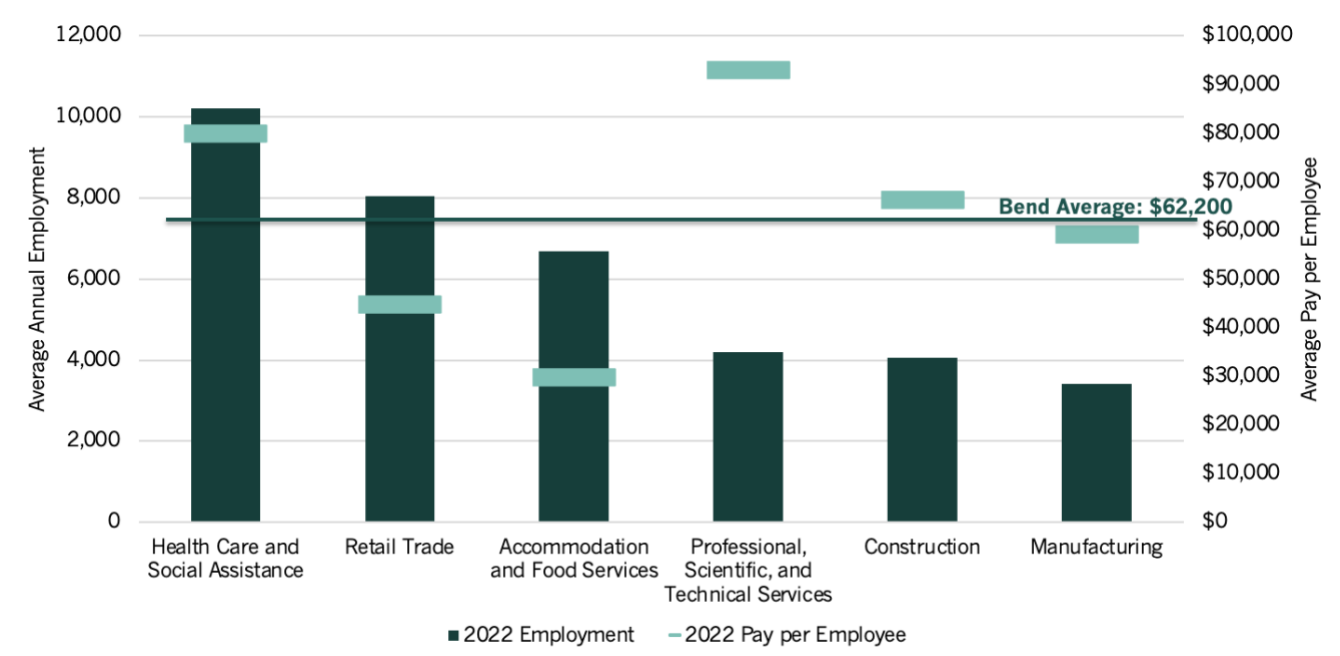
<sup>132</sup> **Covered** employment includes employees covered by unemployment insurance. Examples of workers not included in covered employment are sole proprietors, some types of contractors (often referred to as “1099 employees”), or some railroad workers. Covered employment data is from the Oregon Employment Department.

<sup>133</sup> Oregon Employment Department, QCEW, 2022.



Exhibit 38 shows covered employment and average wage for the six largest private industries in Bend. Government jobs account for 2% of Bend’s employment. Jobs in health care and social assistance accounted for approximately 18% of the city’s total covered employment, followed by retail trade and accommodation and food service (14% and 12%, respectively). Of these six sectors, health care, professional and technical services, and construction pay above the county average wage (\$79,850, \$93,000, \$66,340, respectively). Jobs in utilities, wholesale trade, information, finance and insurance, and management of companies paid more per year than the Bend average, but they accounted for a smaller share of covered employment.

**Exhibit 38. Covered Employment and Average Pay by Sector, 6 Largest Sectors in Bend, 2022**



Source: Oregon Employment Department, Quarterly Census of Employment and Wages, 2022.



## Outlook for Growth in Central Oregon

Exhibit 39 shows the Oregon Employment Department's forecast for employment growth by industry for the Central Oregon region (Deschutes, Jefferson, and Crook counties) over the 2022 to 2032 period. Employment in the region is forecasted to grow at an average annual growth rate of 1.0%.

The sectors that are projected to lead employment growth in the region in terms of total jobs for the 10-year period are leisure and hospitality (adding 2,610 jobs); private education and health services (2,600); government (1,360); and professional and business services (1,580). In sum, these sectors are expected to add 6,790 new jobs, or about 56% of employment growth in the Central Oregon region.

**Exhibit 39. Regional Employment Projections, Central Oregon Region, 2022-2032**

| Industry Sector                                | 2022           | 2032           | Change 2022-2032 |            |             |
|--|----------------|----------------|------------------|------------|-------------|
|  |                |                | Difference       | Percent    | AAGR        |
| Total Private Payroll Employment               | 92,200         | 103,000        | 10,800           | 12%        | 1.1%        |
| <b>Natural resources and mining</b>            | 1,410          | 1,470          | 60               | 4%         | 0.4%        |
| Mining and logging                             | 290            | 290            | 0                | 0%         | 0.0%        |
| <b>Construction</b>                            | 8,840          | 10,240         | 1,400            | 16%        | 1.5%        |
| <b>Manufacturing</b>                           | 8,160          | 8,830          | 670              | 8%         | 0.8%        |
| Durable goods                                  | 5,510          | 5,950          | 440              | 8%         | 0.8%        |
| Wood product manufacturing                     | 2,030          | 2,130          | 100              | 5%         | 0.5%        |
| Nondurable goods                               | 2,660          | 2,880          | 220              | 8%         | 0.8%        |
| <b>Trade, transportation, and utilities</b>    | 18,550         | 19,470         | 920              | 5%         | 0.5%        |
| Wholesale trade                                | 2,830          | 3,060          | 230              | 8%         | 0.8%        |
| Retail trade                                   | 13,040         | 13,430         | 390              | 3%         | 0.3%        |
| Transportation, warehousing, and utilities     | 2,680          | 2,970          | 290              | 11%        | 1.0%        |
| <b>Information</b>                             | 2,340          | 2,730          | 390              | 17%        | 1.6%        |
| <b>Financial activities</b>                    | 5,900          | 6,090          | 190              | 3%         | 0.3%        |
| <b>Professional and business services</b>      | 11,550         | 13,130         | 1,580            | 14%        | 1.3%        |
| <b>Private educational and health services</b> | 16,760         | 19,360         | 2,600            | 16%        | 1.5%        |
| Health care and social assistance              | 15,430         | 17,830         | 2,400            | 16%        | 1.5%        |
| <b>Leisure and hospitality</b>                 | 14,640         | 17,250         | 2,610            | 18%        | 1.7%        |
| Accommodation and food services                | 12,450         | 14,520         | 2,070            | 17%        | 1.5%        |
| Other services                                 | 4,050          | 4,430          | 380              | 9%         | 0.9%        |
| <b>Government</b>                              | 12,910         | 13,610         | 700              | 5%         | 0.5%        |
| Federal government                             | 1,240          | 1,220          | -20              | -2%        | -0.2%       |
| State government                               | 1,340          | 1,390          | 50               | 4%         | 0.4%        |
| Local government                               | 10,330         | 11,000         | 670              | 7%         | 0.6%        |
| Local government education                     | 4,770          | 4,840          | 70               | 2%         | 0.1%        |
| <b>Self-employment</b>                         | 6,890          | 7,600          | 710              | 10%        | 1.0%        |
| <b>Total Employment</b>                        | <b>112,000</b> | <b>124,210</b> | <b>12,210</b>    | <b>10%</b> | <b>1.0%</b> |

Note: AAGR is the Annual Average Growth Rate

Source: Oregon Employment Department. Employment Projections by Industry 2022-2032.



# Appendix B: Target Sector Data

---

This appendix presents additional data and context for the selection of target sectors.

## Methodology

The process of identifying target sectors begins with conducting comparative analyses of sector level employment growth and concentration in Bend. We define sectors utilizing the 3-digit North American Industry Classification System (NAICS) industries. This classification system standardizes the way industries are categorized in U.S., and ranges in detail from 2-digit to 6-digit industry codes. Quantitative analysis played a critical role, beginning with an assessment of historical trends in employment and establishment growth for sectors within Bend. Key metrics included sector employment growth and concentrations (in the form of location quotient analysis), which measures the concentration of industry employment in Bend relative to Oregon and the United States.

The approach to the analysis was to identify and understand:

- ◆ **Amount of employment and growth of employment in a sector.** This analysis identified sectors that account for at least 1% of Bend's 2022 employment and sectors with employment increases above Bend's overall growth rate of 19% between 2015 and 2022 prioritized for selection (Exhibit 1 through Exhibit 3 show industry-level employment shares and growth).
- ◆ **Concentration of employment.** The analysis identified sectors with employment higher concentrations (greater than 0.75) as having higher-than-average specialization in Bend, signaling regional strengths. Exhibit 8 shows the employment concentration by broader industry.
- ◆ **Competitiveness of sectors.** Economic competitiveness refers to Bend's ability to support sectors that thrive due to unique local factors, such as its skilled workforce, entrepreneurial culture, and infrastructure. We identified sectors that grew more than expected in Bend by estimating the share of employment growth that cannot be attributed to overall national growth or growth of the sector. We consider the sectors with a high portion of employment growth due Bend's local strengths as competitive. The Shift Share Analysis section shows the calculations and competitive effects for select sectors.
- ◆ **Discussions with stakeholders.** The identification of target sectors also incorporated qualitative insights gathered through stakeholder engagement. Organizations provided localized expertise to validate data findings and identify emerging opportunities that might not yet be reflected in employment statistics. Stakeholder feedback highlighted high-growth sectors such as biosciences, professional services, and specialty manufacturing as key targets for Bend. It also flagged critical challenges like industrial land availability, workforce supply, and the cost of living, which were

factored into the final recommendations. Appendix B details the discussions with stakeholders.

This analysis resulted in a filtered and classified list of potential target sectors based on specific criteria: sectors needed to represent at least 1% of Bend's 2022 employment, demonstrate growth above Bend's average, and have a higher-than-average concentration to signal relative specialization while keeping in mind the sectors trends highlighted by stakeholders. We refined these sectors further based on whether their competitive effects were significant and positive. Not all sectors meet all these criteria but have been highlighted by either stakeholders or exist within the ecosystem of other key industries. For example, wood product manufacturing employment has declined in employment and represents 0.7% of Bend's employment, however it remains concentrated and supports other sectors such as construction of residential and commercial buildings. This comprehensive approach ensured that target sectors—such as health care, construction, recreation, and professional services—were not only well-aligned with Bend's current strengths but also poised to support its economic resilience and sustainability.

## Tradeoffs Between Locally Serving and Export Oriented Sectors

Bend's economic strategy hinges on balancing locally serving and export-oriented sectors, each of which plays a distinct role in driving growth and stability. Locally serving sectors, such as health care, food service, and recreation, are integral to meeting the needs of Bend's residents and supporting the community's overall well-being. These industries provide accessible employment opportunities, foster economic stability, and enhance quality of life for the local population. However, their growth potential is often more limited, and they tend to offer lower wages and fewer avenues for workforce upskilling compared to other industries.

Export-oriented sectors, including professional and business services, manufacturing, and wholesale trade, serve markets beyond Bend, generating external revenue that diversifies the economic and fiscal base. These industries are critical for fostering innovation, driving economic growth, and positioning Bend as a competitive regional hub. However, they are often more vulnerable to external shocks, such as changes in global demand or supply chain disruptions. Additionally, they typically require advanced infrastructure and a highly skilled workforce, which can lead to inequitable access to opportunities for lower-skilled workers if not managed thoughtfully.

By striking a balance between these two types of sectors, Bend can build an economy that is both resilient and inclusive. Locally serving industries provide a stable foundation for community well-being, while export-oriented sectors drive innovation and diversify revenue streams. This complementary relationship ensures that economic growth benefits a wide range of stakeholders and supports the city's long-term development goals.

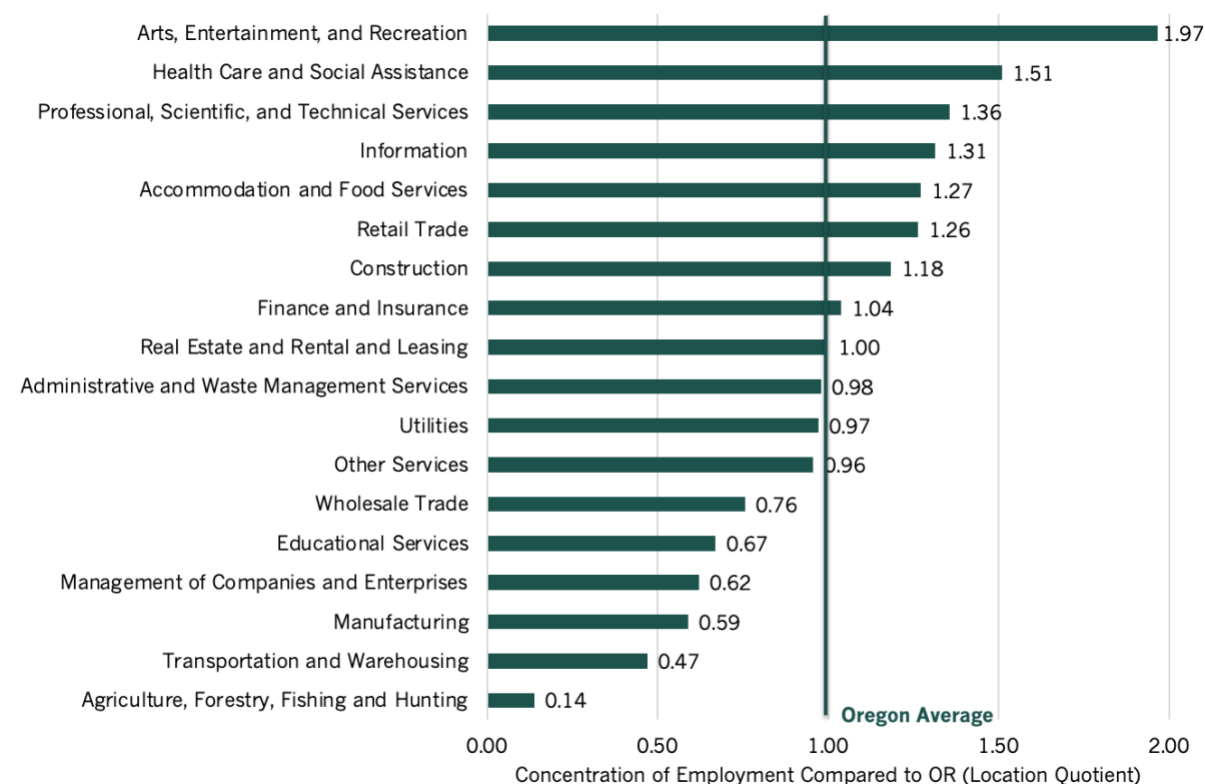
## Industry Employment Growth and Concentration Data Detail

This section provides additional data on employment growth and concentration. Exhibit 40 presents Bend's employment concentration by industry utilizing Oregon's average as the comparison, as opposed to comparing to the U.S. average, presented in Exhibit 8. Bend has high employment concentration in arts, entertainment, and recreation, health care, and professional and technical services.

Exhibit 41 provides additional context for Bend's industry strengths compared to the region. Bend has higher or similar employment concentration in arts and entertainment, food service and accommodation, retail trade, health care, and professional and businesses services compared to the region. While the region has higher employment concentration in agriculture, forestry, and fishing and hunting, manufacturing, and construction.

Exhibit 42 shows changes in employment concentration and growth across industries in Bend from 2015 to 2022. Professional and business service and arts, entertainment, and recreation increased in both concentration and overall employment. Information saw a decline in both growth and concentration. while construction, retail trade, and health care maintained high concentrations and consistent employment growth.

### Exhibit 40. Industry Employment Concentration, Bend Compared to Oregon, 2022



Source: Oregon Employment Department, Quarterly Census of Employment and Wages, 2015 and 2022.

### Exhibit 41. Industry Employment Concentration, Region Compared to US, 2022

| NAICS | INDUSTRY NAME  | CENTRAL OREGON | BEND | PRINEVILLE   | REDMOND      |
|-------|--|----------------|------|--------------|--------------|
| 11    | Agriculture, Forestry, Fishing and Hunting                               | 1.48           | 0.46 | 0.74         | Confidential |
| 22    | Utilities  | 1.04           | 0.68 | Confidential | Confidential |
| 23    | Construction   | 1.68           | 1.37 | 2.29         | 1.96         |
| 31-33 | Manufacturing  | 0.94           | 0.70 | 1.17         | 1.28         |
| 42    | Wholesale Trade  | 0.69           | 0.72 | 1.29         | 0.72         |
| 44-45 | Retail Trade   | 1.23           | 1.36 | 0.98         | 1.45         |
| 48-49 | Transportation and Warehousing   | 0.52           | 0.43 | 0.53         | 0.99         |
| 51    | Information  | 1.08           | 1.12 | Confidential | 0.15         |
| 52    | Finance and Insurance  | 0.56           | 0.68 | 0.37         | 0.68         |
| 53    | Real Estate and Rental and Leasing                                       | 1.01           | 0.98 | 0.91         | 0.81         |
| 54    | Professional, Scientific, and Technical Services                         | 0.84           | 1.04 | 0.61         | 0.26         |
| 55    | Management of Companies and Enterprises                                  | 0.78           | 0.95 | 0.03         | 1.02         |
| 56    | Administrative and Support and Waste Management and Remediation Services | 0.75           | 0.80 | 0.55         | 0.71         |
| 61    | Educational Services   | 0.63           | 0.53 | 0.44         | 0.69         |
| 62    | Health Care and Social Assistance  | 0.99           | 1.31 | 0.66         | 0.82         |
| 71    | Arts, Entertainment, and Recreation                                      | 1.46           | 1.67 | 0.05         | 0.44         |
| 72    | Accommodation and Food Services  | 1.36           | 1.30 | 1.07         | 1.23         |
| 81    | Other Services (except Public Administration)                            | 1.19           | 1.06 | 1.14         | 1.58         |

Note: Some estimates cannot be reported due to size of industry.

Source: Oregon Employment Department and U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2022.



## Exhibit 42. Industry Employment Concentration and Growth, Bend, 2015 and 2022

| NAICS | INDUSTRY NAME  | 2015<br>EMPLOYMENT<br>CONCENTRATION<br>COMPARED TO<br>US | 2022<br>EMPLOYMENT<br>CONCENTRATION<br>COMPARED TO US | 2015-2022<br>NOMINAL<br>EMPLOYMENT<br>CHANGE | 2015-<br>2022 %<br>CHANGE |
|-------|--|--|---|--|---------------------------|
| 11    | Agriculture, Forestry, Fishing and Hunting                               | 0.05   | 0.46  | 198  | 900%                      |
| 22    | Utilities  | 0.67   | 0.68  | 15   | 12%                       |
| 23    | Construction   | 1.32   | 1.37  | 1,124  | 38%                       |
| 31-33 | Manufacturing  | 0.70   | 0.70  | 434  | 15%                       |
| 42    | Wholesale Trade  | 0.67   | 0.72  | 274  | 20%                       |
| 44-45 | Retail Trade   | 1.37   | 1.36  | 618  | 8%                        |
| 48-49 | Transportation and Warehousing   | 0.47   | 0.43  | 308  | 42%                       |
| 51    | Information  | 1.63   | 1.12  | -245   | -16%                      |
| 52    | Finance and Insurance  | 0.79   | 0.68  | 62   | 4%                        |
| 53    | Real Estate and Rental and Leasing                                       | 0.96   | 0.98  | 181  | 26%                       |
| 54    | Professional, Scientific, and Technical Services                         | 0.86   | 1.04  | 1,645  | 65%                       |
| 55    | Management of Companies and Enterprises                                  | 0.25   | 0.95  | 719  | 382%                      |
| 56    | Administrative and Support and Waste Management and Remediation Services | 1.06   | 0.80  | -303   | -9%                       |
| 61    | Educational Services   | 0.55   | 0.53  | 92   | 18%                       |
| 62    | Health Care and Social Assistance  | 1.32   | 1.31  | 1,810  | 22%                       |
| 71    | Arts, Entertainment, and Recreation                                      | 0.95   | 1.67  | 767  | 108%                      |
| 72    | Accommodation and Food Services  | 1.32   | 1.30  | 808  | 14%                       |
| 81    | Other Services (except Public Administration)                            | 1.07   | 1.06  | 190  | 12%                       |
| 99    | Nonclassifiable Establishments   | 0.05   | 1.52  | 168  | 4200%                     |

Source: Oregon Employment Department and U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2015 and 2022.



# Shift Share Analysis

Shift-share analysis is an economic tool used to evaluate the factors contributing to employment growth in a specific region, such as Bend. The shift-share analysis is the basis for the analysis of competitiveness in Exhibit 13. A shift-share analysis breaks employment growth into three components:

- ◆ **National Growth Effect:** This reflects how much employment growth is attributable to overall national economic trends. It assumes all industries in the region grow at the same rate as the national economy. The national employment growth rate between 2015 and 2022 was 7.6%.
- ◆ **Industry Mix Effect:** This measures how much growth is due to the specific industry's national performance. For instance, if an industry is booming nationally, it will likely contribute more to the region's growth.
- ◆ **Competitive Mix Effect:** This is the most region-specific component and identifies growth driven by the local economy's unique factors. It highlights the "competitive advantage" of the region—employment changes that cannot be explained by national or industry trends by essentially subtracting out the employment growth due to the national and industry effects.
- ◆ **Analysis Steps:**
  - Calculate the % change in each sector between 2015 and 2022 for the U.S. and for Bend. For example, food service (NAICS 722) employment increased by 14.6% in Bend and by 5.7% in the U.S.
  - Calculate the **national growth effect** by multiplying the national growth percentage by Bend employment level. For example, Bend's food service sector employment totaled 5,090 in 2015. The national growth effect would be 5,090 multiplied by 5.7%, or 384 employees.
  - Calculate the **industry mix effect** by taking the difference between the national sector's growth rate and the overall national employment growth rate and multiply by Bend's 2015 sector employment. For example, the overall national employment growth rate is 7.6%, which is more than the food service sector growth rate of 5.7%. Thus, Bend's industry mix effect is 5,090 multiplied by -1.9%, or -96.
  - Calculate the **competitive mix effect** by finding the difference between the national sector's growth rate and Bend's sector's growth rate and multiply by Bend's 2015 sector employment. For example, in food service, the difference in growth rate between the U.S. and Bend would be 8.9% (14.6% minus 5.7%). Thus, Bend's competitive mix effect is 5,090 multiplied by 8.9%, or 453.
  - The change in a sector's employment between 2015 and 2022 can be attributed to each of these effects. The food service sector in Bend, for example, grew by 742 employees between 2015 and 2022, with growth of 453

employees attributable to the competitive effect. Thus, 61% of employment growth in food service is attributable to the characteristics of Bend itself, such as growth in population and tourism activity.

Exhibit 43 presents the shift-share analysis components, comparing Bend to the U.S., for all sectors with 0.5% or more of employment in Bend in 2022. Exhibit 44 presents the shift-share analysis components for Bend compared to Oregon.

**Exhibit 43. Shift-Share Analysis, Bend Compared to US, 2015-2022**

| NAICS | INDUSTRY NAME  | 2015-2022<br>NOMINAL<br>CHANGE | NATIONAL<br>GROWTH<br>RATE<br>EFFECT | INDUSTRIAL<br>EFFECT | COMPETITIVE<br>EFFECT | COMPETITIVE<br>EFFECT<br>SHARE OF<br>GROWTH |
|-------|--|--------------------------------|--------------------------------------|----------------------|-----------------------|---|
| 722   | Food Services and Drinking Places                                      | 742                            | 384                                  | -96                  | 453                   | 61%   |
| 621   | Ambulatory Health Care Services  | 1,175                          | 295                                  | 426                  | 454                   | 39%   |
| 541   | Professional, Scientific, and Technical Services                       | 1,645                          | 192                                  | 375                  | 1,078                 | 66%   |
| 561   | Administrative and Support Services                                    | -337                           | 235                                  | 12                   | -584                  | 173%  |
| 238   | Specialty Trade Contractors  | 613                            | 143                                  | 245                  | 225                   | 37%   |
| 445   | Food and Beverage Retailers  | 330                            | 99                                   | -49                  | 280                   | 85%   |
| 236   | Construction of Buildings  | 578                            | 64                                   | 127                  | 387                   | 67%   |
| 713   | Amusement, Gambling, and Recreation Industries                         | 659                            | 50                                   | -8                   | 617                   | 94%   |
| 441   | Motor Vehicle and Parts Dealers  | 93                             | 81                                   | -38                  | 51                    | 55%   |
| 623   | Nursing and Residential Care Facilities                                | 89                             | 71                                   | -155                 | 173                   | 194%  |
| 551   | Management of Companies and Enterprises                                | 719                            | 14                                   | 12                   | 693                   | 96%   |
| 721   | Accommodation  | 66                             | 60                                   | -123                 | 130                   | 196%  |
| 423   | Merchant Wholesalers, Durable Goods                                    | 106                            | 49                                   | 32                   | 24                    | 23%   |
| 813   | Religious, Grantmaking, Civic, Professional, and Similar Organizations | 46                             | 53                                   | -62                  | 55                    | 119%  |
| 531   | Real Estate  | 170                            | 42                                   | 52                   | 77                    | 45%   |
| 424   | Merchant Wholesalers, Nondurable Goods                                 | 205                            | 33                                   | -5                   | 177                   | 86%   |
| 611   | Educational Services   | 92                             | 39                                   | 16                   | 37                    | 41%   |



| NAICS | INDUSTRY NAME  | 2015-2022<br>NOMINAL<br>CHANGE | NATIONAL<br>GROWTH<br>RATE<br>EFFECT | INDUSTRIAL<br>EFFECT | COMPETITIVE<br>EFFECT | COMPETITIVE<br>EFFECT<br>SHARE OF<br>GROWTH |
|-------|--|--------------------------------|--------------------------------------|----------------------|-----------------------|---|
| 624   | Social Assistance  | -21                            | 47                                   | 90                   | -157                  | 749%  |
| 811   | Repair and<br>Maintenance  | 88                             | 34                                   | 7                    | 47                    | 54%   |
| 524   | Insurance Carriers<br>and Related<br>Activities  | -26                            | 42                                   | 21                   | -90                   | 345%  |
| 812   | Personal and<br>Laundry Services   | 56                             | 33                                   | -12                  | 35                    | 62%   |
| 332   | Fabricated Metal<br>Product<br>Manufacturing   | 183                            | 17                                   | -21                  | 187                   | 102%  |
| 311   | Food<br>Manufacturing  | 120                            | 20                                   | 12                   | 89                    | 74%   |
| 484   | Truck<br>Transportation  | 179                            | 13                                   | 1                    | 165                   | 92%   |
| 523   | Securities,<br>Commodity<br>Contracts, and<br>Other Financial<br>Investments and<br>Related Activities | 63                             | 19                                   | 15                   | 29                    | 46%   |
| 321   | Wood Product<br>Manufacturing  | -240                           | 49                                   | 31                   | -320                  | -133%                                       |

Note: Table presents sectors in descending order based on employment.

Source: Oregon Employment Department and U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2015 and 2022.



**Exhibit 44. Shift-Share Analysis, Bend Compared to Oregon, 2015-2022**

| NAICS | INDUSTRY NAME   | 2015-2022<br>NOMINAL<br>CHANGE | OREGON<br>GROWTH RATE<br>EFFECT | INDUSTRIAL<br>EFFECT | COMPETITIVE<br>EFFECT | COMPETITIVE<br>EFFECT<br>SHARE OF<br>GROWTH |
|-------|---|--------------------------------|---------------------------------|----------------------|-----------------------|---|
| 722   | Food Services and Drinking Places   | 742                            | 363                             | -143                 | 522                   | 70%   |
| 621   | Ambulatory Health Care Services   | 1,175                          | 278                             | 311                  | 586                   | 50%   |
| 541   | Professional, Scientific, and Technical Services                              | 1,645                          | 182                             | 368                  | 1095                  | 67%   |
| 445   | Grocery and Convenience, Specialty Food, and Beer, Wine, and Liquor Retailers | 330                            | 93                              | -28                  | 265                   | 80%   |
| 459   | Miscellaneous Retailers (Sporting Goods)                                      | 421                            | 78                              | 253                  | 91                    | 22%   |
| 236   | Construction of Buildings   | 578                            | 60                              | 395                  | 122                   | 21%   |
| 713   | Amusement, Gambling, and Recreation Industries                                | 659                            | 47                              | -34                  | 646                   | 98%   |
| 441   | Motor Vehicle and Parts Dealers   | 93                             | 76                              | -5                   | 22                    | 24%   |
| 623   | Nursing and Residential Care Facilities                                       | 89                             | 67                              | -57                  | 79                    | 89%   |
| 551   | Management of Companies and Enterprises                                       | 719                            | 13                              | 11                   | 694                   | 97%   |
| 721   | Accommodation   | 66                             | 56                              | -79                  | 88                    | 134%  |
| 522   | Credit Intermediation and Related Activities                                  | 25                             | 54                              | -138                 | 108                   | 433%  |
| 423   | Merchant Wholesalers, Durable Goods   | 106                            | 47                              | 34                   | 26                    | 24%   |
| 813   | Religious, Grantmaking, Civic, Professional, and Similar Organizations        | 46                             | 50                              | -87                  | 83                    | 180%  |
| 513   | Newspaper and Software Publishers   | 51                             | 49                              | -25                  | 27                    | 53%   |

| NAICS | INDUSTRY NAME  | 2015-2022<br>NOMINAL<br>CHANGE | OREGON<br>GROWTH RATE<br>EFFECT | INDUSTRIAL<br>EFFECT | COMPETITIVE<br>EFFECT | COMPETITIVE<br>EFFECT<br>SHARE OF<br>GROWTH |
|-------|--|--------------------------------|---------------------------------|----------------------|-----------------------|---|
| 531   | Real Estate  | 170                            | 39                              | 64                   | 67                    | 39%   |
| 312   | Beverage and<br>Tobacco<br>Product<br>Manufacturing                          | 204                            | 36                              | 137                  | 32                    | 15%   |
| 449   | Furniture and<br>Appliance<br>Retailers                                      | 22                             | 44                              | -140                 | 118                   | 537%  |
| 424   | Merchant<br>Wholesalers,<br>Nondurable<br>Goods                              | 205                            | 31                              | 14                   | 160                   | 78%   |
| 611   | Educational<br>Services  | 92                             | 37                              | -24                  | 79                    | 86%   |
| 811   | Repair and<br>Maintenance  | 88                             | 32                              | 22                   | 34                    | 38%   |
| 812   | Personal and<br>Laundry<br>Services  | 56                             | 31                              | -12                  | 37                    | 66%   |
| 332   | Fabricated<br>Metal Product<br>Manufacturing                                 | 183                            | 16                              | -12                  | 179                   | 98%   |
| 311   | Food<br>Manufacturing  | 120                            | 18                              | -16                  | 118                   | 98%   |
| 484   | Truck<br>Transportation  | 179                            | 12                              | -8                   | 175                   | 98%   |
| 523   | Securities,<br>Commodity<br>Contracts, and<br>Other Financial<br>Investments | 63                             | 18                              | 14                   | 31                    | 49%   |

Note: Table presents sectors in descending order based on employment. Table presents sectors with 0.5% or more of Bend's 2022 employment and positive growth.

Source: Oregon Employment Department, Quarterly Census of Employment and Wages, 2015 and 2022.

# Stakeholder Engagement Summary

In addition to quantitative analysis, ECONorthwest conducted outreach to the following stakeholders to provide insight into industry trends, workforce dynamics, and the broader factors shaping Bend's economic trajectory:

- ◆ Bend Chamber of Commerce, Katy Brooks
- ◆ Business Oregon, Damon Runberg
- ◆ Central Oregon Intergovernmental Council (COIC), Scott Aycock
- ◆ Economic Development for Central Oregon (EDCO), Jon Stark and Don Myll
- ◆ Oregon Employment Department, Nicole Ramos
- ◆ Oregon State University Cascades, Rebecca Robinson

The insights provided by stakeholders enriched the employment trend analyses as well as highlighted important factors that were not visible through the data. The key points from this outreach are summarized below:

- ◆ **Biotech stands out as a growth sector**, with stakeholders citing Bend's success in attracting funding and building a cluster around key companies like Bend Research. This industry is seen as a regional and state-level highlight, with strong potential for further expansion and innovation. Similarly, professional services were described as a critical and fast-growing component of Bend's economy. These sectors are largely export-oriented, with a significant portion of the workforce telecommuting for firms based in larger metropolitan markets. Stakeholders noted this trend as both an opportunity and a challenge, as many high-paying jobs generated locally are not always reflected in regional employment data.
- ◆ **Manufacturing emerged as a nuanced topic**. While stakeholders noted the challenges of land availability and high costs in Bend, they highlighted the continued success of small-scale and niche manufacturing operations. Examples include recreational products and consumer goods companies, which benefit from Bend's entrepreneurial culture and high quality of life. However, they also acknowledged that larger-scale manufacturing growth has increasingly shifted to Redmond due to more affordable land and infrastructure.
- ◆ **Tourism and recreation were consistently highlighted as essential economic drivers**. Stakeholders pointed to Bend's appeal as a destination and its role in workforce recruitment, often described as offering a "second paycheck" in the form of lifestyle

benefits. However, challenges such as wildfire smoke and rising costs of living pose significant risks to the sustainability of this sector.

- ◆ **The availability and affordability of housing were central concerns across all discussions.** Stakeholders emphasized that Bend's high cost of living impacts workforce recruitment and retention, particularly in sectors like healthcare and hospitality, where wages often lag behind housing costs. They also highlighted the importance of addressing childcare availability and affordability to support workforce participation, particularly for families.
- ◆ **Aging workforce was identified as a growing issue**, particularly in industries like healthcare and manufacturing, where replacing retiring workers presents a challenge. In healthcare, Bend's role as a regional hub creates a strong demand for services, but stakeholders expressed concern about whether wages in home health and similar fields would rise to meet labor supply shortages.
- ◆ **Bend's entrepreneurial ecosystem was frequently mentioned as a defining feature of the local economy.** Stakeholders noted that Bend is a hub for startups, with strong support from organizations like Economic Development for Central Oregon (EDCO) and the OSU Cascades Innovation Hub. However, they also pointed out the need for continued investment in incubator spaces and accelerators to sustain this momentum. Venture capital and angel investor interest in Bend-based companies remain strong, with local networks playing a key role in fostering growth for high-potential startups.
- ◆ **Stakeholders also expressed optimism about emerging sectors**, though they noted limitations in the type of developments possible due to municipal water and land availability. The role of bioscience and software development as high-wage, high-growth industries was frequently emphasized, along with the potential to support these sectors through strategic investments in infrastructure and workforce development.
- ◆ **Bend's infrastructure capacity emerged as a recurring theme.** Stakeholders pointed to challenges in roads, water, and sewer systems as barriers to sustainable growth. Climate change, particularly the increase in wildfire smoke, was highlighted as a pressing issue impacting tourism, livability, and overall economic stability. Stakeholders urged proactive planning to address these risks and ensure long-term resilience.

# Appendix C: Examples of Economic Development Policies from Oregon Cities

---

Some Oregon cities create strategic economic development policies to support targeted industries or sectors and drive growth. This section highlights how some example cities have structured their strategies, using incentives, workforce development, and infrastructure improvements to attract and retain businesses. Many of these policies serve to strengthen target sectors, enhance competitiveness, and support sustainable economic growth. Each city tailors its approach to its unique strengths and priorities, offering valuable insights into effective economic development planning.

Certain tax incentives require collaboration between the state, county, and city. These include the Strategic Investment Program (SIP)<sup>134</sup>, Enterprise Zones (EZs)<sup>135</sup>, and Opportunity Zones.<sup>136</sup> Each of the identified cities below works with other agencies to ensure that businesses have access to these incentives.

- ◆ **Strategic Investment Program (SIP) and Strategic Investment Zones (SIZ)** offer up to a 15-year property tax exemption on a portion of large capital investments made by businesses. To qualify, a project must serve a "traded sector" industry, defined by Oregon law as an industry in which member firms sell their goods or services in markets with national or international competition. This program aims to encourage significant business investments within the state by reducing the tax burden on substantial capital expenditures. **Of the cities identified below, only the City of Hillsboro has current SIP agreements.**<sup>137 138</sup>
  - **SIZ** streamlines process for local approval process for businesses to earn a property tax exemption only located within a designated zone. **Currently, only three SIZs are designated in the City of Gresham and Clackamas County.**<sup>139</sup>
- ◆ **Enterprise Zone** are designated areas that offer businesses temporary exemptions from local property taxes on new investments. These incentives are designed to encourage business growth and job creation within specific communities. The

---

<sup>134</sup> Business Oregon. *Strategic Investment Program (SIP)*. Business Oregon. n.d.  
<https://www.oregon.gov/biz/programs/sip/pages/default.aspx>

<sup>135</sup> Business Oregon. *Enterprise Zones*. Business Oregon. n.d.  
<https://www.oregon.gov/biz/programs/enterprisezones/pages/default.aspx>

<sup>136</sup> Business Oregon. *Opportunity Zones*. Business Oregon. n.d.  
[https://www.oregon.gov/biz/programs/opportunity\\_zones/pages/default.aspx](https://www.oregon.gov/biz/programs/opportunity_zones/pages/default.aspx)

<sup>137</sup> Business Oregon. *Strategic Investment Program Projects 2024*. Business Oregon. 2024.  
<https://www.oregon.gov/biz/Publications/SIPAnnualProgramSummaries/SIPSum2024.pdf>

<sup>138</sup> Washington County. *Strategic Investment Program Agreements*. Washington County Administrative Office. N.d.  
<https://www.washingtoncountyor.gov/cao/strategic-investment-program-agreements>

<sup>139</sup> Business Oregon. *Strategic Investment Program (SIP)*. Business Oregon. n.d.  
<https://www.oregon.gov/biz/programs/sip/pages/default.aspx>

duration and specific benefits of the tax exemptions can vary depending on the particular EZ program. **Currently, there are EZs in the City of Beaverton, the City of Gresham, and the City of Milwaukie.**<sup>140</sup>

- ◆ **Opportunity Zones** are federally designated areas aimed at stimulating economic development and job creation in distressed communities by offering tax incentives to investors. Investors can defer and potentially reduce capital gains taxes by reinvesting gains into Qualified Opportunity Funds that finance projects within these zones. In Oregon, numerous Opportunity Zones have been established to attract investments that promote economic growth and revitalization in underserved areas. **Currently, the City of Beaverton, the City of Hillsboro, the City of Gresham, and the City of Tualatin have designated Opportunity Zones.**<sup>141</sup>

## Beaverton

The 2015 Economic Opportunities Analysis<sup>142 143</sup> identified six target industries that are growing or outperforming the overall economy:

- ◆ Activewear
- ◆ Media, Advertising, and Film Production
- ◆ Software and Information Technology
- ◆ High Tech Manufacturing
- ◆ Business Support and Back Office Operations
- ◆ Medical Device, Health Care, and Biotechnology

The following are Beaverton's policies that are intended to take advantage of established and successful industry clusters and to encourage the identification of emerging industries and trends that have the potential to support Beaverton's future economic growth.

- ◆ Regularly update the city's Economic Development Strategy and Target Industries Report.
- ◆ Create profiles and specific retention/recruitment tools for established and emerging targeted industries.
- ◆ Actively market the city's large supply of flex space, as well as available retail and office space.

---

<sup>140</sup> Business Oregon. *Enterprise Zone Map*. Business Oregon. N.d.  
<https://www.oregon.gov/biz/programs/enterprisezones/Pages/map.aspx>

<sup>141</sup> Business Oregon. *Opportunity Zones*. Business Oregon. n.d.  
[https://www.oregon.gov/biz/programs/opportunity\\_zones/pages/default.aspx](https://www.oregon.gov/biz/programs/opportunity_zones/pages/default.aspx)

<sup>142</sup> City of Beaverton. *Comprehensive Plan: Economic Development Element*. City of Beaverton. 2015.  
<https://online.encodeplus.com/regs/beaverton-or-cp/doc-viewer.aspx?secid=418#secid-5>

<sup>143</sup> City of Beaverton. *Memorandum to Planning Commission*, City of Beaverton Economic Development Department. June 2016.  
[https://beaverton.granicus.com/MetaViewer.php?view\\_id=3&clip\\_id=1633&meta\\_id=83653](https://beaverton.granicus.com/MetaViewer.php?view_id=3&clip_id=1633&meta_id=83653).

- ◆ Utilize city incentive programs provided through the Beaverton Urban Redevelopment Agency (BURA)<sup>144</sup> and Enterprise Zones to attract targeted industries.<sup>145</sup>
- ◆ Work collaboratively with surrounding jurisdictions to identify regional industry clusters and Beaverton's role in helping to support and expand them, including efforts to keep businesses in the region when their needs cannot be met in Beaverton.
- ◆ Target supply chain and support businesses that can strengthen regional industry clusters and function within the city's supply of employment land.
- ◆ Group discussing something in a lab environment.
- ◆ Target businesses that produce goods locally and traded sector industries with the ability to expand the city's export of goods and services.
- ◆ Work with school districts, Portland Community College, and state universities to expand business and job training programs with the potential to support identified targeted industries.

Beaverton's Economic Development Strategic Plan (2017 – 2021)<sup>146</sup> identified the Targeted Industry Clusters identified in their EOA as an initiative to support Beaverton's business climate. This initiative focuses on strengthening Beaverton's economy through thoughtful targeting of efforts and provision of incentives to targeted industries and their related clusters through implementation of the actions below.

- ◆ Work with business leaders and regional partners to identify target industry issues and priorities
- ◆ Convene targeted industry clusters to build relationships and address priorities
- ◆ Support trade groups related to targeted industry clusters
- ◆ Tailor programs, incentives, and marketing to industries with best growth and branding potential

Beaverton uses the following metrics to measure success of their Economic Development Strategic Plan, related to their target industries:

- ◆ Increased number of jobs, businesses, and revenue in targeted industry clusters
- ◆ Increased participation in programs and incentives
- ◆ Greater visibility for Beaverton's most successful clusters

<sup>144</sup> City of Beaverton. *The Beaverton Urban Redevelopment Agency: Economic Development*. City of Beaverton BURA. N.d. <https://www.beavertonoregon.gov/937/The-Beaverton-Urban-Redevelopment-Agency>

<sup>145</sup> City of Beaverton. *Beaverton Enterprise Zone Program*. City of Beaverton Economic Development Department. N.d. <https://beavertonoregon.gov/305/Beaverton-Enterprise-Zone-Program>

<sup>146</sup> City of Beaverton. *2017-2022 Economic Development Strategic Plan Beaverton, OR, 2016* <https://content.civicplus.com/api/assets/ba74b630-cf90-4257-bbdf-708244dd0b9d>.



# Milwaukie

The City of Milwaukie has three city-wide plans guiding their economic development initiatives:

- ◆ Economic Opportunities Analysis, 2014<sup>147</sup>
- ◆ Economic Development Strategy, 2017 – 2022<sup>148</sup>
- ◆ Comprehensive Plan 2035 (adopted 2020)<sup>149</sup>

The 2017 – 2022 Economic Development Strategy identified six industry clusters: (1) food processing and storage, (2) metals, machinery, and transportation equipment, (3) health services and continuing care, (4) warehouse and distribution, (5) business, professional, and information services, and (6) maker manufacturing and amenity retail/hospitality. The City identified the following economic development actions, organized into three core initiatives (jobs, workforce, equity):

## **JOBS**

- ◆ **Support and Expand Employment in Targeting Industries**
  - Adopt and regularly update target industry profiles
  - Enhance business outreach and communication
  - Facilitate the development of a marketing plan to attract businesses within the identified target industry business sectors
  - Support and engage regional and statewide partners
  - Promote Enterprise Zones
- ◆ **Support Small Business Development**
  - Develop and/or market programs to assist emerging and undercapitalized firms
  - Evaluate development of a makers collective
  - Connect small business opportunities with property owners
- ◆ **Meet Industrial and Commercial Land Needs**
  - Establish and maintain an inventory of employment capacity within the City, which can be readily accessed by the public, employers, and the development community

---

<sup>147</sup> City of Milwaukie. *Milwaukie Target Industry Analysis*. Milwaukie, OR, 2014.

[https://www.milwaukieoregon.gov/sites/default/files/fileattachments/economic\\_development/page/46061/milwaukie\\_target\\_industry\\_3.pdf](https://www.milwaukieoregon.gov/sites/default/files/fileattachments/economic_development/page/46061/milwaukie_target_industry_3.pdf).

<sup>148</sup> City of Milwaukie. *Economic Development Strategy 2017-2022*, Milwaukie, OR, 2016.

[https://www.milwaukieoregon.gov/sites/default/files/fileattachments/planning/page/104111/background\\_-\\_draft\\_economic\\_development\\_strategy.pdf](https://www.milwaukieoregon.gov/sites/default/files/fileattachments/planning/page/104111/background_-_draft_economic_development_strategy.pdf).

<sup>149</sup> City of Milwaukie. *Comprehensive Plan*. Milwaukie, OR, August 2020.

[https://www.milwaukieoregon.gov/sites/default/files/fileattachments/planning/page/75331/adopted\\_comprehensive\\_plan\\_document\\_aug\\_2020.pdf](https://www.milwaukieoregon.gov/sites/default/files/fileattachments/planning/page/75331/adopted_comprehensive_plan_document_aug_2020.pdf).

- Encourage mixed-use development forms where appropriate to increase intensity of development
- Expand infrastructure as needed to accommodate growth
- Facilitate clean up and utilization of brownfield sites
- Evaluate parking management programs to potentially free up developable property
- Evaluate wetland mitigation to increase developable land inventory
- Seek to capitalize on key infrastructure improvements, including commuter rail, freight rail, and freight-appropriate improvements

## WORKFORCE

### ◆ Enhance Workforce Training

- Enhance K-12 Education Linkages
- Clackamas County Workforce Partnership
- Encourage satellite College and University Campus facilities in Milwaukie
- Facilitate customized employer-driven training for Milwaukie target industry clusters.
- Promote workforce training resources

### ◆ Workforce Housing

- Develop a plan to maintain an appropriate mix of housing for the local population.
- Support local affordable housing developers
- Consider alternative housing options

## EQUITY

### ◆ Mitigate Potential Displacement of Businesses

- Develop a strategy and program to assist businesses to stay at their current location or within the city.

### ◆ Assist Emerging and Undercapitalized Businesses

- Develop a toolkit to help small businesses thrive.

## ALLOCATION OF MILWAUKIE'S ECONOMIC DEVELOPMENT RESOURCES

The City of Milwaukie offers the following programs and resources to support economic development:

- ◆ Tax Increment Financing



- ◆ Economic Development & Business Improvement Grants: Storefront improvement, tenant improvement, pre-development assistance, and anti-displacement business consulting.<sup>150</sup>
- ◆ Home business standards
- ◆ Enterprise Zone<sup>151</sup>
- ◆ EB-5 Investment Program<sup>152</sup>
- ◆ New Market Tax Credits<sup>153</sup>

## Gresham

City of Gresham's Traded Sector Jobs Strategy<sup>154</sup> focused on manufacturing and professional services industries. These industry grouping have target industries identified as well as strategies, including:

### MANUFACTURING

- ◆ Evaluate incentive programs and consider modifications to attract high value and high employment manufacturing companies.
- ◆ Offer businesses streamlined, responsive and customer driven services for expansion and new construction and new business start-ups.
- ◆ Focus on retaining existing manufacturing companies and keeping in contact with companies to:
  - Assess situation and provide needed support services.
  - Connect companies with new opportunities.
- ◆ Strengthen regional partnerships that provide programs for national and global expansion and growth of the manufacturing sector.
- ◆ Refocus recruitment strategies to highlight Gresham's value proposition and pursue integrated target opportunity industries with overlapping functions.

<sup>150</sup> City of Milwaukie. *Economic Development & Business Improvement Grants*. City of Milwaukie Economic Development Department, n.d. <https://www.milwaukieoregon.gov/economicdevelopment/economic-development-business-improvement-grants>.

<sup>151</sup> City of Milwaukie. *Enterprise Zones*. City of Milwaukie Economic Development Department. <https://www.milwaukieoregon.gov/economicdevelopment/enterprise-zones>

<sup>152</sup> City of Milwaukie. *EB-5 Economic Development Flyer*. City of Milwaukie Community Development Department, n.d. [https://www.milwaukieoregon.gov/sites/default/files/fileattachments/economic\\_development/page/42021/eb-5\\_ed\\_flyerrev.pdf](https://www.milwaukieoregon.gov/sites/default/files/fileattachments/economic_development/page/42021/eb-5_ed_flyerrev.pdf).

<sup>153</sup> City of Milwaukie. *New Market Tax Credits Economic Development Flyer*. City of Milwaukie Economic Development Department, n.d. [https://www.milwaukieoregon.gov/sites/default/files/fileattachments/economic\\_development/page/42951/new\\_market\\_tax\\_credits\\_ed\\_flyer.pdf](https://www.milwaukieoregon.gov/sites/default/files/fileattachments/economic_development/page/42951/new_market_tax_credits_ed_flyer.pdf).

<sup>154</sup> City of Gresham. *Traded Sector Jobs Strategy*. City of Gresham Economic Development Department, n.d. <https://www.greshamoregon.gov/economic-development/why-gresham/traded-sector-jobs-strategy/>.

## PROFESSIONAL SERVICES

- ◆ Research and implement new tools/programs to encourage industrial/professional service firms in Gresham's industrial and regional centers.
- ◆ Market the attributes of Gresham's available industrial and employment areas to state and regional developers, brokers and appropriate business associations as a viable location for professional service firms.
- ◆ Tap into regional strengths in professional services (software, design, creative services) to support target opportunities.

## ALLOCATION OF GRESHAM'S ECONOMIC DEVELOPMENT RESOURCES

The City of Gresham offers the following incentives to support economic development<sup>155</sup>:

- ◆ **Property Tax Incentives:**

- Enterprise Zone
- Gresham Strategic Investment Zone (SIZ)
- Opportunity Zone

- ◆ **Sustainability Incentives:**

- GREEN Businesses Program: Assists businesses in implementing efficient material use and disposal strategies.
- Commercial Stormwater Fee Reduction Program: Offers fee adjustments for commercial and industrial customers who implement qualified stormwater designs that manage runoff on-site, potentially reducing system development charges (SDCs) through sustainable practices like permeable pavements.

- ◆ **System Development Charge Incentive:** Allows deferral of SDC payments until occupancy or financing over up to 10 years. SDCs are one-time fees for new developments impacting the city's infrastructure. To qualify, the City must secure a superior lien on the property, which may not be feasible for all developments due to financing constraints. Financing fees apply.

- ◆ **Vertical Housing Development Zone (VHDZ):** Encourages mixed-use projects by offering a 10-year property tax abatement of up to 80% on buildings that combine residential and commercial spaces.

---

<sup>155</sup> City of Gresham. *Economic Development Incentives*. City of Gresham Economic Development Department. N.d. <https://www.greshamoregon.gov/economic-development/economic-development-incentives/>

# Hillsboro

Hillsboro's Economic Development Department identified Computers & Electronics, Software & Information Technology, Advanced Manufacturing, and Bioscience & Medical Devices as their key industries.<sup>156</sup>

## ALLOCATION OF HILLSBORO'S ECONOMIC DEVELOPMENT RESOURCES

The City of Hillsboro offers the following economic development programs and policies<sup>157</sup>:

- ◆ Enterprise Zones
- ◆ Enterprise Zone Workforce Development Program<sup>158</sup>
- ◆ Strategic Investment Program Agreements
- ◆ Urban Renewal Areas
- ◆ Development-ready sites
- ◆ Large water users SDC financing options
- ◆ Workforce development resources<sup>159</sup>
- ◆ Advanced Manufacturing Training & Education Collaborative<sup>160</sup>
- ◆ Support for entrepreneurs: enterprise, ecosystem, or strategic level services.<sup>161</sup>
- ◆ Support for Businesses: government contract assistance, direct loans, and loan guarantees.<sup>162</sup>

---

<sup>156</sup> City of Hillsboro. *Key Industries*. City of Hillsboro Economic Development Department, n.d.

<https://www.hillsboro-oregon.gov/our-city/departments/economic-development/key-industries>.

<sup>157</sup> City of Hillsboro. *Taxes & Incentives*. City of Hillsboro Economic Development Department, n.d.

<https://www.hillsboro-oregon.gov/our-city/departments/economic-development/choose-hillsboro/taxes-incentives>.

<sup>158</sup> City of Hillsboro. *Workforce Training*. City of Hillsboro Economic Development Department, n.d.

<https://www.hillsboro-oregon.gov/our-city/departments/economic-development/choose-hillsboro/workforce-training>.

<sup>159</sup> City of Hillsboro. *Hillsboro Makes*. City of Hillsboro Economic Development Department, n.d.

<https://www.hillsboro-oregon.gov/our-city/departments/economic-development/choose-hillsboro/workforce-training/hillsboro-makes>.

<sup>160</sup> City of Hillsboro. *AM-TECH Workforce Partnership*. City of Hillsboro Economic Development Department, n.d.

<https://www.hillsboro-oregon.gov/our-city/departments/economic-development/choose-hillsboro/workforce-training/workforce-partnership>.

<sup>161</sup> City of Hillsboro. *Support for Entrepreneurs*. City of Hillsboro Economic Development Department, n.d.

<https://www.hillsboro-oregon.gov/our-city/departments/economic-development/resources/support-for-entrepreneurs>.

<sup>162</sup> City of Hillsboro. *Support for Businesses*. City of Hillsboro Economic Development Department, n.d.

<https://www.hillsboro-oregon.gov/our-city/departments/economic-development/resources/support-for-businesses>

# Tualatin

Tualatin's Economic Development Strategic Plan<sup>163</sup> focuses on five target industry clusters chosen for their potential to create high-wage jobs and drive long-term economic growth<sup>164</sup>  
<sup>165</sup>:

- ◆ Transportation & Logistics
- ◆ Software Technology
- ◆ Corporate Financial
- ◆ Health & Wellness
- ◆ Advanced Manufacturing

With over 90% of available developable land designated for industrial use, the city strategically supports industries that offer the most significant employment opportunities. Strategies include:

## STRATEGY 1: BUSINESS RETENTION, EXPANSION & RECRUITMENT

- ◆ **Retain & Expand Existing Businesses:** Establish a business retention program, connect businesses to resources, and support workforce needs.
- ◆ **Assist With Site Readiness:** Encourage site development, seek funding for infrastructure, and maintain an updated list of available properties.
- ◆ **Focus on Filling Existing Buildings:** Track vacant industrial spaces, assist property owners with occupancy challenges, and prioritize tenant improvements.
- ◆ **Target Key Industries:** Develop outreach programs, respond to recruitment leads, and offer incentive packages to attract businesses.
- ◆ **Market Tualatin's Assets:** Promote the city's strengths, leverage positive business experiences, and provide accessible information online.

## STRATEGY 2: BUSINESS CLIMATE / COMPETITIVE POSITIONING

- ◆ **Identify Code & Process Changes:** Address development code barriers, create a streamlined permitting process, and provide business support services.
- ◆ **Collaborate Regionally:** Strengthen partnerships with neighboring cities and institutions to expand opportunities and workforce connections.

---

<sup>163</sup> City of Tualatin. *Economic Development Strategic Plan: Phase 2*. City of Tualatin Economic Development Department. 2014.  
[https://www.tualatinoregon.gov/sites/default/files/fileattachments/economic\\_development/page/4672/economic\\_development\\_plan\\_phase\\_2\\_webdraft\\_edited.pdf](https://www.tualatinoregon.gov/sites/default/files/fileattachments/economic_development/page/4672/economic_development_plan_phase_2_webdraft_edited.pdf).

<sup>164</sup> City of Tualatin. *Economic Development Strategic Plan: Full Report*. City of Tualatin Economic Development Department. 2014.  
[https://www.tualatinoregon.gov/sites/default/files/fileattachments/economic\\_development/page/4672/full\\_report.pdf](https://www.tualatinoregon.gov/sites/default/files/fileattachments/economic_development/page/4672/full_report.pdf).

<sup>165</sup> City of Tualatin. *2020 Industry Cluster Update*. City of Tualatin Economic Development Department. 2020.  
[https://www.tualatinoregon.gov/sites/default/files/fileattachments/economic\\_development/page/4713/2020\\_industry\\_cluster\\_update.pdf](https://www.tualatinoregon.gov/sites/default/files/fileattachments/economic_development/page/4713/2020_industry_cluster_update.pdf).

- ◆ **Assist Business Startups & Entrepreneurship: Support new business startups with targeted programs and address barriers to business formation.**

## ALLOCATION OF TUALATIN'S ECONOMIC DEVELOPMENT RESOURCES

The City of Tualatin offers the following programs and resources to support economic development:

- **Small Business Toolkit** provides guidance for starting and operating a business in the city. It outlines **zoning regulations**, helping businesses confirm if their planned location aligns with permitted uses. The toolkit details **business location options**, including home-based businesses, existing buildings, and new constructions, along with the necessary **permits and licenses** required. It also explains the **local tax obligations** for businesses and how to consult the **Community Development Department Planning Division** to avoid zoning and permitting issues. Additionally, the toolkit offers **business resources**, including contacts for the **Tualatin Chamber of Commerce** and other support organizations.<sup>166</sup>
- **Tax Incentives** through Enterprise Zone and Opportunity Zone designations.
- **Leveton Tax Increment District (LTID)** was established to revitalize a previously underdeveloped area by improving infrastructure and promoting industrial development. While the LTID has funded significant infrastructure projects, such as sewer, water, and road improvements, it does not offer direct financial incentives, like tax abatements or grants, to businesses relocating to or expanding within the district. Instead, the district's enhancements aim to create a more conducive environment for industrial operations.<sup>167</sup>

---

<sup>166</sup> City of Tualatin. *Small Business Toolkit*. City of Tualatin Economic Development Department. N.d. [https://www.tualatinoregon.gov/sites/default/files/fileattachments/economic\\_development/page/4725/small\\_business\\_toolkit\\_final\\_draft\\_webpdf.pdf](https://www.tualatinoregon.gov/sites/default/files/fileattachments/economic_development/page/4725/small_business_toolkit_final_draft_webpdf.pdf)

<sup>167</sup> City of Tualatin. *Leveton Tax Increment District*. City of Tualatin Economic Development Department. <https://www.tualatinoregon.gov/economicdevelopment/leveton-tax-increment-district>