



Board Meeting

Thursday, June 12, 2025

9:00 am – 11:00 am

Oregon Coast Aquarium
2820 SE Ferry Slip Rd.
Newport, OR 97365
Lincoln County
Board Meeting Room

Please arrive around 8:50am to be let into the building

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
<i>Welcome to Lincoln County!</i> | Chair, Paul
Schuytema |
| 2. | 9:05 | Roll Call | Staff,
Justin Peterson |
| 3. | 9:10 | Public Comment | Chair |
| 4. | 9:12 | Introduction of OCWCOG Agency Director
New Oregon Cascades West Council of Governments Agency Director, Paul Egbert, to share an introduction and snapshot from OCWCOG’s annual impact report. | Paul Egbert |
| 5. | 9:18 | Minutes of March 06, 2025, Meeting (Attachment A)

ACTION: Approval of Minutes | Chair |
| 6. | 9:20 | CEDS Update and Approval to Start Public Comment Period
Update on the CEDS Process – Presentation from Staff <ul style="list-style-type: none"> • Draft 2025-2030 CEDS (Attachment B and Link)
ACTION: Approval to Start Public Comment Period | Staff, Justin
Peterson and
Corum Ketchum |
| 7. | 10:00 | Oregon Coast Advanced Technology & Trades (OCATT) Center and a New Curriculum in Development | OCCC President,
Marshall Roache |

The meeting location is accessible to persons with disabilities. Sign language, interpreter services or other accommodations can also be provided by contacting Ashlyn Muzechenko at least 72 hours prior to the meeting. Ashlyn can be reached at 541-812-2002 (TTY/TTD 711) or amuzechenko@ocwcog.org.

-OCATT Update
-Aquaculture Technician, Maritime Technician and the new
Bachelors of Nursing program Updates

ACTION: Discussion

- | | | | |
|------------|--------------|---|--|
| 8. | 10:30 | Discussion: CEDS Working Groups (Open time for any updates) <ul style="list-style-type: none">• <i>Innovation Hubs</i>• <i>Broadband Action Team (BAT)</i>• <i>Blue Economy Update from EDALC</i>• <i>Cascades West Regional Consortium (CWRC)</i>• <i>Early Childhood Education (new appointee needed)</i>• <i>Rural Economic Alliance (REAL)</i>• <i>Lane Economic Committee (LEC)</i>• <i>Other workgroup updates?</i> | Chair/ Staff,
Justin Peterson |
| 9. | 10:45 | Other Business (if time allows) <ul style="list-style-type: none">• <i>HB3395 Funding Updates</i>• <i>Career Technical Education (CTE)- Lane County Update</i>• <i>Regionally Significant Updates</i>• <i>Executive Committee Updates</i>• <i>CED Director Transition Letter (Attachment C)</i> | Chair/Staff |
| 10. | 11:00 | Adjournment <p>The next CWEDD Board Meeting is set for Thursday, September 11, 2025 and will be in Benton County.</p> | Chair |
| 11. | 11:05 | Oregon Coast Aquarium Tour | In person attendees |

CWEDD BOARD OF DIRECTORS MEETING MINUTES

Thursday, March 06, 2025

9:00 am – 11:00 am

In Person at Lane Council of Governments

Virtual Via Microsoft Teams Technologies

OCWCOG Members	Title	Jurisdiction	Attendance
Nancy Wyse	Commissioner	Benton County	No
Claire Hall	Commissioner	Lincoln County	Yes
Charles Maughn	Mayor	Corvallis	Christopher Jacobs
Alex Johnson II	Mayor	City of Albany	No
Sherrie Sprenger	Commissioner	Linn County	No
Rick Booth	City Councilor	City of Waldport	No
Paul Shuytema	Executive Director	EDALC	Yes
Chris Workman	City Manager	City of Philomath	Yes
Kelly Hart	Director	City of Lebanon	Yes
John Pascone	President	LEDG	Yes
Pam Barlow-Lind	Tribal Planner	CTSI	Yes
Sophie Adams	Economic Development Manager	City of Albany	Yes
Lane Members	Title	Jurisdiction	Attendance
Greg James	Board Member	WillamaLane	Yes
Shery Duerst-Higgins	Board Member	Land ESD & S. Lane SD	No
Bryan Cutchen	Mayor	Oakridge	Yes
Rob Ward	Mayor	City of Florence	Chantelle Meyer
Steve Recca	Board Member	Fern Ridge Library District	Yes
Pete Knox	Board Member	Lane Transit District	Yes
Greg Ervin	City Councilor	City of Cottage Grove	Yes
Matt Michael	City Manager	City of Veneta	Yes

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

Guests: Jason Harris, Courtney Flathers, Daniel Collins, Samantha Roberts

TOPIC	DISCUSSION	DECISION / CONCLUSION
<p>1. Call to Order & Agenda Review</p>	<p>The Chair, Economic Development Alliance of Lincoln County Director, Pual Schuytema, called the March 06, 2025, CWEDD Board meeting to order at 9:05 am.</p> <p>Chair Schuytema welcomed all in attendance to Lane County.</p> <p>There were no changes to the agenda.</p>	<p>The Meeting was called to order at 9:05 am by the Chair, EDALC Director Paul Schuytema.</p>
<p>2. Welcome and Roll Call</p>	<p>CED Supervisor Justin Peterson conducted a roll call of the CWEDD Board members and guests in attendance.</p>	<p>Roll call was conducted by Justin Peterson</p>
<p>3. Public Comment</p>	<p>There were no public comments made to the CWEDD Board of Directors.</p>	<p>There were no public comments.</p>
<p>4. CWEDD Board Membership and Election of Officers</p>	<p>Peterson shared staff will share out the new full board membership list as each year both COG's (Oregon Cascades West Council of Governments (OCWCOG) and Lane Council of Governments (LCOG)) appoint new members, but this meeting had been moved up, so the COGs hadn't had the chance to send their new full board appointees yet.</p> <p>For current officers, Paul Schuytema serves as chair and Greg Ervin serves as Vice-Chair.</p> <p>Pete Knox moved to approve the re-election of chair Paul Schuytema and Vice Chair Greg Ervin. Bryan Cutchen seconded the motion. The motion carries successfully.</p>	<p>Pete Knox moved to approve the re-election of chair Paul Schuytema and Vice Chair Greg Ervin. Bryan Cutchen seconded the motion. The motion carries successfully.</p>
<p>5. CWEDD Executive Committee Appointments</p>	<p>Chair Schuytema shared insight into the CWEDD Executive Committee and its membership.</p> <p>Bryan Cutchen, Mayor of Oakridge, noted he would be willing to serve on the CWEDD Executive Committee.</p>	<p>Steve Recca moved to approve the CWEDD Executive Committee membership as presented with the addition of Mayor Cutchen to fill the</p>

	Steve Recca moved to approve the CWEDD Executive Committee membership as presented with the addition of Mayor Cutchen to fill the vacancy. Pete Knox seconded. The motion carried successfully.	vacancy. Pete Knox seconded. The motion carried successfully.
6. Minutes of January 09, 2025, Meeting (Attachment A) Action: Approval of Minutes	Councilor Greg Ervin moved to approve the minutes for the January 09, 2025, CWEDD Board Meeting. Steve Recca seconded. The motion carried unanimously.	Councilor Greg Ervin moved to approve the minutes for the January 09, 2025, CWEDD Board Meeting. Steve Recca seconded. The motion carried unanimously.
7. CEDS Update	<p>Peterson shared and update on the Comprehensive Economic Development Strategy (CEDS). This is a 5-year economic development plan, there is a process to re-evaluate the region based on the strengths, weaknesses, opportunities and threats, and then the action items on how the region will implement the CEDS.</p> <p>The first step was to establish the strategy Committee which was done during the January CWEDD Board Special Meeting. This strategy committee has representation from both COG regions and some members of the board are also on the strategy committee. The goal is to look at and make sure there is representation across economic development sectors too. There have been 3 meetings in the last two months, and it isn't just limited to the members, but interested partners can also attend to provide comments and ideas on building the next CEDS.</p> <p>The CEDS are a locally based and regionally driven planning process document. The CEDS allow for our economic development district to engage with the EDA and access the funds as they are a prerequisite for federal designation. Additionally, the CEDS are the scaffolding for regional collaboration.</p> <p>The updated SWOT analysis was included in today's meeting agenda packet. The process for updating the SWOT includes a survey and</p>	

Reviews at the regional meeting and with the CEDS strategy committee meetings. At this time, there are only minor edits expected.

The following are the new proposed CEDS Priority Areas based on the recommendations from the CEDS Strategy Committee:

CEDS PROPOSED PRIORITY AREAS		
	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

Another way to connect the CEDS priorities with the Federal and regional partner priorities is as follows:

KEY: FEDERAL AND REGIONAL PRIORITIES

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

The goal with the action items was to make a connection where the action items meets the EDA and Regional Solutions priorities. This is currently a work in progress. The first goal is the structure of the action items. The indicators of success was where the main change is proposed. In the previous ceds there were buckets aournd the items, but it was difficult to track the lanague or economic metric. For this new CEDS, the goal is to create inidicators on the action items, this will allow for clear metrics identified which makes it easier to track and measure.

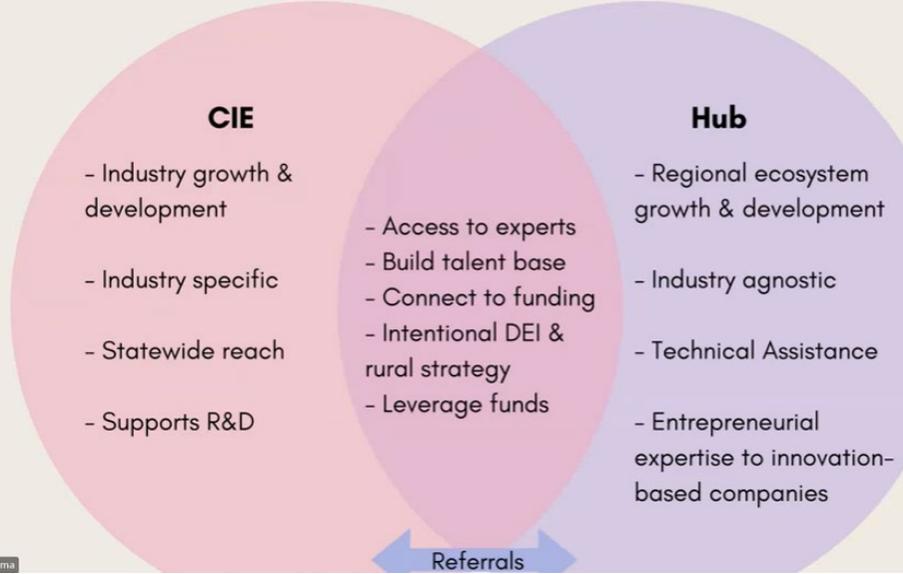
The current CEDS Implemntation Strcture is as follows, the CWEDD Board, CWEDDD Staff and Reginal and ICoal Economic Development stakeholders participate in the eimplentnation of the CEDS.

Then there are working groups identified that share updates from their working groups at our larger board meetings and also take discussion topics back from the larger board meetings to their work group meetings. Our current workign groups are: Childcare, Broadband, Cascades West Regional Consoritum (wetlands), Rural Economic Alliance (REAL), Lane Economic Committee, and Blue Economy.

	<p>The CEDS are on a 5-year implementation schedule and includes implementation ideas for each priority area. The CEDS also includes three indicators: Collaboration, Equity & Inclusion, and Resilience for each priority area.</p> <p>The proposed CEDS update scope of work was identified as:</p> <ul style="list-style-type: none"> • Project Kick Off – Completed (Regional Meeting October 2024) • Stakeholder Engagement – Ongoing • Review and Update the District Profile – Ongoing • Review and Update SWOT Analysis – 95% Draft • Update Action Plan – Ongoing • Implementation and evaluation framework – Ongoing • Draft and Final CEDS – Draft June 2025 for public comment and final September 2025 for approval at the CWEDD Board meeting. <p>Next Steps will include:</p> <ul style="list-style-type: none"> • Action Item Survey • Tentatively one additional CEDS Strategy Committee Meeting • June 2025 CWEDD Board meeting – Approve draft for public comment • September 2025 CWEDD Board meeting – Approve the final CEDS 	
<p>8. HB3395 Housing Infrastructure Funds</p>	<p>CED Director Jaclyn Disney shared a presentation regarding the HB3395 Housing Infrastructure Funding.</p> <p>HB3395 funding started with the creation of the rural capacity fund HB 2345 in 2021, but didn't pass until added to the HB3395 bill included with the housing omnibus package.</p> <p>CWEDD is the only district which includes two Councils of</p>	

	<p>governemnts. Disney added that oregon is one of the few states that has the wall to wall coverage of economic development districts.</p> <p>There are two legislative requiremnets incorporated into the scope of work, the first is to support housing and community deveopment and the other is to consult with local governemnts and agencies.</p> <p>The statewide housing goals are the rulings that the projects funded by the housebill need to tie back into. Those goals are: Equity and Racial Justice, Homelessness, OErmanenet supportive hosing, affordable rental housing, homeownership, and rural communities.</p> <p>So far for the OCWCOG side of things, there has been a needs assessment condiction to indeifty project amnagements, grant writing, and grant prospecting needs. Staf have coordniated with the governer’s regional solutions team to connect with communities to indeifty resources.</p> <p>LCOG recently executed their agreendment in January 2025 to admister their funding to the Lane County acitvities.</p> <p>Both COGs attend mothly meetings with other EDD’s and address the specturem of needs throughoput the region with repsect to readiness for infratturcture and hosing projects.</p> <p>OCWCOG was able to leverage over \$1.4 million in grant applications for cities to address infrasturcture and community development needs.</p>	
<p>9. Abilities Diner & Bakery Presentation</p>	<p>Sandra Easdale introduced our presenter from Abilities, Julie Fitzgerlad.</p> <p>Easdale shared Abilities offer jobs to those who have disabilities and have encountered difficulty finding work elsewhere. They try to focus on their abilities, not their disabilities, hence the name. They are a family-friendly Diner that offer options for the young and old including a</p>	

	<p>child's menu as well as a full bar. A variety of vegetarian options on the menu including salads, veggie burgers, and omelets are also offered. Today's catering was provided by Abilities Diner and Bakery.</p> <p>Fitzgerlad shared her background with working and helping those with disabilities and what inspired her to start this small business.</p> <p>Currently there are 11 employees and are looking to hire a few more. All employees who work at Abilites are those who work with their own disabilities. Abilities is a profit organization, but are working on the process to become a non-profit organization.</p> <p>Disney provided a summary of leveraged funds in the CWEDD region that was made possible because of the HB3395 funding.</p>	
<p>10. Cascade West Innovation Hub Update</p>	<p>Chair Schuytema shared an update covering the Cascades West Innovation Hub.</p> <p>Chair Schuytema provided background on the Innovation Hub in addition to a compare of the Centers of Innovations and Excellence and the Regional Innovations Hubs.</p>	

	<p>Centers of Innovation Excellence & Regional Innovation Hubs</p>  <p>Both are tools in the state’s “swiss army knife” to facilitate innovation as a pathway. There is a mandate coming from business oregon that the innovation hubs will focus mainly on traded sector businesses.</p>	
<p>11. Discussion: CEDS Working Groups (Open time for any updates)</p>	<p><i>Broadband Action Team (BAT)</i> – Chair Schuytema shared that the state of Oregon doesn’t have their check from the federal government. Odds are BEAD will likely be put on pause pending federal funding updates.</p> <p><i>Cascades West Regional Consortium (CWRC)</i> – Peterson shared this group is focused on wetlands. The group recently submitted a letter of support on a couple of proposals.</p> <p><i>Early Childhood Education</i> – Currently there is no lead on this working group so finding someone who is attending those meetings to report back would be helpful.</p>	

	<p>Daniel Collins noted the Lane SDBC is working with Holly Mar-Conte to help serve Lane County. Onward Eugne and Lane Small business owners were working to fill 254 childcare spots out of the 1,200+ missing slots.</p> <p><i>Rural Economic Alliance (REAL) –</i> There were no current updates for this meeting.</p> <p><i>Lane Economic Committee (LEC) –</i> January 13, 2025 LEC held a discussion reminding LEC members who are representing local jurisdictions to please check in with their appointing authority and confirm who will serve on the LEC members for 2025. Discussion and motions for appointment and vote for LEC Chair and Vice Chair. Current Chair Greg Ervin and Vice Chari Anne Fifield were appointed to serve another term.</p> <p>LEC held a discussion regarding the CWEDD Strategic Sub-Committee, Comprehensive Economic Development Strategy (CEDS) Committee Recommended for the subcommittee members for Lane County: Greg Ervin; Matt Michel; Nicole Desch Matthews; Allie Camp; Tina Guldborg; Jason Harris.</p> <p>HB 3395 Discussion regarding funds available for Lane County – Information Only. Ms. Easdale stated that 15% of the total funding is to be dedicated to administration. She invited LEC members to recommend projects for the \$169,000 grant for Lane County, for individual or partnered projects. Recommendations could be made to Brenda Moore and Denise Walters.</p> <p>Update on Regional Meeting and Comprehensive Economic Development Strategy (CEDS). Justin Peterson shared a slide presentation from the CWEDD meeting and focused on the Strategy Subcommittee. He said that LCOG had a long list of interested</p>	
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	<p>parties, and he wanted to narrow it down to a core group from around the region. He said the UO would help to facilitate discussions with the subcommittee to add new or refreshed CEDS work items. He also referred to the survey link that Chair Ervin placed in the chat box. He noted the meetings would take place in February and March. He added that the agendas were not finalized but they would focus on refining the action items. He emphasized they do want a UO representative on the Strategy Subcommittee.</p> <p>Mr. Peterson stated that the CEDS regional meeting in October went well, with many partners present, and there was final feedback on the SWOT analysis. He added he would share the results this week, and that minor tweaks could be made to the SWOT, and new data may be collected, but the structure of concentrating on action items is not likely to change.</p> <p>February 10, 2025</p> <p>Nancy Pance, Executive Director of Opportunity Oregon, Ms. Pance of Opportunity Oregon spoke about the non-profit organization with the mission: to find employment for justice-involved individuals through prison outreach, employer education, and business development services. Opportunity Oregon’s overall vision is employers and justice-involved individuals are united in breaking the cycle of recidivism. All formerly incarcerated people find quality and sustainable careers. Realization of the vision is achieved through centering the values of partnership, perseverance, integrity, inclusion, and transparency.</p> <p>Shareen Vogel, Specialist of Lane County Career Technical Education (CTE) Programming, Ms. Vogel spoke about CTE, which is an essential component of workforce development infrastructure. Lane County currently has 113 approved programs in Lane County high schools and has just received funding to stand up a Behavioral Health Pathway to address critical workforce needs. She gave us an update on programming successes, challenges, and opportunities.</p>	
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	<p><i>Blue Economy Update (EDALC) –</i> Federal Cuts have hit NOAA and Hatfield hard. There could be over 100 jobs lost. The UBDG has new grants that the blue economy is working on applying for as well. With NOAA and the Mach-P fleet, NOAA has lost 50% of its mariners. They currently cannot launch their boats, so all are grounded.</p> <p><i>Other Work Group Updates –</i> There were no other working group updates to share at this time.</p>	
<p>12. Other Business:</p> <ul style="list-style-type: none"> • Jurisdictional Updates • CEDS Annual Report • CWEDD Regional Project List • Executive Committee Updates 	<p>Jurisdictional Updates: There were no regionally specific jurisdictional updates shared with the group.</p> <p>CEDS Annual Report: Peterson shared a background on the CEDS report which was attached in the meeting agenda packet for today's meeting.</p> <p>CWEDD Regional Project List: This list has a goal to show what EDA, and other grants have been applied for in our region. This list is also attached to today's meeting agenda packet. This is a working list, please send any updates or addition to Justin at jpetereson@ocwcog.org.</p> <p>Executive Committee Updates: Chair Schuytema shared an update regarding the fact that the Executive Committee is looking at how to be aware of the federal funding changes without causing a negative impact or outlook for the meetings. The committee doesn't want to turn away from the challenges but rather lean into what we can control.</p>	
13. Adjournment	<i>Next Meeting: Thursday, June 12, 2025, in Lincoln County.</i>	The meeting was adjourned by Chair Paul Schuytema at 11:15 am

Comprehensive Economic Development Strategy 2025-2030



Photos courtesy of Gary Halvorson, Oregon State Archives

September 2025

Cascades West Economic Development District



Acknowledgements

This Comprehensive Economic Development Strategy was prepared by:

University of Oregon Institute for Policy Research and Engagement

Aniko Drlik-Muehleck, Project Director

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, Lead Community & Economic Development Lead 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



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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 Guldborg	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.

Photo Credits

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

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

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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 wildfires in the state, and human-caused economic turmoil, there is need for tools that allow for avoiding, withstanding, and quickly recovering from disruptions.

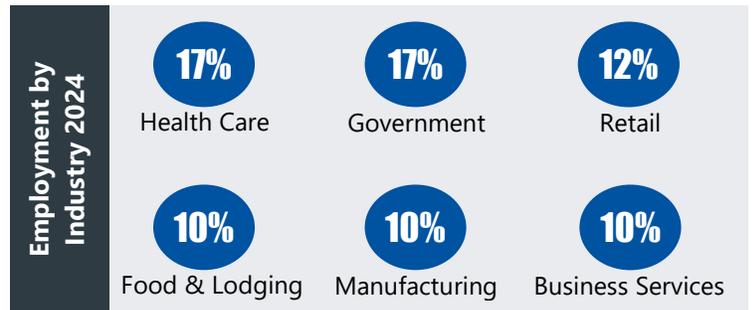
Six principles (right) guided decisions about CWEDD's 2025-2030 CEDS strategic priorities, implementation structure, and performance indicators.

- 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 and began contracting. This shift in the region’s employment opportunities has particularly impacted our rural areas



Benton County		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

SWOT Analysis

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

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 and training opportunities, sustainable natural resources, an integrated infrastructure, and coordination among 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 which approaches they want to pursue based on the assets and strengths they are able to contribute.**





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 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.



Key Partners

- ❖ Economic development staff across the region
- ❖ CWEDD Board
- ❖ Business Oregon
- ❖ Regional Solutions
- ❖ University of Oregon EDA University Center

Approaches

- Build relationships across regions and sectors
- Integrate the CEDS into local efforts
- Support the economic flourishing of communities impacted by wildfires



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. between business support providers.



Key Partners

- ❖ Economic development staff
- ❖ Small Business Development Centers
- ❖ Oregon RAIN
- ❖ Chambers and other business associations

Approaches

- Connect workforce 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.

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 & 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 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 high quality service provision to 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	<p>CWEDD Board</p> <p>Decision-making body that approves regional priorities through adoption of CEDs. The CWEDD Board will provide direction to CWEDD staff as appropriate.</p>
Convening &	<p>CWEDD Staff</p> <p>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.</p>

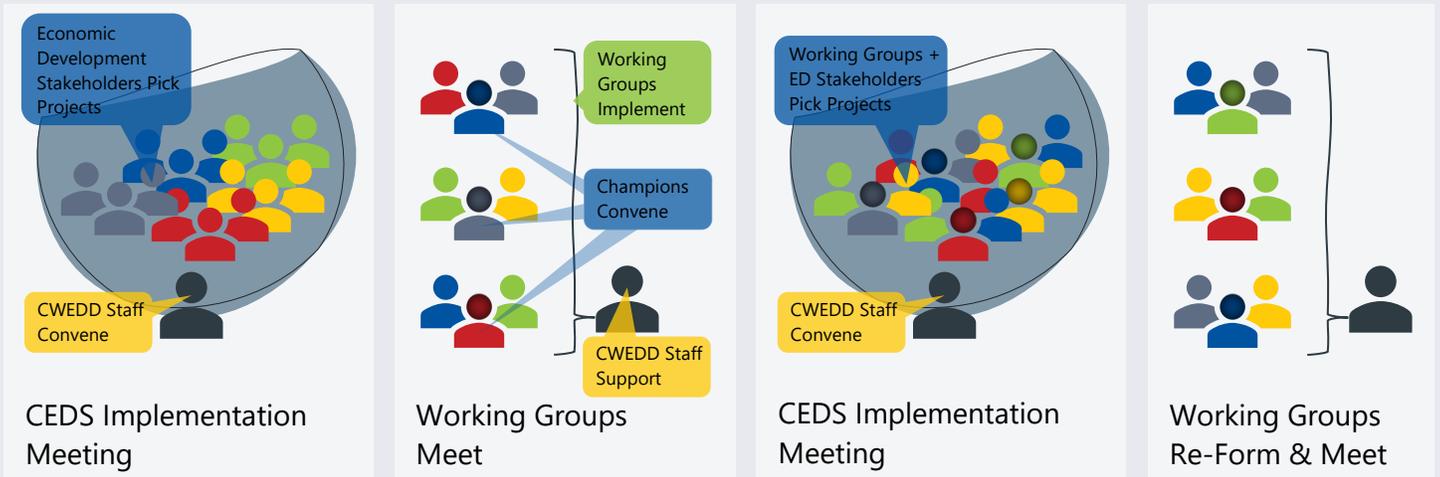
Regional and Local Economic Development Stakeholders

Advisory	QUARTERLY/SEMI-ANNUAL CEDS IMPLEMENTATION MEETINGS	<p>Benton, Lincoln, and Linn County Economic Development Practitioners</p> <p>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.</p>
		<p>Lane Economic Committee</p> <p>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.</p>
		<p>Additional Practitioners and Stakeholders</p> <p>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.</p>

Working Groups

Action	<p>Working Groups</p> <p>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.</p>
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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



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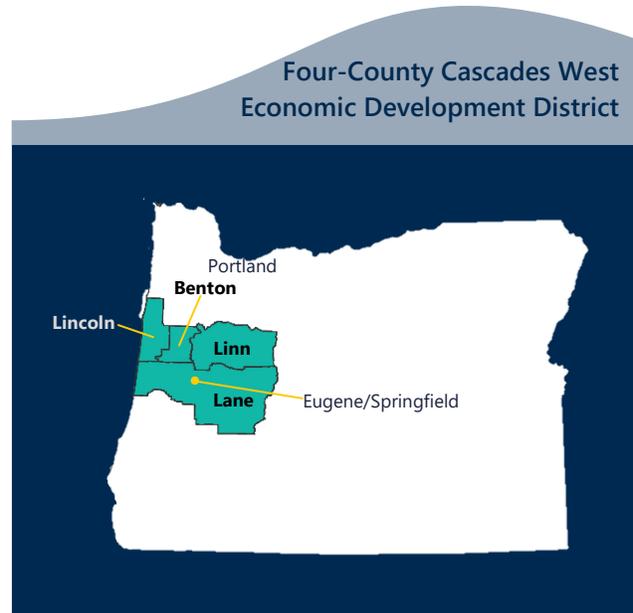
2025-2030 Comprehensive Economic Development Strategy



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 us for the next five years. As you read, 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) 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

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

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) facilitated the plan update process and assisted CWEDD staff in preparing this plan.

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.

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

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.

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.¹

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.

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

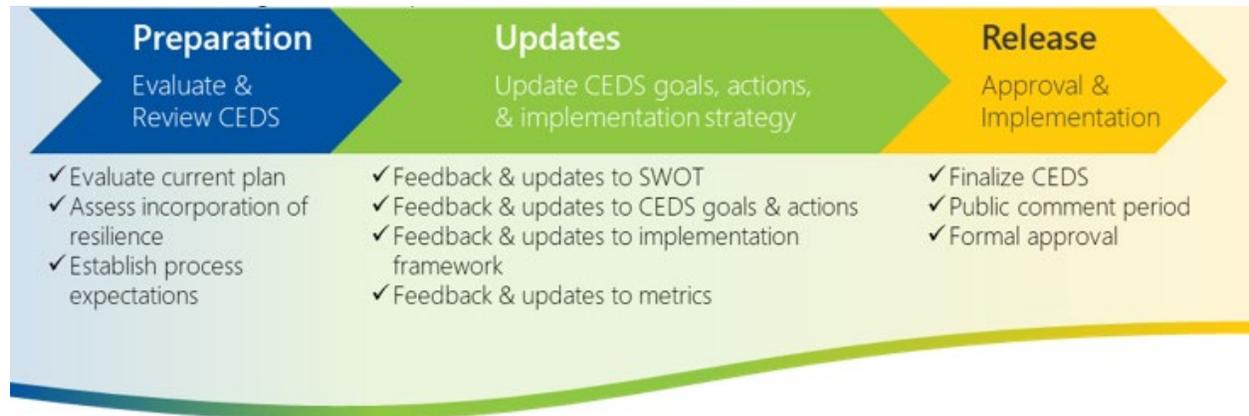
¹ The UO IPRE team reviewed a series of resources and case studies to identify core resilience principles. Based on research and information presented by Restore Your Economy, an EDA-funded website that provides up-to-date economic resilience guidance, the Stockholm Resilience Centre, a trailblazer for 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.

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 avoiding, withstanding, and quickly recovering from disruption.

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 Strategic Priority Areas), 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 workshops to revise the 2020 SWOT, Strategic Priorities, 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>District Profile</u>	Presents a summary of the region’s economic development conditions.
<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

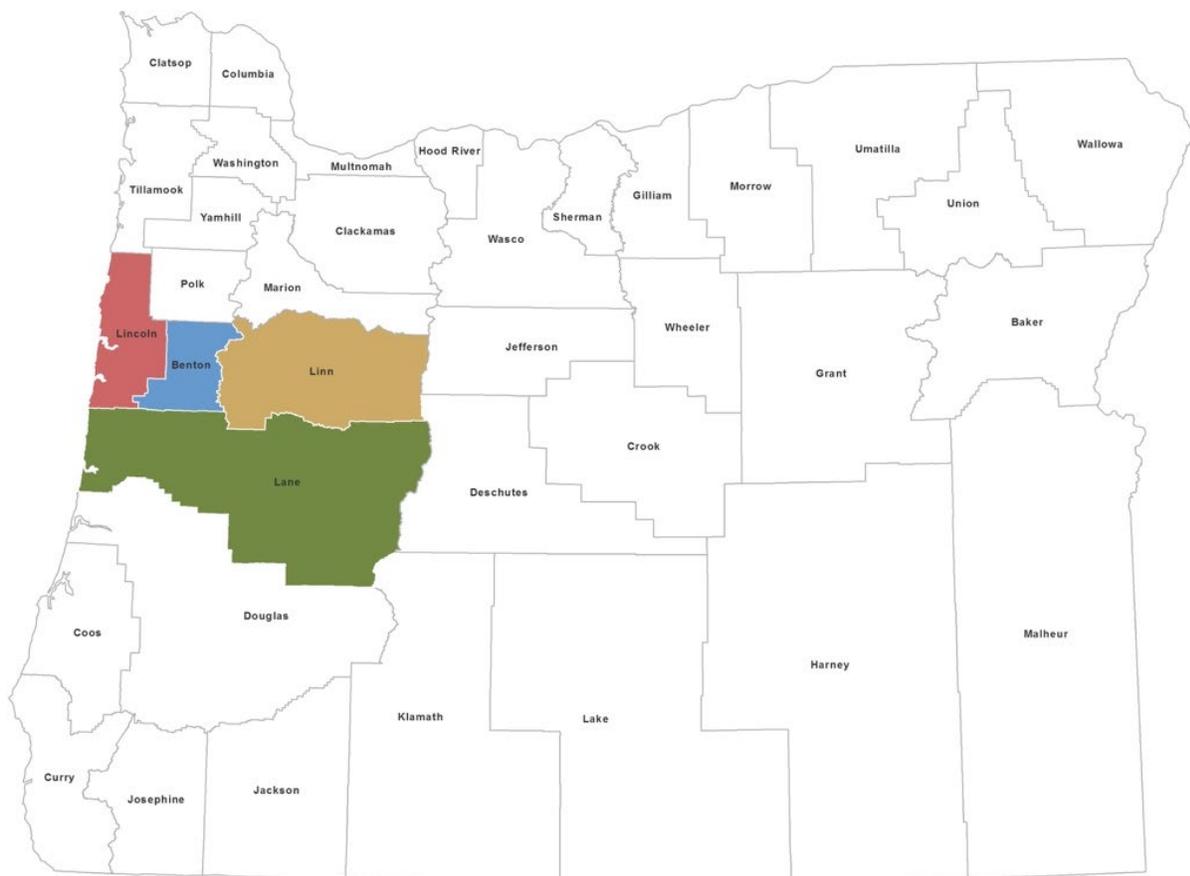
<u>Appendix A: Data</u>	<p>An overview of the data and information that went into this report:</p> <ul style="list-style-type: none"> ✓ Employment and wage data: Presents aggregate reports on the largest and highest paid industries in the region. ✓ Housing production information: Census data on the number 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.

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 ¹		Lane County ¹	
Population	95,615	Population	382,218
Area	678 sq. mi.	Area	4,722 sq. mi.
Median Household Income ²	\$76,011	Median Household Income	\$69,311
County Seat	Corvallis	County Seat	Eugene
# of Housing Units ³	40,150 units	# of Housing Units	166,226 units
Vacancy Rate ⁴	6.7%	Vacancy Rate	5.8%
Persons per Unit	2.37	Persons per Unit	2.36
Lincoln County ¹		Linn County ¹	
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% ⁵	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

² US Census Bureau, American Community Survey (ACS), 5-Year Estimates. “Median household income (in 2023 dollars), 2019-2023 (Table DP03).”

³Portland State University, Region 4 Population Forecasts 2024, Retrieved March 2024, <https://www.pdx.edu/population-research/population-forecasts>

⁴ US Census Bureau, 2020 Decennial Census (10 years) “Occupancy Status (Table H1)”

⁵ 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 domestically. 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 2024.⁶ Government jobs provide over 17% of the employment in the region.⁷

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

⁶ State of Oregon Employment Department. Employment and Wages by Industry (QCEW), 2024.

⁷ *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 employers⁸, 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.⁹

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 - CWEDD Population Characteristics and Housing Availability, PSU Population Research Center, 2024¹⁰

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.

⁸ Business Lincoln County. Employer Survey 2024, Retrieved May 1, 2025 from <https://businesslincolncounty.com/county-profile/>

⁹ 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>.

¹⁰ Portland State University, Region 4 Population Forecasts 2024, Retrieved March 2024, <https://www.pdx.edu/population-research/population-forecasts>

Table 2 – Regional Rental Vacancy Rates, 2020 Decennial Census¹¹

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)¹², 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 on the entire Willamette Valley outside of the Portland metro, which includes Marion and Polk counties, in addition to Benton, Lane and Linn.

Table 3 - Housing Production Needs for the Southern Willamette Valley, EcoNorthwest et al. 2022¹³

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.

¹¹ US Census Bureau, 2020 Decennial Census (10 years) "Occupancy Status (Table H1)"

¹²EcoNorthwest, Portland State University, Oregon Dept. of Administrative Services, Housing and Community Services Dept., Dept. of Land Concentration and Development and the Office and Economic Analysis
<https://www.oregon.gov/das/oea/Documents/OHNA-Methodology-Report-2024.pdf>

¹³ Table reproduced for this report

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 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 – 700k - supported by OCWCOG Sweet Home received 2023 Disaster Supplemental funding for generators at the water treatment facility, community center, and one portable generator.



Photo Source: Regional Meeting Presentation, City of Cottage Grove

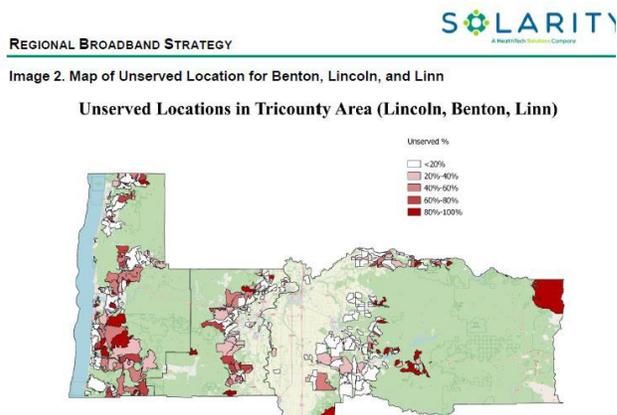


Photo Source: OCWCOG Regional Broadband Study

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Chapter 2: Data

This chapter provides a comprehensive analysis of employment trends and industry shifts across the four counties in the region—Benton, Lane, Linn, and Lincoln, 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 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

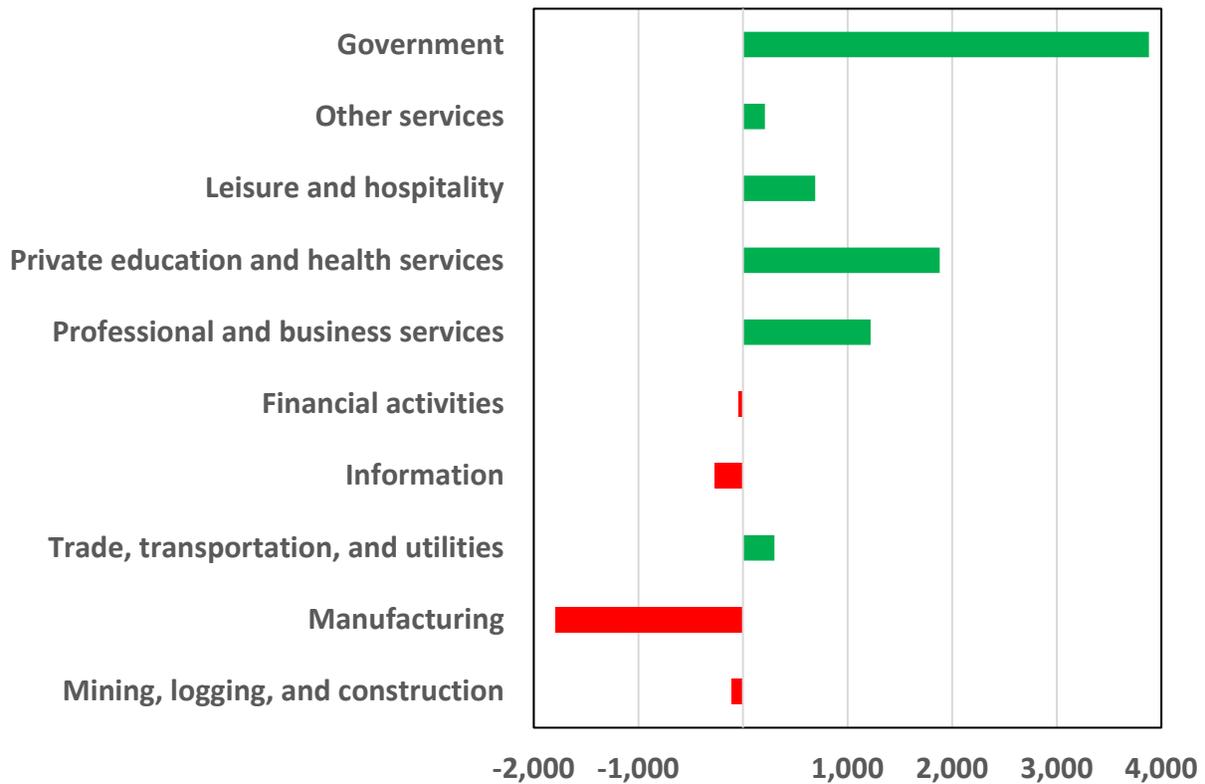
From 2007 to 2023 Benton County gained 5,970 jobs, growing 15.4% and just slightly outpacing Oregon’s employment growth of 14.5% over that time. Benton County’s private sector grew 7.8%, adding 2,090 jobs from 2007 to 2023, while the public sector grew 32.4%, adding 3,880 jobs.

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%).

Benton County Employment Change: 2007-2023



Pandemic Recession and Recovery: 2019-2023

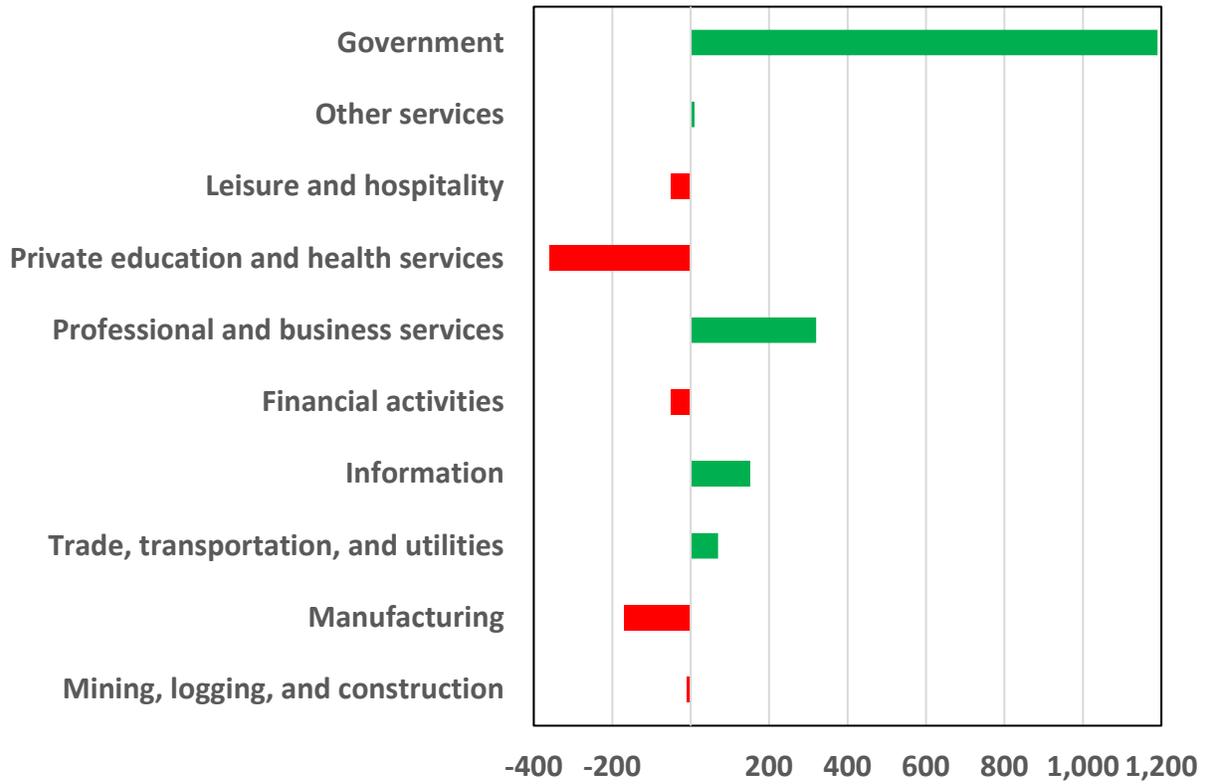
In the spring of 2020, Benton County's employment declined by nearly 5,500 or -12.5% from February 2020 to May 2020. Following the steep job loss in the spring of 2020, employment stabilized in the county and job growth began in the second half of 2020. Strong job growth continued in 2021 and 2022. By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

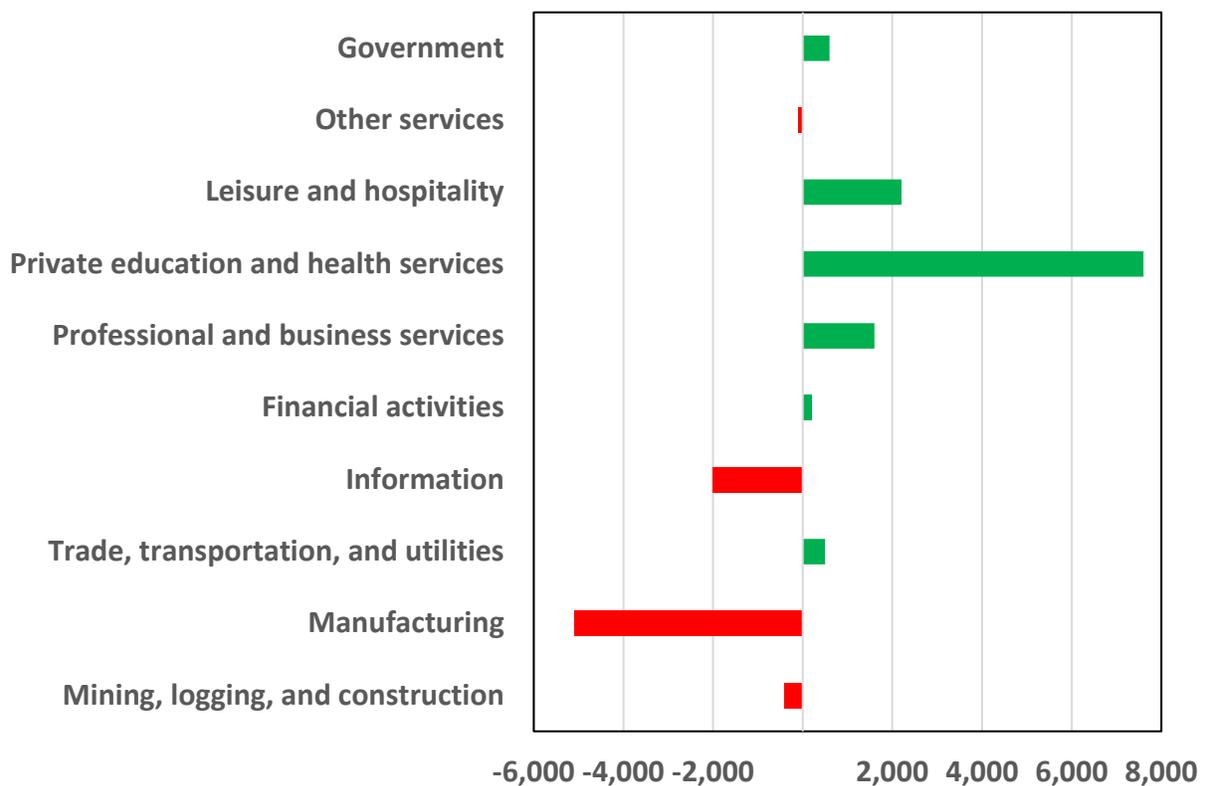
From 2007 to 2023 Lane County gained 5,200 jobs, growing 3.3%, slower than Oregon’s employment growth of 14.5% over that time. Lane County’s private sector grew 3.6%, adding 4,600 jobs from 2007 to 2023, while the public sector grew 2.0%, adding 600 jobs.

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

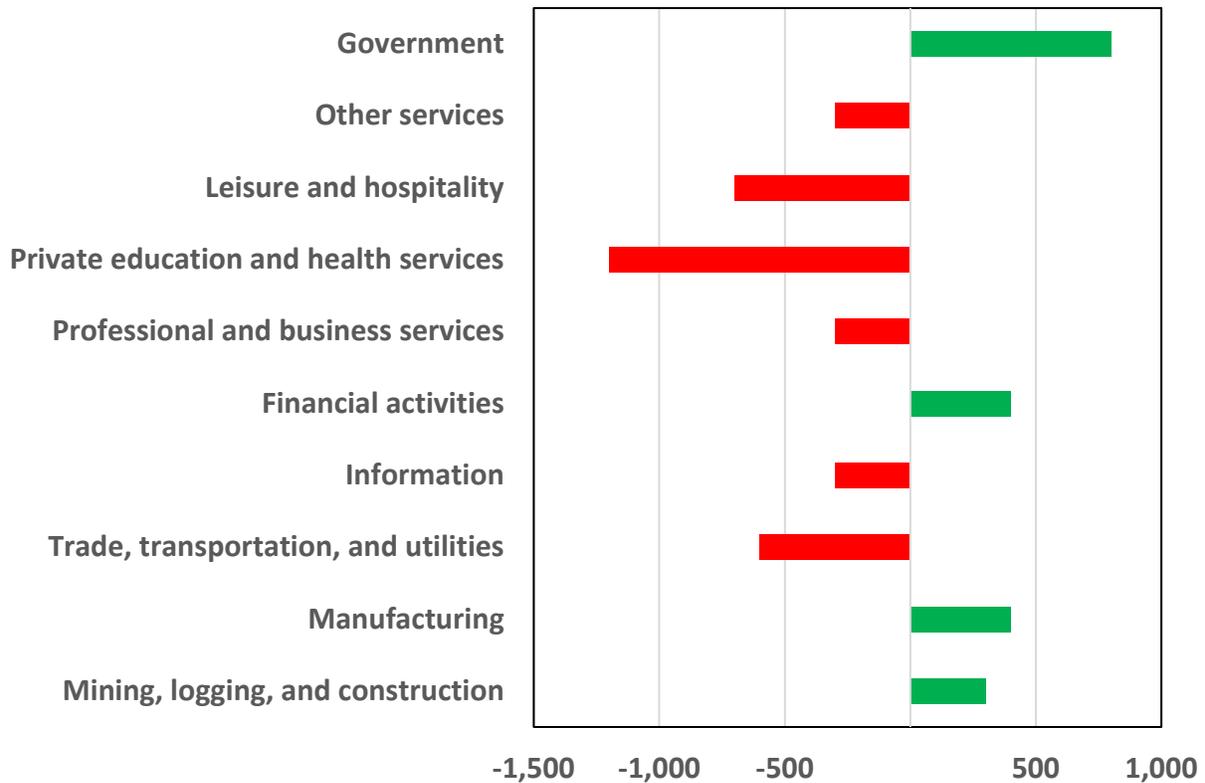
growth began in the second half of 2020. Strong job growth continued in 2021 and 2022. However, employment growth has slowed significantly in 2023. As of May 2024, Lane County’s total employment remains 2,100 or -1.3% below its pre-recession employment level in February 2020.

Not every industry in Lane County has recovered at the same rate. Lane County’s public sector employment was up 800 or +2.7% from 2019 to 2023. Most of those public sector losses were in local government (not education), which 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

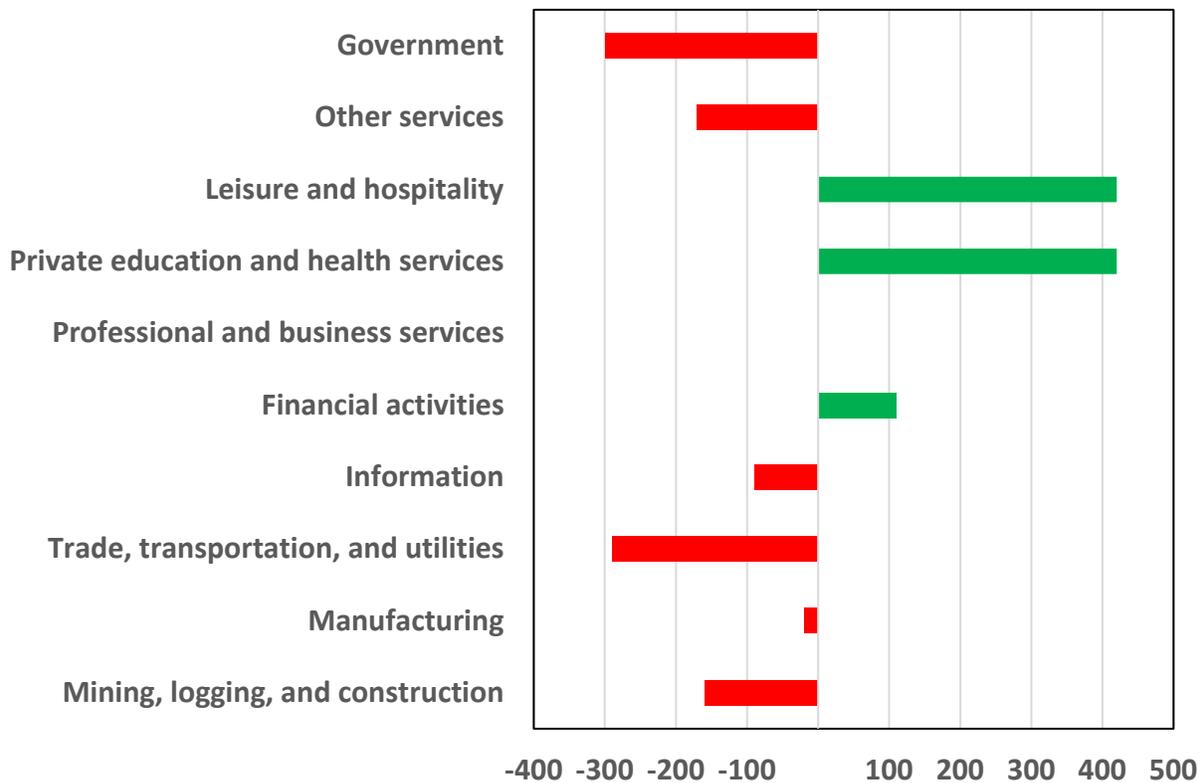
From 2007 to 2023 Lincoln County's total employment has been fairly flat, dropping 80 jobs or -0.4%, slower than Oregon's employment growth of 14.5% over that time. Lincoln County's private sector grew 1.5%, adding 220 jobs from 2007 to 2023, while the public sector declined -7.3%, shedding 300 jobs.

The strong job loss in the public sector was driven by local Indian 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

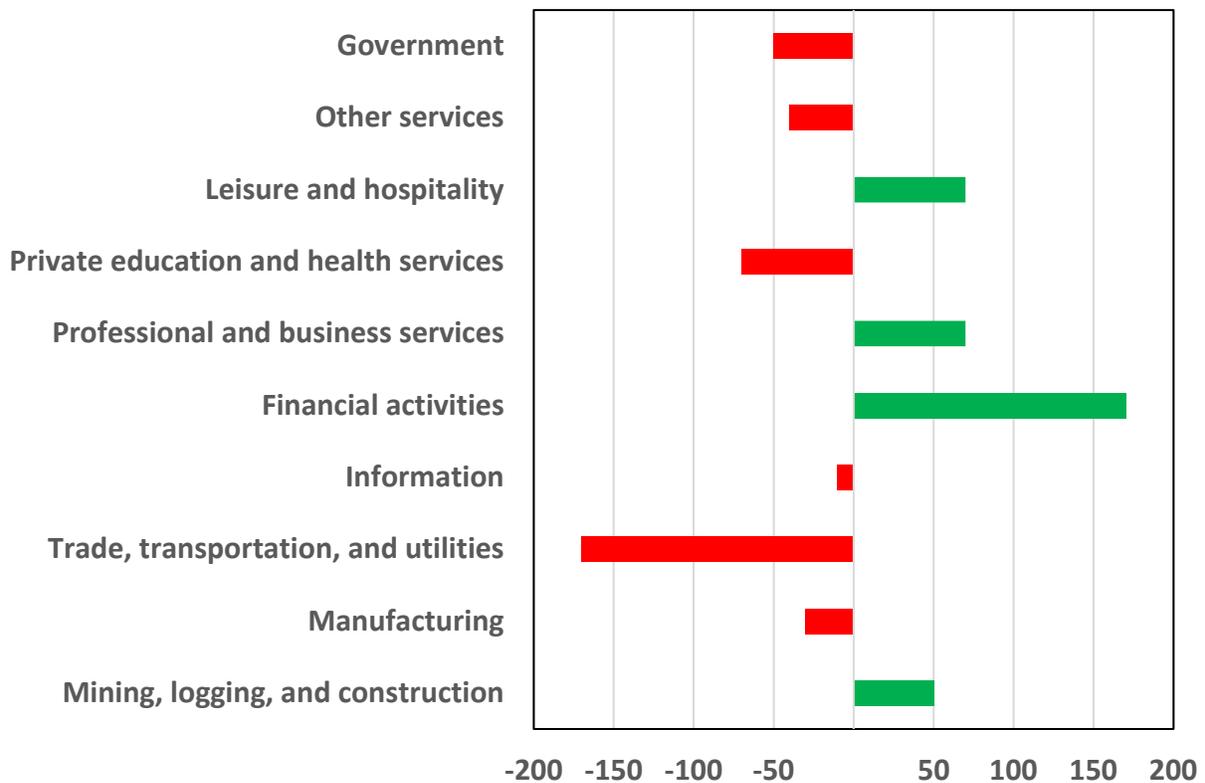
job growth began in the second half of 2020. Strong job growth continued in 2021 and 2022. By May 2023, Lincoln County’s total employment had recovered and was above its pre-recession level in February 2020.

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

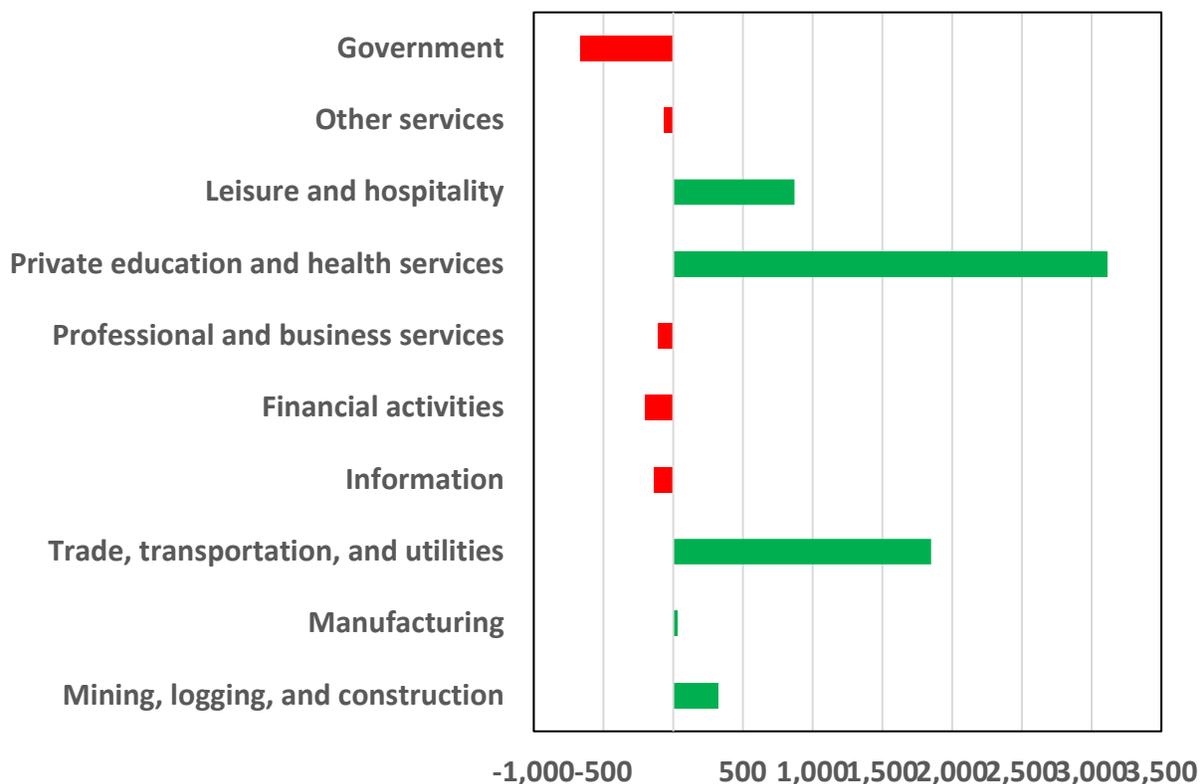
From 2007 to 2023 Linn County gained 4,980 jobs, growing 11.7%, slower than Oregon's employment growth of 14.5% over that time. Linn County's private sector grew 16.1%, adding 5,650 jobs from 2007 to 2023, while the public sector declined -8.9%, shedding 670 jobs.

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 decline 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

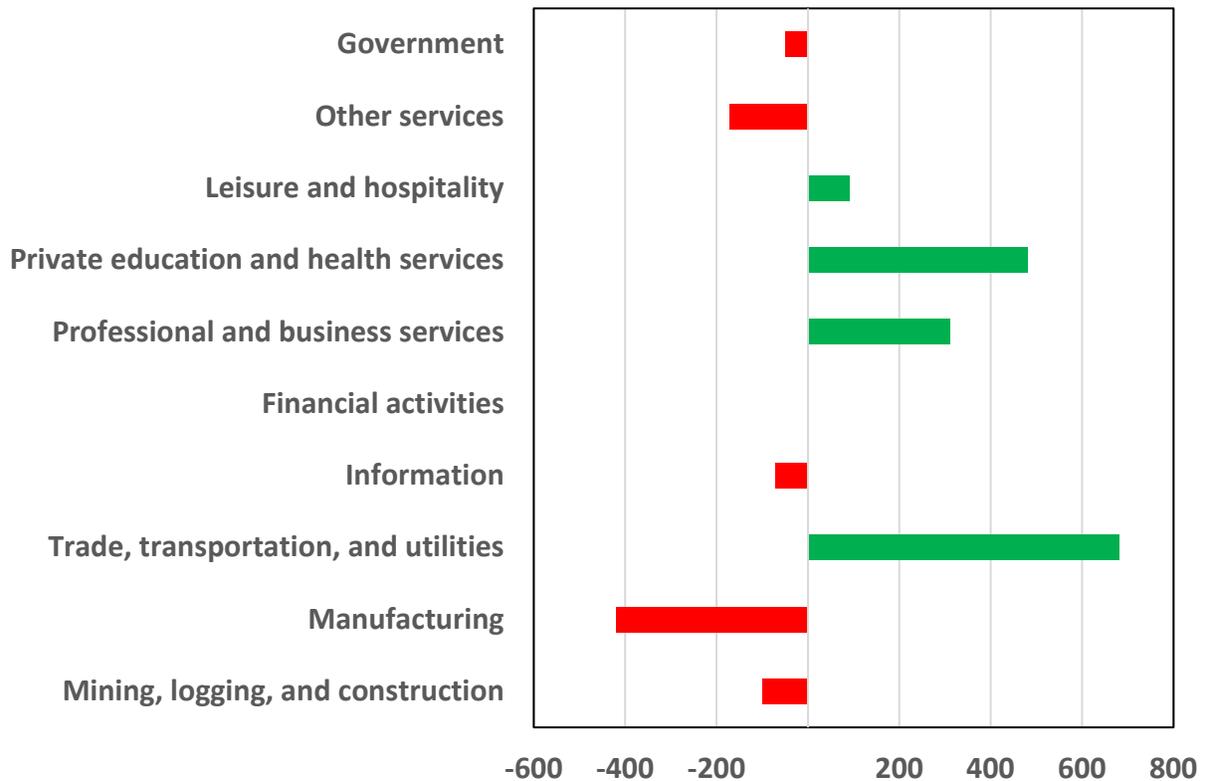
growth began in the second half of 2020. Strong job growth continued in 2021 and 2022. By November 2021, Linn County’s total employment had recovered and was above its pre-recession level in February 2020.

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. Linn County has a large manufacturing sector and wood products manufacturing 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 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.

¹*Poverty 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.*

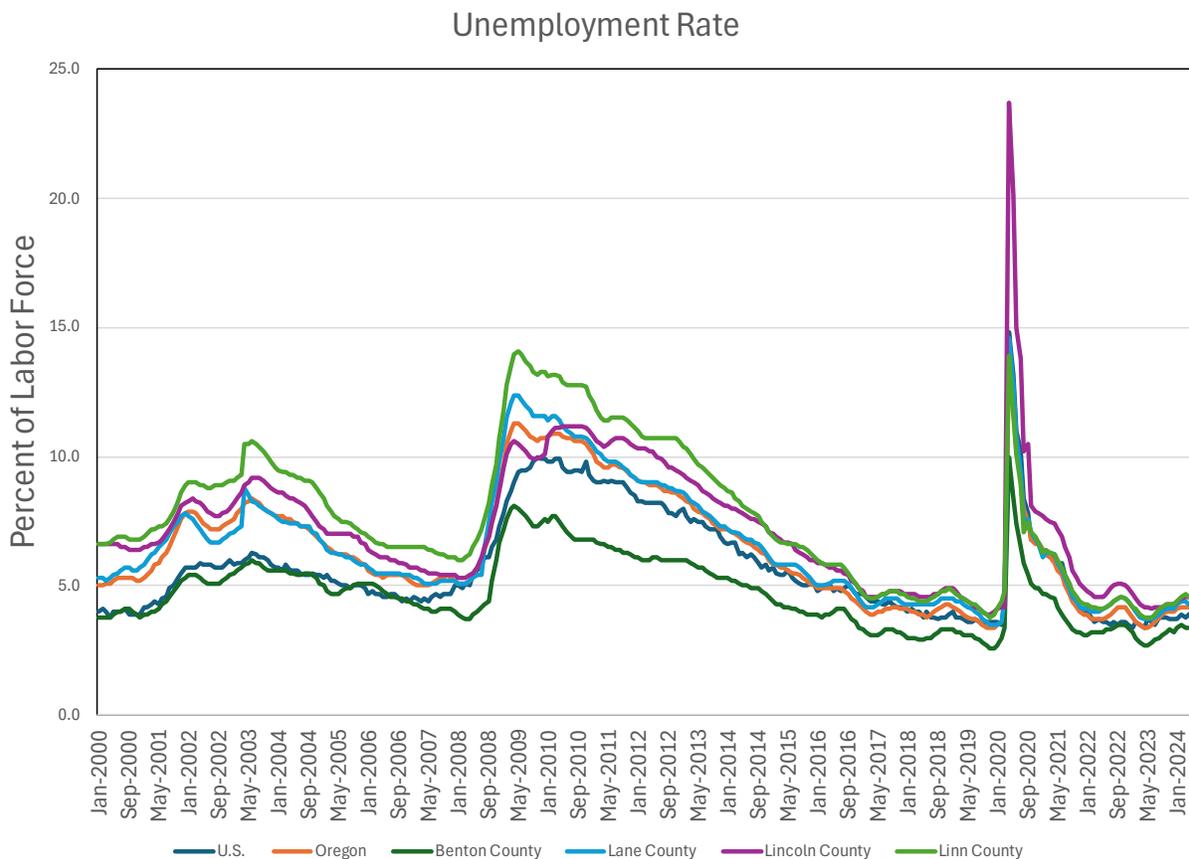
²*Off-campus college students include all students who are enrolled in college, not living with their families, and not living in college dormitories.*

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%.

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.



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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).

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.

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.¹⁴ 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:

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

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

Complex Boundaries for Regional Collaboration



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

Opportunities

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

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

<p>Economic Resilience</p> 	<ul style="list-style-type: none"> • Industries that can quickly adapt business models to produce emergency response products. • Jurisdictional capacity to delegate emergency funds • Continued relationships and collaborations formed through the necessity of responding to COVID-19 • Experience repurposing of private and public sector resources in emergencies or disaster events, such as local airports for fire operations (Oakridge)
<p>Connections to Existing Resources</p> 	<ul style="list-style-type: none"> • Cascades West Regional Innovation hub for supporting the growth and development of scalable innovation-based companies • Connect the workforce with existing services and organizations focused on training and education* • Partner with K-12 education institutions to increase youth involvement in economic development • Market the region’s livability • Align existing work of practitioners with the CEDS • Reduce competition for funds and resources across different organizations and jurisdictions • Opportunities for single family housing stock to be unlocked as elderly residents downsize or transition to institutionalized settings or multifamily units. • Quality of place for growing population segments (i.e. retirees, families, aging baby boomers, climate migrants, etc.) *
<p>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. 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.

Prior to recent changes in federal trade policy, Oregon state economists predicted a post pandemic soft landing in the 2025-27 biennium.¹⁵ 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

¹⁵ Oregon Economic Forecast, Oregon Office of Economic Analysis, November 20th, 2024. <https://www.oregon.gov/das/oea/pages/forecastcorev.aspx>

Tax Structure and Access to Funding



- 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*

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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 regional relationships and seek to...

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

Alignment

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

Collaboration & Partnerships Approach 1

and collaboration through project-based regional initiatives.

Implementation Strategies

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

Indicators of Success

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

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

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

Priority Area 1 *Regional Collaboration & Partnerships*

#	Approach	Recommended Lead	Key Partners
1	Build relationships and collaboration through project-based regional initiatives.	CWEDD	Leaders in the private, public, education, healthcare, and nonprofit sectors
2	Integrate the priorities captured in the CEDS into existing local- and regional-scale initiatives.	CWEDD	City and County administrators
3	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

Regional Collaboration & Partnerships Approach 1

Build relationships and collaboration through project-based regional initiatives that leverage strengths into economic growth for the region.

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 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.

Indicators of Success

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.



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

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

Implementation Strategies

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

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



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.).

Alignment













US Economic Development Administration *Regional Solutions*

Infrastructure Support Approach 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.

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



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

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.
- 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.



Foundations of Economic Wellbeing Approach 1

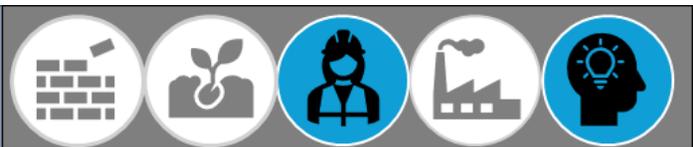
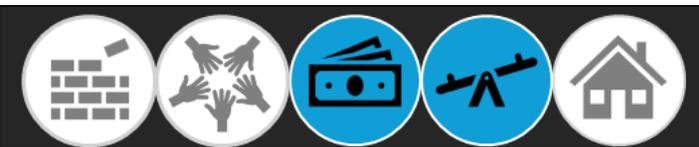
Support deliberate coordination between businesses, Workforce Investment Boards (WIBs), and educational institutions to help identify and provide for employer’s needs.

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

	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Alignment</p>  <p>US Economic Development Administration</p>	 <p>Regional Solutions</p>	
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			
<i>Ensure working families have access to healthcare, healthy food, childcare and eldercare so that they can focus on their economic wellbeing.</i>			
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	    	    				
		<i>US Economic Development Administration</i>	<i>Regional Solutions</i>				
Foundations of Economic Wellbeing Approach 4							
<i>Support the development of housing through initiatives that strengthen the links between housing, transportation, and centers of employment.</i>							
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.



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

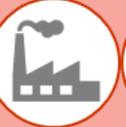


Alignment





















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

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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	<p>CWEDD Board</p> <p>Decision-making body that approves regional priorities through adoption of CEDS. The CWEDD Board will provide direction to CWEDD staff as appropriate.</p>
	Convening & Support	<p>CWEDD Staff</p> <p>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.</p>
	Regional and Local Economic Development Stakeholders	
	Advisory	<p style="text-align: center;">QUATERLY/SEMI-ANNUAL CEDS IMPLEMENTATION MEETINGS</p> <p>Benton, Lincoln, and Linn County Economic Development Practitioners</p> <p>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.</p> <hr/> <p>Lane Economic Committee</p> <p>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.</p> <hr/> <p>Additional Practitioners and Stakeholders</p> <p>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.</p>
	Working Groups	
	Action	<p>Working Groups</p> <p>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.</p>

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

Plan maintenance

Plan maintenance is a critical component of the CEDS. This section presents a basic five-year schedule and generalized work program. The schedule is intended to guide CWEDD staff and Working Groups with an appropriate timeline, meeting objectives, and a timeframe for tracking indicators outlined in the strategic priority framework. CWEDD staff will have the primary responsibility for the meeting schedule of the 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 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

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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 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 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 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 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 Employment	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 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 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 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 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 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 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 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 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 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 18 - Linn 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

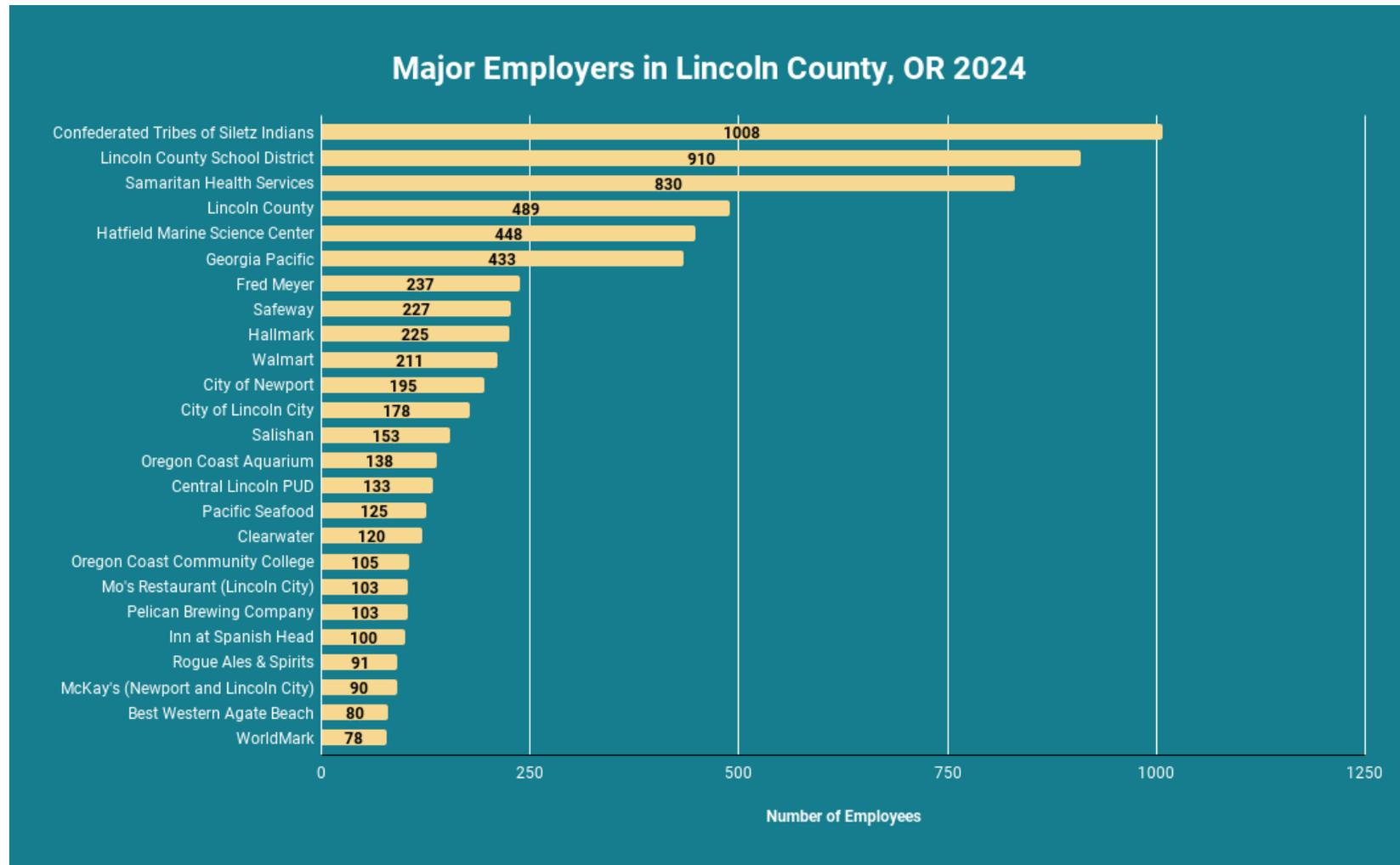
Table 19 - Linn County Population Forecasts by Urban Growth Boundary. 1990 to 2075

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 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

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

1. 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".

2025 CWEDD SWOT Analysis Survey Results

36

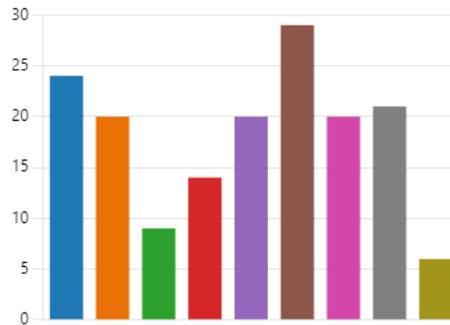
20:57

Responses

Average time to complete

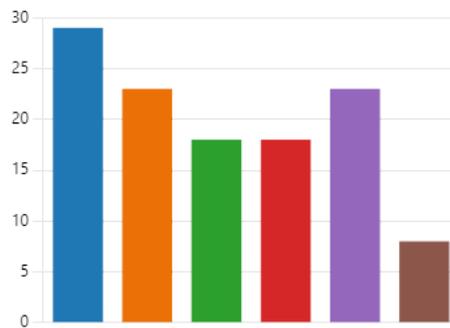
1. The following growth in these industry clusters are a marketable strength in the CWEDD region. Mark all that still describe marketable strengths.

● Research industry	24
● Maritime industry	20
● Medical supply industry	9
● Specialty metals	14
● Value added food products or f...	20
● Tourism and recreation	29
● Tech industry	20
● Advanced manufacturing (micro...	21
● Other	6



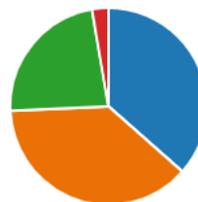
2. The following aspects of connectivity are a marketable strength in the CWEDD region. Mark all that still describe marketable strengths.

● Direct access to I-5	29
● Multi-use ocean ports for fishin...	23
● Local, regional, and national int...	18
● Freight infrastructure	18
● Highspeed or fiber internet acce...	23
● Other	8

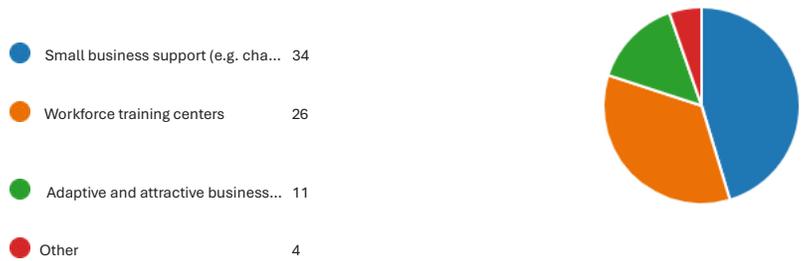


3. The following support a culture of innovation as a marketable strength in the CWEDD region. Mark all that still describe marketable strengths.

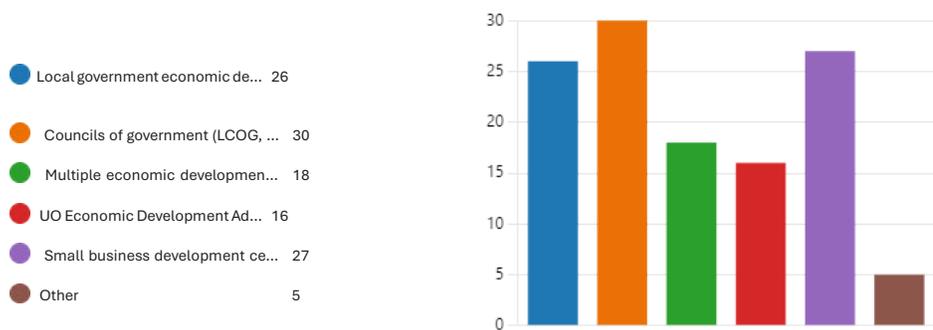
● Business incubators/accelerator...	27
● Research institutes and higher e...	28
● Proven track record of successfu...	17
● Other (please explain)	2



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.



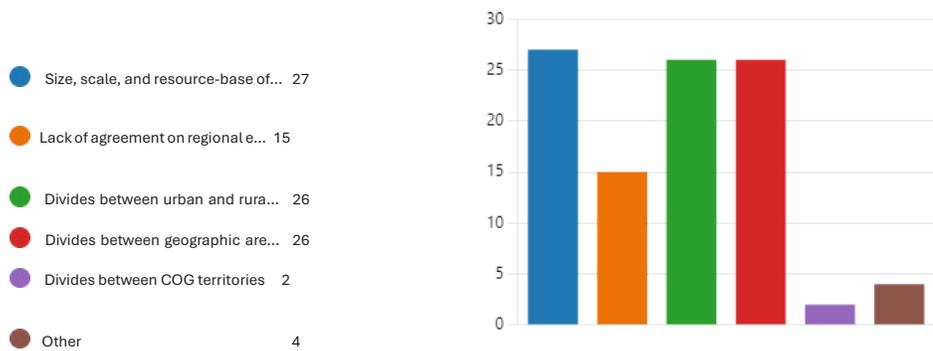
6. (Optional) What additional marketable strengths exist in the CWEDD region that are not listed above. Please describe.

9

Responses

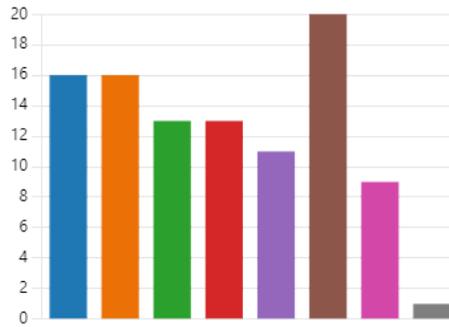
Latest Responses

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



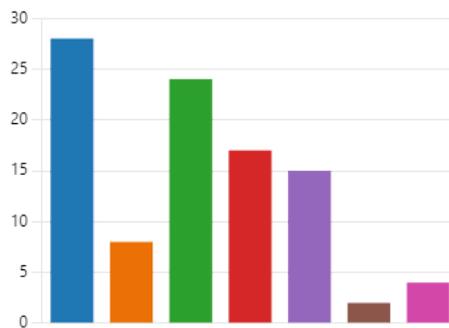
8. The following aspects of connectivity are a regional weakness in the CWEDD region. Mark all that still describe regional weaknesses.

- Lack of available and accessible ... 16
- Limited east-west connectivity 16
- Limited regional airport service 13
- Lack of multi-modal transfer sta... 13
- Lack of rail connections to the c... 11
- Rural broadband access 20
- Maritime infrastructure 9
- Other 1



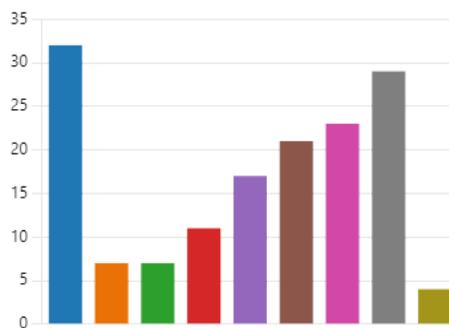
9. The following descriptions of demographics are a regional weakness in the CWEDD region. Mark all that still describe regional weaknesses.

- Lack of skilled labor force (not e... 28
- Decreasing higher-ed enrollment 8
- Aging population and increasin... 24
- Relatively small population 17
- Lack of racial or ethnic diversity 15
- Other (please explain) 2
- Other 4



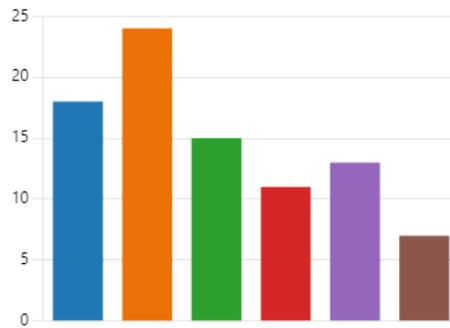
10. The following are institutional barriers are a regional weakness in the CWEDD region. Mark all that still describe regional weaknesses.

- High demand for and limited su... 32
- Limited regional collaboration a... 7
- Lack of regional brand/identity 7
- High demand for and limited su... 11
- Government regulations (too m... 17
- Lack of care economy services (... 21
- Lower nationally ranked public ... 23
- Houselessness, public camping, ... 29
- Other 4



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

- Water and sewer infrastructure 18
- Limited access to capital project... 24
- Lack of financial support service... 15
- Rural broadband internet access 11
- Transportation infrastructure 13
- Other 7



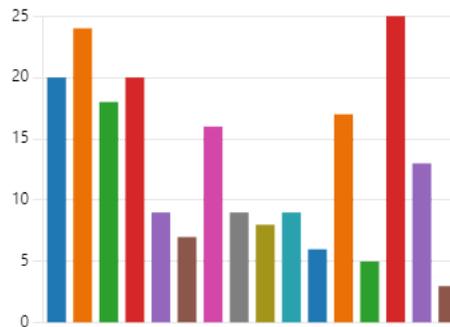
12. (Optional) What additional regional weaknesses exist in the CWEDD region that are not listed above. Please describe.

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 po... 20
- Workforce training and education 24
- Increase economic diversity acr... 18
- New and expanding markets (e... 20
- Businesses with environmental, ... 9
- Nonprofit sector 7
- Enterprise zones 16
- California and Washington mark... 9
- Growing national and internatio... 8
- Growing trade between US and ... 9
- Access to available capital 6
- Renewable energy 17
- 'Lay-down' areas for multi-mod... 5
- Small business development, st... 25
- Care economy (health care servi... 13
- Other 3



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

6
Responses

Latest Responses

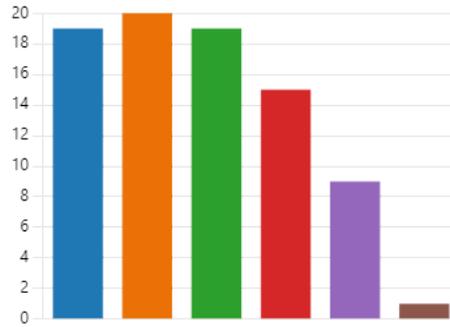
15. The following disaster events describe potential threats. Mark all that still describe potential threats.

- Catastrophic natural hazards (e.... 29
- Long-term impacts from climate... 22
- Chronic natural hazards (e.g. flo... 28
- Public health emergencies or pa... 15
- Other 4



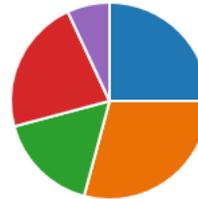
16. The following aspects of coordination describe potential threats. Mark all that still describe potential threats.

- Shift from resource and manufa... 19
- Lost economic development op... 20
- Duplication of efforts 19
- Competition from other metro a... 15
- Jurisdictional competition withi... 9
- Other 1



17. 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



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

- Housing scarcity, including work... 32
- National/international economi... 17
- Declining natural resource avail... 10
- Agricultural impacts of climate c... 10
- Other 4



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

7

Responses

Latest Responses

20. 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?

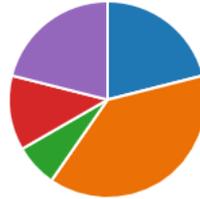
6

Responses

Latest Responses

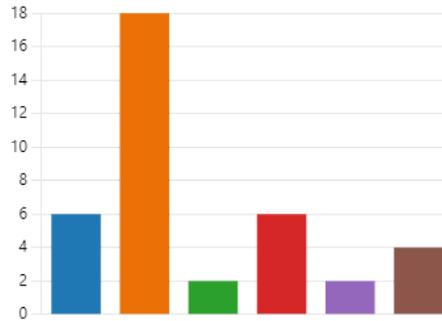
21. I am located in or represent...

● The coast	12
● The valley	22
● The Cascades	4
● Urban	7
● Rural	12



22. What is your role in the region?

Elected official	6
● City/county staff	18
● State/federal staff	2
● Economic development practiti...	6
● Business owner/operator	2
● Other	4



2. 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...

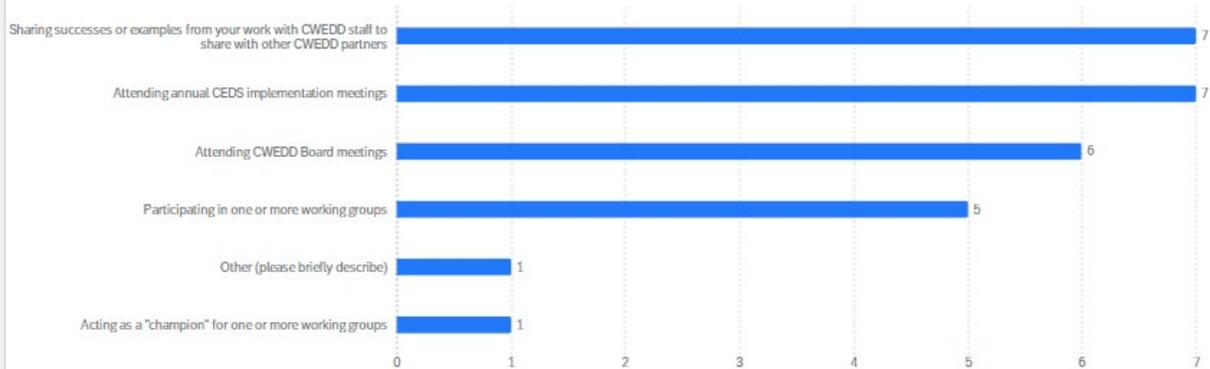
Revised b): b) Work with community foundations, education-focused nonprofits, and scholarship boards to encourage and fund non-university skills training programs, including apprenticeship and career and technical training programs by fostering collaboration between workforce agencies, school districts, 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 ①

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 ① 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

3. 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			

4. 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 Catalyts	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 Guldborg	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

5. 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 Guldborg	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

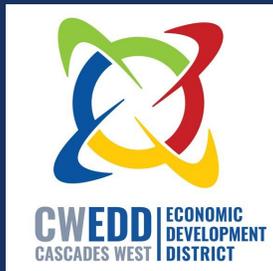
March Attendance	Organization
Justin Peterson	OCWCOG
Wehr, Jennifer	City of Albany
EASDALE Sandra	LCOG
Aniko Drlik-Muehleck	IPRE
Paula Miranda	Port of Newport
HARRIS Jason F	Lane County
Ian Keene	CTSI
ROBERTS Samantha P	Lane County
Heather DeSart	NW Oregon Works
Matthew Lehman	OCWCOG
Daniel Collins	LCC
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 Guldborg	UO
Matthew Michel	City of Veneta
Nicole Desch Matthews	CEDO
Matt Sayre	CEDO
Greg Ervin	City of Cottage Grove
Araceli	
John Pascone	LEDG

6. 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

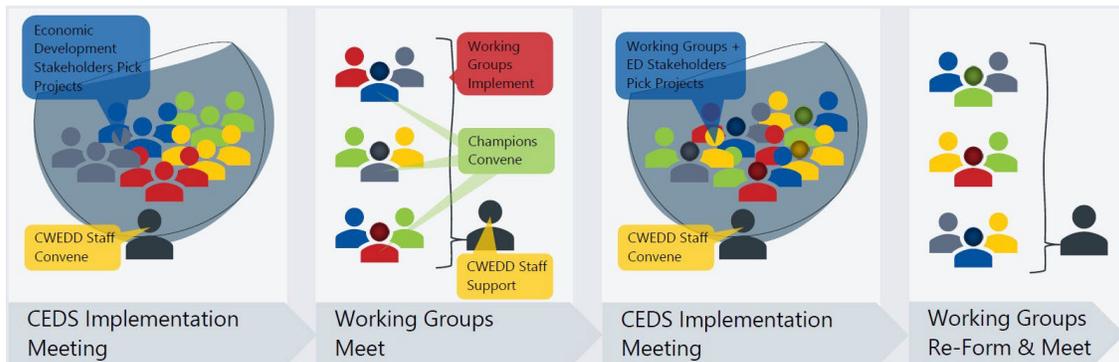
- CWEDD Board - Decision-making body that approves regional priorities through adoption of CEDS. The Board will provide direction to CWEDD staff as appropriate.
- CWEDD Executive Committee - The duties of the executive committee will include, but will not be limited to, acting on behalf of the CWEDD 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





VISION To promote a thriving region through service, connectivity, and innovation.

MISSION We are a regional leader and partner providing inclusive services to meet individual and community needs.

Community and Economic Development Department Leadership Transition Memo

May 5, 2025

To: Members of the Board and OCWCOG Community Partners

It is with a heavy heart that I am announcing my departure as the Community Economic Development (CED) Director for the Oregon Cascade West Council of Government (OCWCOG) effective June 12, 2025. It has been a productive tenure, and I am proud of the work that our team has accomplished on behalf of the region.

As they say, "it takes a village..." And I am proud to highlight the various accomplishments that the CED "village" produced over the last 18 months:

- The Ride Line Non-Emergency Medical Transportation (NEMT) team stabilized and preserved one of the major funding contracts to continue providing critical transportation services for eligible Oregon Health Plan (OHP) and Medicaid clients in Linn, Benton, and Lincoln Counties. Ride Line provided over 159,000 trips in 2024 and fielded over 69,000 calls through its call center to coordinate these trips.
- The planning and grant writing team prepared applications for over \$9M in project funding for various transportation, land use, and infrastructure projects during 2024. For 2025, our grant writer assisted communities in developing projects collectively valued at over \$6.3M in project funding within the first half of the year.
- The Economic Development team is on track to complete and submit the 2025-2030 Comprehensive Economic Development Strategy (CEDS), which will allow agencies across a four-county region to have continued eligibility to apply for and receive project funding from the US Economic Development Administration. Staff undertook the challenge of facilitating the first regional Cascade West Economic Development District regional planning meeting in over a decade to ensure meaningful participation in this planning effort!
- The Cascade West Business Lending (CWBL) program provided \$350,000 in funding for small businesses with more loans pending approval for 2025! CWBL continued its efforts to streamline local lending services through its Unity Lending project by partnering with neighboring Councils of Governments and not-for-profit certified development corporation lenders.

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It truly takes a village to raise the bar on quality of service, meaningful public engagement, and broadened visibility for the NEMT, planning, business lending, and economic development programs that we provide for communities across our region. Through this transition, CED will remain in good hands with our capable program managers and operations team. Ride Line will continue to be led by Program Manager Britny Chandler, while our Transportation and Economic Development Planning team will be led by Program Manager Matt Lehman; and our CWBL program and department-wide strategies will be led by our Operations Supervisor, Emma Chavez Sosa. This trio will be further supported by the leadership of the new Agency Director, Paul Egbert.

Despite my upcoming departure, this “village” is comprised of a team of dedicated and intelligent leaders and staff that continue to be here at the service of our member agencies and its residents. I am both grateful and humbled by the teamwork and integrity of OCWCOG staff and the partners with whom we collaborate every day for the common objective of improving the lives and sustainability of the cities and counties in this region.

Thank you for the opportunity to be at your service!

Best,

A handwritten signature in black ink, appearing to read "J. Disney", with a long, sweeping horizontal line extending to the right.

Jaclyn Disney
CED Director, Oregon Cascade West Council of Governments