

CCD Business Development Corporation

Economic Recovery Initiative (ERI) Final Report: Stages 1-4

Assessing the Impacts of the COVID-19 Pandemic



Photos taken and shared by Emily Bradley

July 2022

Economic Development District: Coos, Curry, and Douglas counties

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Acknowledgements

This Report was prepared by:

CCD Business Development Corporation: Economic Recovery Initiative Staff

Theresa Haga | Executive Director

Bryan Sykes | Accounting Manager and Assistant Director

Lehi Dowell | Economic Development Director

Brandi Medeiros | Community Development Director

Janet Tidrick | Community Development Specialist

Shaun Gibbs | South Coast Development Council, Inc. Executive Director

Emily Bradley | South Coast Development Council, Inc. Economic Development Specialist

Resource Assistance for Rural Environments (RARE) Program

Janelle Polcyn | RARE AmeriCorps Volunteer

Economic Recovery Specialist with CCD Business Development 2020-2021

Jake Long | RARE AmeriCorps Volunteer

Economic Recovery Specialist with CCD Business Development 2021-2022

Titus Tomlinson | RARE Program Director

RARE Members in other Economic Development Districts | Chantal Ivenso (North East Oregon Economic Development District), Bree Cubrilovic (Greater Eastern Oregon Development Corporation), Ciara Williams (Central Oregon Intergovernmental Council), Jane Allen (Mid-Columbia Economic Development District), Lydia Ivanovic (Columbia-Pacific Economic Development District), Alison Smith (South Central Oregon Economic Development District,) Natasha Blaircobb (Mid-Columbia Economic Development District,) and Jack Barnicle (North East Oregon Economic Development District.)

University of Oregon Institute for Policy Research and Engagement

Josh Bruce | Director of Applied Research and OPDR Director

Robert Parker | Director of Strategic and Technical Solutions

Corum Ketchum | Graduate Employee



About CCD Business Development Corporation

CCD Business Development Corporation (CCD), as a non-profit entity, has been providing community and economic development services in Southern Oregon since 1971. CCD is the Economic Development District (EDD) designated by the U.S. Economic Development Administration (EDA), representing Coos, Curry, and Douglas counties. As the EDD, CCD is responsible for holding county stakeholder feedback sessions, organizing, submitting, and ultimately receiving approval for the region's Comprehensive Economic Development Strategy (CEDS). In addition, CCD is a Certified Development Company (CDC) as designated by the U.S. Small Business Administration (SBA).



About South Coast Development Council, Inc.

The South Coast Development Council, Inc. is a non-profit organization that exists for the purpose of fostering communication, collaboration and partnership among the various collateral public and private entities on Oregon's South Coast; and promoting economic development, job creation, business retention and expansion, encouraging new investment, and enhancing the economic vitality of the region.



About the Institute for Policy Research and Engagement

The Institute for Policy Research & Engagement (IPRE) is a research center affiliated with the School of Planning, Public Policy, and Management at the University of Oregon. It is an interdisciplinary organization that assists Oregon communities by providing planning and technical assistance to help solve local issues and improve the quality of life for Oregon residents. The role of IPRE is to link the skills, expertise, and innovation of higher education with the transportation, economic development, and environmental needs of communities and regions in the State of Oregon, thereby providing service to Oregon and learning opportunities to the students involved.



About the Resource Assistance for Rural Environments (RARE)

Resource Assistance for Rural Environments (RARE) is a unique AmeriCorps Program serving rural Oregon to strengthen communities, economies, food systems, and the natural environment. Housed at the University of Oregon's Institute for Policy Research & Engagement in the School of Planning, Public Policy, and Management, we aim to link the energy, expertise, and innovation of the University of Oregon with rural Oregon communities' most pressing needs.

Special Thanks

2022 CCD Business Development Corporation Board Members

John Burns	CEO	Port of Coos Bay/Charleston Marina
Rodger Craddock	City Manager	City of Coos Bay
Iliana Montiel	Asst. Director of Health Services	Confederated Tribes of Coos, Lower Umpqua & Siuslaw Indians
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David Milliron	City Administrator	City of North Bend
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Shaun Gibbs	Executive Director	Southwestern Oregon Community College
Ray Doering	Director Public Affairs & Compliance	South Coast Development Council, Inc.
Court Boice	County Commissioner	Tribal1
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Maarten Van Otterloo	Retired	City of Gold Beach
Summer Matteson-Kinney	Tourism & Economic Development	Cooperative Management Solutions
Bret Curtis	Owner/Principal Broker	Curry County
Randy Mason	Sr. Relationship Manager	RE/MAX
Hank Cunningham	Retired	Rogue Federal Credit Union
Chris Boice	County Commissioner	
Tim Allen	Owner	Douglas County
Charmaine Vitek	District Manager	Roseburg Rental
Ron Doan	Retired	Port of Umpqua
Sam Carter	Regional Business Manager	Cow Creek Government Offices
Randy Richardson	VP, Sr. Business Banking Relationship Manager	Pacific Power
Kristi Gilbert	Community Development Supervisor	Umpqua Bank
Jeff Benham	VP, Commercial Relationship Manager	City of Sutherlin
Lonnie Rainville	City Administrator	Oregon Pacific Bank
Nikki Messenger	City Manager	City of Myrtle Creek
		City of Roseburg

Interview Thanks

Thank you to all the following essential community stakeholders for providing one-on-one interviews:

Anna Cole	Community Education and Workforce	Southwestern Oregon Community College
Bette Kheeley	Mayor	City of Oakland
Brandi Gross	Executive Director	Canyonville Chamber of Commerce
Brian Elliott	Community Development Director	City of Sutherlin
Bryan Trenkle	Executive Director	Greater Douglas United Way
Charmaine Vitek	Port Manager	Port of Umpqua
Chris Boice	County Commissioner	Douglas County
Court Boice	County Commissioner	Curry County
Courteney Halstead	Executive Assistant	City of Reedsport
Dan Koopman	Instructional Dean (CTE)	Southwestern Oregon Community College
Darin Nicholson	City Manager	City of Myrtle Point
Dave Lacey	Destination Coordinator	Oregon Coast Visitors Association
David Milliron	City Administrator	City of North Bend
Dawn Russ	City Recorder	City of Glendale
Deanna Schafer	City Manager	City of Reedsport
Debbie Fromdahl	Executive Director	Roseburg Area Chamber of Commerce
Grace McNeil	Interim City Administrator	Drain
Harv Schuboth	Chairperson	Greater Bandon Association
Holly Boardman	Executive Director	Coos Bay Downtown Association
James Edwards	Mayor	City of Lakeside
Janell Howard	City Manager	City of Brookings
Jeff Griffin	Port Manager	Port of Bandon
Jen Shafer	Executive Director	United Way Southwestern Oregon
Jennifer Rockwell	Administrative Assistant	Reedsport Chamber of Commerce
Jerry Gilham	City Administrator	City of Sutherlin
Jessica Engelke	Mayor	City of North Bend
Joanna Bilbrey	City Recorder	City of Myrtle Creek
Jodi Fritts	City Administrator	City of Gold Beach
John Bacon	Executive Director	SBDC Southwestern Oregon Community
John Dimof	Strategic Partnership Director	Blue Zones Project Umpqua
John Lazur	Assistant Planner	City of Roseburg
Kathleen Wilson	City Manager/City Recorder	City of Riddle
Katy Bernal	President	Myrtle Creek Chamber of Commerce
KC Bolton	Chief Executive Officer	Aviva Health
Kristi Gilbert	Community Development Supervisor	City of Sutherlin
Kyle Stevens	Executive Director	Southwestern Oregon Workforce Investment
Lisa Woods	Executive Director	SBDC - Umpqua Community College
Lonnie Rainville	Community Development Director	City of Myrtle Creek
Loree Pryce	City Manager/City Recorder	City of Lakeside
Lyndsey Dixon	Executive Director	Gold Beach Main Street
Margaret Barber	Director of External Affairs	Port of Coos Bay
Margaret Pounder	President	Bandon Chamber of Commerce
Marie Simonds	Executive Director	Wild Rivers Coast Alliance
Mark Bauer	City Manager	City of Winston

Maurene Akre	Business Services Manager	South Coast Business Employment
Max Gimbel	Associate Director	The Ford Family Foundation
Melissa Cribbins	County Commissioner	Coos County
Michelle Martin	Director of Community and Economic	NeighborWorks Umpqua
Nikki Messenger	City Manager	City of Roseburg
Patty Scott	President	Southwestern Oregon Community College
Rena Langston	Program Manager	Southwestern Oregon Workforce Investment
Rhonda Rasmussen	City Administrator	City of Yoncalla
Robin VanWinkle	Dean of Community Education &	Umpqua Community College
Rodger Craddock	City Manager	City of Coos Bay
Ron Harker	Finance Director	City of Roseburg
Sean Negherbon	City Administrator	City of Myrtle Creek
Sean Stevens	Regional Development Officer	Business Oregon
Stephanie Patterson	City Recorder	City of Powers
Steve Dahl	City Administrator	City of Drain
Susie Johnston-Forte	Executive Director	Downtown Roseburg Association
Tamie Kaufman	Mayor	City of Gold Beach
Terri Long	City Recorder	City of Oakland
Terrie Richards	City Administrator	City of Port Orford
Timm Slater	Executive Director	Bay Area Chamber of Commerce
Tina Carpenter	Program Manager	Southwestern Oregon Workforce Investment
Tracy Martz	Executive Director	Sutherlin Chamber of Commerce
Wayne Patterson	Executive Director	Umpqua Economic Development Partnership

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Executive Summary

When the COVID-19 pandemic struck the world in early 2020, local, state, and national economies suffered. Oregon businesses shut down due to State mandates to reduce the spread of the disease. There were widespread impacts and many anticipated recovery efforts will be necessary well into the future. Southwestern Oregon experienced similar challenges to many other counties including pressured health care systems, paralyzed local economies, and exacerbated inequities.

Understanding the critical role entrepreneurial ecosystems play in the region's economic health, CCD applied for and was awarded a supplemental grant from the U.S. Economic Development Administration (EDA) CARES Act Recovery Assistance Planning program to create an economic recovery and resiliency plan for the Economic Development District (EDD). This plan, referred to as the Economic Recovery Initiative (ERI), encompassed 24-months of developing and deploying resources as a regional response to the economic impacts of the COVID-19 pandemic. It was a four-phase process completed in June 2022. CCD is making a concerted effort to ensure all future economic development initiatives reflect the findings from the ERI project.

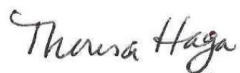
Stage 1 and Stage 2 of the ERI project were the research phases that analyzed over 80 stakeholder (municipalities, business owners, nonprofits) Zoom interviews and 350 online surveys completed by entrepreneurs and small business owners. The *Strategic Doing* framework facilitated through the University of Oregon's Institute for Policy Research & Engagement (IPRE); and The Ford Family Foundation's, *Listen to Learn* framework were utilized to inform the Strength Weakness Opportunity Threat (SWOT) analysis, the Needs Assessment, and in the creation of the EDD Regional Action Plan. The ERI project highlighted that although Coos, Curry, and Douglas counties have a significant entrepreneurial ecosystem; inefficiencies and gaps were identified that hindered its overall robustness, and even more so for BIPOC and minority (LGBTQIA+, women, veterans, disabled, low-income) business owners. The three gaps identified were access to communication networks, financial resource identification, and business acumen technical training/support.

Stage 3 and Stage 4 of the ERI project resulted in additional stakeholder feedback sessions in which an action item from each goal were voted on by participants for their perceived impact on the community and ease of implementation. Once all votes were tallied, the ERI team and stakeholders determined which tools would be utilized, champions identified, and workplans created to execute those action items.

Last year, CCD was recognized with both local and national awards for work completed on the ERI project. In June, CCD received the 2021 Community Celebration Award for Coos County from the United Way of Southwestern Oregon. In August, CCD received the National Association of Development Organizations (NADO) 2021 Aliceanne Wohlbruck Impact Award.

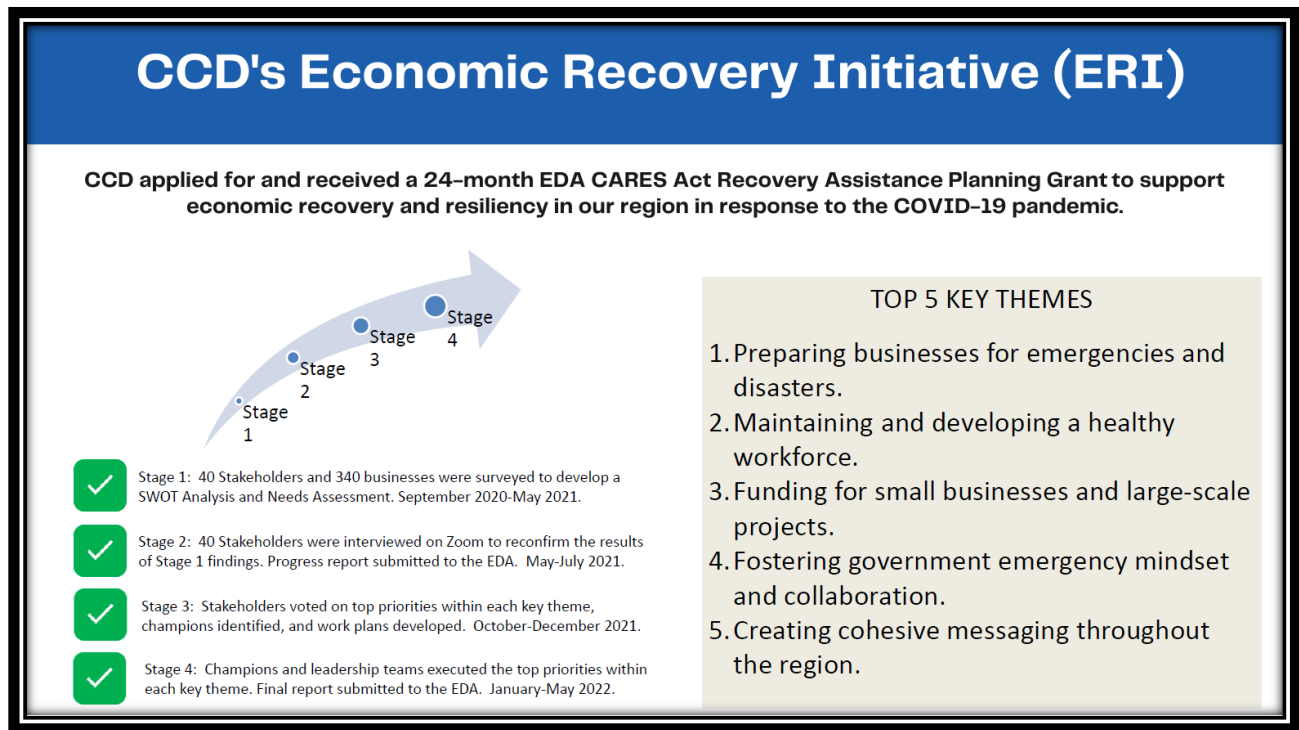
This final report includes a recap of the two-year ERI project outcomes, and an overview of each stage completed.

Sincerely,



Theresa Haga
CCD Executive Director

Economic Recovery Initiative Timeline



Oregon's 10-Step Recovery Plan

In April of 2020, CCD began to see the unprecedented impacts of the SARS-COV-2 virus, better known as COVID-19, in the Coos, Curry, and Douglas counties region. According to the Oregon Employment Department, Southwestern Oregon saw 8,778 unemployment claims in April 2020 compared to the 1,262 claims in March 2020, an increase of 7,516 claims month over month. Unemployment peaked at 17.1% in the region, from a previous low of 4.4% just a few months prior in November 2019.

In April 2021, Governor Kate Brown issued a 10-step state recovery plan and six other Economic Development Districts in Oregon in partnership with IPRE and RARE created five guiding themes for recovery. The ERI is aligned with both plans to maximize efficiency but diverges when following the plans would be deemed to be less the maximum impact for the region.

Most of the needs identified and the correlating five themes existed before the pandemic but were exacerbated or their importance amplified due to the caustic nature of a public health crisis. This report is intended to evolve with the needs of the communities. The five themes developed through the ERI are:

1. Preparing businesses for emergencies and disasters
2. Maintaining and developing a healthy workforce
3. Funding for small businesses and large-scale projects

4. Fostering government emergency mindset and collaboration
5. Creating cohesive messaging throughout the region

The ERI project aligned with the governor's 10-step recovery plan as well as the RARE Resilience Cohort Needs Assessment outlined below:

- 1) **Resilient Infrastructure:** Needs identification; Implementation Plan
 - Broadband infrastructure
 - General infrastructure needs/opportunities
- 2) **Small Business Recovery and Development:** Key strategies to support small business recovery and development, focused on those sectors most impacted by the pandemic (including those impacted positively = opportunity). This could include entrepreneurialism, access to capital, workforce needs, technology, etc.
- 3) **Training/Workforce Development:** Rooted in all the Business Recovery and Development findings.
- 4) **Supporting Individuals and Families:** Focusing resources and program development to assist the workforce and employers to recover from the pandemic.
- 5) **Economic Recovery Framework** – Build a high-level framework for how Districts and partners will work together to respond to future economic shocks.
 - Review the tools and processes that were implemented to respond to the pandemic, determine successes and failures, in order to shorten future recovery timeframes.



Economic Development District Profile

The Coos, Curry, Douglas region has a combined population of 198,392 and consists of 8,259 square miles. There are 22 incorporated cities and seven port districts stretched between the edge of the Willamette Valley to the north, the California border to the south, the Pacific Ocean to the west, and the Cascade Mountain Range to the east. The region is entirely rural, with a population density of 24 people per square mile. It is rich in natural resources with an economy historically supported by a foundation of nature-based industries such as fisheries, forest products, agriculture, mining, and tourism.

The Southwestern Oregon region offers residents and visitors abundant natural beauty, recreational activities, national parks, waterways, and wildlife. The region's natural beauty and temperate climate have resulted in a growing tourism industry. This quality of life also encourages businesses and workers to relocate to the area. However, with the beauty also comes the threat of tsunami/Cascadia events, wildfire, and climate change, which could negatively affect the attraction of those same workers and businesses. Despite the region's unique attributes and competitive advantages in several areas of economic activity, the economy and employment are still dominated by the fundamental changes in the wood products industry. Over the past several years, the decrease in federal subsidies (i.e., O&C, Secure Rural Roads) has negatively impacted the region. In addition, increased timber regulations, environmental and other regulatory issues, policies, and fires are growing concerns in this rural region.



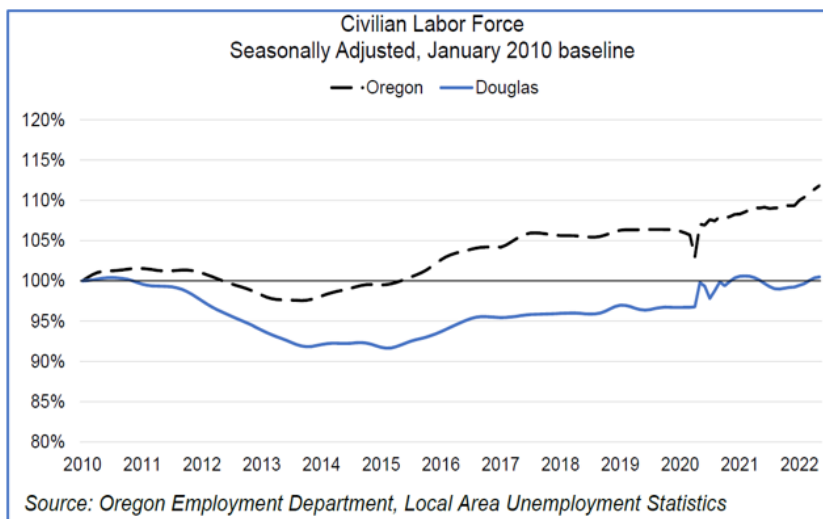
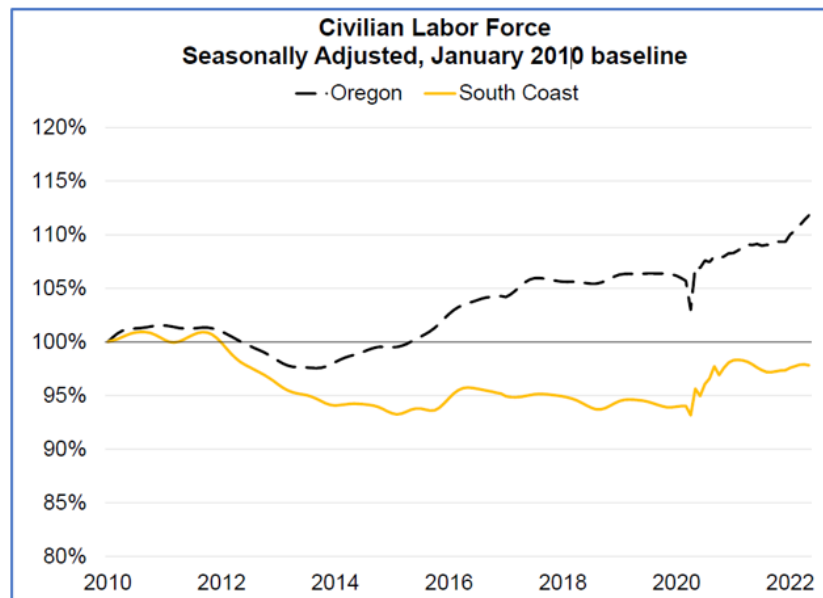
There are vast forests and concerns among the communities with an old attitude of only relying on timber/forest products rather than looking elsewhere for economic development. “Green Lumber” manufacturing, laminated timber products, and other specialty wood products have a growing presence in this area and a national interest.

Three federally-recognized tribes call Southwestern Oregon home; the Coquille (Ko-Kwel) Indian Tribe, the Cow Creek Band of Umpqua Tribe of Indians, and the Confederated Tribes of Coos, Lower Umpqua (uh-m-K-w-aw), and Siuslaw (S-EYE- oo-SLAW) Indians (CTCLUSI). All three tribes are significant contributors to the economic health of the region

Recovery Data Indicators

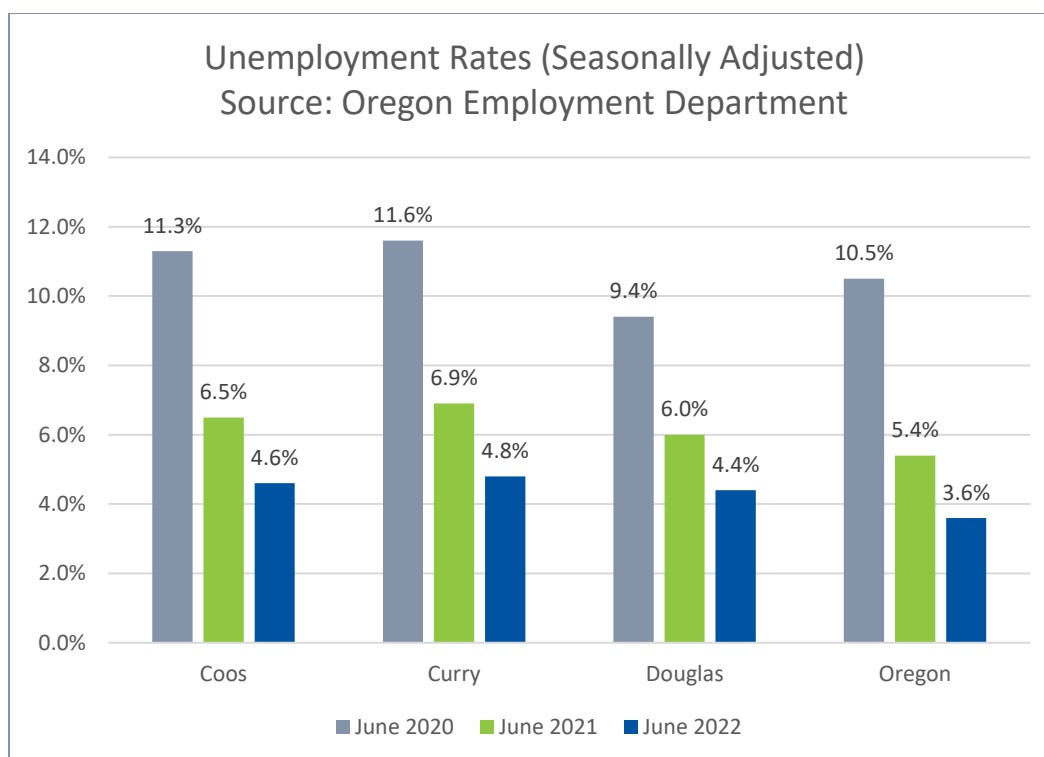
Labor Force

As of July 2022, the South Coast (Coos and Curry counties) and Douglas County's labor forces have grown since 2020. Despite the ongoing difficulty businesses have finding workers, the labor force is actually larger than it was prior to the COVID-19 pandemic. However, the total number of workers on the South Coast has declined slightly, and Douglas County's has remained the same relative to 2010. Overall, the region is still below the labor force expansion experienced by the State of Oregon.



Unemployment Rates

As of July 2022, Coos, Curry, and Douglas counties are all showing historic lows for unemployment rates. However, they are still high when compared to the State of Oregon. Southern Oregon is a stronghold for generational poverty. Generational poverty is an extreme type of poverty, a cyclical one that is handed down from generation to generation until an external influence can help them break free. In addition to that, situational poverty, a type of poverty that happens because of a sudden event such as an environmental disaster or the loss of a job, has been exasperated by the wildfires and COVID-19 pandemic. Southern Oregon needs all the support it can get to help protect the region's new rural small business owners who are on the brink of collapse. One rural business saved could impact dozens of families in an already destitute situation.



Economic Recovery Initiative Outcomes

COVID-19 Funding Distributed through CCD

Below is a list of funding sources and amounts dispersed in Coos, Curry, and Douglas counties. Over \$8.8 million in grants have been disbursed to small businesses through CCD since June 2020.

Funding Distribution By the Numbers		
State funds rounds 1-4 (Coos Curry, and Douglas Counties – within the region) \$2,334,000	City of Roseburg \$220,000	State funds Round 4 (Jackson, Josephine Counties – outside of the region) \$914,000
Port of Bandon \$230,000	Rogue Credit Union \$5,000	Port of Umpqua \$35,000
Coos County \$1,065,711	Curry County \$701,109	Douglas County \$1,845,722
Coos/Curry CDBG \$870,000		Roseburg/Douglas CDBG \$602,500

Secured Regional Programmatic Funding

Below is a list of secured funding sources that CCD will leverage through our Technical Assistance Program. Funding was secured to lessen the three gaps identified through this ERI project, which were access to communication networks, financial resource identification, and business acumen technical training/support.

Secured funding that CCD will leverage to enhance Coos, Curry and Douglas counties Entrepreneurial Ecosystem	
Business Oregon Technical Assistance for Underepresented Businesses (BOTAUB)	\$150,000
USDA Rural Business Development Grant (RDBG)	\$100,000
Business Oregon Rural Opportunity Initiative (BOROI)	\$100,000
Rural Local Initiatives Support Corporation (LISC)	\$66,000
Judith Ann Mogan Foundation	\$50,000
TOTAL:	\$466,000

Technical Assistance Program (TAP) Metrics

Technical Assistance for business owners was identified as a need through the ERI project. The program began in June 2021. In the past year the Technical Assistance Program (TAP) has helped 125 small businesses and non-profit organizations to help them stabilize and grow resilient. Clients are in Coos, Curry, and Douglas counties. Demographics include 97 for-profit small businesses, 15 companies starting up or in business less than six months, and 13 non-profits. Clients served by county include 49 in Coos County, 17 in Curry County, and 59 in Douglas County. These clients cumulatively report \$18,239,869 in gross revenue and support 395 jobs.

Technical assistance provides one-on-one meetings to cover business topics such as accounting, management, finance, marketing, and operations. Areas leveraging most technical assistance hours include grant application assistance, bookkeeping, accounting analytics, marketing, ecommerce, and succession planning. Technical assistance clients also receive help identifying grants, eligibility, application assistance, documentation, and reporting. Due to technical assistance received, clients have obtained \$541,000 in loans and \$782,414 in grant funding. Grant application assistance for clients has included help in applying to the Business Oregon Community Development Block Grant, the Business Oregon Live Venue Grant, the Oregon Arts Commission, the Oregon Community Foundation, Oregon Main Street, the Southwestern Oregon Workforce Investment Board, Urban Renewal Agencies, and the United States Department of Agriculture (USDA).

One area of technical assistance accessed is professional services. Professional services are community partners who have signed a Memorandum of Understanding (MOU) with CCD and are experts in a technical field such as legal aid, marketing/website design, or accounting. Community partners who have provided professional services are Derek Simmons Law; Integrity Bookkeeping and Tax Solutions; Buzz Collective Marketing, LLC; Melissa Cribbins, Attorney at Law; Seven 13 Studios; and Simmons Law. To date, CCD has supported \$8,202 in professional services, allowing technical assistance clients to receive the expert help they needed and to foster new relationships with community partners they may not have connected with in any other capacity.

COVID-19 continues to be a barrier to administering the technical assistance program in person with some clients, and, in July 2022, the Center for Disease Control and Prevention ranked all three counties in the region (Coos, Curry, Douglas) as high risk for COVID-19 transmission. Therefore, CCD utilizes several virtual methods that provide a safe, alternative environment. Those methods include Microsoft Teams, Zoom, Constant Contact emails, Facebook posts, Facebook Live Events, and tele-conferences.

In June 2022, CCD organized two events in Coos and Douglas counties for women-owned business (WOB) owners and managers in collaboration with XXcelerate Oregon. These networking events elicited connections and conversations unique to women-owned small businesses. A total of 35 women attended the Douglas County event, and 27 women participated in the Coos County event.

CCD Technical Assistance Program By the Numbers		
Total Service Hours Provided	Total Clients Served	Number of CCD TA Staff
2,502	125	6
Coos County Clients	Curry County Clients	Douglas County Clients
49	17	59
For-Profit Business	Startup Entrepreneurs	Non-Profit Organizations
97	15	13
Grants Secured	Loans Secured	Professional Services
\$782,414	\$541,000	\$8,200
Cumulative Revenues	Cumulative Jobs Supported	
\$18,239,869	395	

Community Website Partnership

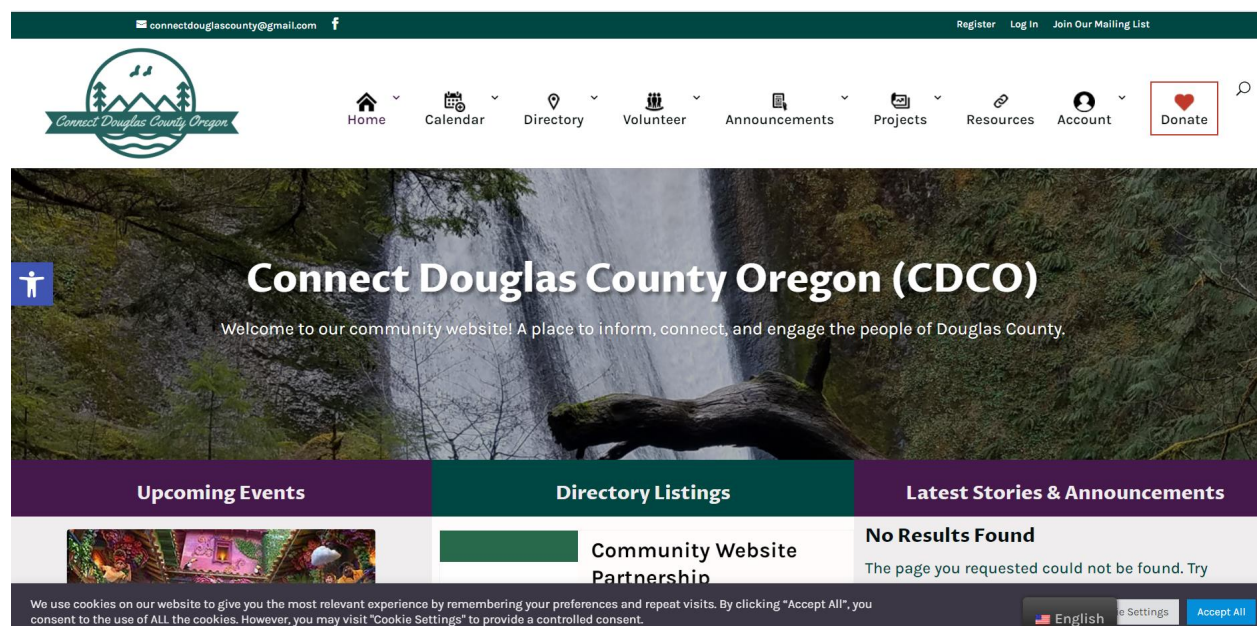
Through the ERI process and resulting action planning sessions, it was made clear that the entrepreneurial ecosystem experienced a gap regarding accessing communication networks. Business owners reported a lack of communication between community members, public and private entities, and nonprofit organizations. They also described having difficulty in gaining awareness of new resources or information distribution systems. The recommended strategy to alleviate or at least diminish this gap was to establish an online website hub.

Several stakeholders throughout the EDD mentioned how some counties work with the Community Website Partnership (CWP), a nonprofit that creates inclusive, comprehensive, accessible, and sustainable community websites in a partnership cohort working collaboratively to galvanize people into action. The countywide website hub template includes landing pages for a calendar, directory (nonprofits, businesses, groups, municipalities), volunteer matching, resources (financial, social), news (press release template that automatically goes to localized media outlets), stories, and current work projects. Coos and Curry counties already work with the CWP; however, their website hubs were rolled out at the beginning of 2020, right before the COVID-19 pandemic. They have had challenges securing the funding for the yearly subscription cost and maintaining consistent volunteer hub managers who update and activate the website. There was a great need to reactivate both county website hubs as they were not currently being used to their full potential nor capacity due to initiating them at the start of the pandemic. Douglas County did not have a community website hub and needed to secure funding for its first-year subscription cost. In addition, after speaking with both Coos and Curry counties, it was learned that

funding for a part-time position who could manage the website hubs for all three counties would remove many barriers and elevate the success of partner collaboration and contributions.

CCD applied to the Business Oregon Rural Opportunity Initiative Grant and secured \$31,450 for all the costs mentioned previously. The end result was the creation of the Connect Douglas County Oregon website. The process was guided by ten members serving on a Steering Committee, with representation from seven great cities (Canyonville, Elkton, Glendale, Glide, Oakland, Reedsport, and Roseburg) across the region, and included more than 43 meetings to get the website up and running. The Community Website Partnership has worked with the Steering Committee to develop a one-stop-shop for all informational needs, with easy access to everything Douglas County!

In addition, The Connect Douglas County CWP Steering Committee secured items valued at \$750 that were exhibited as part of an online fundraising auction to help other community websites across Oregon. This was very exciting to see such activation on the part of the newly formed Douglas County CWP Steering Committee. As a collective, it was decided that Douglas County would not partake in the proceeds raised during the auction, as they had secured funding for the website through alternative methods. That means each of the other CWP websites received a larger portion of the funds raised. Connect Douglas County participated to help showcase the area for those who may not have visited. Results from this year's CWP online auction: Page Views: 4,970, Number of bids: 127, Total Amount Raised: \$4,500.

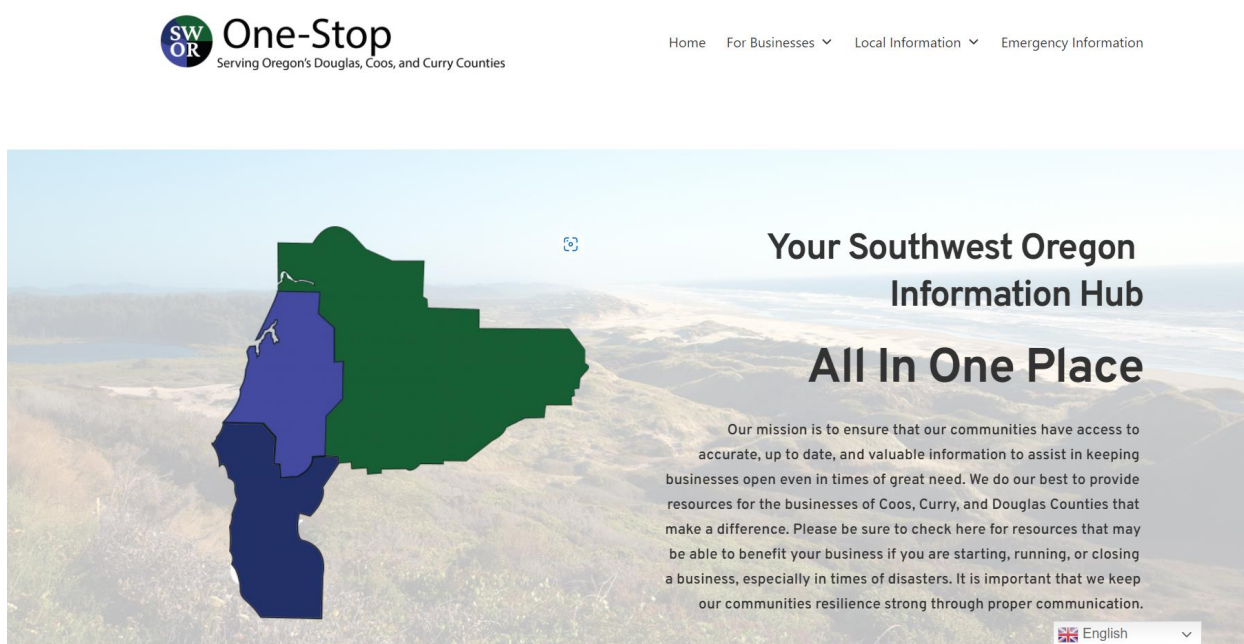


CCD County Specific Resource Landing Page

The resource landing page is primarily targeted for businesses in the region as it has information regarding resources and grants, but it also provides emergency information for times of crisis, such as a wildfire. There is also an option to display a banner on the home page if an event presented in a local area. CCD applied to the Business Oregon Rural Opportunity Initiative Grant and secured \$1,250 for this endeavor.

The landing page differs from the Connect Douglas County CWP website because it is specifically targeted to help individual business owners during times of crisis. While CWP has many features, it is not specifically designed for this audience, and the ERI team felt it would be optimal to create a separate landing page. The landing page has a more robust and targeted list of emergency resources and is located on CCD's main website because CCD is a trusted information source in the community it is well received by residents and business owners alike.

The ERI team designed the resource page and tested different models, the end result a consensus of opinion. The list of valuable resources are categorized by location (Coos, Curry, Douglas) and type (grants, small business resources, job board, project assistance). The site has several other features, including the ability to be translated into seven different languages and a newsletter that will send emergency notifications. CCD will continue to manage and update the website. The landing page went live in June 2022.



Comprehensive Economic Development Strategy (CEDS)

One topic that came to light during the ERI project was that those issues regarding improving infrastructure were not being adequately addressed. Infrastructure concerns included roads, bridges, abandoned buildings, broadband, and safe drinking water access. The ERI team felt that the best way to address these needs is through a CCD concurrent project, the Comprehensive Economic Development Strategy (CEDS.) CEDS is a 5 -year plan that addresses the community's needs and drives which projects get funded by the EDA. As, the current CEDS is set to expire in 2024, so we are working on a new CEDS for 2024-2029.

Several findings come from the CEDS, including a comprehensive data report covering Coos, Curry, and Douglas counties. The information includes a regional overview, a SWOT analysis, and recommendations for addressing any identified issues. In addition, CCD will incorporate the findings from the ERI project into the CEDS, including a component on the region's resiliency. Another critical result of the CEDS is that

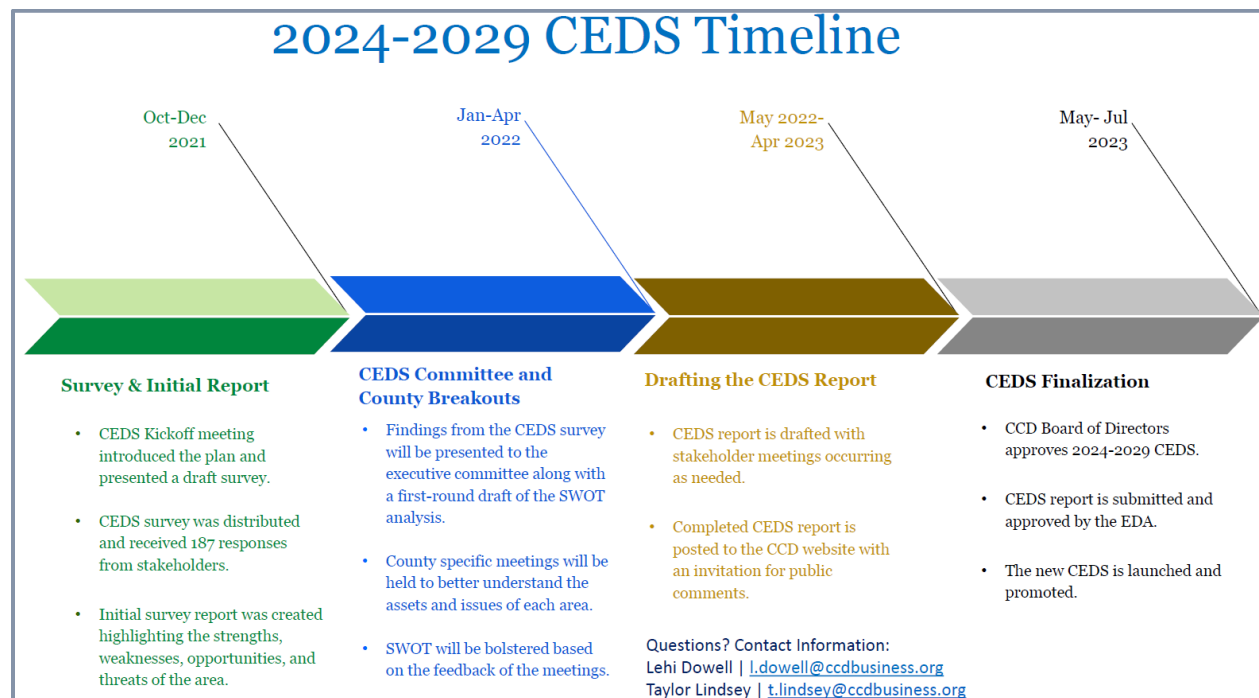
it will facilitate EDA funding of projects if the underlying issue is listed in CEDS and is directly aligned with the community's needs.

The first step of the CEDS process was to create a survey to find the region's strengths, weaknesses, opportunities, and threats (SWOT). This survey was sent out internally to CCD's staff and the CEDS executive committee and disseminated through community websites and social media. There were 179 survey responses. The survey indicated that the biggest concerns for the region included lack of housing, workforce concerns, and poor infrastructure.

The next step in the CEDS process was to outreach to community stakeholders, which was accomplished by presenting an overview of the results. The goal of the presentation was not only to present the findings but also to learn new issues CCD had not previously considered. The sessions were held virtually through Zoom to allow us to reach a broader audience. They were promoted by inviting everyone who filled out a survey, promoting through social media, and by word of mouth.

The first meetings were for the executive committee, which oversees the CEDS process. Following that, three tailored meetings were held for Coos, Curry, and Douglas counties, all of which were open to the public. CCD also hosted an industry-driven meetings that featured leaders from important sectors in the community, such as tourism, education, logging, real estate, and fishing. In total, over 125 individuals participated.

The next step in the process is to create a recap report of all meetings held to date and to begin a first draft of the regional CEDS. The CEDS draft report is expected to be completed by September 2022 and presented to the public for feedback. Finally, the official completed CEDS will be submitted to the EDA in April 2023 and promoted by CCD. The CEDS report will be updated periodically to reflect economic and societal needs.



Conclusion

The ERI project was a two-year initiative that identified the effects of COVID-19 and how it impacted Coos, Curry, and Douglas counties. This led to a creation of the needs assessment which found that rural communities have been experiencing the negative impacts of the COVID-19 pandemic disproportionately, and the communities and businesses of Southwest Oregon are no exception. However, within the region, the actual impacts were not as bad as the anticipated impacts. Furthermore, even though impacts were not as harsh as expected, this does not mean businesses, communities, and individuals have not suffered; and the information gathered shows that further recovery efforts are necessary.

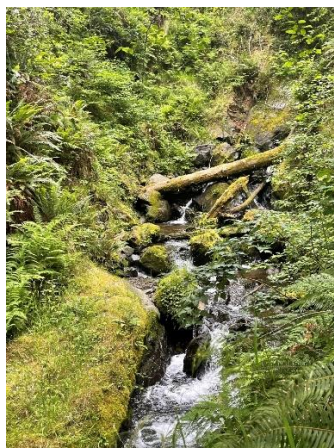
CCD recognizes that it is but one organization in the region. Building and maintaining relationships is a vital piece of recovery and continued resiliency. Participation and collaboration of the businesses, local governments, nonprofits, and other stakeholders is an essential piece of the Economic Recovery Initiative.

The ERI team and stakeholders designed several projects to help with the areas of concern and themes identified throughout the different stages. While these projects will not provide resolution for all the issues, they addressed concerns related to communication, infrastructure, and business acumen.

Through collaboration and investment on the items outlined in this plan, the region is better equipped to continue recovering from the COVID-19 pandemic impacts as well as build resiliency to respond to future disasters. Facing and responding to disasters will always be a challenge, but the hope is that this plan offered a cohesive, guided response and that the projects stemming from the ERI will be a valuable resource for the foreseeable future.

Next Steps

The ERI officially ended in June 2022, but the learnings and outcomes will continue to play a major role in the work we do. The Technical Assistance Program will prevail in reducing the three gaps identified which were access to communication networks, financial resource identification, and business acumen technical training/support. The resource landing page will be updated and provide helpful resources during times of crisis. Connect Douglas County Oregon CWP website hub will facilitate information around businesses, events, and activities in Douglas County. Finally, CEDS will highlight some of the biggest issues identified through the ERI including housing, workforce, and infrastructure.



Stage 1- Regional Surveys and Planning (09/2020-05/2021)

Background and Methods

The development and implementation of this portion of the ERI took place from mid-November through April, with most of the interviews occurring in November and December and the survey result collection happening in December in January. CCD began report development in March and finalized it in April.

CCD interviewed over 40 people from Coos, Curry, and Douglas counties using The Ford Family Foundation “Listen to Learn” Framework to identify needs and opportunities. The framework is intended to probe the breadth and depth of a community’s knowledge. The framework involves identifying historical context and critical data, assessing why you are listening, connecting with active listening, and learning about the hard to reach, resisting forces, and a diversity of perspectives and sectors. The Listen to Learn framework leads to grassroots change by illuminating the full lived experience of the target community and showcasing what projects they think would bring positive change.

CCD ensured to interview individuals and groups from the following industries:

- Economic Development Organizations, including the Small Business Development Center,
- Business Oregon, and Oregon Restaurant and Lodging Association
- Small business owners
- Nonprofits and community organizations
- Community members embedded in agriculture, ranching, and the food system/assistance
- Those experienced in local housing initiatives

CCD’S Executive Director, Economic Recovery Coordinator, and RARE member, and SCDC, Inc. staff brainstormed community connections to start the conversation. Interviewees were asked who else should be included in the assessment.

This list does not include everyone who should be involved as we worked is to ensure other industry voices are heard in other stages in the project. Such industries consisted of restaurant and bar owners, smaller unincorporated town/city community members, other small business owners who were hit particularly hard, tourism-focused enterprises, and childcare providers. There will be an **ongoing conversation** about needs to ensure recovery efforts are catered and specific.

IPRE and CCD supported this effort and worked in tandem with other EDDs to ensure consistency. After each EDD finalized its report, IPRE worked with the RARE members to develop an EDD-specific report, highlighting key themes and needs that all the districts discussed and heard. This way, we have a report focused on our district, with an accompanying report highlighting similarities throughout Oregon. The EDD-specific report can be used in the future for coordination and partnership activities and to share best practices and lessons learned.

EDD's Role in Economic Development

CCD's role as the EDD is to help lead the locally based, regionally driven economic development planning process that leverages the involvement of the public, private and non-profit sectors to establish a strategic blueprint (i.e., an economic development roadmap) for regional collaboration.

CCD recognizes the interdependence and cross-cutting relationships between economic development, environmental stewardship, infrastructure upgrades, intermodal transportation systems, affordable and quality housing, a skilled and reliable workforce and many other factors essential to our state's economic competitiveness and strong quality of life.

As the Economic Development District, CCD is also responsible for creating and maintaining a regional Comprehensive Economic Development Strategy (CEDS). This 5-year plan establishes regional goals and objectives for economic development, with community input providing useful regional information, guidance, and perspective to local economic development stakeholders on a city, county, or regional level.

Primary Services:

- Project Development
- Grant and Project Administration
- Environmental Reviews & Labor Standards Monitoring
- Enterprise Zone Management
- Planning – Infrastructure, Incentives, etc.
- Community and Economic Development – Projects, Funding Agencies, etc.
- Local, State, and Federal Grant and/or Loan Opportunities – For counties, cities, special districts, ports, and businesses
- Small Business Development Finance – SBA, USDA, OBDF and internal funding resources
- Business Planning and training – CCD provides entrepreneurial training

CCD provides assistance to local governments and Special Districts seeking funding options, so that communities can revitalize, expand or upgrade their physical infrastructure to attract new industry; encourage business expansion, diversify local economies; and generate or retain long-term, private sector jobs.

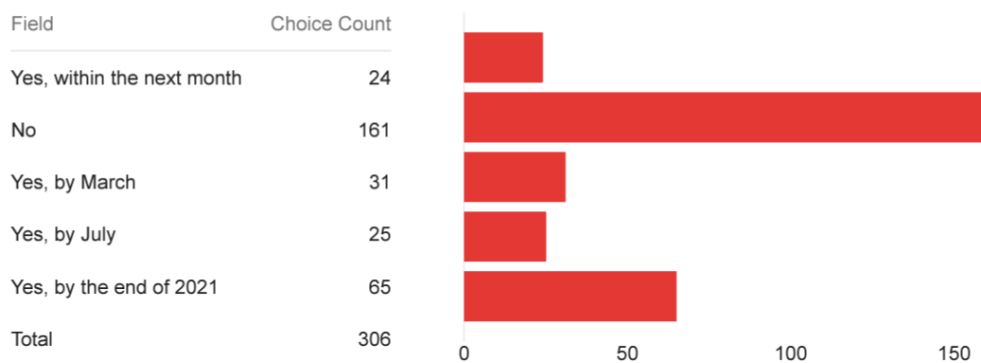
CCD maintains an excellent working relationship with South Coast Development Council, Inc., Umpqua Economic Development Partnership (The Partnership), U.S. Small Business Administration (SBA), Small Business Development Center (SBDC), NeighborWorks Umpqua, Business Oregon, USDA-Rural Development (USDA-RD), Department of Environmental Quality (DEQ), and the Economic Development Administration (EDA), and other regional, state, and federal agencies and organizations. These relationships have been key to quality project development and implementation.

CCD also utilizes resources to help communities and businesses, but we cannot do everything addressed in this report. Economic development is broad, and many aspects feed into business and economic development and enhancement.

Stage I Results- Surveys

Along with interviews, a key result of Stage 1 was the development and distribution of surveys to business owners and stakeholders. These surveys inquired about how COVID-19 impacted their businesses by asking questions about how their workforce was impacted, losses the businesses incurred do to COVID-19, and how the businesses responded to the pandemic. In total, 340 businesses and 40 stakeholders filled out the surveys that were distributed. The ERI team used the surveys to help build the key themes that were further developed in Stage 2.

Are you concerned that your business may be forced to close permanently soon due to COVID-19 or other factors?



Example question from the survey

Stage 2- Emerging Themes and Interviews (05/2021-07/2021)

Overview of Stage 2-

Stage 2 of the ERI occurred from May-July 2021 and consisted of 40 interviews with stakeholders about the region. The stakeholders interviewed included mayors, county commissioners, business owners, and government staff in Coos, Curry, and Douglas counties. For Phase 2, there were specific key deliverables which were the development of five key themes and to draft action tables.

Key theme #1: Preparing businesses for emergencies and disasters.

According to the responses collected from the CCD Business Pulse Survey, small business owners felt helpless and were often unable to access grant funding when it became available. CCD managed the Business Oregon CARES Act grants for the region and saw many business owners who did not have a business plan or meet state standards. In interviews with city governments, we learned many business owners were not prepared to shift their business online or did not have the equipment or broadband to do so. Businesses who were able to move to online sales, curbside pickup, or otherwise virtual operations generally fared better than those who shut their doors in March of 2020 and hoped to reopen before the summer.

Barriers	Internet access for online classes Time Remote/rural access Information distribution and access
Opportunities	Move more classes online Offer in-person classes in remote communities Share quick tips on social media and in newsletters Make sure all of the needed information and resources are available in one place Share success stories that address struggles heard in the region
Outcomes	To bring all businesses up to state and federal finances and standing To get ahead of the economy and emergencies of all types, regardless of business size To bring all businesses up to visitor standards



Key theme #2: Maintaining and developing a healthy workforce.

The unemployment rate remains high in each of the three counties in the region. However, the CCD Business Pulse Survey showed there are more than half as many job openings as there were jobs lost in March of 2020. There is an imbalance between industries that lost a significant number of employees and are not looking to replace them and those that are looking to hire more people than they had before COVID-19. Organizations like Southwestern Oregon Workforce Investment Board, Worksource Oregon, Umpqua Training and Employment, and the Ports talked about needing training and encouragement to rebalance the workforce. The city government officials said the biggest threat to employment from their perspective was housing. Some of the communities in our region are near or at their buildable land limit, and housing is expensive for people who grew up in the area who are competing with remote workers and retirees.

Barriers	<p>Childcare</p> <p>Soft skills training</p> <p>Insufficient housing for locals and transplants</p> <p>Some industries are not able to hire back the numbers they had pre-pandemic</p> <p>Automation</p> <p>Uneven distribution of resources (underused buildings or people in one sector that are needed in another)</p>
Opportunities	<p>Connecting businesses with SOWIB and WorkSource Oregon</p> <p>Supporting SOWIB's workgroup expansions</p> <p>Identify gaps between people who are new or returning to the workforce and businesses trying to hire</p> <p>Connect businesses with unemployment agency</p>
Outcomes	<p>To connect industries looking for employees with local individuals looking for jobs</p> <p>To streamline communication among businesses</p> <p>To connect business owners and industries with each other to share skills, resources, and encourage mutually beneficial transfer of collateral</p>



Key theme #3: Funding for small businesses and large-scale projects.

Chambers of commerce, cities, businesses, and nonprofits spoke about the need for funding. Many people had to delay large projects because funding they were counting on receiving was no longer available – whether that was lottery funds being reduced, sales lost, or grants becoming more competitive. There was confusion about where grants were coming from, who was eligible, and what would be expected of recipients later. Some communities received more grant funding than others and some business owners missed grant opportunities entirely. There was some resentment from business owners for that.

Barriers	Grant writing education/capacity
	Lack of information about grants or financing
	Lack of communication between business support organizations (SBDC, CCD, Main Street, Chamber, etc.)
	No central project list and priorities throughout the region
Opportunities	Create a one-stop or no-wrong-door collection of resources for community access
	Develop regional liquidity fund to meet immediate needs for businesses/projects in the region
	Collaborate to maximize grant writer capacity
	Train municipalities in efficient grant preparation
Outcomes	Connect businesses to funding resources simply and timely
	Connect municipalities to group knowledge throughout the region
	When applicable, streamline application process for grant funds or other resources.

Key theme #4: Fostering government emergency mindset and collaboration.

This region has been through a lot of record-breaking natural events in the last few years – snowstorms, smoke, wildfires, and landslides. Southwestern Oregon is still susceptible to these things moving forward, plus faces the threat of tsunami as a largely coastal region. Several communities have created more resilient emergency plans, emergency operations centers, and neighbor-to-neighbor programs. Others have survived through disasters but would like to be better prepared. There is a lot of knowledge within the region that could be shared and programs that could be replicated in other communities. Several community leaders said they lean on organizations and communities outside of the region, but some communities struggle to work with their neighbors.

Barriers	Generally siloed mentality during non-emergencies, affects effective communication during emergency situations Varying levels of preparedness
Opportunities	Resilience training from RDI or COOP Continued weekly meetings with community leaders turned to emergency preparedness Sharing needs and goals between communities Sharing learned experiences Incorporate Resilient Organizations' Benchmark Resilience Tool in Appendix C
Outcomes	Regular communications between community leaders about needs and goals Emergency plans in every community that are regularly reviewed



Key theme #5: Creating cohesive messaging throughout the region.

One comment that was present in nearly every interview and in the survey was the need for consistent unified communication. There was either too much, too little, or vastly different messaging coming from many directions. Several cities realized they couldn't contact business owners when they were not in their place of business or didn't know who was still in business at all. While some of that communication is coming from outside of the region, there is a clear need to have a unified message and a range of ways to communicate.

Barriers	Inconsistent business contact information on business registries Special interest groups tend to act independently without awareness/interest in existing programs or designated organizations Political divide
Opportunities	Create/update business registries Neighbor-to-neighbor networks
Outcomes	Unified messaging in emergencies Predictable information flow Singular sources for emergency information and updates



This matrix is intended to guide staff and stakeholders toward immediate action. It is a “living document” that can respond to new opportunities that may emerge. The Lead Organizations noted below are recommended champions or key points of contact for the actions. However, they are not solely responsible for implementation and will need further support.

Preparing businesses for emergencies and disasters

Action	Recommended lead	Recommended partners
	Strategy	
Provide formal and informal business planning with emergency preparedness	SBDC	CCD, Counties’ EOCs
	Share resources accessible to every business owner they can use and apply at their own pace, and in small chunks of time	
Connecting business owners with online resources and technology	CCD	Chambers of Commerce, Main Street, City Community Development
	Share online classes and resources and prioritize getting business owners appropriate and adequate technology	
Develop broadband in communities without	CCD	City and county public works
	Create project list and priorities, then apply for relevant grants	
Support and foster business and community creativity	CCD	SBDC, Main Street, Chambers of Commerce
	Share stories of local businesses doing business in new and unusual ways to combat the economic impacts of the pandemic	

Maintaining and developing a healthy workforce

Action	Recommended Lead	Recommended Partners
	Strategy	
Bring employment numbers back to industries that reduced employee counts during the pandemic	SOWIB	Worksource, SCBEC, UT&E, DCPSS, UCC, SWOCC
	Support industry sector work groups in identifying employee and employer needs and individual actions	
Increase housing supply throughout the region	Cities and Counties	UEDP, SCDCinc, Tribal leaders
	Create a work group to develop related actions	
Connect all businesses and workforce partners to create a unified job board	Worksource	SOWIB, SCBEC, UT&E, DCPSS, UCC, SWOCC
	Create and share the job board broadly	
Decrease workforce gaps in all industries in the region and increase diversity of opportunities	SOWIB	Worksource, SCBEC, UT&E
	Create industry sector sponsored trainings to fill workforce gaps	

Funding for small businesses and large-scale projects

Action	Recommended Lead	Recommended Partners
	Strategy	
Increase regional capacity to apply for grants and streamline regional/local grant applications when possible	OEDD, CCD	TFFF, SBDC
	Recruit or hire a regional grant writer	
Increase access to grants and amounts awarded to the region	CCD	
	Create a singular source for information on grants and resources available for organizations in the region	
Increase local emergency grant funding and availability that is readily available in the event of a disaster.	CCD	
	Create a local grant source	

Fostering government emergency mindset and collaboration

Action	Recommended Lead	Recommended Partners
	Strategy	
Increase sharing of resources and information between industries and governments	UEDP and SCDCinc	CCD, SBDC, Tribal leaders
	Utilize existing work groups to increase communication of needs and available resources	
Increase understanding of community-centered and business organizations' missions, goals, and projects between other organizations and the general public	CCD	UEDP, SCDCinc
	Share organization missions on partner websites and in one-pager info sheets	
Strengthen communication networks within cities and throughout the region	Counties	CCD, Tribal leaders
	Extend existing COVID-19 related meetings to check-ins on a regular basis	

Creating cohesive messaging throughout the region

Action	Recommended Lead	Recommended Partners
	Strategy	
Increase communication between community members, business owners, public and private entities, and nonprofit organizations	SCDCinc	CCD, Counties
	Create a communication flow for emergency messaging with contingency plans	
Make resources and updates easily accessible in a consistent location before, during, and in the recovery of a disaster	CCD	Counties
	Establish a hub (website, social media accounts, push notifications, etc.) for information distribution	

OEDD Priorities

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 a regional approach to these strategies support economic prosperity?

Access – barriers to entry and promotion in business have been higher for some demographic groups than others, resulting in business ownership and leadership that is not representative of the general population. Programs and policies targeted at supporting groups that are underrepresented in business ownership and leadership will help bring representation back into balance.

Resilience

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

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

Stage 3- Action Plan Creation (10/2021-12/2021)

Overview

Stage 3 of the ERI occurred from October-December 2021. This phase of the ERI focused on turning the themes identified in stage two into actions. This was accomplished by polling the stakeholders to determine which ideas will lead to the best results. Stage 3 was scheduled to be completed in a hybrid manner with both in-person and Zoom interactions. The stakeholders would have participated twice in regional and industry-specific forums. However, due to the resurgence of the more virulent Delta variant of COVID-19, for safety it was agreed upon to substitute the forums with an online survey to gather participant input.

Each of the five themes had two-to-four associated actions that were recommended. The stakeholders ranked each action item using a 6-point Likert scale by perceived impact on the community and the ease of implementation. A high score represents high impact and easy implementation, while a low score represents low impact and difficult implementation. The two scores were averaged, and action items ranked, the results of which are presented in this report.

List of Actions Voted on for the Survey

Theme 1	Preparing businesses for emergencies and disasters
Goal 1- Action 1	Provide formal and informal business planning with emergency preparedness efforts
Goal 1- Action 2	Connecting business owners with online resources and technology
Goal 1- Action 3	Support and foster business and community creativity
Theme 2	Maintaining and developing a healthy workforce
Goal 2- Action 1	Bring employment numbers back to industries that reduced employee counts during the pandemic
Goal 2- Action 2	Increase housing supply throughout the region
Goal 2- Action 3	Connect all businesses and workforce partners to create a unified job board and relevant industry specific job boards
Goal 2- Action 4	Decrease workforce gaps in all industries in the region and increase diversity of opportunities
Theme 3	Funding for small businesses/nonprofits and large-scale projects
Goal 3- Action 1	Increase regional capacity to apply for grants and streamline regional/local grant applications when possible
Goal 3- Action 2	Increase access to grants and amounts awarded to the region
Goal 3- Action 3	Increase local emergency grant funding and accessibility readily available in the event of a disaster
Theme 4	Fostering government emergency mindset and collaboration
Goal 4- Action 1	Strengthen communication networks and increase sharing of resources and information between cities, county governments, community partners, and businesses, industries, and governments

Goal 4- Action 2	Increasing understanding of community-centered and business organizations' missions, goals, and projects between other organizations and the general public
Goal 4- Action 3	Develop infrastructure in communities including broadband, bridge alternatives, and public utility infrastructure
Theme 5	Preparing businesses for emergencies and disasters
Goal 5- Action 1	Increase communication between community members, business owners, public and private entities, and nonprofit organizations
Goal 5- Action 2	Make resources and updates easily accessible in a consistent location before, during, and in the recovery of a disaster

Survey Results

The online survey was distributed to 80 stakeholders throughout Coos, Curry, and Douglas counties. 21 respondents accessed and began the survey, reflecting a 26% response rate. In comparison, the national average response rate for online surveys is 29%.

Using the information from the data, the ERI team identified the top action item for each goal based on the average score of the ease and impact. The table below shows the five actions that were identified as high priority items.

Name	Result	Score
Goal 1- Action 3	Support and foster business and community creativity (creating a community space for sharing ideas, reaching out to journalist's w/ a monthly contribution)	3.63 (Highest ease, moderate impact)
Goal 2- Action 3	Connect all businesses and workforce partners to create unified job board and relevant industry-specific job boards.	3.44 (High ease, low impact)
Goal 3 – Action 2	Increase access to grants and amounts awarded to the region (Awareness of info hub, educating basic materials for grants)	3.50 (High impact, moderate ease)
Goal 4 – Action 3	Develop infrastructure in communities including broadband, bridge alternatives, and public utility infrastructure	3.47 (High impact, low ease)
Goal 5- Action 2	Make resources and updates easily accessible in a consistent location before, during, and in the recovery of a disaster.	3.44 (High ease, moderate impact)

Stage 3 Results-

The key deliverable from stage three was identifying how to connect the five actions voted on by our stakeholders into actionable items. The ERI team researched several options and created the following workplans.

Stage 4 of the ERI project is to implement the top-ranking action items from each goal. To accomplish this, CCD Business Development Corporation partnered with our community stakeholders to determine appropriate tools, champions to lead the charge, and create reasonable work plans/dates for completion.

Workplans:

GOAL 1: Preparing businesses for emergencies and disasters.

ACTION 3: Support and foster business and community creativity.

TOOL UTILIZED: [COMMUNITY WEBSITE PARTNERSHIP \(CWP\)](#)

CHAMPIONS IDENTIFIED: CWP Steering Committees in the three counties.

WORKPLAN: January-June 2022. Coos/Curry: reactivate and market their current CWP, building in larger business community involvement. Douglas: steering committee formed, website launched.

GOAL 2: Maintaining and developing a healthy workforce.

ACTION 3: Connect all businesses and workforce partners to create a unified job board and relevant industry-specific job boards

TOOL UTILIZED: [COMMUNITY WEBSITE PARTNERSHIP \(CWP\)](#) / [CCD COUNTY SPECIFIC LANDING PAGE](#)

CHAMPIONS IDENTIFIED: CWP Steering Committees in the three counties.

WORKPLAN: January-June, 2022. Section on the volunteer landing page dedicated with a link to existing job boards

GOAL 3: Funding for small businesses/nonprofits and large-scale projects.

ACTION 2: Increase access to grants and amounts awarded to the region.

TOOL UTILIZED: [CCD COUNTY SPECIFIC LANDING PAGE](#)

CHAMPIONS IDENTIFIED: CCD Business Development Corporation

WORKPLAN: January-June, 2022. Website landing pages designed with county specific information

GOAL 4: Fostering government emergency mindset and collaboration.

ACTION 3: Develop infrastructure in communities including broadband, bridge alternatives, and public utility infrastructure.

TOOL UTILIZED: 2024-2029 CEDS PROCESS

CHAMPIONS IDENTIFIED: [CEDS Executive Committee](#)

WORKPLAN: January-June, 2022. SWOT analysis and survey completed. Early phases of CEDS process completed.

GOAL 5: Creating cohesive messaging throughout the region.

ACTION 2: Make resources and updates easily accessible in a consistent location before, during, and in the recovery of a disaster.

TOOL UTILIZED: [COMMUNITY WEBSITE PARTNERSHIP \(CWP\)](#) / [CCD COUNTY SPECIFIC LANDING PAGE](#)

CHAMPIONS IDENTIFIED: CWP Steering Committees in the three counties and CCD Business Development Corporation

WORKPLAN: January-June, 2022. Both tools will have an emergency landing page with information and direct links

Tools Utilized:

- **Community Website Partnership (CWP):** Through the ERI project and resulting action planning sessions, it was made clear that the entrepreneurial ecosystem experienced a gap regarding accessing

communication networks. Business owners reported a lack of communication between community members, public and private entities, and nonprofit organizations. They also described having difficulty in gaining awareness of new resources or information distribution systems. The recommended strategy to alleviate or at least diminish this gap was to establish an online website hub. Several stakeholders throughout the Economic Development District (EDD) mentioned how some counties work with the Community Website Partnership (CWP), a nonprofit that creates inclusive, comprehensive, accessible, and sustainable community websites in a partnership cohort working collaboratively to galvanize people into action. The countywide website hub template includes landing pages for a calendar, directory (nonprofits, businesses, groups, municipalities), volunteer matching, resources (financial, social), news (press release template that automatically goes to localized media outlets), stories, and current work projects. Coos and Curry counties already work with the CWP; however, their website hubs were rolled out at the beginning of 2020, right before the COVID-19 pandemic. They have had challenges securing the funding for the yearly subscription cost and maintaining consistent volunteer hub managers who update and activate the website. There is a great need to reactivate both county website hubs as they are not currently being used to their full potential nor capacity due to initiating them at the start of the pandemic. Douglas County does not have a community website hub and would need to secure funding for its first-year subscription cost. In addition, after speaking with both Coos and Curry counties, it was learned that funding for a part-time position who could manage the website hubs for all three counties would remove many barriers and elevate the success of partner collaboration and contributions.

- **CCD County Specific Landing Page:** Through the ERI project, Business owners and government leaders also reported confusion about where grants/funding opportunities were coming from, who was eligible, and what recipients would expect later. Some funding was available in certain counties but not others, with no clear delineation or information to assist those with questions. Resentment on the part of business owners and local government leaders was high. CCD will create a landing page on their website that will act as a funding hub for business owners and local governments, with detailed county-specific information. CCD will become the regional go-to for all finance matters within the Economic Development District (EDD). The landing page will act as a one-stop or no-wrong-door collection of resources for community access, thus connecting businesses to funding in a simple and timely fashion. There will also be dedicated space to support our businesses and workforce partners. In addition, to assist with the goal of having cohesive messaging throughout the region before/during/after an economic shock, the landing page will provide direct links to community resource pages and partners.

- **2024-2029 Comprehensive Economic Development Strategy (CEDS) Process:** CCD is in the process of developing the 2024-2029 CEDS – Comprehensive Economic Development Strategy – for Coos, Curry, and Douglas counties. CCD is designated by the U.S. Economic Development Administration (EDA) to work on economic development efforts within the three counties, and a new CEDS must be developed every five years to highlight regional strengths, weaknesses, opportunities, and threats. This regional priorities survey is the first step in a 24-month process. We will continue to have internal meetings, host CEDS Committee meetings, create a CEDS AtLarge e-mail list, and inform our partners of progression milestones. The survey was open for completion to anyone within Coos, Curry and Douglas Counties.

Stage 4- Action Items

(01/2022-05/2022)

Overview

Stage 4 was the final phase of the ERI and occurred from January-May 2022. The goal of this stage was to provide tangible items that would address the five key concerns identified in stage three. The ERI team worked with several different partners in this stage including the team at Community Website Partnership (Brooke Nuckles Gentekos, Rhianna Simes, and Steven Williams,) Buzz Collective (Justin Deedon and Neco Edwards,) and over 225 unique stakeholders for our comprehensive economic development strategy (CEDS.)

Community Website Partnership (CWP)

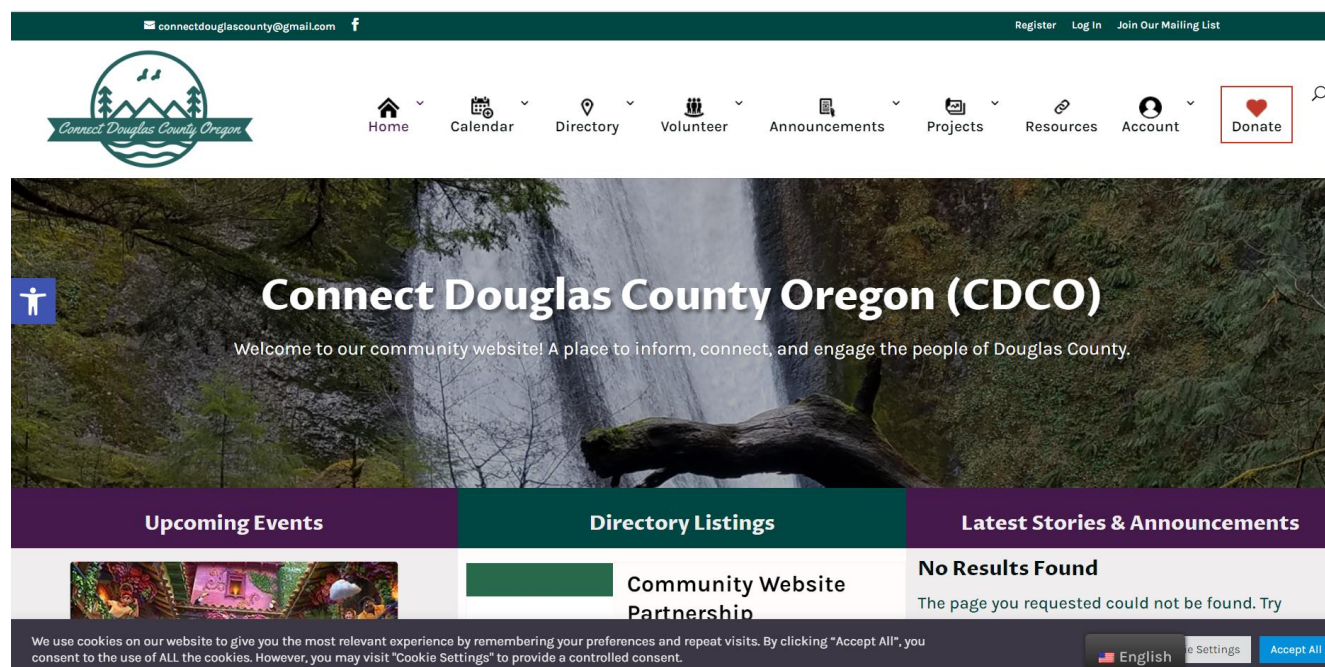
CWP is a nonprofit that works to strengthen rural communities by creating user-driven sites that share items such as local business information, volunteer events, and job opportunities. CWP websites are a strong asset to understand what resources and events are available in the community, which was a need identified through the ERI process. The potential for a website that could execute several of the ideas proposed in the needs assessment made CWP a high priority item for the ERI. Coos and Curry counties both have CWP sites, but Douglas County did not have one. For this reason, the ERI team primarily focused on building the CWP site for Douglas County.

There is a cost associated with joining CWP, which includes their website template, training, and work with their technical specialist. The subscription cost for Douglas County is \$5,000 as it is a first-year initiation phase, which requires more resources and technical assistance. In addition, hiring a part-time website hub manager to update and activate the three websites will cost \$16,350 for the year at a family wage of \$15 per hour. The CWP offers all first-year subscribers a \$5,000 in-kind match grant to get the website hub up and running. In total, the cost for a first-year website hub would be \$10,000. The second-year subscription cost would be reduced to \$1,150. To support Coos and Curry counties, funding was provided for them to support their current sites. The hub subscription cost for Coos and Curry counties is \$1,150 per year, as they are now in a position of maintaining the website hub, rather than creating it.

One task for creating this website is creating an advisory board to help oversee the website. The ERI team reached out to a variety of different individuals with diverse work experience (nonprofits, business owners, and the library) as well as diverse representation across the county (including individuals from Roseburg, Reedsport, Canyonville, Glendale, and Oakland.) We held brief introductory calls with each committee member and then met as a group twice for trainings led by CWP. The purpose of the training was to decide on key elements of the website (such as the name) and to divide our tasks for the site. The committee chose the name “Connect Douglas County Oregon” (CDCO) as the name for our website. At the training, each member was given a variety of tasks to create content for CDCO.

Connect Douglas County Oregon had a soft launch early in June and is currently being promoted to community members across the county. Features of the website include a community calendar, a community directory, volunteer events, announcements, projects, and resources. The site is designed to

be “community driven” so citizens are the primary drivers for updating the site and providing new resources. The website has additional features, including a newsletter and an option to translate the website into Spanish. Prior to the soft launch, CCD was the driver in creating the website including recruiting the advisory board, generating funding, and organizing trainings. After the creation of the site, CDCO will be more community ran and future tasks will be delegated. However, CCD will remain an integral part of CDCO as staff member Lehi Dowell will continue to sit on the advisory board and staff member Taylor Lindsey will be the part-time website manager that was included in the funding.



Home page for CDCO

CCD County Specific Landing Page

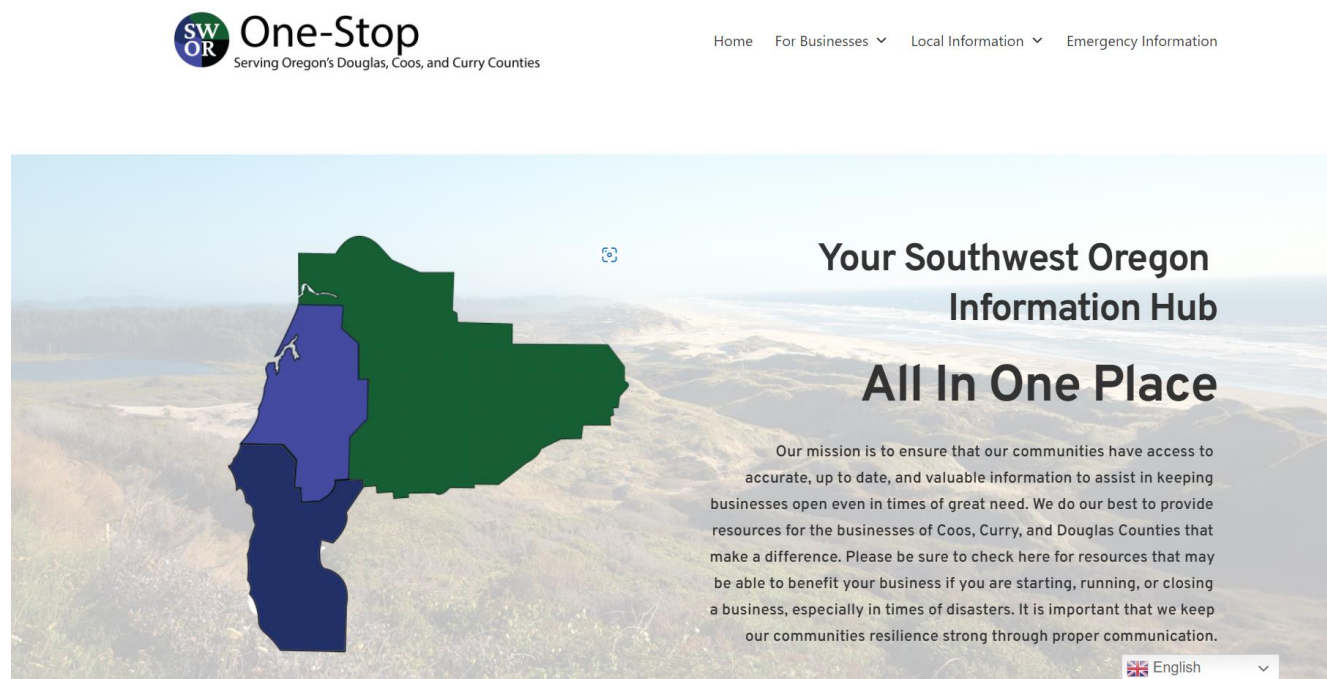
One of the key themes we found in stages one and two is that community members were not always aware of the resources that were available for COVID-19 relief. It was difficult for business owners to find funding for emergency assistance during the pandemic because there is not a “one-stop shop” for those resources. We wanted to create a singular hub for Coos, Curry, and Douglas counties that provided external links to provide that information in a singular location.

This landing page is primarily targeted at businesses as it has information regarding resources and grants, but it also provides emergency information for times of crisis such as during a wildfire. There is also an option to display a banner on the home page of a site if a specific event (such as a local fire) appeared in our area.

The landing page differs from the CWP website because it is specifically targeted to help individuals during times of crisis. While CWP has many features, it is not specifically designed for this audience, and we felt it would be optimal to create our own landing page. The ERI team felt that we could create a more robust and targeted list of resources through a different medium, which is why we elected to create a

separate landing page. The landing page is located on CCD's main website because CCD is a trusted source in our community that would be well received by residents and business owners.

The ERI team worked with Buzz Collective, who designed CCD's website, to create a landing page. The website was designed by the ERI team and presented our design to Buzz Collective, who turned it into an active web page. The ERI team worked to create a list of useful resources and then categorized by which locations they would be useful for (Coos, Curry, Douglas) and what type of resource is (grants, small business resources, job board, and project assistance.) The site has several other features including the ability to be translated into seven different languages and a newsletter that will send emergency notifications. CCD will continue to manage and update the website with the assistance of Buzz Collective. The landing page went live in June and is currently active on CCD's website.



Home page for CCD Landing Page

Comprehensive Economic Development Strategy (CEDS)

Through the two websites created during the CWP, the ERI team was able to address many of the concerns related to sharing resources. However, one topic that is not addressed is improving infrastructure. Infrastructure concerns include roads, bridges, abandoned buildings, broadband, and water access. The ERI team felt that the best way to address these needs is through our concurrent project of the comprehensive economic development strategy (CEDS.) CEDS is a 5 -year plan that addresses the needs of the community and drives which projects get funded by the EDA. The current CEDS is set to expire in 2024, so we are working on a new CEDS for 2024-2029.

There are several outcomes that come from CEDS including a comprehensive report that covers Coos, Curry, and Douglas counties. This report will consist of a regional overview, a SWOT analysis, and recommendations for addressing the issues that are identified and we will incorporate the findings from the ERI process into our CEDS including perspective from the interviews from the ERI. Another result of

CEDS is that it will facilitate the funding of projects if the underlying issue is listed in CEDS which will help fund projects that are directly aligned with the needs of the community.

The first step of the CEDS process is creating a survey to find the strengths, weaknesses, opportunities, and threats (SWOT) of our region. This survey was sent out internally to CCD's staff, to the CEDS executive committee, and spread through our website and social media. We had 179 survey responses and used those responses to build a preliminary SWOT analysis and create a report based on the survey results. The survey indicated that the biggest concerns for the region included lack of housing, workforce, and poor infrastructure.

The next step in CEDS was community outreach and this was accomplished by creating a presentation that had an overview of the results of the survey and presenting it to interested stakeholders in our area. The goal of the presentation was not only to present our findings, but also learn new issues that we had not previously considered. The sessions were held virtually through Zoom to allow us to reach a broader audience. They were promoted by inviting everyone who filled out a survey, promoting through our social media, and word of mouth.

The first meetings were for our executive committee which oversees our CEDS process. Following that, we held three meetings that were tailored to Coos, Curry, and Douglas counties and were open to the public. We also had an industry driven meeting that featured industry leaders from important industries in our community such as logging, real estate, and fishing. Additional communication and feedback were provided to us through email and an individual call for the tourism industry. In total we had over 125 individuals participating in our meetings.

During these meetings, we had lengthy discussions about issues with infrastructure and the concerns of the community members. Information from the survey and from the meetings showed that infrastructure was a bigger concern in the coastal counties of Coos and Curry than in Douglas County likely due to the proximity of Interstate 5 across most of Douglas County. Certain issues such as broadband and abandoned buildings were ubiquitous while other issues such as lack of water access (Curry) and no commercial refrigeration (Coos and Curry) were localized. Another key concern in the coastal areas is the lack of transportation options as many of the towns only have one way in and out, which is a concern for natural disasters.

The CEDS will also address other issues that were discussed throughout the ERI process but were not in the five actions identified in section three. For example, housing is a high concern issue that is mentioned in the ERI's opportunity section and will be a major factor in CEDS. The CEDS report is expected to be completed by July 2023 and will be submitted to the EDA as well as be promoted by CCD. Following that, the CEDS report will be updated periodically to reflect any economic and societal needs.

APPENDIX A

Marketing Materials

"Having experts to help with our books and finances has helped us to make projections for the future. I suggest technical assistance to any small business owner."



"If there are road blocks you need to remove, or gaps in your small business, contact CCD Business Development Corporation for technical assistance today."





Contact us today

Kemberly Todd

541-672-6728 Ext. 307

k.todd@ccdbusiness.com

Coos County Office

540 Anderson Ave

Coos Bay, OR 97420

Curry County Office

94235 Moore Street, Ste. 122,

Gold Beach, OR 97444

(by appointment)

Douglas County Office

2270 NW Aviation Dr, Ste 4

PO Box 1938

Roseburg, OR 97470

www.ccdbusiness.org






**Technical Assistance
for
Small Business**

GROWING SMALL BUSINESSES,
JOBS, AND COMMUNITIES

Technical Assistance

WHAT IS TECHNICAL ASSISTANCE?

Small Business Technical Assistance includes anything your business needs to succeed. Our goal is to meet one-on-one to provide the help small businesses need to become resilient.

If you are starting or own a business and live in Coos, Curry or Douglas counties, you are eligible to receive assistance.

How do I get started?

To meet with us, visit www.ccdbusiness.org and select the technical assistance program intake form. Simply fill it out, submit it, and we will contact you.

CATEGORIES OF ASSISTANCE

Accounting

- Bookkeeping practices and knowledge
- Financial statement knowledge
- Financial statement analysis
- Internal Controls
- Current Analysis tools
- Required tax filings

Management

- Business Plan Development
- Job Description Creation
- Organization Charts
- Human Resource Policies
- Strategic Planning
- Business Planning
- Employee Healthcare & Benefits

Finance

- Current business financing mix
- Efficiency of investment
- Time value of money


Marketing

- Current marketing practices
- Target market and demographics
- Marketing Mix

Operations

- Hiring
- Staffing levels
- Position training
- Staff evaluations
- Goal/Metric Setting
- Technology Adoption
- Staff Supplies and Equipment
- Cost Controls

TECHNICAL ASSISTANCE TEAM



Theresa Haga
Executive Director



Bryan Sykes
Assistant Director/
Accounting Manager



Lehi Dowell
Economic Development
Director



Kern Todd
Technical Assistance
Coordinator



Brianna Rogers
Accounting Generalist

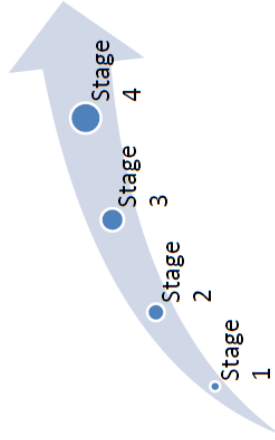
CCD Mission Statement

"Encourage economic development, diversify local economies, support industry, and enhance quality of life for all in the region."

CCD has three offices, located in Coos, Curry, and Douglas counties. With knowledgeable staff working in Community and Economic Development and Financing, CCD is well positioned to bring a wide array of services to the region to provide opportunity for proactive economic growth through diversification and expansion.

CCD's Economic Recovery Initiative (ERI)

CCD applied for and received a 24-month EDA CARES Act Recovery Assistance Planning Grant to support economic recovery and resiliency in our region in response to the COVID-19 pandemic.



Stage 1: 40 Stakeholders and 340 businesses were surveyed to develop a SWOT Analysis and Needs Assessment. September 2020-May 2021.



Stage 2: 40 Stakeholders were interviewed on Zoom to reconfirm the results of Stage 1 findings. Progress report submitted to the EDA. May-July 2021.



Stage 3: Stakeholders voted on top priorities within each key theme, champions identified, and work plans developed. October-December 2021.

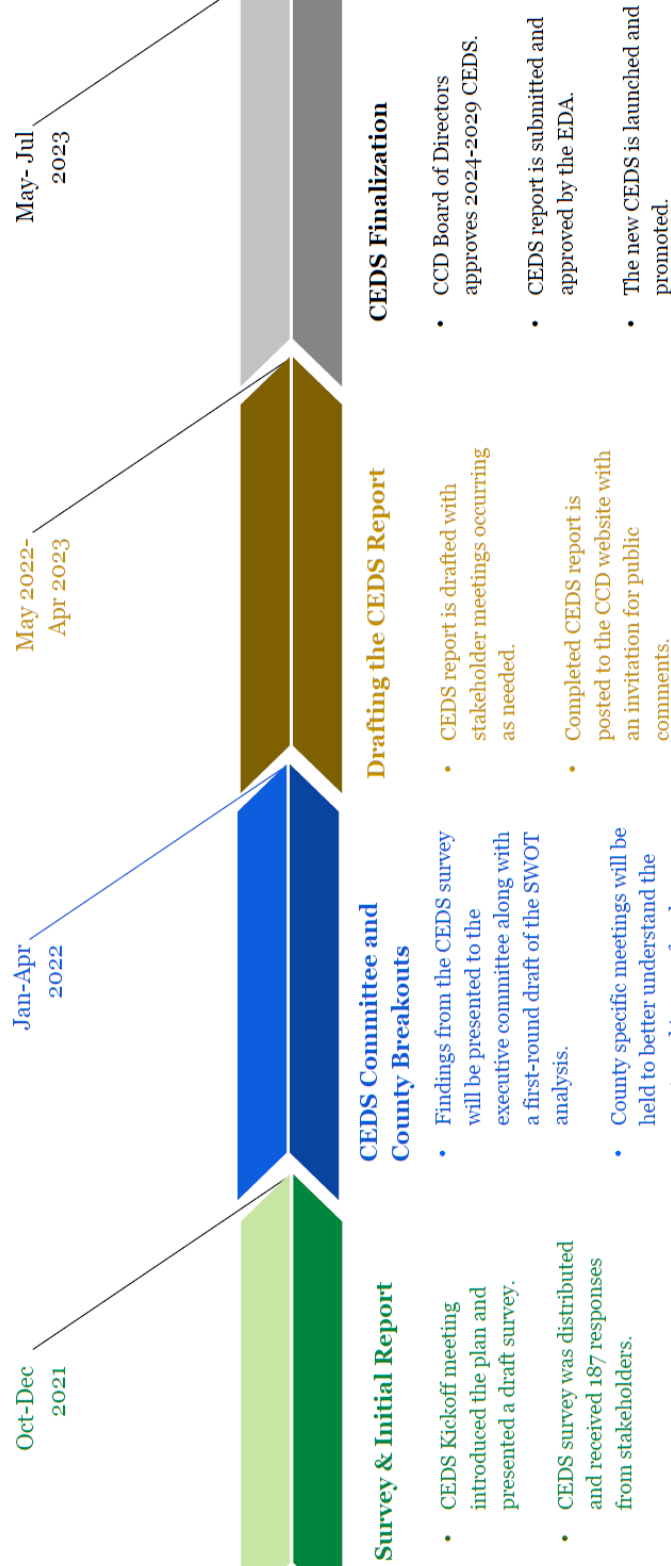


Stage 4: Champions and leadership teams executed the top priorities within each key theme. Final report submitted to the EDA. January-May 2022.

TOP 5 KEY THEMES

1. Preparing businesses for emergencies and disasters.
2. Maintaining and developing a healthy workforce.
3. Funding for small businesses and large-scale projects.
4. Fostering government emergency mindset and collaboration.
5. Creating cohesive messaging throughout the region.

2024-2029 CEDS Timeline



Questions? Contact Information:

Lehi Dowell | l.dowell@ccdbusiness.org
 Taylor Lindsey | t.lindsey@ccdbusiness.org

CEDS OVERVIEW



Overview of the CEDS Process

WHAT HAVE WE DONE SO FAR?



CCD distributed a CEDS survey in December 2021 and received feedback from 187 stakeholders in Coos, Curry, and Douglas counties. Survey respondents came from individuals representing city and county governments, business owners, and residents. A preliminary SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) was built from the input received.

WHAT ARE OUR AREA'S STRENGTHS?

Natural resources, tourism, and community vision/pride ranked highest for the area. Transportation connections also ranked high, but reasons varied by county. For example, Coos County's port is a unique strength, while Douglas County has proximity to the I-5 corridor.



WHERE CAN WE IMPROVE?



The lack of affordable housing ranked high for all three counties. Additionally, coastal travel infrastructure was a concern, mainly due to the precarious two-lane roads in the region. Finally, employment concerns such as wages, aging out, and lack of workforce development were highlighted.

WHAT HAPPENS NEXT?

CCD is working to finalize the preliminary SWOT Analysis. Feedback sessions will be hosted for stakeholders in Coos, Curry, and Douglas counties. After completing the SWOT Analysis, CCD will begin drafting the 2024-2029 CEDS report.



Contact Information:

Lehi Dowell
l.dowell@ccdbusiness.com

Jake Long
j.long@ccdbusiness.com

COUNTY BREAKDOWN



Highlighting the County Specific Results



111 Stakeholder Participants

- **Infrastructure**- Identified as a higher concern in coastal counties likely due to concerns over bridges and two-lane roads.
- **Workforce**- Higher concern than the other counties, potentially due to worker needs for tourism.
- **Tourism**- Tourism had the most responses as a strength compared to the other counties.

13 Stakeholder Participants

- **Housing**- Housing concerns are across all three counties, but had the most responses in Curry County.
- **Regional Messaging**- Regional messaging did not receive any votes as a weakness.
- **Promoting Tourism**- Ranked promoting tourism lower than the other two counties in opportunities, potentially because of Curry County already has a strong tourism industry.



63 Stakeholder Participants

- **Infrastructure**- Identified as a strength compared to the other counties likely due to location along I-5.
- **Regional Messaging**- Identified as a higher concern than the other counties, potentially due to the size of the region.
- **Natural Amenities**- Identified as a strength at a lower rate than the coastal counties.

Join us for county-wide meetings to share the opportunities and challenges of your county!

Coos County
April 25th @2:00 PM

Curry County
April 26th @2:00 PM

Douglas County
April 27th @2:00 PM



Building Connections and Communities

Directory
Projects
Resources
News & Stories
Emergency Information
Events
Volunteering & more

connectdouglascounty.org



connectdouglascounty.org

connectdouglascounty@gmail.com



Connect Douglas County Oregon

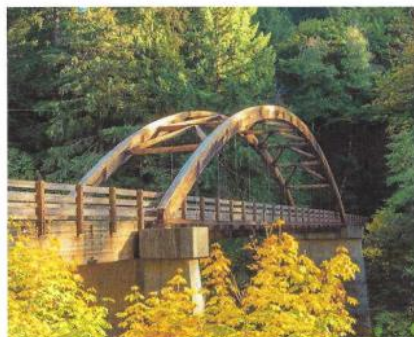


BUILDING CONNECTIONS AND COMMUNITIES

connectdouglascounty.org

A public-owned community website meant to inform residence of on-going events, emergencies, and available resources in the area.

- Stay notified on real time emergencies such as wildfires or tsunamis.
- Be informed of upcoming events.
- Find helpful resources such as current contact information of countywide organizations.



DIRECTORY

PROJECTS

NEWS & STORIES

EMERGENCY
INFORMATION

EVENTS

VOLUNTEERING &
MORE

Connectdouglascounty.org

connectdouglascounty@gmail.com

Connect Douglas County Oregon

