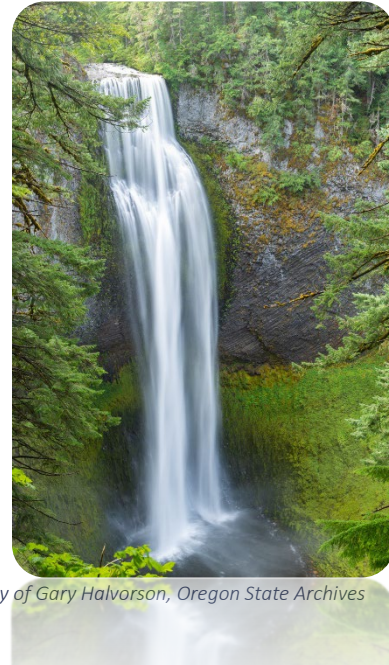


Comprehensive Economic Development Strategy 2025-2030



Photos courtesy of Gary Halvorson, Oregon State Archives

September 11th, 2025

Cascades West Economic Development District



CWEDD | ECONOMIC
CASCADDES WEST | DEVELOPMENT
DISTRICT



Acknowledgements

This Comprehensive Economic Development Strategy was prepared by:

Cascades West Economic Development District Staff

Brenda Moore, Executive Director, Lane Council of Governments

Sandra Easdale, Loan Program Manager, Lane Council of Governments

Justin Peterson, Community & Economic Development Supervisor, Oregon Cascades West Council of Governments

Corum Ketchum, CEDS Editor, Lead Community & Economic Development Planner, Oregon Cascades West Council of Governments,

Matt Lehman, Community & Economic Development Manager, Oregon Cascades West Council of Governments

Emma Chavez, Community & Economic Development Operations Supervisor, Oregon Cascades West Council of Governments

Jaclyn Disney, Community & Economic Development Director, Oregon Cascades West Council of Governments

University of Oregon Institute for Policy Research and Engagement

Aniko Drlik-Muehleck, Project Director



This activity was prepared using Federal funds under award ED23SEA3020007 from the U.S. Economic Development Administration, U.S. Department of Commerce. The statements, findings, conclusions, and recommendations are those of the author(s) and do not necessarily reflect the views of the U.S. Economic Development Administration or the U.S. Department of Commerce.

About the Institute for Policy Research and Engagement



**School of Planning, Public
Policy and Management
Institute for Policy
Research and Engagement**

The Institute for Policy Research & Engagement (IPRE) is a research center affiliated with the School of Planning, Public Policy, and Management at the University of Oregon. It is an interdisciplinary organization that assists Oregon communities by providing planning and technical assistance to help solve local issues and improve the quality of life for Oregon residents. The role of IPRE is to link the skills, expertise, and innovation of higher education with the transportation, economic development, and environmental needs of communities and regions in the State of Oregon, thereby providing service to Oregon and learning opportunities to the students involved.

Special Thanks

We would like to thank the following individuals and organizations who provided input and feedback throughout the 2025 CEDS update process.

Cascades West Economic Development District Board Members

| | | |
|-----------------------|-------------------------|--|
| Nancy Wyse | County Commissioner | Benton County |
| Alex Johnson II | Mayor | City of Albany |
| Claire Hall | County Commissioner | Lincoln County |
| Sherrie Sprenger | County Commissioner | Linn County |
| Charles Maughan | Mayor | City of Corvallis |
| Rick Booth | City Councilor | City of Waldport |
| Paul Schuytema | Executive Director | Economic Development Alliance of Lincoln Co |
| Chris Workman | City Manager | City of Philomath |
| Kelly Hart | Community Dev. Director | City of Lebanon |
| John Pascone | President | Albany-Millersburg Economic Development Corp |
| Pam Barlow-Lind | Tribal Planner | Confederated Tribes of Siletz Indians |
| Christopher Jacobs | Economic Development | City of Corvallis |
| Sherry Durest-Higgins | Board Member | Lane ESD and South Lane School District |
| Greg James | Board Member | Willamalane Parks and Recreation District |
| Bryan Cutchen | Mayor | City of Oakridge |
| Steve Recca | Board Member | Fern Ridge Library District Board Member |
| Ashley Espinoza | Board Member | Bethel School District Board Member |
| Pete Knox | Board Member | Lane Transit District |
| Greg Ervin | City Councilor | City of Cottage Grove |
| Matt Michael | City Manager | City of Veneta |

CEDS Strategy Committee Members

| | | | |
|----------------|-------------------|-----------------------|--------------------|
| Paul Schuytema | Paula Miranda | Pam Barlow-Lind | John Pascone |
| Dale Moon | Sophie Adams | Karl Mundorff | Christopher Jacobs |
| Nate Conroy | Courtney Flathers | Matt Michel | Greg Ervin |
| Jason Harris | Tina Guldberg | Nicole Desch Matthews | Allie Camp |

In addition to the listed Strategy Committee members, many partners from the region participated in the CEDS Strategy meetings. See Appendix B for more information. Special thanks to Patrick O’Conner (Oregon Employment Department) for the data and information featured in Chapter 2.

Photo Credits

From left to right: Timber Linn Park, Albany | Benton County Courthouse, Corvallis
Nye Beach, Newport | Salt Creek Falls, Lane County

All cover photos courtesy of Gary Halvorson, Oregon State Archives. Photos are from the Oregon Scenic Image collections for Benton, Lane, Lincoln, and Linn Counties.

Table of Contents

| | | | |
|--|----------|--|-----------|
| Executive Summary | i | Chapter 1: District Profile | 8 |
| Strategic Priorities | v | Chapter 2: Data | 14 |
| Priority Area 1: Regional Collaboration & Partnerships | vi | Chapter 3: SWOT Analysis | 26 |
| Priority Area 2: Grow Economic Vitality Through Business Development | vii | Chapter 4: Strategic Priorities | 34 |
| Priority Area 3: Infrastructure Resilience | viii | Chapter 5: Implementation | 67 |
| Priority Area 4: Foundations for Economic Wellbeing | ix | Appendix A: Data | A1 |
| Priority Area 5: Rural Vitality | x | Appendix B: Plan Update Process & Resources | B1 |
| Introduction | 1 | | |
| Results of the 2020 – 2025 CEDS | 6 | | |

Executive Summary



Overview

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

This regional CEDS will benefit the Cascades West region in two primary ways:

- 1 The CEDS highlights key priorities for the region in the next five years.
- 2 The CEDS identifies strategic priorities that have regional significance.

What is a CEDS?

The Comprehensive Economic Development Strategy (CEDS) contributes to effective economic development in America's communities and regions through a locally-based, regionally-driven economic development planning process.

The CEDS provides the capacity-building foundation by which the public sector, working in conjunction with other economic actors (individuals, firms, industries), creates the environment for regional economic prosperity.

-US Economic Development Administration

Spotlight on Economic Resilience

What is Economic Resilience?

- ✓ The ability to recover quickly from a shock
- ✓ The ability to withstand a shock
- ✓ The ability to avoid the shock altogether

Since 2020, our region has experienced unprecedented disruptions to our economy. Between the COVID-19 pandemic, the increasing frequency and severity of winter storms, and wildfires in the State, and economic turmoil, there is need for tools that allow for avoiding, withstanding, and quickly recovering from disruptions.

Six principles (right) guided decisions about CWEDD's 2025-2030 CEDS strategic priorities, implementation structure, and performance indicators.

1

Diversification of industries & economic sectors

2

Workforce flexibility

3

Infrastructure redundancy and resiliency

4

Fair access

5

Pre-disaster planning for response, continuity, and recovery

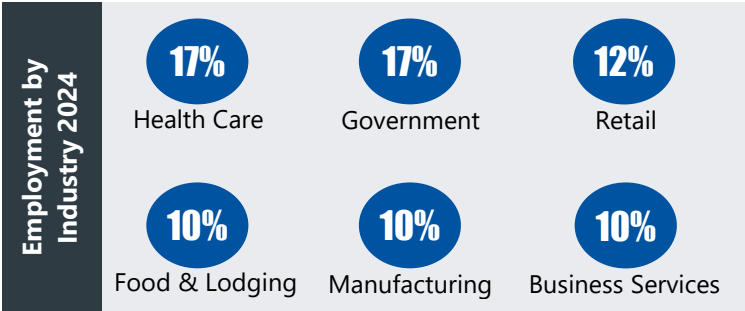
6





Internal coordination and external communication

District Profile



Historically, the ocean, agricultural lands, and forest lands provided a variety of harvesting, processing, and secondary processing opportunities for the region. During the 1980s, many of the region’s natural resource-based businesses faced significant structural changes, including environmental regulation, computerization, financial consolidation and globalization, leading to a period of contraction. This shift in the region’s employment opportunities has particularly impacted rural areas and timber dependent economies



| Benton County ¹ | | | Lane County | | |
|----------------------------|---------------|---|-------------------------|---------------|---|
| Population | 95,615 |  | Population | 382,218 |  |
| Area | 678 sq. mi. | | Area | 4,722 sq. mi. | |
| Median Household Income | \$76,011 | | Median Household Income | \$69,311 | |
| County Seat | Corvallis | | County Seat | Eugene | |
| Lincoln County | | | Linn County | | |
| Population | 50,334 |  | Population | 128,598 |  |
| Area | 1,195 sq. mi. | | Area | 2,309 sq. mi. | |
| Median Household Income | \$61,314 | | Median Household Income | \$73,396 | |
| County Seat | Newport | | County Seat | Albany | |

¹ Source: US Census (2020), US Census American Community Survey (2023), Portland State University Population Research Center. See the table on Page 10 for more details

SWOT Analysis

Business leaders, political representatives, CWEDD members, and economic development professionals were consulted to create a list of the CWEDD region's Strengths, Weaknesses, Opportunities and Threats. The results are given below and expanded upon in Chapter 3.

| Strengths | Weaknesses | Opportunities | Threats |
|---|--|--|--|
| Infrastructure Connectivity North-South  | Infrastructure Connectivity East-West and in Rural Areas  | Economic Resilience  | Natural Hazards and Disaster Events  |
| Supportive Business Climate  | Changing Demographics  | Connections to Existing Resources  | Socio-political Factors  |
| Culture of Innovation  | Infrastructure Quality and Availability  | Leveraging Human Capital  | Tax Structure and Access to Funding  |
| Growing and Diverse Regional Industries  | Workforce Access to Essential Services  | New and Expanding Regional Industries  | Industry Shift and Adaptability  |
| Livability factors  | Institutional Barriers  | | Unexpected Events and Other Unknowns  |
| | Complex Boundaries for Regional Collaboration  | | |

Strategic Priorities

Vision

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



Priority Area 1

Regional Collaboration and Partnerships



Priority Area 2

Grow Economic Vitality Through Business Development



Priority Area 3

Infrastructure Resilience



Priority Area 4

Foundations for Economic Wellbeing



Priority Area 5

Rural Vitality

- ✓ Each Priority Area contains several ideas for approaches and implementation. These *options* are a jumping off point rather than a checklist.
- ✓ Economic development practitioners and their partners, with support from CWEDD staff as capacity allows, will implement the CEDS – implementation will be a collaborative effort across many organizations.
- ✓ It is not expected that economic development practitioners will pursue all the ideas captured in this CEDS.
- ✓ Instead, economic development practitioners and their partners should work together during annual convenings organized by CWEDD to **identify strategies and approaches that best address the District's priorities.**





Priority Area 1: Regional Collaboration & Partnerships

Description: A regional economic development strategy is most effective when it considers and incorporates the interests and strengths of all actors in the region. By leveraging the strengths and capabilities of each county and aligning district members towards a singular economic vision, the region can become more prosperous, resilient, and cohesive.

CWEDD's Role: As a regional coordinating body, the District is committed to advancing sustainable economic growth across Benton, Lane, Lincoln, and Linn Counties. Over the next five years, the District will actively support and provide guidance to cross-regional/cross-functional teams working on CEDS projects, promote initiatives that foster innovation and job creation, and strengthen the region's economic resilience. Through strategic partnerships, stakeholder engagement, measurable goal-setting, and structured guidance, the District will enhance the region's competitiveness and long-term economic vitality.



Key Partners

- ❖ Economic development staff across the region
- ❖ CWEDD Board
- ❖ Business Oregon
- ❖ South Valley/Mid Coast Regional Solutions Team
- ❖ University of Oregon EDA University Center
- ❖ Oregon Regional Solutions

Approaches

- Build relationships across regions and sectors
- Integrate the CEDS into local efforts
- Support the economic of communities impacted by wildfires
- Align District approaches and strategies with Regional Solutions priorities



Priority Area 2: Grow Economic Vitality Through Business Development

Description: In order to thrive, the region must foster entrepreneurship, innovation, and workforce development through collaboration with educators, business support organizations, and economic development partners. Key initiatives include expanding technical assistance, bridging gaps between business incubation and growth, aligning workforce training with industry needs, and advocating for regulatory improvements. This approach ensures businesses at all stages and of all sizes have the resources, talent, and supportive policies needed to thrive and drive long-term economic prosperity

CWEDD's Role: As the designated economic development district of the region, CWEDD provides access to unique sources of Economic Development Administration (EDA) funding and programming. 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, members, and federal programming.



Key Partners

- ❖ Economic development staff
- ❖ Small Business Development Centers
- ❖ Regional Accelerator and Innovation Network (RAIN Catalysts)
- ❖ Chambers of Commerce and other business associations

Approaches

- Connect workforce development organizations, higher education, and private industry to reinforce the education to employment pipeline
- Provide support to startups and entrepreneurs
- Convene stakeholders to identify and solve issues impacting business development



Priority Area 3: Infrastructure Resilience

Description: Prioritizing critical infrastructure projects will improve quality of life for residents, expand business opportunities, and ensure system redundancy. By focusing on expanding broadband access, integrating impact assessments into planning, and securing funding for infrastructure development, both regional resilience and economic vitality can be achieved. Increasing institutional capacity for grant writing and technical project support will strengthen the region's ability to invest in transportation, energy, communications, and essential services, ensuring sustainable growth across communities in each of the four counties. Within all this is the need to plan for future hazards and natural disasters by building partnerships between jurisdictions and emergency services.

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.).

Key Partners

- ❖ Economic development staff
- ❖ Business Oregon Infrastructure Finance Authority
- ❖ Local, State, and Federal partners
- ❖ Jurisdiction administrators and managers
- ❖ Local & county emergency managers

Approaches

- Increase the capacity of infrastructure that serves the needs of businesses
- Maintain ocean ports and expand intermodal access to rail and freight
- Coordinate efforts to fund infrastructure of regional and local jurisdiction significance



Priority Area 4: Foundations for Economic Wellbeing

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 and services. This gap can be solved by ensuring that workers, employers, and families have the support they need to thrive. Local talent can be honed through collaborations between businesses, Workforce Investment Boards, and educational institutions to align workforce skills with employer needs. The pool of talented workers can be grown by promoting the region's livability and outdoor amenities. In prioritizing access to essential services like healthcare, childcare, and eldercare, working families can focus on their economic stability. Finally, by supporting housing initiatives that connect neighborhoods with jobs and transportation, more prosperous and resilient communities across the region can be fostered.

CWEDD's Role: The District will convene conversations, support workforce investment boards, and guide initiatives that connect and align the interests of employers, workers, and the economic development/workforce organizations that support them. **Over the next five years,** CWEDD will gather data to quantify the needs gaps that exist in the region and bring together stakeholders to address them.

FORD ALUMNI CENTER



Key Partners

- ❖ Economic development staff
- ❖ Workforce Investment Boards
- ❖ K-12 & higher education representatives
- ❖ Local & county planning staff

Approaches

- Provide working families with access to healthcare, childcare, and other essentials
- Support housing policies to expand supply
- Attract and grow talent by partnering with workforce investment boards and tourism agencies



Priority Area 5: Rural Vitality

Description: Economic opportunities and quality of life in rural communities can be strengthened by investing in key industries, infrastructure, and essential services. Supporting tourism, sustainable agriculture, and value-added natural resource industries drives economic growth. Expanding access to high-quality K-12, secondary, and technical education ensures a skilled workforce for the future. Additionally, prioritizing access to rural healthcare and essential services, such as grocery stores and telehealth, improves community well-being and vitality. Finally, infrastructure investments will help modernize aging systems and support business development, ensuring long-term resilience for rural areas while opening up new economic opportunities.

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 rural areas and support projects that enhance economic opportunity and resilience in rural communities.



Key Partners

- ❖ Economic development staff
- ❖ Regional tourism staff
- ❖ Rural school districts and education service districts
- ❖ Health care providers
- ❖ Local & county emergency managers

Approaches

- Expand access to healthcare
- Invest in Main Streets and manufacturers
- Harden infrastructure to withstand future disaster events

Implementation

Who Implements the CEDs & How? | *Key Roles & Descriptions*

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. |

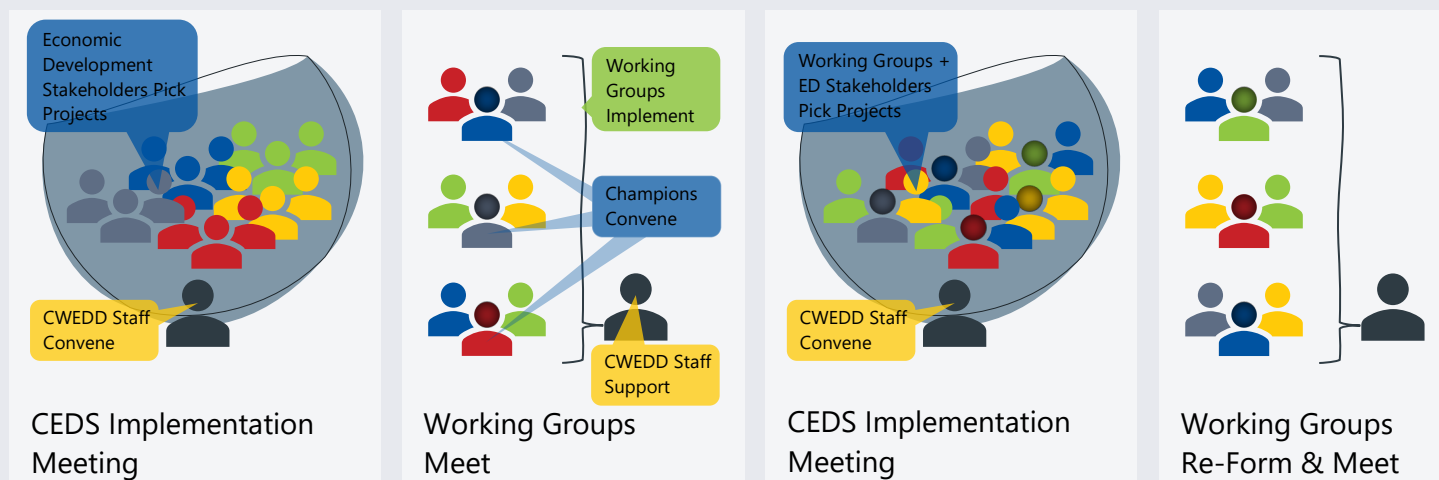
Regional and Local Economic Development Stakeholders

| | | |
|----------|--|--|
| Advisory | QUARTERLY/SEMI-ANNUAL CEDS IMPLEMENTATION MEETINGS | Benton, Lincoln, and Linn County Economic Development Practitioners Benton, Lincoln, and Linn County Economic Development 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 The 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 Other 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 to CWEDD members and add their perspective at CEDs implementation meetings. |

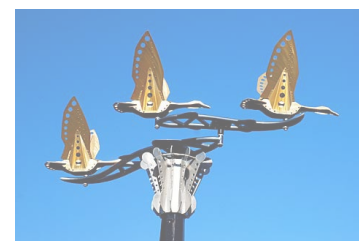
Working Groups

| | |
|--------|--|
| 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. If no Champion emerges, the project should be tabled. |
|--------|--|

Implementation Process



| 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 semi-annual to 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. Updates will be provided at the CWEDD Board Meetings ✓ CWEDD staff will produce end-of-year reports of CEDS implementation activities, including gathering data on indicators with support of regional partners |
| 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 2030-2035 update) ✓ CWEDD staff will produce an end-of-year report of CEDS implementation activities, including gathering data on indicators |



This page was intentionally left blank.

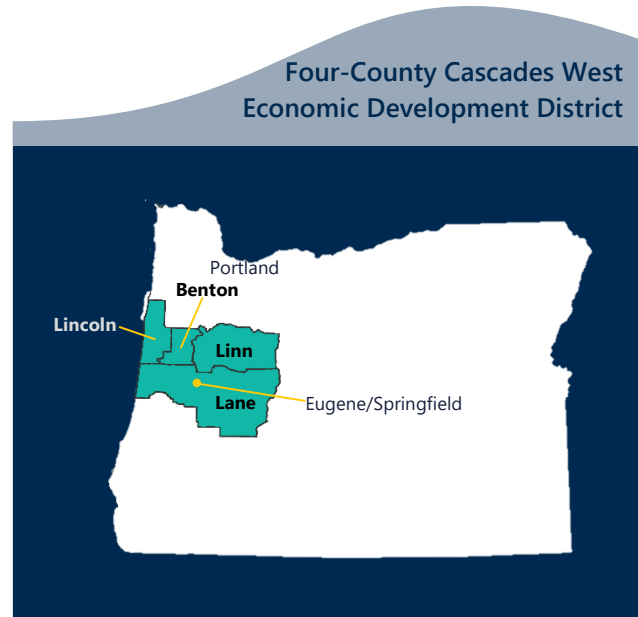
2025-2030 Comprehensive Economic Development Strategy



Introduction

Fertile valleys, abundant forest lands, pristine beaches, temperate climate, world class universities, and a culture of innovation are common to the Cascades West Economic Development District (CWEDD). Located south of the Portland Metro area, the four-county CWEDD region provides numerous examples of all that western Oregon has to offer. Complete with direct access to the West Coast's main interstate highway, rail hubs, world-class port facilities, as well as clean water and renewable energy, it's easy to see why the region retains and attracts some of the nation's top talent and industry.

This document will guide economic development initiatives for the next five years. As you read through this document, look for ways you can contribute to the region's economic strategy. Together, we can achieve the region's economic goals.



Background

CWEDD is designated by the U.S. Department of Commerce Economic Development Administration (EDA)

What is a CEDS?

The Comprehensive Economic Development Strategy (CEDS) contributes to effective economic development in America's communities and regions through a locally-based, regionally-driven economic development planning process.

The CEDS provides the capacity-building foundation by which the public sector, working in conjunction with other economic actors (individuals, firms, industries), creates the environment for regional economic prosperity.

-US Economic Development Administration

to work on economic development efforts in Benton, Lane, Lincoln, and Linn Counties. CWEDD advocates for, supports, and coordinates regionally significant economic development activities in the region. The CWEDD Board and their economic development partners play lead roles in defining regional community and economic development issues, opportunities, vision, goals, and work programs.

According to the EDA, a comprehensive economic development strategy (CEDS) is intended to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies. The purpose of a CEDS is to serve as a guide for establishing regional goals and objectives, developing and implementing a

regional plan of action, and identifying investment priorities and funding sources.

The EDA requires that economic development districts update their CEDS every five years pursuant to 13 C.F.R. § 303.6(3)(ii). This plan is an update to the 2020-2025 CEDS. It sets the vision and strategy for the next five-year implementation cycle. The University of Oregon’s Institute for Policy Research & Engagement (IPRE) worked closely with CWEDD staff and facilitated the development this plan, , and updated its community engagement and public comment processes .

The development and maintenance of the CEDS is required to qualify for EDA assistance under its public works, economic adjustment, and planning programs, and is a prerequisite for designation by the EDA as an Economic Development District.

The regional CEDS will benefit the Cascades West region in two primary ways:

- The CEDS highlights key priorities for the region in the next five years. By pooling resources and fostering collaboration, regional organizations can make progress toward achieving the region’s economic vision.
- The CEDS identifies strategic priorities that have regional significance. Communities seeking to advance projects in these identified areas can use the CEDS to demonstrate that their projects are not just of local concern but also support broader regional goals.

Vision

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

Economic Resilience

The challenges we’ve confronted since 2020 have prompted rapid change and adaptation. Work patterns have shifted as millions stayed home in response to the COVID-19 pandemic, prompting a durable rise in teleworking, e-commerce and home entertainment. Governments and politicians faced a reckoning as disenfranchised Americans (and their allies) demand social justice reforms, the results of which are still unknown. The worst wildfire seasons on record (2020 and 2024) in the West destroyed whole communities, burned millions of acres of forests and pastures, clouded the air with toxic smoke, and reminded us of our vulnerabilities to a changing climate. The 2022 and 2023 ice storms crippled communities, and halted commerce.

What is Economic Resilience?

Economic resilience includes three primary attributes:

1. The ability to recover quickly from a shock
2. The ability to withstand a shock
3. The ability to avoid the shock altogether

Establishing economic resilience in a local or regional economy requires the ability to anticipate risk, evaluate how that risk can impact key economic assets, and build up the capacity to mitigate and respond to that risk.

While no one could have predicted the specific mix of factors that made 2020 a year of upheaval, none of us are strangers to the far-reaching impacts of natural and human-caused disasters. Recognizing the need to plan for these risks, the EDA added new guidance in 2015 that requires CEDS to address economic resilience. Since 2015, CWEDD has been working to elevate economic resilience planning. Through efforts guided by the University of Oregon's Institute for Policy Research and Engagement (IPRE) and funded by the Federal Emergency Management Agency (FEMA), this CEDS update was founded on six core principles of economic resilience.²

| Principles of Economic Resilience | | |
|-----------------------------------|--|--|
| 1 | Diversification of industries & economic sectors | Diversity spreads risk, thereby lessening the impact of one sector's decline on the overall economy. |
| 2 | Workforce flexibility | A workforce with a wide variety of skills that are transferrable across industries can adapt to industry shifts. |
| 3 | Infrastructure redundancy and resiliency | Redundant and back-up infrastructure, as well as infrastructure that has been built to withstand disruption, is less vulnerable to natural- and human-created incidents. |
| 4 | Fair access | Not all communities have historically had the same ability to access resources. Places, especially rural communities, that have seen disinvestment or chronic underinvestment, should receive additional attention to ensure that everybody in the region is able to access economic opportunity and vital services. |
| 5 | Pre-disaster planning for response, continuity, and recovery | Energy and resources directed toward planning BEFORE disaster strikes helps communities bounce back more quickly. |
| 6 | Internal coordination and external communication | Coordination of economic development service providers to create an alignment of strategy, resources, and investments produces a coherent approach to economic development that can be more easily communicated and accessed by businesses and the workforce. |

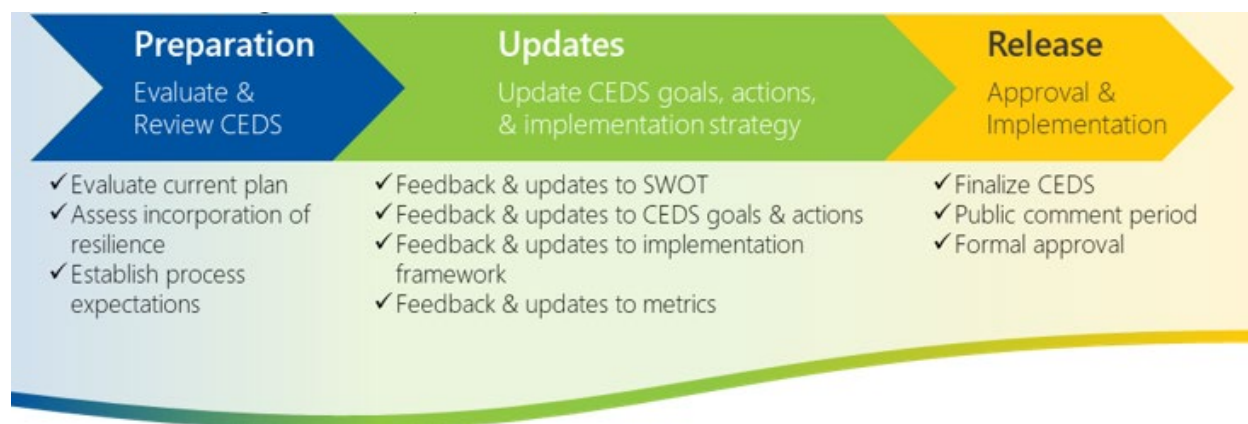
² The UO IPRE team reviewed a series of resources and case studies to identify core resilience principles. Based on research and information presented by Restore Your Economy, an EDA-funded website that provides up-to-date economic resilience guidance, the Stockholm Resilience Centre, a trailblazer for resilience research, and case studies highlighted by 100 Resilient Cities, a Rockefeller Foundation-supported initiative which investigated community-level resilience strategies, the IPRE team crafted six principles of resilience. Each principle highlights a different system through which communities can build resilience. Collectively, these systems work together to support economic resilience at a regional scale.

These six principles have guided decisions about CWEDD’s 2025 CEDS strategic priorities, implementation structure, and performance indicators. While we honor and celebrate the hard work of economic developers, emergency managers, and others who responded to the crises of 2020, we also know there is always room for improvement. Resilience is woven throughout this Strategy in the hope that the next time we face wide-ranging shocks like those experienced in 2020, we’ll have better tools and systems for quickly recovering from disruption, withstanding, or avoiding disruption altogether.

Process and Methods

The EDA requires economic development districts update their CEDS every five years pursuant to 13 C.F.R. § 303.6(3)(ii). The process and contents contained in this Strategy are intended to meet the Federal requirements for CEDS. Because the 2015 CEDS update was a complete overhaul of the strategy and many of the conditions remain the same, the CWEDD Board elected to complete a “light” update for 2025. This update focuses on adjusting the CEDS goals (renamed to Strategic Priorities), updating the Action Items, and creating a more realistic implementation strategy. The data appendices that contain information about the Region’s demographic and economic conditions, community resources, natural resources – these figures were also updated during the 2025 CEDS update process.

In coordination with IPRE, the CWEDD Staff led the CWEDD Board and interested regional stakeholders in a series of community engagement sessions -to revise the 2020 SWOT, including the Priority Areas, Implementation Strategy, and Performance Indicators. Stakeholders who were not able to attend monthly meetings contributed ideas and feedback by filling out monthly questionnaires and reading summaries of the CEDS update workshops.



Organization of this Report

The 2025-2030 CWEDD CEDS is organized into two sections: the Main Plan and the Appendices.

Main Plan

| | |
|--|--|
| <u>Introduction</u> | Provides background on the CEDS, describes the methods used to update it and presents the overall structure of the document. |
| <u>Results of the 2020 CEDS</u> | Lists projects that leveraged the previous CEDS document for funding and implementation |
| <u>District Profile</u> | Presents a summary of the region's economic development conditions. |
| <u>Data</u> | Offers a data-driven overview of the region's economic activity since dating back to 2007, with special focus on changes since 2020. |
| <u>SWOT Analysis</u> | Presents a summary of the District's strengths, weaknesses, opportunities and threats. |
| <u>Strategic Priorities</u> | Presents the District's vision and five strategic priorities areas, accompanied with suggested approaches, implementation ideas, and performance indicators. |
| <u>Implementation</u> | Presents the organizational structure of the District and a framework for engaging economic development practitioners from across the region in CEDS implementation through interest-based working groups. |

Appendices

| | |
|---|--|
| <u>Appendix A: Data</u> | <p>An overview of the data and information that went into this report:</p> <ul style="list-style-type: none">✓ Employment and wage data: Presents aggregate reports on the largest and highest paid industries in the region.✓ Housing production information: Census data on the number of housing units available in the region✓ Demographic and population estimates: Historical information and population growth projections for the communities within the region. <p>Included is a bibliography that lists other relevant resources and reports.</p> |
| <u>Appendix B: Plan Update Process & Resources</u> | Provides details about the 2025 update process, including attendance and example materials from monthly CEDS update meetings. |

Results of the 2020 – 2025 CEDS

The following is provided as a summary of projects funded by the Economic Development Administration to highlight the great work in the region over the last 5-years.

- ✓ Cottage Grove Main Street Improvements – \$5 million. Improvements include sidewalks, roads, and replanting trees.
- ✓ Cottage Grove Bohemian Park (Bohemia Foundation) - \$1.1 million. Improvements to Bohemia Park.
- ✓ Eugene – Suzanne Arlie Bike Trails Project – \$1.2 million. Improvements include dedicated mountain bike trails and a mountain bike skills park.
- ✓ Mass Timber Phase II – \$41.2 million from Build Back Better. Partners include the Port of Portland, Oregon Department of Forestry, DLCD, the Tallwood Institute, and Business Oregon. Industry cluster development, modular housing facility at the Port of Portland, city code updates, and other work.
- ✓ Broadband – OCWCOG – \$300k - Strategic Plan (2022)
- ✓ Corvallis Microfluidics Tech Hub –led by Oregon State University, for an approximately \$45 million Tech Hubs grant which was announced for “Further Consideration” but not awarded. The Tech Hub may reapply in the future grant to implement two projects that aim to establish Oregon as a global leader in the development, scaling, and commercialization of microfluidics technology for use in semiconductor cooling, continuous flow processing, and biotechnology. The CorMic consortium is a diverse, strong, collaborative group at the forefront of developing, scaling, and commercializing microfluidics technologies that range from high-speed computing to life-saving biosciences applications.
- ✓ Sweet Home Generators – \$700,375k - supported by OCWCOG Sweet Home received FY2023 Disaster Supplemental funding for three emergency generators: one at their drinking water treatment facility, another at their community center, and one portable generator for their public works department.



Photo Source: Regional Meeting Presentation, City of Cottage Grove

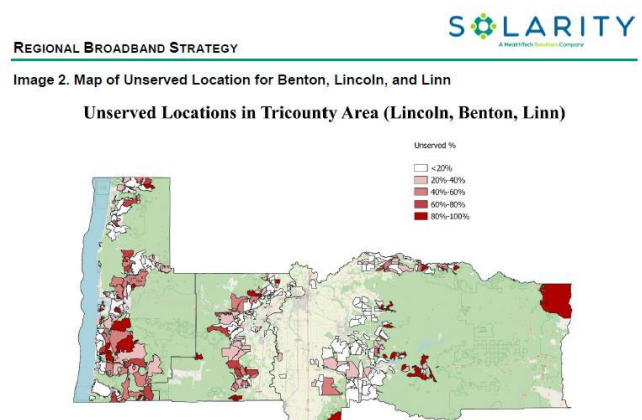


Photo Source: OCWCOG Regional Broadband Study

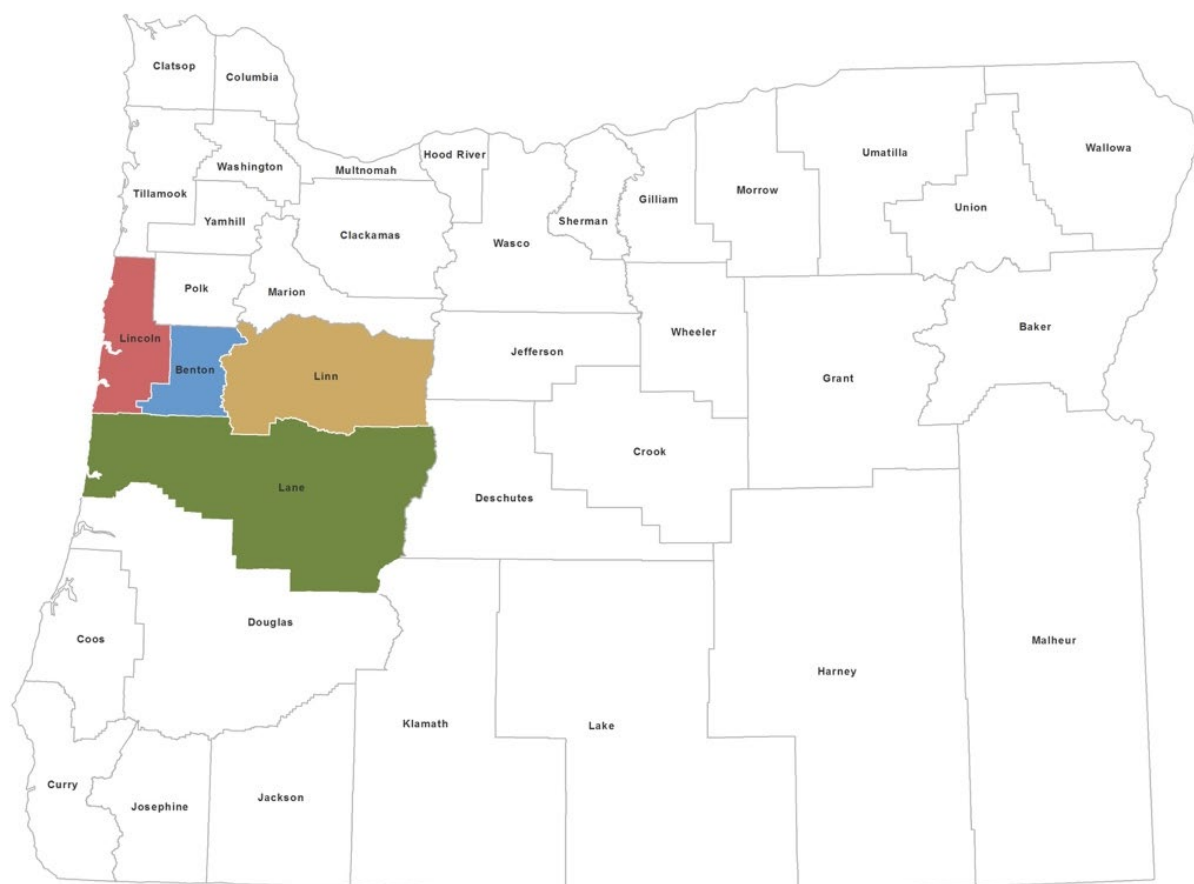
This page was intentionally left blank.

Chapter 1: District Profile

This section summarizes the key characteristics of the region and provides background on the region's economic development situation. The conditions outlined in this section lay the foundation for the Strengths, Weaknesses, Opportunities, and Threats Assessment and the CEDS Strategic Priorities. For additional details, please refer to [Appendix A](#) of this plan. This section, together with information contained elsewhere in this report, satisfies 13 C.F.R. § 303.7(b)(i).

Location

The planning region for the Cascades West Economic Development District is the four-county area of Benton, Lane, Lincoln, and Linn Counties. The region is located in the center of western Oregon, stretching from the Pacific Ocean eastward over the Coast Range and through the Willamette Valley to the crest of the Cascade Range.



Geography & Climate

The region extends from sea level from the Pacific Ocean in the west to over 10,000 feet at the crest of the Cascades in the east. The southern end of the Willamette Valley surrounds the major population centers located along the Interstate 5 corridor. The Willamette River runs north through the valley toward its mouth at the Columbia River. Primary and secondary agricultural lands support a variety of agricultural industries and businesses in the region.



Photo Source: Gary Halvorson, Oregon State Archives

The region has a temperate climate with moderate differences between summer high and winter low temperatures. The region receives between 40 and 90 inches of rainfall per year and a warm relatively dry summer promoting timber growth and a large agricultural sector.

Natural Environment

The region's unique geography, including the fertile Willamette River Valley, Cascade and Coast Range foothills, and coastal influences, contributes greatly to its agricultural productivity - producing high-value nursery stock, world-class vineyards, and establishing the region as the Christmas tree and the grass seed "capital of the world." Forestlands are important to the Cascades West region for their economic, environmental, recreational, and quality of life benefits. Forest lands cover approximately 75% of the region, with roughly 50% of the region in State or Federal Forest land.

Demographics

The population in the region generally aligns with the state overall in terms of gender, age, and race/ethnicity. According to the U.S. Census American Community Survey (2023), 51% of the population in the region is female and 49% is male. Nearly one-in-five people in the region are under the age of 18 and 66% of the regional population is of working age (15-64 years). Of that, just over one third (36%) are between 25 and 54. Populations that do not identify solely as white accounted for 19% of the population in 2023.

The Portland State Population Research Center projects that the region will grow roughly 14% by 2055. Notably, Linn and Benton counties are expected to grow roughly 20% by 2055, while the larger Lane County is expected to grow at a slower 10%, and rural coastal Lincoln County at 8% over the 30-year period. In the 2020-25 CEDS, the Oregon Office of Economic Analysis projected that the region would grow by roughly 33% by 2050. The current data shows a slower growth trend.

Significantly, in-migration is expected to accelerate, with in-migration accounting for 83% of regional population growth through 2040. Predictions are that coastal populations will continue to age and that net population growth in coastal areas will come from in-migration.

| Benton County | | Lane County | |
|--------------------------------------|--------------------|-------------------------|---------------|
| Population | 95,615 | Population | 382,218 |
| Area | 678 sq. mi. | Area | 4,722 sq. mi. |
| Median Household Income ³ | \$76,011 | Median Household Income | \$69,311 |
| County Seat | Corvallis | County Seat | Eugene |
| # of Housing Units ⁴ | 40,150 units | # of Housing Units | 166,226 units |
| Vacancy Rate ⁵ | 6.7% | Vacancy Rate | 5.8% |
| Persons per Unit | 2.37 | Persons per Unit | 2.36 |
| Lincoln County | | Linn County | |
| Population | 50,334 | Population | 128,598 |
| Area | 1,195 sq. mi. | Area | 2,309 sq. mi. |
| Median Household Income | \$61,314 | Median Household Income | \$73,396 |
| County Seat | Newport | County Seat | Albany |
| # of Housing Units | 32,066 units | # of Housing Units | 51,921 units |
| Vacancy Rate | 29.2% ⁶ | Vacancy Rate | 5.0% |
| Persons per Unit | 2.19 | Persons per Unit | 2.58 |

Economy

Historically, the ocean, agricultural lands, and forest lands provided a variety of harvesting, processing, and secondary processing opportunities for the region. Despite boom-bust cycles, the extraction and processing of the region's natural resources generally provided a solid economic base through the 1970s.

During the 1980s, many of the region's natural resource-based businesses faced significant structural changes and began contracting. While the entire region was impacted by this shift, many of the region's

³ US Census Bureau, American Community Survey (ACS), 5-Year Estimates. "Median household income (in 2023 dollars), 2019-2023 (Table DP03)."

⁴Portland State University, Region 4 Population Forecasts 2024, Retrieved March 2024, <https://www.pdx.edu/population-research/population-forecasts>

⁵ US Census Bureau, 2020 Decennial Census (10 years) "Occupancy Status (Table H1)"

⁶ Being on the Oregon coast, Lincoln County has a high proportion of second homes and short-term rentals.

rural communities suffered severe hardships, as their relatively narrow natural resource-based economies were unable to replace industries and lost jobs.

Infrastructure

Building from the “bones” of the natural resource economy, the region boasts many infrastructure assets that relate to economic development. This includes intermodal access that connects the region east and west, north and south, nationally and within Oregon. Specifically, the region sits on the Interstate 5 corridor, with highway and rail connections to the sea (the Port of Newport). Highspeed fiber internet access extends north and south along I5 and east and west along HWY 126. Sawmills, granaries, canneries and more prepare, package and transform the raw agricultural products of the region into desirable products that are in demand around the world. Not to be overlooked is the Willamette River, a historical shipping lane for the region’s products, and could be a strategic asset in the event highway or rail access is disrupted due to a natural disaster.

Innovation Infrastructure

The region hosts two of Oregon’s largest universities, Oregon State University and the University of Oregon. The institutions are at the forefront of many emerging industries, such as cross-laminated timber construction, genetics, robotics, and entrepreneurship. Connected to this educational ecosystem are a series of business support organizations, including Small Business Development Centers, accelerators like Onward Eugene and Oregon Regional Accelerator and Innovation Network (RAIN). Advanced manufacturers, such as HP, have facilities in the region, and provide opportunities for emerging production techniques.

Key Business Industries, Sectors and Employment

Four of the top five privately held industries that employ the most people in the region are services; health care and education (providing 17% of the jobs), retail trade (12%), accommodation and food services (10%), and professional and business services (10%). Manufacturing (10%) close this list. Together, these industries account for 67% of the region’s employment in 2024.⁷ Government jobs provide over 17% of the employment in the region.⁸

According to the findings of the SWOT analysis (see chapter 3) local leaders and businesspeople pointed to the following industries and activities as core to the region:

- Tourism and recreation
- Agriculture
- Natural textiles
- Bioscience
- Value-added agricultural products, including food and beverage manufacturing, as well as forest products
- Metals manufacturing and other advanced manufacturing
- Maritime industry
- Software and technology, including university-related spinoffs
- Higher education-related research clusters

⁷ State of Oregon Employment Department. Employment and Wages by Industry (QCEW), 2024.

⁸ *Ibid.*

Approximately 74% of employees live and work within the region. Roughly three out of every five of the jobs in the region are located in Lane County (59.7%) with Linn (18.5%), Benton (14.7%), and Lincoln (7%) accounting for the remainder.

Coastal Employers and Industry

According to a 2024 survey of the region's employers⁹, the region's largest employer is the Confederated Tribes of the Siletz Indians, who operate entertainment and gaming resort venues in the county. Other major employers include government (Lincoln County, and to a lesser extent city governments), education (the school district), research (the Oregon State University Hatfield Marine Science Center) and lumber (Georgia Pacific). Other industries include retail, hospitality, as well as food and beverage production (Pacific Seafood and Rogue Ales & Spirits).

More information is provided in [Appendix A: Data](#)

Housing

The region is expected to grow, and as such the demand for housing increases as well. The Oregon Office of Economic Analysis and the Oregon Dept. of Administrative Services recently published the Oregon Housing Needs Analysis [and] Methodology, which estimated the level of housing underproduction for the region.¹⁰

The Region at a Glance

Table 1 below provides an overview of the demographics of the region relative to the supply of available housing. According to PSU data, 290,363 housing units are available in the region.

Table 1.1 - CWEDD Population Characteristics and Housing Availability, PSU Population Research Center, 2024¹¹

| Statistic | CWEDD Region | Oregon |
|------------------------------|----------------------|------------------------|
| Total Population | 657,160 | 4,237,256 |
| Population Aged 0-17 | 18.14% | 20.20% |
| Population Aged 65+ | 20.18% | 18.25% |
| Population non-White | 16.28% | 23.41% |
| Persons per Household | 2.26 (290,363 units) | 2.48 (1,813,747 units) |

According to US Census information, the housing vacancy rate in the region stands at around 8.4%, or 5.8% after excluding Lincoln County from the analysis, which itself has an almost 30% vacancy rate due to the high number of vacation rentals and second homes in the area. This information is summarized on the next table.

⁹ Business Lincoln County. Employer Survey 2024, Retrieved May 1, 2025 from <https://businesslincolncounty.com/county-profile/>

¹⁰ Dept. of Administrative Services, Oregon Housing Needs Analysis Methodology Report. Oregon Office of Economic Analysis. Retrieved March 27, 2025, from <https://www.oregon.gov/das/oea/pages/index.aspx>.

¹¹ Portland State University, Region 4 Population Forecasts 2024, Retrieved March 2024, <https://www.pdx.edu/population-research/population-forecasts>

Table 1.2 – Regional Rental Vacancy Rates, 2020 Decennial Census¹²

| Statistic | CWEDD Region | Oregon |
|--|--------------|--------|
| Vacancy Rate | 8.4% | 7.8% |
| Vacancy Rate (Excluding Lincoln County) | 5.8% | N/A |

The next table, that was produced as part of the EcoNorthwest/Oregon Dept. of Administrative Services/Office of Economic Analysis (among others) Oregon Housing Needs Analysis (2022)¹³, finds that to meet current market demand for housing in the region, approximately 15,000 more units would need to be constructed immediately. To end the systemic cycle of homelessness, an additional ~19,600 units of affordable housing would need to be built for people earning 80% of median income or below. Particularly, ~14,800 units would need to be provided for those earning less than 30% of median income.

To address the need over the next 20 years, approximately 100,000 more units would need to be constructed in order to account for population growth and other demands. Accounting for current underproduction and future needs, approximately 136,000 housing units will need to be built in the Willamette Valley.

Note that this analysis was conducted for the middle and southern Willamette Valley outside of the Portland metro, which includes Marion and Polk counties, in addition to Benton, Lane and Linn.

Table 1.3 - Housing Production Needs for the Southern Willamette Valley, EcoNorthwest et al. 2022¹⁴

| Income Level | Current Need | | Future Need | | | Total Needs |
|--------------|-------------------------|-------------------------------|---------------------------|--------------------|---------------|----------------|
| | Chronic Underproduction | Units to address homelessness | Second and Vacation Homes | Demographic Change | Pop. Growth | |
| 0-30% | 5,008 | 14,794 | - | 5,229 | 8,874 | 33,905 |
| 31-60% | 5,118 | 3,825 | - | 6,240 | 10,563 | 25,746 |
| 61 - 80% | 2,115 | 987 | - | 4,165 | 7,075 | 14,342 |
| 81 - 120% | 1,960 | - | 2,781 | 7,313 | 12,386 | 24,440 |
| >120% | 860 | - | 954 | 13,415 | 22,761 | 37,990 |
| Total | 15,061 | 19,606 | 3,735 | 36,362 | 61,659 | 136,423 |

Note that this data includes Marion and Polk counties and does not include Lincoln.

¹² US Census Bureau, 2020 Decennial Census (10 years) "Occupancy Status (Table H1)"

¹³ EcoNorthwest, Portland State University, Oregon Dept. of Administrative Services, Housing and Community Services Dept., Dept. of Land Conservation and Development and the Office of Economic Analysis
| <https://www.oregon.gov/das/oea/Documents/OHNA-Methodology-Report-2024.pdf>

¹⁴ Table reproduced for this report

Chapter 2: Data

This chapter provides a comprehensive analysis of employment trends and industry shifts across the four counties in the region—Benton, Lane, Lincoln, and Linn, covering long-term growth from 2007 to 2023, covering the Great Recession as well as the more recent economic disruptions and recovery following the COVID-19 pandemic.

Over the past 16 years, employment growth has varied significantly across the counties. While Benton County experienced strong job growth, particularly in the public sector, Lane County's growth lagged behind the state average. Linn County showed steady expansion, driven by gains in manufacturing and health services, while Lincoln County, with its heavy reliance on tourism and hospitality, faced more volatility.

Each county saw major sectoral shifts, with public-sector job growth outpacing private-sector gains in several areas, particularly in education-related employment. At the same time, manufacturing consistently declined across the region, reflecting broader economic trends. The pandemic brought a sharp but uneven economic shock, with job losses concentrated in spring 2020. While all four counties have since rebounded, recovery has been uneven across industries, with public-sector jobs recovering faster than many private-sector industries.

Benton County

2007-2023

From 2007 to 2023 Benton County gained 5,970 jobs, growing 15.4% and just slightly outpacing Oregon's employment growth of 14.5% over that time. Benton County's private sector grew 7.8%, adding 2,090 jobs from 2007 to 2023, while the public sector grew 32.4%, adding 3,880 jobs.¹⁵

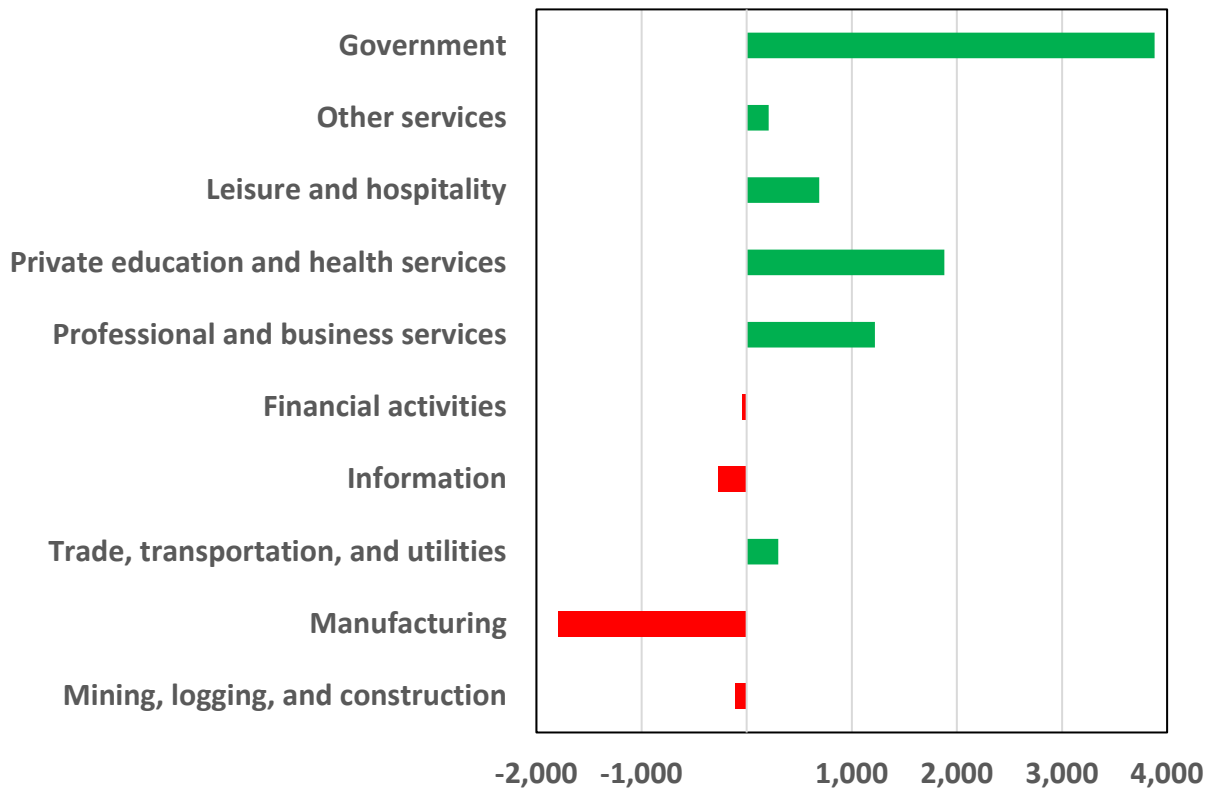
The strong job growth in the public sector was driven by local government education. This industry includes K-12 public schools in Benton County, and it also includes Oregon State University. Local government education employment grew 3,720 from 2007 to 2023, growing 38.1%.

The sector that showed the largest job loss was manufacturing, which shed 1,790 jobs or -38.2% from 2007 to 2023. The other industry showing a steep employment decline over this time was information, which is a fairly small industry that includes newspaper publishers. Benton County's information sector employment declined 270 jobs or -26.7% from 2007 to 2023.

Private sector industries showing strong job growth included: private education and health services (+1,880 jobs, +36.3%); professional and business services (+1,220 jobs, +35.2%); and other services (+210 jobs, +17.5%).

¹⁵ The information for this chapter comes courtesy of the Oregon Office of Economic Analysis and is performed on 2023 and preliminary 2024 data gathered from the Oregon Employment Department's *QualifyInfo.org* service

Benton County Employment Change: 2007-2023



Pandemic Recession and Recovery: 2019-2023

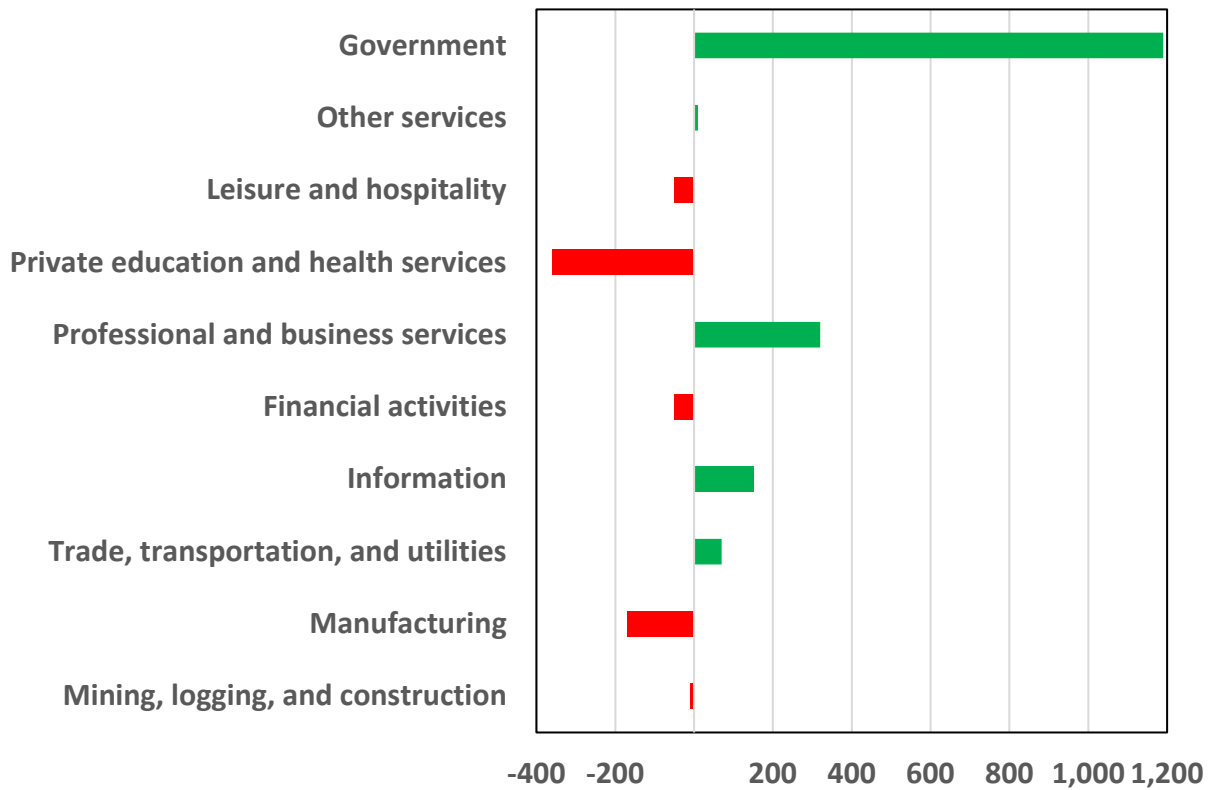
In the spring of 2020, Benton County's employment declined by nearly 5,500 or -12.5% from February 2020 to May 2020. Following the steep job loss in the spring of 2020, employment stabilized in the county and job growth began in the second half of 2020. Strong job growth continued in 2021 and 2022. By July 2022, Benton County's total employment recovered and was above its pre-recession level in February 2020.

However, not every industry in Benton County has recovered at the same rate. Benton County's public sector employment was up 1,190 or +8.1% from 2019 to 2023. Most of those public sector gains were in local government education, which added 1,000 jobs or +8.0% from 2019 to 2023.

Benton County's private sector employment was down 80 or -0.3% from 2019 to 2023. Industries with the most employment losses include: private education and health services (-360 jobs, -4.9%); manufacturing (-170 jobs, -5.5%); financial activities (-50 jobs, -3.2%); and leisure and hospitality (-50 jobs, -1.1%).

Private sector industries in Benton County showing job growth from 2019 to 2023 include: professional and business services (+320 jobs, +7.3%); information (+150 jobs, +25.4%); and trade, transportation and utilities (+70 jobs, +1.5%).

Benton County Employment Change: 2019-2023



Lane County

2007-2023

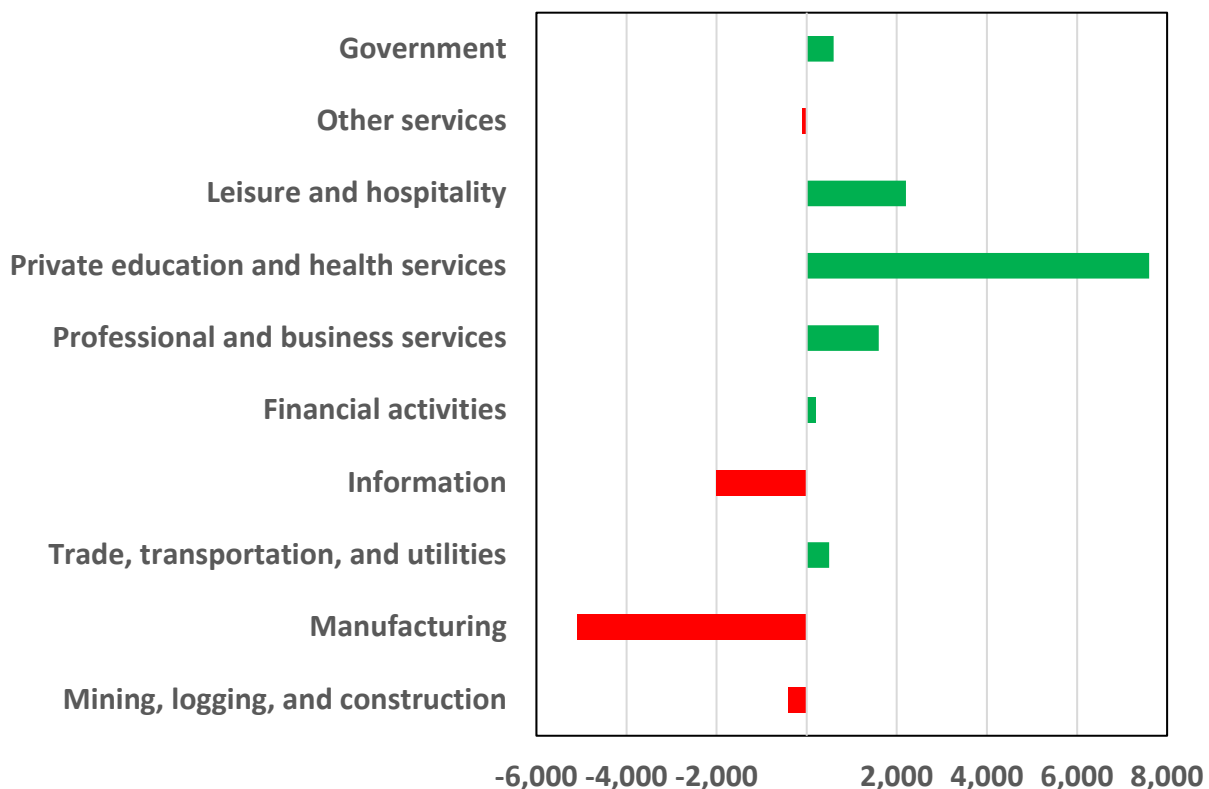
From 2007 to 2023 Lane County gained 5,200 jobs, growing 3.3%, slower than Oregon's employment growth of 14.5% over that time. Lane County's private sector grew 3.6%, adding 4,600 jobs from 2007 to 2023, while the public sector grew 2.0%, adding 600 jobs.

The job growth in the public sector was driven by local government education and federal government positions. Local government education employment was up 500 from 2007 to 2023, growing +2.8%. Federal government employment in Lane County was up 100 or +5.6% from 2007 to 2023.

Private sector industries showing strong job growth included: private education and health services (+7,600 jobs, +35.8%); leisure and hospitality (+2,200 jobs, +14.8%); professional and business services (+1,600 jobs, +9.8%); and trade, transportation, and utilities (+500 jobs, +1.7%).

The sectors that showed the largest job loss included: manufacturing (-5,100 jobs, -25.8%); information (-2,000 jobs, -50.0%); and mining, logging, and construction (-400 jobs, -4.3%). Information is a fairly small industry that includes newspaper publishers.

Lane County Employment Change: 2007-2023



Pandemic Recession and Recovery: 2019-2023

In the spring of 2020, Lane County's employment declined 25,700 or -15.4% from February 2020 to April 2020. Following the steep job loss in the spring of 2020, employment stabilized in the county and job

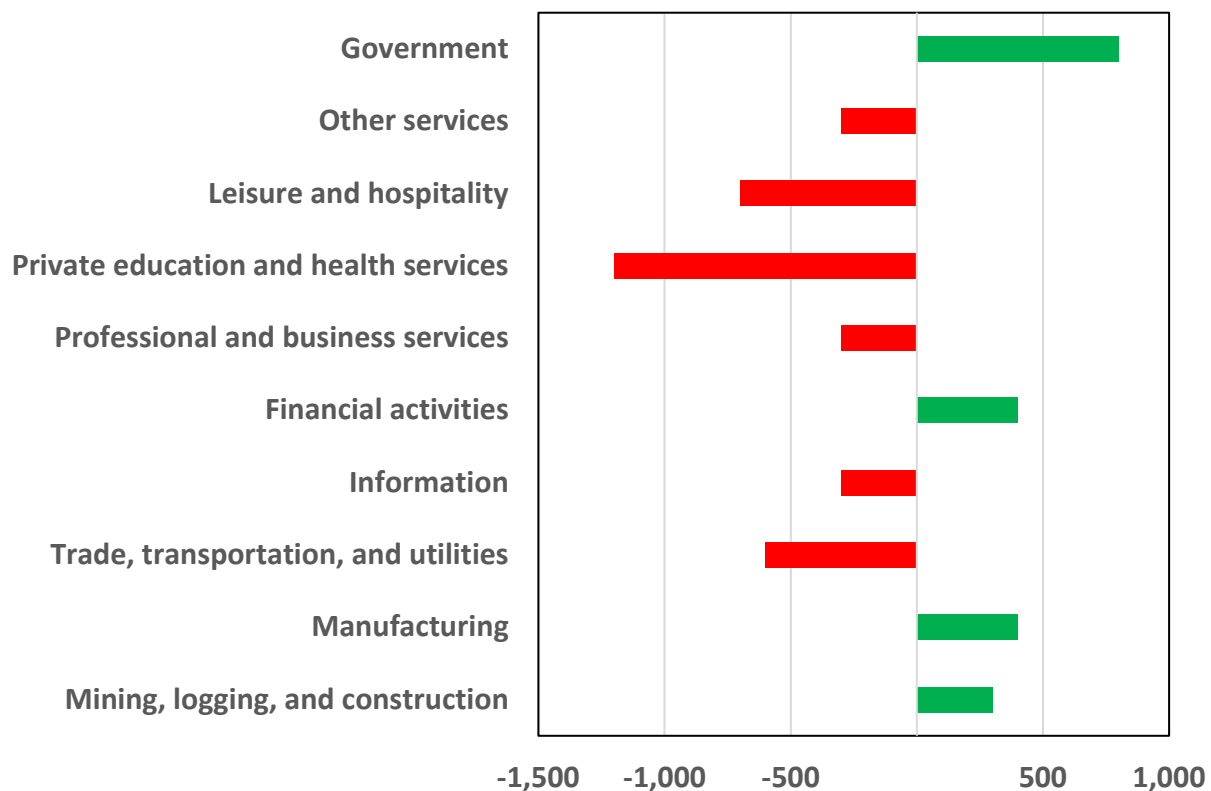
growth began in the second half of 2020. Strong job growth continued in 2021 and 2022. However, employment growth has slowed significantly in 2023. As of May 2024, Lane County's total employment remains -2,100 or -1.3% below its pre-recession employment level in February 2020.

Not every industry in Lane County has recovered at the same rate. Lane County's total public sector employment was up 800 or +2.7% from 2019 to 2023. Most of the jobs that were lost and since recovered from the pandemic were in local government (not education), which has added 600 jobs or +2.3% from 2019 to 2023.

Lane County's private sector employment was down 2,100 or -1.6% from 2019 to 2023. Industries with the most employment losses from 2019 to 2023 include: private education and health services (-1,200 jobs, -4.0%); leisure and hospitality (-700 jobs, -3.9%); and trade, transportation, and utilities (-600 jobs, -2.0%)

Private sector industries in Lane County showing the biggest job gains from 2019 to 2023 include: financial activities (+400 jobs, +4.9%); manufacturing (+400 jobs, +2.8%); and mining, logging, and construction (+300 jobs, +3.5%).

Lane County Employment Change: 2019-2023



Lincoln County

2007-2023

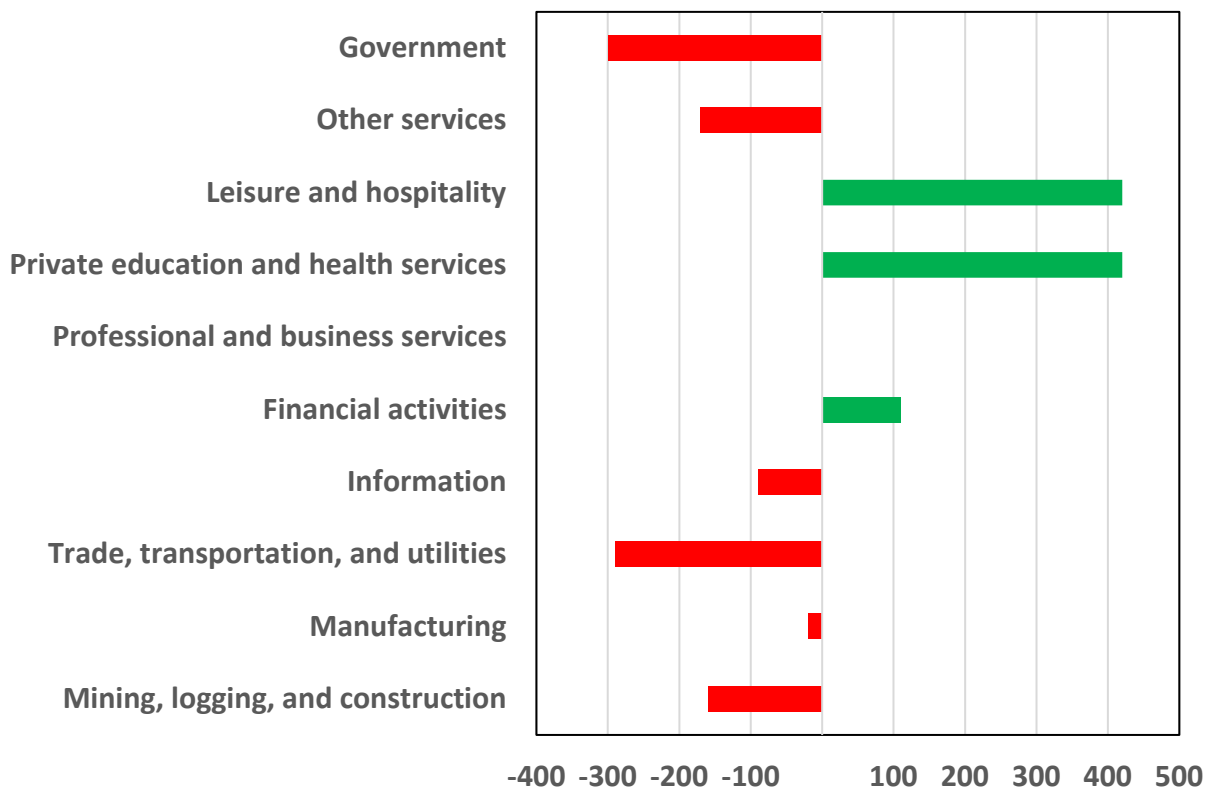
From 2007 to 2023 Lincoln County's total employment has been fairly flat, dropping 80 jobs or -0.4%, slower than Oregon's employment growth of 14.5% over that time. Lincoln County's private sector grew 1.5%, adding 220 jobs from 2007 to 2023, while the public sector declined -7.3%, shedding 300 jobs.

The strong job loss in the public sector was driven by local tribal and state government. Indian tribal employment was down 160 from 2007 to 2023, declining -14.5%. State government employment in Lincoln County was down 470 or -58.8% from 2007 to 2023.

Private sector industries showing strong job growth included: private education and health services (+420 jobs, +23.9%); leisure and hospitality (+420 jobs, +9.5%); and financial activities (+110 jobs, +12.5%).

The private sectors that showed the largest job loss included: trade, transportation, and utilities (-290 jobs, -8.2%); other services (-170 jobs, -27.0%); mining, logging, and construction (-160 jobs, -14.4%); and information (-90 jobs, -42.9%). Information is a fairly small industry that includes newspaper publishers.

Lincoln County Employment Change: 2007-2023



Pandemic Recession and Recovery: 2019-2023

In the spring of 2020, Lincoln County's employment declined nearly 4,900 or -26.1% from February 2020 to April 2020. Following the steep job loss in the spring of 2020, employment stabilized in the county and

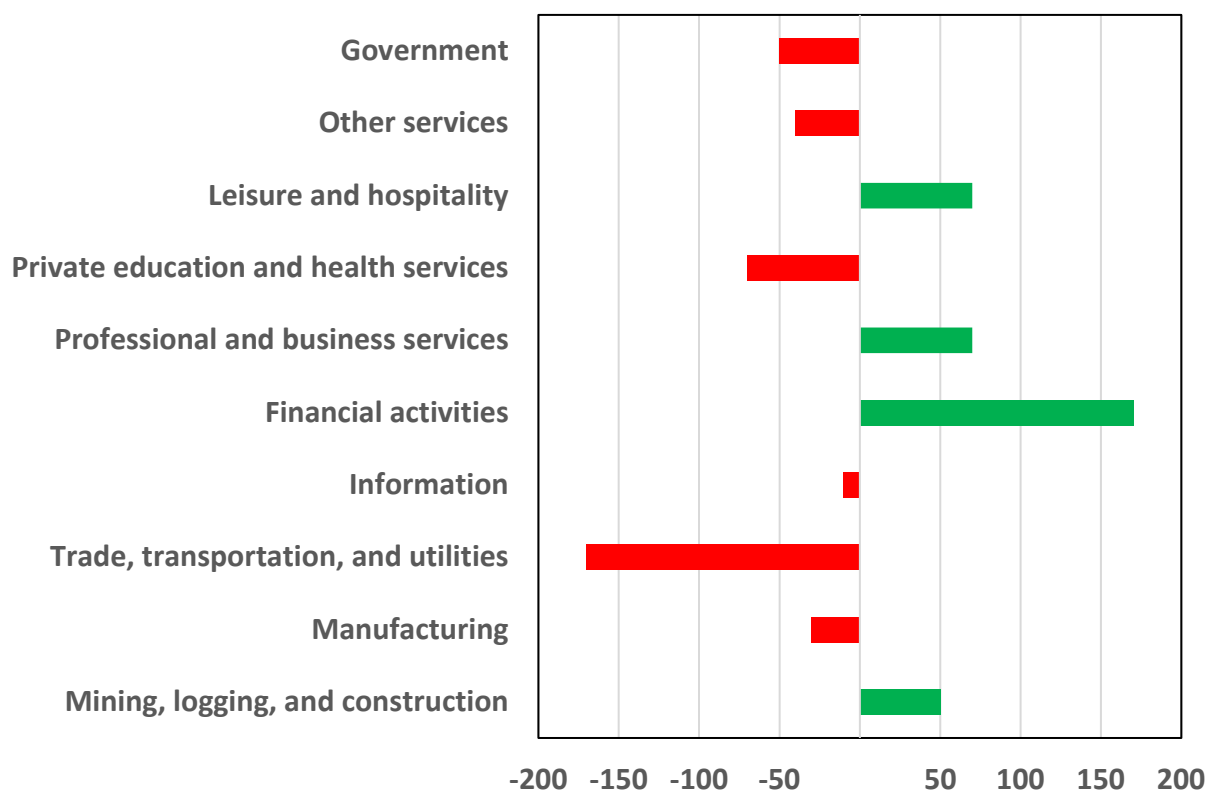
job growth began in the second half of 2020. Strong job growth continued in 2021 and 2022. By May 2023, Lincoln County's total employment had recovered and was above its pre-recession level in February 2020.

However, not every industry in Lincoln County has recovered at the same rate. Lincoln County's public sector employment was down 50 or -1.3% from 2019 to 2023. Most of those public sector losses were in Indian tribal, which shed 80 jobs or -7.8% from 2019 to 2023.

Lincoln County's private sector employment was up 40 or +0.3% from 2019 to 2023. Industries with the most employment gains include: financial activities (+170 jobs, +20.7%); professional and business services (+70 jobs, +6.9%); leisure and hospitality (+70 jobs, +1.5%); and mining, logging, and construction (+50 jobs, +5.6%).

Private sector industries in Lincoln County showing the largest job losses from 2019 to 2023 include: trade, transportation, and utilities (-170 jobs, -5.0%); private education and health services (-70 jobs, -3.1%); other services (-40 jobs, -8.0%); and manufacturing (-30 jobs, -2.8%).

Lincoln County Employment Change: 2019-2023



Linn County

2007-2023

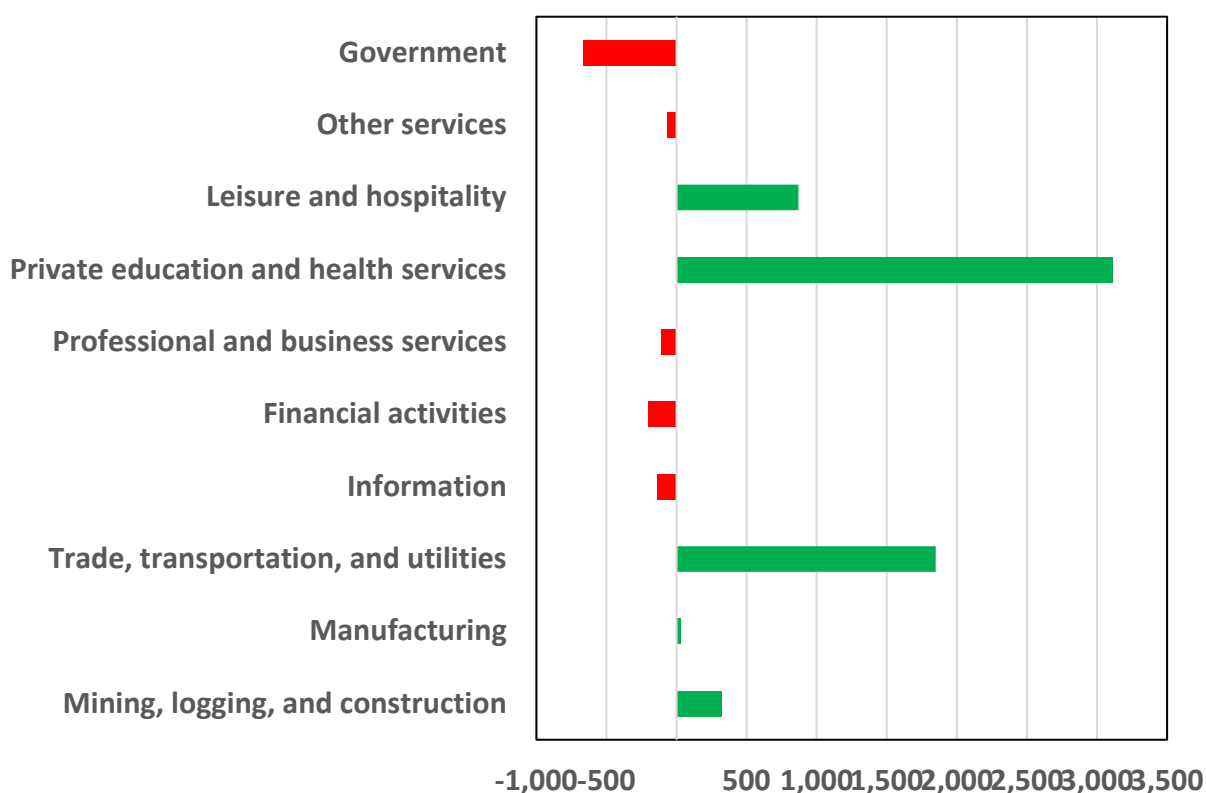
From 2007 to 2023 Linn County gained 4,980 jobs, growing 11.7%, slower than Oregon's employment growth of 14.5% over that time. Linn County's private sector grew 16.1%, adding 5,650 jobs from 2007 to 2023, while the public sector declined -8.9%, shedding 670 jobs.

The strong job loss in the public sector was driven by local government education and state government. Local government education employment was down 290 from 2007 to 2023, declining -7.2%. State government employment in Linn County was down 380 or -37.3% from 2007 to 2023.

Private sector industries showing strong job growth included: private education and health services (+3,110 jobs, +71.3%); trade, transportation, and utilities (+1,850 jobs, +20.2%); and leisure and hospitality (+870 jobs, +29.3%).

The sectors that showed the largest job loss included: financial activities (-200 jobs, -12.0%); information (-140 jobs, -29.2%); and professional and business services (-110 jobs, -3.1%). Information is a fairly small industry that includes newspaper publishers.

Linn County Employment Change: 2007-2023



Pandemic Recession and Recovery: 2019-2023

In the spring of 2020, Linn County's employment declined 5,750 or -12.3% from February 2020 to April 2020. Following the steep job loss in the spring of 2020, employment stabilized in the county and job

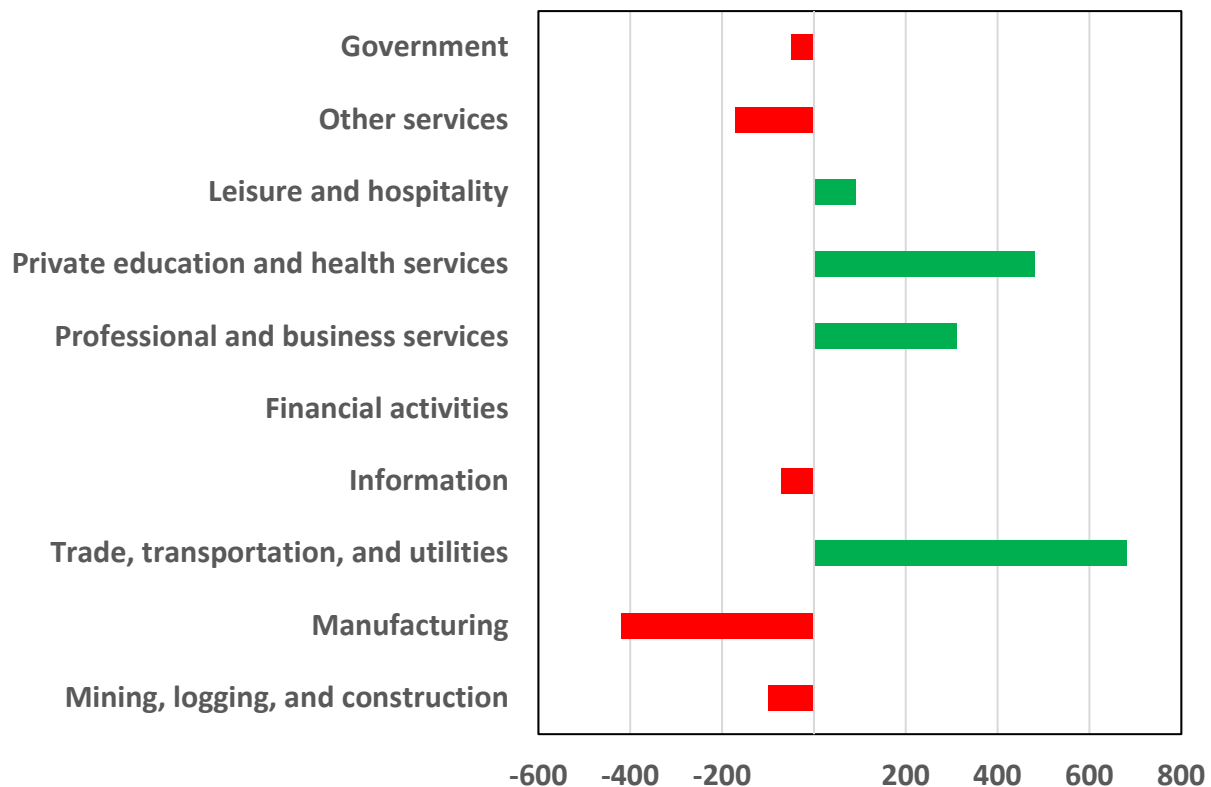
growth began in the second half of 2020. Strong job growth continued in 2021 and 2022. By November 2021, Linn County's total employment had recovered and was above its pre-recession level in February 2020.

However, not every industry in Linn County has recovered at the same rate. Linn County's public sector employment was down 50 or -0.7% from 2019 to 2023. Most of those public sector losses were in local government education, which shed 110 jobs or -2.9% from 2019 to 2023.

Linn County's private sector employment was up 790 or +2.0% from 2019 to 2023. Industries with the most employment gains include: trade, transportation, and utilities (+680 jobs, +6.6%); private education and health services (+480 jobs, +6.9%); and professional and business services (+310 jobs, +9.8%).

Private sector industries in Linn County showing job losses from 2019 to 2023 include: manufacturing (-420 jobs, -4.8%); other services (-170 jobs, -11.3%); and mining, logging, and construction (-100 jobs, -2.7%).

Linn County Employment Change: 2019-2023



Unemployment in the Region

Unemployment rates in Oregon and its counties trend with U.S. business cycles. In more traditional recessions like Oregon experienced in 2001 and 2008 Linn County has had the highest peak unemployment rate of the four-county area. Because Linn County has a large manufacturing sector and wood products manufacturing, that is a large piece of it. During the Great Recession Linn County's unemployment rate peaked at 14.1% in May 2009; higher than the statewide peak of 11.3% that same month. Lane County's peak unemployment rate was 12.4% in May 2009, higher than the statewide average. Lincoln County and Benton County peak unemployment rates were 10.5% and 8.1% respectively, less than the statewide average.

Since 2000, Oregon long-term average unemployment rate is 6.3%. Benton County's long-term average unemployment rate is 4.7%; lower than Oregon and the lowest in the four-county area. Lane County (6.6%), Lincoln County (7.2%), and Linn County (7.5%) all have slightly higher long-term average unemployment rates than Oregon. But aggregate unemployment hides the effect that high college student populations have on poverty rates, as shown in the table below.

Table 2.4 - Places with Populations of 10,000 or More and Statistically Significant Differences in Poverty Rates with Exclusion of Off-Campus College Students: 2012-2016

| Places | Total number of people in poverty universe ¹ | Percent off-campus college students ² | Poverty rates | | | | Differences | |
|----------------|---|--|---------------|------|--|------|-------------|------|
| | | | All people | | All people excluding off-campus college students | | | |
| | | | Est. | MOE | Est. | MOE | Est. | MOE |
| Corvallis city | 50,561 | 21.8% | 27.5% | 1.6% | 14.3% | 1.6% | 13.2% | 2.3% |
| Benton County | 82,169 | 14.3% | 21.5% | 1.2% | 12.7% | 1.2% | 8.8% | 1.9% |
| Eugene city | 155,761 | 11.6% | 23.1% | 1.1% | 16.2% | 1.2% | 6.9% | 1.6% |
| Lane County | 352,773 | 5.9% | 19.7% | 0.8% | 16.5% | 0.8% | 3.2% | 1.2% |

Note: Est. is shorthand for estimated. MOE is margin of error. This number when added to and subtracted from the estimate forms the 90 percent confidence interval. Margin of errors are based on standard errors associated with any sample.

¹Poverty status is determined for individuals in housing units and noninstitutional group quarters. The poverty universe excludes children under age 15 who are not related to the householder, people living in institutional group quarters, and people living in college dormitories or military barracks.

²Off-campus college students include all students who are enrolled in college, not living with their families, and not living in college dormitories.

As shown on the previous table, excluding college age students from the sample, which can be gleaned using campus enrollment information and Census information, have a massive impact on the poverty rate. In Eugene, home of the University of Oregon, excluding the college students living in town, who make up 11.6% of the population, the poverty rate drops from 23.1% to 16.2%. The difference is even greater when accounting for Oregon State University students living in Corvallis; removing them from the overall population drops the poverty rate to 14.3% from 27.5%, a difference of 13.2%.¹⁶

Lincoln and Linn counties were excluded

The Impacts of the COVID-19 Pandemic

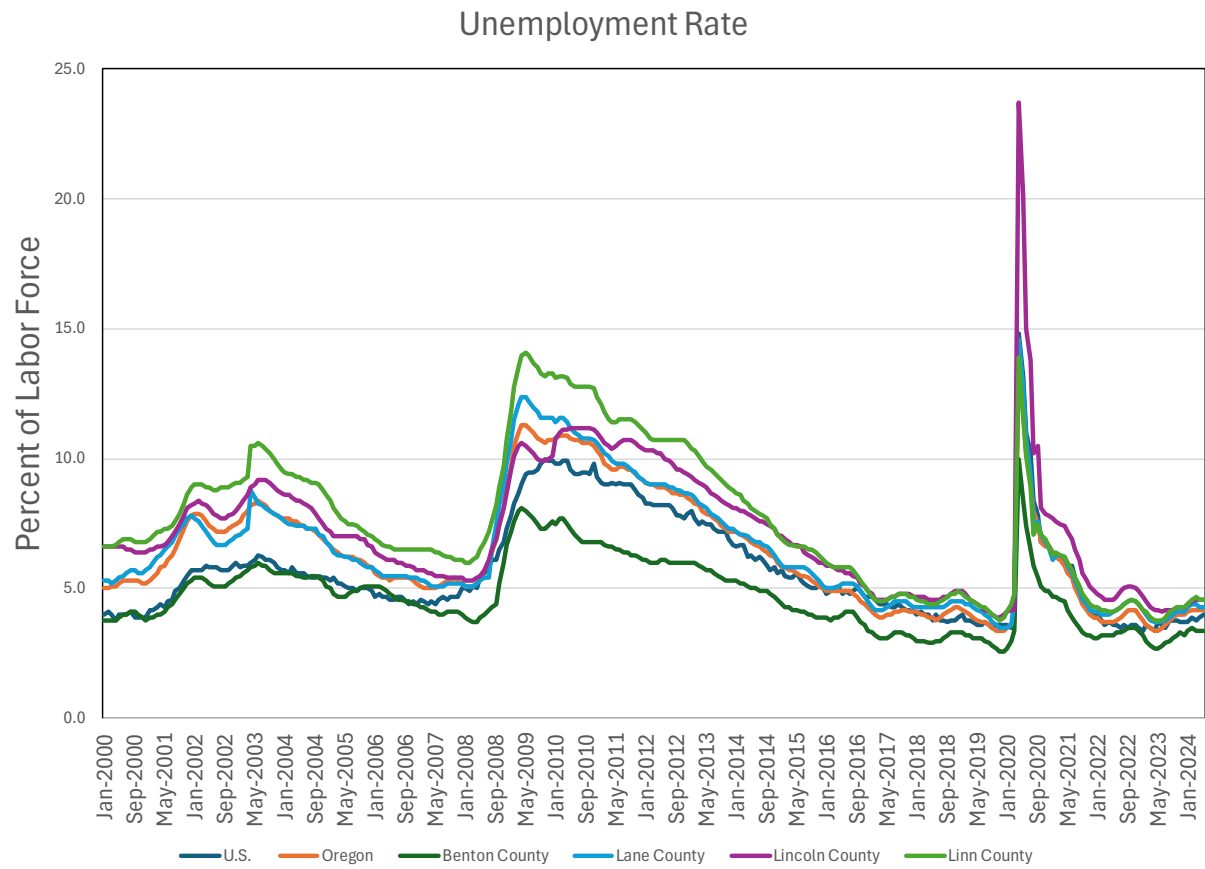
In the spring of 2020 as the COVID-19 restrictions took place, Oregon and the U.S. unemployment rate skyrocketed. Lincoln County experienced the highest peak unemployment rate in the pandemic recession; its unemployment rate peaked at 23.7% in April 2020; nearly twice the statewide peak of 13.7%.

As quickly as unemployment rates increased, they quickly decreased in the summer of 2020 as COVID-19 restrictions were lifted. Benton, Lane, and Linn counties all had unemployment rates under 10% by July 2020. Lincoln County's unemployment rate did not drop below 10% until October 2020. The unemployment rate continued to decline in all four counties and all four counties had unemployment rates near historic lows during 2022 and 2023.

This information is illustrated by Figure 2.1 on the next page.

¹⁶ Lincoln and Linn counties were excluded from this analysis as their full-time student populations are not as large as Benton or Lanes

Figure 2.1 - CWEDD Unemployment Rate Jan. 2000 - Jan. 2024



Chapter 3: 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 the 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).

See Appendix B-7 *Current and Future Projects of Regional Significance* for projects that operationalize the SWOT analysis.






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 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 dense 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 that forge specialty metals, fabricate computer components, brew beer, among many others.

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 |
| <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, 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.¹⁷ 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 waste, drinking and storm water 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 schooling¹⁸) and a lack of "care economy" services

¹⁷ Oregon Office of Economic Analysis. (2019). "Oregon's Demographic Trends." Retrieved from https://www.oregon.gov/das/OEA/Documents/OR_pop_trend2019.pdf

¹⁸ Sources differ, but one recent analysis by WalleHub (2025) finds Oregon ranks 45th in the nation in terms of indicators like graduation rates, test scores, access to instructional materials, injuries, and drug prevalence in schools. <https://wallethub.com/edu/e/states-with-the-best-schools/5335>

(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:

| | |
|--|---|
| Infrastructure Connectivity East-West and in Rural Areas  | <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 |
| Changing Demographics  | <ul style="list-style-type: none"> • Aging population and increasing number of retirees • Lack of skilled labor force |
| Infrastructure Quality and Availability  | <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* |
| Livability and Access to Essential Services  | <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* |
| Institutional Barriers  | <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.

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

The following table is a ranking by respondents as the largest opportunities for the region. 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>Leveraging human capital</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. They are chronic, such as prolonged and worsening droughts, frequent winter storms, and a long wildfire season. They are also acute and catastrophic, such as the expected subduction zone earthquake and related tsunamis. 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.

Prior to recent changes in federal trade policy, Oregon state economists predicted a post pandemic soft landing in the 2025-27 biennium.¹⁹ Due to the uncertainty caused by changing policies, forecasters locally across the country have revised down their predictions. The Oregon Office of Economic Analysis in their 2025-27 forecast predicts real (inflation adjusted) growth to slow to .9% and inflation to accelerate to 3.5%. Unemployment is expected to rise moderately to 4.6%. The office gives the state economy a 25% (or one in four) chance of slipping into recession over the two-year period.




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 |

¹⁹ Oregon Economic Forecast, Oregon Office of Economic Analysis, November 20th, 2024.
<https://www.oregon.gov/das/oea/pages/forecastecorev.aspx>

| | |
|--|---|
| <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 |
| <p>Industry Shift and Adaptability</p>  | <ul style="list-style-type: none"> • Declining natural resource availability • Variable ability to shift business models and workforce skills to respond to natural hazards or disaster events |
| <p>Unexpected Events and Other Unknowns</p>  | <ul style="list-style-type: none"> • 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* |

Chapter 4: Strategic Priorities



Priority Area 1

Regional Collaboration and Partnerships



Priority Area 2

Grow Economic Vitality Through Business Development



Priority Area 3

Infrastructure Resilience



Priority Area 4

Foundations for Economic Wellbeing


















Priority Area 5

Rural Vitality

Key: Federal and Regional Priorities



| CWEDD 2025 – 2030 CEDS Priority Areas | | EDA Priorities February 2025 | | Regional Solutions Priorities February 2025 | |
|--|---|----------------------------------|--|--|--|
|      | Regional Collaboration and Partnerships | Critical Infrastructure |  | Infrastructure |  |
| | Grow Economic Vitality Through Business Development | Economic Recovery and Resilience |  | Community Resilience |  |
| | Infrastructure Resilience | Innovation and Entrepreneurship |  | A Thriving Business Environment |  |
| | Foundations for Economic Wellbeing | Workforce |  | Accessible and Affordable Child Care |  |
| | Rural Vitality | Manufacturing |  | Housing Production |  |

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

This plan was designed to be aligned with local priorities, through CWEDD member-driven conversations, which were led by the Strategy Committee, as well as in alignment with Federal priorities, as listed by the EDA in February 2025, and Oregon state priorities, as provided by the Governor's Regional Solutions team. Taken together, this ensures that the actions the region is taking to grow the economy are harmonious with our partners at all levels of government, and as such, aligns CWEDD activities with the programs and grants that Oregon and the federal government operate.

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 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 |

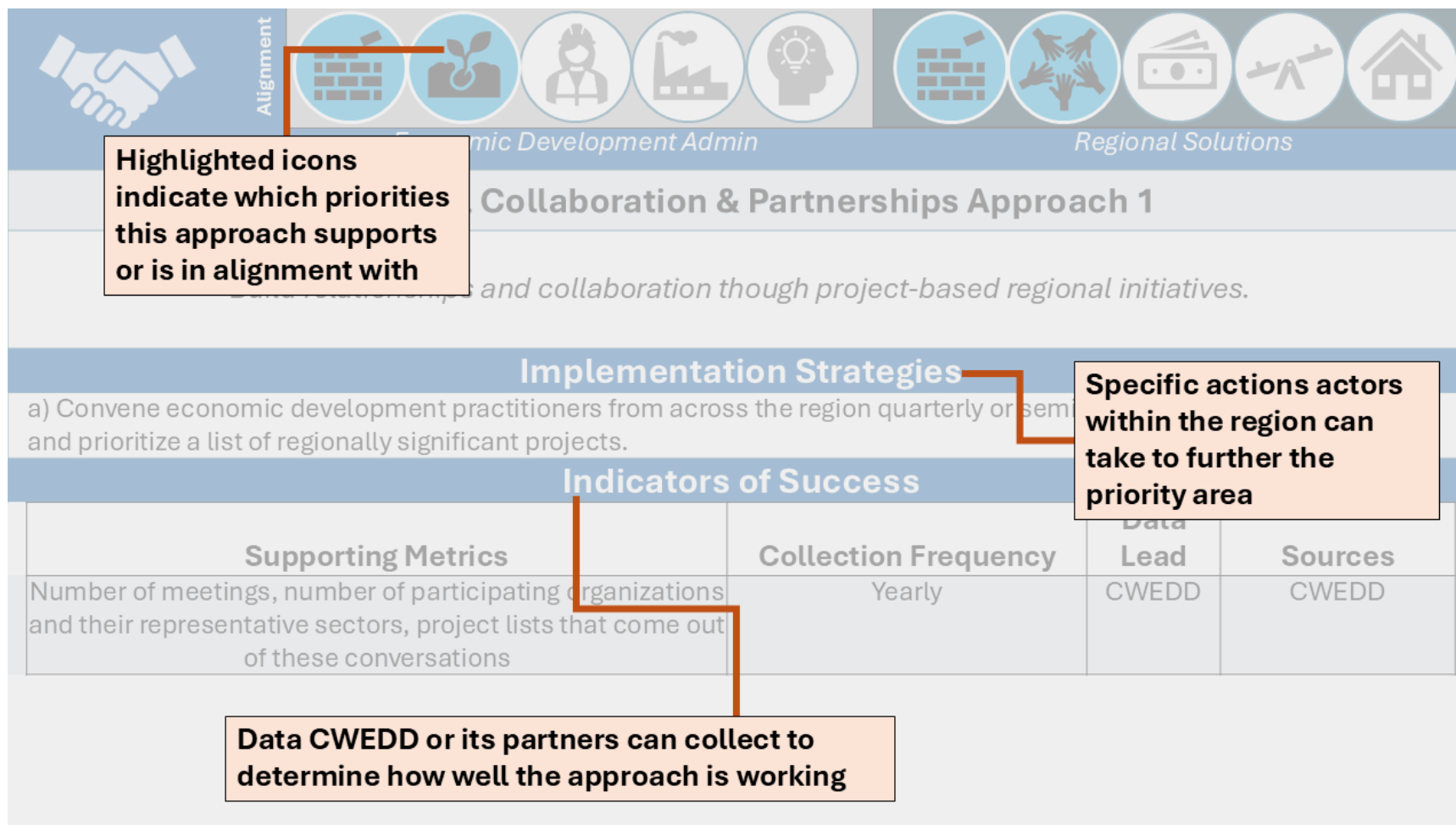
Broad steps to achieve better outcomes

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 on existing relationships and seek to expand regional collaboration.

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















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 | Support the economic recovery of communities impacted by wildfires or other natural disasters. | CWEDD | Private industry, housing non-profits/developers |


Description: A regional economic development strategy is most effective when it considers and incorporates the interests and strengths of all actors in the region. By leveraging the strengths and capabilities of each county and aligning district members towards a singular economic vision, the region can become more prosperous, resilient, and cohesive.


CWEDD's Role: As a regional coordinating body, the District is committed to advancing sustainable economic growth across Linn, Benton, Lane, and Lincoln Counties. Over the next five years, the District will actively support and provide guidance to cross-regional/cross-functional teams working on CEDS projects, promote initiatives that foster innovation and job creation, and strengthen the region's economic resilience. Through strategic partnerships, stakeholder engagement, measurable goal-setting, and structured guidance, the District will enhance the region's competitiveness and long-term economic vitality.


| | | | | | | | | | | | |
|--|-----------|---|---|---|--|---|---|---|---|---|---|
|  | Alignment |  |  |  |  |  |  |  |  |  |  |
| | | US Economic Development Administration | | | | | | Regional Solutions | | | |
| <h2>Regional Collaboration & Partnerships Approach 1</h2> | | | | | | | | | | | |
| <p><i>Build relationships and collaboration through project-based regional initiatives that leverage strengths into economic growth for the region.</i></p> | | | | | | | | | | | |
| <h3>Implementation Strategies</h3> | | | | | | | | | | | |
| a) Convene economic development practitioners from across the region quarterly or semi-annually to brainstorm, revise, and prioritize a list of regionally significant projects to leverage with EDA-based opportunities for successful individual and multijurisdictional projects. | | | | | | | | | | | |
| b) Catalog and promote successful economic development projects and/or projects that were rewarded with federal funding. | | | | | | | | | | | |
| c) Align economic development initiatives with the region’s economic comparative advantages (which are the unique aspects of this region compared to other places in the country). These include livability and quality of life, university centers, fertile agricultural lands, timber, and maritime economies. | | | | | | | | | | | |
| d) Link similar projects in the region when forming proposals for state and federal funding to more efficiently fund and spend economic development dollars. | | | | | | | | | | | |
| e) Leverage state and federal programs by utilizing funding and technical assistance from organizations like Business Oregon, the U.S. Economic Development Administration (EDA), and the Regional Solutions Team to support multi-jurisdictional projects. | | | | | | | | | | | |
| f) Support business networks by encouraging partnerships between Small Business Development Centers, chambers of commerce, small businesses, and government. | | | | | | | | | | | |
| <h3>Indicators of Success</h3> | | | | | | | | | | | |
| Supporting Metrics | | | | | | Collection Frequency | | Data Lead | | Sources | |
| Number of participating organizations, project lists that come out of these conversations, and amount of funding leveraged. | | | | | | Yearly | | CWEDD | | CWEDD | |





Alignment
















US Economic Development Administration











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 colleagues 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.

c) Connect the CEDS with local and regional initiatives or projects by working with membership to link their projects to the approaches and priorities listed in this document.

Indicators of Success

| Supporting Metrics | Collection Frequency | Data Lead | Sources |
|---|----------------------|-----------|---------|
| Number of local CEDS presentations given and number of successful EDA grant applications. | Yearly | CWEDD | CWEDD |

| | | | | | |
|---|--|---|-----------|---------|--|
|  Alignment |      |      | | | |
| | US Economic Development Administration | Regional Solutions | | | |
| Regional Collaboration & Partnerships Approach 3 | | | | | |
| Support the economic recovery of communities impacted by wildfires or other natural disasters. | | | | | |
| Implementation Strategies | | | | | |
| a) Proactively identify and apply for federal, state, and philanthropic recovery funding that supports both immediate relief and long-term redevelopment. | | | | | |
| b) Partner with grassroots community recovery teams and local governments to identify evolving needs, coordinate recovery planning, and implement localized solutions. | | | | | |
| c) Catalog and promote vacant, underutilized, or disaster-impacted properties for redevelopment, working with public and private partners to reduce barriers to reuse. | | | | | |
| d) Assist housing efforts for displaced or affected residents, including support for transitional housing, modular or manufactured housing options, and the rehabilitation of salvageable structures. | | | | | |
| e) Prioritize business retention and expansion services in disaster-impacted communities, including access to capital, technical assistance, and succession planning. | | | | | |
| f) Support the assessment and improvement of local infrastructure resilience to reduce vulnerability to future disasters. | | | | | |
| g) Collaborate with workforce boards and training institutions to provide re-skilling, credentialing, and job placement programs aligned with recovery-related industries. | | | | | |
| Indicators of Success | | | | | |
| Supporting Metrics | | Collection Frequency | Data Lead | Sources | |
| Employment levels in affected areas, and money allocated to affected communities. | | Yearly | CWEDD | CWEDD | |

Priority Area 2












Grow Economic Vitality Through Business Development












| # | Approach | Recommended Lead | Key Partners |
|---|---|--|--|
| 1 | Provide support to entrepreneurship, industrial innovation, business retention and business expansion efforts combined with workforce development efforts to create a thriving business environment. | CWEDD | Workforce dev agencies, SBDCs, entrepreneurship leads. |
| 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, SBDCs, state and federal regulatory agencies |
| 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 technical assistance, resources and incentives to help them better thrive in our region. | SBDCs | Accelerators |
| 6 | Identify resources and develop relationships before shocks so that businesses can immediately access financial assistance post-shock. | Government loan officers, Business Oregon | CWEDD, EDA, Small Business Administration, community banks |
| 7 | Support discussions for regulatory changes at the local, state, and federal level to facilitate business growth and health. | CWEDD | Business Oregon, RST, city and county partners |


Description: In order to thrive, the region must foster entrepreneurship, innovation, and workforce development through collaboration with educators, business support organizations, and economic development partners. Key initiatives include expanding technical assistance, bridging gaps between business incubation and growth, aligning workforce training with industry needs, and advocating for regulatory improvements. This approach ensures businesses at all stages and of all sizes have the resources, talent, and supportive policies needed to thrive and drive long-term economic prosperity

CWEDD's Role: As the designated economic development district of the region, CWEDD provides access to unique sources of Economic Development Administration (EDA) funding and programming. 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, members, and federal programming.






| | | | | | | | | | | | |
|--|-----------|---|---|---|--|---|---|---|---|---|---|
|  | Alignment |  |  |  |  |  |  |  |  |  |  |
| US Economic Development Administration | | | | | | Regional Solutions | | | | | |
| Grow Economic Vitality Through Business Development Approach 1 | | | | | | | | | | | |
| Provide support to entrepreneurship, industrial innovation, business retention and business expansion efforts combined with workforce development efforts to create a thriving business environment through regional coordination. | | | | | | | | | | | |
| 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 Small Business Development Centers, business incubators and accelerators. | | | | | | | | | | | |
| c) Help counties and cities establish their own business registration or tracking systems that will allow the collection of more and better data about business' needs in order to facilitate responsive government. | | | | | | | | | | | |
| 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. | | | | | | | | | | | |
| f) Coordinate workforce and entrepreneurship efforts through the CEDS working group process. Including integrating the Innovation Hub work as a working group. | | | | | | | | | | | |
| 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, member cities | | CWEDD, regulatory partners, and its membership | |

| | | | | | | | | | | | |
|---|-----------|---|---|---|--|---|---|---|---|---|---|
|  | Alignment |  |  |  |  |  |  |  |  |  |  |
| | | US Economic Development Administration | | | | | | Regional Solutions | | | |
| Grow Economic Vitality Through Business Development Approaches 2 and 3 | | | | | | | | | | | |
| <p>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.</p> <p>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.</p> | | | | | | | | | | | |
| Implementation Strategies | | | | | | | | | | | |
| <p>a) Facilitate annual meetings with representatives from business development centers and incubators/accelerators to discuss the process referrals between support providers.</p> <p>b) Facilitate annual meetings with representatives from educational institutions to build connections between regional needs and academic course offerings.</p> <p>c) Organize a forum on regional innovation networking to facilitate the exchange of ideas and talent across sectors and geography.</p> | | | | | | | | | | | |
| 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, SBDCs | | CWEDD | |






| | | | | | | |
|--|-----------|--|---|--------------------|-----------|-------------------------------|
|  | Alignment |      |      | | | |
| | | US Economic Development Administration | | 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) Support the development of a STEM and career and technical education (CTE) workforce pipeline by coordinating programming between employers and educational institutions, including high schools, community colleges, and universities. | | | | | | |
| b) Identify key industries and employers based on local comparative advantages and national trends. Industries could include: mass timber, computer chip manufacturing, engineering, oceanics, software, and more. | | | | | | |
| c) Connect local workforce initiatives with EDA investment strategies to increase the capacity of the pipeline | | | | | | |
| Indicators of Success | | | | | | |
| Supporting Metrics | | | Collection Frequency | | Data Lead | Sources |
| STEM job growth rate and regional STEM cluster investments | | | Every plan update | | CWEDD | Census, Oregon by the Numbers |



Alignment



US Economic Development Administration



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) Support Small Development Centers (SBDCs), incubators, and accelerators in developing resources to help operators develop and manage their business plans.












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 | Workforce agencies, SBDCs | Membership |

| | | | | | | | | | | | |
|---|-----------|---|---|---|--|---|---|---|---|---|---|
|  | Alignment |  |  |  |  |  |  |  |  |  |  |
| US Economic Development Administration | | | | | | Regional Solutions | | | | | |
| Grow Economic Vitality Through Business Development Approach 6 | | | | | | | | | | | |
| Identify resources and develop relationships before shocks so that businesses can immediately access financial assistance post-shock. | | | | | | | | | | | |
| Implementation Strategies | | | | | | | | | | | |
| a) Identify external funding (particularly federal programs) to leverage local funds for business-related mitigation and recovery activities. b) Coordinate financial recovery programs with other recovery programs and efforts as described in Priority Area 1 Approach 3. | | | | | | | | | | | |
| Indicators of Success | | | | | | | | | | | |
| Supporting Metrics | | | | | Collection Frequency | | | Data Lead | | Sources | |
| Dollars dispersed, programs created, applications received | | | | | Every plan update | | | CWEDD | | SBA, EDA, CWEDD membership | |












| | | | | | | | | | | | |
|---|-----------|---|---|---|--|---|---|---|---|---|---|
|  | Alignment |  |  |  |  |  |  |  |  |  |  |
| US Economic Development Administration | | | | | | | Regional Solutions | | | | |
| Grow Economic Vitality Through Business Development Approach 7 | | | | | | | | | | | |
| Support discussions for regulatory changes at the local, state, and federal level to facilitate business growth and health. | | | | | | | | | | | |
| Implementation Strategies | | | | | | | | | | | |
| a) Convene policy discussions between governments, economic development agencies, business interests, labor groups, and workforce development entities in alignment with other economic development organizations, like the Oregon Economic Development Association (OEDA). | | | | | | | | | | | |
| b) Provide business owner/operators with consistent opportunities to regularly provide feedback to CWEDD membership about the current business climate. | | | | | | | | | | | |
| Indicators of Success | | | | | | | | | | | |
| Supporting Metrics | | | | | Collection Frequency | | | Data Lead | | Sources | |
| Number of convenings with State and Federal partners | | | | | Every plan update | | | CWEDD | | SBA, EDA, CWEDD membership | |












Priority Area 3 Infrastructure Support












| # | Approach | Recommended Lead | Key Partners |
|---|--|-----------------------------|--|
| 1 | Identify 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) and (3) increase the efficiency of the use of natural resources. | County administrators | CWEDD, city administrators, key business sectors, Business Oregon |
| 2 | Coordinate regional efforts to expand broadband availability in areas that are underserved and unserved. | Broadband Action Team (BAT) | Internet service providers (ISPs), Oregon Broadband Office, local administrators and governments |
| 3 | Grow the maritime economy by supporting the maintenance and expansion of ocean ports, as well as their connections to Interstate 5 through freight and rail at intermodal facilities. | CWEDD | Local government administrators, Regional Solutions, Business Oregon |
| 4 | Incorporate assessments during infrastructure planning to ensure the benefits and potential negative impacts of development are distributed across the region. | County administrators | CWEDD Infrastructure working group, Regional Solutions |
| 5 | 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 |
| 6 | Increase the capacity and resources available to support grant writing, grant administration, and technical project development for | CWEDD | CWEDD Executive Committee, Regional Solutions, local government administrators |


Description: Prioritizing critical infrastructure projects will improve quality of life for residents, expand business opportunities, and ensure system redundancy. By focusing on expanding broadband access, integrating impact assessments into planning, and securing funding for infrastructure development, both regional resilience and economic vitality can be achieved. Increasing institutional capacity for grant writing and technical project support will strengthen the region's ability to invest in transportation, energy, communications, and essential services, ensuring sustainable growth across communities in each of the four counties.






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.).






| | | | |
|---|--|--|---|
|  | <div>Alignment</div> <div></div> <div>US Economic Development Administration</div> | <div></div> <div>Regional Solutions</div> | |
| Infrastructure Support Approach 1 | | | |
| <i>Identify 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) and (3) increase the efficiency of the use of natural resources.</i> | | | |
| 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, economic opportunities analysis, 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 |      | | | | |      | | | | |
| | | US Economic Development Administration | | | | | Regional Solutions | | | | |
| | | Infrastructure Support Approach 2 | | | | | | | | | |
| | | Coordinate regional efforts to expand broadband availability in areas that are underserved and unserved. | | | | | | | | | |
| | | 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 |      |      | | | | |
| | | US Economic Development Administration | Regional Solutions | | | | |
| Infrastructure Support Approach 3 | | | | | | | |
| Grow the maritime economy by supporting the maintenance and expansion of ocean ports, as well as their connections to Interstate 5 through freight and rail at intermodal facilities. | | | | | | | |
| Implementation Strategies | | | | | | | |
| a) Develop and advocate for Strategic Port Investment Plans by coordinating with port authorities in Lincoln and adjacent coastal counties to identify infrastructure priorities for maintenance, dredging, modernization, and expansion. Advocate for state and federal investment through coordinated regional proposals and ensure alignment with the statewide Freight Plan and Oregon Port Strategy. | | | | | | | |
| b) Strengthen multimodal freight connectivity by collaborating with ODOT, regional MPOs, and Class I & short-line rail operators to identify and implement improvements to intermodal connectors (e.g., last-mile rail spurs, truck routes, and staging areas) that enhance the flow of goods between ports and the I-5 corridor. | | | | | | | |
| c) Support industrial site readiness and workforce development by facilitating the development of industrial lands near ports and intermodal nodes through site readiness programs, permitting support, and infrastructure extension. Collaborate with workforce boards and maritime industry employers to design training pathways for logistics, port operations, and advanced manufacturing tied to maritime commerce. | | | | | | | |
| Indicators of Success | | | | | | | |
| Supporting Metrics | | Collection Frequency | | Lead | Sources | | |
| GDP of local maritime trade and money invested in Port improvements. | | Yearly | | EDALC | EDALC, OED | | |



US Economic Development Administration

Regional Solutions

Alignment

Infrastructure Support Approach 4












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 | Counties | Counties and cities; state and federal project lists |

| | | | | | | | | | | | |
|---|-----------|---|---|---|--|---|---|---|---|---|---|
|  | Alignment |  |  |  |  |  |  |  |  |  |  |
| | | US Economic Development Administration | | | | | | Regional Solutions | | | |
| Infrastructure Support Approach 5 | | | | | | | | | | | |
| <i>Promote available services and funding sources that can be accessed via CWEDD to support infrastructure development.</i> | | | | | | | | | | | |
| 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. | | | | | | | | | | | |
| b) Collaborate with communities and jurisdictions to identify and document infrastructure needs to later be matched with funding opportunities. | | | | | | | | | | | |
| 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 |  |  |  |  |  |  |  |  |  |  |
| US Economic Development Administration | | | | | | Regional Solutions | | | | | |
| Infrastructure Support Approach 6 | | | | | | | | | | | |
| Increase the capacity and resources available to support grant writing, grant administration, and technical project development for infrastructure projects. | | | | | | | | | | | |
| Implementation Strategies | | | | | | | | | | | |
| a) Ask that CWEDD members share copies of successful grant applications which can be used as a resource for developing successful new funding applications by providing their contact information on the Website. | | | | | | | | | | | |
| 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 employer's needs. | WIBs | CWEDD, community colleges, universities private sector employers, other workforce development agencies |
| 2 | Attract and retain talent by promoting the region's livability factors, including its access to exceptional nature and outdoor recreation opportunities. | Destination Management Organizations | CWEDD, community colleges, universities, local administrators and economic development practitioners |
| 3 | Ensure working families have access to healthcare, healthy food, childcare and eldercare so that they can focus on their economic wellbeing. | CWEDD | City and county managers, DLCD |
| 4 | Support the development of housing through initiatives that strengthen the links between housing, transportation, and centers of employment. | CWEDD | DLCD, OHCS, Business Oregon, local administrators |




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 and services. This gap can be solved by ensuring that workers, employers, and families have the support they need to thrive. Local talent can be honed through collaborations between businesses, Workforce Investment Boards, and educational institutions to align workforce skills with employer needs. The pool of talented workers can be grown by promoting the region's livability and outdoor amenities. In prioritizing access to essential services like healthcare, childcare, and eldercare, working families can focus on their economic stability. Finally, by supporting housing initiatives that connect neighborhoods with jobs and transportation, more prosperous and resilient communities across the region can be fostered.

CWEDD's Role: The District will convene conversations, support workforce investment boards, and guide initiatives that connect and align the interests of employers, workers, and the economic development/workforce organizations that support them. **Over the next five years,** CWEDD will gather data to quantify the needs gaps that exist in the region and bring together stakeholders to address them.

| | | | | | | | | | | | |
|--|-----------|--|--|--|----------------------|--|--|--------------------|--|--|--|
| | Alignment | | | | | | | | | | |
| | | US Economic Development Administration | | | | | | 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 employer’s 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 Colleges | |

| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|-----------|---|--|--|--|--|--|--|--|-----------------------------|--|--------------------|--|--|-------------|--|--|----------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| | Alignment | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | US Economic Development Administration | | | | | | | | | | Regional Solutions | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Foundations of Economic Wellbeing Approach 2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Attract and retain talent by promoting the region’s livability factors, including its access to exceptional nature and outdoor recreation opportunities. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Implementation Strategies | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | a) Work with Destination Management Organizations (DMOs) to prepare marketing material specifically geared towards attracting new workers to the area and demonstrating the region’s benefits to recent graduates. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | b) Support living-wage industries such as manufacturing, entrepreneurship, skilled trades, and tech that are in-demand for both younger workers and employers through investments in and collaboration across in skills training programs. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | c) Partner with universities and employers to understand the reasons why graduates chose to come to the region, and what learn what factors are driving their decisions to leave or stay. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | d) Strengthen K–12 education as a livability asset by collaborate with school districts to elevate the visibility and quality of K–12 education by supporting career-connected learning, STEM and outdoor education programs, and school-community partnerships. Promote innovative programs that appeal to relocating families, such as dual-language immersion, early college credit, and project-based learning. Include education quality in regional talent-attraction messaging and ensure alignment with workforce pipelines | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Indicators of Success | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Supporting Metrics | | | | | | | | | | Collection Frequency | | | | | Lead | | | Sources | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Programs created by DMOs, demographics of the local workforce, survey results and programs created. | | | | | | | | | | Every plan update | | | | | CWEDD, DMOs | | | Census, DMOs | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| | | | | | | | | | | | |
|---|-----------|--|--|--|--|--|---|--|-----------|------------------------|--|
|  | Alignment |      | | | | |      | | | | |
| | | US Economic Development Administration | | | | | Regional Solutions | | | | |
| | | Foundations of Economic Wellbeing Approach 3 | | | | | | | | | |
| | | Ensure working families have access to healthcare, healthy food, childcare and eldercare so that they can focus on their economic wellbeing. | | | | | | | | | |
| | | Implementation Strategies | | | | | | | | | |
| | | a) Convene conversations around the “care economy” and identify actions regional governments can take to grow the number of service providers in their community | | | | | | | | | |
| | | b) Identify service gaps within communities in the areas of acute and chronic healthcare, mental healthcare, prescription availability, childcare, eldercare (both in home and residential), and food access (including grocery stores, farmers markets, as well as nutrition assistance programs and school meals) | | | | | | | | | |
| | | Indicators of Success | | | | | | | | | |
| | | Supporting Metrics | | | | | Collection Frequency | | Data Lead | Sources | |
| | | Tracking the letters of support or policy briefs that CWEDD is engaged in. | | | | | Yearly | | CWEDD | CWEDD, childcare leads | |












| | | | | | | | | | | | |
|--|-----------|--|--|--|----------------------|--|---|-----------|--|-----------------------------------|--|
|  | Alignment |  | | | | |  | | | | |
| | | US Economic Development Administration | | | | | Regional Solutions | | | | |
| Foundations of Economic Wellbeing Approach 4 | | | | | | | | | | | |
| Support the development of housing through initiatives that strengthen the links between housing, transportation, and centers of employment. | | | | | | | | | | | |
| Implementation Strategies | | | | | | | | | | | |
| a) Coordinate with regional transportation planning entities to provide low-cost transit that links workers and employers. | | | | | | | | | | | |
| b) Develop local policies that are supportive of housing production by identifying ways to leverage infrastructure investments for multiple purposes . | | | | | | | | | | | |
| c) Identify and support Transportation Options programming that assists workers in moving around their community without the use of a personal vehicle. | | | | | | | | | | | |
| d) Support community’s efforts to build compact and/or transportation-oriented neighborhoods through regional partnerships and knowledge sharing, and by facilitating conversations between local governments and the state. | | | | | | | | | | | |
| 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, DLCD, Portland State Univ. | |












Priority Area 5 Rural Vitality












| # | Approach | Recommended Lead | Key Partners |
|---|--|---|---|
| 1 | Prioritize strategies that support the growth of tourism, downtown development, 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, secondary, and technical education in rural areas. | School districts | Cities and counties |
| 3 | Support efforts to increase the number of rural providers, including grocery stores, hospitals, emergency centers, pharmacies, childcare facilities, mental health facilities and telehealth access. | City and county managers | Private industry |
| 4 | Provide support to rural areas to ensure communities can be resilient if transportation systems, water/wastewater, power, or other infrastructure are disrupted. | County administrators and city managers | Local jurisdictions, utility providers, and emergency management agencies |
| 5 | Expand infrastructure capacity in rural areas to ensure communities have the modern systems they need to support business and residents. | CWEDD | Local jurisdictions, utility providers, and emergency management agencies |












Description: Economic opportunities and quality of life in rural communities can be strengthened by investing in key industries, infrastructure, and essential services. Supporting tourism, sustainable agriculture, and value-added natural resource industries drives economic growth. Expanding access to high-quality K-12, secondary, and technical education ensures a skilled workforce for the future. Additionally, prioritizing access to rural healthcare and essential services, such as grocery stores and telehealth, improves community well-being and vitality. Finally, infrastructure investments will help modernize aging systems and support business development, ensuring long-term resilience for rural areas while opening up new economic opportunities .












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 |  |  |  |  |  |  |  |  |  |  |
| | | US Economic Development Administration | | | | | | Regional Solutions | | | |
| Rural Vitality Approach 1 | | | | | | | | | | | |
| Prioritize strategies that support the growth of tourism, downtown development, 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 Management 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, EDA lending activity, and completed rural destination development projects | | | | | Every three years | | | CWEDD | | EDA, Census | |

| | | | | | | | | | | | |
|---|-----------|---|---|---|--|---|---|---|---|---|---|
|  | Alignment |  |  |  |  |  |  |  |  |  |  |
| US Economic Development Administration | | | | | | Regional Solutions | | | | | |
| Rural Vitality Approach 2 | | | | | | | | | | | |
| Support efforts to provide high-quality K-12, secondary, and technical 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. | | | | | | | | | | | |
| b) Work with community foundations, education-focused nonprofits, and scholarship boards to encourage and fund non-university skills training programs, including apprenticeship and career and technical training programs by fostering collaboration between workforce agencies, school districts, community colleges, and employers. | | | | | | | | | | | |
| c) Work with state universities and community colleges to expand access to remote learning opportunities, including local offices for in-person classes from otherwise distant campuses. | | | | | | | | | | | |
| d) Ensure that schools and learning centers have reliable, affordable, and highspeed internet access for remote learning. | | | | | | | | | | | |
| 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 |  |  |  |  |  |  |  |  |  |  |
| | | US Economic Development Administration | | | | | | Regional Solutions | | | |
| Rural Vitality Approach 3 | | | | | | | | | | | |
| Support efforts to increase the number of rural providers, including grocery stores, hospitals, emergency centers, pharmacies, childcare facilities, mental health facilities and telehealth access. | | | | | | | | | | | |
| 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. | | | | | | | | | | | |
| b) Collect and publish information that highlights the market for listed providers in rural communities. | | | | | | | | | | | |
| c) Support the healthcare workforce by collaborating with partners to encourage accessible workforce housing and skills training. | | | | | | | | | | | |
| d) Accelerate telehealth access by investing in broadband infrastructure for homes and healthcare providers. | | | | | | | | | | | |
| Indicators of Success | | | | | | | | | | | |
| Supporting Metrics | | | | | | Collection Frequency | | Lead | | Sources | |
| Healthcare sector data (number of firms/jobs), insurance rate, childcare slots, Medicaid/care enrollment rate, and distance to the nearest hospital. | | | | | | Every plan update | | Counties | | Oregon By the Numbers, Census | |

| | | | |
|--|----------------------|--|---|
|  | Alignment |      |      |
| | | US Economic Development Administration | Regional Solutions |
| Rural Vitality Approach 4 | | | |
| Provide support to rural areas to ensure communities can be resilient if transportation systems, water/wastewater, power, or other infrastructure are disrupted. | | | |
| 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 with minimal outside help. | | | |
| b) Encourage local and regional partnerships with governments, utility providers, emergency responders and the public so that relationships can be activated in times of need. These groups should meet regularly in order to maintain the relationships made. | | | |
| c) Create agreements pre-event such that utility providers, government workers, and contractors can work collaboratively to restore the entire system so that cleanup and repair teams can be activated quickly, unhindered by bureaucratic approvals. | | | |
| d) Support rural communities in their efforts to facilitate utility providers who provide the most reliable and least expensive utilities. | | | |
| Indicators of Success | | | |
| Supporting Metrics | Collection Frequency | Lead | Sources |
| Infrastructure condition assessments, new infrastructure projects, broadband availability, vehicle miles traveled per capita, and presence of key industries (local food, logistics, and health). | Every plan update | Counties | Census, FHWA, FEMA, Oregon by The Numbers |

| | | | | | | | | | | | |
|--|-----------|--|--|--|----------------------|--|---|----------|--|-----------------------------|--|
|  | Alignment |      | | | | |      | | | | |
| | | US Economic Development Administration | | | | | Regional Solutions | | | | |
| Rural Vitality Approach 5 | | | | | | | | | | | |
| Expand infrastructure capacity in rural areas to ensure communities have the modern systems they need to support business and residents. | | | | | | | | | | | |
| Implementation Strategies | | | | | | | | | | | |
| a) Help finance the expansion of infrastructure by combining funding sources like grants from federal agencies (USDA, FEMA, EDA, etc.), state resources, and funding from the local tax base. | | | | | | | | | | | |
| b) Identify key capacity constraints on infrastructure by estimating the age and capacity of existing services (i.e. wastewater facilities) and the forecasted population demand on the community. | | | | | | | | | | | |
| c) Identify areas within communities that have a “comparative advantage” in infrastructure access, such as connections to high-capacity power lines and/or low-cost electricity, natural gas, transportation infrastructure, as well as water and wastewater access. | | | | | | | | | | | |
| d) Engage with traded-sector businesses, manufacturers and freight companies to identify infrastructure needs within individual communities and across regions. | | | | | | | | | | | |
| Indicators of Success | | | | | | | | | | | |
| Supporting Metrics | | | | | Collection Frequency | | | Lead | | Sources | |
| Buildable lands inventories and construction dollars secured. | | | | | Every plan update | | | Counties | | Cities and counties, Census | |

Chapter 5: Implementation

This chapter presents the implementation framework for the 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 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 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 semi-annual to 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 | Benton, Lincoln, and Linn County Economic Development Practitioners Benton, Lincoln, and Linn County Economic Development 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 The 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 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. The CWEDD Board membership is updated on a yearly basis as defined in bylaws. Staff may consider updating the bylaws in the future.

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

| 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 | |
|-------------|--|
| 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 |

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.

Regional and Local Economic Development Stakeholders

The work of implementation falls to local economic development groups and practitioners. Many of these groups and individuals have been working on projects that speak to regional priorities but have had little connection to the CEDS in the past. By formally recognizing these groups as integral to CEDS implementation, 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 continues to harness the existing capacity of Benton, Lincoln, and Linn County Economic Development Practitioners, 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 semi-annual or 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

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

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

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 semi-annual to 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 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 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.

| 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 |
| | Attend CEDS implementation meetings and report back to the wider group of stakeholders |
| Project Champion | Communicate with appropriate networks to support implementation |
| | Engage in regional collaboration |
| | Convene the working group |
| Membership | Reach out to CWEDD as needed |
| | Guide the group in creating schedules, agendas, defining tasks, and project milestones |
| | Membership will be dependent on interest, capacity, and existing work and may include: |
| | Regional and local practitioners |
| | Members of economic development groups, organizations, or nonprofits |
| | CWEDD Board members |
| | Business representatives |
| | Entrepreneurs |
| | WIB representatives |
| | And more! |

Plan maintenance

Plan maintenance is a critical component of the CEDS. This section presents a basic five-year schedule and generalized work program. The schedule is intended to guide CWEDD staff and Working Groups with an appropriate timeline, meeting objectives, and a timeframe for tracking indicators outlined in the strategic priority framework. CWEDD staff will have the primary responsibility for the meeting schedule of the semi-annual or 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 semi-annual or 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 semi-annual to 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. Updates will be provided at the CWEDD Board Meetings ✓ CWEDD staff will produce end-of-year reports of CEDS implementation activities, including gathering data on indicators with support of regional partners |
| 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 2030-2035 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 semi-annual to annual CEDS implementation meetings. Those in attendance may consist of, but are not limited to, the following stakeholders:

- CWEDD Board members
- Benton, Lincoln, Linn Economic Development 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 on CEDS progress as well as track the indicators detailed in this plan. Annual CEDS reports will support the next plan review cycle, identify future investments and resources (e.g., financial and staff) to move projects forward, 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 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 2030 update since it will have been 15 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.

This page is intentionally left blank.

Appendix A: Data

This appendix includes the economic data that informed the report, some of which is collected here and much of it is publicly available or upon request. This includes:

The US Census and American Community Survey: The Census is a 10-year comprehensive survey of the American population. The American Community Survey is a rolling 5-year annual survey that samples a subset of the population, which is then abstracted to the whole using statistical methods. Combined, these tools provide powerful insight into the economic and demographic trends of the country.

Source: <https://www.census.gov/en.html>

Source: <https://www.census.gov/programs-surveys/acs>

OnTheMap: A Census powered tool which provides anonymized information on where employment centers are located relative to their workforce.

Source: <https://onthemap.ces.census.gov/>

QualityInfo: Provides Oregon-specific information on wages and employment by industry and is collected by the Oregon Employment Department.

Source: <https://www.qualityinfo.org/>

Portland State University Population Research Center: Portland State University (PSU) provides statewide demographic information and population growth forecasts. By statute, this information is used to inform policy on state and local level.

Source: <https://www.pdx.edu/population-research/>

Other notable sources include the *Oregon By The Numbers (2024)* report, which is produced by the Ford Family Foundation, and tracks economic as well as societal health indicators. It can be found at: <https://www.tfff.org/oregon-numbers/>

Also cited in this report is research by the Oregon Dept. of Administrative Services (DAS) Oregon Housing Needs Analysis Methodology Report, which provides insight on housing underproduction in Oregon. This report is available here: <https://www.oregon.gov/das/oea/pages/index.aspx>.

As well as original employer and business research conducted by the Economic Development Alliance of Lincoln County, which along with other county specific data, is accessible here: <https://businesslincolncounty.com/county-profile/>

This appendix is organized by source and includes the following materials for each of the four counties as available.

1. QualityInfo
2. US Census (Including OnTheMap)
3. PSU Population Research Center
4. Lincoln County's Top Employers 2024

Cascades West Economic Development District would like to acknowledge the Oregon Employment Department for their assistance in compiling this information

1a) QualityInfo – Wage Data by Occupation

2024 Wage Data by Occupation | Oregon Employment Department. <https://www.qualityinfo.org/data>

Table A.5 - Largest Occupations in Benton and Linn Counties

| Largest Occupations | 2023 Employment* | 2024 Annual Average Wage |
|---|-----------------------------|-------------------------------------|
| Fast Food and Counter Workers | 2,890 | \$32,969 |
| Stockers and Order Fillers | 2,200 | \$41,246 |
| Home Health and Personal Care Aides | 2,150 | \$39,838 |
| Laborers and Freight, Stock, and Material Movers, Hand | 2,130 | \$46,610 |
| General and Operations Managers | 1,930 | \$103,431 |
| Retail Salespersons | 1,880 | \$38,854 |
| Cashiers | 1,870 | \$34,419 |
| Registered Nurses | 1,640 | \$112,479 |
| Teaching Assistants, Except Postsecondary | 1,230 | \$40,145 |
| Office Clerks, General | 1,160 | \$44,855 |
| Secretaries and Administrative Assistants, Except Legal, Medical, and Executive | 1,100 | \$49,367 |
| Janitors and Cleaners, Except Maids and Housekeeping Cleaners | 1,070 | \$38,472 |
| Bookkeeping, Accounting, and Auditing Clerks | 1,070 | \$50,980 |
| Personal Care and Service Workers, All Other | 1,050 | \$37,938 |
| Heavy and Tractor-Trailer Truck Drivers | 1,030 | \$59,901 |

Table A.6 - Highest Paid Occupations in Benton and Linn Counties

| Highest Paying Occupations | 2023 Employment* | 2024 Annual Average Wage |
|--|------------------|--------------------------|
| Chief Executives | 10 | \$292,867 |
| Nurse Anesthetists | 20 | \$245,072 |
| Family Medicine Physicians | 60 | \$237,702 |
| Physicians, All Other | 300 | \$229,201 |
| Pediatricians, General | 10 | \$224,689 |
| Dentists, General | 50 | \$196,855 |
| Computer and Information Research Scientists | 10 | \$165,521 |
| Optometrists | 20 | \$158,960 |
| Architectural and Engineering Managers | 190 | \$155,505 |
| Physician Assistants | 90 | \$152,572 |
| Natural Sciences Managers | 90 | \$151,898 |
| Computer and Information Systems Managers | 210 | \$151,046 |
| Environmental Engineers | 50 | \$145,975 |
| Nurse Practitioners | 90 | \$144,955 |
| Pharmacists | 200 | \$143,224 |

1b) Quality Info – Covered Employment and Wages

Covered Employment and Wages, 2023 and 2024 | Oregon Employment Department. <https://www.qualityinfo.org/data>

Table A.7 -2023 Distribution of Wages and Employment by Industry, All Ownerships,

2023 Covered Employment and Wages (QCEW)

Benton, Lane, Lincoln and Linn (Cascades West Economic Development District four-county region)

Downloaded: Apr 25, 2025

Source: Oregon Employment Department QualityInfo.org

| NAICS | Industry | Ownership | Units | Employment | Wages | Annual Average Wage |
|----------------------|-------------------------------------|-----------|--------|------------|------------------|------------------------|
| All | Total all ownerships | All | 23,822 | 263,388 | \$14,949,924,439 | \$56,760.08 |
| All | Total private coverage | Private | 22,919 | 218,025 | \$11,826,085,283 | \$54,241.88 |
| 11, 21 | Natural resources and mining | Private | 795 | 6,436 | \$337,629,538 | \$52,459.53 |
| 23 | Construction | Private | 2,261 | 13,231 | \$873,013,275 | \$65,982.41 |
| 31-33 | Manufacturing | Private | 1,018 | 26,786 | \$1,850,178,298 | \$69,072.59 |
| 22, 42, 44-45, 48-49 | Trade, transportation and utilities | Private | 3,650 | 48,042 | \$2,211,153,412 | \$46,025.42 |
| 51 | Information | Private | 637 | 3,082 | \$291,826,376 | \$94,687.34 |
| 52-53 | Financial activities | Private | 2,010 | 10,027 | \$670,208,363 | \$66,840.37 |
| 54-56 | Professional and business services | Private | 3,734 | 26,494 | \$1,746,787,604 | \$65,931.44 |
| 61-62 | Education and health services | Private | 3,929 | 45,055 | \$2,727,620,207 | \$60,539.79 |

| | | | | | | |
|-------|--------------------------|---------------|-------|--------|-----------------|-------------|
| 71-72 | Leisure and hospitality | Private | 2,261 | 30,159 | \$767,947,530 | \$25,463.30 |
| 81 | Other services | Private | 2,191 | 8,581 | \$338,427,884 | \$39,439.21 |
| All | Total all government | All Govt. | 905 | 45,362 | \$3,123,839,156 | \$68,864.67 |
| All | Total federal government | Federal Govt. | 127 | 3,110 | \$263,004,475 | \$84,567.36 |
| All | Total state government | State Govt. | 170 | 3,107 | \$237,396,115 | \$76,406.86 |
| All | Total local government | Local Govt. | 609 | 39,144 | \$2,623,438,566 | \$67,020.20 |

Table A.8- Change in Wages and Employment by Industry 2023 to 2024, All Ownerships

2024 Covered Employment and Wages (QCEW)

Benton, Lane, Lincoln and Linn counties (Cascades West Economic Development District four-county region)

Downloaded: Apr 24, 2025

Source: Oregon Employment Department QualityInfo.org

| NAICS | Industry | Ownership | Units | 2024 Employ ment | Wages | Annual Average Wage | 2023 Employment | 2023-2024 Employment Change | Percent Change |
|--------------------------|--|-----------|--------|------------------------|-------------------|------------------------|--------------------|-----------------------------------|-------------------|
| All | Total all ownerships | All | 22,982 | 263,149 | \$ 15,616,979,747 | \$ 59,346.53 | 263,388 | -239 | -0.1% |
| All | Total private coverage | Private | 22,074 | 216,608 | \$ 12,255,050,301 | \$ 56,577.09 | 218,025 | -1,417 | -0.6% |
| 11, 21 | Natural resources and mining | Private | 785 | 6,380 | \$ 366,785,104 | \$ 57,489.83 | 6,436 | -56 | -0.9% |
| 23 | Construction | Private | 2,235 | 12,744 | \$ 885,403,981 | \$ 69,476.14 | 13,231 | -487 | -3.7% |
| 31-33 | Manufacturing | Private | 968 | 26,052 | \$ 1,881,958,241 | \$ 72,238.53 | 26,786 | -734 | -2.7% |
| 22, 42, 44- 45, 48-49 | Trade, transportation and utilities | Private | 3,577 | 46,490 | \$ 2,226,330,227 | \$ 47,888.37 | 48,042 | -1,552 | -3.2% |
| 51 | Information | Private | 643 | 2,935 | \$ 301,299,991 | \$ 102,657.58 | 3,082 | -147 | -4.8% |
| 52-53 | Financial activities | Private | 1,945 | 10,139 | \$ 733,293,458 | \$ 72,324.04 | 10,027 | 112 | 1.1% |
| 54-56 | Professional and business services | Private | 3,683 | 25,808 | \$ 1,731,386,945 | \$ 67,087.22 | 26,494 | -686 | -2.6% |

| | | | | | | | | | |
|-------|-------------------------------|---------------|-------|--------|------------------|--------------|--------|-------|------|
| 61-62 | Education and health services | Private | 3,663 | 47,004 | \$ 2,957,885,227 | \$ 62,928.37 | 45,055 | 1,949 | 4.3% |
| 71-72 | Leisure and hospitality | Private | 2,273 | 30,333 | \$ 799,144,963 | \$ 26,345.73 | 30,159 | 174 | 0.6% |
| 81 | Other services | Private | 2,136 | 8,632 | \$ 366,213,980 | \$ 42,425.16 | 8,581 | 51 | 0.6% |
| | | | | | | | | | |
| All | Total all government | All Govt. | 909 | 46,541 | \$ 3,361,929,446 | \$ 72,235.87 | 45,362 | 1,179 | 2.6% |
| All | Total federal government | Federal Govt. | 124 | 3,206 | \$ 287,785,136 | \$ 89,764.55 | 3,110 | 96 | 3.1% |
| All | Total state government | State Govt. | 174 | 3,304 | \$ 262,347,955 | \$ 79,403.13 | 3,107 | 197 | 6.3% |
| All | Total local government | Local Govt. | 611 | 40,033 | \$ 2,811,796,355 | \$ 70,236.96 | 39,144 | 889 | 2.3% |

1c) QualityInfo – Current Employment Estimates

Current Employment Estimates (Accessed July 2024) | Oregon Employment Department. <https://www.qualityinfo.org/data>

Table A.9 - Current Employment Estimates, QCEW 2024

| Area | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|---------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Mining, logging, and construction | 1,280 | 1,390 | 1,430 | 1,460 | 1,610 | 1,430 | 1,150 | 1,170 | 1,190 | 1,100 | 1,130 | 1,140 | 1,180 | 1,240 | 1,340 | 1,480 | 1,510 | 1,440 | 1,430 | 1,440 | 1,500 |
| Manufacturing | 5,840 | 5,770 | 5,340 | 4,870 | 4,690 | 4,370 | 3,590 | 3,340 | 3,280 | 3,230 | 3,030 | 3,020 | 2,960 | 2,780 | 2,800 | 3,010 | 3,070 | 2,840 | 2,920 | 3,070 | 2,900 |
| Trade, transportation, and utilities | 4,000 | 4,010 | 4,020 | 4,160 | 4,340 | 4,330 | 4,280 | 4,320 | 4,360 | 4,250 | 4,320 | 4,410 | 4,520 | 4,490 | 4,630 | 4,640 | 4,570 | 4,410 | 4,780 | 4,670 | 4,640 |
| Information | 860 | 890 | 910 | 950 | 1,010 | 990 | 910 | 840 | 800 | 750 | 660 | 620 | 590 | 570 | 580 | 580 | 590 | 590 | 660 | 740 | 740 |
| Financial activities | 1,400 | 1,420 | 1,470 | 1,510 | 1,540 | 1,440 | 1,370 | 1,360 | 1,380 | 1,350 | 1,310 | 1,290 | 1,360 | 1,490 | 1,550 | 1,570 | 1,550 | 1,530 | 1,500 | 1,530 | 1,500 |
| Professional and business services | 2,700 | 2,880 | 2,980 | 3,440 | 3,470 | 3,650 | 3,610 | 3,670 | 3,820 | 3,980 | 3,930 | 4,060 | 4,290 | 4,370 | 4,540 | 4,400 | 4,370 | 4,260 | 4,430 | 4,560 | 4,690 |
| Private education and health services | 4,860 | 4,980 | 5,100 | 5,070 | 5,180 | 5,350 | 5,470 | 5,660 | 5,780 | 5,900 | 5,950 | 6,140 | 6,570 | 6,840 | 7,100 | 7,330 | 7,420 | 6,850 | 6,550 | 6,670 | 7,060 |
| Leisure and hospitality | 3,150 | 3,390 | 3,440 | 3,490 | 3,620 | 3,630 | 3,350 | 3,400 | 3,520 | 3,580 | 3,620 | 3,840 | 3,960 | 4,140 | 4,190 | 4,280 | 4,360 | 3,320 | 3,610 | 4,330 | 4,310 |
| Other services | 1,150 | 1,170 | 1,200 | 1,200 | 1,200 | 1,230 | 1,160 | 1,180 | 1,230 | 1,190 | 1,270 | 1,290 | 1,340 | 1,370 | 1,400 | 1,410 | 1,400 | 1,260 | 1,260 | 1,340 | 1,410 |
| Government | 12,100 | 12,110 | 12,380 | 12,090 | 11,990 | 12,350 | 12,550 | 12,640 | 13,120 | 13,520 | 13,980 | 14,050 | 14,390 | 14,540 | 15,300 | 15,180 | 14,680 | 13,820 | 13,660 | 14,680 | 15,870 |
| Federal government | 700 | 660 | 670 | 630 | 600 | 600 | 590 | 590 | 590 | 580 | 530 | 510 | 500 | 520 | 490 | 480 | 480 | 500 | 480 | 490 | 510 |
| State government | 8,500 | 8,620 | 8,750 | 8,700 | 8,590 | 8,760 | 8,930 | 9,120 | 9,760 | 10,280 | 10,810 | 5,940 | 410 | 400 | 420 | 220 | 280 | 240 | 260 | 270 | 320 |
| State education | 8,100 | 8,160 | 8,330 | 8,330 | 8,240 | 8,400 | 8,550 | 8,710 | 9,360 | 9,890 | 10,140 | 5,390 | | | | | | | | | |
| Local government | 2,900 | 2,830 | 2,960 | 2,760 | 2,800 | 2,990 | 3,020 | 2,930 | 2,760 | 2,660 | 2,650 | 7,610 | 13,480 | 13,630 | 14,390 | 14,490 | 13,920 | 13,080 | 12,930 | 13,920 | 15,050 |
| Local education | 1,510 | 1,440 | 1,540 | 1,440 | 1,520 | 1,650 | 1,650 | 1,550 | 1,420 | 1,340 | 1,340 | 6,300 | 12,200 | 12,330 | 13,060 | 13,110 | 12,480 | 11,700 | 11,520 | 12,440 | 13,480 |

2a) US Census, Decennial Census

US Census Bureau, 2020 Decennial Census (10 years) "Occupancy Status (Table H1)"

Table A.10 - Housing Occupancy within the CWEDD Region, 2020

| | Oregon State | Benton County | Lane County | Lincoln County | Linn County | CWEDD Region | CWEDD (excluding Lincoln) |
|-------------------|-------------------------|--------------------------|------------------------|---------------------------|------------------------|-------------------------|--------------------------------------|
| Total: | 1,813,747 | 40,150 | 166,226 | 32,066 | 51,921 | 290,363 | 258,297 |
| Occupied | 1,671,983 | 37,447 | 156,594 | 22,707 | 49,344 | 266,092 | 243,385 |
| Vacant | 141,764 | 2,703 | 9,632 | 9,359 | 2,577 | 24,271 | 14,912 |
| Percent Vacant | 7.82% | 6.73% | 5.79% | 29.19% | 4.96% | 8.36% | 5.77% |

2b) US Census, OnTheMap Tool

Accessed April 2025, | <https://onthemap.ces.census.gov/>

Showing: Employment Locations grouped by Counties

Table A.11 - CWEDD Regional Commute Total.

Job Counts by Counties Where Workers are Employed - Primary Jobs

| County | Number of workers |
|--|-------------------|
| Lane County, OR | 119,152 |
| Linn County, OR | 32,026 |
| Benton County, OR | 26,768 |
| Lincoln County, OR | 10,547 |
| 4 County total | 188,493 |
| | |
| Total Primary Jobs (including commuters) | 255,118 |
| | |
| Percentage living and working within the same county | 73.9% |

The table above shows the total number of workers who are employed in the same county that they live in. Across the whole region, 73.9% of workers go to work in the county where they live. The following tables provide more details on commuter behavior within each of the four counties.

Table A.12 - Benton County Commuting Behavior

**Total Primary Jobs
Benton County**

| | 2022 | |
|--------------------|--------|--------|
| | Count | Share |
| Total Primary Jobs | 36,353 | 100.0% |

**Job Counts by Counties Where Workers are Employed - Primary
Jobs**

| | 2022 | |
|-----------------------|--------|-------|
| | Count | Share |
| Benton County, OR | 17,410 | 47.9% |
| Linn County, OR | 5,153 | 14.2% |
| Marion County, OR | 2,836 | 7.8% |
| Lane County, OR | 2,807 | 7.7% |
| Multnomah County, OR | 1,856 | 5.1% |
| Washington County, OR | 1,399 | 3.8% |
| Clackamas County, OR | 985 | 2.7% |
| Polk County, OR | 640 | 1.8% |
| Lincoln County, OR | 545 | 1.5% |
| Deschutes County, OR | 381 | 1.0% |
| All Other Locations | 2,341 | 6.4% |

Table A.13 - Lane County Commuting Behavior

**Total Primary Jobs
Lane County**

| | 2022 | |
|--------------------|--------------|--------------|
| | Count | Share |
| Total Primary Jobs | 145,469 | 100.0% |

**Job Counts by Counties Where Workers are Employed - Primary
Jobs**

| | 2022 | |
|-----------------------|--------------|--------------|
| | Count | Share |
| Lane County, OR | 110,560 | 76.0% |
| Multnomah County, OR | 6,454 | 4.4% |
| Marion County, OR | 4,887 | 3.4% |
| Washington County, OR | 3,766 | 2.6% |
| Linn County, OR | 3,023 | 2.1% |
| Clackamas County, OR | 2,321 | 1.6% |
| Douglas County, OR | 2,066 | 1.4% |
| Benton County, OR | 1,991 | 1.4% |
| Deschutes County, OR | 1,782 | 1.2% |
| Jackson County, OR | 1,104 | 0.8% |
| All Other Locations | 7,515 | 5.2% |

Table A.14 - Lincoln County Commuting Behavior

**Total Primary Jobs
Lincoln County**

| | 2022 | |
|--------------------|--------|--------|
| | Count | Share |
| Total Primary Jobs | 18,705 | 100.0% |

**Job Counts by Counties Where Workers are Employed - Primary
Jobs**

| | 2022 | |
|-----------------------|--------|-------|
| | Count | Share |
| Lincoln County, OR | 10,002 | 53.5% |
| Multnomah County, OR | 1,729 | 9.2% |
| Washington County, OR | 1,114 | 6.0% |
| Marion County, OR | 1,072 | 5.7% |
| Clackamas County, OR | 715 | 3.8% |
| Benton County, OR | 698 | 3.7% |
| Linn County, OR | 478 | 2.6% |
| Clatsop County, OR | 309 | 1.7% |
| Lane County, OR | 297 | 1.6% |
| Yamhill County, OR | 282 | 1.5% |
| All Other Locations | 2,009 | 10.7% |

Table A.15 - Linn County Commuting Behavior

**Total Primary Jobs
Linn County**

| | 2022 | |
|--------------------|--------|--------|
| | Count | Share |
| Total Primary Jobs | 54,591 | 100.0% |

**Job Counts by Counties Where Workers are Employed - Primary
Jobs**

| | 2022 | |
|-----------------------|--------|-------|
| | Count | Share |
| Linn County, OR | 23,372 | 42.8% |
| Marion County, OR | 7,888 | 14.4% |
| Benton County, OR | 6,669 | 12.2% |
| Lane County, OR | 5,488 | 10.1% |
| Multnomah County, OR | 2,578 | 4.7% |
| Washington County, OR | 2,058 | 3.8% |
| Clackamas County, OR | 1,520 | 2.8% |
| Polk County, OR | 740 | 1.4% |
| Yamhill County, OR | 585 | 1.1% |
| Deschutes County, OR | 553 | 1.0% |
| All Other Locations | 3,140 | 5.8% |

3) Portland State University Population Research Center

Population Forecasts by Urban Growth Boundary | Portland State University. (2024). <https://www.pdx.edu/population-research/population-forecasts>

Table A.16 - Benton County Population Forecasts by Urban Growth Boundary. 1990 to 2075

| UGB | 1990 | 2000 | 2010 | 2020 | 2025 | 2030 | 2035 | 2040 | 2045 | 2050 | 2055 | 2060 | 2065 | 2070 | 2075 |
|-------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Adair Village | 524 | 526 | 870 | 1,019 | 1,459 | 1,605 | 1,759 | 1,932 | 2,099 | 2,260 | 2,416 | 2,564 | 2,701 | 2,820 | 2,918 |
| Albany | 3,242 | 5,090 | 6,459 | 9,117 | 9,825 | 11,596 | 13,278 | 14,000 | 14,676 | 15,335 | 16,013 | 16,710 | 17,425 | 18,148 | 18,873 |
| Corvallis | 47,215 | 51,935 | 56,994 | 62,600 | 63,588 | 65,443 | 66,944 | 68,933 | 70,746 | 72,553 | 74,537 | 76,721 | 79,109 | 81,665 | 84,389 |
| Monroe | 456 | 616 | 631 | 674 | 758 | 799 | 836 | 880 | 920 | 959 | 998 | 1,038 | 1,079 | 1,120 | 1,160 |
| Philomath | 3,347 | 4,584 | 4,990 | 5,740 | 6,153 | 6,684 | 7,170 | 7,536 | 7,877 | 8,209 | 8,550 | 8,902 | 9,263 | 9,627 | 9,993 |
| Outside UGB Areas | 16,027 | 15,401 | 15,636 | 16,034 | 16,901 | 16,713 | 16,427 | 16,314 | 16,227 | 16,208 | 16,297 | 16,500 | 16,816 | 17,245 | 17,790 |

Table A.17 - Lane County Population Forecasts by Urban Growth Boundary. 1990 to 2075

| UGB | 1990 | 2000 | 2010 | 2020 | 2025 | 2030 | 2035 | 2040 | 2045 | 2050 | 2055 | 2060 | 2065 | 2070 | 2075 |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Coburg | 769 | 974 | 1,026 | 1,306 | 1,452 | 1,615 | 1,783 | 1,945 | 2,101 | 2,253 | 2,400 | 2,536 | 2,656 | 2,756 | 2,835 |
| Cottage Grove | 7,948 | 8,939 | 10,170 | 11,175 | 11,506 | 11,544 | 11,494 | 11,415 | 11,370 | 11,380 | 11,454 | 11,582 | 11,755 | 11,967 | 12,231 |
| Creswell | 2,705 | 3,924 | 5,335 | 5,994 | 6,125 | 6,258 | 6,378 | 6,601 | 6,814 | 7,031 | 7,256 | 7,483 | 7,704 | 7,912 | 8,114 |
| Dunes City | 1,010 | 1,183 | 1,265 | 1,422 | 1,465 | 1,473 | 1,469 | 1,461 | 1,458 | 1,461 | 1,473 | 1,491 | 1,515 | 1,544 | 1,579 |
| Eugene | 135,898 | 160,600 | 177,369 | 198,086 | 200,451 | 207,597 | 213,316 | 218,028 | 222,644 | 227,614 | 233,104 | 238,940 | 244,883 | 250,777 | 256,863 |
| Florence | 6,080 | 8,741 | 10,227 | 11,342 | 11,582 | 11,652 | 11,633 | 11,582 | 11,562 | 11,595 | 11,690 | 11,837 | 12,027 | 12,253 | 12,531 |
| Junction City | 4,598 | 5,875 | 6,078 | 7,606 | 8,281 | 8,458 | 8,611 | 8,881 | 9,138 | 9,400 | 9,672 | 9,947 | 10,214 | 10,463 | 10,706 |
| Lowell | 773 | 847 | 1,045 | 1,196 | 1,312 | 1,342 | 1,362 | 1,376 | 1,391 | 1,410 | 1,434 | 1,461 | 1,490 | 1,521 | 1,555 |
| Oakridge | 3,205 | 3,193 | 3,219 | 3,328 | 3,308 | 3,379 | 3,424 | 3,456 | 3,493 | 3,540 | 3,602 | 3,676 | 3,758 | 3,846 | 3,944 |
| Springfield | 54,244 | 61,972 | 67,729 | 70,564 | 72,175 | 73,732 | 74,736 | 75,452 | 76,241 | 77,263 | 78,576 | 80,123 | 81,833 | 83,660 | 85,696 |
| Veneta | 2,512 | 2,699 | 4,556 | 5,214 | 5,338 | 5,708 | 6,054 | 6,369 | 6,670 | 6,967 | 7,264 | 7,553 | 7,824 | 8,070 | 8,296 |
| Westfir | 234 | 265 | 232 | 270 | 273 | 276 | 277 | 277 | 278 | 280 | 283 | 288 | 293 | 299 | 306 |
| Outside UGB Areas | 62,936 | 63,747 | 63,464 | 65,468 | 61,915 | 61,644 | 60,897 | 59,935 | 59,059 | 58,383 | 57,937 | 57,665 | 57,503 | 57,413 | 57,450 |

Table A.18 - Lincoln County Population Forecasts by Urban Growth Boundary. 1990 to 2075

| | | | | | | | | | | | | | | | |
|--------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Depoe Bay | 802 | 1,054 | 1,390 | 1,509 | 1,563 | 1,660 | 1,742 | 1,806 | 1,858 | 1,905 | 1,952 | 1,995 | 2,032 | 2,064 | 2,094 |
| Lincoln City | 6,893 | 8,668 | 8,925 | 10,554 | 10,967 | 11,489 | 11,888 | 12,170 | 12,382 | 12,575 | 12,777 | 12,976 | 13,159 | 13,320 | 13,495 |
| Newport | 9,003 | 10,055 | 10,466 | 10,842 | 11,273 | 11,490 | 11,568 | 11,551 | 11,497 | 11,459 | 11,462 | 11,494 | 11,547 | 11,615 | 11,732 |
| Siletz | 912 | 1,133 | 1,311 | 1,321 | 1,337 | 1,384 | 1,415 | 1,433 | 1,444 | 1,456 | 1,470 | 1,487 | 1,504 | 1,520 | 1,541 |
| Toledo | 3,430 | 3,641 | 3,730 | 3,847 | 3,957 | 4,045 | 4,084 | 4,090 | 4,082 | 4,078 | 4,088 | 4,108 | 4,134 | 4,166 | 4,213 |
| Waldport | 1,752 | 2,201 | 2,235 | 2,399 | 2,520 | 2,652 | 2,756 | 2,833 | 2,892 | 2,946 | 3,001 | 3,054 | 3,101 | 3,142 | 3,185 |
| Yachats | 527 | 615 | 688 | 994 | 1,020 | 1,102 | 1,175 | 1,237 | 1,289 | 1,336 | 1,381 | 1,421 | 1,456 | 1,484 | 1,508 |
| Outside UGB Areas | 15,570 | 17,110 | 17,289 | 18,929 | 18,922 | 19,326 | 19,499 | 19,511 | 19,465 | 19,445 | 19,497 | 19,600 | 19,737 | 19,902 | 20,149 |

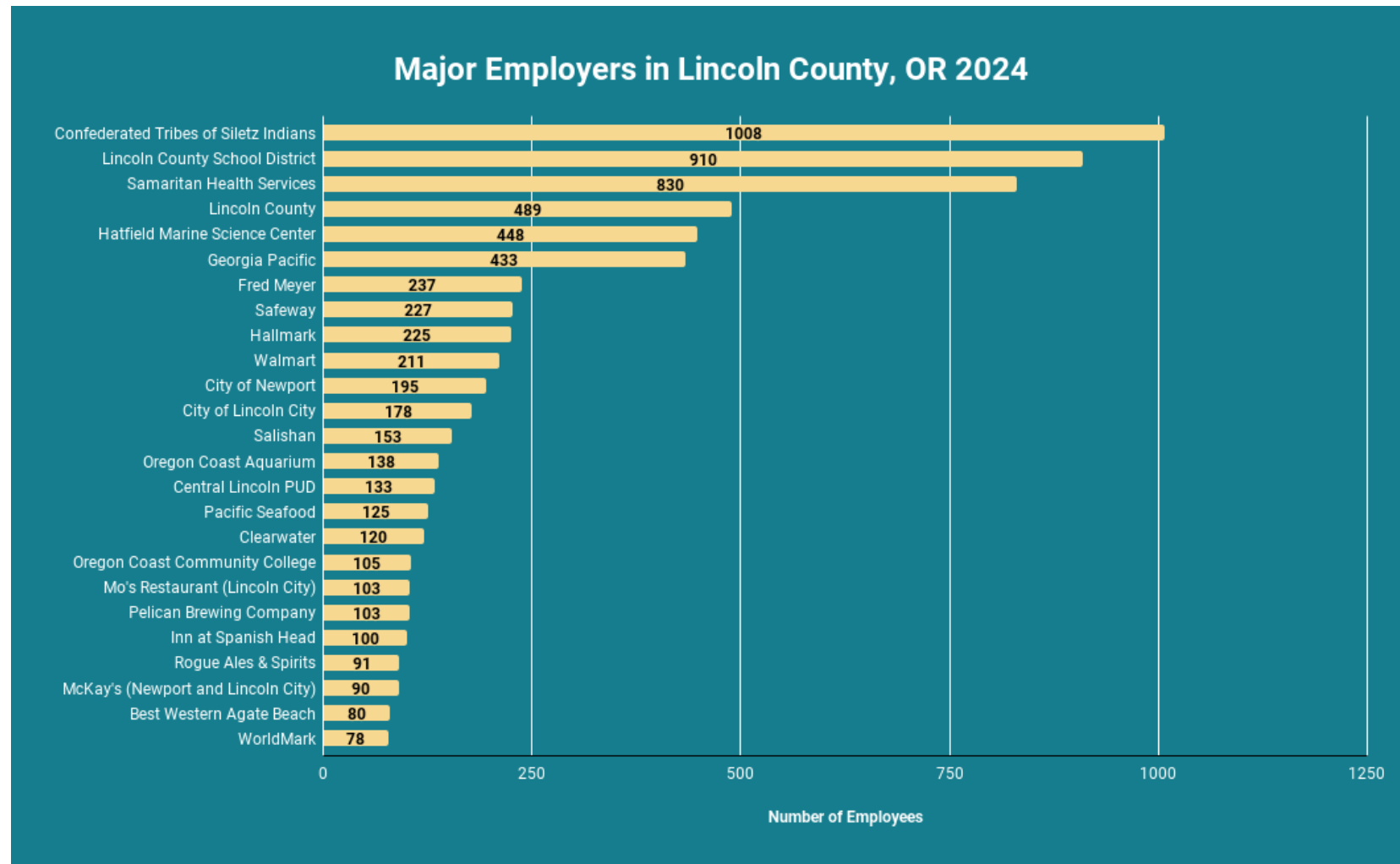
Table A.19 - Linn County Population Forecasts by Urban Growth Boundary. 1990 to 2075

| UGB | 1990 | 2000 | 2010 | 2020 | 2025 | 2030 | 2035 | 2040 | 2045 | 2050 | 2055 | 2060 | 2065 | 2070 | 2075 |
|--------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Albany | 30,705 | 36,957 | 44,676 | 48,392 | 49,578 | 51,409 | 52,785 | 54,449 | 55,969 | 57,448 | 58,928 | 60,364 | 61,721 | 62,965 | 64,109 |
| Brownsville | 1,275 | 1,448 | 1,676 | 1,700 | 1,842 | 1,893 | 1,927 | 1,972 | 2,012 | 2,052 | 2,093 | 2,134 | 2,173 | 2,210 | 2,245 |
| Gates | 35 | 41 | 39 | 46 | 64 | 67 | 71 | 75 | 78 | 81 | 84 | 86 | 88 | 90 | 91 |
| Halsey | 664 | 720 | 900 | 973 | 989 | 1,023 | 1,047 | 1,077 | 1,104 | 1,132 | 1,159 | 1,187 | 1,213 | 1,238 | 1,261 |
| Harrisburg | 1,993 | 2,799 | 3,638 | 3,743 | 3,799 | 4,037 | 4,246 | 4,478 | 4,693 | 4,898 | 5,094 | 5,277 | 5,441 | 5,582 | 5,700 |
| Idanha | 104 | 82 | 56 | 71 | 70 | 66 | 61 | 58 | 55 | 53 | 52 | 51 | 50 | 50 | 51 |
| Lebanon | 13,967 | 15,966 | 18,305 | 21,443 | 22,975 | 23,427 | 23,656 | 24,028 | 24,361 | 24,704 | 25,078 | 25,467 | 25,860 | 26,246 | 26,635 |
| Lyons | 942 | 1,039 | 1,209 | 1,229 | 1,266 | 1,328 | 1,384 | 1,469 | 1,547 | 1,621 | 1,691 | 1,756 | 1,813 | 1,860 | 1,899 |
| Mill City | 1,368 | 1,364 | 1,671 | 1,781 | 1,852 | 1,954 | 2,041 | 2,140 | 2,235 | 2,329 | 2,423 | 2,516 | 2,606 | 2,690 | 2,769 |
| Millersburg | 702 | 661 | 1,325 | 2,919 | 3,488 | 5,248 | 7,216 | 7,691 | 8,136 | 8,560 | 8,965 | 9,341 | 9,676 | 9,962 | 10,197 |
| Scio | 664 | 724 | 882 | 1,037 | 1,059 | 1,149 | 1,234 | 1,326 | 1,412 | 1,494 | 1,571 | 1,642 | 1,703 | 1,753 | 1,792 |
| Sodaville | 181 | 261 | 303 | 360 | 363 | 386 | 405 | 427 | 447 | 466 | 484 | 502 | 517 | 530 | 542 |
| Sweet Home | 6,861 | 8,038 | 8,975 | 9,922 | 10,242 | 10,673 | 11,013 | 11,412 | 11,777 | 12,129 | 12,477 | 12,810 | 13,120 | 13,400 | 13,651 |
| Tangent | 410 | 477 | 1,226 | 1,268 | 1,280 | 1,341 | 1,390 | 1,447 | 1,499 | 1,549 | 1,599 | 1,646 | 1,690 | 1,729 | 1,764 |
| Waterloo | 182 | 232 | 225 | 222 | 218 | 216 | 212 | 210 | 209 | 208 | 209 | 210 | 212 | 215 | 218 |
| Outside UGB Areas | 31,174 | 32,260 | 31,565 | 33,504 | 32,507 | 33,064 | 33,303 | 33,769 | 34,214 | 34,707 | 35,278 | 35,904 | 36,567 | 37,254 | 37,975 |

4) Lincoln County Top Employers 2024

Economic Development Alliance of Lincoln County | <https://businesslincolncounty.com/county-profile/>

Table A.20 - Largest Employers of Lincoln County, 2024 Survey



Appendix B: Plan Update Process & Resources

This appendix includes summaries of the workshops and questionnaires used to gather input to update the CEDS. After a kickoff strategy meeting with the CWEDD Executive Committee in April 2024, CWEDD convened one workshop and several virtual gatherings with Board members and interested stakeholders to discuss different aspects of the CEDS:

September 12th, 2024: Initial Strengths, Weaknesses, Opportunities, and Threats (SWOT) findings presented to the board.

October 29th, 2024: As part of an all-day workshop, board members were given opportunities to refine and validate the findings of the SWOT as well as suggest projects that would align with the Priority Areas mentioned in the CEDS (item 12 below).

January 27th, 2025: A virtual meeting was held to present the final SWOT and refine implementation actions.

Stakeholders were asked to review memos about options for updating the CEDS action plan and provide feedback through questionnaires. These memos and questionnaire results are also included in this appendix.

This appendix includes the following materials:

5. SWOT Questionnaire and Results Memo
6. Action Item Feedback Questionnaire
7. CWEDD September 2024 Board Meeting Attendance
8. CWEDD October 2024 Regional Meeting Attendance
9. CEDS Strategy Committee Meetings Attendance
10. Plan Implementation and CWEDD's Role (Presentation)
11. Project List Survey Summary
12. Public Comment Received Summary Memo

5. SWOT Questionnaire and Results Memo

MEMORANDUM

Date: Wednesday, September 4, 2024

To: CWEDD Board

From: Corum Ketchum, OCWCOG Planner

Justin Peterson, CED Planner

Re: Comprehensive Economic Development Strategy (CEDS) Survey Results

Thank you for participating in the 2025-2030 Comprehensive Economic Development Strategy (CEDS) update for the Cascades West Economic Development District (CWEDD). 36 local leaders, including elected officials, public managers, economic development professionals, business owners, and more, took the 20 minutes to complete the survey.

The results are summarized in this memo.

Methodology

The survey was modeled after the survey circulated during the previous CEDS update, with new questions added to reflect the outcomes of that survey, and the changing landscape of the region, particularly in light of the COVID-19 pandemic and the increasingly severe impacts of climate change. The survey consisted of 22 questions and took approximately 21 minutes to complete on average.

36 respondents took the survey. Many of the questions allowed for selecting multiple responses and included space for respondents to provide their open-ended thoughts. For most questions, respondents were able to select more than one option, so question totals will exceed the number of participants in the survey.

Of the respondents...

- 18 (50%) were local government staff,
- 6 (16%) were economic development professionals,
- 6 (16%) elected officials,
- 2 (5%) were state or federal level staff,
- 2 (5%) were businesses owner/operator(s), and;
- 4 (10%) who did not identify as any of the above.

Of those respondents, 22 (61%) hail from the Valley, while 12 (33%) come from the Coast, and 4 (10%) from the Cascades. 7 (20%) respondents identify as living in an urban community, while 12 (33%) come from rural areas.

Limitations

This survey only received two fewer responses as the previous CEDS update survey (ca. 2020), indicating that it is approximately as reliable as the previous study. Even so, 36 responses are not

necessarily indicative of the broad range of opinions, and the depth of local knowledge available, within the CWEDD region.

People involved in government are over-represented in the survey, which skews the perspective of the analysis away from on-the-ground businesses and firms who may have a more accurate lived experience of operating within the CWEDD region's economy. The lack of industry perspective on the survey is a noted limitation on the results of the survey. This is due to the makeup of the CWEDD board, where the survey was distributed, being made up of public sector leaders.

About the SWOT Analysis

The survey was divided into four broad themes, each making up a component of the SWOT analysis:

Strengths: What are the positive attributes and resources that contribute to our region's economic success?

Weaknesses: What are the limitations or challenges that hinder our region's economic growth?

Opportunities: What are the external factors or trends that could positively impact our region's economic development?

Threats: What are the external factors or trends that could negatively affect our region's economic future?

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.

Respondents indicated that the following are marketable strengths for the CWEDD region:

Industry clusters:

- 1) Tourism and recreation (29)
- 2) Research industry (24)
- 3) Advanced manufacturing (21)
- 4) Maritime, Tech, Value-added foods, and the Tech Industry (20)

Infrastructure and connectivity:

- 1) Direct access to I5 (29)
- 2) High speed internet access, multi-use ocean ports for fishing and shipping (23)

Innovation

- 1) Research institutes and higher education institutions (28)
- 2) Business incubators and accelerators (27)

Factors contributing to a supportive business climate:

- 1) Small business support organizations, incl. chambers of commerce and small business development centers (34)
- 2) Workforce training centers (26)

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.

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.

Societal issues also persist in the region. 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) all rank high as regional weaknesses.

The respondents to the survey ranked the following as leading weaknesses:

Regional weaknesses:

- 1) Size, scale, and resource-base of local economies that make up the region (27)
- 2) Divides between urban and rural areas (26)
- 3) Divides between geographic areas (coast, valley, and mountain) (26)

Connectivity weaknesses:

- 1) Rural broadband access (20)
- 2) Limited east-west connectivity (16)
- 3) Lack of available and accessible regional public transportation (16)

Demographic weaknesses:

- 1) Lack of skilled labor force (not enough trained workers) (28)
- 2) Aging population and increasing number of retirees (24)

Institutional barriers:

- 1) High demand for and limited supply of affordable housing (32)
- 2) Houselessness, public camping, and drug use (29)
- 3) Lower nationally ranked public K-12 education (23)
- 4) Lack of care economy services (Daycare, senior health aids, etc.) (21)

Infrastructure weaknesses:

- 1) Limited access to capital project financing (24)
- 2) Water and sewer infrastructure (18)
- 3) Lack of financial support services for startups (15)

Opportunities

The broad geographic diversity of the CWEDD region allows for many different opportunities for new collaborations and industries to take root. The region's response to the COVID-19 pandemic showed how flexible and dynamic the region can be in the face of unforeseen disasters.

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 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:

- 1) Small Business Development, startups, and entrepreneurship (25)
- 2) Workforce training and education (24)
- 3) Quality of place for growing population segments (i.e. retirees, families, aging baby boomers, climate migrants, etc.) (20)
- 4) New and expanding markets (e.g. value-added forest products, marijuana, tourism, craft beer and wine, etc.) (20)
- 5) Increase Economic diversity across the region (18)
- 6) Renewable Energy (17)
- Enterprise Zones (16)

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, 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.

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:

- 1) Catastrophic natural hazards (e.g. Cascadia subduction zone earthquake and tsunami) (29)
- 2) Chronic natural hazards (e.g. floods, winter storms, wildfires, landslides, etc.) (28)
- 3) Long-term impacts from climate change (22)
- 4) Public health emergencies or pandemics (15)

Respondents also indicated that the following aspects of coordination are threats:

- 1) Lost economic development opportunities (due to lack of collaboration) (20)
- 2) Shift from resource and manufacturing to service-based economy (19)
- 3) Duplication of efforts (19)
- 4) Competition from other metro areas (15)

Respondents indicated the following aspects of taxes pose a potential threat:

- 1) Decreasing gas tax revenue (21)
- 2) Uncertain state tax structure (18)

Respondents indicated that the following are general threats:

- 1) Housing scarcity, including workforce housing (32)
- 2) National/international economic downturn (17)

Next Steps

The results of the survey will guide the creation of a list of outstanding Strengths, Weakness, Opportunities, and Threats. This list will inform the report's inventory of assets and guide the actions that the region should take to continue to grow the economy. The goal is to use the SWOT analysis to inform future CEDS implementation and Action Items. The SWOT and regional background data will be reviewed again/finalized at the October 29th regional meeting.

As a final thought a response from the survey, "Communities are more similar than different".

6. 2025 CWEDD SWOT Analysis Survey Results

36

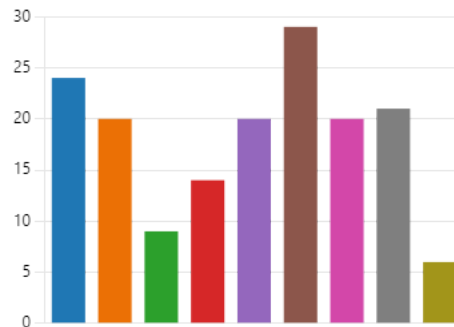
20:57

Responses

Average time to complete

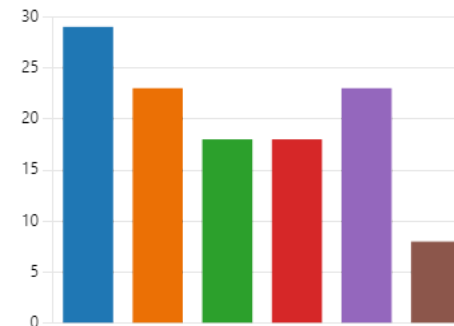
1. The following growth in these industry clusters are a marketable strength in the CWEDD region. Mark all that still describe marketable strengths.

| | |
|---|----|
| Research industry | 24 |
| Maritime industry | 20 |
| Medical supply industry | 9 |
| Specialty metals | 14 |
| Value added food products or food manufacturing | 20 |
| Tourism and recreation | 29 |
| Tech industry | 20 |
| Advanced manufacturing | 21 |
| Other | 6 |



2. The following aspects of connectivity are a marketable strength in the CWEDD region. Mark all that still describe marketable strengths.

| | |
|--|----|
| Direct access to I-5 | 29 |
| Multi-use ocean ports for fishing, research, and trade | 23 |
| Local, regional, and national international rail network | 18 |
| Freight infrastructure | 18 |
| Highspeed or fiber internet access | 23 |
| Other | 8 |

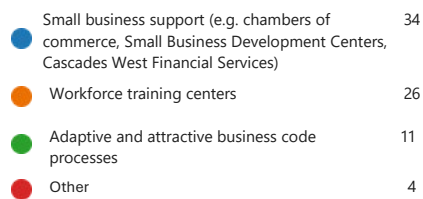


3. The following support a culture of innovation as a marketable strength in the CWEDD region. Mark all that still describe marketable strengths.

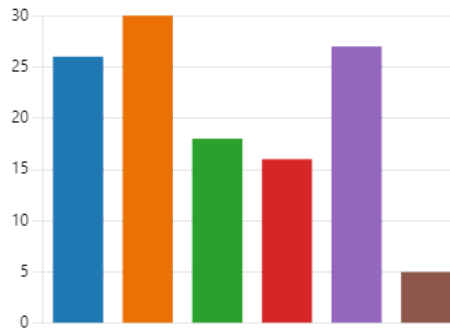
| | |
|---|----|
| Business incubators/accelerators and other business development or startup resources | 27 |
| Research institutes and higher education institutions | 28 |
| Proven track record of successful business starts (e.g. Nike, Garage Games, Molecular Probes) | 17 |
| Other | 2 |



4. The following promote a supportive business climate as a marketable strength in the CWEDD region. Mark all that still describe marketable strengths.



5. The following provide technical support as a marketable strength in the CWEDD region. Mark all that still describe marketable strengths.



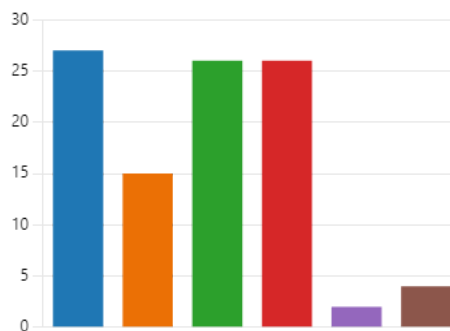
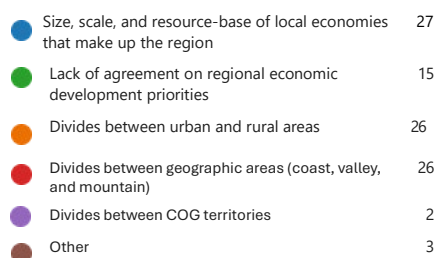
6. (Optional) What additional marketable strengths exist in the CWEDD region that are not listed above. Please describe.

9

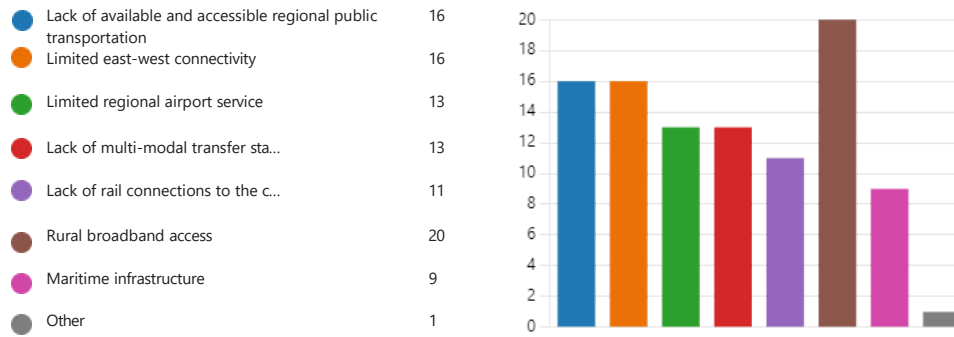
Responses

Latest Responses

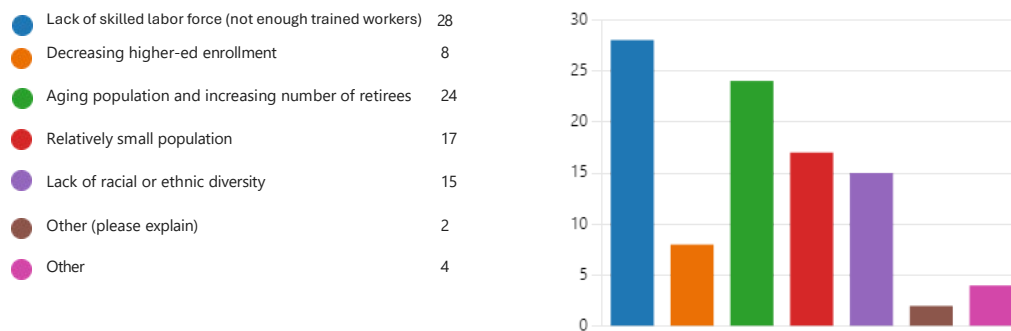
7. The following describe the challenges of coordinating a large and diverse region. Mark all that still describe regional weaknesses.



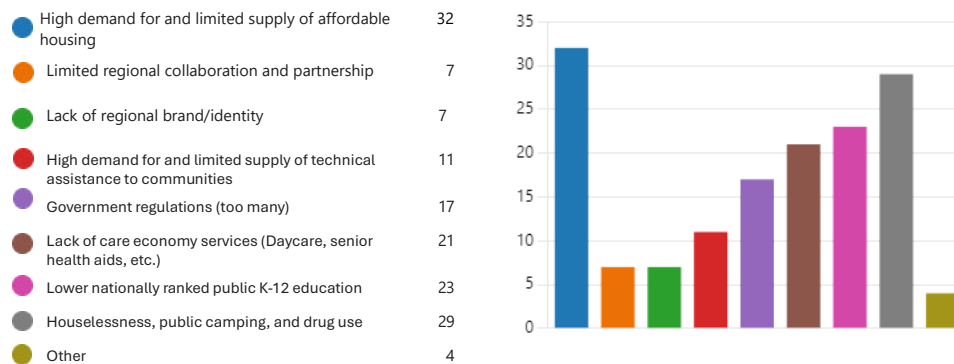
8. The following aspects of connectivity are a regional weakness in the CWEDD region. Mark all that still describe regional weaknesses.



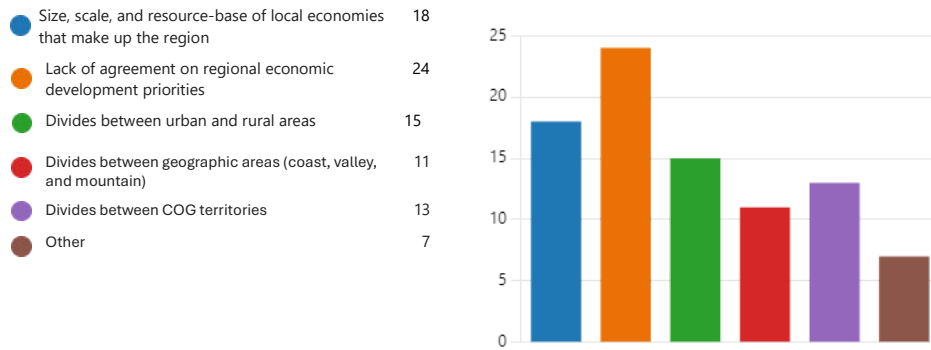
9. The following descriptions of demographics are a regional weakness in the CWEDD region. Mark all that still describe regional weaknesses.



10. The following are institutional barriers are a regional weakness in the CWEDD region. Mark all that still describe regional weaknesses.



11. The following aspects of infrastructure describe regional weaknesses. Mark all that still describe regional weaknesses.



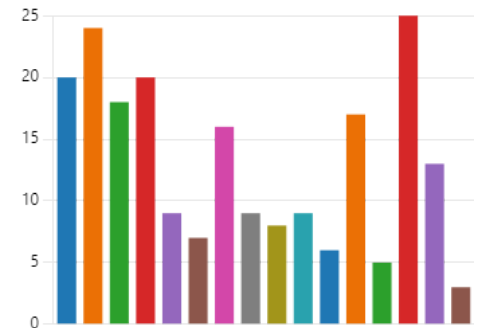
12. (Optional) What additional regional weaknesses exist in the CWEDD region that are not listed above. Please describe.

11
Responses

Latest Responses
"cost of living"

13. The following describe the top District-wide opportunities. Mark all that still describe District-wide opportunities.

| | |
|---|----|
| Quality of place for growing pop | 20 |
| Workforce training and education | 24 |
| Increase economic diversity across the region | 18 |
| New and expanding markets (e.g. value-added forest products, marijuana, tourism, craft beer and wine, etc.) | 20 |
| Businesses with environmental, social, or governance goals (ESGs) | 9 |
| Nonprofit sector | 7 |
| Enterprise zones | 16 |
| California and Washington markets | 9 |
| Growing national and international economies | 8 |
| Growing trade between US and Asia | 9 |
| Access to available capital | 6 |
| Renewable energy | 17 |
| 'Lay-down' areas for multi-modal freight transfers | 5 |
| Small business development, startups, and entrepreneurship | 25 |
| Care economy (health care services, daycares, home health aids, senior centers, etc.) | 13 |
| Other | 3 |

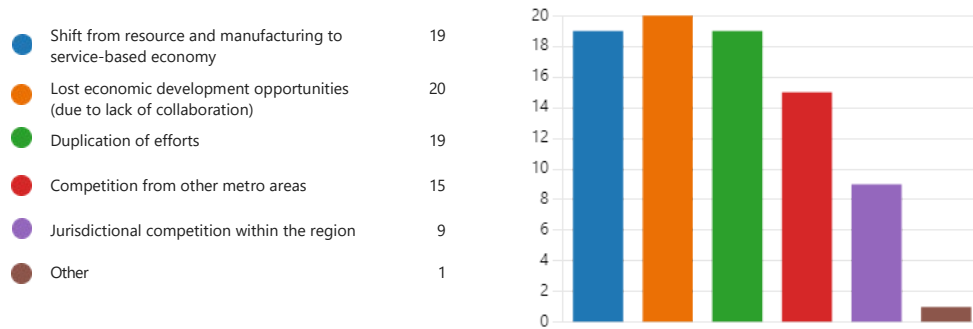


14. The following disaster events describe potential threats. Mark all that still describe potential threats.

| | |
|---|----|
| Catastrophic natural hazards (e.g. Cascadia subduction zone earthquake and tsunامي) | 29 |
| Long-term impacts from climate change | 22 |
| Chronic natural hazards (e.g. floods, winter storms, wildfires, landslides, etc.) | 28 |
| Public health emergencies or pandemics | 15 |
| Other | 4 |



15. The following aspects of coordination describe potential threats. Mark all that still describe potential threats.



16. The following aspects of taxes pose a potential threat. Mark all that still describe potential threats.

| | |
|-------------------------------|----|
| Uncertain state tax structure | 18 |
| Decreasing gas tax revenue | 21 |
| Personal income tax structure | 12 |
| Corporate or business taxes | 16 |
| Other | 5 |



17. The following describe general potential threats to the CWEDD region. Mark all that still describe potential threats.

| | |
|---|----|
| Housing scarcity, including workforce housing | 32 |
| National/international economic downturns or recessions | 17 |
| Declining natural resources available | 10 |
| Agricultural impacts of climate change | 10 |
| Other | 4 |



18. (Optional) What additional potential threats exist in the CWEDD region that are not listed above? Please describe.

7

Responses

Latest Responses

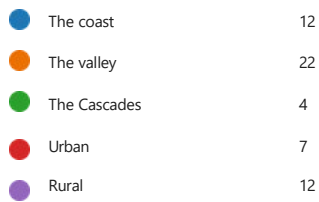
19. Is there anything specific you would like to add about your local economy? What is unique about your community compared to the rest of the region?

6

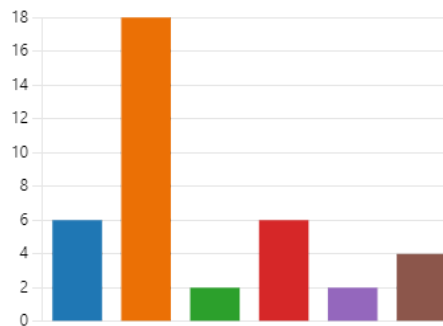
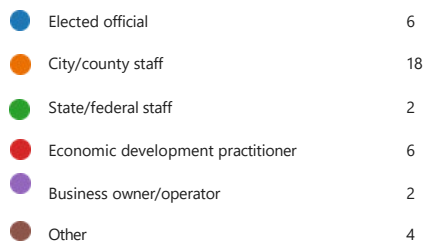
Responses

Latest Responses

20. I am located in or represent...



21. What is your role in the region?



7. Action Item Feedback Questionnaire

The following survey was distributed to the CEDS strategy committee and interested parties to provide local insight and feedback on the Action Items published within this plan. Action items where there was no response received were omitted.

CWEDD CEDS 2025 - Action Plan Feedback 2 / Page 1

Responses: 25

Which priority areas would you like to give feedback on? You will only see the approaches and implementation strategies for the priority areas you indicate here.

21 ⓘ

Q125 - Which priority areas would you like to give feedback on? You will only see the approaches and implementation strategies for the priority areas you indicate here.

| | Percentage | Count |
|---|------------|-------|
| Regional Collaboration & Partnership | 81% | 17 |
| Grow Economic Vitality through Business Development | 67% | 14 |
| Infrastructure Support | 62% | 13 |
| Foundations for Economic Wellbeing | 62% | 13 |
| Rural Vitality | 67% | 14 |

Feedback on Regional Collaboration & Partnerships 3 ⓘ

Please use the space below to note any feedback you have for the priority a...

consider adding "providing guidance to cross-regional/cross-functional teams working on priority CEDS projects".

The unique, non-overlapping role of the CWEDD is it's direct relationship with the federal EDA and that agency's funding. The priority area description above focuses solely on collaboration, which should be paired with empowerment to access and secure EDA funding. That is what CWEDD uniquely offers to member agencies pursuing economic development.

As a regional coordinating body, the District is committed to advancing sustainable economic growth across Linn, Benton, Lane, and Lincoln Counties. Over the next five years, the District will actively support cross-regional collaboration, promote initiatives that foster innovation and job creation, and strengthen the region's economic resilience. Through strategic partnerships, stakeholder engagement, measurable goal-setting, and structured guidance, the District will enhance the region's competitiveness and long-term economic vitality.

Regional Collaboration Approach 1 2 ⓘ

Please use the space below to note any feedback you have for the approach a...

We should include some language concerning the uncertainty of Federal funding and how it might affect our ability to function effectively.

This is a good set of strategies. Consider amending existing strategies to specifically task CWEDD with convening members around information on EDA-based opportunities to help members see potentials for individual and multi-jurisdictional projects.

Regional Collaboration Approach 2 1 ⓘ

Please use the space below to note any feedback you have for the approach a...

Good strategies.

Regional Collaboration Approach 3 2 ⓘ

Please use the space below to note any feedback you have for the approach a...

Clarify how this approach aligns with EDA programming for potential funding.

Regional Collaboration Approach 3: Support the economic recovery and resilience of communities impacted by wildfires or other natural disasters.

Implementation Strategies:

- a) Proactively identify and apply for federal, state, and philanthropic recovery funding that supports both immediate relief and long-term redevelopment.
- b) Partner with grassroots community recovery teams and local governments to identify evolving needs, coordinate recovery planning, and implement localized solutions.
- c) Catalog and promote vacant, underutilized, or disaster-impacted properties for redevelopment, working with public and private partners to reduce barriers to reuse.
- d) Assist housing efforts for displaced or affected residents, including support for transitional housing, modular or manufactured housing options, and the rehabilitation of salvageable structures.
- e) Prioritize business retention and expansion services in disaster-impacted communities, including access to capital, technical assistance, and succession planning.
- f) Support the assessment and improvement of local infrastructure resilience to reduce vulnerability to future disasters.
- g) Collaborate with workforce boards and training institutions to provide re-skilling, credentialing, and job placement programs aligned with recovery-related industries.

Business Development Feedback 2 ⓘ

Please use the space below to note any feedback you have for the priority a...

I don't feel the "enhancing financial resilience through emergency loan funds" is an appropriate goal/approach for this priority area. I understand the need to be prepared for unexpected, as such I would suggest if wanting to have a disaster type goal to replace the existing with "promote disaster preparedness and provide training and materials to businesses"

Explicitly address CWEDD's unique connection with EDA programming.

BizDev Approach 1 3 ⓘ

Please use the space below to note any feedback you have for the approach a...

Under item B. I would include Small Business Development Centers, who could use capacity support.

Item C. seems a bit daunting, unclear who would initiate and how it would be managed.

Item D. I would include identify the regulatory points of contacts in jurisdictions and other regional regulatory functions such as DLCD and State Lands.

A business registration system was always controversial in our area because of the fees associated with implementing and managing such a system. We should just use available data instead of trying to create something new.

A 4-county business registration or tracking system sounds daunting, if not unrealistic. Local economic development agencies and departments can better manage and update information, and be a better resource than a meta-registration effort.

The approach is good, but it reads more like a local economic development agency/department's mission than a 4-county collaborative's mission to support those efforts in its own unique way by facilitating awareness and access to EDA programming.

BizDev Approach 2&3 2 ⓘ 🔍

Please use the space below to note any feedback you have for the approach a...

I think the term of innovation within this approach should be clarified to ensure understanding and alignment across sectors/work efforts

Please use the space below to note any feedback you have for the approach a...

Is there an EDA-centric element to these strategies that CWEDD could bring to the meetings?

BizDev Approach 4 3 ⓘ 🔍

Please use the space below to note any feedback you have for the approach a...

Consider including career technical education within a) to read "of a STEM and CTE workforce."

A good model was the Albany Chamber's Pipeline program which was developed by local businesses, run by the Chamber for awhile and spun off to LBCC as a part of their STEM program.

What is the EDA-value-add that CWEDD can bring to these strategies?

BizDev Approach 5 2 ⓘ 🔍

Please use the space below to note any feedback you have for the approach a...

In strategy a) replace "operators" with "entrepreneurs and small businesses"; operators is too vague.

Include in strategy b) disaster preparedness plans (Lane County has a Disaster Preparedness Guide that can be shared out.

Strategy c) I don't understand the incentive require/justification for having a continuity plan, not sure cities would waive fees for that. Maybe encourage disaster preparedness or succession planning without incentive condition

Connecting the 4-county CWEDD with locally-focused Chamber "Lunch and Learns", locally subsidized fees or expediated reviews seems like micro-managing. Why have the CWEDD compete with SBDC's local engagement, when the CWEDD could champion and support SBDC's efforts as another benefit of EDA alignment?

BizDev Approach 6 3 ⓘ 🔍

Please use the space below to note any feedback you have for the approach a...

I am doubtful that FEMA grants or CDBG funds could be set aside for future emergency purposes. maybe better to encourage development of plans and policies that would prioritize funding sources to support business recovery after a disaster, essential having a disaster recovery plan in place

Insert caveats regarding potential funding disruptions.

Be more explicit in how this connects with EDA-centric programming that is CWEDD's value-add? Would CWEDD apply for FEMA and CDBG grants? If not, what specifically is CWEDD's role?

BizDev Approach 7 3 ⓘ ⚑

Please use the space below to note any feedback you have for the approach a...

I like this approach but it will need to be well researched and focused in order to identify achievable goals. For instance state land use laws constraint all jurisdictions, those state land use laws cannot be made more permissive at a local level.

Align efforts with the OEDA, Oregon Economic Development Association which represents ED organizations and efforts.

CWEDD is not uniquely situated to perform this approach. CWEDD already has minimal staff time to optimize EDA benefits for its members. This could be better placed with the Regional Solutions Team.

Infrastructure Approach 1 1 ⓘ ⚑

Please use the space below to note any feedback you have for the approach a...

CWEDD managing a 4-county list of projects and keeping it updated is a daunting task. CWEDD's value-add is EDA programming with limited staff time. How does CWEDD expect to "Work with property owners and businesses..?" These are good strategies for a local agency, but not for a regional entity. The CWEDD could provide a unique voice on how local practitioners can access EDA programming opportunities as they work with local property owners and businesses.

Infrastructure Approach 3 1 ⓘ ⚑

Please use the space below to note any feedback you have for the approach a...

Implementation Strategies:

a) Develop and Advocate for Strategic Port Investment Plans

Coordinate with port authorities in Lincoln and adjacent coastal counties to identify infrastructure priorities for maintenance, dredging, modernization, and expansion. Advocate for state and federal investment through coordinated regional proposals and ensure alignment with the statewide Freight Plan and Oregon Port Strategy.

b) Strengthen Multimodal Freight Connectivity

Collaborate with ODOT, regional MPOs, and Class I & short-line rail operators to identify and implement improvements to intermodal connectors (e.g., last-mile rail spurs, truck routes, and staging areas) that enhance the flow of goods between ports and the I-5 corridor.

c) Support Industrial Site Readiness and Workforce Development

Facilitate the development of industrial lands near ports and intermodal nodes through site readiness programs, permitting support, and infrastructure extension. Collaborate with workforce boards and maritime industry employers to design training pathways for logistics, port operations, and advanced manufacturing tied to maritime commerce.

Economic Wellbeing Feedback 1 ⓘ ⚑

Please use the space below to note any feedback you have for the priority a...

Work with the Workforce boards who are already working on this.

Economic Wellbeing Approach 2 2 ⓘ ⚑

Please use the space below to note any feedback you have for the approach a...

Affordable housing may be a barrier to attracting younger employees.

d) Strengthen K-12 Education as a Livability Asset

Collaborate with school districts to elevate the visibility and quality of K-12 education by supporting career-connected learning, STEM and outdoor education programs, and school-community partnerships. Promote innovative programs that appeal to relocating families, such as dual-language immersion, early college credit, and project-based learning. Include education quality in regional talent-attraction messaging and ensure alignment with workforce pipelines.

Rural Approach 2 1 ⓘ ∇

Please use the space below to note any feedback you have for the approach a...

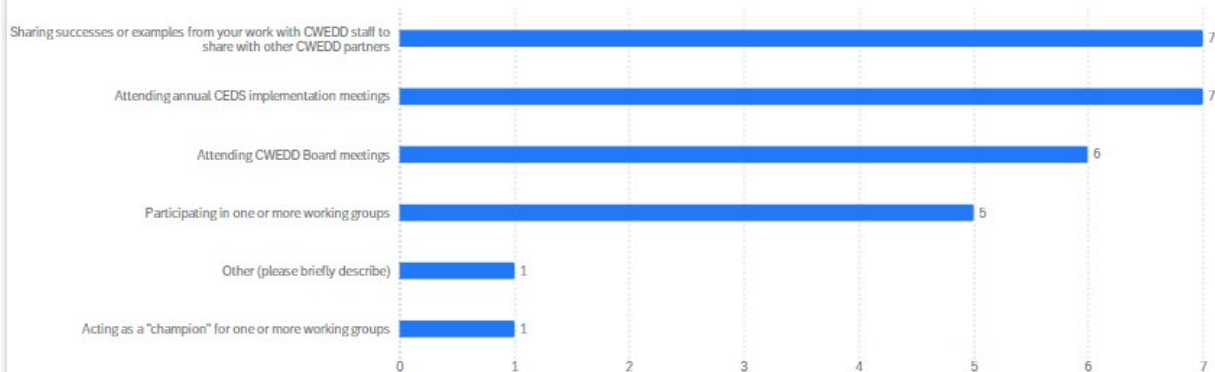
Revised b): b) Work with community foundations, education-focused nonprofits, and scholarship boards to encourage and fund non-university skills training programs, including apprenticeship and career and technical training programs by fostering collaboration between workforce agencies, school districts, community colleges, and employers.

Rural Approach 4 1 ⓘ ∇

Please use the space below to note any feedback you have for the approach a...

d) Support Rural communities in their efforts to facilitate utility providers who provide the most reliable and least expensive utilities.

Which of the following ways do you see your organization contributing to CEDS implementation? 7 ⓘ



Which of the following ways do you see your organization contributing to CEDS implementation?: Other (please briefly describe) 1 ⓘ ∇

Other (please briefly describe)

Supporting project-based work (short-term projects) which have a shorter timeline start to finish.

Please list any of the priority areas and/or approaches and/or implementation strategies that you would see your organization playing a particularly active role in supporting. 3 ⓘ ∇

Please list any of the priority areas and/or approaches and/or implementati...

Activities supporting workforce development as it relates to business development, recruitment, expansion, and retention.

Industrial land readiness, infrastructure funding, rural vitality

Driving initiatives that contribute to regional tourism attractions and livability improvements.

Would you find it useful to convene for one final strategy committee meeting to discuss and finalize the CEDS implementation plan? 7 ⓘ

| Q127 - Would you find it useful to convene for one final strategy committee meeting to discuss and finalize the CEDS implementation plan? | Percentage | Count |
|---|------------|-------|
| Yes | 57% | 4 |
| No | 43% | 3 |

Please tell us a bit about yourself: 7 ⓘ

| Name | Organization |
|-----------------|---|
| Jason Harris | Lane County |
| Greg Ervin | City of Cottage Grove, Council Member. |
| Nancy Wyse | Benton County |
| Nicole Matthews | Collaborative Economic Development Oregon |
| John Pascone | Linn Economic Development Group |
| Cindy Perry | Lane Workforce Partnership |
| Matt Michel | City of Veneta |

8. CWEDD September 2024 Board Meeting Attendance

| | | | | |
|------------------------------|----------------------|--|-------------------|---------------------|
| 1. Summary | | | | |
| Meeting title | CWEDD Board Meeting | | | |
| Date | 9/12/2024 | | | |
| Attended participants | 22 | | | |
| | | | | |
| 2. Participants | | | | |
| Name | Representing | | Name | Representing |
| Ashlyn Muzechenko | OCWCOG | | John Pascone | LEDG |
| Justin Peterson | OCWCOG | | Alex Johnson II | Albany |
| Kelly Hart | Lebanon | | Paul Schuytema | EDALC |
| Chantelle Meyer | Florence | | Sandra Easdale | LCOG |
| Jaclyn Disney | OCWCOG | | Courtney Flathers | Regional Solutions |
| Patti Chappel | EPUD | | | |
| Jason Harris | Lane County Economic | | | |
| Matthew Michel | Veneta | | | |
| Greg Ervin | Cottage Grove | | | |
| Pete Knox | LTD | | | |
| Corum Ketchum | OCWCOG | | | |
| Chris Workman | Philomath | | | |
| Pamela Barlow-Lind | CTSI | | | |
| Eric Mongan | interested party | | | |
| Nancy Wyse | Benton County | | | |
| Randy Groves | Eugene | | | |
| Brenda Moore | LCOG | | | |

9. CWEDD September 2024 Board Meeting Attendance

| | | | | |
|------------------------------|----------------------------|---------------------|----------------------------------|--|
| 1. Summary | | | | |
| Meeting title | CWEDD Board Meeting | | | |
| Date | 10/29/2024 | | | |
| Attended participants | 50 | | | |
| | | | | |
| 2. Participants | | | | |
| Name | Representing | Name | Representing | |
| Bryan Steinhouser | EL Hub of LBL | Faye Stewart | City of Cottage Grove | |
| Karen Gabriel | Tallwood Design Institute | Greg Ervin | City of Cottage Grove | |
| Nate Conroy | RAIN Catalysts | Heather DeSart | Northwest Oregon Works | |
| Ryan Kounsky | Lane Workforce Partnership | Heather Stevens | Business Oregon | |
| Allyson West | Lincoln County LTRG | Holly Mar-Conte | Onward Eugene | |
| Pat O'Conner | OED | Jason Harris | Lane County | |
| Susan Patterson | OCWCOG | Jennifer Wehr | City of Albany | |
| Michael Wisth | LCOG | Jesse Quinn | Lane Workforce Partnership | |
| Nicole Desch Matthews | CEDO | John Pascone | LEDG | |
| Caitlin Vargas | CEDO | Julie Brandis | OSU/ CORMIC | |
| Matt Sayre | CEDO | Kelly Hart | City of Lebanon | |
| Nancy Wyse | Benton County | Kim Parker Llerenas | Willamette Workforce Partnership | |
| Allison Camp | City of Springfield | Lily Bender | City of Corvallis | |
| Andrea Myhre | Corvallis Housing | Matt Michel | City of Veneta | |

| | | | | |
|---------------------------|----------------------------------|--|----------------|----------------------|
| Aniko Drlik-Muehleck | University of Oregon | | Paul Schuytema | EDALC |
| Chantelle Meyer | City of Florence | | Rob Ward | Mayor of Florence |
| Cindy Perry | Lane Workforce Partnership | | Ryan Vogt | OCWCOG |
| Courtney Falthers | Regional Solutions | | Samara Phelps | Travel Lane |
| Dean Craig | Willamette Workforce Partnership | | Sarah Buddingh | EDALC |
| Denise Walters | LCOG | | Seth Lenarts | City of Lincoln City |
| Corum Ketchum | OCWCOG | | Tina Guldberg | University of Oregon |
| Emma Martinez-Chavez Sosa | OCWCOG | | Wes Cochran | EDA |
| Jaclyn Disney | OCWCOG | | Sandra Easdale | LCOG |
| Justin Peterson | OCWCOG | | Brenda Moore | LCOG |
| Ashlyn Muzechenko | OCWCOG | | Erin Reynolds | City of Florence |

10. CEDS Strategy Meeting Attendance

| January Attendance | Organization |
|-----------------------------|---------------------------|
| Justin Peterson | OCWCOG |
| Aniko Drlik-Muehleck | IPRE |
| Cochran, J Wesley (Federal) | EDA |
| Ashlyn Muzechenko | OCWCOG |
| EASDALE Sandra | LCOG |
| John Pascone | LEDG |
| Matthew Lehman | OCWCOG |
| Adams, Sophie | City of Albany |
| Matthew Michel | City of Veneta |
| HARRIS Jason F | Lane County |
| ROBERTS Samantha P | Lane County |
| Dale Moon | LBCC |
| Corum Ketchum | OCWCOG |
| Paul Schuytema | EDALC |
| Bender, Lily | Corvallis / Benton County |
| Nicole Desch Matthews | CEDO |
| Tina Guldberg | UO |
| Jaclyn Disney | OCWCOG |
| Nate Conroy | RAIN |
| CAMP Allison | City of Springfield |
| WISTH Michael | LCOG |
| FLATHERS Courtney L * GOV | State of Oregon |
| Matt Sayre | CEDO |
| Daniel Collins | LCC |
| Christopher Jacobs | Corvallis / Benton County |

| February Attendance | Organization |
|----------------------------|--------------------------|
| Justin Peterson | OCWCOG |
| Aniko Drlik-Muehleck | IPRE |
| Matthew Michel | City of Veneta |
| Paula Miranda | Port of Newport |
| HARRIS Jason F | Lane County |
| Seth Lenaerts | Lincoln City |
| Bender, Lily | Benton County/ Corvallis |
| Matthew Lehman | OCWCOG |
| Ian Keene | CTSI |
| Adams, Sophie | City of Albany |
| Corum Ketchum | OCWCOG |
| EASDALE Sandra | LCOG |
| Greg Ervin | City of Cottage Grove |
| Ashlyn Muzechenko | OCWCOG |
| Dale Moon - LBCC | LBCC |
| Wehr, Jennifer | City of Albany |
| Cindy Perry | Lane Workforce |
| Cochran, J Wesley | EDA |
| FLATHERS Courtney L * GOV | State of Oregon |
| CAMP Allison | City of Springfield |
| ROBERTS Samantha P | Lane County |
| Tina Guldberg | UO |
| Jacobs, Christopher | Benton County/ Corvallis |
| Susan Patterson | OCWCOG |
| Daniel Collins | LBCC |
| Nicole Desch Matthews-CEDO | CEDO |
| Paul Schuytema | EDALC |
| Mundorff, Karl W | OSU |
| WISTH Michael | LCOG |
| John Pascone | LEDG |

| March Attendance | Organization |
|---------------------------|-------------------------|
| Justin Peterson | OCWCOG |
| Wehr, Jennifer | City of Albany |
| EASDALE Sandra | LCOG |
| Aniko Drlik-Muehleck | IPRE |
| Paula Miranda | Port of Newport |
| HARRIS Jason F | Lane County |
| Ian Keene | CTSI |
| ROBERTS Samantha P | Lane County |
| Heather DeSart | NW Oregon Works |
| Matthew Lehman | OCWCOG |
| Daniel Collins | LCC |
| Bender, Lily | Benton County/Corvallis |
| CAMP Allison | City of Springfield |
| Corum Ketchum | OCWCOG |
| FLATHERS Courtney L * GOV | State of Oregon |
| Cochran, J Wesley (| EDA |
| Ashlyn Muzechenko | OCWCOG |
| Dale Moon - LBCC | LBCC |
| WISTH Michael | LCOG |
| Tina Guldberg | UO |
| Matthew Michel | City of Veneta |
| Nicole Desch Matthews | CEDO |
| Matt Sayre | CEDO |
| Greg Ervin | City of Cottage Grove |
| Araceli | |
| John Pascone | LEDG |

11. Plan Implementation and CWEDD's Role

The following presentation was given to the CEDS Strategy Committee about the progress of the CEDS update, the role of Cascades West Economic Development District (CWEDD) in facilitating the development and implementation of the plan, and what local stakeholders' roles are for achieving the goals of the plan. This is an example of the engagement activities that were undertaken in the development of the 2025 – 2030 CEDS plan update.

IMPLEMENTING THE 2025 – 2030 CEDS

CWEDD CAPACITY, COLLABORATION, AND WORKING GROUPS



AGENDA

CWEDD
Capacity

CWEDD
Structure and
Role

Implementing
the CEDS

Forming
Working
Groups

AGENDA

CWEDD
Capacity

CWEDD
Structure and
Role

Implementing
the CEDS

Forming
Working
Groups

CWEDD'S CAPACITY

- CWEDD is funded by an EDA Planning Partnership grant (3 -year cycle)
- Funding is limited to \$75,000/year that is split and then matched by OCWCOG and LCOG
- As an example, OCWCOG solely from grant funds can fund less than a 0.50 FTE
- Limited funding/capacity requires us to rely on our partners to help implement the CEDS

CWEDD'S STRUCTURE AND ROLE

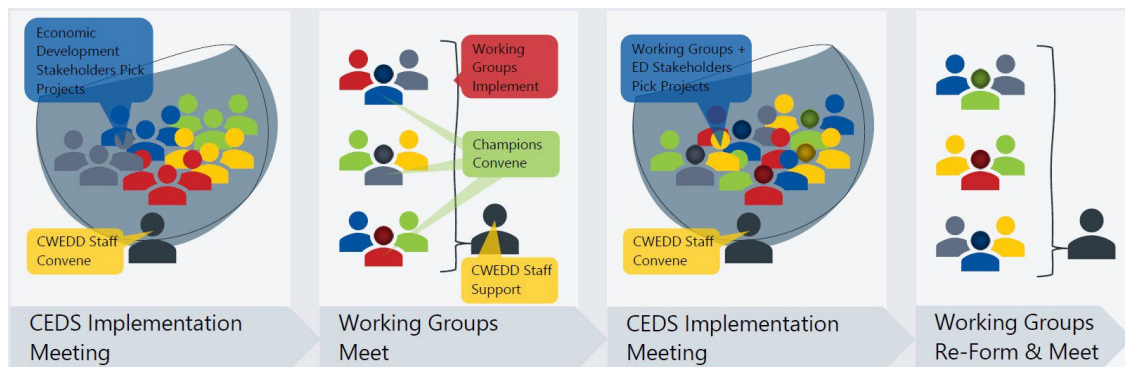
- CWEDD Board - Decision-making body that approves regional priorities through adoption of CEDS. The Board will provide direction to CWEDD staff as appropriate.
- CWEDD Executive Committee - The duties of the executive committee will include, but will not be limited to, acting on behalf of the CWEDD board between meetings. Taking action in situations determined by the Chair to be urgent.
- 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.

| Decision-making | Convening & Support | Advisory | Action |
|---|---|---|--|
| CWEDD Board Adopt CEDS; direct CWEDD Staff priorities | CWEDD Staff Convene CEDS Implementation Meetings and support Working Groups | Economic Development Practitioners & Stakeholders Provide local updates during CEDS Implementation Meetings, advise on priority projects, and join Working Groups | Working Groups (composed of ED Practitioners & Stakeholders) Carry out action on priority projects identified during CEDS Implementation Meetings; a project must have a Champion to be viable |

IMPLEMENTING THE 2020– 2025 CEDS

- Stakeholder meetings
 - Regional and local (Lane Economic Committee, Practitioner Luncheons, etc.)
- Annual gatherings
- CWEDD Executive and Board Meetings
- Working Groups (Blue Economy work, Broadband Action Team (BAT), Childcare, etc.)

IMPLEMENTING THE 2025- 2030 CEDS



FORMALIZING WORKING GROUPS

- Determine:
 - Topics – Are the existing working groups still relevant? Are new working groups beneficial?
 - Representation – Who should be on the working group?
 - Capacity – Who has capacity to lead?
 - Roles – Who is the project champion?
- Review at annual gathering
- How do we improve the feedback loop from working groups to the CWEDD Board?

IMPLEMENTATION MEETING

- Goals of CEDS and implementation
 - CEDS as a scaffolding to have conversations throughout the region
 - Tie in activities already happening in the region
 - What regional projects have funding that we can tie into the CEDS work?
 - Applying for EDA funding
- Implementation meeting
 - Recent example of an implementation meeting – October 2024 Regional CEDS Meeting
 - How frequently should an implementation meeting be held? Semi-Annually or Annually
 - When should we aim to host a meeting?
- Challenges
 - Board membership turnover
 - Who is doing what and how it is being done?
 - Herding cats and keeping track of everything happening in the region



QUESTIONS?

11. Current and Future Projects of Regional Significance Memo

Date: Tuesday, October 29th, 2024

To: CWEDD Board

From: Corum Ketchum, OCWCOG Planner
Justin Peterson, CED Planner

Re: Current and Future CEDS Supported Projects and Priority Area Changes

The following memo represents the results of the October 29th CWEDD regional meeting where participants were asked to provide a list of projects that were, or could be supported, by the CEDS. Participants at the meeting later received a survey where they can expand upon the information they provided.

Participants were also asked if they had any suggestions on how to modify the Priority Areas that eventually made it into the final CEDS, as well as any suggestions for implementing the plan.

The projects listed in this memo are not prioritized in any way and are meant to provide an idea of the work happening or proposed to happen in the region.

How will we use the CEDS?

- Make sure it interacts with/aligns with State's three priorities
- Workforce Boards:
 - Use it when applying for grant funding
 - Use it to compare/align with the organization's strategic plan
- CEDS should do a better job of being data-drive/informed: how can we pay more attention to trends and be responsive/anticipate
- CEDS can help us know better what's going on in other parts of the region – there often isn't a good place for everyone to share what they're working on
- Idea for implementation: hold gathering in rotating locations and feature projects from across the region at those gatherings
 - Expand on the working groups report-outs so more people are kept in the loop

Changes to the Priority Areas

- Housing isn't well-represented
- Change: expand Workforce to be Foundations for Economic Wellbeing
 - This will include workforce development, housing, and childcare

Projects of Regional Significance

The following pages represent projects suggested by CWEDD board members, economic development practitioners, and other leaders that were involved in the drafting and implementation of the CEDS. Each is organized by Priority Area, beginning with current projects, before expanding out to future project ideas. Special attention is given to projects of regional significance.

Priority Area 1: Regional Collaboration and Partnerships

Current

General – would need more specifics to list as a project:

- Safe streets for all
- Community food hubs (market development, transportation, and processing)
- Data capture and sharing: placer.ai for example

More specific:

- REAL economic survey and marketing plan
- Team Oregon Build
- Future ready Oregon (want future money)
- LCOG currently facilitates many regional collaborations

Location-specific with regional benefits:

- EPA coalition grant for brownfields (Linn and Benton)
- Wetland groups (OCWCOG region, primarily Linn and Benton)
- Lane Workforce Partnership community collaboration meetings
- Lane Rural/metro trains collaboration
- Cottage Grove building inspection program

Future

General – would need more specifics to list as a project:

- Large timber investments (wood products)
- Green methanol (from maritime and ag industries)
- Educational institution collaborations (between Universities and Community Colleges)
- Shared data analysis
- Regional street funding
- Cyber security awareness and education
- Regional water/wastewater infrastructure
- Regional industrial land readiness

More specific:

- Expanded transit network: Transit Mobility Plan
- Growing tourism opportunities: invest in ways to capture new Big 10 visitors
- PAC Wave facility – wave energy project
- Leveraging mass timber: SIPs and zoning changes will be required
- K-RCTE and education healthcare trainings by WIBs
- Develop a regional fiber consortium to expand access to fiber

Location-specific with regional benefits:

- Florence/LCC are working on workforce housing
- Florence wants to look into opportunities to co-locate childcare and housing

Priority Area 2: Grow Economic Vitality Through Business Development

Current

General – would need more specifics to list as a project:

- Leveraging Urban Renewal Districts

More specific:

- Business Oregon’s Strategic Reserve Fund is supporting projects in the following sectors:
 - Wood products
 - Food and beverage
 - Biotech
 - Semiconductor supply chain
- Childcare business development support:
 - Childcare business accelerators in Lane
 - SBDCs being leveraged to provide business development support for childcare providers
 - In Lebanon, several businesses are working together to develop a childcare facility (at the very beginning stages right now)
- Western University of Health Sciences will be expanding the campus and operations in Lebanon
- Investments in experience development to promote tourism (Travel Lane County involved with this):
 - Increased business activity in agrotourism
 - Trying to increase the number of guide and outfitters

Location-specific with regional benefits:

- Leveraging Enterprise Zones
 - Veneta: used to help a manufacturer of industrial drill bits; more opportunities to leverage EZs to support light industry
 - On coast: working to get hotels included to help support tourism
- Stratacache is coming to Eugene – this was a collaborative effort between Lane County Cities, WIBs, and Business Oregon that leveraged CHIPS Act funding to support tech businesses
- Springfield “medical corridor” – there is a growing medical care “district” in Springfield where businesses and services are clustering
- CDC partnering with RAIN to connect with entrepreneurs in Cottage Grove
- Expansion of the hospital in Florence
- Lincoln City is shifting SDCs to be levied after the development is complete to help incentivize development
- Lincoln City is partnering with SBDC to offer training for food and beverage/restaurant businesses
- RAIN is working in Lane County to offer a business “destination certification” to support the tourism industry
- OCCC just got a bond passed to develop a new CTE building in Newport that will provide flexible training space

Future

- Innovation Hub launch after groundwork: will help with tech-sector business scaling

- Coburg has industrial land available for development (Business Oregon is monitoring/working on this)
- Waste management will become an increasingly important sector: Coffin Butte and the Lane County facilities are running out of space, leaving an opportunity for green industry development around waste management
- Energy resilience: increasing need to develop independent power sources, especially as energy-intensive tech businesses expand
- Arts sector development: dedicate more resources to supporting artists as businesses people who can make a living
 - Increase opportunities for live/work space

Priority Area 3: Infrastructure Resilience

Current

- Infrastructure redundancy and emergency deployment
 - Mobile and additional water filtration sties
- Cost of SDCs and other infrastructure costs
- Roads and bridges
 - ADA improvements
 - Sidewalk improvements
 - Intersection improvements
 - Regular maintenance, upgrades, and expansion
- Community Emergency Response
 - Training neighbors to help neighbors
- Broadband buildouts – there have been many awards to various communities (particularly in rural)
- Keystone transit projects
- Railroad access
 - To help businesses
 - To connect to water service
- Capacity of electrical grid (this is one of the biggest challenges)
 - EWEB-Bonneville negotiation ongoing
 - Lane Co has seven electric providers
 - Redundancy is important
- Solar, wind, and geothermal projects
- All four counties have Natural Hazard Mitigation Plans

Location-specific with regional benefits:

- Newport dam
- Coburg interchange + power
- ODOT paths in Monroe
- Airport infrastructure hardening in Eugene, Creswell, Florence, Cottage Grove, and Oakridge
- Eugene Airport expansion
- Oakridge resiliency center upgrades and airport upgrades (Connect Oregon)
- Port maintenance and upgrades: Newport Post Dock 7

- Sewer extension to Goshen and Creswell will help increase capacity:
 - 400 AC in Goshen to support industrial lands
 - Allow more housing for Creswell
- Lebanon community solar project
- Increased generators in Sweet Home

Future

- Increase EV infrastructure
 - ODOT/regional EV projects
- Undergrounding of utilities
- Highway capacity related to increased manufacturing
- Develop mobility hubs that provide multi-modal transportation
- Potential future impacts from Coos Bay Port/rail expansion – could drive more goods through the region

Location-specific with regional benefits:

- Water and wastewater – upgrades needed in multiple local communities, will require advocacy and capital:
 - Junction City
 - Lebanon
 - Sweet Home
 - Creswell
 - Sodaville
 - Mapleton
 - Coburg
 - Special districts
- Green Peter drawdowns/Fern Ridge
 - Water quality and filtration
 - WRDA/USACE coordination required
- Hwy 126 west expansion (Eugene to Veneta)
- Lincoln Co school district generators and shelters

Priority Area 4: Foundations for Economic Wellbeing (formerly Workforce)

Current

General – would need more specifics to list as a project:

- On-the-job training
- Leadership programs
- Small business development
- Board member expansion to include youth representatives
- Sector strategies
- Youth internships

More specific:

- Team Oregon Build – housing/workforce/resources

- Fisheries
 - Fish butchery
 - Culinary programs
- CTE mental and behavioral health
- Construction aggregate mentorship programs
- Re-entry support for returning citizens
- Stackable micro-credentials through community colleges
- Ship maintenance and port trainings
- New Commercial Driver License training facility has increased opportunities for training

Location-specific with regional benefits:

- Professional development at South Lane ESD (Greg Ervin has more info)
- Learning Living Village – affordable housing project
- FQHC – South Lane Training Site

Future

General – would need more specifics to list as a project:

- Development and infrastructure in unincorporated communities
- More jobs + housing + wrap-around support + career navigation
- Affordable childcare
- Increased access to health care: need more providers and training opportunities
- Reliable transportation
- Maritime expansion
- Broadband: need more people to work in this field and more training to support them
- Social media/marketing/AI support

More specific:

- Online resources portal for start-up companies to help deal with challenges with credentialing timelines
- Commercial Driver License (CDL) schools - expand CDL driving school opportunities to address the shortage of drivers
- Training for specialized fields:
 - Auditors
 - Waste water operators
 - Grant writers
- Sharing lessons/resources across communities:
 - More learning from other communities' efforts – replicate programs that are successful
 - More technical assistance and resource sharing across communities
- Increase coordination with Workforce Investment Boards
- Create more resources for businesses to recruit staff:
 - Competitive/creative incentives
 - Creating a culture that values benefits

Priority Area 5: Rural Vitality

Current

- Broadband collaboration to increase connections in rural areas
- ORLA, LWP, and OCVA collaboration to provide hospitality grants
- Link Lane has expanded to have more connections in the region:
 - Helping to provide low-cost transit from Florence to Yachats
 - Helping with retention of staff in rural communities
- Supporting rural industrial ports and vacant industrial land development

Location-specific with regional benefits:

- Lane County resilience hubs (EPA-funded)
- Various rural transportation projects:
 - Millersburg Creek
 - Adair Village trail system
 - Hwy 99W path
- Bridge Lane – benefit resources navigators, offering a rural job and resource fair

Future

- Mental health: need service expansion and more options for children and families
- Need more access to pharmacies
- Invest in Citizen’s Academies or welcome groups to orient new residents to civics in their community
- Need to continue efforts to improve the partnerships between Tribes and other governments
- Leverage natural resources to attract and create high-wage jobs
- More transit connections: rural-rural and rural-urban
 - Support transportation-as-a-service and expand transit
- Banking deserts will increasingly become a problem – invest in getting ahead of that
- Need to identify and work with absentee property owners
- Need to address entry-level workforce gap: increase CTE to rural jobs pipeline for juniors and seniors in high school (youth workforce retention)
- Support entrepreneurs in creating jobs: focus on growing what you already have

Location-specific with regional benefits:

- Lincoln County Planning, Infrastructure, & Economic Revitalization (PIER) grant generators at local high schools to create resilience hubs
- Off-shore wind projects in Florence
- Millersburg inter-modal center

12. Public Comment Summary Memo

Date: Thursday, August 28th, 2025
To: CWEDD Board and Executive Committee
From: Corum Ketchum, OCWCOG Planner
Justin Peterson, CED Planner
Re: Current and Future CEDS Supported Projects and Priority Area Changes

Background

The 2025 – 2030 Comprehensive Economic Development Strategic Plan is due for adoption in September 2025, after a full year of deliberation and revision. A key step in this process is public review, which has occurred both at the quarterly meetings of the CWEDD Board and Executive Committee, and importantly, within the designated 30-day public comment period of the document, held between July 10th and August 11th, 2025.

To facilitate speedy and actionable public comment, staff prepared a short survey under the advisement of the CWEDD Board, which focused the public to provide their feedback on the individual chapters of the plan, as well as soliciting their broad opinions on the readability and usability of the document. Staff, with the assistance of a working group made up of CWEDD Board members, identified rural and urban news outlets to promote the opportunity to comment, as well as a social media engagement strategy that CWEDD and its members could follow to drive further outreach.

Survey Results

The survey received eight (8) responses from the public, which while small, marks substantial progress in public engagement, as previous plans have received almost no interest from the public. Seven out of the eight respondents were from rural communities, and most were from Lane County. They identified as public sector workers, business owners, retirees, and members of the nonprofit sector. Feedback was generally positive, and respondents broadly agreed that the draft is easy to understand and logically structured. In alignment with Federal best practices, the respondents appreciated the number of graphics and data visualizations.

Respondents found that the Priority Areas identified by the CWEDD Board were well targeted to the goals of the region, with one writing *“Business Development and regional collaboration are absolutely key to long-term success”*. The highest-ranking priority areas in terms of relevance and impact for respondents’ communities were “Foundations for Economic Wellbeing” and “Grow Economic Vitality through Business Development”. Which is notable as these two Areas received the most attention from the Board and staff during this plan revision (as compared to the Priority Areas of the previous plan).

Implementation, Accountability and Metrics

Many respondents indicated a desire for CWEDD to more clearly track and communicate progress during plan implementation. Suggestions included using a public dashboard/scorecard (or similar) to share progress. A common refrain was a call for CWEDD to make a concerted effort to engage stakeholders within the business community and the public, traditionally underrepresented rural views. As one commentor put it:

“Communicate, communicate, communicate with the public”