



CWEDD Board Meeting

Thursday, November 12, 2020

9:00 – 11:00 am

Join Zoom Meeting

<https://us02web.zoom.us/j/84151441652>

Phone: 1-669-900-6833

Meeting ID: 841 5144 1652

Password: 2020

AGENDA

- | | | | |
|----|-------|--|--------------------------------------|
| 1) | 9:00 | Call to Order & Agenda Review | Chair,
Commissioner
Pat Malone |
| 2) | 9:05 | Welcome and Roll Call | Chair & Staff,
Nick Meltzer |
| 3) | 9:10 | Minutes of July 29, 2020 Meeting (Attachment A) | Chair |
| | | ACTION: Approval of Minutes | |
| 4) | 9:15 | 2020-2025 CEDS Update (Attachment B)
Overview of process to date, updates to Vision and Goals
(now called Priority Areas), and schedule review. | Staff |
| | | ACTION: Consensus for using new vision and goals | |
| 5) | 9:45 | CARES Act Funding Update and Proposed
Programming (Attachment C)
With the money in hand from the EDA, staff is bringing a
proposal for technical assistance for review to the Board | Meltzer |
| | | ACTION: Consensus on technical assistance grant program | |
| 6) | 10:15 | Other Business
OCWCOG staffing updates | Chair/Staff |
| 7) | 11:00 | Adjournment | Chair |

CEDS COMMITTEE MEETING

Tuesday, July 29, 2020

9:30 – 11:00 am

Zoom Remote Connection

DRAFT MINUTES

Committee Members: Commissioner Pat Malone, Mayor Jim Lepin, Mayor Sharon Konopa, Paul Shuytema, Chris Workman, Kelly Hart, John Pascone, Kate Porsche, Commissioner Heather Buch, Mary Waltson, Councilor Matt Michel, Alison Robertson, Courtney Griesel, Dave Price, Dean Craig, Heather DeSart, Melissa Murphy, Robert Killen, Sarah Means, Seth Sherry, Sophie Dykast, Jerry Sorte, Alysia Rodger

Guests: Courtney Flathers, Rachael Maddock-Hughes, Jennifer Damiani, and Jodi Mescher

IPRE Team: Aqsa Khaliq, Melissa Gracioso, Aniko Drlik-Huehleck, and Josh Bruce

Staff: Brenda Wilson, Dan Betschart, Ryan Vogt, Nick Meltzer, Mike Corwin, and Emma Chavez

TOPIC	DISCUSSION	DECISION / CONCLUSION
1. Call to Order & Agenda Review		Meeting called to order at
2. Welcome and Roll Call		There were no public comments.
3. Minutes of June 23, 2020 Meeting	Mayor Sharon Konopa moved to approve the minutes. Commissioner Heather Buch seconded the motion. Members met Consensus.	Consensus to approve the June 23, 2020 meeting minutes.
4. 2020-2025 CEDS Update	<p>Aniko Drlik-Muehleck with the Institute for Policy Research and Engagement (IPRE) at the University of Oregon (UO) advised that IPRE will be assisting the CWEDD with the CEDS update.</p> <p>Josh Bruce, also with IPRE provided background information on the last CEDS update process. Bruce advised that the last update was significant with a deep dive of reformatting the document and looking at the regional economic vision and goals. A big overhaul of the action items also took place which was in response to stakeholder's feedback. Establishment of sub-committees to provide capacity to implement goals and visions on the document was part of the last update, however; only minimal work was accomplished through those</p>	

	<p>groups. Participants should consider how to leverage the document to get positive economic development impacts. Bruce went on to state that, because such a broad and deep dive was accomplished during the last update, a lighter touch will be completed this.</p> <p>IPRE student team Aqsa Kahliq and Melissa Gracioso provided a power point presentation of the 2020-2025 CEDS Update process.</p> <p>Members participated on an online survey during the meeting and then IPRE reviewed member feedback.</p> <p>Bruce noted that it may be important to tailor the CEDS update to the COVID-19 pandemic recovery needs for the next five to ten years. Members agreed that the pandemic will need to be kept in mind during the CEDS update and went on to note some of the impacts to keep in mind; small businesses, broadband, livability/quality of life, workforce, woman in the workforce, and education.</p> <p>Members were then asked what makes a successful CEDS. Members shared the following feedback:</p> <ul style="list-style-type: none"> • Clearly assigned, acknowledge the responsible parties for the priority action areas (who is implementing) • Not reinventing the wheel and how metrics are measures • Development of specific actions, timeframes, and listing of resources (e.g. grant opportunities) <p>IPRE went on to review the project timeline. Stakeholder engagement will occur throughout the update. The plan is to include a monthly CEDS Committee meeting and bi-weekly Team and Staff meetings. Members will have opportunities to provide feedback via email/web feedback at their own pace. Final adoption of the updated plan will be pushed to early 2021 in order to provide a lot of opportunity to provide feedback.</p>	
<p>5. Regional Projects Identification</p>	<p>Staff Nick Meltzer advised that he and Sarah Means with Regional Solutions have been discussion a possible regional projects list. Meltzer asked Means to provide information on the discussion.</p>	<p>A draft four county regional priorities list to be presented at august</p>

	<p>Means advised that the discussion have been informal and were related to pandemic recovery efforts and possible funding packages. She advised that with the CEDS update and pandemic recovery funding opportunism; a discussion has risen of having a regional project list prepared ahead of funding availability. She went on to note that having a primed and ready to go list is idea. Regional Solutions already has a list of priority projects, however; the list could be broadened. All communities and COGs may also have a lists and those could be combined for a four county region project list.</p> <p>Meltzer went on to note that the discussions are focused on making sure the CWEDD is ready if funding opportunity arrives. He went on to state that a list can be discussed as the CEDS update process takes place, and staff can work on a developing a four county regional projects list.</p> <p>Commissioner Malone requested a draft list to be presented at the August meeting.</p>	<p>meeting.</p>
<p>6. Other Business</p>	<ul style="list-style-type: none"> • CEDS Meeting Schedule <p>Discussed during agenda item 5. Will send out a Doodle of days of month to hold monthly CEDS Committee meetings through the end of the year.</p> • CWEDD Updates <p>LCOG and OCWCOG applied for funding through CARES Act. OCWCOG received \$825,000 and LCOG received \$1.1 million. One million for the Revolving Loan Funds (RLF) to be lent out to the region, and \$100,000 for administrative fees that will be used to extend marketing efforts.</p> <p>Wilson also noted that the Mid-Willamette Valley COG, COIC and CDS also received funding. It's a statewide effort and can</p> 	<p>EDA CARES funding update to be added to the next agenda item.</p>

	<p>make a big impact on recovery funding. Although the funding needs to be paid back, it has the ability to make greater impact.</p> <p>Mike Corwin reported that Rachael Maddock-Hughes coordinated an EDA grant request for a feasibility study for broadband extension. That study would incorporate work through 2027.</p>	
7. Adjournment	<p>Robert Killen, Director of Lane Small Business Development Corporation (SBDC) noted he has attended meetings in the past and today because he felt the need to better understand what the CWEDD and CEDS are. He stated that he sees the work as being important and similar to the work he does with the chambers but that a clear understating for all would be idea.</p> <p>Meltzer advised that staff has heard from the regions that they want to hear more about the CWEDD/CCEDS and it is noted that it's important to do a better job at coordination and marketing.</p> <p>Members provided the following additional feedback in regards to this topic:</p> <ul style="list-style-type: none"> • Present to local jurisdictions on what the CWEDD and CEDS is • Answer what doing and why in regards to the CEDS work • Time to work together as a four county region • Develop an organization chart • Create a flyer of what the CEDS is and how to use it • Cross-county collaboration is important (specially for resiliency recovery) 	Meeting adjourned at 11:00 am.



Community and Economic Development

1400 Queen Avenue SE, Suite 205 • Albany, Oregon 97322

(541) 967-8551 • FAX (541) 967-4651 • TTY/TDD 711

MEMORANDUM

Date: November 5, 2020
To: CWEDD Board
From: Nick Meltzer, OCWCOG Transportation Programs Manager
Re: CEDS Update

This memorandum serves as an update to the 2020-2025 Comprehensive Economic Development Strategy (CEDS) that the CWEDD Board began in May 2020. CWEDD staff, including representatives OCWCOG and LCOG have been working closely with the Institute for Policy Research (IPRE) at the University of Oregon to update the document, with monthly outreach meetings and bi-weekly project management team meetings.

The project is on schedule to have a full draft document sometime in later November or early December. Combined with a 45 day public notice requirement, approval by the CWEDD Board can occur in January 2021.

At the beginning of the process, the CWEDD Board agreed to a “light” update, believing that the vision and goals were still appropriate, however the data combined within the plan and action items would be updated. Over the course of the process, IPRE found that the goals did not meet the needs of the local practitioners, and so in an effort to make the document more applicable and user friendly, they re-worked the goals to broader statements.

Existing Vision and Goals

The existing CEDS vision is copied below, along with the six goals from the 2015-2020 CEDS.

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

1. Create partnerships needed for REGIONAL COLLABORATION
2. Advance economic activities that INCREASE access to and provide a range of EMPLOYMENT OPPORTUNITIES
3. BUILD on region’s ENTREPRENEURIAL CULTURE and assets through collaborative means
4. Identify and leverage internal and external funding sources to FUND projects that increase the resilience (diversity and redundancy) of INFRASTRUCTURE systems throughout the district

5. Partner to CONNECT WORKFORCE training, education, and entrance opportunities WITH workforce DEMAND
6. ENHANCE VISIBILITY OF community assets and accessibility of basic services in RURAL AREAS

This vision and goals resulted in 10 objectives tied to approximately 30 action items. Upon talking with stakeholders from across the District, IPRE found that none of the action items have been completed. This drove them to re-think the goals and action items structure. The new goals, now known as Priority Areas, are included below, with a slightly updated vision.

Same Vision, New Goals (Priority Areas)

The proposed vision remains nearly exactly the same as the previous. However instead of goals, IPRE developed “Priority Areas.” These priority areas are broader in nature and allow for more flexibility in local implementation.

The District’s preferred future includes a growing and diversified economy with 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.

To move the District towards this vision, CWEDD has identified seven Priority Areas where action should be concentrated.

	Priority Area 1	Regional Collaboration & Partnerships
	Priority Area 2	Business Development & Expansion
	Priority Area 3	Sector Diversification through Entrepreneurship
	Priority Area 4	Infrastructure Resilience
	Priority Area 5	Workforce Support
	Priority Area 6	Rural Vitality
	Priority Area 7	Regional Resilience

In addition to a new goals, IPRE and CWEDD agreed to develop new “Action Item Templates,” that would combine to create a shorter, more succinct and user friendly document. The full draft template is provided after this memo. Collectively, staff are seeking feedback and subsequent approval for these new priority areas and template.

Comprehensive Economic Development Strategy 2020-2025



Photos courtesy of Gary Halvorson, Oregon State Archives

December 2020

Cascades West Economic Development District



Strategic Priorities

This section outlines strategic priorities for the Cascades West Economic Development District (CWEDD) over the next five years, along with indicators for assessing progress. CWEDD's seven strategic priorities are accompanied with key strategies and implementation ideas that can guide progress in each of the priority areas. Appendix X includes details about the development of CWEDD's strategic priorities. This section, together with information contained elsewhere in this report, satisfies 13 C.F.R. § 303.7(b)(iii).

Regional Economic Vision & Strategic Priorities

The Comprehensive Economic Development Strategy (CEDS) vision describes the District's ideal economic development future for the region. The vision guides the District's work and the content of the CEDS Strategic Priorities. The District worked collaboratively to reach a shared vision that respects the goals and capacities of each community, nurtures and supports both existing and new businesses, and works to establish a multi-dimensional economy.

Vision

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Each Priority Area includes **Strategies** (approaches that economic developers should follow to improve outcomes in the Priority Area), **Implementation Ideas** (suggestions for how economic developers might execute the strategies), **Indicators** (factors that CWEDD will measure to track progress), and **Key Partners** (groups/organizations that will be important to engage in projects related to the strategies).

Additionally, each Priority Area provides commentary on three **Key Considerations** that regional partners identified as important elements to weave into all elements of CWEDD's approach to economic development:

- **Regional Collaboration** – How will a regional approach to these strategies support economic prosperity?
- **Equity & Inclusion** – How will these strategies build a more equitable and inclusive region?
- **Resilience** – How will these strategies build regional resilience?

Why Strategic Priorities?

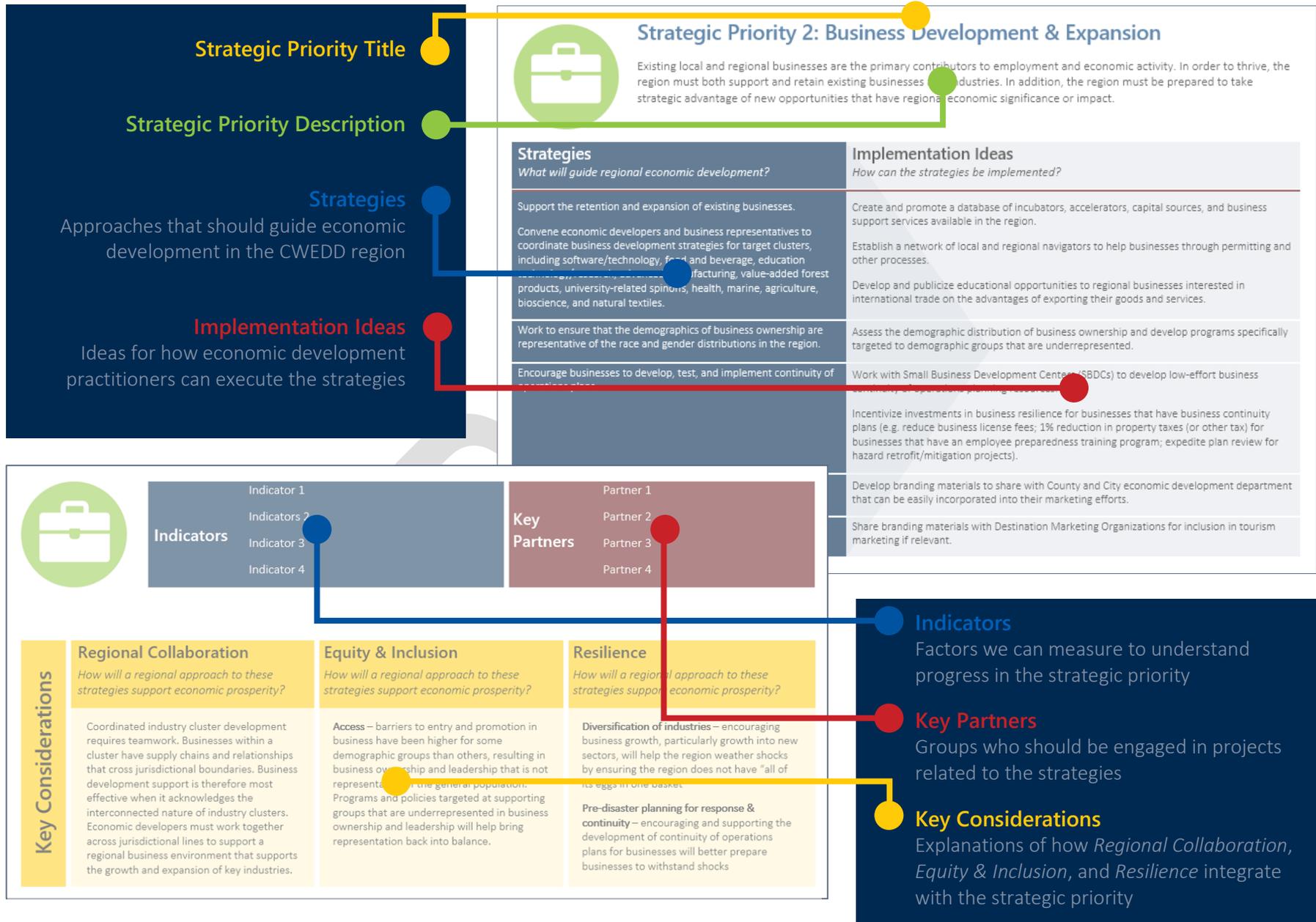
The CEDS Strategic Priorities are a reimagining of the Action Plan included in the 2015-2020 CEDS. Workshops and interviews with economic development practitioners and others whose work touches economic development in the CWEDD region highlighted several important points:

- The CEDS is our region's primary source of a collective economic vision, so it is important for it to be accessible and useful
- None of the 2015-2020 CEDS actions were completed
- The 2015-2020 CEDS Action Plan and Action Item Forms were cumbersome and slightly confusing
- Flexible guiding strategies are more useful than specific, prescriptive actions because practitioners need the flexibility to shape the specifics of economic development initiatives to guidance from their elected officials
- Metrics or indicators associated with CEDS strategies would help create accountability and allow for clear evaluation of progress on regional priorities

Based on these findings, the 2020-2025 CEDS offers a new approach to guiding and measuring progress on CWEDD's strategic priorities. Rather than a detailed, step-by-step action plan, this section provides a flexible framework for our region's economic developers. Key strategies listed in this section offer general approaches that economic developers should follow, but *how* economic developers choose to execute these strategies should be based on the assets and strengths they bring and the specific needs of their communities.

The 2020-2025 Strategic Priorities section also takes a different approach to measuring progress. Rather than judging the CEDS based on actions completed, the region should track key indicators that can demonstrate whether CWEDD is making progress on its strategic priorities.

Using the Strategic Priorities





Strategic Priority 2: Business Development & Expansion

Existing local and regional businesses are the primary contributors to employment and economic activity. In order to thrive, the region must both support and retain existing businesses and industries. In addition, the region must be prepared to take strategic advantage of new opportunities that have regional economic significance or impact.

Strategies <i>What will guide regional economic development?</i>	Implementation Ideas <i>How can the strategies be implemented?</i>
<p>Support the retention and expansion of existing businesses.</p> <p>Convene economic developers and business representatives to coordinate business development strategies for target clusters, including software/technology, food and beverage, education technology/research, advanced manufacturing, value-added forest products, university-related spinoffs, health, marine, agriculture, bioscience, and natural textiles.</p>	<p>Create and promote a database of incubators, accelerators, capital sources, and business support services available in the region.</p> <p>Establish a network of local and regional navigators to help businesses through permitting and other processes.</p> <p>Develop and publicize educational opportunities to regional businesses interested in international trade on the advantages of exporting their goods and services.</p>
<p>Work to ensure that the demographics of business ownership are representative of the race and gender distributions in the region.</p>	<p>Assess the demographic distribution of business ownership and develop programs specifically targeted to demographic groups that are underrepresented.</p>
<p>Encourage businesses to develop, test, and implement continuity of operations plans.</p>	<p>Work with Small Business Development Centers (SBDCs) to develop low-effort business continuity of operations planning resources.</p> <p>Incentivize investments in business resilience for businesses that have business continuity plans (e.g. reduce business license fees; 1% reduction in property taxes (or other tax) for businesses that have an employee preparedness training program; expedite plan review for hazard retrofit/mitigation projects).</p>
<p>Develop internal (within Cascades West region) and external branding and marketing plan.</p>	<p>Develop branding materials to share with County and City economic development department that can be easily incorporated into their marketing efforts.</p>
<p>Align tourism promotion with regional marketing strategy.</p>	<p>Share branding materials with Destination Marketing Organizations for inclusion in tourism marketing if relevant.</p>



Indicators	Indicator 1
	Indicator 2
	Indicator 3
	Indicator 4

Key Partners	Partner 1
	Partner 2
	Partner 3
	Partner 4

Key Considerations	<p>Regional Collaboration</p> <p><i>How will a regional approach to these strategies support economic prosperity?</i></p> <p>Coordinated industry cluster development requires teamwork. Businesses within a cluster have supply chains and relationships that cross jurisdictional boundaries. Business development support is therefore most effective when it acknowledges the interconnected nature of industry clusters. Economic developers must work together across jurisdictional lines to support a regional business environment that supports the growth and expansion of key industries.</p>	<p>Equity & Inclusion</p> <p><i>How will these strategies build a more equitable and inclusive region?</i></p> <p>Access – barriers to entry and promotion in business have been higher for some demographic groups than others, resulting in business ownership and leadership that is not representative of the general population. Programs and policies targeted at supporting groups that are underrepresented in business ownership and leadership will help bring representation back into balance.</p>	<p>Resilience</p> <p><i>How will these strategies build regional resilience?</i></p> <p>Diversification of industries – encouraging business growth, particularly growth into new sectors, will help the region weather shocks by ensuring the region does not have “all of its eggs in one basket”</p> <p>Pre-disaster planning for response & continuity – encouraging and supporting the development of continuity of operations plans for businesses will better prepare businesses to withstand shocks</p>
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MEMORANDUM

Date: November 5, 2020
To: CWEDD Board
From: Nick Meltzer, OCWCOG Transportation Programs Manager
Re: CARES Act Funding Plan

This memorandum provides an update on the CARES Act funding CWEDD applied for and received in August. In total, we received approximately \$382,000 in 100% federal funding. The workplan staff submitted can be found attached.

Currently, there is an active recruitment for an Economic Recovery Coordinator, which we hope to start by early January. Staff learned that the money is disbursed quarterly upfront, and that it is not a reimbursement based on work completed program. While we did not receive confirmation about the funds until early September, the grant technically started July 1, 2020, and we therefore have approximately \$95,000 to spend before the Economic Recovery Coordinator begins work.

We anticipate some of these funds to be used internally to develop data and map resources for the region at large. One additional ideas staff had is to disburse the funds to local practitioners to share resources and build a collaborative atmosphere.

Staff are proposing to use \$50,000 for micro grants to be disbursed to governmental entities within Lincoln, Benton, Linn and Lane counties to help “prevent, prepare for, and respond to coronavirus” or respond to “economic injury as a result of coronavirus.” After discussions with some local practitioners, staff came up with the following categories of assistance:

- Placemaking:
 - Supporting Restaurants
 - Public art
 - One-time events
- Co-op Planning:
 - Business Registry
 - Budget planning
 - Process improvements (government and private business)
- Supporting Residents at Local Level
 - Resilience
 - Childcare/Community Centers

Grants would be disbursed between \$2,000 and \$10,000, with a one to two page application form that asks the following questions:

- How will the proposed project help your region “prevent, prepare for, and respond to coronavirus?” Or respond to “economic injury as a result of coronavirus?”
- How will you demonstrate success?
- How will it benefit the CWEDD Region (Lincoln, Benton, Linn and Lane Counties) at large?

The hope and intention is to disburse the money quickly and efficiently, and share it across the Cascades West Economic Development District. Additionally, any individual project will require some short reporting so that other members of the District can learn and the capacity of the region at large will increase. The timeline for implementation would be 3-6 months.

Staff are seeking input and consensus from the CWEDD Board on this approach and we welcome any discussion or ideas on the topic.

**CARES Act Supplemental Award Work Program
Cascades West Economic Development District (CWEDD)
June 5, 2020**

The Cascades West Economic Development District (CWEDD) is excited about the opportunity to receive additional funding to help our region respond and recover from the Coronavirus pandemic, while at the same time increasing our long term resiliency. Through conversations with our governing board, state partners, and local economic development officials, we have developed the following scope of work for implementation over the next two years. Our work plan is organized in accordance with the scope of work provided by the Economic Development Administration (EDA).

Work Program

The template requests a project narrative that describes: a) Which activity or activities under the approved scope of work you are seeking funding for, and b) How the proposed project would help your region “prevent, prepare for, and respond to coronavirus” or respond to “economic injury as a result of coronavirus”. The three tasks outlined below will not only help the Cascades West Economic Development District respond and recover from the coronavirus pandemic, but drastically improve economic resiliency in the event of another pandemic or business interruption.

Task 1: Update our Comprehensive Economic Development Strategy (CEDS) to include a focus on recovering from COVID-19. Incorporate principles of economic resiliency into the document whether that is another pandemic or other significant event that disrupts business operations. This is in line with Activity 1:

Short-term and long-term economic development planning and coordination to develop or update a disaster recovery and resiliency economic development plan, focused on pandemic recovery and resiliency, consistent with the approved CEDS maintained by the recipient. Alternatively, rather than a separate plan, the CEDS itself can be updated to include a focus on pandemic recovery or resiliency based on the existing or anticipated COVID-19 impact, general needs, and capacities of the EDD or Indian Tribe;

The CWEDD CEDS is already due to be updated in 2020. In addition, the District is collaborating with the University of Oregon’s Institute for Policy Research and Engagement (IPRE) on an economic resiliency project funded through the Federal Emergency Management Administration (FEMA). This project not only assesses our CEDS for adherence to resiliency, but does a comprehensive evaluation of our District to determine opportunities for improvement. We anticipate using a portion of this funding to update the CEDS in this fashion, along with using some of our EDA annual planning grant. This additional funding will allow for an even more robust update.

Task 2: Hire a Regional Economic Recovery Coordinator (ERC) to assist our District in recovery efforts through coordination, capacity building and implementation. This is in support of Activity 2:

Funding for one or more regional disaster economic recovery coordinators for a two-year period to serve the communities and local governments across the geographic region within the EDD or Tribal territory. Disaster recovery coordinators will also serve as a liaison in identifying potential resiliency, mitigation, and economic recovery projects in the disaster-impacted areas. Additional work elements of the position will include but not be limited to the following:

1. *Implement economic recovery and resilience plans with the goal of rebuilding resilient and sustainable communities throughout the organization's region;*
2. *Assist in local, state, and federally led coronavirus recovery planning efforts among the most highly impacted communities;*
5. *Serve as a liaison between local, state, and federal partners in order to speed the recovery process through strategic technical assistance and local capacity augmentation for the highly impacted communities within the organization's jurisdiction; and*

The Economic Recovery Officer will focus on these elements through Implementation, Coordination and Capacity Building:

Implementation: With an updated CEDS that expands on economic resiliency, the ERC will have the momentum to pivot directly towards implementation of the strategy. Through coordination and capacity building many of actions in the CEDS will likely be implemented, which will yield long term positive impacts for the district and economic health of the region.

Coordination: The ERC will assist in recovery planning efforts by serving as the central point of contact in the region. Through interacting with state and federal officials the officer will help disseminate information down to local communities.

Capacity Building: Through coordination, the ERC will collect best practices from across the region to share with others that could benefit. Their direct work will foster relationships between private businesses, non-profits and the elected officials within the region.

Task 3: Technical Assistance for members and local businesses to adapt their operations to allow for physical distancing requirements, and other identified issues. This aligns with Activity 3:

Technical Assistance and capacity building for member organizations, local businesses, and other local stakeholders impacted by coronavirus;

Physical distancing requirements will likely stay in effect until a vaccine is produced for widespread use in the United States. This will affect businesses in two distinct ways. First, any business operations that require employees to be close to one another (manufacturing, meat and food processing, food service) will need to immediately adapt to keep their employees safe while maintain operations. Second, service industries (food, beverage, retail) need to accommodate fewer people in larger spaces. This task will help business with this effort through regional and local assistance. In addition some money will be saved for unforeseen issues that require regional collaboration and problem solving.