



## CEDS Update Meeting

Tuesday, June 23, 2020

1:30 – 3:00 PM

### Join Zoom Meeting

<https://us02web.zoom.us/j/86941237507>

Phone: 1-669-900-6833

Meeting ID: 869 4123 7507

Password: 469702

### AGENDA

- |    |         |                                                                                                                                                                                                                                                                                                                                                                                          |                                               |
|----|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|
| 1) | 1:30 PM | <b>Call to Order &amp; Agenda Review</b>                                                                                                                                                                                                                                                                                                                                                 | <b>Chair,<br/>Commissioner<br/>Pat Malone</b> |
| 2) | 1:35    | <b>Welcome and Introductions</b><br>While Phil Warnock is on personal leave, Nick Meltzer, OCWCOG Transportation Programs Manager, will help staff the CWEDD                                                                                                                                                                                                                             | <b>All</b>                                    |
| 3) | 1:40    | <b>Minutes of May 14, 2020 Workshop (Attachment A)</b><br><br><b>ACTION:</b> Approval of Minutes                                                                                                                                                                                                                                                                                         | <b>Chair</b>                                  |
| 4) | 1:45    | <b>CWEDD Updates</b><br>-CARES Act Technical Assistance Grant<br>-UO MAP Coronavirus Testing Project Letter of Support<br>-Rural Broadband Engagement<br><br><b>ACTION:</b> Discussion                                                                                                                                                                                                   | <b>Staff</b>                                  |
| 5) | 2:05    | <b>2021-2025 CEDS Update (Attachment B &amp; C)</b><br><i>Discussion on update plan, and review of attached scope of work proposed by IPRE. Questions:</i><br>-Does the Board still support a less substantial update?<br>-Does the Board have any comments on the attached scope of work?<br><br><b>ACTION:</b> Approval of contracting with IPRE to conduct the attached scope of work | <b>Nick Meltzer<br/>OCWCOG</b>                |
| 6) | 2:45    | <b>Other Business</b><br><i>Next meeting: August/September?</i>                                                                                                                                                                                                                                                                                                                          | <b>Chair</b>                                  |
| 7) | 3:00    | <b>Adjournment</b>                                                                                                                                                                                                                                                                                                                                                                       | <b>Chair</b>                                  |

**Cascades West Economic Development District Board  
Quarterly Meeting  
May 14, 2020  
9:00 am – 11:00 AM  
Zoom Meeting**

**DRAFT NOTES**

**Members Present:** Kelly Hart, Tracy Bailey, Mayor Sharon Konopa, Greg James, Councilor Greg Irvin, Mayor Biff Traber, Mayor Jim Lepin, Commissioner Pat Malone, and Heather Stevens for Kate Porsche.

**Guests Present:** Aniko Drlik-Muehleck, and Sarah Means

**Staff Present:** OCWCOG; Emma Chavez, Mike Corwin, Nick Meltzer, and Ryan Shultz. LCOG; Brenda Wilson.

**1. Call to Order and Agenda Review**

Meeting called to order at 9:06 am by OCWCOG staff Nick Melzer.

**2. Welcome and Introductions**

Meltzer reviewed the name of the attendees present.

**3. CWEDD Board Membership and Election of Officers**

Clarifications were made that the Chair generally alternates between counties and this time around, it would be Benton County's term to serve as Chair.

Mayor Konopa nominated Commissioner Pat Malone to serve as Chair. Kelly Hart seconded the motion. Members met consensus.

Commissioner Malone nominated Greg James to serve as Vice Chair. Mayor Sharon Konopa seconded. Members met consensus.

**4. Minutes of February 13, 2020**

Mayor Sharon Konopa moved to approve the February 13, 2020 meeting minutes. Mayor Traber seconded. Members met consensus.

**5. Resilience Project Update**

Aniko Drlik-Muehleck with the Institute for Policy Research and Engagement (IPRE) at the University of Oregon provided a Resilience project update.

Drlik-Muehleck advised that IPRE has been involved with the CWEDD through a FEMA grant on Resilience. The project has shifted gears based on initial work that was not possible due to COVID limitations on engagement.

Project Objectives and Status:

- STRATEGIC ECONOMIC RESILIENCE: Look into what policies can be changed and strengthened

- LOCAL LEVAL RESILIENCE: Looking at local level work to understand immediate needs. This work includes workshops that are currently not possible do to social distancing and COVID pandemic immediate needs.
- RESILIENCE ASSESSMENT: Gathering data to measure how the Region is handling Resilience, and will give good baseline of data to think about as the CWEDD moves forward.
- HOUSING RESILIENCE: Looking at future housing needs

Drlik-Muehleck noted that the high-level takeaways include CEDS supports resilience, CEDS implementation is limited, and COVID has revealed vulnerabilities for both business and economic development support systems.

### Strategic Economic Resilience Elements:

CEDS Evaluation and Recommendation: IPRE team would like to move forward with a CEDS evaluation in order to provide the CWEDD Baard with recommendations on how to move forward with changes that may help it move towards a stronger resilience.

New Structural Evaluation and Recommendations: The team finds that it would be helpful to engage in a more structural evaluation. Recognizing that not a lot happened with the CEDS previously; trying to answer what should change this time so that CEDS is more effective.

New – Gap Analysis: The idea that the pandemic has revealed issues and vulnerabilities to the system. Everyone in the frontlines of economic development is in crisis to meet the needs of business and the workforce. For those not in the frontlines, it is important to capture the vulnerabilities and gaps that are being witnessed, as well as to document them for future use.

Drlik-Muehleck asked for members input:

- Look at how to implement the CEDS document more effectively.
- Gap analysis – provide feedback sooner, rather than later (summer 2020)  
Drlik-Muehleck noted that gap analysis is happening in real time and IPREA can provide updates to the CWEDD Board throughout the process of the project.
- Clarification on timeline of meetings: One on one interviews can start immediately, while remote group brainstorming can be scheduled. IPREA to work on this. Background research, discussion with the State and others are currently taking place.
- CEDS Structure: keep in mind how CEDS relates to other economic development organization.

Mayor Jim Lepin advised that he felt there was an opportunity to use the CEDS process as a tool for those he represents. However, he feels there can be a lack of action in getting things done. He went on to state that AMEDC is successful in its partnership with the Chamber of Commerce and the way they address things together, including resilience. Additionally, he stated that they do a lot of the work being suggested for the CEDS. He questioned what is going wrong and why there is not more active engagement to get things done. He stated that there is a need for business to be a part of the process and that the CWDD has the opportunity to network between the various organizations of the four county region. Drlik-Muehleck advised that IPRE can look at different organizational models to compare and report back.

Drlik-Muehleck noted that she heard support from the CWEDD Board to continue pursuing a CEDS angle, structural evaluation and recommendations, and a gap analysis. Members concurred.

**6. 2021-2025 CEDS Update and Next Steps**

Meltzer advised that the current document was last updated in 2015 and that the 2020-2025 CEDS update is now due. He went on to review Attachment C; CEDS Update Memo. Meltzer then asked members for feedback on the direction they would like staff to go in regards to the CEDS update. He questioned if the document requires a full update, or are the vision and goals good as presented and should the focus be on an implementation plan with the inclusion of resilience.

Member Feedback:

- Focus on how to implement the CEDS regionally
- Figure out how to foster community collaboration
- Stress implementation moving forward

With no additional feedback, Meltzer advised that staff can work on putting together a process and bring a recommendation to the next Board meeting. Staff will provide the details to the Chair and Vice Chair and work to schedule another meeting of the Board in one month's time.

**7. Other Business**

Meltzer advised that as part of the CARES Act Recovery Assistance, the CWEDD is eligible for non-competitive funding of \$400,000. A work plan is needed to apply for the funds, and it is due at the end of May. Staff plans to apply for funding and will send the work plan for review to members prior to submitting.

**8. Adjournment**

Meeting adjourned at 9:51 am.

# DRAFT Scope of Work:

## **Cascades West Economic Development District: Comprehensive Economic Development Strategy Update**

### **Background**

The Cascades West Economic Development District (CWEDD) is a partnership between Oregon Cascades West Council of Governments (OCWCOG) and the Lane Council of Governments (LCOG). The CWEDD is designated by the U.S. Department of Commerce Economic Development Administration (EDA) to work on economic development efforts in Linn, Benton, Lane and Lincoln Counties. The Oregon Cascades West Community and Economic Development Committee and the Lane Economic Committee 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 designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies. The CEDs should analyze the regional economy and 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. With the COVID-19 crisis impacting local, regional, state, national, and global economic activity, EDA is encouraging EDDs to consider and integrate economic resilience and recovery into CEDs updates.

CWEDD last updated the regional CEDs in 2015. At that time, CWEDD completed an extensive community and stakeholder engagement process that resulted in an extensive re-write of the CEDs. The EDA requires economic development districts update their CEDs every five years. Thus, the 2015-20 CEDs is at the end of its five-year cycle. The CWEDD Board of Directors initiated discussion on the CEDs update last year. In addition, CWEDD has been working with the Institute for Policy Research and Engagement (IPRE) at the University of Oregon on economic resilience implementation activities for the past two years under a Hazard Mitigation Grant Program grant from the Federal Emergency Management Agency.

Due to ongoing staffing challenges, which have been further exacerbated by COVID-19, CWEDD requested that IPRE prepare a work program, schedule and budget to assist with updating the CEDs. Given the extensive update completed in 2015, our understanding is that the Board has directed staff to review the CEDs, complete a high-level update in accordance with EDA requirements, and integrate resilience and economic recovery considerations directly into the CEDs document (resilience is currently addressed in an appendix to the CEDs). This work program describes how the IPRE will work with CWEDD to update the CEDs consistent with EDA requirements pursuant to 13 C.F.R. § 303.7.

## Scope of Work

This scope of work describes how the University of Oregon team will work with CWEDD to update the 2015 CEDS. Aniko Drlik-Muehleck, IPRE Portfolio Manager at the UO will lead the plan update and oversee the IPRE project team. Dr. Ben Clark will oversee and contribute to review and update of the implementation framework. Josh Bruce, IPRE Associate Director for Applied Research will serve as a technical advisor for this project. IPRE will also hire one or more graduate student interns enrolled in the Community and Regional Planning Program at UO to assist with this project.

### **Task 1—Project Kick-off**

IPRE will meet (virtually) with the CWEDD staff, the chairs of the Cascades-West Council of Governments Community and Economic Development Committee and Lane Economic Committee, and other interested parties to clarify the goals and objectives of the project. We will review the sequence of activities, the timeline, and budget, required for the completion of the work.

<b>Timing:</b>	July, 2020
<b>Meetings:</b>	1 virtual meeting
<b>Product:</b>	Meeting minutes

### **Task 2 – Stakeholder Engagement**

A foundational element of the Economic Development Strategic Plan is stakeholder engagement and community input. IPRE proposes a community input strategy that includes (1) an economic development steering committee and (2) key person interviews.

#### **Economic development committee**

EDA requires that the CEDS process be overseen by an economic development strategy committee. The “strategy” committee must represent the main economic interests of the region and must include private sector representatives. The CWEDD already has two standing committees that meet the EDA requirements: (1) the Cascades-West Council of Governments Community and Economic Development Committee, and (2) the Lane Economic Committee. IPRE will coordinate with the chairs of both committees to solicit contributions to, review of, and comment on the CEDS update.

#### **Interviews**

IPRE will conduct phone interviews with up to 10 key individuals as part of Tasks 5 and 6. These interviews will be focused on the CWEDD structure and plan implementation opportunities. IPRE will work with CWEDD staff and Board Chair to identify individuals to interview.

<b>Schedule:</b>	July – September, 2020
<b>Meetings:</b>	2 virtual meetings
<b>Product:</b>	Meeting minutes; interview summaries

### **Task 3 – Review and Update SWOT Analysis**

IPRE will review the 2015 Strength Weaknesses Opportunities and Threats (SWOT) assessment. We will conduct a meeting with the strategy committee to review and amend the SWOT. This exercise will take economic impacts associated with COVID-19 into consideration. In addition, IPRE will incorporate relevant findings from the economic resilience assessment into the 2020 SWOT. Following the strategy

committee meeting, IPRE will prepare an updated draft SWOT for review and comment. IPRE will incorporate committee feedback and insert the final SWOT into the CEDS.

**Timing:** July – August, 2020  
**Meetings:** 1 virtual meeting  
**Product:** Updated SWOT Chapter

#### **Task 4 – Update Action Plan**

IPRE will review the 2015 Action Plan. As a first step in the review process, IPRE will document progress on each action item. We will consult with CWEDD staff and strategy committee members as needed to determine progress. Once we have completed a draft progress assessment, we will meet with the strategy committee to review and confirm the assessment. At this meeting we will solicit action plan update ideas from the committee. Given COVID-19's impact on the regional economy, a key focus of this effort will be the identification of regionally significant economic recovery actions. After supplementing the action plan with information from the resilience assessment, IPRE will submit a draft action plan to the committee for review and comment. IPRE will incorporate committee feedback and insert the final SWOT into the CEDS. We will hold a second meeting with the committee if needed.

**Timing:** August – September, 2020  
**Meetings:** 1 virtual meeting  
**Product:** Updated Action Plan

#### **Task 5 – Resilience Revisions**

In this task, IPRE will revise the CEDS to integrate and incorporate economic resilience as a central component in the plan, as opposed to an appendix. This activity will build on the existing CEDS Resilience Appendix and will formally incorporate findings, analysis, and information from the FEMA resilience work into the CEDS. IPRE will complete this re-write. We will submit a draft CEDS to the CWEDD Board for review and comment, and incorporate revisions based on feedback.

**Timing:** July – September, 2020  
**Meetings:** None  
**Product:** Updated CEDS language related to resilience

#### **Task 6 – Review and Update Implementation Framework**

Building on work completed by the region in 2017/18, IPRE will review and update the implementation framework. A key objective of this task will be to document how CWEDD links to the broader economic development ecosystem in the region. Specifically, this task will review a proposed structure to better facilitate collaboration across the region. This task will include up to five (5) stakeholder interviews. Another objective of this task will be to build upon the Region's strengths and opportunities and resolve the weaknesses and threats, including long-standing resource allocation and capacity issues in the region. Review of best practices from other successful EDDs will inform this task.

**Timing:** July – September, 2020  
**Meetings:** None  
**Product:** Updated implementation framework



# Project Budget

IPRE proposes to complete the CEDS update for a fixed fee of \$20,000. We propose the following billing schedule:

<b><u>Billing schedule</u></b>	
Upon Execution of Contract	\$5,000
Work Thru Dec 31	\$10,000
Completion	\$5,000
<hr/>	
Total	\$20,000

DRAFT

## October 13, 2019 CWEDD Workshop - CEDS Discussion Summary

Staff Phil Warnock advised that this meeting will set the stage for the Comprehensive Economic Development Strategy (CEDS) update. The CEDS is a cornerstone of the EDA to influence effective economic development regions through a locally-based, regionally-driven economic development planning process. A Strategy Committee will be assigned to work on the CEDS update. The CEDS is updated every five years, and the last update was a major reset to the previous version. During the last update, there was robust conversation, to which many of the current members were involved. The updated document has many elements that are academic and aspirational from a regional perspective. Warnock moved on to a presentation of the CEDS document.

When questioned why healthcare is in the transformative section of the document; Warnock advised that Intercommunity Health Network (IHN) has made it a priority in an economic development aspect when it comes to housing, health, and food security.

### Member feedback:

- There is value in looking at strategic goals and figuring out how to align these things better.
- Ensure Boards are not stepping on each other's shoes.
- Add "returning to work" under retention area of CEDS.
- Include land, and access to capital.
- Determine if state and local efforts align, and how they can be leveraged.
- CEDS work needs to filter down to communities.

Aaron Bretz, Port of Newport Director of Operation provided an update on the Port Dock 5 Pier project. The floating Port Dock 5 complex is a dilapidated wooden pier. The cores of the wooden pilings supporting the Port Dock 5 Pier have rotted away; many of those pilings are now hollow, and the pier is in danger of failing. Bretz noted that he used the CEDS document extensively to assist with the grant writing. The CEDS allowed him to show how the project fits into the regional economy.

Warnock continued with the presentation; noting that EDA specifically calls out investment priorities such as; recovery and resilience, critical infrastructure, workforce development and manufacturing, and exports & FDI. The current CEDS includes a resilience appendix, but does not consist of a projects list. The CWEDD may want to develop a projects list. He went on to note additional resilience efforts such as the eclipse planning and evaluation, and the statewide look at what the impacts and lessons learned are.

### Member feedback:

- Have robust conversations for the region as a whole to help inform when developing priorities.
- Look at different industries, and the changes occurring.
- Need a global look of growing industries.
- Understand tradeoff, and other marking impacts.
- Build on what is already going on.
- Develop a work product that can be replicated for any jurisdiction.

- Have emergency prep folks attend strategy committee meetings.
- Recognize and identify tools when a longer disaster is happening.
- Don't monitor data in a way that can be predictive (healthcare/manufacture).
- Consider how to look at trends and do something about it.
- Discuss zoning, housing, or employment based development.
- Discuss whether we are prepared at a policy and local implementation level to be adaptive to the slow rolling or critical events for recovery.
- Create a tool that enables local communities to do predictive thinking.

Warnock moved on to advised that Regional Solutions is going through a reset, and is working on developing a current priorities/vision list. Warnock advised that members may want to discuss how to engage with Regional Solutions in the future and during the CEDS update.

Warnock concluded by advising that the CWEDD as a whole, needs to be better prepared to respond to disasters.