



Executive Committee

Thursday, February 27, 2025

11:00 am – 12:00 pm

Virtual Meeting

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AGENDA

- | | | | |
|----|-------|---|---------------------------|
| 1) | 11:00 | Call to Order & Agenda Review | Chair,
Paul Schuytema |
| 2) | 11:02 | Roll Call | Staff,
Justin Peterson |
| 3) | 11:05 | Public Comment | Chair |
| 4) | 11:08 | Minutes of October 31, 2024, Meeting (Attachment A) | Chair |

ACTION: Approval of Minutes

- | | | | |
|----|-------|--|-------|
| 5) | 11:10 | Election of Officers Discussion | Staff |
| | | The election of officers is scheduled for the March CWEDD Board Meeting. | |

ACTION: Discussion

- | | | | |
|----|-------|---|---------------------------|
| 6) | 11:15 | Comprehensive Economic Development Strategy Updates (Attachment B1 and Attachment B2) | Staff,
Justin Peterson |
| | | Update on where we are in the process | |
| | | <ul style="list-style-type: none">• Strengths Weaknesses Opportunities and Threats (SWOT) (B1)• Action Plan Structure (B2)• CEDS Strategy Committee | |

ACTION: Discussion



- 7) 11:40 March 06, 2025, CWEDD Draft Meeting agenda
(Attachment C)

Staff

Action: Approval of Agenda

- 8) 11:50 Other Business

All

- Innovation Hubs Status Update
- HB3395 Infrastructure Technical Assistance Funding Update

Chair

- 9) 12:00 *The next regularly scheduled CWEDD Executive Committee meeting is set for Thursday, May 29, 2025.*

CWEDD Executive Committee Roster 2025 (pending appointments)	
Greg Ervin	City of Cottage Grove – City Councilor
Kelly Hart	City of Lebanon - Staff
Paul Schuytema	EDALC- Lincoln County – Staff
Randy Groves	City of Eugene – City Councilor
Nancy Wyse	Benton County – County Commissioner

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



CWEDD EXECUTIVE MEETING
Thursday, October 31, 2024
11:00 am-12:00 pm
Microsoft Team's Meeting Remote Connection

DRAFT MINUTES

Members: Councilor Greg Ervin, Kelly Hart, Paul Schuytema, Commissioner Nancy Wyse

Staff: CED Planner Justin Peterson; CED Director Jaclyn Disney, and CED Administrative Assistant Ashlyn Muzechenko.

TOPIC	DISCUSSION	DECISION / CONCLUSION
1. Call to Order & Agenda Review	The Chair, Paul Schuytema called the October CWEDD Executive Committee meeting to order 11:06am. There were no additions or other changes to the agenda.	The meeting was called to order at 11:06am by The Chair Paul Schuytema
2. Roll Call	CWEDD Staff Justin Peterson conducted roll call for the members and staff in attendance.	Roll call was conducted.
3. Public Comments	There were no members of the public present, therefore there were no public comments presented to the CWEDD Executive Committee.	There were no public comments.
4. Approval of Minutes from August 29, 2024 (Attachment A) <i>Action: Approval of Minutes</i>	Cottage Grove Councilor Greg Ervin moved to approve the CWEDD Executive Committee minutes of August 29, 2024. Benton County Commissioner Nancy Wyse seconded. The motion carried successfully, and the minutes were approved.	Councilor Greg Ervin moved to approve the CWEDD Executive Committee minutes of August 29, 2024. Commissioner Nancy Wyse seconded. The motion carried.
5. HB3395 Infrastructure Funding (Attachment B)	CED Director Jaclyn Disney shared an update on the HB3395 Infrastructure Funding received by the COG. Disney shared background on the funding, and how staff are looking at utilizing the funding according to legislative intent, and regional needs for the 4-county area (Linn, Benton, Lincoln, and Lane). Staff will be utilizing the funding to help communities identify projects	Kelly Hart moved forward the recommendation of the CWEDD Executive Committee for approval of the staff proposal of HB3395 funding onto the COG Board for full approval. Commissioner

	<p>in housing development, and other projects related to the scope outlined in HB3395. These projects need to be consistent with the statewide housing goals.</p> <p>With the funding breakdown, OCWCOG will hold back 15% for administrative oversight, and then split the remaining funds evenly between both COGs.</p> <p>OCWCOG will attend all the monthly meetings associated with the funding and will be taking care of all the reporting for these funds.</p> <p>Chair Schuytema asked about the dollar amount split, Disney answered it's about \$339,150 to be split in half, each COG would administer \$169,575 of funding.</p> <p>Disney provided background on how the OCWCOG will be using their \$169,575. Additionally, she shared that this funding is supposed to last until June of 2027.</p> <p>Staff Justin Peterson noted that staff would want full board approval, meaning the executive committee, should they approve, would forward with their approval to the CWEDD Board.</p> <p>Kelly Hart moved forward the recommendation of the CWEDD Executive Committee for approval of the staff proposal of HB3395 funding onto the COG Board for full approval. Commissioner Nancy Wyse seconded. The motion carried successfully. This item will appear on the November 14th CWEDD Board Meeting Agenda.</p>	<p>Nancy Wyse seconded. The motion carried.</p>
<p>6. November 14th CWEDD Draft Meeting Agenda (Attachment C)</p>	<p>Peterson shared a draft of the November 14th CWEDD Board agenda which will be hosted in Lincoln County. One amendment would be to add HB3395 to this draft agenda as well.</p> <p>Chair Schuytema provided background on the Central Coast Food Web which will be where the November CWEDD Board meeting in person location is held. There will also be a tour of the facility after the meeting.</p>	<p>The CWEDD Executive Committee Members approved the November 14th Board Meeting Agenda by consensus.</p>

	<p>Chair Schuytema shared background on the Pacer AI agenda topic from the draft agenda.</p> <p>The group shared updates for the CWEDD Board Agenda, regarding the AI discussion agenda topic, and what the intent and purpose is for that presentation.</p> <p>The group decided to do this agenda item as an open dialog and sharing of resources for this agenda item of Introduction to AI in regional economic development. The group also agreed to keep the topic on the Pacer AI presentation.</p> <p>Chair Schuytema mentioned the idea of having staff call for rsvp's for the meeting and for the lunch afterwards at Clearwater.</p>	
7. CWEDD Regional Meeting Recap	<p>Chair Schuytema wanted to say a huge thank you to the staff for putting together such a positive and great event.</p> <p>Peterson noted a special thank you to the admin staff who worked on the backend side of the planning for the event.</p> <p>Peterson shared a re-cap of the event and opened the floor for executive committee members to provide feedback as well.</p> <p>Chair Schuytema noted he appreciates the call outs for the EDA awarded grants in our region.</p> <p>Councilor Ervin shared feedback regarding the in-person element and the ability to have connections with the people next to you in the room. Additionally, he noted the agenda layout was well put together as well.</p> <p>Commissioner Wyse shared feedback on the location and connections as well.</p> <p>Peterson added special thanks to the different sponsors for the event as it wouldn't be possible without them.</p>	
8. Other Business:	Other Business:	

<ul style="list-style-type: none"> • Innovation Hubs • Childcare – Sign onto childcare commitment • Bylaw Change Update • Executive Committee Member Updates 	<p><i>Innovation Hubs:</i> Peterson shared staff are moving forward on the Innovation Hubs project. The COG Grant writer who put out the RFQ to different partners and had received a few proposals for that. The contracts haven't been signed yet, but they have been split up around the region with different contractors taking on different roles.</p> <p>Peterson also provided a reminder on the purpose of the Innovation Hubs Project.</p> <p><i>Childcare Commitment:</i> Disney shared an update with the Clackamas Childcare Coalition, which just put together an economic case for funding a statewide childcare system in Oregon.</p> <p>The group agreed to add this as an informational item on the CWEDD Board meeting agenda.</p> <p><i>Bylaw Change Update:</i> Currently the quorum has been updated to require 3 members or a simple majority instead of exactly 4 members for the CWEDD Executive Committee.</p> <p><i>Executive Committee Member Updates:</i> There were no further Executive Committee updates shared with the group.</p>	
<p>9. Adjournment</p>	<p><i>The next CWEDD Executive Meeting is scheduled for February 27, 2025.</i></p> <p><i>The next CWEDD Board Committee Meeting is scheduled for November 14, 2024.</i></p>	<p>The meeting was adjourned at 12:05 pm by The Chair Paul Schuytema.</p>

SWOT Analysis

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

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

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


Strengths

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

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

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

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

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

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

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

Weaknesses

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

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

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

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

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

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

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

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

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.

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

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

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

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

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

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

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

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




Threats

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

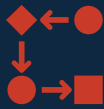
Additional external threats are exacerbated by fears of economic recession including access to funding and regional shifts in dominant industries. Lack of stable tax-funding and capital for early-stage companies can create challenges for planning, starting, and maintaining economic development projects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

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

Respondents ranked the following disaster events as threats:

Natural Hazards and Disaster Events 	<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*
Socio-political Factors 	<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
Tax Structure and Access to Funding 	<ul style="list-style-type: none">• Decreasing state gas tax revenue*• Lack of stable and uniform tax funding tied to differing local property tax rates and changes in state policy*• Lack of capital for early-stage companies and governments seeking to improve infrastructure

Industry Shift and Adaptability



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

Unexpected Events and Other Unknowns



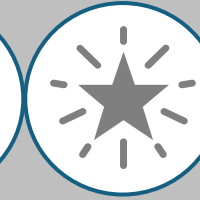
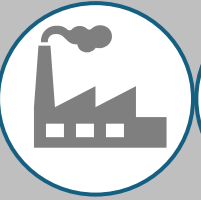
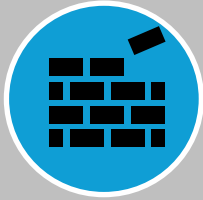
- The increased intensity and impact of wildfires
- Complexity of managing multiple crises and disaster events
- How housing scarcity interacts with natural hazards and increased population pressures on the region, including workforce housing*

Priority Area 1 *Regional Collaboration & Partnerships*

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

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

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



Economic Development Admin

Regional Solutions

Governor's Budget

Regional Collaboration & Partnerships Approach 1

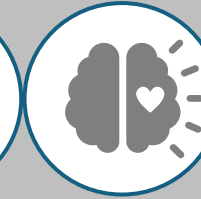
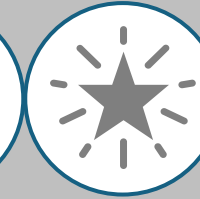
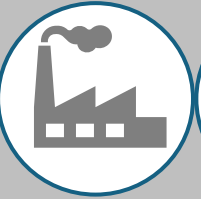
Build relationships and collaboration through project-based regional initiatives.

Implementation Strategies

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

Indicators of Success

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



Economic Development Admin

Regional Solutions

Governor's Budget

Regional Collaboration & Partnerships Approach 2

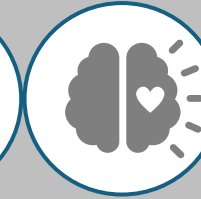
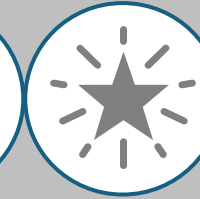
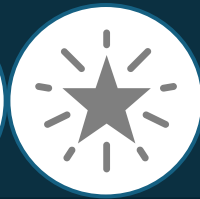
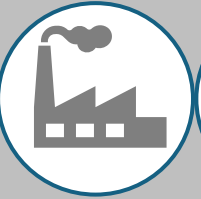
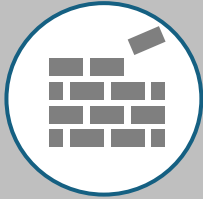
Integrate the priorities captured in the CEDS into existing local- and regional-scale initiatives.

Implementation Strategies

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

Indicators of Success

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



Economic Development Admin

Regional Solutions

Governor's Budget

Regional Collaboration & Partnerships Approach 3

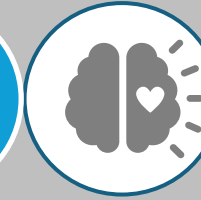
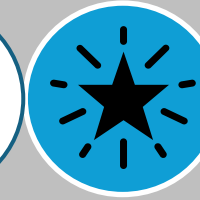
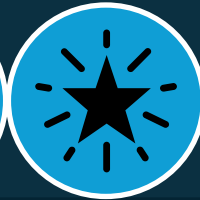
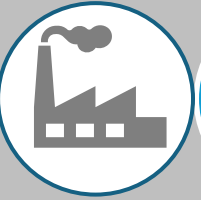
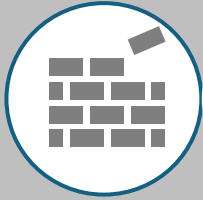
Increase CWEDD's staff capacity so CWEDD can provide more support to regional initiatives.

Implementation Strategies

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

Indicators of Success

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



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Regional Collaboration & Partnerships Approach 4

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

Implementation Strategies

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

Indicators of Success

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

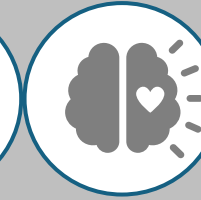
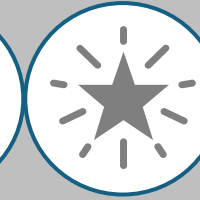
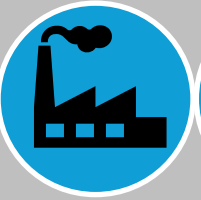
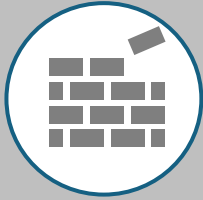
Priority Area 2

Sector Diversification through Business Development

#	Approach	Recommended Lead	Key Partners
1	Provide support to entrepreneurship and business retention and expansion efforts by serving as a clearing house for regional data and resources.	CWEDD	Workforce dev agencies
2	Facilitate connections between business development centers and business incubators and accelerators to create an obvious bridge of support between the start-up and growth phases of new businesses.	Workforce dev agencies	CWEDD, workforce investment boards, incubators, accelerators, small business development centers
3	Facilitate connections between educational institutions (both K-12 and higher education) and business incubators and accelerators to foster a culture of entrepreneurship.	School districts, community colleges, and universities	Workforce dev agencies
4	Work to ensure that the demographics of business owners and entrepreneurs are representative of the race and gender distributions in the region.	CWEDD	Workforce dev agencies
5	Provide start-ups and existing businesses with resources and incentives to develop, test, and implement continuity of operations plans.	Small business development centers	
6	Develop emergency recovery revolving loan funds and other creative financing options before shocks so that businesses can immediately access financial assistance post-shock.	Government loan officers, community banks	CWEDD, EDA, Small Business Administration

Description: Our region's businesses are the beating heart of our economy. In order to thrive, the region must support and retain existing businesses while also cultivating new businesses that will help diversify our economy and generate job growth. With macro-level economic changes – from globalization to shifting market structures – the regional economy will require a continued influx of fresh energy from new and existing businesses.: Our region's businesses are the beating heart of our economy. In order to thrive, the region must support and retain existing businesses while also cultivating new businesses that will help diversify our economy and generate job growth. With macro-level economic changes – from globalization to shifting market structures – the regional economy will require a continued influx of fresh energy from new and existing businesses.

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



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Sector Diversification through Business Development Approach 1

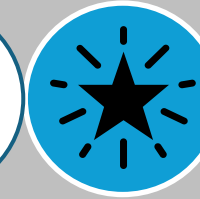
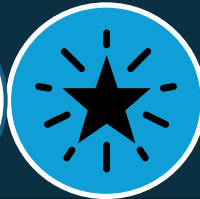
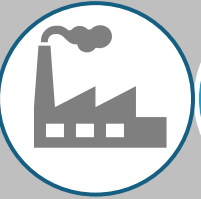
Provide support to entrepreneurship and business retention and expansion efforts by serving as a clearing house for regional data and resources.

Implementation Strategies

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

Indicators of Success

Supporting Metrics	Collection Frequency	Data Lead	Sources
The databases as described in strategies (a), (b) and (c), number of businesses engaged as described in strategies (d) and (e).	Every plan update	CWEDD	CWEDD membership, self 21



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Sector Diversification through Business Development Approach 2

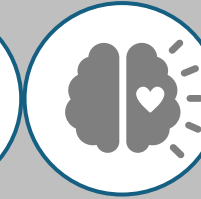
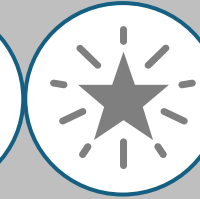
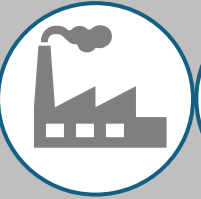
- 1) Facilitate connections between business development centers and business incubators and accelerators to create an obvious bridge of support between the start-up and growth phases of new businesses; 2) Facilitate connections between educational institutions (both K-12 and higher education) and business incubators and accelerators to foster a culture of entrepreneurship.

Implementation Strategies

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

Indicators of Success

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



Economic Development Admin

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Sector Diversification through Business Development Approach 3

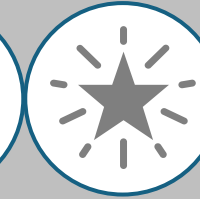
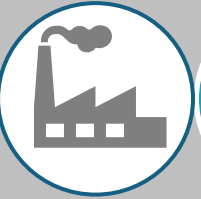
Work to ensure that the demographics of business owners and entrepreneurs are representative of the race and gender distributions in the region.

Implementation Strategies

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

Indicators of Success

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



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Sector Diversification through Business Development Approach 4

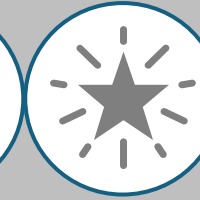
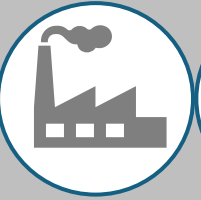
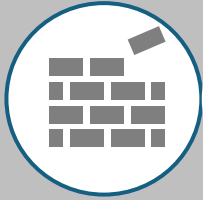
Provide start-ups and existing businesses with resources and incentives to develop, test, and implement continuity of operations plans.

Implementation Strategies

- a) Work with Small Business Development Centers (SBDCs), incubators, and accelerators to develop low-effort business continuity of operations planning resources.
- b) Discuss potential shocks, threats, disasters and risk reduction strategies at local chamber or business association “Lunch and Learn” events to encourage businesses to create continuity of operations plans.
- c) Incentivize investments in business resilience for businesses that have business continuity plans (e.g. reduce business license fees; 1% reduction in property taxes (or other tax) for businesses that have an employee preparedness training program; expedite plan review for hazard retrofit/mitigation projects).

Indicators of Success

Supporting Metrics	Collection Frequency	Data Lead	Sources
Number of events held, number of businesses or people engaged, number of new resilience programs stood up	Every plan update	CWEDD	Self, SBDCs



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Sector Diversification through Business Development Approach 5

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

Implementation Strategies

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

Indicators of Success

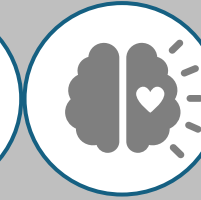
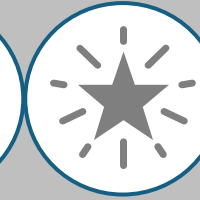
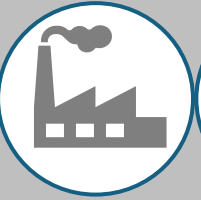
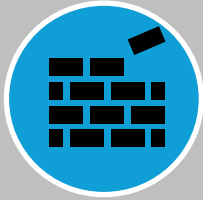
Supporting Metrics	Collection Frequency	Data Lead	Sources
Dollars dispersed, programs created, individuals helped	Every plan update	CWEDD	SBA, EDA, CWEDD membership

Priority Area 3 *Infrastructure Resilience*

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

Description: Large infrastructure projects, particularly those of regional significance, often exceed the capacity and technical expertise of local municipalities. Further, they often involve multiple partners, public-private partnerships, complex regulatory systems, and strategic stakeholder engagement. In order to effectively achieve needed infrastructure improvements in the region, technical support will be required.

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



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Infrastructure Resilience Approach 1

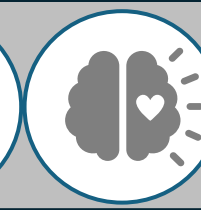
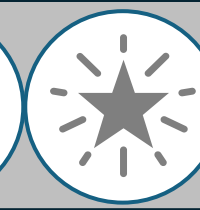
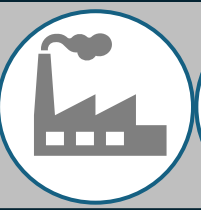
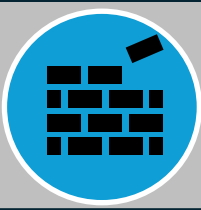
Identify and prioritize projects of regional importance that will (1) improve quality of place for residents and (2) increase diversity and redundancy in the region's infrastructure (particularly critical infrastructure related to transportation, energy, communications, and fuel).

Implementation Strategies

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

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	Self, local city and county administrators ²⁷



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Infrastructure Resilience Approach 2

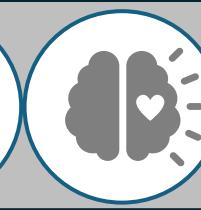
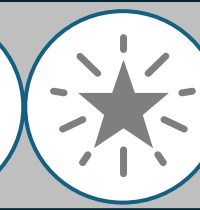
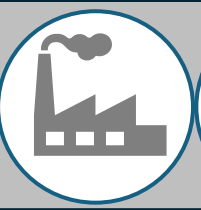
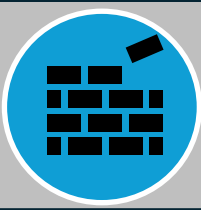
Coordinate regional efforts to expand broadband availability in areas with the least access.

Implementation Strategies

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

Indicators of Success

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



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Regional Solutions

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Infrastructure Resilience Approach 3

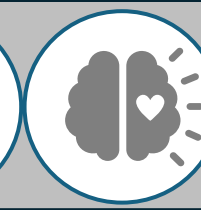
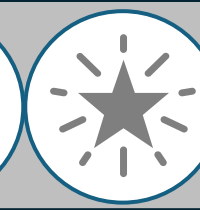
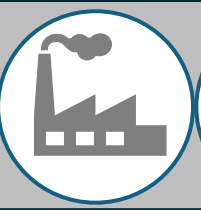
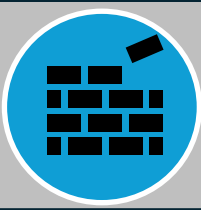
Incorporate equity assessments during infrastructure planning to ensure the benefits and potential negative impacts of development are equitably distributed across the population

Implementation Strategies

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

Indicators of Success

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



Economic Development Admin

Regional Solutions

Governor's Budget

Infrastructure Resilience Approach 4

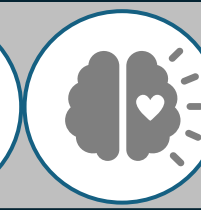
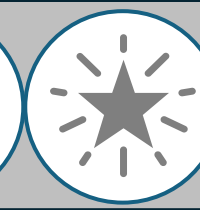
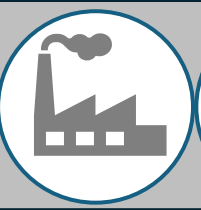
Promote available services and funding sources that can be accessed via CWEDD to support infrastructure development.

Implementation Strategies

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

Indicators of Success

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



Economic Development Admin

Regional Solutions

Governor's Budget

Infrastructure Resilience Approach 5

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

Implementation Strategies

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

Indicators of Success

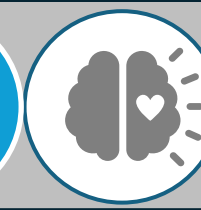
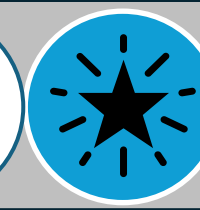
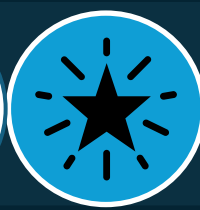
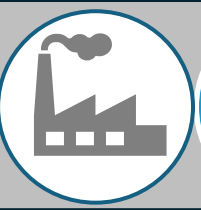
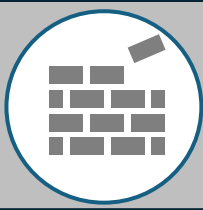
Supporting Metrics	Collection Frequency	Data Lead	Sources
CWEDD capacity (as measured by FTE), project outputs (number of entries in the library), technical assistance hours given, successful applications won	Yearly	CWEDD	Self

Priority Area 4 Foundations for Economic Wellbeing

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

Description: Many businesses in the region report that they are struggling to find qualified employees for a range of skilled, semi-skilled, and unskilled positions, in part because of training, and in part because of livability factors like lack of affordable housing options. There is also an ongoing need to support existing workforce training efforts and to coordinate and align the efforts of the various Workforce Investment Boards (WIBs) in the region.

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



Economic Development Admin

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Foundations of Economic Wellbeing Approach 1

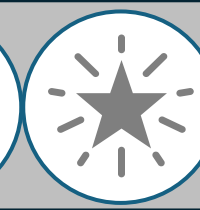
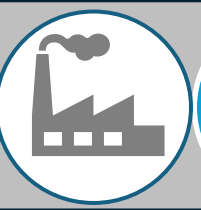
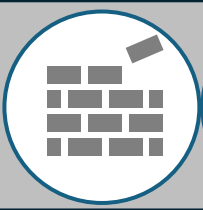
Support deliberate coordination between businesses, Workforce Investment Boards (WIBs), and educational institutions to help identify and provide for current employer needs.

Implementation Strategies

- 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.
- 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	CWEDD	Self, workforce development agencies



Economic Development Admin

Regional Solutions

Governor's Budget

Foundations of Economic Wellbeing Approach 2

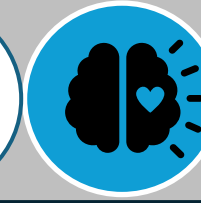
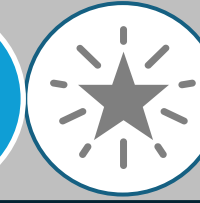
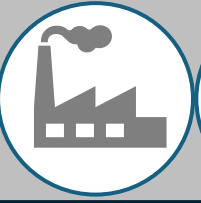
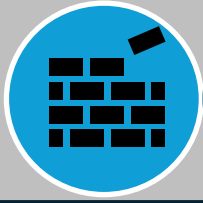
Attract and retain younger talent by promoting the region's livability and access to exceptional nature and outdoor recreation opportunities.

Implementation Strategies

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

Indicators of Success

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



Economic Development Admin

Regional Solutions

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Foundations of Economic Wellbeing Approach 3

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

Implementation Strategies

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

Indicators of Success

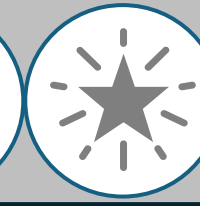
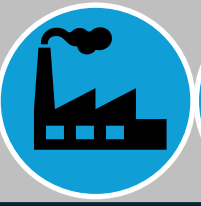
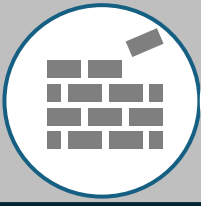
Supporting Metrics	Collection Frequency	Data Lead	Sources
Number of convenings or conversations held, tracking the letters of support or policy briefs that CWEDD is engaged in	Yearly	CWEDD	Self

Priority Area 5 *Rural Vitality*

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

Description: Rural communities have unique economic strengths and challenges. While training and educational opportunities exist in the region, distance and other challenges can prevent rural communities from accessing those services. Lack of basic services can make rural areas less attractive to prospective residents and employers. Therefore, ensuring equitable access to basic services for residents and businesses in rural areas is a critical strategic opportunity.

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



Economic Development Admin

Regional Solutions

Governor's Budget

Rural Vitality Approach 1

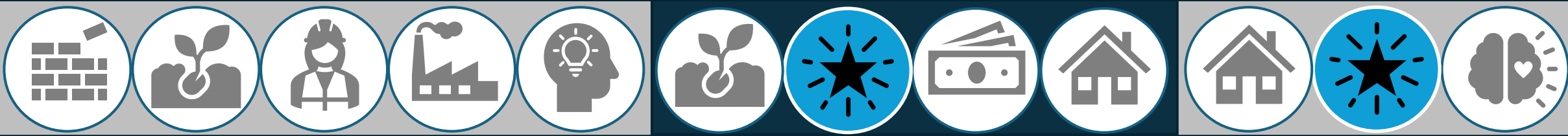
Prioritize strategies that support the growth of tourism and value-added natural resource industries (including ecotourism, marine-related activities, sustainable farming, and local food and beverage production) to enhance economic opportunities in rural areas.

Implementation Strategies

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

Indicators of Success

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



Economic Development Admin

Regional Solutions

Governor's Budget

Rural Vitality Approach 2

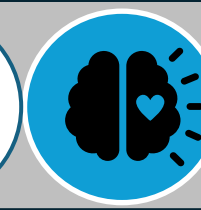
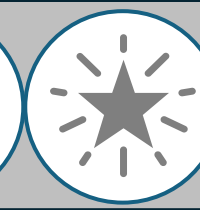
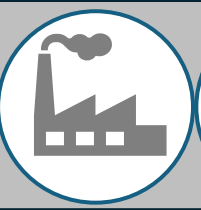
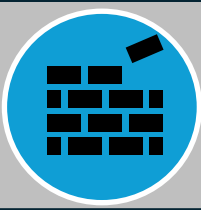
Support efforts to provide high-quality K-12 education in rural areas.

Implementation Strategies

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

Indicators of Success

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



Economic Development Admin

Regional Solutions

Governor's Budget

Rural Vitality Approach 3

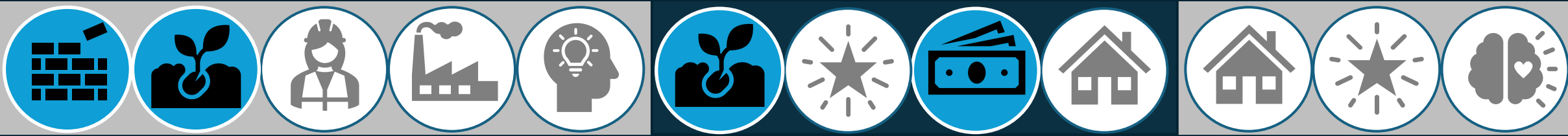
Support efforts to increase health care and telehealth care access in rural areas.

Implementation Strategies

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

Indicators of Success

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



Economic Development Admin

Regional Solutions

Governor's Budget

Rural Vitality Approach 4

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

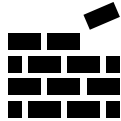



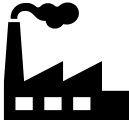
Implementation Strategies



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




Indicators of Success

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

Key: Federal, regional and state priorities

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

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

OR Governor's Priorities December 2024	
Housing and Homelessness	
Behavioral Health	
Education and early learning	

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

Priority Area 5 *Rural Vitality*

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

Broad steps to achieve better outcomes

Description: Rural communities have unique economic strengths and challenges. While training and educational opportunities are available in the region, distance and other barriers can prevent rural communities from accessing those services. Lack of basic services can make rural areas less attractive to prospective residents and employers. Therefore, ensuring equitable access to basic services for residents and businesses in rural areas is a critical strategic opportunity.

Description of activities

CWEDD's Role: As a regional body that can work with Counties and other districts to ensure that rural areas and smaller towns are incorporated into the regional development process, CWEDD has a role in directing resources to rural areas. Over the next five years, the District will focus on service provision to rural areas and on projects that enhance economic opportunities in rural communities.

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



Development Admin

Regional Solutions

Governor's Budget

Rural Vitality Approach 1

that support the growth of tourism and value-added natural resource industries (including 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 for downtown revitalization projects.
- b) **Work with** Destination Marketing Organizations and 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.

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

Indicators of Success

Supporting Metrics

Collection Frequency

Data Lead

Sources

Sector data by aggregate number of firms/jobs, market or development activity by sector, EDA completed rural destination d

Every three years

CWEDD

EDA, Census

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



Board Meeting

Thursday, March 06, 2025

9:00 am – 11:00 am

Lane County

OR

Join Virtually via Teams

TEAMS Meeting by clicking [HERE](#)

Meeting ID: 291 224 730 274

Passcode: wwGdy8

Mobile 1 Click Number:

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

Phone Conference ID: 347 254 52#

AGENDA

- | | | | |
|----|------|--|-------------------------------|
| 1. | 9:00 | Call to Order & Agenda Review | Chair, Paul Schuytema |
| 2. | 9:05 | Roll Call | Staff, Justin Peterson |
| 3. | 9:10 | Public Comment | Chair |
| 4. | 9:15 | CWEDD Board Membership (Handout) & Election of Officers (Attachments A and B)
See attached bylaws for discussion of membership and election of officers.

ACTION: Election of Officers | Staff, Justin Peterson |
| 5. | 9:20 | CWEDD Executive Committee Appointment(s)
New CWEDD Executive Appointments may be required based on the Officer appointments.

ACTION: Election of Executive Committee | Staff, Justin Peterson |
| 6. | 9:25 | Minutes of January 09, 2025, Meeting (Attachment C)

ACTION: Approval of Minutes | Chair |
| 7. | 9:30 | CEDS Update (Attachment D)
Update on the CEDS Strategy Committee process and proposed changes. <ul style="list-style-type: none">• Strengths Weaknesses Opportunities and Threats (SWOT)• Action Plan Structure | Staff Justin Peterson |

- CEDS Strategy Committee

ACTION: Discussion

- | | | | |
|-----|-------|---|--|
| 8. | 10:00 | Abilities Diner & Bakery – Eugene Restaurant
• | Guests |
| 9. | 10:30 | Innovation Hubs
<i>Status update on the Innovation Hubs work and upcoming ways to get involved.</i> | Staff, Susan
Patterson and
Chair Paul
Schuytema |
| 10. | 10:45 | Discussion: CEDS Working Groups (Open time for any updates) <ul style="list-style-type: none"> • <i>Broadband Action Team (BAT)</i> • <i>Cascades West Regional Consortium (CWRC)</i> • <i>Early Childhood Education</i> • <i>Rural Economic Alliance (REAL)</i> • <i>Lane Economic Committee (LEC)</i> • <i>Blue Economy Update from EDALC</i> • <i>Other workgroup updates?</i> | Chair/ Staff,
Justin Peterson |
| 11. | 10:50 | Other Business (if time allows) <ul style="list-style-type: none"> • <i>CWEDD Regional Project list (Attachment E)</i> • <i>Regionally Significant Updates</i> • <i>Executive Committee Updates</i> | Chair/Staff |
| 12. | 11:00 | Adjournment
<i>Next Meeting: June 12, 2025</i> | Chair |