

LANE ECONOMIC COMMITTEE

AGENDA

August 12, 2024

(LEC meetings are held on the **2nd Monday** of each month)

11:30 a.m. – 1:00 p.m.

<https://us06web.zoom.us/j/88107691691?pwd=bKNmjsxELpNDpDJqaUI9TbVGSi8Tyl.1>

+1 253 215 8782 US

Meeting ID: 881 0769 1691 Passcode: 574367

All individuals are expected to observe respectful behavior and decorum during this public meeting. Please be courteous and respectful.

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| 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 June 10, 2024 | 11:45 |
| Presenter: Greg Ervin | |
| Action Item: Approve minutes. | |
| 5. Resilient Lane (PROTECT Grant) | 11:50 |
| Presenter(s): Rachel Dorfman | |
| CEDS Priorities: 1 – Regional Collaboration & Partnerships,
3 – Infrastructure Resilience, 5 – Rural Vitality | |
| 6. Lane County Deflection Process (Measure 110 “Fix”) | 12:05 |
| Presenter(s): Clint Riley, Lane County Deflection Program Manager | |
| CEDS Priorities: 4 – Workforce Support, 5 – Rural Vitality | |
| 7. CEDS Update Survey | 12:20 |
| Presenter(s): Justin Peterson – OCWCOG, and all members | |
| CEDS Priorities: All | |

8. Grant News and Opportunities

12:50

- Future Ready Healthcare: Lane Education Service District
- Good Jobs Challenge
- BizOregon Outdoor Gear and Apparel Matching Funds

Presenter(s): Denise Walters, LCOG

CEDS Priorities: All

Next Meeting Dates:

- September 9, 2024
- October (off so can participate in regional CEDS session)
- November 11, 2024

Upcoming Topics:

- 2026-2030 CEDS Update: OCTOBER SESSION

August 12, 2024
Lane Economic Committee (LEC)
Agenda Item Summaries

ITEM 5: Resilient Lane PROTECT Grant

Lane Council of Governments and Lane County partnered and were successfully awarded a Promoting Resilient Operations for Transformative, Efficient and Cost-Saving Transportation (PROTECT) planning grant. The PROTECT program purpose is to help make surface transportation more resilient to natural hazards, including climate change, sea level rise, flooding, extreme weather events, and other natural disasters. The LEC provided a letter of support for the PROTECT grant application and will now learn about the project components and next steps. Project work directly aligns with Priority Area 3 Infrastructure Resilience and has intersecting benefits for Priority Area 5 Rural Vitality.

ITEM 6: Lane County Deflection Program

[House Bill 4002](#) included several actions including the recriminalization of possession of small amounts of controlled substances. HB 4002 also established funding for counties to establish deflection processes (aka programs) which deflect people from the criminal legal system to systems of care for treatment (substance use disorders and/or mental health disorders). Lane County's Deflection Program Manager will share more about what deflection looks like and the timeline for Lane County's Program to become operational. The LEC has heard how those struggling with such disorders face barrier to entering and being successful in the workforce as well as how local businesses have felt impacted by things such as public use of controlled substances, property crime related to addiction, those in behavioral health crisis adversely affecting patronage.

ITEM 7: Comprehensive Economic Development Strategy (CEDS) Update - Survey


A strengths, weaknesses, opportunities and threats (SWOT) assessment is being conducted as part of the CEDS update. A survey will be used to collect information to inform the SWOT. The LEC will walk through the survey questions providing members an opportunity to share their initial thoughts and discuss each other's insights to help broaden the view and identify items that might not have come to the fore should members have responded to the survey only on their own.

ITEM 8: Grant News and Opportunities

This item is a pilot to see if it is of interest and use to members!



Deflection 101: Understanding the basics



Grant Hartley
Multnomah County Director
Metropolitan Public Defenders

Acknowledgements

- **Chris Campbell, PhD** – *Criminal Justice Policy Research Center, Portland State University*
- **Police, Treatment, and Community Collaborative (PTACC)**
- **Lisa Daugaard, Co-Executive Director** – *Purpose. Dignity. Action (PDA)/LEAD Support Bureau*

“Everyone you
will ever meet
knows
something you
don’t.”
- Bill Nye



Vocab Lesson: Deflection vs. Diversion

Deflection

Centered in the
community

Deflecting away
from justice
system **without**
having entered it

Behavioral health
guided with
criminal justice
partnerships

Diversion

Centered in the
justice system

Diverting out of
justice system
After having
entered it

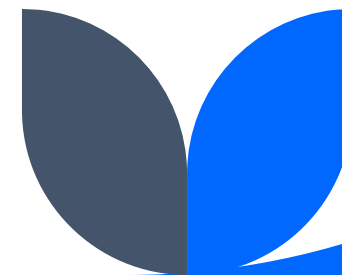
Criminal justice
guided with
behavioral health
partnerships

Deflection is NOT a Program.

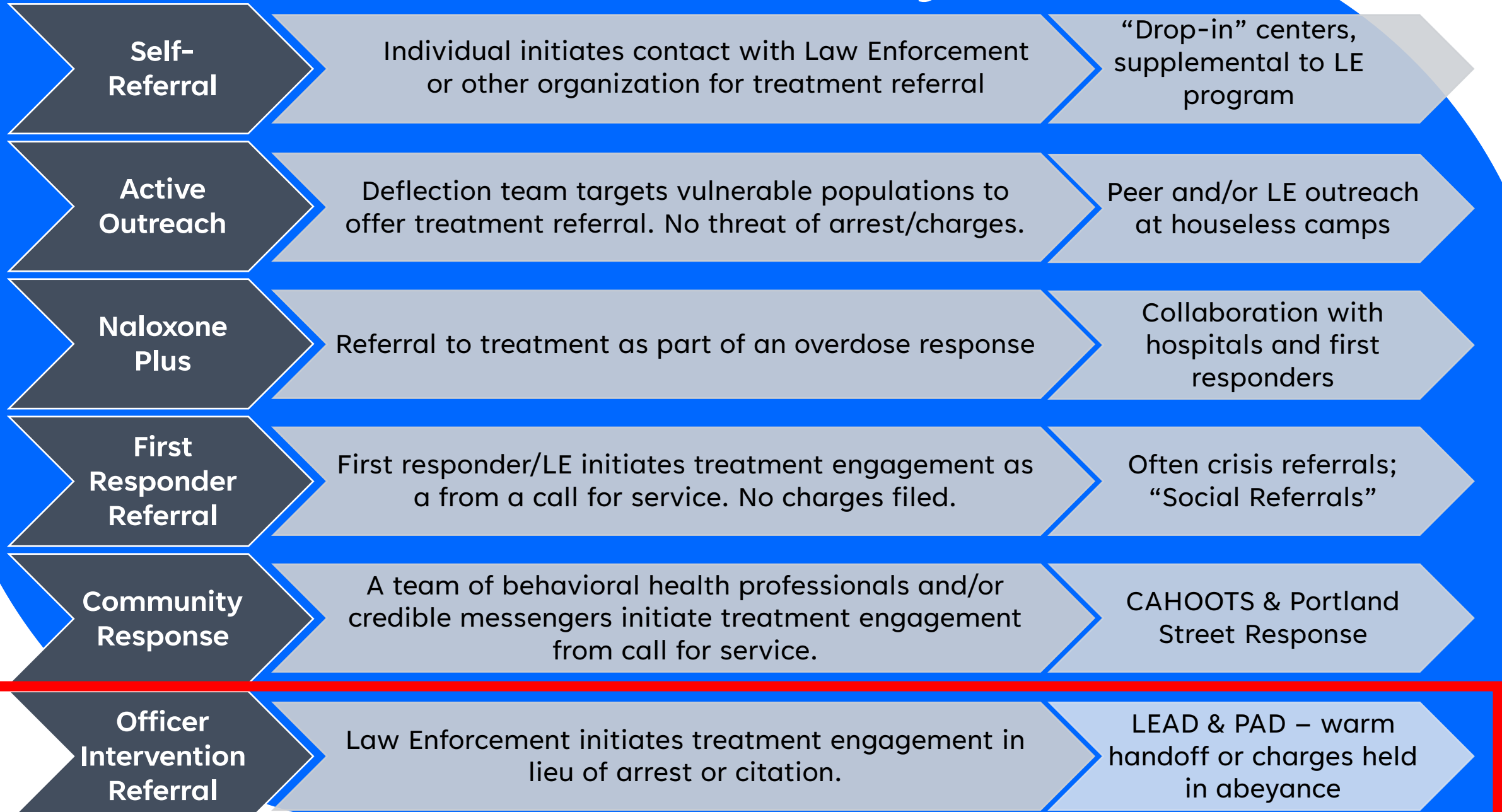
Deflection is a PROCESS.

Deflection is a “community-centered initiative.”

~ PTACC



The Six Deflection Pathways



HB 4002 Deflection Programs

SECTION 36. (1) Law enforcement agencies in this state are encouraged to, in lieu of citation or arrest, or after citation or arrest but before referral to the district attorney, refer a person to a deflection program when the person is suspected of committing, or has been cited or arrested for, unlawful possession of a controlled substance constituting a drug enforcement misdemeanor under section 35 of this 2024 Act.

Focus on Officer Intervention Deflection Program

- **Pre or Post-Arrest:** Post-Arrest programs use arrest to transport individual to a “drop-off” facility (e.g. PAD – Philadelphia, PA)
- **Before referral to DA:** Intended to *deflect* from the system. If referred to DA for charges, it is a *Diversion* program.

BUT consider adding other models to supplement referrals and provide as much outreach as possible.

Many deflection programs are majority social referrals (e.g. LEAD – 80% Social Referral)



Officer Intervention Referral



Offers Deflection



Refers to appropriate & available services



Individual engages in services or has connection for future engagement

Or Arrest/Citation



Individual charged and prosecuted

Individual meets with Peer or Case Manager

Failure to Engage

OPTIONAL: Some deflection programs hold the charges in abeyance until "completion" (initial appointment, screening, etc.)

Often depends on "warm hand-off" vs. referral to appointment

LEAD:

Law Enforcement Assisted Diversion

➤ **Started in 2011 in Seattle** – diverting low-level drug and prostitution offenses

➤ **More than just deflection:**

- Social/Community Referrals
- Community Programming
- Serious crime diversions

Upcoming ECHO will be entirely dedicated to the LEAD model

➤ **Recognizing expansion, changed LEAD to mean:**
Let Everyone Advance with Dignity

➤ **LEAD Support Bureau** – Offer Technical Assistance to those adopting LEAD model



Initial Considerations for Developing a New Deflection Program

PLAN

- **Who is at the table:** Law Enforcement, Services (treatment, peers, etc.), system stakeholders (DA, defense, court, etc.), etc.
- **What services are available:** Conduct inventory of available services. More than just SUD treatment (housing, MH, employment, barrier reduction, essentials, etc.)
 - *Make sure to identify and incorporate culturally and linguistically appropriate services*

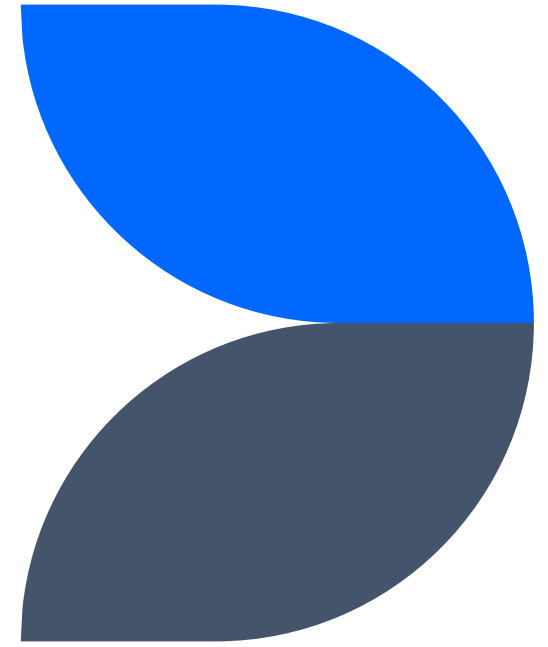
PREPARE

- **Know your Limitations:** Build a program that recognizes the resource limitations of your jurisdiction (availability of services, hours of operation, “drop-off” location, etc.).
- **Set Expectations:** Communicate limitations to all stakeholders.
- **Incentivize Participation:** Find ways to incentivize participation by Law Enforcement (e.g. easy connections, less paperwork, etc.), Service Network (e.g. grant funding, meaningful collaboration, etc.), and participants (e.g. diverse services/programming, level of support, ease of participation).

IMPLEMENT

- **Phased Approach:** Consider adopting a phased roll-out that recognizes your jurisdiction’s current limitations and then move toward a more robust program as more resources become available.
- **Data Tracking:** Identify data to collect and ensure mechanisms are in place to collect it (demographics, arrests, participation, service connections, etc.)

Questions?



**Lane Economic Committee (LEC)
Lane Council of Governments (LCOG)
859 Willamette Street – Eugene, Oregon
Meeting via Zoom**

June 10, 2024
11:30 a.m.

MEMBERS PRESENT: Greg Ervin; Chair (City of Cottage Grove / Government), Anne Fifield, Vice Chair (City of Eugene), Mark Bodie; (Business/Finance), Paul Berger; (Business), Chantelle Meyer; (Florence Economic Development), Allie Camp; (City of Springfield / Government), Matt Michel; (City of Veneta / Government), Jake Clifton; (Business), Jacob Thode (City of Veneta), Matt Roberts, (University of Oregon)

MEMBERS ABSENT: Jeremy Caudle; (City of Lowell / Government), Larissa Ennis (University of Oregon), Kari Westlund; (Travel Lane County), Ashley Espinoza; (Lane Workforce Partnership), Mike Eyster; (LCC)

STAFF: Denise Walters (LCOG staff), Sandra Easdale (LCOG Staff)

PRESENTERS

Nancy Yuill, Bank On Oregon
Erwin Reeves, FDIC, NW Region
Justin Peterson, Cascades West Council of Governments

1. Welcome/Introductions / Changes to the Agenda

Chair Ervin called the LEC meeting to order at 11:30 a.m. Introductions were made, and a quorum was established. There were no changes to the agenda.

2. Public Comment

Chair Ervin called for public comment. There were no comments from the public.

3. Comments from the Members, Chair, & Staff

Matt Roberts stated he would represent the UO as Larissa was out of the office.

4. Review Minutes from May 13, 2024 (attachment)

MOTION: Mr. Berger moved, seconded by Mr. Michel to approve the May 13, 2024 LEC meeting minutes. The motion passed unanimously.

As Ms. Yuill had not arrived, agenda items 5 and 6 were renumbered and Mr. Reeves would present until she arrived.

5. Banking Deserts (agenda summary and mapping tool attachment)

CEDS Priorities: 2 - Sector Diversification Through Business Development,
3 – Workforce Support, 5 – Rural Vitality

Mr. Reeves introduced himself as a community specialist for FDIC covering the Pacific Northwest which included the Bay Area the state of Oregon and the state of Washington. Mr. Reeves provided a PowerPoint presentation that reflected statistics and locations referenced in the agenda item attachment regarding the pace of bank branch closures in the U.S. and Lane County, the pitfalls of online banking for young adults and senior populations, and the adverse impact that lack of banking access had on financial health and building wealth. Mr. Reeves stated that Lane County fits the FDIC definition of a banking desert. He described the needs of senior-aged communities which have longstanding face to face relationships with banking institutions, especially for cash deposits and money orders. He added that there is a newer FDIC program focus on young adults as they need the opportunity to learn what banking institution can offer and learn about financial health in the trusting environment where questions are asked and answered, especially prior to seeking credit. He stated that young adults are comfortable with online transactions, but can be preyed upon with online scams, and some transactions such as credit applications, are more complicated than what can be offered through an online transaction.

Mr. Reeves cited the needs of small businesses located in banking deserts which need personal transaction access, and said the problems are multiplied when banking deserts are in areas where the lack of broadband access made it more difficult to engage even in online financial services. He added that in Lane County there is a lack of banking activity in general that is making it difficult for brick-and-mortar institutions to survive.

Mr. Reeves referenced the federal Community Reinvestment Act which requires financial institutions responsible for collecting deposits to offer loans for residents in designated assessment areas. He added that there are unique challenges to building trust and credit success through increased human interactions. He highlighted slides illustrating mapped areas of Lane County which align with assessment survey information and stated that in the last 10 years Lane County lost 39 physical banking branches, incidents which garnered a great amount of media attention. Mr. Reeves discussed solutions in other parts of the U.S. which potentially could serve as models for Lane County such as the use of mobile banking vehicles to reach remote communities offering ATM and other services.

Mr. Berger asked if credit unions were also included in the federal Community Reinvestment Act. Mr. Reeves replied yes, it included the federal Credit Union Administration.

6. Bank On Oregon (agenda summary attachment)

CEDS Priorities: 2 - Sector Diversification Through Business Development,
3 – Workforce Support, 5 – Rural Vitality

Mr. Reeve stated that the FDIC is engaged with financial institutions and community organizations to foster and improve low income and rural resident participation in mainstream financial services which would include the establishment of bank accounts and reasonable credit opportunities. He added that the FDIC is also involved in reducing financial predatory events.

Mr. Reeves referenced agenda summary materials regarding Oregon households that do not have adequate financial access to financial systems, including brick and mortar financial institutions. He stated seniors and young adults in Lane County would benefit from increased opportunities to have face to face, personal transactions with banking institutions.

Ms. Yuill arrived at 11:45am.

Mr. Reeves asked Ms. Yuill to continue the presentation on the Bank On program. Ms. Yuill introduced herself as a member of the Bank On coalition. She stated she had been working with Mr. Reeves for some time to provide a nonprofit community organization with access to financial institutions. She said Bank On is part of a national movement to encourage financial institutions to create accounts for those who are “unbanked”. She lauded the fact that in the past year Bank On service sites had doubled, and in Oregon there were 22 institutions which had certified Bank On programs. She provided a link to their locations.

Ms. Yuill said the definition of ‘unbanked’ was one of historical exclusion going back to the legacy of redlining communities of color and the disabled, and today ‘unbanked’ is defined as no one in a household having a checking or savings account, adding that nationally, that is one in eight households. She cited surveys which revealed that 1/2 of those who are unbanked want a bank account. She added that without a bank account, monetary transactions even as simple as money orders are very expensive and an unbanked person faced the loss of thousands of dollars in transaction fees over their lifetime. She cautioned that prepaid cash cards did not have the same protections that bank transactions have, which placed these populations at additional risk.

Ms. Yuill opined that the Lane County government agencies and committees such as the LEC have unique opportunities to partner with Bank On Oregon such as when employees receive their first paycheck and at free tax preparation centers, often coordinated by local governments. She said that LEC might consider a Bank On partnership with workforce programs and social service agencies. She opined that LEC member agencies could contact their own financial institutions to inquire whether it is a Bank On member and can leverage support with Community Development Financial Institutions (CDFIs). She lamented the banking deserts in Lane County, saying that while it was not unusual it is extremely problematic especially in the McKenzie bridge area.

Ms. Yuill specified eight Bank On participation standards:

1. Low minimum opening acct balance, such as a \$25 balance.
2. Low or no monthly fees.
3. No overdraft fees.
4. Provide use of a debit card if sufficient for the user.
5. No account closure even if no activity or balance is at \$0.
6. ATM access with no fees.
7. Credit reports would not bar an account (except if a history of fraud).
8. Review acceptance of alternative ID such as those issued by tribal authorities or consulates.

Chair Ervin asked about auto-pay when an account balance is insufficient. Ms. Yuill replied that the transaction simply would not occur (and no fee would be added).

Ms. Yuill provided the Bank On coalition website that local governments and nonprofits could use to locate Bank On institutions. She added there are national banks with online Bank On sites in Oregon. She lauded the work of Bank On in encouraging financial institutions to hire bilingual staff and assisting young adults in person with questions and requests for advice. She identified groups and organizations that are part of the coalition which meet regularly.

Chair Ervin asked if people were less engaged with banks in general and whether the trend was towards online banking. Mr. Reeves replied that while there was more activity with online banking apps, there were still segments of the population that depend upon interpersonal interactions on a day-to-day basis,

especially seniors for whom personal interactions are part of their personalization experience. He said that young adults with little experience with banking or credit application find that online banking chat bots provide insufficient responses to important questions, especially regarding loans for specific purposes.

Mr. Ervin asked why bank closures are happening. Mr. Reeves said one reason is a population shift in rural areas and another is the cost of building leases and staffing. Ms. Yuill said the number of unbanked people is decreasing, and COVID did provide an opportunity to integrate personal and online banking. She opined that people viewed online banking as an adjunct to personal banking, not a replacement.

Ms. Walters asked if a mini regional hub branch was possible. Mr. Reeves replied he was not aware of U.S. studies but internationally that did occur where there is more isolation. He added that in the U.S. for isolated small towns with less broadband access, the mobile van approach may be the best fit.

Mr. Berger asked if there was any grant funding to conduct outreach in situations where the bank does not conduct its own outreach to targeted populations since banks operated on a thin margin. Mr. Reeves replied that organizations could reference the Community Reinvestment Act as a rationale for a funding although he is not aware of specific outreach funding resources. He added that the FDIC is always trying to get banks to assess community needs so community organizations do need to interact with banks.

Mr. Berger identified problems as Artificial Intelligence (AI) replacing customer service and accessing a live person to respond to questions was disappearing. Mr. Reeves replied that he agrees, and stated it seemed to be occurring more with banks than credit unions. He said credit unions often model their services on personal transactions. Mr. Reeves suggested that if a person is caught in an unhelpful voice or Internet access loop when trying to reach a banking customer service staff, they should go to the banking manager, a regulatory agency, or consumer complaint staff at the Attorney General's (AG) Office as a bank staff response is mandatory. Ms. Yuill reiterated that financial institutions are obligated to support community organizations.

Ms. Fifield stated that she believed the physical presence of financial institutions is necessary and she requested a link to the Oregon Department of Business and Consumer Services which serves as the Bank On hub in Oregon. Mr. Reeves provided the link in the chat box.

Ms. Fifield asked about trends in the use of bank safe deposit boxes. Mr. Reeves said he was not aware of a study but anecdotally, he believes they were being used less than in the past.

Mr. Bodie stated his history working with banking institutions and suggested Bank On should be targeting the larger institutions in Lane County as larger institutions are criticized more often and smaller banks tend to target higher end account holders. He agreed that banks may be closing because of higher brick-and-mortar rents and higher personnel costs in Oregon. He suggested that Bank On review the regulations regarding bank acceptance of alternative ID's.

Ms. Easdale commented that LCOG administered a variety of senior and disability services and may be a useful government arm for Bank On outreach as it already has a money management program.

Mr. Berger asked Mr. Bodie for contact at Wells Fargo Bank for example about who might support a mobile banking van or once a month seminar at Food for Lane County. Mr. Bodie replied that when he worked at Wells Fargo they would offer community organizations a similar seminar, but with costs increasing and bank mergers occurring, services and staffing have been cut. Mr. Brodie stated he is now

with U.S. bank and despite the media attention on some brick-and-mortar closures, they retain a good number of sites Oregon's rural areas.

There were no other questions. Chair Ervin thanked the presenters and the participants for an engaging presentation.

7. Cascades West Innovation Hub (agenda summary attachment)

Presenter(s): Justin Peterson, Cascades West Council of Governments
CEDS Priorities: 1 – Regional Collaboration & Partnerships, 2 - Sector Diversification Through Business Development, 5 – Rural Vitality

Mr. Peterson provided an update regarding the \$120,000 grant awarded to the Cascades West Council of Governments to be the lead organization for a **Cascades West Innovation Hub** serving Benton, Lane, Lincoln, and Linn Counties. He said they are in the early stages of development and more details would be presented in the fall, but he envisioned the hub would include trade sectors and tech companies that can scaled up. He said staff are laying the groundwork and plan to pilot technical assistance and regional programs that would include UO and OSU and would incorporate the CORMAC project described at the LEC's May meeting. He added that Cascades West had an initial goal of hiring a consultant and was using staff from Business Oregon to help develop the scope of work.

Mr. Berger asked if they were seeking a vendor agency to implement the new hub. Mr. Peterson replied yes, after the governance structure was in place. Mr. Berger asked if he planned to speak to Nicole Desch's organization (Collaborative Economic Development Oregon). Mr. Peterson replied, yes.

Ms. Walters asked who the partners were. Mr. Peterson replied that partners included three community colleges, the UO, OSU, the Lincoln County Economic Development Alliance, Latino Professionals Connect, and the Oregon Entrepreneurs Association. He said he would send her the full list to distribute.

8. CEDS Update Scope (5-year Priority List attachment)

Presenter(s): Justin Peterson, Cascades West Council of Governments
CEDS Priorities: All

Mr. Peterson shared a Power Point slide presentation and said he would send a copy to Ms. Walters to distribute. He highlighted the previous five years of awards with summary slides that included information about projects in Cottage Grove, Eugene bike tail enhancements, the UO's mass timber project, broadband projects with EDA and LCOG, and an anticipated Micro Fluidics Hub grant that had not yet been announced. He said he did not have details for the CORMAC project but would share information when he received it.

Mr. Peterson referenced the agenda attachment which illustrated previous and future five-year strategic plans, and said they remained engaged with their federal EDA contact person. He added that the regional strategy plan is a necessary element of EDA funding applications, and he discussed five priority areas that had been shared with EDA staff. He said they would continue to engage regional stakeholders to refine the plan, utilize the SWOT analysis, and reduce duplication of effort. He articulated that each priority area had implementation concepts and they would review past projects to outline what succeeded, what was not completed, and the agencies involved. He discussed important indicators such as collaboration, resilience, equity and inclusion, and improved metrics.

Mr. Peterson announced that a large regional meeting with a broad range of stakeholders would occur in October and would be an opportunity for partners to share stories from across the region. He said this was

an important step to refresh the SWOT analysis survey and reorient new board and staff members. He added that a date time and place for the meeting had not been finalized and he hoped the LEC would review the agenda and suggest additional participants beyond the strategy committee. He added that he would provide the LEC with background data and surveys in September.

Mr. Ervin asked about the timing of the EDA's guidelines and whether priorities changed with each administration. Mr. Peterson replied he did not have information about whether EDA's guidelines change with each administration, but he did have access to the current and previous five-year set of priorities.

Ms. Walters referenced the LEC's list of community regional priorities and asked if, based upon today's discussion regarding the Bank On program, whether that project should be added, and asked LEC members to think about it. Miss Fifield stated that she supported adding it.

There were no further questions or comments.

9. Adjournment

Chair Ervin said the next LEC mtg would be July 8. He adjourned the meeting at 1:00 p.m.

(Minutes recorded by Pam Berrian, LCOG)



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 <i>What will guide regional economic development?</i>	Implementation Ideas <i>How can the strategies be implemented?</i>
<p>Provide support to entrepreneurship and business retention and expansion efforts by serving as a clearing house for regional data and resources.</p>	<p>Create and promote a database of incubators, accelerators, capital sources, and business support services available in the region.</p> <p>Assist with identifying and pursuing funding that would increase capacity of business incubators and accelerators.</p> <p>Develop a business registration or tracking system that will allow the collection of more and better data about businesses’ needs.</p> <p>Establish a network of local and regional staff who can help businesses navigate through permitting and other processes.</p> <p>Develop and publicize educational opportunities about the advantages of international trade for regional businesses that are interested in expanding into new markets.</p>
<p>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.</p> <p>Facilitate connections between educational institutions (both K-12 and higher education) and business incubators and accelerators to foster a culture of entrepreneurship.</p>	<p>Facilitate annual meetings with representatives from business development centers and incubators/accelerators to discuss the process referrals between support providers.</p> <p>Facilitate annual meetings with representatives from educational institutions to build connections between regional needs and academic course offerings.</p> <p>Organize a forum on regional innovation networking.</p>



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 - 2024

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* These positions are appointed by their respective elected bodies.

** This position is selected by the LCOG Board as the unspecified jurisdiction per Article III, Section 2 of the Bylaws.

Changes are indicated in Bold

Last updated: 4/1/2024