

Comprehensive Economic Development Strategy (CEDS) Update

Action Plan Updates Part 1

January 27, 2025



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Welcome & Overview

1



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Goals for today's session

- Decide whether to keep or change the structure for the action plan
- Provide input on how specific action plan items should be updated



Action Plan Format

2

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Did your organization refer to the action plan?



60%

Yes



20%

No



20%

Not Sure



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How did you use it? (9 of 15 didn't use it)

- To align with other state or local economic development efforts (x6)
 - Regional Solutions
 - Workforce Boards
 - Local strategies
- To support grant applications (x2)
- Implementation ideas (x1)



Why didn't you use it? (3 of 15 didn't use it)

- Not relevant (x2)
- Doesn't address a particular issue for my community (x1)



What would make the action plan more useful?

- Make actions more actionable
- More emphasis on importance of R1 universities
- Address specific challenges facing our communities (ex. low-value wetland removal from UGBs)
- Provide support to identify federal grants that require CEDS reference
- Annual updates to share status of action items



Current Action Plan Format



Example



Priority Area 3: Infrastructure Resilience

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.).

Approaches

What will guide regional economic development?

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

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

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

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

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

Implementation Ideas

How can the strategies be implemented?

Survey regional partners annually to develop a project list and convene a conversation about how to ensure these projects support resilience and are coordinated across the region.

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.

Encourage local practitioners to support the update of the economic development sections of comprehensive plans by encouraging resilience considerations for employment land.

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

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

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.

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.

Increase staff time at COGs dedicated to helping with preparing funding applications and providing technical assistance on infrastructure project development.

Example



Priority Area 3: Infrastructure Resilience, cont.

Indicators

Collaboration: Presence of cross- or multi-jurisdictional infrastructure projects

Equity & Inclusion: Presence of projects explicitly considering equity

Resilience: Presence of projects explicitly considering resilience and redundancy

Key Partners

- ❖ Economic development staff
- ❖ Business Oregon Infrastructure Finance Authority
- ❖ Local & county emergency managers

Key Considerations

Regional Collaboration

How will a regional approach to these strategies support economic prosperity?

Although many infrastructure projects occur at a local scale, it is always important to consider regional connections, particularly when planning for diversity and redundancy. By keeping a finger on the pulse of many local projects, economic development practitioners can encourage regional considerations during conversations about infrastructure development.

Equity & Inclusion

How will these strategies build a more equitable and inclusive region?

Access – research shows that lower-income communities and communities of color are disproportionately impacted by the negative externalities of infrastructure development (like pollution from industrial development and displacement by highway construction), while these same communities don't always see the full benefits of projects.⁴⁰ Considering equity during the planning process for infrastructure projects can help mitigate these trends. It is also important to remember that equitable benefit is different than equal benefit – to address past discrimination and lack of access, some projects will require more investment in some communities compared to others.

Resilience

How will these strategies build regional resilience?

Infrastructure redundancy and resiliency – focusing on projects that create redundant infrastructure (back-up systems that will take over if the primary system fails) and resilient infrastructure (systems that can withstand disruption for either natural or human-created incidents) will put CWEDD in a strong position to bounce back quickly from disruption.

Equitable access – developing broadband and other critical infrastructure in underserved communities will uplift areas that have suffered economically because they lacked access to high-quality essential services.

Internal Coordination – working collectively across the region to identify important projects will ensure a more coordinated and collaborative approach to seeking funding.

Why was it set up this way?

- CWEDD Conditions:
 - Large region with many different economic development players – difficult to align and convene
 - Low-capacity Economic Development District – limited staff compared to some other EDDs
 - CEDS implementation is not the sole responsibility of the EDD – all partner must participate
- Working Group Structure:
 - Difficult to know what's feasible to pursue until we know who will come to the table to help with implementation
 - Working Groups meant to determine the specific actions to take within the framework of approaches, using implementation ideas for inspiration

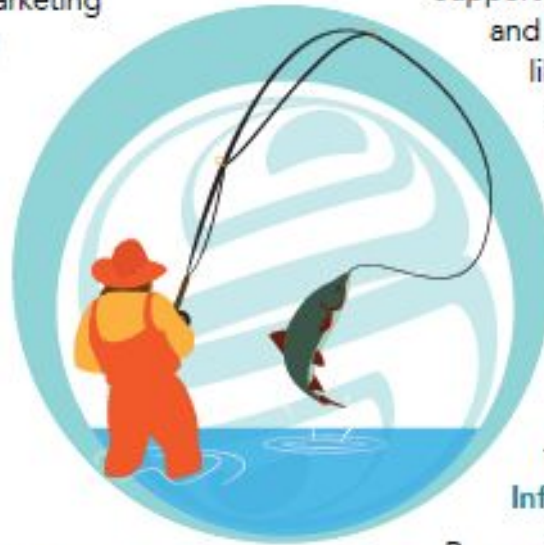


Other Action Plan Formats – SE Alaska

Visitor Industry Priority Objective

★ Priority Objective #1 Market Southeast Alaska to Attract More Visitors

A collaborative regional visitor marketing effort to provide more marketing opportunities, improve brand awareness, strengthen the marketing reach, widen regional coverage of information, and leverage limited resources. Enhance current activities throughout SE Alaska and create new ones that would draw interest from families with children to travel around SE Alaska.



Other Visitor Industry Objectives

Objective #2 Improve Access to Public Lands.

Provide more recreational opportunities, including developing more trails, increasing the number of permits available, providing more outfitter guide days, and development of new wildlife viewing options on

Objective #4 Increase Yacht and Small Cruise Ship Visitations.

Support the re-emergence of small cruise ships and yachts. Maintain port calls for providers like Un-Cruise Alaska Cruises and Alaska Dream Cruises. Provide yacht services in region. Track yachting numbers.

Objective #5 Improve Communications Infrastructure.

Improve broadband and cellphone access in region.

Objective #6 Advocate for Funding to Maintain Existing Recreational Infrastructure

Recreational opportunities were cited in the Business Climate Survey as the #2 benefit to businesses who own and operate their businesses in the region. It is the reason people choose to live in Southeast, and the reason that tourists come to the area. The Forest Service is actively cutting funds to Tongass recreation programs resulting in



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Other Action Plan Formats – Mid-Region NM



Photo © Ekette Playhouse

Key Partners

- The Mixing Bowl
- Keshet Ideas and Innovation Community
- Innovate ABQ
- Bernalillo County
- La Montanita Coop
- Encuentro
- City Alive
- City of Albuquerque
- Nuesda Credit Union's Coop Capital
- WESST
- Dreamspring (ACCION)
- ABQId
- Creative Startups
- One Million Cups
- Sandoval Economic Alliance
- The Metro New Mexico Development Alliance
- Central New Mexico Community College
- UNM's Anderson School, Innovation Academy

Urban

Strategies for doing this?

- Continue to support business incubators with operational funding
- Improve on system to start businesses – navigate the regulation
- Teach and emphasize the Lean Startup Methodology which focuses on quality customer discovery processes
- Develop creation stories that serve to engage new businesses and talent and connect them with supply chains, and global markets
- Address Equity and Inclusion by developing programs by and for people of color, women, and other groups that have had special barriers to entry into entrepreneurship circles (funding, training, networks, etc.).
- Connect eligible businesses to the Catalyst fund and other revenue sources
- Celebrate successful ventures; help them become even more successful and stay in the community
- Market the state to millennials and talent in neighboring expensive markets
- Continue to support place-based economic development to assure a place where creatives and entrepreneurs want to live and prosper
- Support City Alive's Molino Project, City of Albuquerque Navigators and other programs connecting entrepreneurs with key resources

How would we know if we were successful?

- Amount of funding in new enterprises
- A successful monetization
- Number of jobs created; new start-up businesses

What are the key metrics?

- Increase in revenue stream
- The participation of entrepreneurs reflects the composition of the community

Who are the catalysts?

- Municipalities
- NMEDD – catalyst fund
- Incubators
- Universities/community colleges
- National Laboratories
- Private enterprise

Who should be accountable for this?

How do we build resilience in this focus area?

- Keep priming the pump with education, funding, and marketing
- Create a forum in which we can listen to and learn from the entrepreneurs themselves

Entrepreneurship

Rural

Strategies for doing this?

- Increase and improve access to broadband
- Branch campuses to offer entrepreneurship training for rural residents
- Workforce training/development in rural communities

How would we know if we were successful?

- Promote programs by WESST, Creative Startups and others working to distribute programming into rural New Mexico
- Engage with NMSU's Arrowhead Center to learn how it lifts up rural entrepreneurs
- Microlenders provide office hours in rural communities
- Increase in revenue/taxes
- New jobs in rural communities
- Population growth and retention

What are the key metrics?

Who are the catalysts?

- The private sector
- Public support
- Educational institutions
- Local economic development entities
- Incubators

Who should be accountable for this?

How do we build resilience in this focus area?

- Diversify the overall economic base

Other Action Plan Formats – Mid-Region NM

Rural	Entrepreneurship
<i>Strategies for doing this?</i>	<ul style="list-style-type: none"> • Increase and improve access to broadband • Branch campuses to offer entrepreneurship training for rural residents • Workforce training/development in rural communities
<p><i>How would we know if we were successful?</i></p> <p><i>What are the key metrics?</i></p>	<ul style="list-style-type: none"> • Promote programs by WESST, Creative Startups and others working to distribute programming into rural New Mexico • Engage with NMSU's Arrowhead Center to learn how it lifts up rural entrepreneurs • Microlenders provide office hours in rural communities • Increase in revenue/taxes • New jobs in rural communities • Population growth and retention
<p><i>Who are the catalysts?</i></p> <p><i>Who should be accountable for this?</i></p>	<ul style="list-style-type: none"> • The private sector • Public support • Educational institutions • Local economic development entities • Incubators
<i>How do we build resilience in this focus area?</i>	<ul style="list-style-type: none"> • Diversify the overall economic base



Other Action Plan Formats - MCEDD



Strong Businesses Action Plan

Action Strategies

Collaborators

Timeline

Strategy 1: Coordinate marketing efforts to increase awareness of existing business resources, including spaces, lending, technical assistance, and others.

1.1 Collate information and resources related to business support in one place, in English and Spanish. Strengthen regular communication between leadership of entities providing business support or referring interested parties to ensure consistent messaging.

Chambers, MCEDD, The Next Door, Business OR, Ports, SBDC, Skamania EDC, Klickitat EDA

Short, Annual
Check In

1.2 Deploy materials to banks, chambers, and other entities working with businesses and strengthen networks.

Chambers, MCEDD, The Next Door, Business OR, Ports, SBDC, Skamania EDC, Klickitat EDA

Short, Ongoing



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Other Action Plan Formats – GEODC



Goal: Community Development

Help our communities flourish by supporting workforce initiatives, solutions to childcare, the expansion of affordable housing options, and other strategies that will encourage long-term population retention.

High Priority Strategies

Strategy: Develop a Roadmap to Childcare Solutions				
<i>Develop a regional childcare "how to" roadmap to increase the supply of affordable childcare providers and spots in Greater Eastern Oregon</i>				
Area of Need	Lead(s)	Partners/Key Players	Timeline	Geography
Childcare Supply and Sustainability; Workforce Supply	GEODC	GEODC, REV, Education partners, Community Partners, Tribes, Private Industry, Ford Family Foundation, Business Oregon, Nonprofits, Local Government	Short-term	Regional



Other Action Plan Formats – NEOEDD



TOP PRIORITY INITIATIVES

STRATEGY: COORDINATED HOUSING STRATEGY

Develop a coordinated approach to identifying housing needs, barriers, and solutions

Project/Initiative - Supports Economic Resilience and Equity			
Regional housing resource center Establish a regional housing resource center with at least one staff person and a board or membership comprised of jurisdictions and organizations working in the housing space; the center will act as a clearinghouse for information related to housing and provide a convening space for those working on housing.			
Lead	Partners	Lifecycle Stage	
NEOEDD (pending funding)	REV at EOU, Wallowa Resources, DLCD, cities and counties, housing authority, foundations, Dept of Housing and Community Services	Feasibility 	
Collaboration Details			
Scale of Focus	Purpose	Geography	Frequency
Topic/Sector; Full ED Strategy	Learning and networking: creating momentum, having monthly meeting goals and achieving them, building from one meeting to the next	3-County Region: Communities at different levels can learn from those who are further along - what are they doing, how are they doing it?	Monthly or quarterly (more frequently at the beginning and then could shift over time)
	Action-planning/ executing: establishing a clear roadmap and game plan driven by a sense of urgency		



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What should we change?



Questions to Consider

- How do you want to use the CEDS?



Aspirational
background
document

Plan that directs
specific, regional,
collaborative action

- Is it realistic to tie the actions more specifically to partners and a timeframe?



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Action Plan Items

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