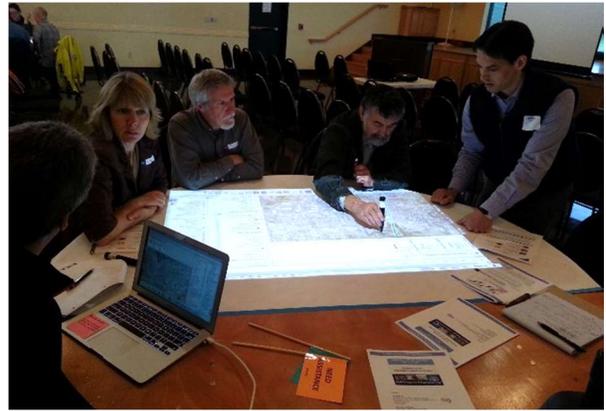


Cascade West Economic Development District Member Handbook

June 2021



Cascade West Economic Development District

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Chapter 1: Introduction

What is an Economic Development District (EDD)?

The U.S. Department of Commerce's Economic Development Administration (EDA) is the only federal government agency focused exclusively on economic development. The EDA plays a critical role in facilitating regional economic development efforts in communities across the nation. The EDA mission is to lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy.

Economic Development Districts (EDDs) are multi-jurisdictional entities, commonly composed of multiple counties and in certain cases even cross-state borders. They help lead the locally-based, regionally driven economic development planning process that leverages the involvement of the public, private and non-profit sectors to establish a strategic blueprint (i.e., an economic development roadmap) for regional collaboration.

The Oregon Economic Development Districts (OEDD) provide a cohesive network for effective, efficient delivery of economic development services benefiting healthy and sustainable communities and businesses. OEDD meets once a month on the fourth Friday.

The Economic Development Districts in Oregon include:

- Coos, Curry, Douglas (CCD) Business Development Corporation
- Central Oregon Intergovernmental Council
- Columbia-Pacific Economic Development District
- Greater Eastern Oregon Development Corporation
- Mid-Columbia Economic Development District
- Mid-Willamette Valley Council of Governments (MWVCOG)
- Northeast Oregon Economic Development District
- Oregon Cascades West Council of Governments (OCWCOG)
- Greater Portland Economic Development District, Inc.
- South Central Oregon Economic Development District
- Southern Oregon Regional Economic Development, Inc.

There are six Native American/ Alaska Native Planning Grantees in Oregon which include:

- Affiliated Tribes of Northwest Indians
- Burns Paiute Tribe
- Coquille Indian Tribe
- Confederated Tribes of the Siletz Indians
- Confederated Tribes of the Umatilla Indian Reservation
- Confederated Tribes of the Warm Springs Reservation of Oregon

There are thirteen Revolving Loan Fund (RLF) Grantees in Oregon including Oregon Cascades West Council of Governments and Lane Council of Governments.

The EDA has as University Center (UC) Program. Institutions of higher education have extensive resources, including specialized research, outreach and technology transfer and commercialization capabilities, as well as recognized faculty expertise and sophisticated laboratories. The EDA-supported UC program is specifically designed to marshal the resources located within colleges and universities to

support regional economic development strategies in regions of chronic and acute economic distress. The UCs, which EDA considers long-term partners in economic development, are required to devote the majority of their funding to respond to technical assistance requests originating from organizations located in the economically distressed portions of their service regions. The UC in Oregon is the Economic Development Administration University Center (EDAUC).

The mission of the EDAUC is to link University of Oregon resources with communities for the purpose of enhancing regional sustainable economic development. The primary emphasis of the program is providing technical assistance to distressed communities throughout the state of Oregon. The focus of the program is creating sustainable local economies through capacity building, applied research, and partnerships. The program is a partnership between the U.S. Department of Commerce, EDA, the University of Oregon, state and local government, and private industry. The EDAUC is a program of the Institute for Policy Research and Engagement (IPRE) in the School of Planning, Public Policy and Management.

CWEDD has worked with IPRE on a variety of economic development projects in the past including the 2020-2025 CEDS update and economic resilience project.

The Seattle Regional Office serves Alaska, California, Idaho, Hawaii, Nevada, Oregon, and Washington.

What Does an EDD Do?

They help lead the locally-based, regionally driven economic development planning process that leverages the involvement of the public, private and non-profit sectors to establish a strategic blueprint (i.e., an economic development roadmap) for regional collaboration.

Specific responsibilities of EDDs include development of:

- A five-year Comprehensive Economic Development Strategy (CEDS)
- An annual CEDS progress report
- Regional Collaboration
- Technical Assistance Support



Historical Context

While the beginnings of urban economic development go back further, the modern regional economic development agencies emerged during the mid-1960s.

The Public Works and Economic Development Act (PWEDA) of 1965 established the EDA in the U.S. Department of Commerce.

The Cascade West Economic Development District (CWEDD) was established in 1985 (Attached) by four counties in the region: Benton, Lane, Lincoln, and Linn counties. CWEDD is governed by a Board of Directors representing public and private interests throughout the region.

Chapter 2: CWEDD Overview

What is the Cascades West Economic Development District (CWEDD)?

CWEDD is designated by the U.S. Department of Commerce Economic Development Administration (EDA) to work on economic development efforts in, Benton, Lane, Lincoln, and Linn Counties. CWEDD advocates for, supports, and coordinates regionally significant economic development activities in the region.

As designated, the CWEDD Planning Area covers two Councils of Government (COGS) regions Oregon Cascades West Council of Governments (OCWCOG) and Lane Council of Governments (LCOG). A map of the CWEDD planning area is shown to the right (

Figure 1: CWEDD Planning Area



Figure 1).

CWEDD OCWCOG membership includes:

- Benton County
- Lincoln County
- City of Millersburg
- Linn County
- City of Adair Village
- City of Newport
- Economic Development Alliance of Lincoln County
- City of Philomath
- City of Lebanon
- Albany-Millersburg Economic Development Corporation
- Confederated Tribes of Siletz Indians
- City of Corvallis

CWEDD Lane Members Include

- WillamaLane Parks and Recreation District
- City of Veneta
- City of Eugene
- Lane County
- Lane Education Service District
- Siuslaw Public Library District
- City of Cottage Grove

CWEDD Board

The 2020-2025 CEDS recognizes the CWEDD Board as the District's governing body. CWEDD is governed by a twenty-member District Board consisting of elected representatives from the cities in the
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region. The full membership list is attached. The CWEDD Board oversees the CEDS update process and implementation, participates in regular board meetings to discuss regional projects and priorities, and reports local updates to the District. Board members should provide support to economic development efforts, facilitate regional collaboration and networking, and communicate local successes or challenges, which will support CEDS implementation. Board members are encouraged to participate in the CEDS implementation meetings and to become members of Working Groups given their availability and capacity.

The CWEDD Board should be representative of the region’s professional, geographic, and demographic make-up. Professional representation should include members such as elected officials, economic development practitioners, sector professionals, and representatives from the business community. Geographic representation may include members at the county level, city level, and belonging to urban or rural localities. Demographic representation should accurately reflect the region and consider gender identity, race and ethnicity, foreign-born individuals, and age, among other demographic measures, as necessary identities to diversify board membership.

CWEDD Staff

Figure 2: CWEDD Organization Chart

The primary role of CWEDD staff will be to convene CEDS implementation meetings and support Working Groups. This responsibility includes outreach, event organization, meeting facilitation, and participating in Working Groups as necessary. The type of support CWEDD staff provide will be determined by a Project Champion for each Working Group. Support may include research and data-gathering, outreach via email or CWEDD’s website, connection to regional networks, and updates on relevant CEDS implementation work. Lastly, CWEDD staff will act to streamline communications between the CWEDD Board, local economic development groups, and practitioners participating in the CEDS implementation meetings and Working Groups. This may be operationalized as providing updates during CWEDD Board meetings, conducting outreach or updates on the CWEDD website, direct communication with individuals, or through an annual CEDS implementation update report.

Lane Economic Committee (LEC)

Lane Economic Committee (LEC) serves as an economic development advisory group to LCOG. This group will provide local updates during CEDS implementation meetings to support local alignment with regional priorities.

Community and Economic Development Advisory Committee

Currently the Community and Economic Development Advisory Committee is not active. In the past, the advisory committee established by OCWCOG to advise OCWCOG Staff and the CWEDD Board, member jurisdictions, and other local, regional, state and federal entities on matters relating to community and economic development in Linn, Benton, and Lincoln Counties. The Committee consisted of at least three voting members of the COG Board and others representing community and economic development interests with the Cascades West region.

Working Groups

Working Groups are the mechanism through which coordinated, regional implementation of the CEDS priorities will occur. Working Groups will be formed as a result of quarterly to semi-annual CEDS implementation meetings and based on **regional priority projects**. Working Group membership will be decided at CEDS implementation meetings and

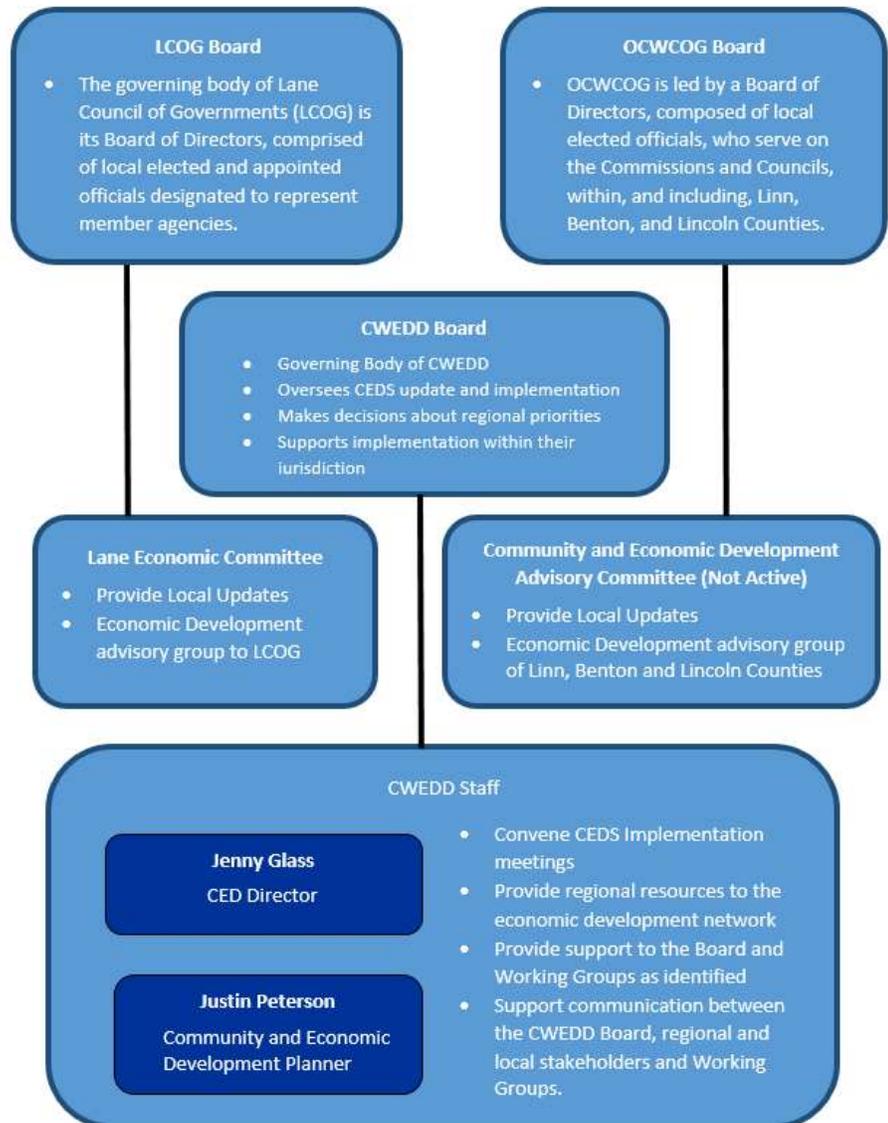


Figure 3: OCWCOG Organization Chart

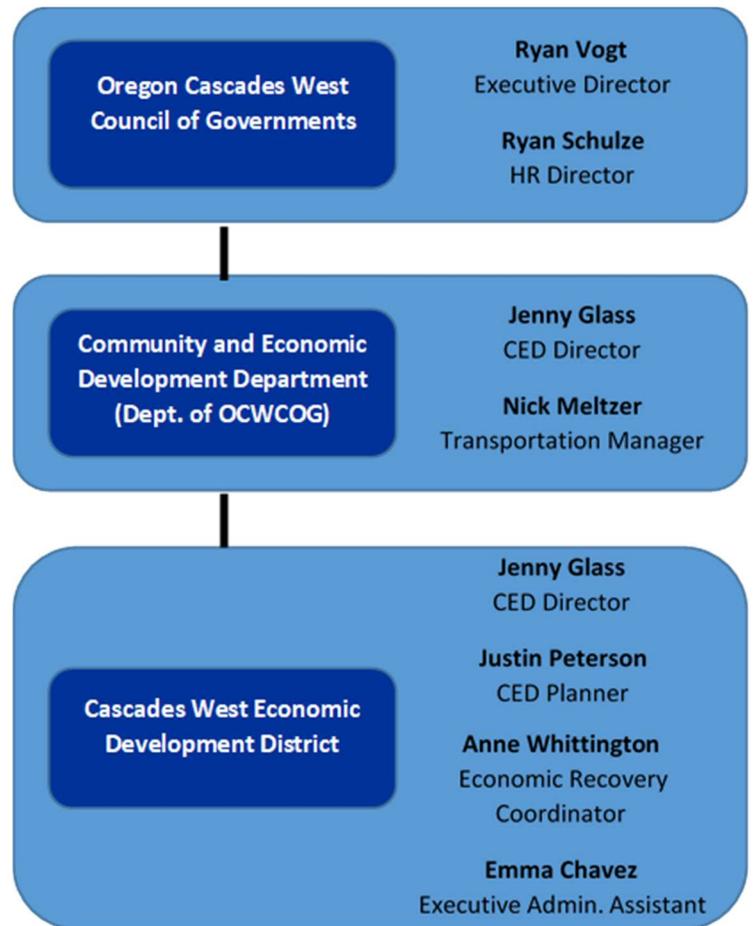
may include economic development practitioners and other stakeholders from across the four-county region based on interest, capacity, or the alignment of existing work.

Relationship with OCWCOG

CWEDD’s staffing --including administrative, bookkeeping, and computer services-- are performed by the Oregon Cascades West Council of Governments (OCWCOG) under a contract with CWEDD. OCWCOG staff dedicated to CWEDD activities are located in the Community and Economic Development Department (CED). Staffing for CWEDD includes a full-time Community and Economic Development Planner with approximately half time dedicated to CWEDD, assistance from the CED Executive Administrative Assistant, and CED Director, and assistance as needed from other planning staff.

Relationship with Economic Development Stakeholders

The work of implementation falls to local economic development groups and practitioners. Many of these groups and individuals have been working on projects that speak to regional priorities but have had little connection to the CEDS in the past. By formally recognizing these groups as integral to CEDS implementation, this update has been designed to work as a practical tool for guiding regional economic development efforts and providing opportunities for local economic development groups and practitioners to access federal partners and funding.



Chapter 3: CWEDD Work Products

In accordance with federal regulations, CWEDD's role is to provide a setting for cooperative regional economic development. CWEDD supports and builds off local economic development efforts and provides a coordination role for planning and programming funds for projects and operations. Specific responsibilities of CWEDD include development of:

- A Comprehensive Economic Development Strategy (CEDs)
- An annual CEDS report
- Regional Collaboration
- Technical Assistance Support

Comprehensive Economic Development Plan (CEDS)

The EDA requires economic development districts update their CEDS every five years pursuant to 13 C.F.R. § 303.6(3)(ii). The 2020-2025 CEDS was approved by the Cascades West Economic Development District (CWEDD) at the February 2021 meeting.

The CEDS contributes to effective economic development in America's communities and regions through a locally-based, regionally-driven economic development planning process. In addition, the CEDS provides the capacity-building foundation by which the public sector, working in conjunction with other economic actors (individuals, firms, industries), creates the environment for regional economic prosperity.

The CEDS is available on the [CWEDD website](#).

Chapter 4: Vision and Priority Areas Identified in the CEDS

The CEDS vision:

The District's preferred future includes a growing diversified and resilient economy with a range of employment opportunities that provide stable family wage jobs, lifelong learning and training opportunities, sustainable natural resources, an integrated infrastructure, and coordination among economic development efforts throughout the region.

The CEDS priority areas are:

1. Regional Collaboration and Partnerships

A regional economic development strategy is most effective when it considers and incorporates the interests and strengths of all jurisdictions in the region. By leveraging the strengths and capabilities of each county towards a wider economic strategy, the region can become more prosperous, resilient, and cohesive.

2. Sector Diversification through Business Development

Our region's businesses are the beating heart of our economy. To thrive, the region must support and retain existing businesses while also cultivating new businesses that will help diversify our economy and generate job growth. With macro-level economic changes – from globalization to shifting market structures – the regional economy will require a continued influx of fresh energy from new and existing businesses.

3. Infrastructure Resilience

Large infrastructure projects, particularly those of regional significance, often exceed the capacity and technical expertise of local municipalities. Further, they often involve multiple partners, public-private partnerships, complex regulatory systems, and strategic stakeholder engagement. To effectively achieve needed infrastructure improvements in the region, technical support will be required.

4. Workforce Support

Many businesses in the region report that they are struggling to find qualified employees for a range of skilled, semi-skilled, and unskilled positions, in part because of training, and in part because of livability factors like lack of affordable housing options. There is also an ongoing need to support existing workforce training efforts and to coordinate and align the efforts of the various Workforce Investment Boards (WIBs) in the region.

5. Rural Vitality

Rural communities have unique economic strengths and challenges. While training and educational opportunities exist in the region, distance and other challenges can prevent rural communities from accessing those services. Lack of basic services can make rural areas less attractive to prospective residents and employers. Therefore, ensuring equitable access to basic services for residents and businesses in rural areas is a critical strategic opportunity.

More information about the CEDS vision and priority areas can be found within the CEDS which is available on the [CWEDD website](#).

Chapter 5: CWEDD Funding

Federal funds provided by the U.S. Department of Commerce is the primary funding source for CWEDD planning and programming activities.

The Economic Development Planning Assistance program provides essential investment support to district organizations, Native American organizations, states, sub-state planning regions, urban counties, cities and other eligible recipient to assist in planning. The two categories of the Planning Assistance program are: (a) planning investments for District Organizations, Indian Tribes and other eligible entities; and (b) short-term planning investments to states, sub-state planning regions and urban areas. Eligible activities under this program include developing, maintaining, and implementing a Comprehensive Economic Development Strategy (CEDS) and related short-term planning activities.

Primary Funding Sources

- 1. Economic Development Administration's (EDA) Partnership Planning Program:** Fiscal Year (FY) 2020-21 was the first year in a three-year planning grant cycle for the Economic Development Administration's (EDA) Partnership Planning Program. OCWCOG submitted a proposed Budget to the EDA for the entire three-year project period. The EDA awards funds annually, with the future allocation of funding contingent upon the availability of funds as determined by Congress; satisfactory performance of the program; and the continued relevance of program objectives. All funding allocations are at the sole discretion of the EDA. Resolutions are brought to the OCWCOG Board of Directors for approval on a yearly basis for submission to EDA with the application.

On March 18th, 2021, the OCWCOG Board approved the resolution for the second year in the grant cycle running from April 1, 2021 through March 31, 2022, in the amount of \$75,000 which required an equal amount of match from OCWCOG. Member dues provide the required match for the funds. The Cascades West Economic Development District funded by this grant covers the four-County Region encompassing Linn, Benton, Lincoln, and Lane Counties. OCWCOG is applying for this grant in coordination with Lane Council of Governments (LCOG). LCOG provides a proportional share of match funding.

Other Funding Sources

- 1. The Coronavirus Aid, Relief, and Economic Security (CARES) Act:** The CARES Act was in response to economic fallout of the COVID-19 pandemic. A portion of the CARES Act included non-competitive funding for Economic Development Districts. CWEDD applied for and received approximately \$382,000 in 100% federal funding. The funding was used for updating the CEDS and hiring a Regional Economic Recovery Coordinator (ERC). The ERC will continue to work on economic recovery through the end of the award period (May 2022). The last task listed in the scope of work is technical assistance for members.