



CWEDD Board and CEDS Strategy Meeting

Wednesday, July 29, 2020

9:30 – 11:00 am

Join Zoom Meeting

<https://us02web.zoom.us/j/87975338146>

Phone: 1-669-900-6833

Meeting ID: 879 7533 8146

Password: 323 220

AGENDA

- | | | | |
|----|-------|---|--------------------------------------|
| 1) | 9:30 | Call to Order & Agenda Review | Chair,
Commissioner
Pat Malone |
| 2) | 9:35 | Welcome and Roll Call
While Phil Warnock is on personal leave, Nick Meltzer, OCWCOG
Transportation Programs Manager, will help staff the CWEDD | All |
| 3) | 9:45 | Minutes of June 23, 2020 Meeting (Attachment A)

ACTION: Approval of Minutes | Chair |
| 4) | 9:55 | 2020-2025 CEDS Update (Attachment B)
Overview of the CEDS components, next steps and project
schedule.

ACTION: Discussion | IPRE Staff |
| 5) | 10:45 | Regional Project Identification
In order to prepare the region for both the CEDS update as well as
another potential stimulus package, CWEDD and Regional
Solutions staff would like to discuss a regional project identification
process to occur concurrently with the CEDS update.

ACTION: Discussion | Nick Meltzer &
Sarah Means |
| 6) | 10:55 | Other Business
-CEDS Meeting schedule
-CWEDD Updates | Chair/Staff |
| 7) | 11:00 | Adjournment | Chair |

CWEDD BOARD MEETING**Tuesday, June 23, 2020****1:30 to 3:00 pm**

Zoom Remote Connection

DRAFT MINUTES

Members: Mayor Jim Lepin, Mayor Sharon Konopa, Mayor Biff Traber, Commissioner Pat Malone, Greg James, Councilor Greg Ervin, Jerry Sorte, Paul Schutyema, Mary Waltson, Sonya Carlson, Commissioner Heather Buch, John Pascone, and Councilor Chris Pryor.

Guest: Charlie Mitchell, Aniko Drlik-Muehleck, Josh Bruce, Austin Ramirez, and Courtney Griesel

Staff: Brenda Wilson, Ryan Vogt, Nick Meltzer, Mike Corwin, and Emma Chavez

TOPIC	DISCUSSION	DECISION / CONCLUSION
1. Call to Order, Agenda Review, and Introductions	<p>Mayor Biff Traber noted that Ryan Vogt will officially start at Oregon Cascades West Council of Governments (OCWCOG) as the new Executive Director on July 15th. Vogt introduced himself.</p> <p>Staff Nick Meltzer advised that he is covering the Economic Development Director position of Phil Warnock during his absence. He thanked members for the opportunity, assistance, and input.</p>	<p>Meeting called to order at 1:30 pm by Chair Commissioner Pat Malone.</p> <p>Nick Meltzer held roll call.</p>
2. Public Comments		There were no public comments.
3. Minutes of May 14, 2020 Workshop	Greg James moved for approve the May 14, 2020 workshop minutes. Chris Pryor seconded. Members met consensus to approve the minutes as presented.	Consensus to approve the May 14, 2020 meeting minutes.
4. CWEDD Updates	<p>CARES Act Technical Assistance Grant: Meltzer advised that staff has submitted for a Coronavirus Aid, Relief, and Economic Security (CARES) Act technical assistance grant of \$385,000 (federal funds). The request includes funding for a Recovery Officer, as well as local technically assistance by county level to help feed up information to the Recovery Officer. Funds will also go towards the CEDS update to focus on Resilience. These were non-competitive funds, therefore staff hopes to hear positive news on the grant application.</p> <p>UO MAP Coronavirus Testing Project Letter of Support: The University</p>	

	<p>of Oregon (UO) applied for EDA funding as part of the CARES Act as well, in an effort to reduce the cost of testing. They have been working in collaboration with Oregon State University (OSU). UO requested a letter of support for their application which staff has submitted on behalf of the CWEDD.</p> <p>Rural Broadband Engagement: Rachael Maddock-Hughes who used to work at OCWCOG is now working out with Lincoln County on a rural broadband project. She requested participation from CWEDD, and Mike Corwin is leading that participation. Maddock-Hughes will be applying for EDA grant funds for technical assistance for a feasibility study for broadband for the OCWCOG Region. Brenda Wilson advised that LCOG has staff working on broadband with Lane County and that it makes sense to submit separate applications because the status of their project different from that which Maddox-Hughes is leading.</p>	
<p>5. 2021-2025 CEDS Update</p>	<p>Meltzer advised that the Comprehensive Economic Development Strategy (CEDS) is required to be updated this year for 2020-2025. This had been discussed at the CWEDD Workshop in October, 2019 and members have received a summary of that discussion in their agenda packet. Per the CWEDD discussion on continuing working with UO on the CEDS update and their work on Resilience, a big component of the CEDS; UO has drafted a Scope of Work (SOW) for the CEDS project for member review and feedback.</p> <p>Meltzer moved on to note that the current CEDS mission and goals seem to continue to align. Additionally, the last CEDS update was very robust and a major update from its previous version. Per previous CWEDD Board discussions, it seems this update will be a lighter one. The Resilience piece was included as an appendix last time as a requirement of EDA, and it will be included within the document this time around. Meltzer moved on to the review UOs Scope of Work.</p> <p>Member Feedback:</p> <ul style="list-style-type: none"> • What type of people are intended to be interviewed? <ul style="list-style-type: none"> ○ Answer: District Board members, people with a region 	<p>Consensus to work with IPRE on the CEDS update and for staff to update the Scope of Work based on today's member feedback.</p>

	<p>perspective, and economic development representatives.</p> <ul style="list-style-type: none"> • What was done with the four working groups mentioned in the current CEDS? <ul style="list-style-type: none"> ○ Answer: The working groups were intended to be the vehicle through which the CEDS was implemented. All four convened at least once or twice, and at least two met more regularly. Due to a staffing challenge, this did not continue. ○ Mayor Lepin would like members to consider if the working groups are still an avenue to continue the CEDs work and assist in addressing concerns. <p>UO IPRE staff Aniko Drlik-Muehleck reported that in parallel with the CEDS, is the FEMA Resilience project. The Resilience project will consist of a lot of engagement during the summer and she reiterated that the resilience work will be incorporated into the CEDS as a requirement of EDA.</p> <p>When asked if it will be feasible to update the CEDS document within three months; Bruce noted that that the current document expires in December of 2020 therefore the scope was put together to streamline this need. The current documents has a good structure and the CWEDD may only need to update its action items while acknowledging new opportunities such as stimulus funding due to COVID-19 while projecting out through the next five years. He reiterated what Drlik-Muehleck reported; that while the resilience work will be incorporated into the document this time around and that work has been well underway. Bruce did note that if members did not feel comfortable with the short timeframe, it can be extended.</p> <p>Meltzer advised that, that is the feedback he is requesting from members. What level of engagement feels right and how should the efforts be focused, with the understanding that will do a lighter round.</p>	
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	<p>Commissioner Malone stated that it sounds like there may not be an issue with the plan, rather with its implementation. Members may want to focus on how to implement the CEDS, instead of spending a lot of effort on revising the current plan. Mayor Traber advised that he agreed with Commissioner Malone. He went on to note that he wants it to be clear who is on the review meetings, and to have interviewees identified.</p> <p>Meltzer noted that there has been work done through virtual open houses, and this can be an option for the CEDS update as well. All the information that would normally be available at a regular meeting can be posted online, allowing for each person to digest the information at their own pace. You miss the in-person interaction, however, social distancing needs to be taken into consideration.</p> <p>Ryan Vogt noted that he is thrilled on the light update and that he had discussed the CEDS with members during his interview. He went on to state that the current action items are nice and actionable but the CWEDD may want to work on implementation. He questioned if it's possible to push the timeline out. To this, Meltzer advised that with the current document expiring at the end of the year and funds being dependent on the document, the CWEDD may not want to stretch it too far out. However, CARES Act funding may allow extension of the work through March of 2021.</p> <p>Meltzer – will update scope and send one last time for review by CWEDD Board.</p> <p>Members met consensus for OCWCOG to work with IPRE on the CEDS update and to update the SOW based on member feedback.</p>	
6. Other Business		There was no other business to discuss.
7. Adjournment	After discussion, members agreed that in order to continue the CEDS update work, the next meeting will be scheduled for the end of July.	Consensus for OCWCOG to work with UOs IPRE

	<p>Greg James questioned if a formal motion needed to be made to continue contracting work with IPRE. An official motion was made: Mayor Biff Traber made a motion for OCWCOG to continue to work with UOs IPRE team on the CEDS update. Greg James seconded. Members met consensus.</p>	<p>team on the 2020-2025 CEDS Update.</p> <p>Meeting adjourned at 2:26 pm.</p>
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CWEDD COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDDS) UPDATE Project Kickoff

July 29, 2020



UNIVERSITY OF
OREGON

School of Planning, Public
Policy and Management

Institute for Policy
Research and Engagement

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

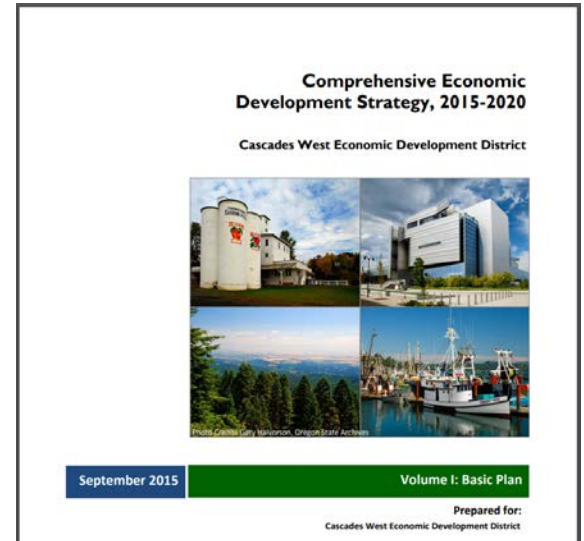
What is it?

- A strategy-driven plan for **regional** economic development

Why is it useful?

- Coordination
- Access to federal \$

<https://eda.gov/ceds/> | <https://www.cedscentral.com/ceds-101.html>



WHAT DOES A CEDS INCLUDE?

- Economic conditions summary
- SWOT
- Action Plan
- Implementation Framework
- Performance Evaluation Framework
- *Economic Resilience*



CONDITIONS & SWOT

Marketable Strengths

The following lists, grouped by category, present strengths identified during the SWOT analysis.

Connectivity:

- Direct access to interstate 5
- Multi-use ocean ports for fishing, research and trade
- Local, regional, national and international rail network
- Freight infrastructure

Culture of Innovation

- Business incubators and accelerators (e.g. Regional Accelerator & Innovation Network, FertiLab)
- Research institutes and higher education institutions
- Proven track record of successful business starts (e.g. Nike, Garage Games, Molecular Probes)

Supportive Business Climate

- Adaptive and attractive building code processes
- Small business support (e.g. chambers of commerce, Cascades West Financial Services)
- Workforce training centers

Technical Support

- Councils of Government (LCOG, OCWCOG)
- UO Economic Development Administration University Center
- Multiple economic development related non-profits and foundations

District-Wide Opportunities

The following lists present opportunities identified during the SWOT analysis.

- Quality of place for growing population segments (i.e. retirees, families, aging baby boomers, climate migrants, etc.)
- Growing trade between US and Asia
- Enterprise zones
- Access to available capital
- Increasing higher education enrollment
- Growing national and international economies
- Workforce training and education
- New and expanding markets (e.g. value-added forest products, marijuana, tourism, craft beer and wine, etc.)
- 'Green business'
- Renewable energy
- 'Lay-down' areas for multi-modal freight transfers
- California and Washington markets
- Growing national and international economies



ACTION PLAN

6 Goals

10 Objectives

17 Strategies

32 Actions

Goal	Priority Actions	Y1	Y2	Y3	Y4	Y5
Regional Collaboration	1.1.1.1: Create and maintain a CWEDD website to function as an information hub for the region by 2016. (1)					
	1.1.1.2: Create a regional economic development organization chart that clearly identifies the linkages and roles of all economic development agencies. (1)					
	1.2.1.1: Create and convene at least annually four working groups to be responsible for implementation and monitoring of each goal/priority area identified in this CEDS. (1)					
Economic Development	2.1.2.1: Coordinate the inclusion of regional branding language on local jurisdictions' and the State of Oregon's tourism promotion efforts. (1)					
	2.2.1.1: Create and promote a database of incubators, accelerators, capital sources and support services available in the region by 2016. (1)					
	2.2.2.1: Working groups agree on two to three of the following business clusters to focus business development efforts on over the next 5 years: software/technology; food and beverage; education technology and research; advanced manufacturing; value-added forest products; university-related spinoffs; health; marine; agriculture; bioscience; and natural textiles. (0)					
Entrepreneurship & Innovation	3.1.1.1: Organize a forum on regional innovation networking by the end of June 2016. (A)					
	3.1.2.2: The CWEDD will develop and implement a strategy for increasing business visibility, involvement, and entrepreneurial education into local schools by 2017. (0)					
	3.1.2.3: Prepare and promote an inventory of resources available to entrepreneurs by December 2016 through a combination of mixed media such as a website, listserv, or social media. (1)					

Goal	Priority Actions	Y1	Y2	Y3	Y4	Y5
Technical Support	4.1.1.1: Create a section in the CWEDD website to list current funding opportunities for local jurisdictions by December 2016. (1)					
	4.1.2.1: CWEDD will work with OCWCOG and LCOG to complete a Regional Needs Assessment by summer of 2016. (A)					
Workforce Development	5.1.1.1: Assess the workforce development system in the region and make recommendations to the CWEDD Board about the CWEDD's role in supporting coordination among workforce development organizations. (1)					
	5.1.1.2: Partner with local workforce development programs, including WIBs, to increase participation of local businesses in apprenticeships, internships, and On-The-Job-Training programs, in order to build pathways to employment for persons entering the workforce. (0)					
Rural Development	6.1.1.1: In partnership with local Main Street programs, identify and support downtown revitalization projects in rural communities each year. (0)					
	6.1.3.1: The Rural Development Working Group will use the results of the regional needs assessment (from Action 4.1.2.1) to identify, prioritize, and recommend a set of rural area "projects of regional significance" to the CWEDD Board. (0)					



PERFORMANCE EVALUATION FRAMEWORK

- Number of jobs created in the Region after implementation of the CEDS;
- Number and types of regionally significant investments undertaken in the Region;
- Number of jobs retained in the Region after implementation of the CEDS;
- Types and number of regionally significant private sector investments undertaken in the Region after implementation of the CEDS;
- Significant changes in the economic environment of the Region.



ECONOMIC RESILIENCE

Basic Steps - Little to No Cost Actions to Take Right Now

Diversity and Redundancy

- Inventory local businesses capable of providing services, material, equipment, and workforce needed in the event of a catastrophe.
- Establish roles and responsibilities that economic development stakeholders in the region will need to fulfill following an economic shock or natural disaster.

Systems Thinking

- Involve economic development professionals and business representatives in emergency preparation, response, mitigation, and recovery planning activities.
- Promote the incorporation of recommendations from County and City Hazard Mitigation Plans into Economic Development Plans and Strategies.
- Encourage counties and cities in the region to adopt local recovery ordinances.

Broaden Participation

- Form a business continuity and disaster recovery working group.
- Encourage businesses to develop, test and implement business continuity plans.
- Discuss potential shocks, threats, disasters and risk reduction strategies at local chamber or business association “Lunch and Learn” events.

Intermediate Steps - Investing In Tomorrow

Diversity and Redundancy

- Establish a process to solicit, pre-approve and contract with local businesses, contractors and vendors for services, materials and equipment following a disaster.
- Partner with local businesses throughout the region to form an Economic Recovery Response Team.
- Ensure that economic development organizations, chambers of commerce, and business associations have arranged for alternate or backup office locations.

Systems Thinking

- Develop an economic recovery plan for the region.
- Update the economic development section of local comprehensive plans to include economic resilience considerations.
- Utilize external funding (such as the FEMA Hazard Mitigation Grant Program) as a way to leverage local funds for business-related mitigation activities. Or consider using Community Development Block Grants to retrofit buildings, elevate critical equipment or build to higher code standards.

Broaden Participation

- Partner with local businesses throughout the region to form an Economic Recovery Response Team.
- Incentivize investments in business resilience for businesses that have business continuity plans (e.g. reduce business license fees; 1% reduction in property taxes (or other tax) for businesses that have an employee preparedness training program; expedite plan review for hazard retrofit/mitigation projects).

Advanced Steps - Lead By Example

Diversity and Redundancy

- In cooperation with large employers, business clusters, or dense commercial areas located within hazard zones, develop strategy to harden, elevate, re-locate or otherwise mitigate / prevent damage from natural hazards.
- Invest in diverse and redundant critical infrastructure systems (e.g. transportation, fuel, energy, communications, water, etc.).
- Prepare to establish a Business Recovery Center within one- to two-weeks of a major economic shock or natural disaster.

Systems Thinking

- Use creative financing, such as revolving loan funds, grants and tax relief to help businesses reduce risk.
- Promote economic resilience activities as a way to market the region and encourage local investment and entrepreneurship.

Broaden Participation

- Promote creation of local disaster recovery plans: This can be used to set goals and guide business’ resiliency efforts within a documented and coherent strategy. This course of action will more effectively protect economic development efforts.

WHAT'S THE PROCESS OF CREATING (OR UPDATING) A CEDS?

- Draft (or update) the document
- Stakeholder comment period
- Submit to EDA for review
- Finalize

WHO SHOULD BE INVOLVED?

- Engagement between EDD and:
 - Community leaders and residents
 - Tribes
 - Workforce sector
 - Private sector
 - Educational institutions
 - Other stakeholders

PROJECT TIMELINE

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									

★ = Meeting

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