

MEETING: **LANE ECONOMIC COMMITTEE**

DATE: April 10, 2023
(LEC meetings are held on the **2nd Monday** of each month)

TIME: 11:30 a.m. – 1:00 p.m.

LINK: <https://us06web.zoom.us/j/81378087090?pwd=bVRRblNKblVIYUZEWVVOOHZqcTNodz09>

CALL: +1 253 215 8782 US
Meeting ID: 889 0888 1919 Passcode: 018014

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All individuals are expected to observe respectful behavior and decorum during this public meeting. Anyone acting in a disruptive, disorderly or threatening manner will be asked to leave, and may be precluded from participating in future opportunities for public comment. Please be courteous and respectful.

1. Welcome / Introductions / Changes to the Agenda 11:30
Presenter: Greg Ervin
2. Public Comment 11:35
Presenter: Greg Ervin
3. Comments from Members, Chair, and Staff 11:40
Presenter: Greg Ervin
4. Review Minutes from March 13, 2023 (*action*) 11:50
Presenter: Greg Ervin
Action item: Approve minutes.
5. Economic Trends and Forecasts 11:55
Presenter: Brian Rooney, Regional Economist
CEDs Priorities: All
6. Public Safety Infrastructure 12:55
Presenter: Lane County Sheriff Clifton Harrold
CEDs Priorities: 3-Infrastructure Resilience, 4-Workforce Support, 5- Rural Vitality
7. Next Meeting Dates:
 - May 8, 2023
 - June 12, 2023
 - July 10, 2023

April 10, 2023
Lane Economic Committee (LEC)
Agenda Item Summaries

ITEM 5: Economic Trends and Forecasts

Presenter(s): Brian Rooney, Regional Economist, Oregon Employment Department
CEDS Priorities: 2- Sector Diversification Through Business Development, 3 – Infrastructure Resilience, 4 – Workforce Support, 5- Rural Vitality

Brian Rooney will discuss regional economic trends, forecasts and data/information sources for topics including employment, unemployment, population, housing affordability.

ITEM 6: Public Safety Infrastructure

Presenter(s): Clifton Harrold, Lane County Sheriff
CEDS Priorities: 3 – Infrastructure Resilience, 4 – Workforce Support, 5- Rural Vitality

Comprehensive Economic Development Strategy: A number of approaches (for example, *support policies and projects increasing availability of and access to housing, healthcare, transportation options, broadband, etc.*) and key considerations (such as under Work Force Support/Equity and Inclusion/Access – *residents struggling to stay afloat*) relate to the region's quality of life such as safety, access to healthcare, affordable housing, living wages, recreation, education, etc.

The region is struggling with shortcomings of various systems which can place increased demands on public safety systems. For example, the public safety system has become a de facto behavioral health service provider for many (adults and youth) given the under resourced behavioral health system.

Lane County Sheriff Clifton Harrold will speak to this public safety infrastructure component and the role the proposed levy Measure 20-340 plays in addressing system and community needs.

MINUTES

Lane Economic Committee
Lane Council of Governments (LCOG), Fifth Floor Conference Room
859 Willamette Street -- Eugene (Remote meeting via Zoom)

March 13, 2023
11:30 a.m.

MEMBERS PRESENT: Greg Ervin, Chair (City of Cottage Grove/Government); Anne Fifield, Vice Chair (City of Cottage Grove/Government); Allie Camp (City of Springfield/Government); Chantelle Meyer (Economic Development/Government); Cindy Perry (Business/Labor); Faye Stewart (Economic Development/Government); Jake Clifton (Business); Jenna Cusimano (Lane County/Government); Kari Westlund (Travel Lane County); Matt Michel (City of Veneta/Government); Mark Bodie (Business/Finance); Mike Eyster (LCC/Government); Paul Berger (Business); Vanessa Ringgold (Education).

MEMBERS ABSENT: Jeremy Caudle (City of Lowell/Government).

STAFF: Sandra Easdale; Paula Taylor; Denise Walters; Diana Pamir Tisdale.

GUESTS: Justin Peterson; Cole Haselip; Anne Whittington; Melissa Murphy; Laura Engstrom, Nicole Desch.

1. Welcome/Introductions/Changes to the Agenda

Chair Ervin called the Lane Economic Committee (LEC) meeting to order at 11:30 a.m., and introductions were made.

There were no changes to the agenda.

2. Public Comment

There was no public comment.

3. Comments from the Members, Chair, & Staff

Ms. Cusimano announced that Jude Anderson, the new Community and Economic Development Manager for Lane County, was hired and would begin work on April 3, 2023. He would most likely become the primary representative from Lane County to attend LEC meetings after his onboarding was complete.

Mr. Eyster asked if Mr. Anderson was replacing someone.

Ms. Cusimano replied that he replaced Austin Ramirez.

There was no other comments or questions.

4. Review Minutes from February 13, 2023

Mr. Michel made an amendment to section six of the February 13, 2023, meeting minutes. The minutes listed Mr. Michel from paragraph four through the end of section six, but it should have listed Erick Garmin instead.

MOTION: Mr. Eyster moved, seconded by Mr. Michel to approve the February 13, 2023, LEC meeting minutes with amendment. The motion passed unanimously.

5. Business Oregon

Presenter: Laura Engstrom, Regional Development Officer.

Ms. Engstrom introduced herself as the new Regional Development Officer for region two of Business Oregon. She defined region two as being Benton, Lane, Lincoln, and Linn counties. She stated that she had replaced Melissa Murphy and would continue the work Ms. Murphy had done for the past 10 years. She gave a presentation on the programs that Business Oregon offered.

Business Oregon's mission includes investing in Oregon businesses, communities, and people to promote a globally competitive, diverse, and inclusive economy. Business Oregon and their community partners help Oregon businesses in the following areas:

- Increasing Access to Domestic and International Markets
- Accessing Business Expertise
- Accessing Capital for Business Financing

The Export Promotion Program within Business Oregon's Global Trade Division promotes local products and services to global markets. They provide financial assistance for international trade shows and domestic trade shows that have international buyers. They also provide resources to help with online international marketing, such as language translation for websites, in addition to financing and trade expertise through state and federal partners. They offer free certification for business inclusion and diversity, which helps business access more opportunities and business contracts.

Expertise:

Business Oregon works to leverage business expertise for Oregon companies through the following partner organizations:

- The Oregon Manufacturing Extension Partnership (OMEP) helps Oregon manufacturer's increase their profitability through analysis and recommendations for more efficient operations, and many other services.
- The Oregon Small Business Development Center Network (OSBDCN) operates through local institutions and aids businesses with business plans, financial packages, marketing, and many other services, many of which are free of charge due to funding from the Small Business Administration (SBA).
- The Government Contract Assistance Program (GCAP) helps Oregon companies find and apply for federal, tribal, state, and local government contract opportunities.

Business Finance:

Business Oregon helps companies access financing for business growth through the following:

- Business Loans and Loan Guarantee Programs
- Incentive Programs
- Export Financing Through the SBA and the Export – Import Bank of the United States (EXIM)

Infrastructure Programs:

Business Oregon helps communities meet their infrastructure needs for both community and economic development. They have a variety of infrastructure programs for water, wastewater, industrial lands development, broadband and other public services that makes a community more appealing to new

businesses. Oregon has low interest and forgivable loan programs for infrastructure in addition to Technical Assistance Grants to help with the administrative aspects of water, wastewater, and industrial land development. Business Oregon's One Stops program compiles multiple funding options from the agencies that are best suited for each project.

The Business Oregon Regional Development Officers (RDO's) are the points of contact for businesses and communities. If you have questions about any of Business Oregon's programs, contact your local RDO. You can find out who your local RDO is by clicking the following link:

<https://www.oregon.gov/biz/aboutus/contactus/Pages/default.aspx>

Anne Fifield left the meeting at 11:58 am.

Ms. Engstrom asked if there was any comments or questions about Business Oregon's services.

There were no comments or questions.

Ms. Murphy noted that she was the new Industrial Land Specialist at Business Oregon. She stated there were several industrial development programs within Business Oregon that help prepare sites for an industrial employer such as the Certified Shovel Ready Program, the Regional Significant Industrial Areas (RSIA) Program, and the Regional Significant Industrial Sites (RSIS) Program. She said that the RSIS Program may end in June of 2023 unless House Bills 2299, 2258, and 2263 pass, which would extend the Oregon Enterprise Zone Program. If the program continued, that would allow the opportunity to bring a RSIS certification to Lane County, which had none at the time of this meeting.

Ms. Murphy stated that Business Oregon recently launched an Industrial Lands Technical Assistance Grant that contained one-million dollars in total. Eligible industrial sites could be awarded grants between \$25,000 to \$100,000 to prepare industrial lands for development. The grant was originally intended for semiconductor work, but Business Oregon was able to make it a more useable across the state. She noted an error on the Business Oregon website listed under the Industrial Lands Technical Assistance Grant Program Guidelines and clarified that municipalities *were* eligible to participate.

Regarding legislative updates, Ms. Murphy said that Business Oregon was tracking several bills and it was too soon to determine what may happen with them. She said there may be financial assistance for small businesses in the domestic semiconductor industry through the Creating Helpful Incentives to Produce Semiconductors and Science Act of 2022 (CHIPS). She added that most of the bills that Business Oregon was monitoring revolved around industrial lands and the semiconductor industry.

There were no other comments or questions about this topic.

Ms. Walters asked if anyone wanted to share their thoughts about the recent shutdown of the Silicon Valley Bank (SVB) on March 10, 2023.

Mr. Berger said SVB was mostly active in the Portland area. He suspected that most Eugene businesses were not banking with SVB.

Mr. Bodie stated that there were a few businesses within the Eugene Technical Sector that banked with SVB but noted that no depositor ever lost money in a Federal Deposit Insurance Corporation-insured (FDIC) account throughout history. He speculated that there would be no contagion effect within the banking industry because SVB was a relatively small bank. He said the SVB shutdown was not caused by a management issue, it was caused by influential people withdrawing their money out of fear due to

SVB's attempts to raise money. He added that in his opinion, no bank could survive 25 percent of its deposits being withdrawn in a 48-hour period. The losses that SVB suffered were within its treasury portfolio and he noted that it was not risky on their part to loan money to the Federal Government. He said that he did not foresee any long-term issues within Lane County as a result of the shutdown and that hopefully another entity would acquire SVB. He noted that SVB was one of the few companies that went from zero dollars in revenue to \$10 billion in revenue.

Mr. Berger said he was thankful that Ms. Walters suggested a discussion about the SVB shutdown and said national news stories like this one could potentially bear opportunities within the region. He suggested that the Economic Committee take a moment to discuss national news as it pertains to the local economy during future meetings.

Ms. Easdale said that the FDIC announced that all insured and uninsured SVB FDIC deposits would be covered and that depositors would have access to their money beginning on March 13, 2023.

Mr. Eyster added that the Federal Government may not be raising interest rates as a result of the SVB shutdown.

Mr. Bodie said it was hard to predict the actions of the Federal Government but that it was Goldman Sachs who announced they no longer expected the Federal Reserve to raise interest rates as planned during the second half of March of 2023.

There was no further discussion about this topic.

Ms. Walters stated that Oregon economist, Brian Rooney, would be attending the April 2023 meeting and that Anshuman Razdan, Vice President for Research and Innovation at the University of Oregon (UO), would be attending the May 2023 meeting. She asked Ms. Ringgold to tell committee members about Launch Oregon.

Ms. Ringgold said that Launch Oregon was a newly formed nonprofit, limited liability company within the UO. It was designed to assist researchers with the establishment of a board of directors, the hiring of executive leadership, provide initial space and research infrastructure such as access to the specialized equipment housed in the Research Core Facilities, and provide seed funding for UO startups.

Mr. Berger asked if Mr. Razdan was new to the position of Vice President for Research and Innovation at the UO.

Ms. Ringgold replied yes and said that prior to Mr. Razdan, Cassandra Moseley held the position.

6. Next Meeting Dates

- April 10, 2023
- May 8, 2023
- June 12, 2023

7. Adjourn

Chair Ervin adjourned the meeting at 12:16 p.m.

(Minutes recorded by Diana Pamir Tisdale)



PROPOSED MEASURE 20-340

Lane County voters will have the opportunity to vote on a five-year public safety levy that – *without increasing the current tax rate* – would continue funding for 255 local jail beds and youth treatment services if passed.



OVERVIEW

During the May 2023 election, Lane County voters will have the opportunity to vote on the five-year public safety levy for a third time. The levy was originally passed by voters in 2013 and renewed in 2017. Since this is a proposed levy renewal, it would not increase property taxes beyond the current rate.

MEASURE QUESTION

Renewal of Jail and Youth Services Five-Year Levy

Without increasing tax rate, shall County maintain jail, youth treatment beds levying \$0.55/\$1,000 assessed value for five years beginning FY2023/24?

This measure renews current local option taxes.

ESTIMATED COST

If passed, this measure would not change the current tax rate. The proposed tax rate is \$0.55 per \$1,000 of assessed property value. The median Lane County homeowner is estimated to pay an average of \$9.80 per month for five years.

If the proposed levy is not passed, the tax revenue will not be collected and services at the Jail and Youth Services will not receive financial support from levy funds. The current levy expires on June 30, 2023.

THE BASICS

If passed, the proposed measure renewal would maintain a minimum of 255 local jail beds for a five-year period, providing the Sheriff with improved ability to hold those arrested for violent felony offenses until their cases are resolved.

Since the original levy took effect in 2013, no violent felony or Measure 11 offenders have been released pre-trial due to lack of space.

LOCAL JAIL BEDS



There are currently 367 local jail beds available. The levy provides 52 percent of Jail operations funding.

MENTAL HEALTH TREATMENT



The Jail uses best practices to manage the people in its custody, including services for people with mental health and substance use issues.

YOUTH SERVICES



Levy funding provides 8 of 16 youth detention beds and 8 of 15 youth treatment beds.



541-682-4150



publicsafetylevy.org



PublicSafetyLevy@LaneCountyOR.gov



SERVICES PROVIDED

Starting with the original levy in 2013, the public safety levy has provided funding to maintain a minimum of 255 local jail beds, as well as 8 youth detention beds and 8 youth treatment beds. The proposed levy renewal would also require these minimums be maintained.

The Board Order placing the question of levy renewal before voters also requires Lane County to continue providing General Funds to assist with Jail operations.

To date, the public safety levy has maintained or exceeded the minimum of 255 beds.

BY THE NUMBERS

Prior to the original levy taking effect in 2013, there were 125 local jail beds. Lack of available bed space regularly led to the capacity-based, pre-trial release of people in custody.

255

The minimum number of local jail beds required to be maintained with levy funds.

367

The current number of local jail beds available at the Lane County Jail.

0

The number of violent felony or Measure 11 offenders released pre-trial due to lack of capacity since the first levy took effect in 2013.

52

The percent of Jail operations revenue provided by the levy.



Oversight

Annual independent audits of the use of levy funds, and a public presentation of audit results, would continue if the levy is renewed.



Maintains Tax Rate

This proposed renewal of the levy, if passed by voters, would not increase the current tax rate.

LEARN MORE & TAKE A TOUR

Visit www.PublicSafetyLevy.org to:

- Sign up for a tour of the Lane County Jail: www.PublicSafetyLevy.org/tours
- Review a history of the public safety levy: www.PublicSafetyLevy.org/history
- Read Frequently Asked Questions: www.PublicSafetyLevy.org/faqs
- Read the full proposed measure text: www.PublicSafetyLevy.org/measure

This information was reviewed by the Oregon Elections Division for compliance with ORS 260.432.



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 jurisdictions in the region. By leveraging the strengths and capabilities of each county towards a wider economic strategy, the region can become more prosperous, resilient, and cohesive.

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

Approaches <i>What will guide regional economic development?</i>	Implementation Ideas <i>How can the strategies be implemented?</i>
Build relationships and collaboration through project-based regional initiatives.	Convene economic development practitioners from across the region quarterly or semi-annually to brainstorm, revise, and prioritize a list of regionally significant projects.
Integrate the priorities captured in the CEDS into existing local- and regional-scale initiatives.	<p>Economic development practitioners who are familiar with the CEDS should engage economic development practitioners who are new to the region or the CEDS in a CEDS overview/onboarding process.</p> <p>City and County economic development staff should deliver an annual CEDS overview and update to elected officials.</p>
Increase CWEDD's staff capacity so CWEDD can provide more support to regional initiatives.	<p>Seek funding to add at least 1 Full Time Equivalent (FTE) staff support position to CWEDD.</p> <p>Create a regional economic development organization chart that clearly identifies the linkages and roles of all economic development agencies in the CWEDD region (house on CWEDD website).</p>
Increase representation of currently underrepresented business, workforce, and education interests on the CWEDD Board and CEDS project working groups by including more perspectives from Tribes, Latino/a/x communities, Black communities, immigrant communities, rural communities, and low-income communities.	Review CWEDD Board representation and recruit new members that can speak to the perspectives of underrepresented groups, including but not limited to: Tribes, Latino/a/x communities, Black communities, immigrant communities, rural communities, and low-income communities.



Priority Area 1: Regional Collaboration & Partnerships, cont.

Approaches, cont.

What will guide regional economic development?

Invest in continuity of operations planning for all economic development support providers so these entities can continue providing response and recovery assistance post-shock.

Foster a coordinated approach to economic resilience and recovery planning efforts across the region.

Implementation Ideas, cont.

How can the strategies be implemented?

Work with emergency managers to create inventories of local businesses capable of providing services, material, equipment, and workforce in the event of a disaster. Then develop pre-approved contracting with these businesses to allow for immediate access post-shock.

Ensure representation for business interests emergency preparation, mitigation, response, and recovery planning processes by requesting space on planning committees for economic development practitioners and business representatives.

Form economic recovery teams that include business representatives and convene regularly to create regional economic recovery plans.

Develop local recovery ordinance model language that jurisdictions can adopt.



Priority Area 1: Regional Collaboration & Partnerships, cont.

Indicators

Collaboration: Presence of cross- and multi-jurisdictional economic development projects

Equity & Inclusion: Representativeness of CWEDD Board & Working Groups

Resilience: Incorporation of resilience considerations into regional and local economic development strategies

Key Partners

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

Key Considerations

Equity & Inclusion

How will these strategies build a more equitable and inclusive region?

Representation – by including and involving a more representative set of perspectives from the communities served by CWEDD in CWEDD committees and initiatives, economic development projects have a better chance of meeting the needs of everyone in our region, not just those who traditionally held the most power and influence over decision-making and resource allocation.

Resilience

How will these strategies build regional resilience?

Internal Coordination – economic development efforts in the CWEDD region have not been well coordinated in the past, leading to missed opportunities for collective impact. When we begin to align our efforts, collaborating around resources rather than competing over them, we can spread the benefits of economic development more broadly, building a region that is less vulnerable to economic downturns.

External Communication – lack of internal coordination leads to confusing, ineffective communication to businesses and workers. Increasing collaboration among economic development supporters will foster a more unified, streamlined message to the business community and our workforce, aiding our ability to respond quickly and effectively to economic crises.



Priority Area 2: Sector Diversification Through Business Development

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

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

Approaches

What will guide regional economic development?

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

Facilitate connections between business development centers and business incubators and accelerators to create an obvious bridge of support between the start-up and growth phases of new businesses.

Facilitate connections between educational institutions (both K-12 and higher education) and business incubators and accelerators to foster a culture of entrepreneurship.

Implementation Ideas

How can the strategies be implemented?

Create and promote a database of incubators, accelerators, capital sources, and business support services available in the region.

Assist with identifying and pursuing funding that would increase capacity of business incubators and accelerators.

Develop a business registration or tracking system that will allow the collection of more and better data about businesses’ needs.

Establish a network of local and regional staff who can help businesses navigate through permitting and other processes.

Develop and publicize educational opportunities about the advantages of international trade for regional businesses that are interested in expanding into new markets.

Facilitate annual meetings with representatives from business development centers and incubators/accelerators to discuss the process referrals between support providers.

Facilitate annual meetings with representatives from educational institutions to build connections between regional needs and academic course offerings.

Organize a forum on regional innovation networking.



Priority Area 2: Sector Diversification Through Business Development, cont.

Approaches, cont.

What will guide regional economic development?

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

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

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

Implementation Ideas, cont.

How can the strategies be implemented?

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

Work with Small Business Development Centers (SBDCs), incubators, and accelerators to develop low-effort business continuity of operations planning resources.

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.

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).

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



Priority Area 2: Sector Diversification Through Business Development

Indicators

Collaboration: Presence of referrals between business support providers

Equity & Inclusion: Representativeness of business owner demographics

Resilience: Presence of continuity of operations plans

Key Partners

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

Key Considerations

Regional Collaboration

How will a regional approach to these strategies support economic prosperity?

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.

Equity & Inclusion

How will these strategies build a more equitable and inclusive region?

Access for existing businesses – 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.⁹ Programs and policies targeted at supporting groups that are underrepresented in business ownership and leadership will help bring representation back into balance.

Access for entrepreneurs – start-ups require significant upfront resources and are more likely to gain traction if the entrepreneurs can leverage relevant social and investor networks. Some demographic groups and entrepreneurs in rural areas may have more limited access to resources and networks. When economic developers work specifically to assist underrepresented groups, they create a more representative pipeline of new business owners.

Resilience

How will these strategies build regional resilience?

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.”

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.

Internal Coordination –facilitating connections between incubators, accelerators, and traditional business development support providers will lead to a better alignment of resources.

⁹ In 2018, 11% of Oregon’s small businesses (businesses with fewer than 500 employees, which make up 99.4% of all Oregon businesses) were minority-owned, according to the [2018 Small Business Profile](#) from the US Small Business Administration. In 2019, 25% of Oregon’s population was not white alone and not Hispanic or Latino (American Community Survey, 2019: ACS 1-Year Estimates Data, Table DP05).



Priority Area 3: Infrastructure Resilience

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

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

Approaches <i>What will guide regional economic development?</i>	Implementation Ideas <i>How can the strategies be implemented?</i>
Identify and prioritize projects of regional importance that will (1) improve quality of place for residents and (2) increase diversity and redundancy in the region’s infrastructure (particularly critical infrastructure related to transportation, energy, communications, and fuel).	Survey regional partners annually to develop a project list and convene a conversation about how to ensure these projects support resilience and are coordinated across the region. Work with property owners and businesses located within hazard zones to develop strategies to harden, elevate, re-locate or otherwise mitigate / prevent damage from natural hazards. Encourage local practitioners to support the update of the economic development sections of comprehensive plans by encouraging resilience considerations for employment land.
Coordinate regional efforts to expand broadband availability in areas with the least access.	Increase collaboration around broadband development by convening regional economic development practitioners to discuss efforts and share resources.
Incorporate equity assessments during infrastructure planning to ensure the benefits and potential negative impacts of development are equitably distributed across the population.	Develop an equity checklist to apply during project planning; the checklist can help identify project shortcomings and encourage modifications that will lead to a more equitable distribution of impacts.
Promote available services and funding sources that can be accessed via CWEDD to support infrastructure development.	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.
Increase the capacity and resources available to support grant writing and technical project development for infrastructure projects.	Create a section on the CWEDD Website to serve as a library of past funding applications that be used as a resource for developing successful new funding applications. Increase staff time at COGs dedicated to helping with preparing funding applications and providing technical assistance on infrastructure project development.



Priority Area 3: Infrastructure Resilience, cont.

Indicators

Collaboration: Presence of cross- or multi-jurisdictional infrastructure projects

Equity & Inclusion: Presence of projects explicitly considering equity

Resilience: Presence of projects explicitly considering resilience and redundancy

Key Partners

- ❖ Economic development staff
- ❖ Business Oregon Infrastructure Finance Authority
- ❖ Local & county emergency managers

Key Considerations

Regional Collaboration

How will a regional approach to these strategies support economic prosperity?

Although many infrastructure projects occur at a local scale, it is always important to consider regional connections, particularly when planning for diversity and redundancy. By keeping a finger on the pulse of many local projects, economic development practitioners can encourage regional considerations during conversations about infrastructure development.

Equity & Inclusion

How will these strategies build a more equitable and inclusive region?

Access – research shows that lower-income communities and communities of color are disproportionately impacted by the negative externalities of infrastructure development (like pollution from industrial development and displacement by highway construction), while these same communities don’t always see the full benefits of projects.¹⁰ Considering equity during the planning process for infrastructure projects can help mitigate these trends. It is also important to remember that equitable benefit is different than equal benefit – to address past discrimination and lack of access, some projects will require more investment in some communities compared to others.

Resilience

How will these strategies build regional resilience?

Infrastructure redundancy and resiliency – focusing on projects that create redundant infrastructure (back-up systems that will take over if the primary system fails) and resilient infrastructure (systems that can withstand disruption for either natural or human-created incidents) will put CWEDD in a strong position to bounce back quickly from disruption.

Equitable access – developing broadband and other critical infrastructure in underserved communities will uplift areas that have suffered economically because they lacked access to high-quality essential services.

Internal Coordination –working collectively across the region to identify important projects will ensure a more coordinated and collaborative approach to seeking funding.

¹⁰ Glover Blackwell, Angela and Anita Cozart. “How Smart, Targeted Infrastructure Investment Can Pave the Way for an Equitable Nation.” Urban Institute, 1/23/18. <https://www.urban.org/infrastructure/how-smart-targeted-infrastructure-investment-can-pave-way-equitable-nation>



Priority Area 4: Workforce Support

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

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

Approaches <i>What will guide regional economic development?</i>	Implementation Ideas <i>How can the strategies be implemented?</i>
Support deliberate coordination between businesses, Workforce Investment Boards (WIBs), and educational institutions to help identify and provide for current employer needs.	Facilitate annual meetings between representatives from educational institutions, WIBs, and key business sectors to (1) identify current and predicted workforce skill needs and (2) consider curriculum changes that will support the development of these skills. Partner with local workforce development programs, including WIBs, to increase participation of local businesses in apprenticeships, internships and On-The-Job-Training programs, in order to build pathways to employment for persons entering the workforce.
Attract and retain younger talent by promoting the region’s livability and access to exceptional nature and outdoor recreation opportunities.	Work with Destination Marketing Organizations to prepare marketing material specifically geared towards attracting new workers to the area and demonstrating the region’s benefits to recent graduates.
Investigate and support policies and projects that will increase the availability of affordable housing, affordable transportation options, the quality and accessibility of recreation, access to broadband, access to healthcare, and other factors that enhance quality of life.	Encourage practitioners to participate in discussions at the local and county levels related to affordable housing, transportation, recreation, and healthcare access – ask to have representation for economic development practitioners and business representatives on committees and working groups. Work with statewide economic development groups like the Oregon Economic Development Association (OEDA) and Oregon’s Economic Development Districts (OEDD) to have a state and national lobbying presence advocating for policies that will increase the availability of and access to affordable housing, transportation, recreation, health care, and broadband.



Priority Area 4: Workforce Support, cont.

Indicators

Collaboration: Level of coordination between EDOs and WIBs

Equity & Inclusion: Percentage of cost-burdened households

Resilience: Level of coordination between education/worker-training programs and businesses

Key Partners

- ❖ Economic development staff
- ❖ Workforce Investment Boards
- ❖ K-12 & higher education representatives
- ❖ Local & county planning staff

Key Considerations

Regional Collaboration

How will a regional approach to these strategies support economic prosperity?

Workforce Investment Boards (WIBs) are critical economic development partners. The CWEDD region overlaps with three different WIBs, making regional coordination particularly important. CWEDD can play a role in aligning the efforts of our region's WIBs with the needs of our businesses and the capacity of our educational institutions.

Equity & Inclusion

How will these strategies build a more equitable and inclusive region?

Access – many residents in the CWEDD region struggle to stay afloat amid high living costs. With economic inequality on the rise,¹¹ CWEDD must support efforts to ensure residents have options for earning a living wage and affordable access to housing, transportation, recreation, broadband, and health care. Making headway on these issues will play a key role in reducing economic inequality.

Resilience

How will these strategies build regional resilience?

Workforce flexibility – pushing for more strategic connections between our workforce development sector and our educational institutions will help better align the skills of our workers with the needs of our businesses. By better aligning efforts, we give our workforce an appropriate and transferrable skill that will allow the region to pivot quickly into new sectors as our economy adapts to new technology and consumer demands.

Equitable access – supporting policies that ensure basic needs are met (like access to affordable housing and high-speed internet) removes stressors from the lives of our workers, allowing them to focus their energy on contributing to our region's businesses.

Internal Coordination – in part because of the mis-aligned geographies of WIBs and EDDs, our region has sometimes struggled to coordinate efforts related to workforce development. By intentionally focusing on building stronger coordination between WIBs and other economic development practitioners, we can create a more coherent system of support for our region's workforce.

¹¹ Hauser, Daniel and Juan Carlos Ordóñez. "Income Inequality in Oregon Notched New Record Prior to COVID-19 Crisis." Oregon Center for Public Policy, 10/1/20. <https://www.ocpp.org/2020/10/01/income-inequality-oregon-new-record/>



Priority Area 5: Rural Vitality

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

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

Approaches <i>What will guide regional economic development?</i>	Implementation Ideas <i>How can the strategies be implemented?</i>
Prioritize strategies that support the growth of tourism and value-added natural resource industries (including ecotourism, marine-related activities, sustainable farming, and local food and beverage production) to enhance economic opportunities in rural areas.	Work with local Main Street programs to identify and secure funding for downtown revitalization projects. Work with Destination Marketing Organizations and the Willamette Valley Visitors Association to develop and market local value-added products. Develop/sustain business retention and expansion programs in rural communities with a particular emphasis on succession planning for businesses at risk of closing.
Support efforts to provide high-quality K-12 education in rural areas.	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.
Support efforts to increase health care and telehealth care access in rural areas.	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.
Emphasize infrastructure self-sufficiency in rural areas to ensure communities can sustain themselves in the event a disaster cuts off access to transportation systems and urban centers.	Develop a self-sufficiency checklist to apply during project planning; the checklist can help identify project shortcomings and encourage modifications that will ensure rural areas can sustain themselves without outside help.



Priority Area 5: Rural Vitality, cont.

Indicators

Collaboration: Presence of multi-jurisdictional projects in rural areas

Equity & Inclusion: Access to health and education services

Resilience: Presence of rural infrastructure projects explicitly considering self-sufficiency

Key Partners

- ❖ Economic development staff
- ❖ Regional tourism staff
- ❖ Rural school districts and education service districts
- ❖ Health care providers
- ❖ Local & county emergency managers

Key Considerations

Regional Collaboration

How will a regional approach to these strategies support economic prosperity?

Our region’s rural areas must work together to increase access to basic services and cultivate promising new economic sectors. While each community has unique needs and identities, far more unites our rural areas than divides them. County and other regional economic development practitioners should facilitate collaboration and sharing among rural communities. This will help coalesce multiple communities behind funding proposals and projects, increasing the likelihood of their success.

Equity & Inclusion

How will these strategies build a more equitable and inclusive region?

Access – many public services are concentrated in urban areas, making them difficult to access for residents of rural areas who do not have reliable transportation or high-speed internet connections. By highlighting the needs of rural residents and advocating for systems of service provision that are accessible in rural areas, economic developers can bring attention and resources to an underserved population.

Resilience

How will these strategies build regional resilience?

Diversification of industries/economic sectors – Oregon’s rural economies have experienced significant decline in part because they lacked economic diversity. Encouraging the diversification of the industries that support our rural areas will increase rural areas’ ability to withstand and bounce back from future economic shocks.

Infrastructure redundancy and resiliency – building out self-sufficient infrastructure in rural places will decrease dependency on far-away support systems. Since many disasters may cut off access to these support systems, self-sufficient and back-up infrastructure will be critical to survival.

Internal Coordination –coalescing rural communities around specific funding proposals will increase competitiveness since many funders prioritize collaborative efforts. While a single community on its own may have trouble competing with the comparatively vast resources available in urban areas, pooling rural communities’ resources and voices will increase their likelihood of gaining attention and traction.

LANE ECONOMIC COMMITTEE - 2023

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* These positions are appointed by their respective elected bodies.

** This position is appointed by the LCOG Board.

Changes are indicated in **Bold**

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