



Board Meeting

Thursday, March 06, 2025

9:00 am – 11:00 am

LCOG Buford Conference Room (5th floor)
859 Willamette St.
Eugene OR 97401
Lane County

or

Join Virtually via Teams

TEAMS Meeting by clicking [HERE](#)

Meeting ID: 291 224 730 274

Passcode: wwgDy8

Mobile 1 Click Number:

[+ 1 872-242-8088](#)

Phone Conference ID: 347 254 52#

AGENDA

- | | | | |
|----|------|--|---------------------------|
| 1. | 9:00 | Call to Order & Agenda Review | Chair, Paul Schuytema |
| 2. | 9:05 | Roll Call | Staff,
Justin Peterson |
| 3. | 9:10 | Public Comment | Chair |
| 4. | 9:12 | CWEDD Board Membership (Handout) & Election of Officers (Attachment A and Attachment B)
See attached bylaws for discussion of membership and election of officers.

ACTION: Election of Officers | Staff, Justin Peterson |
| 5. | 9:15 | CWEDD Executive Committee Appointment(s) (Attachment C)

New CWEDD Executive Appointments may be required based on the Officer appointments.

ACTION: Election of Executive Committee | Staff, Justin Peterson |
| 6. | 9:18 | Minutes of January 09, 2025, Meeting (Attachment D)

ACTION: Approval of Minutes | Chair |
| 7. | 9:20 | CEDS Update | Staff Justin Peterson |

Update on the CEDS Strategy Committee process and proposed changes.

- Strengths Weaknesses Opportunities and Threats (SWOT) ([Attachment E-1](#))
- Action Plan Structure ([Attachment E-2](#))
- Implementation Plan ([Attachment E-3](#))
- CEDS Strategy Committee

ACTION: Discussion

8. 9:45 **HB3395 – Housing Infrastructure Funds** **Staff, Jaclyn Disney**
Status update on the housing infrastructure funds.

ACTION: Discussion

9. 10:00 **Abilities Diner & Bakery – Eugene Restaurant - 790 Blair Blvd., Eugene OR** **Guest, Julie Fitzgerald**

Abilities offer jobs to those who have disabilities and have encountered difficulty finding work elsewhere. They try to focus on their abilities, not their disabilities... hence the name. They are a family-friendly Diner that offer options for the young and old including a child's menu as well as a full bar. A variety of vegetarian options on the menu including salads, veggie burgers, and omelets are also offered.

Today's catering was provided by Abilities Diner and Bakery.

ACTION: Discussion

10. 10:25 **Cascades West Innovation Hub** **Chair, Paul Schuytema**
Status update on the Cascades West Innovation Hub work and upcoming ways to get involved.

ACTION: Discussion

11. 10:45 **Discussion: CEDS Working Groups (Open time for any updates)** **Chair/ Staff, Justin Peterson**

- *Broadband Action Team (BAT)*
- *Cascades West Regional Consortium (CWRC)*
- *Early Childhood Education (new appointee needed)*
- *Rural Economic Alliance (REAL)*
- *Lane Economic Committee (LEC)*
- *Blue Economy Update from EDALC*
- *Other workgroup updates?*

- | | | | |
|------------|--------------|--|--------------------|
| 12. | 10:50 | Other Business (if time allows) <ul style="list-style-type: none">• <i>CEDS Annual Report (Attachment F)</i>• <i>CWEDD Regional Project list (Attachment G)</i>• <i>Regionally Significant Updates</i>• <i>Executive Committee Updates</i> | Chair/Staff |
| 13. | 11:00 | Adjournment
<i>Next Meeting: June 12, 2025</i> | Chair |

CASCADES WEST ECONOMIC DEVELOPMENT DISTRICT GOVERNING BOARD**BYLAWS****I. PURPOSE AND DUTIES**

The purpose of the Cascades West Economic Development District Governing Board (District Board) is to serve as the governing body of the Cascades West Economic Development District (District), which is an Economic Development District Organization recognized by the federal U.S. Department of Commerce Economic Development Administration. Purpose and duties of the District are enumerated in its Articles of Agreement.

II. MEMBERSHIP, TERMS, VACANCIES, AND REMOVAL

- (A) The District shall be governed by a District Board of twenty (20) members, appointed as specified in the District's Articles of Agreement.
- (B) Each District Board member serving as a representative of the Lane Council of Governments (LCOG) Executive Committee or the Oregon Cascades West Council of Governments (OCWCOG) Executive Board shall serve on the Cascades West Economic Development District Governing Board as long as their Council of Governments term lasts. Each District Board member who is a county representative shall be reaffirmed or reappointed, annually.
- (C) County District Board Members are subject to removal if they miss two (2) consecutive District Board meetings. In such an event, the Council of Governments which originally appointed the representative may remove that member from the District Board. The district Governing Board may request the removal, but shall not have the power of removal.
- (D) In order to be eligible for various types of federal Economic Development Administration assistance, including public works and loan guarantee programs, areas must actively participate in the Economic Development District's planning process. County government participation provides for inclusion of its incorporated area. Active participation is defined as being a member of the Oregon Cascades West Council of Governments, Lane Council of Governments, or an Economic Development Professional in either Benton, Lane, Lincoln, or Linn Counties.

III. ORGANIZATIONAL PROCEDURES

- (A) The District Board shall meet at least once a year. At least one (1) month notice shall be given to the membership for a regular meeting. Regular meetings shall be held in Benton, Lincoln, Lane, or Linn Counties.

- (B) Additional meetings in person, or electronically, may be called by the Chair with the concurrence of two (2) additional members, or by a majority of the full membership of the District Board.
- (C) Meetings may be held by telephone or other means of electronic communication, and the District Board members may participate in any meeting by telephone or other means of electronic communication with advance notice of 48 hours given to staff. Such telephonic or electronic participation may only occur if the meeting is called to order at a location where all District Board members and any member of the general public can attend, understand, and either hear or read the comments of all members participating in the meeting.
- (D) Each member shall be entitled to one vote on matters before the District Board.
- (E) A quorum shall consist of a simple majority of the membership of the District Board.
- (F) Except as otherwise provided in these Bylaws, a simple majority of the members present and voting shall be sufficient to decide a question before the District Board.
- (G) Unless otherwise specified, Roberts Rules of Order Revised shall govern the proceedings of the meetings of the Board.

IV. OFFICERS

- (A) The officers of the District Board shall consist of a Chair and Vice-Chair elected from among the representatives and by the duly appointed representatives on the District Board for one-year terms after March 1st. Officers may be re-elected for up to three consecutive terms.
- (B) A vacancy in the office of Chair of the District shall be filled by the Vice-Chair for the unexpired term. In such an event, a new Vice-Chair shall be elected, at the next regular or special meeting of the District Board and they shall serve the balance of their term of that office.
- (C) Duties of the Chair: The Chair shall have general supervisory and direction powers of the District, shall preside at all District meetings, and shall be a non-voting ex-officio member of all committees of the District. The Chair is the sole official spokesperson of the governing body on all matters of policy and position, unless this responsibility is delegated in writing or electronically, to another member of the governing body, or a member of a board or committee appointed by the governing body.

- (D) Duties of the Vice-Chair: In the absence of the Chair, the Vice-Chair shall execute all the powers of the Chair.

The Chair and Vice-Chair shall not be residents of the same Council of Governments Region.

V. ELECTION OF OFFICERS

- (A) An annual organizational meeting shall be held by the District Board no later than June 30th of each year during which officers for the coming year will be elected at that meeting
- (B) Nominations may be made from the floor and candidates receiving a simple majority vote of those members present at the annual organizational meeting shall be declared elected.

VI. COMMITTEES OF THE DISTRICT BOARD

- (A) A Comprehensive Economic Development Strategy Committee for the District will be appointed by the Boards of the Councils of Governments. Federal requirements and balancing membership between the two Council of Governments areas will be considered in appointing the Strategy Committee.
- (8) Executive Committee
 1. Composition: An executive committee shall consist of one representative from each County, and one at large member for a total of five. The board chair, and board vice chair, shall serve as the chair and vice chair respectively, of the executive committee. The representatives of each County shall be selected annually by the CWEDD board.
 2. Duties: The duties of the executive committee will include, but will not be limited to, acting on behalf of the CWEDD board between meetings. Taking action in situations determined by the Chair to be urgent. Be responsible for routine housekeeping duties, such as determining the content of agendas. Taking needed timely action on issues within the context of decisions or positions previously taken by the CWEDD board. However, the executive committee shall refrain from action on items that can wait for a regular CWEDD board meeting, and refrain from making decisions regarding project priorities.
 3. Chair and Vice-Chair: The chair and vice-chair of the board shall serve as the chair and vice chair of the executive committee and will have similar roles and authority as the chair and vice-chair of the board.
 4. Meeting and Quorum: A quorum shall be three of five members present. Alternates may serve on the executive committee if the representative is not able to attend a meeting and if the representative so decides. The Executive Committee shall meet as called by the Chair or CWEDD Staff. Meetings of the Executive Committee shall be conducted in compliance with the Oregon Public Meetings Law as described in ORS 192.610 through ORS 192.690.
 5. Decisions and Recommendations: Decisions and recommendations of the Executive Committee will be communicated to the CWEDD board. When possible that communication shall be in writing via a memorandum.
- (C) In order to carry out work of the District Board, committees may be created by a majority vote of the District Board. The purpose and scope of activity of each committee shall be outlined in writing.
- (D) The Chair may appoint committee chairs and members.

VII. STAFF AND FINANCES

- (A) The OCWCOG shall provide staff and administrative services for the Cascades West Economic Development District. The Executive Director of OCWCOG shall be the Executive Director of the Cascades West Economic Development District.
- (B) At the direction of the District Board, the Executive Director is empowered to pursue and enter into such contracts, grants, and agreements as to carry out the planning functions of the district consistent with the adopted Comprehensive Economic Development Strategy (CEDS).
- (C) The District shall be funded by grants, gifts, contracts, and contributions. All revenue shall be deposited with the OCWCOG for use in conducting the Cascades West Economic Development District work program. Cascades West Economic Development District funds so deposited shall be accounted for in a manner that maintains this identity separate from other revenues of OCWCOG; however, they shall be integrated into the OCWCOG normal accounting system and audited as a part of the OCWCOG's annual audit. OCWCOG will provide an annual account summary at the same meeting in which the Chair and Vice Chair will be elected.
- (D) Expenditures shall be authorized, approved and completed as if they were OCWCOG expenditures. The Cascades West Economic Development District shall be assessed its share of OCWCOG indirect costs in the same manner as other programs of OCWCOG.

VIII. AMENDMENTS

Amendments to these Bylaws shall be adopted by the Councils of Governments which are parties to the Articles of Agreement establishing the Cascades West Economic Development District. The District Board shall not amend its own bylaws, but may propose amendments for the consideration of the Councils of Governments.

IN WITNESS WHEREOF, the parties hereto have caused these Bylaws to be adopted by motion of their respective governing bodies, signed by the Chief Executive Officer and duly attested to by the respective clerk, recorder, or secretary.

OREGON CASCADES WEST
COUNCIL OF GOVERNMENTS



10/01/2024

Date

LANE COUNCIL OF COUNCIL OF
GOVERNMENTS



Brenda Lee Moore (Oct 1, 2024 12:55 PDT)

10/01/2024

Date

ATTEST:

CWEDD Board Chairmanship History

**No noted Chair and Vice Chair prior to 2016.*

2016	2017
Chair – Mayor Sharon Konopa Vice Chair – Susy Lacer	Chair – Mayor Sharon Konopa Vice Chair – Susy Lacer
2018	2019
Chair – Councilor Dann Cutter Vice Chair – Rob Scoggin	Chair – Mayor Dann Cutter Vice Chair – Rob Scoggin
2020	2021
Chair – Commissioner Pat Malone Vice Chair – Greg James	Chair – Heather Buch Vice Chair – Jim Lepin
2022	2023
Chair – Heather Buch Vice Chair – Paul Schuytema/ Jim Lepin	Chair – Heather Buch Vice Chair - Paul Schuytema
2024	2025
Chair – Paul Schuytema Vice Chair – Councilor Greg Ervin	Chair – TBD Vice Chair - TBD

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- (D) Duties of the Vice-Chair: In the absence of the Chair, the Vice-Chair shall execute all the powers of the Chair.

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- (B) Nominations may be made from the floor and candidates receiving a simple majority vote of those members present at the annual organizational meeting shall be declared elected.



CWEDD Executive Committee Roster 2024	
Greg Ervin	City of Cottage Grove – City Councilor
Kelly Hart	City of Lebanon - Staff
Paul Schuytema	EDALC- Lincoln County – Staff
Randy Groves	City of Eugene – City Councilor
Nancy Wyse	Benton County – County Commissioner

QUORUM REQUIREMENT: “A quorum shall be three of five members present. Alternates may serve on the Executive Committee if the representative is not able to attend a meeting and if the representative so decides. The Executive Committee shall be conducted in compliance with the Oregon Public Meetings Laws as described in ORS 192.610 through ORS 192.690.” (CWEDD Bylaws Section VI B.4).



CWEDD BOARD OF DIRECTORS MEETING MINUTES

Thursday, January 09, 2025

9:00 am – 11:00 am

Virtual Via Microsoft Teams Technologies

OCWCOG Members	Title	Jurisdiction	Attendance
Nancy Wyse	Commissioner	Benton County	No
Claire Hall	Commissioner	Lincoln County	No
Alex Johnson II	Mayor	City of Albany	Yes
Sherrie Sprenger	Commissioner	Linn County	No
Rick Booth	City Councilor	City of Waldport	No
Paul Shuytema	Executive Director	EDALC	Yes
Chris Workman	City Manager	City of Philomath	Yes
Kelly Hart	Director	City of Lebanon	No
John Pascone	President	LEDG	Yes
Pam Barlow-Lind	Tribal Planner	CTSI	Yes
Sophie Adams	Economic Development Manager	City of Albany	Yes
Lane Members	Title	Jurisdiction	Attendance
Greg James	Board Member	WillamaLane	Yes
Shery Duerst-Higgins	Board Member	Land ESD & S. Lane SD	No
Randy Groves	City Councilor	City of Eugene	Yes
Rob Ward	Mayor	City of Florence	Chantelle Meyer
Patti Chappel	President	Emerald People's Utility District	No
Pete Knox	Board Member	Lane Transit District	Yes
Greg Ervin	City Councilor	City of Cottage Grove	Yes
Matt Michael	City Manager	City of Veneta	Yes

Staff: Community and Economic Development Supervisor (CED) Justin Peterson, CED Planning Manager Matt Lehman, LCOG Loan Manager Sandra Easdale, Brenda Moore LCOG Executive Director.

Guests: Jason Harris, Samantha Roberts, Nicole Desch Matthews – CEDO, Michael Wisth, Courtney Flathers, Matt Sayre, Cindy Perry, Tina Guldborg, Karl Mundorff, Britt Hoskins, Heather DeSart, Paula Miranda.

TOPIC	DISCUSSION	DECISION / CONCLUSION
1. Call to Order & Agenda Review	<p>The Chair, Economic Development Alliance of Lincoln County Director, Paul Schuytema, called the January 09, 2025, CWEDD Board Special meeting to order at 9:02 am.</p> <p>There were no changes to the agenda.</p>	The Meeting was called to order at 9:02 am by the Chair, Paul Schuytema.
2. Welcome and Roll Call	<p>CED Supervisor Justin Peterson conducted a roll call of the CWEDD Board members and guests.</p>	Roll Call was conducted by Staff Justin Peterson
3. Public Comment	<p>There were no public comments made to the CWEDD Board of Directors.</p>	There were no public comments.
4. Minutes of September 12, 2024, Meeting (Attachment A) <i>Action: Approval of Minutes</i>	<p>Matt Michel moved to approve the minutes for the November 14, 2024, CWEDD Board Meeting. Councilor Randy Groves seconded. The motion carried unanimously.</p>	Matt Michel moved to approve the minutes for the November CWEDD Board Meeting. Councilor Randy Groves seconded. The motion carried unanimously.
5. CEDS and Regional Meeting Update	<p>Peterson shared a presentation regarding the CWEDD and Comprehensive Economic Development Strategy CEDS updates.</p> <p>The Public Works Economic Development Act PWEDA of 1965 established the EDA in the US Department of Commerce. The Cascades West Economic Development District was established in 1985 by four counties in the region (Linn, Benton, Lincoln, and Lane). The CWEDD is the only EDD that contains two Councils of Governments.</p> <p>Funding from the EDA partnership planning program is awarded on a three-year cycle. Currently our EDD is in year two of the funding. This is limited funding that has not increased.</p> <p>The CEDS are a locally based regionally driven plan. This is a planning process and a document. The CEDS help our EDD engage with the EDA and allow access to those federal funds. Additionally, the</p>	

	<p>CEDS are a prerequisite for federal designation.</p> <p>The CEDS has 5 Priority Areas: Regional Collaboration and partnerships, Sector Diversification through Business Development, infrastructure resilience, workforce support, and rural vitality.</p> <p>One note of feedback received was to update Priority Area 4 in the CEDS (Workforce Support) to a “Foundations for Economic Wellbeing”. This would include workforce development, childcare, and housing.</p> <p>Chair Schuytema noted he supports the update on the wording for Priority Area 4 as previously mentioned.</p> <p>Chair Schuytema also offered foundations of economic wellbeing, but access to transportation too. This is a stackable barrier for access to economic vitality.</p> <p>Cindy Perry agreed and noted it may be better extended as “simplified access to workforce supports” as it is more than just transportation that people need to access employment.</p> <p>Chirs Workman added to the last comment, that topic may be covered under infrastructure resilience, and maybe that one should be extended to cover it there instead which is Priority Area 3.</p> <p>Jason Harris added the approach suggested for the workforce is fully supported and broadening priority area 4 and adding context to priority area 3 as well.</p> <p>Chair Schuytema noted that for Priority Area 2, it would be good to note explicitly identify one of the ways to develop businesses through supporting innovation.</p>	
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	<p>Peterson shared a snapshot of what is in the current CEDS with the members and guests in attendance.</p> <p>A SWOT Survey was sent out to August 2024, the results were shared at the Regional Meeting in October 2024, additional feedback had been gathered there too.</p> <p>The updated SWOT chapter will be shared out early next week, for the members of the CWEDD, please review and provide any comments by January 23, 2024.</p> <p>Peterson shared the current implementation structure which is as follows:</p> <ul style="list-style-type: none"> • CWEDD Board, CWEDD Staff, and Regional and Local Economic Development Stakeholders participate in the implementation of the CEDS. • Working groups: Childcare, Broadband, Cascades West Regional Consortium (Wetlands), Rural Economic Alliance (REAL), Lane Economic Committee, Blue Economy, etc. • The CEDS has a 5-year implementation schedule, the CEDS includes implementation ideas for each priority area and includes three indicators: Collaboration, Equity & Inclusion, and Resilience for each priority area. <p>Peterson provided a background on the structure of each priority area, which includes approaches and implementation ideas for each of the five.</p> <p>The proposed CEDS update scope of work schedule is as follows:</p> <ul style="list-style-type: none"> • Project Kick-Off (Completed: Regional Meeting October 2024) • Stakeholder Engagement – Ongoing • Review and Update the District Profile – Ongoing • Review and Update SWOT Analysis – Ongoing 	
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	<ul style="list-style-type: none"> • Update Action Plan – Kicking Off • Resilience Revisions – Kicking Off • Implementation Framework – Kicking Off • Update Performance and Evaluation Framework • Draft and Final CEDS – Draft June 2025 for public comment and Final September 2025 for approval <p>Chris Workman asked about the hiring of an FTE to oversee the CEDS altogether, and what the process was.</p> <p>Peterson answered this was an idea from the previous CEDS, but there isn't a plan to move forward with this throughout the next 6 months. But looking forward to the next cycle the question is if the region would be interested in investigating this pathway.</p> <p>Peterson shared the CEDS content guidelines update which includes information covering Climate Resilience, Equity, Workforce Development, and Broadband.</p> <p>Peterson added next steps include:</p> <ul style="list-style-type: none"> • Staff to finalize background data • Staff to finalize current and future project list • Early 2025 strategy Committee meetings • March 2025 CWEDD Board Meeting in Lane County • June 2025 CWEDD Board meeting – approve draft for public comment • September 2025 CWEDD Board meeting – Approve the final CEDS. 	
<p>6. Strategy Committee Schedule and Appointments (Attachments B1 and B2)</p>	<p>Peterson shared attachments B1 and B2 which cover the Strategy Committee schedule and appointments with the members and guests in attendance.</p> <p>A key element in the process is the Comprehensive Economic</p>	<p>Greg James motioned to move forward for requesting approval from both COG Boards (OCWCOG and LCOG) regarding the CWEDD</p>

Development Strategy Committee (Strategy Committee). Established by the planning organization, the strategy committee is the principal facilitator of the CEDS process and is responsible for developing and updating the CEDS. The Strategy committee should broadly present the main economic interests of the region.

The proposal is to appoint the strategy committee during this meeting. The membership will include six LCOG members, eight OCWCOG members, and two regional representatives. LCOG will appoint six Lane Economic Committee members. Other interested parties are welcome to attend those meetings and provide feedback as well.

The schedule for those meetings is as follows:

- January 27th at 10:00am. Staff to send out the survey before the meeting. The survey will look at what is currently in the CEDS and if the CEDS topics have continued relevant and if the structure should change. This meeting will be virtual.
- February 24th at 10:00am and will be virtual.
- March 3rd at 10:00am and will potentially be a hybrid meeting.

The following is the proposed strategy committee roster:

PROPOSED STRATEGY COMMITTEE

Name	Title	Agency
Paul Schuytema	Executive Director	Economic Development Alliance of Lincoln County
Paula Miranda	Director	Port of Newport
Pam Barlow Lind	Tribal Planning Director	Confederated Tribes of Siletz Indians
John Pascone	President	Linn Economic Development Group (LEDG)
Britt Hoskins	SBDC Director	Linn Benton Community College
Sophie Adams	Economic Development Coordinator	City of Albany
Karl Mundorff	Senior Program Manager	Oregon State University (OSU)
Christopher Jacobs	Community and Economic Development Manager	City of Corvallis and Benton County
Nate Conroy	Venture Catalyst	RAIN Catalysts
Courtney Flathers	South Valley/Mid-Coast Coordinator	Regional Solutions
Matt Michel	City Manager	City of Veneta
Greg Ervin	City Councilor	City of Cottage Grove
Pending LCOG		
Pending LCOG		
Pending LCOG		
Pending LCOG		

CEDS Strategy Committee membership. Matt Michel seconded. The motion carried successfully.

	<p>Sandra Easdale shared for the Lane side what the final appointment process would look like with the member and guests in attendance. The members will be appointment by the Full LCOG Board during their end of the Month meeting in January 2025.</p> <p>Tina Guldberg inquired about the strategy committee being just for the CEDS or if it was for something larger.</p> <p>Chair Schuytema noted this was just for the CEDS.</p> <p>Guldberg added higher educations didn't seem to be represented for the Lane County side, but were represented for the Linn/Benton/Lincoln region.</p> <p>Easdale noted when selecting the Lane County members, this point will be made to the LEC when memebbers are being chosen.</p> <p>Councilor Groves shared University of Oregon and Oregon State University have been working closely together on a number of projects and inititatives.</p> <p>Greg James motioned to move forward for requesting approval from both COG Boards (OCWCOG and LCOG) regarding the CWEDD CEDS Strategy Committee membership. Matt Michel seconded. The motion carried successfully.</p>	
<p>7. Innovation Hubs Update</p>	<p>Peterson shared a high-level summary regarding a general update for where staff are headed with Innovation Hubs.</p> <p>There will be a more detailed presentation during the March CWEDD Board meeting.</p> <p>Chair Schuytema shared when the Business Oregon program was set up, Onward Eugene received one of the grants to do the cascades west Oregon innovation hub which was done with strategic partners</p>	

	<p>locally in our region and a consultant. This put together a plan to look at what a hub would look like in our four-county area. This focus is on the trade sector with an emphasis on science and technology. However, the group didn't want to exclude other types of innovators as well.</p> <p>The OCWCOG is administering a grant that will be wrapped up in June 2025. COG has reached out to stakeholders as contractors to put together an operational framework and events for both planning the innovation hub and testing some of the ideas of how this could provide value to the companies so partners with CEDO and Willamette Innovators and Sparks Towns and others. The first kick off meeting for stakeholders and planning is February 26th at Hatfield in Lincoln County.</p> <p>In April there will be the Willamette Innovators Network in Corvallis and there will be a test innovators event for companies. In Late May CEDO will do a capstone for businesses and stakeholders as well.</p> <p>Matt Sayre echoed the opportunity as a region to coordinate and share resources as it is very important.</p>	
<p>8. Other Business:</p> <ul style="list-style-type: none"> • Jurisdictional Updates • 2025 CWEDD Meeting Schedule <i>(Attachment C)</i> 	<p>Jurisdictional Updates:</p> <p>John Pascone shared LEDG have two exciting projects which recently closed on sites in the City of Millersburg: Project DeLorean, 47 acres, \$257 million investment, creating 108 new jobs. Project CLTLabs, cross laminated timber (their work can be seen in the new PDX terminal!) 33 acres part of 56-acre site, \$122 million, 75 new jobs.</p> <p>Brenda Moore from the LCOG shared Lane County was awarded funds to Lane Transit District to continue the Link Lane Bus service from Eugene to the coast. Additionally, LCOG was awarded \$8.5 million grant from the state Oregon broadband offices, 40 across the state were awarded, Lane County was number 3 on the list. This grant will allow high-speed internet access to be provided for Lane and Douglas Counties.</p>	

	<p>Britt Hoskins from the Small Business Development Center (SBDC) shared a quick update regarding the center rebuilding the team from scratch and now have a new team in place as of this month. Advising, classing, and support will now be able to be expanded significantly for 2025 as well.</p> <p>Pam Barlow-Lind shared a new multipurpose path near west Devils Lake Road to Neatsu post office, which is nearly complete in Lincoln City. This was a great partnership between the city of Lincoln City and Oregon Department of Transportation (ODOT).</p> <p>2025 CWEDD Meeting Schedule: Chair Schuytema shared the 2025 CWEDD Board meeting scheduled (attachment c in the meeting agenda packet) with the members and guests present).</p>	
9. Adjournment	<i>Next Meeting: Regional Meeting scheduled for 2025!</i>	The meeting was adjourned by Chair Paul Schuytema at 10:15 am

SWOT Analysis

The Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis considers the internal factors (strengths and weaknesses) and external factors (opportunities and threats) that influence economic development in the CWEDD region. The following sub-sections summarize the SWOT analysis findings. The SWOT analysis stems from three main sources of input:

- CEDS Committee meetings discussion and feedback from 10/29/24
- Results from stakeholder surveys collected 9/4/2024
- Previous engagement during the 2020-2025 and 2025- 2030 CEDS update review

Refer to Appendix A or 2025-2030 CEDS for additional information. This section, together with information contained elsewhere in this report, satisfies 13 C.F.R. § 303.7(b)(ii).


Strengths

The CWEDD region is geographically diverse, centrally located in the state, and is home to two of Oregon’s premier research institutions, Oregon State University and the University of Oregon. In addition to higher education, the region also boasts small business incubators and startup accelerators, as well as highly regarded small business support services, such as chambers of commerce and small business development centers.

The central location of the region provides it access to interstate shipping and transportation via Interstate 5 (I5) and the associated internet fiber backbone that runs along the corridor. The region also includes coastal communities, which provides opportunities for multi-use ocean ports for fishing and shipping. The region’s unique geography and mild weather make for an attractive home, drawing in workers and professionals. The southern Willamette Valley is also one of the richest agricultural areas in the country, while the surrounding mountains boast lush forests.

The combination of high livability factors, infrastructure access and rich natural resources make for a region that is competitive in both the economies of ideas and things, supporting industries from high tech manufacturing to brewing

Respondents indicated that the factors in the table below are marketable strengths for the CWEDD region. While an asterisk (*) indicates that these factors were ranked highest among respondents to the 2025-2030 survey.

<p>Infrastructure Connectivity North-South</p> 	<ul style="list-style-type: none"> • Direct access to Interstate 5* • Multi-use ocean ports for fishing, research and trade* • Existing infrastructure for rail, freight, and air • Expanding fiber infrastructure* • Intermodal transfer center in Millersburg
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<p>Supportive Business Climate</p> 	<ul style="list-style-type: none"> • Small business support (e.g. Chambers of Commerce, CCD Business Development Corporation, Small Business Development Centers)* • Workforce training centers, including the Lane Workforce HUB* • Councils of Government (LCOG, OCWCOG) • UO Economic Development Administration University Center • Community college business development centers (Oregon Coast, Lane, and Linn-Benton community colleges) • Multiple economic development related non-profits and foundations • Regional Solutions Team (statewide)
<p>Culture of Innovation</p> 	<ul style="list-style-type: none"> • Business incubators and accelerators (e.g. Onward Eugene, Oregon RAIN, the Corvallis Foundry) * • Research institutes and higher education institutions* • Proven track record of successful business starts • Rural housing and development incentives that support business start-ups
<p>Growing and Diverse Regional Industries</p> 	<ul style="list-style-type: none"> • Tourism and recreation* • Agriculture • Natural textiles • Bioscience • Software and technology, including university-related spinoffs • Value added agricultural products, including food and beverage manufacturing, as well as forest products* • Metals manufacturing and other advanced manufacturing* • Maritime industry* • Higher education-related research clusters*
<p>Livability factors</p> 	<ul style="list-style-type: none"> • Mild climate • Access to and value for nature and the outdoors • Quality of place for growing population segments (i.e. retirees, families, aging baby boomers, climate migrants, etc.) • Access to higher education opportunities through universities and community colleges

In reflection conversations, CWEDD steering committee members posed the following question to better capitalize on the region’s strengths:

How can we maximize our potential for marine research and innovation, and how can we better engage and support the marine workforce?

Weaknesses

The size and diversity of the CWEDD region presents strengths in market access and in the spectrum of industries and support that local firms enjoy. It also presents challenges in the form of weaknesses that must be addressed. The urban rural divide and geographic divisions between the Coast and the Cascades regions, both very rural, and the Valley, which hosts a mixture of urban and rural communities, compound issues relating to collaboration and developing a comprehensive strategy.

These factors contribute to challenges in coordination and communication across the economic ecosystem. The impacts of limited collaboration have manifested as institutional barriers such as a lack of regional brand, a disconnect between existing resources and the workforce, and government regulations. Complex jurisdictional boundaries create additional obstacles to collaboration through misaligned service boundaries, duplicated efforts, competition for funds, and siloed efforts by sector.

Across the region, the workforce experiences obstacles to accessing the basic needs of housing, childcare, and broadband. There is a high demand for and limited supply of affordable housing, particularly within proximity to economic opportunities. The distance of housing to employment opportunities coupled with limited access to public transportation creates a weakness in the region that can further exasperate economic disparities amongst demographic groups.

Demographics within the region have been shifting alongside statewide trends. Oregon's population, and similarly CWEDD's population, are becoming increasingly diverse in terms of race and ethnicity.¹ However, Oregon remains one of the least diverse states in the country. Anticipating the shifting needs of the region's population as demographics shift will support regional economic development efforts to meet the needs of an aging population, increasing numbers of retirees, children and young adults, and increased in-migration of Latino and Hispanic and Asian, Hawaiian, and Pacific Islander groups.

Infrastructure gaps exist, as rural broadband access continues to be cited as a concern nationally, locally, and by respondents to the survey. Additional gaps in infrastructure, such as water/sewer infrastructure, transit access, east-west connectivity, and a lack of affordable housing make it difficult to start and maintain businesses in places beyond the Valley, where infrastructure and housing are in higher supply. Married to this is a perception that capital project financing is difficult to acquire. Lack of funds to connect infrastructure or make necessary updates to aging infrastructure compound issues of connectedness and quality.

According to respondents, housing, houselessness (including public camping and drug use), lack of K12 attainment (Oregon ranks among the lowest for K12 schooling) and a lack of "care economy" services (incl. child and senior care as well as other forms of institutional health care) all rank high as regional weaknesses.

The respondents to the survey ranked the following as leading weaknesses, while an asterisk (*) indicates that these factors were ranked highest among respondents to the 2025-2030 survey:

1 Oregon Office of Economic Analysis. (2019). "Oregon's Demographic Trends." Retrieved from https://www.oregon.gov/das/OEA/Documents/OR_pop_trend2019.pdf

<p>Infrastructure Connectivity East-West and in Rural Areas</p> 	<ul style="list-style-type: none"> • Limited rural broadband access* • Limited east-west connectivity* • Lack of rail connections to the coast • Limited access to regional airport services • Lack of accessible regional public transportation* • Lack of multi-modal transfer stations between valley and coast
<p>Changing Demographics</p> 	<ul style="list-style-type: none"> • Aging population and increasing number of retirees • Lack of skilled labor force
<p>Infrastructure Quality and Availability</p> 	<ul style="list-style-type: none"> • Lack of quality last mile infrastructure connections to many industrial/business development sites • Limited access to capital project financing to upgrade aging physical infrastructure (e.g. transportation, water, sewer, etc.) * • Lack of financial support services for startups*
<p>Livability and Access to Essential Services</p> 	<ul style="list-style-type: none"> • High demand for and limited supply of affordable housing* • Lack of affordable housing in proximity to economic opportunity • High housing costs relative to wages • Increasing system development charges (SDCs) due to restricted local tax bases further creating barriers to mid-sized multifamily housing, affordable housing projects, and commercial development • Limited access to childcare • Lack of access to care economy services including childcare, elder care, and institutional medical care* • Limited mental health care providers • Lower nationally ranked public K-12 education*
<p>Institutional Barriers</p> 	<ul style="list-style-type: none"> • Lack of regional brand • Lack of financial support services for start-ups and governments • Disconnect between training centers and opportunities with labor force

Complex Boundaries for Regional Collaboration



- Lost economic development opportunities due to lack of collaboration
- Competition from other metro areas for large employers
- Lack of collaboration across private and public sectors
- Divides between urban and rural areas*
- Lack of collaboration across geography (coast/mountains/valley and rural/urban)*
- Size, scale and resource -base of local economies that make up the region

Opportunities

The CWEDD region is filled with unrealized potential in terms of coordination and collaboration, growing regional industries, and the promotion of livability of the area; all allowing for many different opportunities for new collaborations and industries to take root. Specifically, survey respondents, project stakeholders, and members of the CWEDD Board all emphasized increased regional coordination and collaboration as a key economic development opportunity. Desired outcomes of increased coordination and collaboration could support increased diversity in representation within economic development, connection of the workforce to existing resources and opportunities, increased opportunities and spaces for innovation to occur, and increased adoption of equitable practices across the region.

In Oregon, state economists predict a post pandemic soft landing in the 2025-27 biennium. Anticipated growth and inflation in 2025 are estimated to be 2%.²

The region is home to new and expanding industries. Emerging green business and renewable energy industries support the value of nature and the outdoors that is characteristic of the four-county region. New and expanding industries such as value-added forest products, marijuana, and craft beer and wine have the potential to contribute energy to the region's existing culture of entrepreneurship and innovation. These factors, in addition to access to higher education opportunities, make the region an attractive place to live for a growing population. CWEDD can capitalize on livability as a marketable asset for the region by understanding the region's unique strengths in terms of its temperate climate and its easy access to diverse natural landscapes.

The response to COVID-19 has highlighted the adaptability of local industries. The region's response to the COVID-19 pandemic showed how flexible and dynamic the region can be in the face of unforeseen disaster. Some examples include swift changes to business models to produce emergency-related supplies. These include breweries producing hand sanitizer or garment manufacturers producing personal protective equipment. Additionally, local jurisdictions coordinated on weekly calls to delegate and manage federal dollars and provide support for businesses and the workforce.

Respondents to the survey point to new and emerging industries, like value added manufacturing (incl. value-added forest products, marijuana, tourism, craft beer and wine, etc.), a strong culture of entrepreneurship, workforce development programs, and the livability of the region being attractive to newcomers as opportunities for economic growth. Other consideration includes the green

² Oregon Economic Forecast, Oregon Office of Economic Analysis, Novemebnr 20th, 2024.
<https://www.oregon.gov/das/oea/pages/forecastcorev.aspx>

economy/green energy transition, the accessibility of enterprise zones, and growth in the care economy as other opportunities.

The following rank among respondents as the largest opportunities for the region, while an asterisk (*) indicates that these factors were ranked highest among respondents to the 2025- 2030 survey:

<p>Economic Resilience</p> 	<ul style="list-style-type: none"> • Industries that can quickly adapt business models to produce emergency response products. • Jurisdictional capacity to delegate emergency funds • Continued relationships and collaborations formed through the necessity of responding to COVID-19 • Experience repurposing of private and public sector resources in emergencies or disaster events, such as local airports for fire operations (Oakridge)
<p>Connections to Existing Resources</p> 	<ul style="list-style-type: none"> • Cascades West Regional Innovation hub for supporting the growth and development of scalable innovation-based companies • Connect the workforce with existing services and organizations focused on training and education* • Partner with K-12 education institutions to increase youth involvement in economic development • Market the region’s livability • Align existing work of practitioners with the CEDS • Reduce competition for funds and resources across different organizations and jurisdictions • Opportunities for single family housing stock to be unlocked as elderly residents downsize or transition to institutionalized settings or multifamily units. • Quality of place for growing population segments (i.e. retirees, families, aging baby boomers, climate migrants, etc.)*
<p>Equity</p> 	<ul style="list-style-type: none"> • Diversify representation in economic development positions of leaders and decision-making • Increasing access to essential services, such as childcare or housing, that can support vulnerable populations • Growing numbers of retirees and older adults can open opportunities for “second act” entrepreneurship • Enterprise Zones*
<p>New and Expanding Regional Industries</p> 	<ul style="list-style-type: none"> • New and expanding markets (e.g. value-added forest products, marijuana, tourism, craft beer and wine, etc.)* • Green business* • Renewable energy* • Increasing economic diversity in the region* California and Washington markets • Expanding interest in and access to maritime research and innovation




Threats

The region is vulnerable to several human-caused and natural disasters. These issues are chronic, such as prolonged and worsening droughts and the lengthening wildfire season. They are also acute and catastrophic, such as the expected subduction zone earthquake and related tsunami. Human-caused disasters include climate change, pandemics (esp. avian influenza, as cited as a risk by Oregon state economists) economic recession, and social unrest. On any given year, the region may experience several significant disasters, and as such, must be prepared to respond, even in less-than-ideal conditions. Respondents to the survey rank chronic natural hazards, catastrophic natural hazards and the impacts of climate change roughly equally as threats to the region.

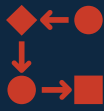
Additional external threats are exacerbated by fears of economic recession including access to funding and regional shifts in dominant industries. Lack of stable tax-funding and capital for early-stage companies can create challenges for planning, starting, and maintaining economic development projects and entrepreneur efforts. The region overall is still grappling with the impacts of shifts from natural resource and manufacturing-based to service-based economies, and some service-based industries (like tourism) were particularly hard-hit by the COVID-19 pandemic.

Outside of disaster scenarios, some additional threats are on the horizon. Respondents indicated that the long-term shift away from natural resources (timber, agricultural products) and manufacturing toward a service economy is a threat, particularly for rural economies. Other threats exist in the ways the region does, or rather does not, collaborate – leading to duplication of efforts, missed opportunities, and competition from other parts of the state.

Respondents ranked the following disaster events as threats:

<p>Natural Hazards and Disaster Events</p> 	<ul style="list-style-type: none"> • Chronic natural hazards (e.g. floods, winter storms, wildfires, landslides, etc.)* • Catastrophic natural hazards (e.g. Cascadia subduction zone earthquake and tsunami)* • Expected and unanticipated impacts from climate change* • Limited capacity to implement disaster plans for local jurisdictions • Public health emergencies or pandemics*
<p>Socio-political Factors</p> 	<ul style="list-style-type: none"> • National/international economic downturn • Historical inequality of economic opportunity • The large numbers of retiring workers, and elderly persons transitioning from single family housing to institutional settings or multiunit buildings, while capacity to absorb such a transition does not currently exist
<p>Tax Structure and Access to Funding</p> 	<ul style="list-style-type: none"> • Decreasing state gas tax revenue* • Lack of stable and uniform tax funding tied to differing local property tax rates and changes in state policy* • Lack of capital for early-stage companies and governments seeking to improve infrastructure

Industry Shift and Adaptability



- Declining natural resource availability
- Variable ability to shift business models and workforce skills to respond to natural hazards or disaster events



Unexpected Events and Other Unknowns



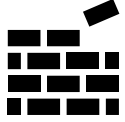




- The increased intensity and impact of wildfires
- Complexity of managing multiple crises and disaster events
- How housing scarcity interacts with natural hazards and increased population pressures on the region, including workforce housing*

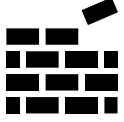




CWEDD CEDS Update 2025 – 2030

Priority Areas and Implementation Strategies

	Priority Area 1	Regional Collaboration and Partnerships
	Priority Area 2	Grow Economic Vitality Through Business Development
	Priority Area 3	Infrastructure Resilience
	Priority Area 4	Workforce Support
	Priority Area 5	Rural Vitality

Key: Federal and Regional Priorities

EDA Priorities February 2025	
Critical Infrastructure	
Economic Recovery and Resilience	
Innovation and Entrepreneurship	
Workforce	
Manufacturing	

Regional Solutions Priorities February 2025	
Infrastructure	
Community Resilience	
A Thriving Business Environment	
Accessible and Affordable Child Care	
Housing Production	

See the next page for a key on how to understand the Approaches

Priority Area 1 *Regional Collaboration & Partnerships*

#	Approach	Recommended Lead	Key Partners
1	Build relationships and collaboration through project-based regional initiatives.	CWEDD	Leaders in the private, public, education, healthcare, and nonprofit sectors
2	Integrate the priorities captured in the CEDS into existing local- and regional-scale initiatives.	CWEDD	City and County administrators
3	Increase CWEDD's staff capacity so CWEDD can provide more support to regional initiatives.	CWEDD	Private industry
4	Increase representation of underserved business, workforce, and education project working groups from Tribes, Latino/a/x communities, Black communities, immigrant communities, rural communities, and low-income communities.	CWEDD	CEDS Working group leaders

Broad steps to achieve better outcomes

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

Description of activities

CWEDD's Role: As a regional coordinating body, the District is well positioned to facilitate collaboration. **Over the next five years,** the District will build relationships and seek to

What CWEDD can do as a regional convener and through its work as an economic development district



Alignment



Economic Development Admin



Regional Solutions

Highlighted icons indicate which priorities this approach supports or is in alignment with

Regional Collaboration & Partnerships Approach 1

Relationships and collaboration through project-based regional initiatives.

Implementation Strategies

Specific actions actors within the region can take to further the priority area

a) Convene economic development practitioners from across the region quarterly or semi-annually to discuss regional priorities and prioritize a list of regionally significant projects.

Indicators of Success

Supporting Metrics	Collection Frequency	Data Lead	Sources
Number of meetings, number of participating organizations and their representative sectors, project lists that come out of these conversations	Yearly	CWEDD	CWEDD

Data CWEDD or its partners can collect to determine if the approach is working

Priority Area 1 *Regional Collaboration & Partnerships*

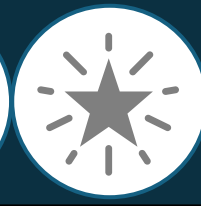
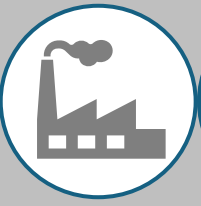
#	Approach	Recommended Lead	Key Partners
1	Build relationships and collaboration through project-based regional initiatives.	CWEDD	Leaders in the private, public, education, healthcare, and nonprofit sectors
2	Integrate the priorities captured in the CEDS into existing local- and regional-scale initiatives.	CWEDD	City and County administrators
3	Increase CWEDD's staff capacity so CWEDD can provide more support to regional initiatives.	CWEDD	Private industry
4	Increase representation of currently underrepresented business, workforce, and education interests on the CWEDD Board and CEDS project working groups by including more perspectives from Tribes, Latino/a/x communities, Black communities, immigrant communities, rural communities, and low-income communities.	CWEDD	CEDS Working group leaders

Description: 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.

CWEDD's Role: As a regional coordinating body, the District is well positioned to facilitate collaboration. **Over the next five years,** the District will foster cross-regional relationships and seek to align efforts around regionally



Alignment



Economic Development Admin

Regional Solutions

Regional Collaboration & Partnerships Approach 1

Build relationships and collaboration through project-based regional initiatives.

Implementation Strategies

a) Convene economic development practitioners from across the region quarterly or semi-annually to brainstorm, revise, and prioritize a list of regionally significant projects.

Indicators of Success

Supporting Metrics	Collection Frequency	Data Lead	Sources
Number of meetings, number of participating organizations and their representative sectors, project lists that come out of these conversations	Yearly	CWEDD	CWEDD



Alignment



Economic Development Admin



Regional Solutions

Regional Collaboration & Partnerships Approach 2

Integrate the priorities captured in the CEDS into existing local- and regional-scale initiatives.

Implementation Strategies

- a) Economic development practitioners who are familiar with the CEDS should engage economic development practitioners who are new to the region or the CEDS in a CEDS overview/onboarding process.
- b) City and County economic development staff should deliver an annual CEDS overview and update to elected officials.

Indicators of Success

Supporting Metrics	Collection Frequency	Data Lead	Sources
Number of new practitioner engaged, number of local CEDS presentations given	Yearly	CWEDD	CWEDD



Alignment



Economic Development Admin



Regional Solutions

Regional Collaboration & Partnerships Approach 3

Increase CWEDD’s staff capacity so CWEDD can provide more support to regional initiatives.

Implementation Strategies

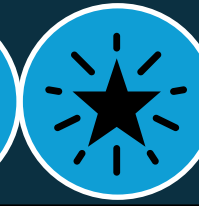
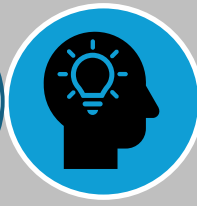
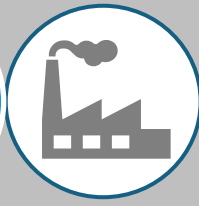
- a) Seek funding to add at least 1 Full Time Equivalent (FTE) staff support position to CWEDD.
- b) Create a regional economic development organization chart that clearly identifies the linkages and roles of all economic development agencies in the CWEDD region (house on CWEDD website).

Indicators of Success

Supporting Metrics	Collection Frequency	Data Lead	Sources
CEDS staffing capacity (FTE), number of CWEDD projects completed	Yearly	CWEDD	CWEDD



Alignment



Economic Development Admin

Regional Solutions

Regional Collaboration & Partnerships Approach 4

Increase representation of currently underrepresented business, workforce, and education interests on the CWEDD Board and CEDS project working groups by including more perspectives from Tribes, Latino/a/x communities, Black communities, immigrant communities, rural communities, and low-income communities.

Implementation Strategies

a) Review CWEDD Board representation and recruit new members that can speak to the perspectives of underrepresented groups, including but not limited to: Tribes, Latino/a/x communities, Black communities, immigrant communities, rural communities, and low-income communities.

Indicators of Success

Supporting Metrics	Collection Frequency	Data Lead	Sources
Outreach activity (organizations or groups contacted), representation of nonwhite and/or nonurban	Every plan update	CWEDD	CWEDD

Priority Area 2

Grow Economic Vitality Through Business Development

#	Approach	Recommended Lead	Key Partners
1	Provide support to innovation, entrepreneurship, business retention and business expansion efforts by serving as a clearing house for regional data and resources.	CWEDD	Workforce dev agencies
2	Facilitate connections between business development centers, economic development organizations, business incubators and accelerators to create a clear and obvious bridge of support between the start-up and growth phases of new businesses.	Workforce dev agencies	CWEDD, workforce investment boards, incubators, accelerators, small business development centers
3	Facilitate collaboration between educational institutions (both higher education and community colleges), economic support organizations and regional businesses to continue to grow our regional entrepreneurial ecosystem supporting innovative businesses region-wide.	School districts, community colleges, and universities	Workforce dev agencies
4	Develop a future-ready workforce pipeline by coordinating current & future business needs with higher education training, from STEM disciplines to career technical education.	WIBS and community colleges	Workforce dev agencies
5	Provide start-ups and existing businesses with resources and incentives to develop, test, and implement continuity of operations plans.	Small business development centers	
6	Develop emergency recovery revolving loan funds and other creative financing options before shocks so that businesses can immediately access financial assistance post-shock.	Government loan officers, Business Oregon	CWEDD, EDA, Small Business Administration, community banks

Description: In order to thrive, the region must support and retain existing businesses while also cultivating new, innovative businesses. 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. As home to both of Oregon's R1 research universities and three community colleges, we must coordinate and cooperate to cultivate innovative business ideas and supply our growing technology-savvy workforce needs. Our many economic support organizations must work together to provide impactful wraparound services to help our regional businesses grow and develop.

CWEDD's Role: The District has an opportunity to offer resources and coordination that will support local-level business retention and expansion efforts and entrepreneurial ecosystems builders. **Over the next five years,** the District will provide research capacity, serve as an information hub, and facilitate important connections between business support providers.



Alignment



Economic Development Admin



Regional Solutions

Grow Economic Vitality Through Business Development Approach 1

Provide support to innovation, entrepreneurship, business retention and business expansion efforts by serving as a clearing house for regional data and resources.

Implementation Strategies

- a) Create and promote a database of incubators, accelerators, capital sources, and business support services available in the region.
- b) Assist with identifying and pursuing funding that would increase capacity of business incubators and accelerators.
- c) Develop a business registration or tracking system that will allow the collection of more and better data about businesses' needs.
- d) Establish a network of local and regional staff who can help businesses navigate through permitting and other processes.
- e) Develop and publicize educational opportunities about the advantages of international trade for regional businesses that are interested in expanding into new markets.

Indicators of Success

Supporting Metrics	Collection Frequency	Data Lead	Sources
The databases as described in strategies (a), (b) and (c), number of businesses engaged as described in strategies (d) and (e).	Every plan update	CWEDD	CWEDD and its membership



Alignment



Economic Development Admin



Regional Solutions

Grow Economic Vitality Through Business Development Approaches 2 and 3

2) Facilitate connections between business development centers, economic development organizations, business incubators and accelerators to create a clear and obvious bridge of support between the start-up and growth phases of new businesses. 3) Facilitate collaboration between educational institutions (both higher education and community colleges), economic support organizations and regional businesses to continue to grow our regional entrepreneurial ecosystem supporting innovative businesses region-wide.

Implementation Strategies

- a) Facilitate annual meetings with representatives from business development centers and incubators/accelerators to discuss the process referrals between support providers.
- b) Facilitate annual meetings with representatives from educational institutions to build connections between regional needs and academic course offerings.
- c) Organize a forum on regional innovation networking.

Indicators of Success

Supporting Metrics	Collection Frequency	Data Lead	Sources
Number of events held, number of attendees, and organizations/sectors represented at each event	Every plan update	CWEDD	CWEDD



Alignment



Economic Development Admin



Regional Solutions

Grow Economic Vitality Through Business Development Approach 4

Develop a future-ready workforce pipeline by coordinating current & future business needs with higher education training, from STEM disciplines to career technical education.

Implementation Strategies

a) Assess the demographic distribution of business owners and entrepreneurs who are accessing services and develop or support programs specifically targeted to demographic groups that are underrepresented. Intentionally seek out grassroots efforts that may already be occurring to support these businesses and offer to collaborate.

Indicators of Success

Supporting Metrics	Collection Frequency	Data Lead	Sources
Business owner demographics	Every plan update	CWEDD	Census, Oregon by the Numbers



Alignment



Economic Development Admin



Regional Solutions

Grow Economic Vitality Through Business Development Approach 5

Provide start-ups and existing businesses with technical assistance, resources and incentives to help them better thrive in our region.

Implementation Strategies

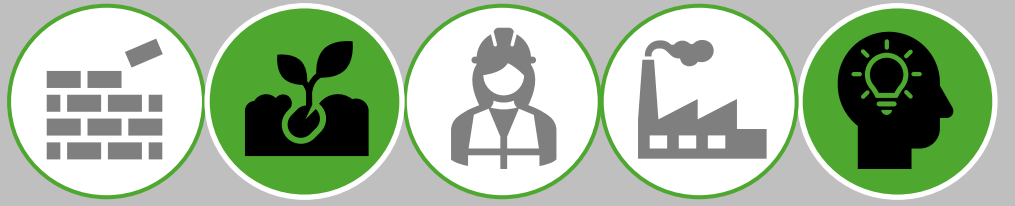
- a) Work with Small Development Centers (SBDCs), incubators, and accelerators to develop low-effort business continuity of operations planning resources.
- b) Discuss potential shocks, threats, disasters and risk reduction strategies at local chamber or business association “Lunch and Learn” events to encourage businesses to create continuity of operations plans.
- c) Incentivize investments in business resilience for businesses that have business continuity plans (e.g. reduce business license fees; expedite plan review for retrofit/mitigation projects).

Indicators of Success

Supporting Metrics	Collection Frequency	Data Lead	Sources
Number of events held, number of attendees, and organizations/sectors represented at each event	Every plan update	CWEDD	CWEDD



Alignment



Economic Development Admin



Regional Solutions

Grow Economic Vitality Through Business Development Approach 6

Develop emergency recovery revolving loan funds and other creative financing options before shocks so that businesses can immediately access financial assistance post-shock.

Implementation Strategies

a) Utilize external funding (such as the FEMA Hazard Mitigation Grant Program and Community Development Block Grants) to leverage local funds for business-related mitigation activities.

Indicators of Success

Supporting Metrics	Collection Frequency	Data Lead	Sources
Dollars dispersed, programs created, individuals helped	Every plan update	CWEDD	SBA, EDA, CWEDD membership

Priority Area 3 *Infrastructure Support*

#	Approach	Recommended Lead	Key Partners
1	Identify and prioritize projects of regional importance that will (1) improve quality of place for residents and (2) increase redundancy in the region's infrastructure (particularly critical infrastructure related to transportation, energy, communications, and fuel).	County administrators	CWEDD, city administrators, key business sectors
2	Coordinate regional efforts to expand broadband availability in areas with the least access.	Broadband Action Team (BAT)	Telecom providers, Oregon Broadband Office, local administrators and governments
3	Incorporate assessments during infrastructure planning to ensure the benefits and potential negative impacts of development are distributed across the region.	CWEDD	Local government administrators, Regional Solutions
4	Promote available services and funding sources that can be accessed via CWEDD to support infrastructure development.	CWEDD	CWEDD Executive Committee, membership, State and Federal Agency Partners
5	Increase the capacity and resources available to support grant writing, grant administration, and technical project development for infrastructure projects.	CWEDD	CWEDD Executive Committee, Regional Solutions, local government administrators

Description: 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. In order to effectively achieve needed infrastructure improvements in the region, technical support will be required.

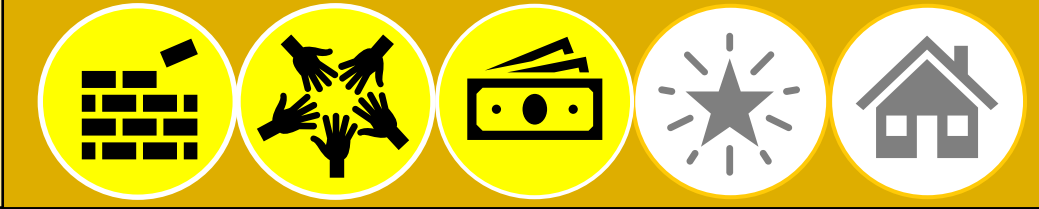
CWEDD's Role: The District is uniquely positioned to support regional infrastructure projects. **Over the next five years**, the District will provide technical assistance and connect specific projects with other resources (e.g. Regional Solutions Teams, University-based programs, state and federal agency partners, etc.).



Alignment



Economic Development Admin



Regional Solutions

Infrastructure Support Approach 1

Identify and prioritize projects of regional importance that will (1) improve quality of place for residents and (2) increase redundancy in the region’s infrastructure (particularly critical infrastructure related to transportation, energy, communications, and fuel).

Implementation Strategies

- a) Survey regional partners to develop a project list and convene a conversation about how to ensure these projects support resilience and are coordinated across the region.
- b) Work with property owners and businesses located within hazard zones to develop strategies to harden, elevate, re-locate or otherwise mitigate / prevent damage from natural hazards.
- c) Encourage local practitioners to update of the economic development sections of comprehensive plans and strategic plans.

Indicators of Success

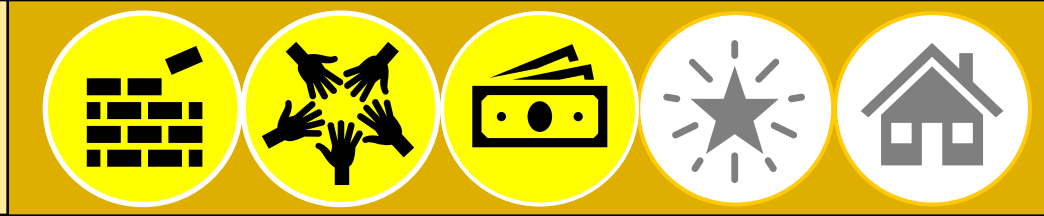
Supporting Metrics	Collection Frequency	Data Lead	Sources
Survey results [as described by (a)], database of interested property owners and impacted properties (b), tracking which plan updates include resilience and what strategies are being considered	Every plan update	CWEDD	CWEDD, local city and county administrators



Alignment



Economic Development Admin



Regional Solutions

Infrastructure Support Approach 2

Coordinate regional efforts to expand broadband availability in areas with the least access.

Implementation Strategies

a) Increase collaboration around broadband development by convening regional economic development practitioners to discuss efforts and share resources.

Indicators of Success

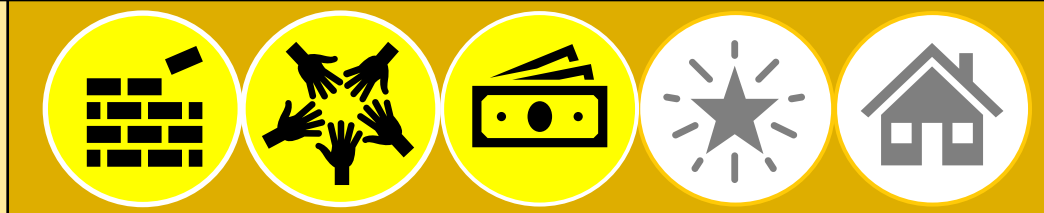
Supporting Metrics	Collection Frequency	Lead	Sources
Number of convenings held, amount of new broadband constructed (miles), number of new customers served (households)	Yearly	Broadband Action Team (BAT)	The Oregon Broadband Office, the FCC, ISPs



Alignment



Economic Development Admin



Regional Solutions

Infrastructure Support Approach 3

Incorporate assessments during infrastructure planning to ensure the benefits and potential negative impacts of development are distributed across the region.

Implementation Strategies

a) Develop a checklist to apply during project planning; the checklist can help identify project shortcomings and encourage modifications that will lead to a more regional distribution of impacts.

Indicators of Success

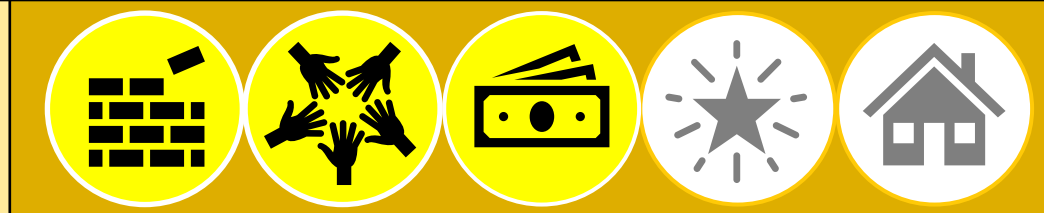
Supporting Metrics	Collection Frequency	Lead	Sources
Developing the tool described, tracking case study usage of the tool	Every plan update	CWEDD	CWEDD



Alignment



Economic Development Admin



Regional Solutions

Infrastructure Support Approach 4

Promote available services and funding sources that can be accessed via CWEDD to support infrastructure development.

Implementation Strategies

a) Create a section on the CWEDD Website to list current funding opportunities for local jurisdictions that includes grant deadlines, eligibility information, and connections to current and planned projects.

Indicators of Success

Supporting Metrics	Collection Frequency	Lead	Sources
Create and maintain the service described, track the number of monthly/yearly visitors using the tools	Yearly	CWEDD	CWEDD



Alignment



Economic Development Admin



Regional Solutions

Infrastructure Support Approach 5

Increase the capacity and resources available to support grant writing, grant administration, and technical project development for infrastructure projects.

Implementation Strategies

- a) Create a section on the CWEDD Website to serve as a library of past funding applications that be used as a resource for developing successful new funding applications.
- b) Increase staff time at COGs dedicated to helping with preparing funding applications, administering grants, and providing technical assistance on infrastructure project development.

Indicators of Success

Supporting Metrics	Collection Frequency	Data Lead	Sources
CWEDD capacity (as measured by FTE), project outputs (number of entries in the library), technical assistance hours given, successful applications awarded	Yearly	CWEDD	CWEDD

Priority Area 4 Foundations for Economic Wellbeing

#	Approach	Recommended Lead	Key Partners
1	Support deliberate coordination between businesses, Workforce Investment Boards (WIBs), and educational institutions to help identify and provide for current employer needs.	WIBs	CWEDD, community colleges, universities private sector employers, other workforce development agencies
2	Attract and retain younger talent by promoting the region’s livability and access to exceptional nature and outdoor recreation opportunities.	Destination Management Organizations	CWEDD, community colleges, universities, local administrators and economic development practitioners
3	Investigate and support policies and projects that will increase the availability of affordable housing, affordable transportation options, the quality and accessibility of recreation, access to broadband, access to healthcare, and other factors that enhance quality of life.	CWEDD	City and county managers, DLCD

Description: 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.

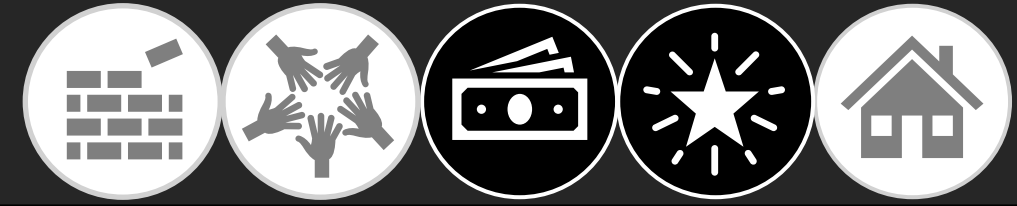
CWEDD’s Role: Over the next five years, the District will help link education, training, apprenticeships, and career planning to the employment needs of existing and emerging business sectors. The District will also advocate for policies that will help enhance workers’ quality of life.



Alignment



Economic Development Admin



Regional Solutions

Foundations of Economic Wellbeing Approach 1

Support deliberate coordination between businesses, Workforce Investment Boards (WIBs), and educational institutions to help identify and provide for current employer needs.

Implementation Strategies

- a) Facilitate annual meetings between representatives from educational institutions, WIBs, and key business sectors to (1) identify current and predicted workforce skill needs and (2) consider curriculum changes that will support the development of these skills.
- b) 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.

Indicators of Success

Supporting Metrics	Collection Frequency	Data Lead	Sources
Number of convenings held by and for sector leaders, number of events held for job seekers and businesses, number of programs created, individual uptake of programs and events	Yearly	WIBs	workforce development agencies, Community



Alignment



Economic Development Admin



Regional Solutions

Foundations of Economic Wellbeing Approach 2

Attract and retain younger talent by promoting the region’s livability and access to exceptional nature and outdoor recreation opportunities.

Implementation Strategies

a) Work with Destination Marketing Organizations (DMOs) to prepare marketing material specifically geared towards attracting new workers to the area and demonstrating the region’s benefits to recent graduates.

Indicators of Success

Supporting Metrics	Collection Frequency	Lead	Sources
Programs created by DMOs, demographics of the local workforce	Every plan update	CWEDD, DMOs	Census, DMOs



Alignment



Economic Development Admin



Regional Solutions

Foundations of Economic Wellbeing Approach 3

Investigate and support policies and projects that will increase the availability of affordable housing, affordable transportation options, the quality and accessibility of recreation, access to broadband, access to healthcare, and other factors that enhance quality of life.

Implementation Strategies

- a) Encourage practitioners to participate in discussions at the local and county levels related to affordable housing, transportation, recreation, and healthcare access – ask to have representation for economic development practitioners and business representatives on committees and working groups.
- b) Work with statewide economic development groups like the Oregon Economic Development Association (OEDA) and Oregon’s Economic Development Districts (OEDD) to have a state and national lobbying presence advocating for policies that will increase the availability of and access to affordable housing, transportation, recreation, health care, and broadband.

Indicators of Success

Supporting Metrics	Collection Frequency	Data Lead	Sources
Number of convenings or conversations held, tracking the letters of support or policy briefs that CWEDD is engaged in	Yearly	CWEDD	CWEDD 52

Priority Area 5 *Rural Vitality*

#	Approach	Recommended Lead	Key Partners
1	Prioritize strategies that support the growth of tourism and value-added natural resource industries (including ecotourism, marine-related activities, sustainable farming, and local food and beverage production) to enhance economic opportunities in rural areas.	CWEDD	Workforce dev agencies
2	Support efforts to provide high-quality K-12 education in rural areas.	School districts	Cities and counties
3	Support efforts to increase health care and telehealth care access in rural areas.	City and county managers	Private industry
4	Emphasize infrastructure self-sufficiency in rural areas to ensure communities can sustain themselves in the event a disaster cuts off access to transportation systems and urban centers.	Regional Solutions	FEMA, university research institutions

Description: 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.

CWEDD’s Role: As a regional body that can work with Counties and other districts that cover unincorporated areas and smaller towns, the District plays an important role in directing resources towards rural areas. **Over the next five years,** the District will advocate for high quality service provision to rural areas and support projects that enhance economic opportunity and resilience in rural communities.



Alignment



Economic Development Admin



Regional Solutions

Rural Vitality Approach 1

Prioritize strategies that support the growth of tourism and value-added natural resource industries (including ecotourism, marine-related activities, sustainable farming, and local food and beverage production) to enhance economic opportunities in rural areas.

Implementation Strategies

- a) **Work with** local Main Street programs to identify and secure funding for downtown revitalization projects.
- b) **Work with** Destination Marketing Organizations and the Willamette Valley Visitors Association to develop and market local value-added products.
- c) **Develop/sustain** business retention and expansion programs in rural communities with a particular emphasis on succession planning for businesses at risk of closing.

Indicators of Success

Supporting Metrics	Collection Frequency	Data Lead	Sources
Sector data by aggregate number of firms/jobs, market or development activity by sector, EDA lending activity, and completed rural destination development projects	Every three years	CWEDD	EDA, Census



Alignment



Economic Development Admin



Regional Solutions

Rural Vitality Approach 2

Support efforts to provide high-quality K-12 education in rural areas.

Implementation Strategies

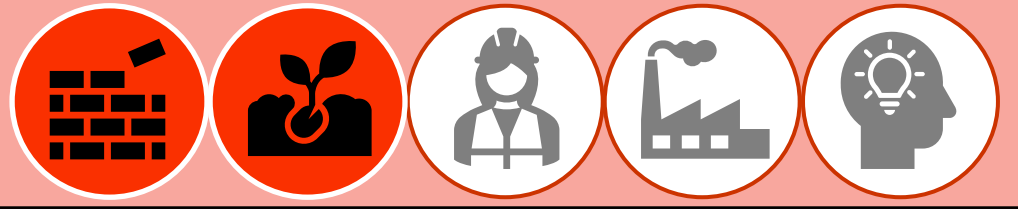
a) Meet regularly with K-12 school administrators and Education Service District representatives to understand students' needs and lend support to projects aimed at meeting these needs.

Indicators of Success

Supporting Metrics	Collection Frequency	Lead	Sources
% with Bachelor's degrees or higher, median earnings of high school graduates compared to state aggregates	Every three years	School districts	Oregon By the Numbers, Census



Alignment



Economic Development Admin



Regional Solutions

Rural Vitality Approach 3

Support efforts to increase health care and telehealth care access in rural areas.

Implementation Strategies

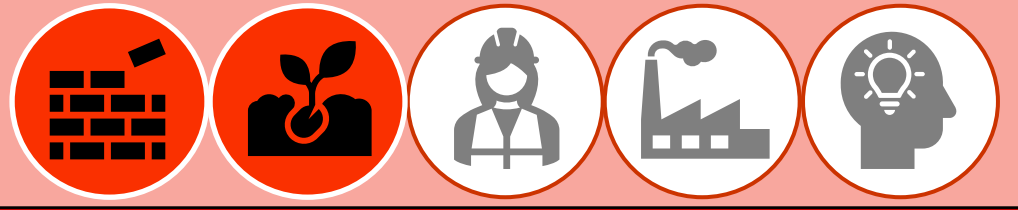
a) **Meet regularly** with health care providers and public health officials to understand rural patients’ needs and lend support to projects aimed at meeting these needs.

Indicators of Success

Supporting Metrics	Collection Frequency	Lead	Sources
Healthcare sector data (number of firms/jobs), low weight births, insurance rate, number of mental health providers, tobacco use, distance to the nearest hospital	Every three years	County Admins	Oregon By the Numbers, Census



Alignment



Economic Development Admin



Regional Solutions

Rural Vitality Approach 4

Emphasize infrastructure self-sufficiency in rural areas to ensure communities can sustain themselves in the event a disaster cuts off access to transportation systems and urban centers.

Implementation Strategies

a) Develop a self-sufficiency checklist to apply during project planning; the checklist can help identify project shortcomings and encourage modifications that will ensure rural areas can sustain themselves without outside help.

Indicators of Success

Supporting Metrics	Collection Frequency	Lead	Sources
Infrastructure condition assessments, new infrastructure projects, broadband availability, childcare slots, mobile homes (hardship housing), vehicle miles traveled per capita, presence of key industries (local food, logistics, and health)	Every plan update	Counties	Census, FHWA, FEMA, Oregon by The Numbers

Implementation

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.

Role	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

Regional and Local Economic Development Stakeholders	
Role	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

Membership	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

Working Groups	
Role	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.

	<p>Attend CEDS implementation meetings and report back to the wider group of stakeholders</p> <p>Communicate with appropriate networks to support implementation</p> <p>Engage in regional collaboration</p>
Project Champion	<p>Convene the working group</p> <p>Reach out to CWEDD as needed</p> <p>Guide the group in creating schedules, agendas, defining tasks, and project milestones</p>
Membership	<p>Membership will be dependent on interest, capacity, and existing work and may include:</p> <ul style="list-style-type: none"> 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"> ✓ CWEDD Board will adopt the updated CEDS ✓ CWEDD staff will convene CEDS implementation meetings ✓ Working Groups will be formed during CEDS implementation meetings ✓ Working Groups will set a schedule for meeting and implementation ✓ CWEDD staff will provide support as requested from Working Groups ✓ CWEDD staff will produce an end-of-year report of CEDS implementation activities, including gathering data on indicators
Years 2-4	<ul style="list-style-type: none"> ✓ CWEDD staff will continue to organize quarterly to semi-annual CEDS implementation meetings ✓ New Working Groups will be formed as necessary during CEDS implementation meetings ✓ CWEDD staff and Working Groups will record successes and challenges. <u>Updates will be provided at the CWEDD Board Meetings.</u> ✓ CWEDD staff will produce end-of-year reports of CEDS implementation activities, including gathering data on indicators
Year 5	<ul style="list-style-type: none"> ✓ CWEDD staff will convene CEDS implementation meetings as appropriate ✓ New Working Groups will be formed as necessary during CEDS implementation meetings ✓ CWEDD staff and Working Groups will record successes and challenges ✓ CWEDD staff will engage appropriate stakeholders in the CEDS review and plan update process (reserve a full year for the 2025 update) ✓ CWEDD staff will produce an end-of-year report of CEDS implementation activities, including gathering data on indicators

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





US EDA Report

CEDS Update Annual Report 2024

EDA Award No. ED23SEA3020007

Prepared February 1, 2025

Comprehensive Economic Development Strategy Update Report

Element I: CEDS Strategy and Adjustments to the Strategy

The Comprehensive Economic Development Strategy (CEDS) was last updated in FY20-21. Staff started the 2025-2030 CEDS update in 2024. The CEDS update will include strategic conversations about the CEDS strategy. The priority areas (listed below) are broad in nature and allow for flexibility in local implementation. For each priority area, key indicators, key partners, and key considerations were outlined. Resilience was woven throughout the 2020-2025 CEDS. These priority areas continue to be relevant to the region and are at the forefront of economic development projects and activities undertaken throughout the CEDS plan cycle. Based on initial feedback from regional partners CEDS Priority Area 4 will be updated to be more inclusive and be called “Foundations of Economic Wellbeing”. This will include childcare, workforce, and housing.

Staff started the background data update and are working with the Oregon Employment Department (OED).

Staff sent out a strengths, weaknesses, opportunities, and threats (SWOT) survey and presented the results at a CWEDD Board meeting. The section is almost complete.

Staff held a Regional Meeting on October 29th. At that meeting practitioners from around the region discussed the CEDS update.

	Priority Area 1	Regional Collaboration & Partnerships
	Priority Area 2	Sector Diversification through Business Development
	Priority Area 3	Infrastructure Resilience
	Priority Area 4	Workforce Support
	Priority Area 5	Rural Vitality

The Institute for Policy Research and Engagement (IPRE) and Staff created a CEDS executive summary document. The executive summary document is a summarized version of the plan that can be easily shared with partners to bring awareness to the CEDS. Staff continued to share the executive summary document.

Oregon Cascades West Council of Governments (OCWCOG) hired a new CED Manager, Matt Lehman. Matt started on in late 2024. OCWCOG provides the primary staff to the District Board and serves as the lead administrative unit of the district. The Lane Council of Governments (LCOG) provides support to CWEDD as outlined in the Intergovernmental Agreement (IGA) between LCOG and OCWCOG.

Element II: CEDS Implementation Activities and Economic Development Activities

The CEDS update is ongoing and discussions with the region’s economic development practitioners center on its application through the five-year plan. A key aspect of the CEDS implementation is the establishment of working groups. The working groups are action oriented and organized around focus areas/projects in our region. Currently the primary working groups focus on childcare, broadband, and Blue Economy (coast). The availability and affordability of childcare is impacting businesses in our region. Broadband became a key area of interest with the pandemic forcing telework and online education. Other working groups may be created to address economic development challenges and projects in the region. Staff recognize that many working groups already exist in the region and the intent is to ensure efforts are not duplicated.

The 2020-2025 CEDS includes “Priority Areas.” These priority areas are broad in nature and allow for flexibility in local implementation. The working groups discussed above connect to the CEDS Priority Areas.

- ◆ Priority Area 1: Regional Collaboration and Partnerships
 - Staff continued to maintain the OCWCOG website with CWEDD information.
 - Staff started a regional network of CWEDD stakeholders. A list of county level staff that can support more localized CWEDD efforts has been completed and will be periodically updated.
 - Staff continued regular meetings and relationships with key regional partners to include Ports, economic development leaders, state officials and business incubators.
 - Staff have remained active with the Oregon Economic Development Districts (OEDD) organization.
 - Staff maintain the district’s member binders. Member binders included a handbook, acronyms and glossary, board of directors list, board schedule, CEDS handout, bylaws, and articles of agreement.
 - Staff update the Linn, Benton, and Lincoln Business Referral Network document in early 2024. Staff anticipates making additional updates this coming year.

- The Economic Development Practitioners lunch has been updated to better meet the needs of our regional partners. The meetings will be quarterly with additional meetings as needed.
- Staff continues to coordinate with the USDA local branch and other partners on grant opportunities.
- CWEDD Board and CWEDD Executive Committee met quarterly.
- Staff worked with the CWEDD Executive Committee to write letters of support.
- LCOG continues to provide staffing for the Lane Economic Committee (LEC). OCWCOG Staff are now actively attending the LEC meetings. The LEC is an advisory committee to the LCOG Board. The goal is to foster greater collaboration between the LEC and CWEDD Board. Two LEC Members are CWEDD Board members. This activity also addresses regional visibility.
- Regular emails have been sent to District partner agencies and interested parties containing economic development news updates, events, and funding opportunities.
- Staff attended webinars and trainings from local, regional, and national entities to support continuing educations related to economic development, community readiness, and housing.
- Staff coordinate with members of the Regional Solutions Team (RST) to coordinate efforts and support regional projects. Staff work with the Department of Environmental Quality (DEQ), Department of Land Conservation and Development (DLCD), United States Department of Agriculture (USDA), and Business Oregon on the best way to address these needs. Staff and the RST visited the Port of Newport and Toledo, City of Siletz and CTSI, Oakridge and Westfir, Adair Village, Florence, South Eugene/Springfield metro and Creswell, Alsea, Lebanon, and Newport in 2024.
- Hired a Grant Administration Specialist(s) to help identify and leverage funding sources. This position adds capacity support to cities in our region to apply for grant funding opportunities. This activity also addresses infrastructure resilience and Rural Vitality.
- LCOG continued to provide Technology Support Services to Curry County who experienced a cyberattack in 2022. This partnership is expanding community service reach and partnership beyond the EDD. This activity also addresses Rural Vitality.
- Assisted with the migration to .GOV in Curry County to help strengthen their website security. This activity also addresses Rural Vitality.

- Assisted Blue River and area partners in wildfire recovery and rural vitality by facilitating the development a Blue River Community Plan. This activity also addresses rural vitality.
- Assisted Lane County, Eugene and Springfield in the update of their Public Facilities and Services Plan.
- LCOG entered into an IGA with the Oregon Department of Transportation to fund bike and pedestrian safety education and support in rural Lane County. This activity also addresses rural vitality.
- Staff completed the lion's share of update to Creswell's Economic Opportunities Analysis Plan with funding from City of Creswell and DLCD. This activity also addresses Rural Vitality.
- Staff assisted the City of Coburg (and DLCD) in auditing Coburg's development code for alignment and compliance with updated land use (walkability) regulatory requirements in OAR 660-012-0330. This activity also addresses Rural Vitality.
- Staff assisted City of Springfield with its Local Wetland and Riparian Area Inventory and protection program(s), including for commercial and industrial area of North Gateway.
- Staff worked with the City of Corvallis and City of Philomath to work on the implementation of the CFEC program.
- Secured DLCD Technical Assistance Funding for the City of Lowell to adopt a new Development Code that implements its Downtown Master Plan and focuses on the principles of Transportation Growth Management. This activity also addresses rural vitality.
- Continued to fill a critical need in Junction City to provide on-site Planning Services two days a week. This activity also addresses rural vitality.
- The Economic Development Practitioners lunch has been updated to better meet the needs of our regional partners. The meetings will be quarterly with additional meetings as needed.
- The CWEDD Region has two Early Learning Hubs: The Lane Early Learning Alliance and the Early Learning Hub of Linn, Benton, and Lincoln Counties. Onward Eugene hired a Childcare Sector Strategist for the Lane County area. The role is focused on finding solutions to the childcare crisis in Lane County and is funded in part by United Way of Lane County. This activity also addresses workforce support.
- Staff help facilitate a Childcare working group for Linn, Benton, and Lincoln Counties focused on economic development and workforce. Goals include Regional Collaboration, Childcare Needs Messaging, Affordable Care, and Recruitment/Retention of Workforce. The

group continues to monitor available grants in which to apply. Childcare affordability and availability continue to impact economic development in our region and are key components of workforce support. This activity also addresses workforce support.

- Entered into an agreement with Oregon Department of Transportation on a program to increase access to driver's education in rural Lane County. Also Rural Vitality.
 - Completed LCOG's Middle Mile program, a partnership with Lane County, City of Eugene and the Technology Association of Oregon. The Middle Mile was initiated in 2017 to help private ISPs overcome the challenge of reaching the broader internet. Options in 2017 were prohibitively limiting (slow), very expensive, and generally not responsive to calls for improvement. Today, Lane County boasts at least 12 competing internet service providers leveraging a healthy balance of publicly owned and privately owned infrastructure. Competing ISPs, with lower operating costs, now offer internet speeds that are ten times as fast as eight years ago and generally cost over 50% less. High-Speed Internet is no longer the economic development barrier it once was in our region. This directly supports ongoing job recruitment and retention in Lane County. This activity also addresses Rural Vitality and Workforce Support.
- ◆ Priority Area 2: Sector Diversification through Business Development
 - Staff regularly attended events targeted at start-up and emerging businesses and support the retention and expansion of existing businesses.
 - Staff continued to provide administrative support for the Cascades West Regional Consortium (CWRC). Phase I of a Wetland Mitigation Study was completed in October 2022. Staff is still working on identifying funding for Phase II and/or determining the next best step for the consortium.
 - CWEDD/OCWCOG was awarded a grant for Groundwork on the Innovation Hubs work. Staff are continuing the work Venn Collaborative completed Phase 1 of Business Oregon's Innovation Hub program.
 - CWEDD/OCWCOG was awarded a grant for Groundwork on the Innovation Hubs work. Staff are continuing the work Venn Collaborative completed Phase 1 of Business Oregon's Innovation Hub program.
 - The Mass Timber project was awarded Phase II Build Back Better (BBB) funding. The University of Oregon and Oregon State

University are in our region and are key stakeholders in the effort. Staff will continue to inform the region about the Mass Timber effort and attend stakeholder meetings.

- CWEDD Staff attended the Oregon Economic Development Associations (OEDAs) Higher Education and Economic Development practitioners meeting on July 30th.
 - Staff engaged in conversations with Lane County Health and Human Services, Lane County non-profits, facilitated by the University of Oregon, on how to support non-profits administratively to allow them to more efficiently deliver services.
 - LCOG entered into an IGA with Kids FIRST for grant writing and administrative support. Kids FIRST is a Lane County's Children's Advocacy Center that provides intervention and advocacy for children who are victims of, or witnesses to, crime.
- ◆ Priority Area 3: Infrastructure Resilience
- Continued to support large infrastructure projects, particularly those of regional significance.
 - Provided ongoing support to member communities to evaluate opportunities for EDA funding and other state/federal grants and programs.
 - See broadband work in rural vitality.
 - CWEDD Staff attended the Infrastructure Summit in Roseburg on July 18th.
 - CWEDD Staff attended the Oregon Brownfields Conference on August 21st.
 - CWEDD Staff attended the Oregon Infrastructure Summit on September 24th and 25th, 2023.
 - Staff continued to evaluate the best way to monitor resiliency metrics.
 - Staff worked with the Institute for Policy Research and Engagement (IPRE) to develop metrics research. Staff continues to discuss how to evaluate resiliency in the region.
 - Staff continued to meet with partners in preparation for an effort to develop an Electric Vehicle Blueprint for Lane County.
 - LCOG received one of only two Promoting Resilient Operations for Transformative, Efficient, and Cost-saving Transportation (PROTECT) Grants in Oregon, and only 80 nationwide, to work with regional partners to improve the region's capacity to respond to and recover from hazards such as a Cascadia Subduction Zone seismic event and climate change.

- The conversations around identifying and leveraging funding sources to increase resiliency are ongoing.
- Staff continues to work on implementing the 2022 EPA Brownfields Coalition grant for Linn and Benton counties. The focus sites include a downtown Albany site, a mill site in Lebanon, a commercial site in Tangent, and a site in South Corvallis. Staff is working on outreach plans to find additional sites in the region.
- Staff supported the City of Sweet Home with an EDA Disaster Application for three Emergency Generators.
- Staff supported the City of Lebanon with Grant Prospecting and a Grant Street Waterline Replacement Abstract. Staff meet monthly with the city.
- Staff supported the City of Philomath with an Energy Transitions Initiative Partnership Project (EITPP) Energy Resiliency Grant Application.
- Replaced hardware for BigLeaf VoIP SD-WAN failover, ensuring reliable communication services across much of the region.
- Deployed Palo Alto next-gen firewall infrastructure for enhanced network security and protection for several public agencies to protect against cyber threats.
- Completed the NCSR (National Cybersecurity Review) assessments for LCOG and 5 members.
- Migrated sites to a new firewall, replaced the video recording system, and upgraded the door badge control for an LCOG member.
- Completed the Wastewater fiber plant installation and Microsoft EA licensing implementation for a member site.
- Transitioned copier vendors from POA to Canon and upgraded several workstations to Windows 11 at LCOG.
- Finished a comprehensive network penetration engagement for LCOG with a 3rd party.
- Completed an MS-ISAC NCSR Assessment, ensuring compliance, grant funding eligibility and that security standards are being met, enhancing overall organizational resilience to better serve the region.
- ◆ Priority Area 4: Workforce Support
 - CWEDD is unique, in that it is comprised of three different Workforce Investment Boards (WIBs), which are: Willamette Workforce Partnership (Linn County), Northwest Oregon Works (Benton and Lincoln Counties), and Lane Workforce Partnership

(Lane County). Staff continue to engage with the WIBs in our region to discuss and support workforce efforts.

- Staff provided ongoing support to member communities to evaluate opportunities for EDA funding. Several grants for the Build Back Better (BBB) grant opportunity included our region. The Mass Timber project was awarded Phase II funding. The University of Oregon and Oregon State University are in our region and are key stakeholders in the effort. Staff will continue to inform the region about the Mass Timber effort and attend stakeholder meetings. This also addresses regional collaboration and sector diversification through business development.
 - Staff received a grant to support Transit Workforce Enhancement. We are planning to stand up a tuition reimbursement program to encourage candidates to pursue a career in transit. We are targeting February.
 - Completed LCOG's Middle Mile program, a partnership with Lane County, City of Eugene and the Technology Association of Oregon. The Middle Mile was initiated in 2017 to help private ISPs overcome the challenge of reaching the broader internet. Options in 2017 were prohibitively limiting (slow), very expensive, and generally not responsive to calls for improvement. Today, Lane County boasts at least 12 competing internet service providers leveraging a healthy balance of publicly owned and privately owned infrastructure. Competing ISPs, with lower operating costs, now offer internet speeds that are ten times as fast as eight years ago and generally cost over 50% less. High-Speed Internet is no longer the economic development barrier it once was in our region. This directly supports ongoing job recruitment and retention in Lane County. This activity also addresses Regional Collaboration and Partnerships and Rural Vitality.
- ◆ Priority Area 5: Rural Vitality
 - Rural Development conversations and meetings are ongoing.
 - CWEDD received funding from HB3395 to continue rural capacity building. This builds on the previously awarded Business Oregon Funding and Ford Family Foundation funding to expand rural capacity support. Staff will continue to visit small cities in the region to discuss project needs and grant opportunities.
 - Staff maintains a rural partner email list. The email list will be used to share rural updates with communities in the region.
 - Staff from LCOG and OCWCOG continue to coordinate. Regional broadband and telecommunications continue to be an area of interest and concern for partners exacerbated by the pandemic and

the significantly increased need for virtual communications in professional, governmental and educational sectors. The goal is to ascertain the needs, challenges, and barriers associated with rural broadband development and service within the District and secure funding for implementation of increased access.

- The EDD applied for two Broadband Technical Assistance Program (BTAP) grants. These grants are offered to support and promote local and regional broadband planning efforts as they develop financing and deployment strategies to provide high-speed internet to unserved and underserved locations in Oregon. This program is funded by the Oregon Universal Service Fund. The grants were not awarded and Staff are exploring other funding options.
- Staff identified areas of priority for broadband deployment and helped secure \$8.5 million in Broadband Deployment Program (BDP) funds from the Oregon Broadband Office.
- Completed LCOG's Middle Mile program, a partnership with Lane County, City of Eugene and the Technology Association of Oregon. The Middle Mile was initiated in 2017 to help private ISPs overcome the challenge of reaching the broader internet. Options in 2017 were prohibitively limiting (slow), very expensive, and generally not responsive to calls for improvement. Today, Lane County boasts at least 12 competing internet service providers leveraging a healthy balance of publicly owned and privately owned infrastructure. Competing ISPs, with lower operating costs, now offer internet speeds that are ten times as fast as eight years ago and generally cost over 50% less. High-Speed Internet is no longer the economic development barrier it once was in our region. This directly supports ongoing job recruitment and retention in Lane County. This activity also addresses Regional Collaboration and Partnerships and Workforce Support.
- Staff continued to attend the Broadband Action Team (BAT) meetings. Currently focused on educating our counties on how to utilize the broadband maps that provide unserved/underserved areas along with cost plans for wireless, fiber, and hybrid models.
- Staff continues to work with the City of Toledo on Planning Projects through an Intergovernmental Agreement. The City of Toledo is in the process of updating their Comprehensive Plan.
- Staff leveraged an integrated planning grant from Business Oregon (\$25,000) to develop a brownfield inventory, community outreach, and apply for the 2022 EPA Brownfield Coalition grant for the Linn and Benton areas. The EPA Coalition grant for Linn and Benton Counties was awarded. Staff is actively working on the Brownfields grant with the hired consultant.

- Staff continue to support the Rural Economic Alliance (REAL), a rural economic partnership that includes eight cities in Linn and Benton Counties.
- Received a Community Benefit Initiative (CBI) Grant from Trillium Community Health Plan for a mobile office to advance health equity in our rural communities.
- LCOG entered into IGAs with Creswell and Emerald PUD, a primarily rural utility, to provide GIS and mapping support.
- Assisted Lane County with their Clear Standards for Housing in Residential Areas Project.
- Entered into an IGA with Lane ESD to manage and support their telecommunications system, which supports all rural Lane County schools.
- Assisted with the migration to .GOV in Curry County to help strengthen their website security. This activity also addresses Regional Collaboration and Partnerships.
- Staff completed the lion's share of update to Creswell's Economic Opportunities Analysis Plan with funding from City of Creswell and DLCD. This activity also addresses Regional Collaboration and Partnerships.
- Staff assisted the City of Coburg (and DLCD) in auditing Coburg's development code for alignment and compliance with updated land use (walkability) regulatory requirements in OAR 660-012-0330. This activity also addresses Regional Collaboration and Partnerships.

Element III: Evaluation of Progress on Action Plan and Goals

In the last CEDS annual report implementation goals were identified. The goals and a brief progress report are below.

- ◆ Staff discussed updating the Economic Resilience Metrics data sheets and elected to hold off on an update. The plan continues to be to include metrics in the updated CEDS. This work is ongoing.
- ◆ Staff continued to work with the CWEDD Board to develop work groups. Progress on work groups was discussed above. This work is ongoing.
- ◆ Staff created additional CEDS-related documents to better communicate and add clarity to the priority areas of the CEDS. This includes an Executive Summary. The executive summary and communication documents were completed. Staff continued to share CEDS documents with regional partners. The sharing of documents is ongoing work.
- ◆ Staff continued to work with the CWEDD Executive Committee and CWEDD Board to write letters of support for projects in alignment with the CEDS. Staff worked with the Executive Committee and Board to create letter of support

request guidelines. This work is ongoing and staff wrote several letters of support in 2024.

- ◆ Work is ongoing with partners and practitioners across the district to implement strategies. Many of the goals and activities identified in the CEDS are implemented at the local level. Staff continue to communicate with economic development practitioners in the region and support local economic development work. Implementation activities are listed above; however, staff recognizes that other economic development work is ongoing throughout the region.
- ◆ Additional funding through HB3395 was secured to continue grant support to our communities.
- ◆ Each of the Five CEDS priority areas included performance indicators to measure implementation activities. The indicator areas were collaboration, equity and inclusion, and resilience. Staff is working on efforts to better track implementation efforts related to the performance indicators. Staff completed an online “Project Tracking” sheet for regional partners to see project progress. This work is ongoing.

Element IV: Schedule of Goals for the Next Year

- ◆ Staff will continue to think creatively about how to market the economic ecosystem in our region. Staff will monitor the Oregon Economic Development Ecosystem effort that IPRE is completing. Staff anticipate using this report and map to better understand the economic development efforts in our region.
- ◆ Staff will work with the CWEDD Board to develop working groups.
- ◆ Staff will continue to use CEDS marketing materials to increase awareness of regional priorities.
- ◆ Staff will continue to work with the CWEDD Executive Committee and CWEDD Board to write letters of support for projects that are in alignment with the CEDS.
- ◆ Throughout the five years of the new 2020-2025 CEDS, economic development practitioners in the region will be asked to participate in the CWEDD work with the CEDS and report on their progress on the collaborative priority area work. Staff will work with partners to report regional economic development projects on a bi-annual reports.
- ◆ Staff will implement HB3395 funding to support grant writing and administration to our communities. Staff will continue to advocate for continued funding for this work.
- ◆ Each of the Five CEDS priority areas included performance indicators to measure implementation activities. The indicator areas were collaboration, equity and inclusion, and resilience. Staff will work on efforts to better track

implementation efforts related to the performance indicators. Staff created a “Project Tracker” and shares the project list at every CWEDD Board meeting. The Project Tracker will be used to better track economic development efforts funded throughout the region. This is intended to be an informational tool and an inspirational tool to encourage jurisdictions to explore grant opportunities. Staff will explore additional indicators to track during the CEDS update process.

CWEDD Region - Economic Development Projects				
Project Name/ Description	Primary Funder/ Amount / Year Awarded	Partners	Priority Area(s)	Link
Regional or Statewide				
Mass Timber Coalition - Build Back Better	EDA Build Back Better / \$41.4 million / 2022	EDA, OR Department of Forestry, UO, OSU, Port of Portland, DLCDC, Biz OR	All 5 Priority Areas	Home Oregon Mass Timber Coalition
Oregon Workforce Partnership -Post Release Job training, services for reentry population	US Department of Labor / \$3.9 million / 2023	US Department of Labor, Oregon Workforce Partnership	4. Workforce support	US Department of Labor awards \$49.4M to 17 organizations in 15 states to provide pre-, post-release job training, services for reentry population U.S. Department of Labor (dol.gov)
Lane, Lincoln, Benton USDA Reconnect	USDA Reconnect / 24.9 million Grant /2023	Benton, Lincoln, Lane, OCWCOG, Pioneer	1. Regional Collabroation, 3. Infrastructure Resilience, 5. Rual Vitality	Biden-Harris Administration Announces Nearly \$700 Million to Connect People in Remote and Rural Areas to High-Speed Internet USDA
Coastal Region Hospitality Industry Sector Partnership - Lane Workforce Partnership.	US Department of Labor / \$446,878 Award / 2023	Lane Workforce Partnership, NW Oregon Works, Southern Oregon WIB	4. Workforce support	Biden-Harris administration awards \$16M to improve job quality, expand access to good jobs in critical sectors, including care, climate resilience, hospitality U.S. Department of Labor (dol.gov)
Lane County				

A will help make critical safety and infrastructure improvements along a 1.9-mile segment of OR 126 between Huston Road and Lakeside Drive in rural Lane County near the communities of Veneta and Elmira.	USDOT, \$30 million federal grant / 2025	USDOT, Veneta, Elmira	1. Regional Collaboration, 3. Infrastructure Resilience
Cottage Grove - Main Street Revitalization -includes street repaving, frontage improvements, and new water and storm sewer utilities.	EDA PWEAA/ \$5 million / 2022	EDA, Cottage Grove, LCOG	1. Regional Collaboration, 2. Business Development, 5. Rural Vitality EDA Main Street Revitalization Project Cottage Grove Oregon U.S. Department of Commerce Invests \$1.1 Million in American
Bohemia Foundation	EDA Travel Tourism and Outdoor Recreation/ \$1.1 Million	EDA, Cottage Grove	1. Regional Collaboration, 2. Business Development, 5. Rural Vitality Rescue Plan Funds to Boost Tourism in Cottage Grove, Oregon U.S. Economic Development Administration (eda.gov)
City of Eugene Susan Arlie Park Trails and Mountain Bike Facilities	EDA ARPA Travel Tourism and Outdoor Rec / \$1.2 million / 2022	EDA, City of Eugene, LCOG	1. Regional Collaboration Phase I of Suzanne Arlie Park development is underway! Suzanne Arlie Park Engage Eugene (eugene-or.gov)
Stratacache - Oregon Senate Bill 4 Funding	\$4 4/ 19 million/ 2023	Eugene	2. Business Development
Broadband - LCOG - Regional Broadband Strategy and Funding Response	LCOG Funds / \$250,000 / 2022	LCOG, City and County Partners	1. Regional Collaboration, 3. Infrastructure Resilience
Douglas Services Inc. to serve 1937 locations	Business Oregon BDP \$8,505,532	LCOG, City and County Partners	1. Regional Collaboration, 3. Infrastructure Resilience

South Lane County Health Clinic	USDA / \$1 million / 2023	Lane County, LCC, Cottage Grove	1. Regional Collaboration, 4. Workforce Support, 5. Rural Vitality
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USDA Reconnect - Pioneer -This Rural Development investment will be used to deploy a fiber-to-the-premises network to provide high-speed internet. This network will benefit 75 people, 12 businesses and eight farms in Lane County in Oregon.

USDA Reconnect / \$4.4 million /2024 Lane County, Pioneer Connect

1. Regional Collaboration, 3. Infrastructure Resilience

Linn, Benton, and Lincoln

HP - Corvallis - The proposed funding would support the expansion and modernization of HP’s existing facility in Corvallis, which is part of the company’s “lab-to-fab” ecosystem in the region that spans from R&D activities to commercial manufacturing operations.

CHIPS / \$50 million HP, City and County / 2024 partners

1. Regional Collaboration, 2. Business Support, and 4. workforce support

[Biden-Harris Administration Announces Preliminary Terms with HP to Support Development and Commercialization of Cutting-Edge Semiconductor Technologies | NIST](#)

The EDA recently announced that the Corvallis Microfluidics Tech Hub, led by Oregon State University, has been selected to receive a \$45 million implementation grant through the Tech Hubs Program. This award, made possible by the federal CHIPS and Science Act, was announced last summer and finalized this month. The state invested \$9.5 million from the Oregon CHIPS Act to support HP’s bid for this federal investment.

Tech Hubs / \$45 million /2024 HP, City and County partners

1. Regional Collaboration, 2. Business Support, and 4. workforce support

[Corvallis Microfluidics Tech Hub \(Oregon\)](#)

Broadband - OCWCOG - Feasibility Study	EDA / \$300,000 / 2022	EDA, OCWCOG, City and County Partners	1. Regional Collaboration, 3. Infrastructure Resilience
Oregon Ocean Innovation Hub (O2HI) - Oregon Blue Economy	Business Oregon / 600k / 2022	Lincoln County, OSU, Biz Oregon, ODOE, EDA, USDA-RD	1. Regional Collaboration, 2. Business Support, 4. Workforce Support, 5. Rural Vitality Business Oregon : Emerging Industries : Reports, Publications, and Plans : State of Oregon
Millersburg Intermodal Center	Business Oregon / 25 million / 2017	Linn County, AMEDC, ODOT, Biz OR, DLCD, DEQ	1. Regional Collaboration, 2. Business Support, 3. Infrastructure Resilience Mid-Willamette Valley Intermodal Center Home (mvic-intermodal.com)
Linn and Benton EPA Brownfield Coalition Grant	EPA / \$1 million/ 2023	DevNW, Tangent, Lebanon, Albany, OCWCOG	1. Regional Collaboration, 2. Business Development, 5. Rural Vitality
South Corvallis Food Hub	ARPA / \$550,000 / 2021	Corvallis, OSU	1. Regional Collaboration, 2. Business Support, 4. Workforce Support
Multi-purpose grant - Confederated Tribes of Siletz Indians - Toledo Mill Property	EPA/ \$800k / 2023	EPA, City of Toledo, DEQ, Biz Oregon	2. Business Development, 5. Rural Vitality
Hewlett- Packard - Oregon Senate Bill 4 Funding	\$4 4/ 9.5 million/ 2023	Corvallis, Biz Oregon	2. Business Development
Amorphyx - Oregon Senate Bill 4 Funding	\$4 4/ \$250,000/ 2023	Corvallis, Biz Oregon	2. Business Development
Pioneer Telephone Cooperative to serve 757 locations in Benton and Lincoln	Business Oregon BDP \$12,634,965	Benton and Lincoln	Collaboration, 3. Infrastructure Resilience

Casco Communications, Inc to serve 1,006 locations in Linn County	Business Oregon BDP \$10,227,750	Linn County	Collabroation, 3. Infrastructure Resilience
Confederated Tribes of Siletz Indians. Oregon Broadband Deployment Grant (BDP) funded by The American Rescue Plan Act (ARPA) Capital Project Funds	Business Oregon BDP - \$3,359,260	Lincoln County	1. Regional Collabroation, 3. Infrastructure Resilience
Confederated Tribes of Siletz Indians. Connect 31 unserved Tribal households. Serve nine Tribal anchor institutions (schools, healthcare facilities, and essential services). Extend service to 268 unserved non-Tribal households in surrounding areas.	NTIA Tribal Broadband Connectivity Program (TBCP) - \$12,527,649	Lincoln County	1. Regional Collabroation, 3. Infrastructure Resilience