

## **SCOPE OF WORK**

# **Cascades West Economic Development District: Update of the 2020-2025 Comprehensive Economic Development Strategy**

## **Background**

The Cascades West Economic Development District (CWEDD) is a partnership between Oregon Cascades West Council of Governments (OCWCOG) and the Lane Council of Governments (LCOG). The CWEDD is designated by the U.S. Department of Commerce Economic Development Administration (EDA) to work on economic development efforts in Linn, Benton, Lane and Lincoln Counties. The Oregon Cascades West Community and Economic Development Committee and the Lane Economic Committee play lead roles in defining regional community and economic development issues, opportunities, vision, goals, and work programs.

According to the EDA, a comprehensive economic development strategy (CEDS) is designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies. The CEDS should analyze the regional economy and serve as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources. With the COVID-19 crisis impacting local, regional, state, national, and global economic activity, EDA is encouraging EDDs to consider and integrate economic resilience and recovery into CEDS updates.

CWEDD last updated the regional CEDS in 2015. At that time, CWEDD completed a wide-ranging community and stakeholder engagement process that resulted in an extensive re-write of the CEDS. The EDA requires economic development districts update their CEDS every five years. Thus, the 2015-20 CEDS is at the end of its five-year cycle. The CWEDD Board of Directors initiated discussion on the CEDS update last year. In addition, CWEDD has been working with the Institute for Policy Research and Engagement (IPRE) at the University of Oregon on economic resilience implementation activities for the past two years under a Hazard Mitigation Grant Program grant from the Federal Emergency Management Agency.

Due to ongoing staffing challenges, which have been further exacerbated by COVID-19, CWEDD requested that IPRE prepare a work program, schedule, and budget to assist with updating the CEDS. Given the extensive update completed in 2015, our understanding is that the Board has directed staff to review the CEDS, complete a high-level update in accordance with EDA requirements, and integrate resilience and economic recovery considerations directly into the CEDS document (resilience is currently addressed in an appendix to the CEDS). This work program describes how the IPRE will work with CWEDD to update the CEDS consistent with EDA requirements pursuant to 13 C.F.R. § 303.7.

## **Scope of Work**

This scope of work describes how the University of Oregon team will work with CWEDD to update the 2015 CEDS. Aniko Drlik-Muehleck, IPRE Portfolio Manager at the UO will lead the plan update and

oversee the IPRE project team. Dr. Ben Clark will oversee and contribute to review and update of the implementation framework. Josh Bruce, IPRE Associate Director for Applied Research will serve as a technical advisor for this project. IPRE will also hire one or more graduate student interns enrolled in the Community and Regional Planning Program at UO to assist with this project.

### **Task 1—Project Kick-off**

IPRE will meet (virtually) with the CWEDD staff and other interested parties to clarify the goals and objectives of the project. We will review the sequence of activities, the timeline, and budget, required for the completion of the work.

**Timing:** July, 2020  
**Meetings:** 1 virtual meeting  
**Product:** Meeting minutes

### **Task 2 – Stakeholder Engagement**

A foundational element of the Economic Development Strategic Plan is stakeholder engagement and community input. EDA requires that the CEDS process be overseen by an economic development strategy committee. The “strategy” committee must represent the main economic interests of the region and must include private sector representatives. The CWEDD already has two committees that meet the EDA requirements: (1) the Lane Economic Committee, and (2) the Cascades-West Council of Governments Community and Economic Development Committee. IPRE will coordinate with the chairs of both committees and the CWEDD Board to contribute to, review, and comment on the CEDS update.

IPRE proposes a stakeholder engagement and community input strategy that includes two meetings with the CWEDD strategy committee (i.e. combined membership of the Lane Economic Committee and Cascades West Council of Governments Community and Economic Development Committee). In addition, we will hold a virtual open house where members of the strategy committee, CWEDD Board, and local/regional business leaders and economic development stakeholders can engage with and comment on the materials. Each engagement strategy is described in further detail below...

#### **Meeting 1**

We will hold the first meeting with the Strategy Committee in late July or Early August. The purpose of this meeting will be to solicit feedback from the committee on the SWOT Analysis and CEDS Action Plan. This includes reviewing the status and priority of existing actions as well as the format and organization of the strategies within the plan. In addition, we will seek to identify opportunities to link COVID-related economic recovery considerations with the CEDS update. Finally, we will work with the committee to identify other key stakeholders the committee would specifically like to invite to participate in the CEDS update process.

#### **Virtual Open House**

In order to engage as many stakeholders in the CEDS update process as possible, we will host a virtual open house in late September/early October. We will present materials in an interactive, online format. We will directly invite stakeholders identified by the strategy committee to participate. In addition, we will invite participation from any members of the CWEDD economic development ecosystem to participate through general solicitations. IPRE will collaborate with CWEDD to host the virtual open house for a two- to three-week period. We will utilize information and feedback collected during the virtual open house to inform updates to the CEDS.

## **Meeting 2**

We will hold a second meeting with the strategy committee in late October or early November. The purpose of this meeting will be to review the draft CEDS and solicit input on any final edits. We will request a formal endorsement and recommendation for the Board to approve the CEDS at this meeting. CWEDD adoption of the CEDS will occur at a separate meeting of the CWEDD Board to be scheduled in December.

<b>Schedule:</b>	July – November, 2020
<b>Meetings:</b>	2 virtual meetings with the strategy committee, one July/August and one October/November; one meeting with the CWEDD Board in December.
<b>Product:</b>	Meeting minutes; virtual open house feedback summary

## **Task 3 – Review and Update SWOT Analysis**

IPRE will review the 2015 Strength Weaknesses Opportunities and Threats (SWOT) assessment. We will conduct a meeting with the strategy committee to review and amend the SWOT. This exercise will take economic impacts associated with COVID-19 into consideration. In addition, IPRE will incorporate relevant findings from economic resilience assessment into the 2020 SWOT. Following the strategy committee meeting, IPRE will prepare an updated draft SWOT for review and comment. IPRE will incorporate feedback and insert the final SWOT into the CEDS.

<b>Timing:</b>	July – August, 2020
<b>Meetings:</b>	1 virtual meeting (Meeting 1 in Task 2)
<b>Product:</b>	Updated SWOT Chapter

## **Task 4 – Update Action Plan**

IPRE will review the 2015 Action Plan. As a first step in the review process, IPRE will document progress on each action item. We will consult with CWEDD staff and strategy committee members as needed to determine progress. Once we have completed a draft progress assessment, we will meet with the strategy committee to review and confirm the assessment. At this meeting we will solicit action plan update ideas from the committee. After supplementing the Action Plan with information from the resilience assessment, IPRE will submit a draft Action Plan to the committee and broader stakeholder community for review and comment. IPRE will incorporate feedback and insert an updated Action Plan into the CEDS. The modified Action Plan will be discussed during the second strategy committee meeting. As part of this task, we will reformat the actions for clarity, usability, and implementation.

<b>Timing:</b>	August – September, 2020
<b>Meetings:</b>	2 virtual meetings (Meeting 1 and Meeting 2 from Task 2)
<b>Product:</b>	Updated Action Plan

## **Task 5 – Resilience Revisions**

In this task, IPRE will revise the CEDS to integrate and incorporate economic resilience as a central component in the plan, as opposed to an appendix. This activity will build on the existing CEDS Resilience Appendix and will formally incorporate findings, analysis, and information from the FEMA resilience work into the CEDS. IPRE will complete this re-write. The modified CEDS language will be discussed during the second strategy committee meeting. IPRE will then incorporate feedback into the finalized CEDS document.

**Timing:** July – September, 2020  
**Meetings:** 1 virtual meeting (Meeting 2 from Task 2)  
**Product:** Updated CEDS language related to resilience

### **Task 6 – Review and Update Implementation Framework**

Building on work completed by the region in 2017/18 by CWEDD staff and consultants, IPRE will review and update the implementation framework. Specifically, this task will review a proposed structure to better facilitate collaboration across the region. This task will draw on stakeholder interviews conducted through the FEMA resilience work and may be supplemented with up to five (5) more stakeholder interviews. The primary objective of this task will be to build upon the Region's strengths and opportunities and resolve the weaknesses and threats, including long-standing resource allocation and capacity issues in the region. The modified implementation framework will be discussed during the second strategy committee meeting. IPRE will then incorporate feedback into the finalized CEDS document.

**Timing:** July – September, 2020  
**Meetings:** 1 virtual meeting (Meeting 2 from Task 2)  
**Product:** Updated implementation framework

### **Task 7 – Update Performance and Evaluation Framework**

Building on work completed through the FEMA resilience work, IPRE will review and update the CEDS Performance and Evaluation Framework. This task will draw on stakeholder interviews conducted through the FEMA resilience work and may be supplemented with up to five (5) more stakeholder interviews. The primary objective of this task is to create a monitoring system that will be manageable for CWEDD staff to implement and effective for tracking progress on CEDS goals. The modified performance and evaluation framework will be discussed during the second strategy committee meeting. IPRE will then incorporate feedback into the finalized CEDS document.

**Timing:** July – September, 2020  
**Meetings:** 1 virtual meeting (Meeting 2 from Task 2)  
**Product:** Updated performance and evaluation framework

### **Task 8 - Draft and Final Economic Development Strategic Plan**

IPRE will update the CEDS based on the research findings and public involvement input collected. This update will allow the plan to reflect current public opinions and attitudes and provide the region with up-to-date strategies for addressing growth, service, and other issues. IPRE will work with CWEDD to post the draft plan for the required 30-day public comment period. IPRE will incorporate public comment into the final document prior to submittal to the Board for approval. As part of this task, we will develop a short, graphic summary of the CEDS. The summary will include key actionable information and serve as an accessible means for partners to interact with the CEDS on an ongoing basis.

**Schedule:** Draft Plan, September 2020  
Final Plan, November 2020  
Adoption, December 2020  
Project close out, Jan – Mar 2021

**Meetings:** One with CWEDD Board (December)  
**Product:** Draft and Final CEDS with supporting documentation

## Project Schedule

Figure 1 presents our proposed project schedule. We estimate it will take nine months to complete the project. The UO team can begin work in the July 2020. IPRE will submit a draft CEDS in September 2020, a final plan in November 2020 and complete the project by March 2021.

**Figure 1. Project Schedule**

Task	2020						2021		
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
1. Project Kick-Off	█								
2. Stakeholder Engagement		★	█		★				
3. Review and Update SWOT Analysis			█						
4. Update Action Plan			█						
5. Resilience Revisions			█						
6. Review and Update Implementation Framework			█						
7. Update Performance and Evaluation Framework			█						
8. Draft and Final Economic Development Strategic Plan				█	█	█	★	█	█

★ = Meetings

## Project Budget

IPRE proposes to complete the CEDS update for a fixed fee of \$25,000. We propose the following billing schedule:

**Billing schedule**

Upon Execution of Contract	\$10,000
Work Completed thru Dec 31, 2020	\$10,000
Completion of project	\$5,000
<b>Total</b>	<b>\$25,000</b>