

# CWEDD Strategy Committee – Implementation Strategy

**Date:** 3/3/25

**Location:** MS Teams Meeting

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**Time:** 10:00-11:15 (1hr 15min)

**Session Goals:**

- Provide additional input on action plan language
- Review and update the implementation strategy

## Agenda –Detailed

Time	Activity	Total Time	Lead
10:00-10:10	<b>Welcome, Overview, and Grounding</b> <ul style="list-style-type: none"><li>• Welcome people as they come in</li><li>• Give overview of session goals</li><li>• Grounding to get people to focus and be fully present</li></ul>	10min	Justin and Aniko
10:10-10:25	<b>Action Plan Discussion</b> <ul style="list-style-type: none"><li>• Final thoughts from last week’s discussion on the Action Item language</li></ul>	15 min	Justin and Aniko
10:25-10:55	<b>Implementation Strategy (Attachment A)</b> <ul style="list-style-type: none"><li>• Review of the implementation strategy</li><li>• Discuss CEDS implementation meeting’s structure and timing</li><li>• Take notes in google doc</li></ul>	30 min	Justin and Aniko
10:55-11:05	<b>SWOT</b> <ul style="list-style-type: none"><li>• Final input on the SWOT Analysis</li></ul>	10 min	Justin and Corum
11:05-11:15	<b>Wrap Up and Next Steps</b> <ul style="list-style-type: none"><li>• CWEDD Board Meeting March 6th</li><li>• Next Meeting TBD – Discussion on timing and need</li></ul>	10 min	Justin and Aniko

# Implementation

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This chapter presents the implementation framework for the ~~2020-2025~~2025-2030 CEDS. It focuses on creating accountability among partners for activating regional projects and maintaining the CEDS as a regionally relevant and up-to-date document. The first section outlines the changes in implementation structure from the ~~2015-2020~~2020-2025 CEDS. The next section describes key roles and responsibilities of CWEDD and partners in implementation. The remainder of the chapter lays out a schedule for plan maintenance and plan review. This includes a schedule for CEDS partners to meet, identify regional projects, and record successes and challenges. This chapter, together with information contained elsewhere in this report, satisfies 13 C.F.R. § 303.7(b)(iii).

## Implementation Structure

A successful implementation structure facilitates collaboration among regional partners by creating clear systems of accountability, defining a shared understanding of roles, and uses measurable indicators of success. The following sections describe changes made to the implementation structure for the ~~2020-2025~~2025-2030 CEDS that resulted from discussions with CWEDD staff, the CWEDD Board, and other interested parties who participated in the update process. These changes represent a renewed commitment to CEDS implementation through collaboration and leveraging the existing capacity of regional economic development groups and practitioners.

Stakeholders identified the need for CWEDD leadership to convene working groups and provide support and resources to ensure the CEDS is a practical tool for routine use. CWEDD staff were identified as the key convener for CEDS implementation in this update. CWEDD staff, supported by OCWCOG and LCOG staff and CWEDD board members, will provide adequate staff time to organize working groups around priority projects and assist with elements of project implementation and coordination.

CWEDD staff will convene CEDS implementation by bringing together economic development practitioners and any additional stakeholders on a quarterly to semi-annual basis. These meetings will support regional collaboration and CEDS implementation by identifying regional priority projects and forming Working Groups based on those projects. Working Groups will be based on regional priority projects instead of topical interests (as they were in the 2015-2020 CEDS). Working Groups will consist of local and regional economic development staff and other partners, and each Working Group will require a Project Champion to initiate meetings and move the project forward. Outside of meetings, CWEDD staff will function as a conduit for communication between the CWEDD Board and the Working Groups. CWEDD will be available to provide support and resources to the Working Groups if needed.

The following table describes the new implementation structure. This structure is intended to fit the existing capacity of CWEDD and all involved CEDS partners. It recognizes that collaboration is integral to successful implementation and that the CWEDD region is still actively cultivating regional relationships.

# CEDS IMPLEMENTATION

## CWEDD Organization

Decision  
-making

### CWEDD Board

Decision-making body that approves regional priorities through adoption of CEDS. The CWEDD Board will provide direction to CWEDD staff as appropriate.

Convening &  
Support

### CWEDD Staff

Conduit between decision-makers (the Board) and economic development staff. CWEDD staff will convene regional and local stakeholders through CEDS implementation meetings and provide support through outreach, facilitation aid, and relevant economic development opportunities to the region.

## Regional and Local Economic Development Stakeholders

Advisory

### QUARTERLY/SEMI-ANNUAL CEDS IMPLEMENTATION MEETINGS

#### Benton, Lincoln, and Linn County Economic Development ~~Group~~Practitioners

Benton, Lincoln, and Linn County Economic Development ~~group~~ practitioners serves the local priorities of Benton, Lincoln, and Linn Counties. They will provide local updates during CEDS implementation meetings to support local alignment with regional priorities.

#### Lane Economic Committee

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.

#### Additional Practitioners and Stakeholders

Additional regional and local practitioners and stakeholders may include representatives from statewide organizations, economic development organizations, business leaders, and entrepreneurs, among others. In response to the Pandemic, important cross-region coordinating groups emerged that should be leveraged in CEDS implementation. Groups like these and other individuals should provide updates on their work and add their perspective to CEDS implementation meetings.

## Working Groups

Action

### Working Groups

Working Groups will be formed during CEDS implementation meetings and be the action-oriented and project-focused groups that carry out regional priorities. They will be convened by a Project Champion identified from within the group.

## Implementation Roles

### CWEDD Board

The ~~2020-2025~~2025-2030 CEDS recognizes the CWEDD Board as the District’s governing body. 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 may participate in the CEDS implementation meetings and choose 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

CWEDD Board	
Role	Governing body of CWEDD
	Oversees CEDS update and implementation
	Makes decisions about regional priorities
	Supports implementation within their jurisdiction
Membership	Elected officials at the county and city level
	Economic development professionals
	Business and sector representatives
	Urban and rural representatives
	Representatives from diverse identities and experiences reflective of regional demographics
CWEDD Staff	

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.

<b>Role</b>	Convene CEDS implementation meetings
	Provide regional resources to the economic development network
	Provide support to the Board and Working Groups as identified
	Support communication between the CWEDD Board, regional and local stakeholders, and Working Groups

### Regional and Local Economic Development Stakeholders

<b>Regional and Local Economic Development Stakeholders</b>	
<b>Role</b>	Attend and participate in CEDS implementation meetings
	Share and discuss local priorities, projects, or goals
	Communicate resources that can be shared with other local stakeholders
	Communicate needs to support regional partnerships or resource-sharing
	Share and discuss local successes and challenges in economic development
	Communicate outcomes of CEDS implementation meetings back to localities and networks
	Engage in regional collaboration

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 the CEDS 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.

This update proposes continues to harness the existing capacity of Benton, Lincoln, and Linn County Economic Development GroupPractitioners, convened by OCWCOG, and the Lane Economic Committee, convened by LCOG. The role of these groups in implementation includes regular discussion of regional priorities and projects at their own meetings and participation in quarterly or semi-annual CEDS implementation meetings convened by CWEDD staff. Members of these groups may then opt to participate in Working Groups given interest, capacity, and existing work.

The role of local economic development practitioners in CEDS implementation includes attendance and participation at quarterly or semi-annual CEDS implementation meetings convened by CWEDD staff. During CEDS implementation meetings, practitioners should communicate their sector’s or organization’s priorities and discuss relevant successes and challenges from their perspective. They may also opt to participate in Working Groups to act on the CEDS Strategic Priorities. Additionally, local economic development practitioners may engage with CEDS implementation in the following ways:

- Sharing the CEDS priorities with their sector’s or organization’s members and leadership and aligning the CEDS priorities where possible with the priorities of their sector or organization
- Communicating desired economic development resources to the District

## Working Groups

<b>Membership</b>	Existing members of local economic development groups
	Representatives from statewide organizations
	Large and small business representatives
	Entrepreneurs
	Representatives from Workforce Investment Boards
	Economic development practitioners
	Representatives from local or regional economic development organizations or nonprofits

<b>Working Groups</b>	
<b>Role</b>	Carry out the on-the-ground implementation of regional priority projects
	Identify a Project Champion
	Set a realistic meeting schedule, tasks, and project milestones
	Record successes and challenges to measure performance

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

The change to Working Group structure is in the 2020-2025 CEDS was to maintain energy and accountability for priority project implementation. In the 2015-2020 CEDS, Working Groups were based on four topics: Regional Economic Development Practitioners, Entrepreneur and Innovation, Workforce Development, and Rural Development. The majority of these groups did not meet during the five-year period and defaulted to working within their own localities. The new updated structure of Working Groups based on projects rather than topics is intended to encourage sustained participation—it is easier to motivate a group around a specific project idea rather than an abstract topic. Working Groups should also have clear leadership from a Project Champion and convening assistance from CWEDD staff. This level of structure was missing from 2015-2020 Working Groups and should help the new Working Groups achieve more success. The 2025-2030 CEDS will maintain the same Working Group structure as the 2020-2025 CEDS.

**Project Champions** will be responsible for convening their Working Groups, with some assistance from CWEDD staff. They will coordinate outreach to Working Group members, create meeting agendas, and communicate project needs to CWEDD staff. If no one volunteers to be a Project Champion, it is a good indication that the project may not have enough energy to sustain it – the project should be tabled until a champion emerges.

- Attend CEDS implementation meetings and report back to the wider group of stakeholders
- Communicate with appropriate networks to support implementation
- Engage in regional collaboration

**Project Champion**

- Convene the working group
- Reach out to CWEDD as needed
- Guide the group in creating schedules, agendas, defining tasks, and project milestones

**Membership**

- Membership will be dependent on interest, capacity, and existing work and may include:
  - Regional and local practitioners
  - Members of economic development groups, organizations, or nonprofits
  - CWEDD Board members
  - Business representatives
  - Entrepreneurs
  - WIB representatives
  - And more!

## Plan maintenance

Plan maintenance is a critical component of the CEDS. This section presents a basic five-year schedule and generalized work program. The schedule is intended to guide CWEDD staff and Working Groups with an appropriate timeline, meeting objectives, and a timeframe for tracking indicators outlined in the strategic priority framework. CWEDD staff will have the primary responsibility for the meeting schedule of the quarterly or semi-annual CEDS implementation meetings. Working Groups will determine their own meeting schedule dependent on their needs and the requirements of the project identified.

## Implementation Schedule

The following table describes the proposed schedule for CEDS implementation meetings. The frequency of meetings on a quarterly or semi-annual basis will be determined by CWEDD staff as necessary.

Timeline	Meeting topics and tasks
Year 1	<ul style="list-style-type: none"> <li>✓ <b>CWEDD Board</b> will adopt the updated CEDS</li> <li>✓ <b>CWEDD staff</b> will convene CEDS implementation meetings</li> <li>✓ <b>Working Groups</b> will be formed during CEDS implementation meetings</li> <li>✓ <b>Working Groups</b> will set a schedule for meeting and implementation</li> <li>✓ <b>CWEDD staff</b> will provide support as requested from <b>Working Groups</b></li> <li>✓ <b>CWEDD staff</b> will produce an end-of-year report of CEDS implementation activities, including gathering data on indicators</li> </ul>
Years 2-4	<ul style="list-style-type: none"> <li>✓ <b>CWEDD staff</b> will continue to organize quarterly to semi-annual CEDS implementation meetings</li> <li>✓ New <b>Working Groups</b> will be formed as necessary during CEDS implementation meetings</li> <li>✓ <b>CWEDD staff</b> and <b>Working Groups</b> will record successes and challenges. <a href="#">Updates will be provided at the CWEDD Board Meetings.</a></li> <li>✓ <b>CWEDD staff</b> will produce end-of-year reports of CEDS implementation activities, including gathering data on indicators</li> </ul>
Year 5	<ul style="list-style-type: none"> <li>✓ <b>CWEDD staff</b> will convene CEDS implementation meetings as appropriate</li> <li>✓ New <b>Working Groups</b> will be formed as necessary during CEDS implementation meetings</li> <li>✓ <b>CWEDD staff</b> and <b>Working Groups</b> will record successes and challenges</li> <li>✓ <b>CWEDD staff</b> will engage appropriate stakeholders in the CEDS review and plan update process (reserve a full year for the 2025 update)</li> <li>✓ <b>CWEDD staff</b> will produce an end-of-year report of CEDS implementation activities, including gathering data on indicators</li> </ul>

## CEDS Implementation Meetings

CEDS implementation meetings are the catalyst for regional collaboration and CEDS implementation. CWEDD staff will take the lead in convening quarterly to semi-annual CEDS implementation meetings. Those in attendance may consist of, but not be limited to, the following stakeholders:

- CWEDD Board members
- Benton, Lincoln, Linn Economic Development [Group Practitioner](#) members
- Lane Economic Committee members
- Practitioners from across the four-county region
- Local and regional business leaders and representatives
- Representatives from statewide EDOs, such as Business Oregon and Regional Solutions
- Representatives from Workforce Investment Boards (WIBs)
- Representatives from Small Business Development Centers

CWEDD staff will coordinate scheduling, agendas, and outreach for CEDS implementation meetings. The list below describes potential meeting objectives to guide CEDS implementation meetings:

- Updates from local economic development groups and practitioners on their existing work
- Updates from the CWEDD staff or board on regional resources, support, and/or funding
- Determining regional priority projects that align with the strategic priority areas of the CEDS and/or the interests and existing work of EDOs and practitioners
- Identifying a Project Champion for each priority project
- Forming Working Groups around priority projects where a Project Champion has been identified
- Recording successes and challenges encountered during the implementation process and making any necessary adjustments

CWEDD staff may also convene regional workshops or presentations that support economic development efforts, either as part of CEDS implementation meetings or as stand-alone events.

## Annual CEDS Report

CWEDD staff will produce an annual CEDS report based on implementation activities held throughout the year. An annual report is intended to inform local and regional economic development groups and practitioners on CEDS progress as well as track the indicators detailed in this plan. Annual CEDS reports will support the next plan review cycle and provide an avenue for recognizing and celebrating successful regional projects.

## Plan Review Cycle

The EDA requires that CEDS be updated every five years for designation as an Economic Development District. This review cycle also ensures that the strategy remains a current and useful guide for regional economic development efforts. As described in the previous section, CWEDD staff should focus year five of implementation on engaging the CWEDD Board, local economic development groups, and other stakeholders to make updates to each section of this plan. Creating annual reports and tracking metrics throughout the cycle will support an efficient CEDS update process, but the District should reserve an entire year for the [2025-2030](#) update. [Based on input from the CWEDD Board and partners the 2025-2030 update was focused on refinement rather than a full overhaul.](#) This update will likely be more extensive than the [2020-2030](#) update since it will have been [150](#) years since a major overhaul of the

strategy was last completed. Once the CEDS is updated, the CWEDD Board will move forward with its adoption after a 45-day public plan review period

