

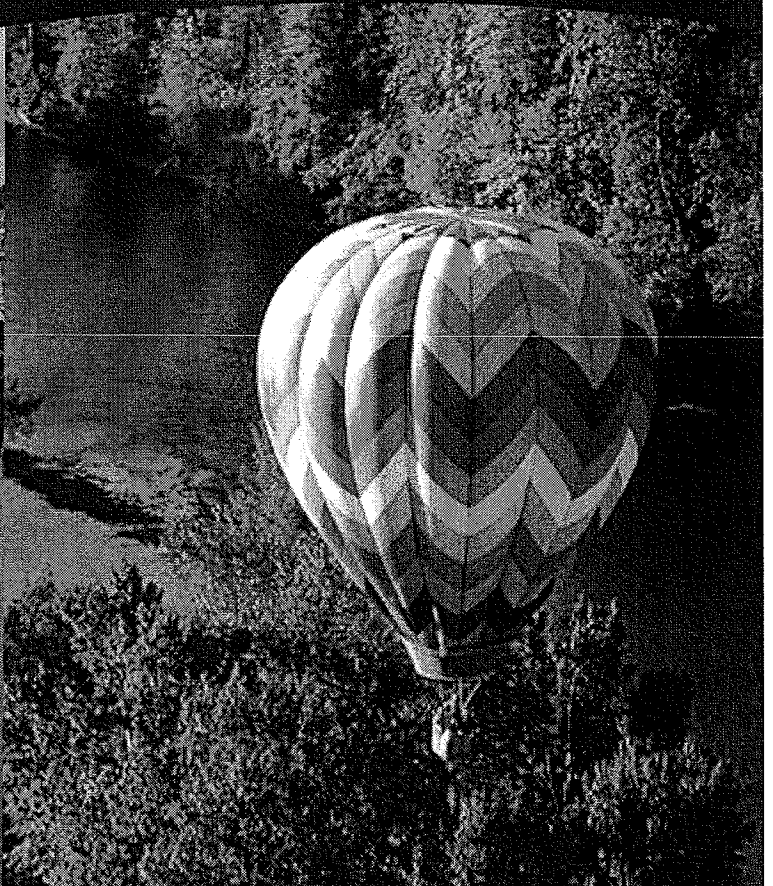
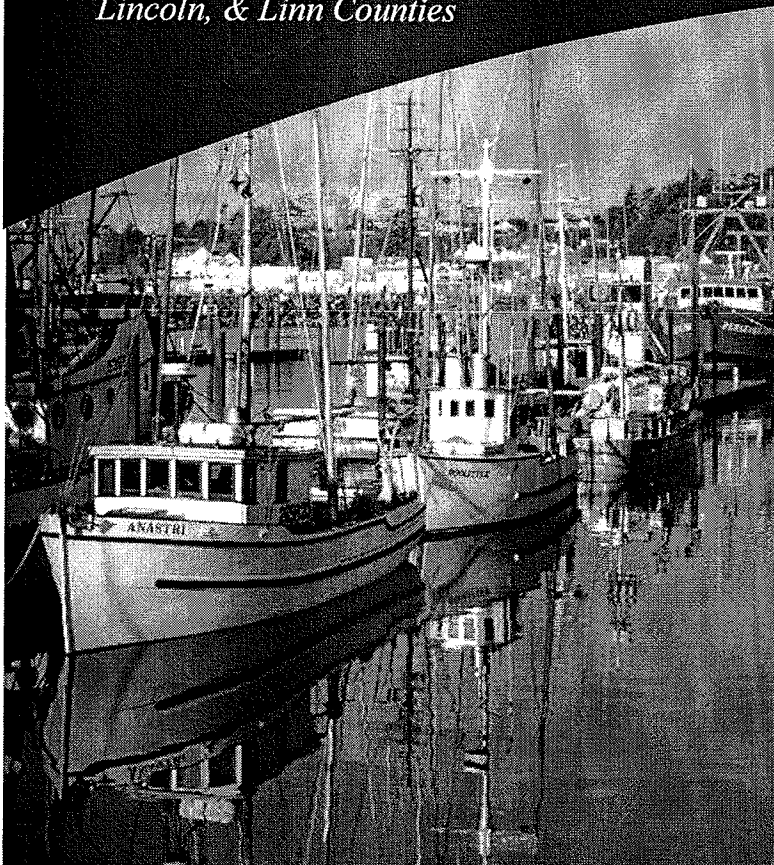


Cascades West Economic Development District

2010-2015

Comprehensive Economic
Development Strategy

*Serving Benton, Lane,
Lincoln, & Linn Counties*



This Comprehensive Economic Development Strategy was prepared by –



With planning grant funding provided by the



**U.S. Department of Commerce
Economic Development Administration**

Approval of this document has been recommended by -

- ◆ Lane Economic Committee on June 21, 2010
- ◆ Oregon Cascades West Council of Governments Community and Economic Development Committee on July 30, 2010

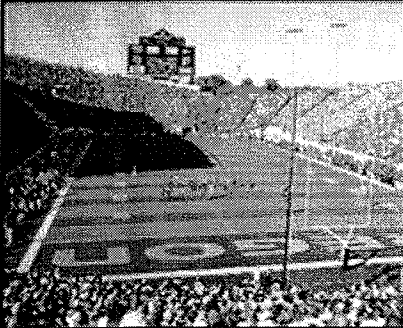
For consideration by -

- ◆ Cascades West Economic Development District Board of Directors
- ◆ Lane Council of Governments Board of Directors
- ◆ Oregon Cascades West Council of Governments Board of Directors
- ◆ U.S. Department of Commerce Economic Development Administration

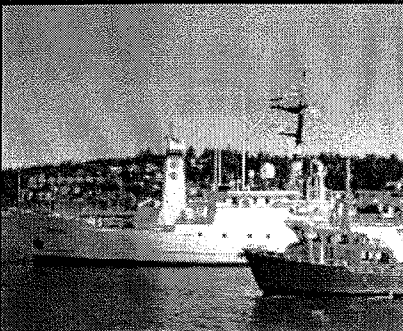
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Benton County



Lane County



Lincoln County



Linn County

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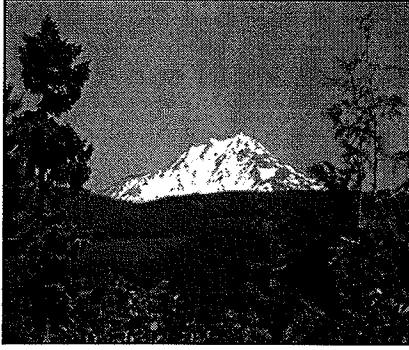
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SECTION 1

Introduction and Executive Summary

Document Context

This Comprehensive Economic Development Strategy (CEDS) is prepared for the 2010-2015 time period. It is intended to provide a framework for long-term economic development planning efforts in the four-county Cascades West Economic Development District (CWEDD) region of Benton, Lane, Lincoln, and Linn Counties, Oregon.

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 to work on economic development efforts in the four-county region. 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.

Executive Summary

The following Executive Summary provides an overview of key findings contained in the CEDS and highlights regional goals and potential initiatives that can help reach the vision for the region's future.

Our Vision and Goals

CWEDD works collaboratively to reach a shared vision in which the region is a demonstrably superior place to live and do business. This vision respects the goals and capacities of each community, nurtures and supports both existing and new businesses, and works to establish a multi-dimensional economy. The District's preferred future includes a diversified economy with range of employment opportunities that provide stable family wage jobs, lifelong learning and training opportunities, sustainable natural resources, and an integrated infrastructure.

To reach this future, the District has identified six broad goals:

- ♦ Advance economic activities that provide a range of employment opportunities.

- ◆ Build on the region's entrepreneurial culture and assets.
- ◆ Support infrastructure assistance to communities.
- ◆ Provide technical assistance to communities and support capacity building efforts.
- ◆ Partner to improve workforce training and education.
- ◆ Support the needs of rural areas.

Key Challenges to Reaching the Vision

Our Economy, consistent with national trends, continues to be in decline. This economic crisis is relayed in recent closures of major manufacturing enterprises in primary sectors, loss of jobs, and high unemployment.

Our Natural Systems include a geographically diverse landscape from the Pacific Ocean to the crest of the Cascade Range that is 79% forest lands. The region is highly susceptible to natural resource policy shifts by government since almost half of the region's land base is in State and Federal ownership. Balancing natural resource needs with development and redevelopment interests is an ongoing priority.

Our People are increasingly attracted to urban environments, with over half of the 590,000 residents of the region living in the four largest cities of Albany, Corvallis, Springfield, and Eugene. Economic indicators identify a growing have-have not divide in which both the number and the percentage of those in need continues to grow.

Our Communities are challenged to meet infrastructure capacity and maintenance needs. Transportation systems are of special concern. Water quality, quantity, availability, and cost are expected to significantly influence future development patterns.

Key Opportunities for Reaching the Vision

Our Economy continues to rest on a fairly diverse base. Emerging businesses in health care, bioscience, advanced manufacturing, and clean technology fields are expected to provide further diversification and employment opportunities in the near term.

Our Natural Systems support a variety of marine fisheries, wood products, and agricultural businesses. The marine ecosystem offers several new opportunities to restructure the regional economy through location of NOAA's Pacific research fleet, wave energy R&D, direct-to-market seafood, and marine reserve pilots.

Our People have good basic job skills and access to a strong workforce training network. Significant enrollment increases at higher education institutions located in the region are expected to lead to an even stronger local workforce.

Our Community Resources include multiple world-class research institutions and innovation centers that are working to transfer R&D into products and businesses. A variety of alternative energy options and emerging energy technology will

help diversity the region's economy. Planned broadband investments will increase the competitiveness of the region. Announced medical facilities and health care investments will provide a base for growth in bioscience fields. Our communities and economic development entities work collaboratively.

How We'll Get There

The June 2010 regional "Building Our Future Economy" Economic Development Forum provided a snapshot view of several initiatives that could move the region toward the preferred vision for the future. These efforts build on, not replace, existing partnerships and resources in the region. It is expected that additional initiatives will be moved forward through annual review of the CEDS and development of committee action plans.

Accelerating Business Start-Ups: The Business Enterprise Center increases the speed and success of business start-up through focused business development support and access to flexible space. A permanent facility with specialty labs will allow the BEC to help more entrepreneurs to quickly move innovative ideas into the marketplace.

Assistance to Lane Rural Communities: This effort will provide technical assistance to the rural cities in Lane County, key business leaders, and critical area partners to identify the economic development priorities of Lane's rural communities. The focus will be on top projects, providing support with planning, grant writing, business development and recruitment, and other economic development efforts.

Branding the Region for Economic Development: Industrial siting experts noted recently that the Linn-Benton area would be more competitive in industrial location efforts if it shared a common approach. OCWCOG is prepared to launch a branding effort as an initial step in unifying a yet-to-be-determined area by building off of a common vision, resources, and challenges.

Community-Based Business Investment: There is a natural progression between buy local > produce local > invest local. Support of the Willamette Angel Network and establishment of new pools of funds for shared investment in new business ideas addresses financial impediments to business growth, builds local wealth, and also helps hold those new businesses in the region.

Expanding Bioscience Opportunities: A bioscience consortia developed by Linn-Benton Community College has identified several ways grow the region's economy through public-private collaboration and support of biomed, bio ag, and other innovation based business opportunities. Support of next implementation steps will help the region establish itself as a bio-center.

Industrial Readiness: Expansion of existing manufacturers and attraction of outside companies are hampered by the time and uncertainty required to develop industrial sites. Addressing site readiness issues such as sale price, wetlands regulations, and infrastructure requirements is critical to making sure that "good sites = good jobs" for the region's future.

Lane County BioEnergy: The BioEnergy Industrial Park will be a model for modern industrial park development. The Park will be a privately-owned site where local and regional low-value agricultural and municipal organic wastes will be processed through a variety of integrated conversion technologies to produce high-value, clean, renewable energy; biofuels; and green bio-products.

Lane One-Stop Business Assistance Center: Lane County needs a "One Stop" resource for business and the LCC SBDC would be a good fit. The One Stop would simplify entrepreneurs' search for resources, leverage and focus marketing efforts - avoiding marketplace confusion, provide low cost and cost-effective resources, coordinate resources and build synergies, avoid duplication, provide follow-up, and identify resource gaps.

University of Oregon RiverFront Research Park Expansion: Successful technology innovation increasingly requires access to lab facilities (wet and dry labs with associated fumehoods, specialized equipment, and ventilation systems). Funding for unique lab facility needs will enable the Park to support more life science, clean tech, and non-tech start-ups and spin-offs emerging from the universities and region.

Workforce National Career Readiness Certificates: Oregon's new NCRC system needs promotional support as it is launched. Currently recognized in 35 states, NCRCs will provide Oregonians with the ability to prove they have basic skills, provide businesses with a way to ensure job candidates have skills required, and provide job skill data that can be used to entice new businesses to tap into the brainpower in Oregon.

Guide to CEDS Contents

Section 1: Executive Summary relays key findings.

Section 2: Putting the Region on the Map provides basic background on geography, climate, and jurisdictions.

The next four sections delineate the social, environmental, cultural, intellectual, and political capital of the region:

- **Section 3: Our People** includes demographics, population, poverty, educational attainment, and labor force data.
- **Section 4: Our Natural Systems and Resources** provides background on resource lands; water, air, and land quality; natural hazards; wetlands; and threatened and endangered species in the region.
- **Section 5: Our Community Resources** reviews the status of local funding, land use, infrastructure, transportation, education, health, and other systems and resources in the region.
- **Section 6: Our Economy** completes the review of the region's existing assets and conditions. It presents an analysis of employment, unemployment, traditional industrial sectors, and emerging clusters.

Section 7: Challenges and Opportunities identifies key regional strengths, weaknesses, opportunities, and threats. This analysis focuses on the overall “health” of communities, individuals, the economy, and natural systems of the region.

Section 8: Regional Vision and Goals provides an overall vision and goals for the region, establishing the framework for identification of short- and long-term regional priorities. This section also identifies our economic partners.

Section 9: Cascades West Economic Development District Work Program presents the work plans to be undertaken by the two Councils of Governments. In addition to regional priorities, this section provides evaluation criteria.

Lane Economic Committee Members

Committee Members

Robert Scoggin	Chair, Homestead Furniture
Pat Albright	Lane Community College
Mike Bloome	Monaco Coach
DeAnn Cherbas	Citizens Bank
Bill Fleenor	Lane County
Chuck Forster	Lane Workforce Partnership
Mike Galvin	Retired
Phillip Hudspeth	Lane Metro Partnership
Jacque Morgan	City of Florence
Greg Rikhoff	University of Oregon
John Sullivan	Self-Employed
Mike Sullivan	City of Eugene
John Tamulonis	City of Springfield
Ellen Teninty	Lane County Labor Council
Lynnette Wikstrom	Self-Employed

Ex-Officio Committee Members

Jay Bozievick	EWEB
Deb Schmidt	U.S. Forest Service
Kari Westlund	CVALCO

Lead Staff to Committee

Steve Dignam	LCOG Business Lending
Milo Mecham	LCOG Planning Services

Lane Economic Committee 2010-2011 Work Plan

1. Improve and increase communication with the LCOG Board.
2. Coordinate efforts with other local, regional, state, and federal economic development organizations in order to maximize efficient delivery of service.
3. Promote and help implement economic development strategies identified in the 2009/10 Eugene Prosperity Summit.
4. Work with rural communities to build fiber communication links.
5. Support and increase various government loan programs for small businesses, including the U.S. Small Business Administration.
6. Provide local input into the regional Comprehensive Economic Development Strategy (CEDS) process.
7. Provide a forum for exchange of information regarding economic development opportunities and programs.
8. Assist local communities, particularly rural communities, to define and coordinate their economic development strategies.