Thank you for taking the time to provide feedback on the 2024-2029 Comprehensive Economic Development Strategy.

Please direct any questions, concerns, or ideas to:

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(541) 672-6728, ext. 303
Comprehensive Economic Development Strategy 2024-2029

CCD Business Development Corporation
Economic Development District: Coos, Curry, Douglas counties
September 21, 2022
CCD Business Development Corporation
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Roseburg, OR 97470
(541) 672-6728
https://www.ccdbusiness.org/

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**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

Ilíana Montiel  
Asst. Director of Health Services  
Confederated Tribes of Coos, Lower Umpqua & Siuslaw Indians

Melissa Cribbins  
County Commissioner  
Coom County

David Milliron  
City Administrator  
City of North Bend

Sammie Arzie  
AVP/Commercial Banker  
Banner Bank

Jessica Engelke  
Mayor  
City of North Bend  
Southwestern Oregon Community College  
South Coast Development Council, Inc.

Shaun Gibbs  
Executive Director  
Tribal1

Ray Doering  
Director Public Affairs & Compliance

Court Boice  
County Commissioner  
Curry County

Jodi Fritts  
City Administrator  
City of Gold Beach

Tamie Kaufman  
Mayor  
City of Gold Beach  
Cooperative Management Solutions

Maarten Van Otterloo  
Retired

Summer Matteson-Kinney  
Tourism & Economic Development  
Curry County

Bret Curtis  
Owner/Principal Broker  
RE/MAX

Randy Mason  
Sr. Relationship Manager  
Rogue Federal Credit Union

Hank Cunningham  
Retired

Chris Boice  
County Commissioner  
Douglas County

Tim Allen  
Owner  
Roseburg Rental

Charmaine Vitek  
District Manager  
Port of Umpqua

Ron Doan  
Retired  
Cow Creek Government Offices

Sam Carter  
Regional Business Manager  
Pacific Power

Randy Richardson  
VP, Sr. Business Banking Relationship Manager  
Umpqua Bank

Kristi Gilbert  
Community Development Supervisor  
City of Sutherlin

Jeff Benham  
VP, Commercial Relationship Manager  
Oregon Pacific Bank

Lonnie Rainville  
City Administrator  
City of Myrtle Creek

Nikki Messenger  
City Manager  
City of Roseburg
## 2024-2029 CEDS Executive and At-Large Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Organization/Location</th>
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<tbody>
<tr>
<td>Brian Rooney</td>
<td>Regional Economist</td>
<td>State of Oregon Employment Department</td>
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<td>Court Boice</td>
<td>County Commissioner</td>
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<td>Darrin Nicholson</td>
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<td>David Milliron</td>
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<td>City of North Bend</td>
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<tr>
<td>Dawn Russ</td>
<td>City Recorder</td>
<td>City of Glendale</td>
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<td>Deanna Schafer</td>
<td>City Manager</td>
<td>City of Reedsport</td>
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<td>Forrest Neuerburg</td>
<td>City Manager Pro Tem</td>
<td>City of Coquille</td>
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<td>Gary Milliman</td>
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<td>Guy Tauer</td>
<td>Asst. Director of Health Services</td>
<td>State of Oregon Employment Department</td>
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<td>Iliana Montiel</td>
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<td>Jeni Stevens</td>
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<td>Jennifer Bragg</td>
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<td>Jessica Engelke</td>
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<tr>
<td>Jill Rolfe</td>
<td>Planning Director</td>
<td>Coos County</td>
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<tr>
<td>John Bacon</td>
<td>Assistant Professor of Business &amp; Accounting</td>
<td>Oregon International Port of Coos Bay</td>
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<tr>
<td>John Burns</td>
<td>Chief Executive Officer</td>
<td>City of Sutherlin</td>
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<tr>
<td>Kristi Gilbert</td>
<td>Community Development Supervisor</td>
<td>City of Myrtle Creek</td>
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<td>Lonnie Rainville</td>
<td>Community Development Director</td>
<td>City of Winston</td>
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<td>Maarty Van Otterloo</td>
<td>City Manager</td>
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<tr>
<td>Mark Bauer</td>
<td>Retired</td>
<td>NeighborWorks Umpqua</td>
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<td>Melissa Cribbins</td>
<td>County Commissioner</td>
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<tr>
<td>Michelle Martin</td>
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<td>Nikki Messenger</td>
<td>City Manager</td>
<td>Rogue Federal Credit Union</td>
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<td>Pat Cox</td>
<td>Port Manager</td>
<td>Opportas Capital</td>
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<tr>
<td>Randy Mason</td>
<td>Sr. Relationship Manager</td>
<td>Coos County Airport District</td>
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<td>Robb Crocker</td>
<td>Principal</td>
<td>City of Coos Bay</td>
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<td>Robert Brittsan</td>
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<td>Cow Creek Government Offices</td>
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<td>Rodger Craddock</td>
<td>City Manager</td>
<td>Pacific Power</td>
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<td>Ron Doan</td>
<td>Retired</td>
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<td>Port of Umpqua</td>
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<tr>
<td>Sammie Arzie</td>
<td>AVP/Commercial Banker</td>
<td>South Coast Development Council, Inc.</td>
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<tr>
<td>Scott Kent</td>
<td>Port Manager</td>
<td>City of Powers</td>
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<tr>
<td>Shaun Gibbs</td>
<td>Executive Director</td>
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<tr>
<td>Stephanie Patterson</td>
<td>City Recorder</td>
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</tbody>
</table>
Summer Matteson | Tourism & Economic Development | Curry County
Tamie Kaufman | Mayor | City of Gold Beach
Tim Allen | Owner | Cooperative Management Solutions
Travis Webster | Port Manager | Roseburg Rental

2024-2029 CEDS CCD Business Development Corporation Staff

Theresa Haga | Executive Director
Bryan Sykes | Accounting Manager and Assistant Director
Lehi Dowell | Economic Development Director
Sidnee Smit | Economic Development Technician
Brandi Medeiros | Community Development Director
Janet Tidrick | Community Development Specialist
Brandon Ellery | Community Development Technician

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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 we know that recovery efforts will be necessary well into the future. Southwestern Oregon experienced similar challenges to other counties including pressured health care systems, paralyzed local economies, and exacerbated inequities.

CCD stepped into action and with support 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 resiliency findings from the ERI project.

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 (rural, 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. CCD has been recognized with local, state and national awards for work completed on the ERI project. In June 2021 CCD received the Community Celebration Award for Coos County from the United Way of Southwestern Oregon, in August 2021 CCD was awarded for the National Association of Development Organizations (NADO) 2021 Aliceanne Wohlbruck Impact Award, and in October 2022 CCD received the Award of Excellence in Economic Development for Outstanding Collaborative Partnership at the Oregon Economic Development Association (OEDA) conference.

CCD has served as the Economic Development District since 1971, when it received its district designation from the EDA. A primary function of CCD is to create and update the Comprehensive Economic Development Strategy (CEDS) for the region. The CEDS provides the framework by which economic development projects qualify for grant funding from the EDA. The strategy is developed by the CEDS Executive Committee which is comprised of a broad range of regional economic development, business, civic, education, and workforce partners.

The following report, represents the region’s vision for economic development, provides a description of current economic and demographic conditions, a SWOT Analysis, and highlights resiliency initiatives. The report also lists the economic development goals and objectives as well as the Priority Projects developed by the CEDS Executive Committee. The report includes a plan of action that outlines the activities necessary to implement the goals, and metrics to measure the success of each strategy.

Sincerely,

Theresa Haga
CCD Executive Director
Introduction

Role of an Economic Development District

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).

What is CEDS?

The purpose of the CEDS is to bring together the public and private sectors to create an economic roadmap that will diversify and strengthen regional economies. The CEDS analyzes the regional economy and serves as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources. The CEDS integrates the region’s human and physical capital planning in the service of economic development. An integrated economic development planning process provides the flexibility to adapt to global economic conditions and fully utilize the region’s unique advantages while maximizing economic opportunities for its residents. This is achieved by attracting private investment and creating jobs for the region’s residents. Finally, the CEDS provides a useful benchmark by which the regional economy can evaluate opportunities with other areas of the national economy.

Creating the CEDS requires a continuing economic development planning process developed with a broad-based and diverse public-private sector participation effort and coupled with a set of goals and objectives that solves the region’s economic development problems and clearly define the metrics of success.

EDA regulations require that the existing CEDS be updated annually and that a new CEDS be developed at least once every five years or whenever substantial changes in the regional economy render the current document obsolete.

CEDS Regional Planning Process

The process of creating the CEDS requires a continuing economic development planning process developed with a broad-based and diverse public-private sector participation effort and coupled with a set of goals and objectives that solves the economic development problems of the region and that clearly define the metrics of success.

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Current EDA Investment Priorities

1. Equity
2. Recovery and Resilience
3. Workforce Development
4. Manufacturing
5. Technology-Based Economic Development
6. Environmentally Sustainable Development
7. Exports and FDI
CEDS Planning Meetings

A critical goal of the public engagement process implemented for the development of the CEDS is to position our region for positive change. The process started in December 2021 with a CEDS Executive Committee Meeting. After that, a Qualtrics SWOT Analysis Survey was released, and nine follow-up meetings were held to discuss the results and to gain a deeper understanding of the region’s needs. Between the survey respondents and the public meetings held, over 305 professionals and stakeholders from around the region had the opportunity to give input on the CEDS and future economic development plans.

<table>
<thead>
<tr>
<th>Date</th>
<th>Meeting Description</th>
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<tbody>
<tr>
<td>12/1/2021</td>
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<td>3/25/2022</td>
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<td>4/27/2022</td>
<td>Douglas County Specific CEDS Meeting</td>
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<td>5/23/2022</td>
<td>Industry Driven CEDS Meeting</td>
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<td>6/22/2022</td>
<td>Housing Industry Specific Meeting</td>
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<td>Tourism &amp; Travel Industry Specific Meeting</td>
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<td>6/24/2022</td>
<td>Forrest Industry Specific Meeting</td>
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<td>9/28/2022</td>
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<td>11/01/2022-12/31/2022</td>
<td>60 Day Public Review Period</td>
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<tr>
<td>2/16/2023</td>
<td>Final CEDS Adoption at CCD Quarterly Board Meeting</td>
</tr>
</tbody>
</table>

Community and Private Sector Partners

CCD was designated an Economic Development District (EDD) by the Economic Development Administration (EDA) in 1971. CCD has an Economic Development CEDS Executive Committee and a CEDS At Large Committee that meets to share information on programs and projects. With representatives from each of the three counties within the EDD, the Committees discuss problems or issues of importance to the entire region. Members also share information regarding programs they have developed or utilized to resolve local issues. As a result, the Committee serves as a network allowing various economic development organizations members to meet and discuss similar situations throughout the region.

Community and private sector input was critical to the successful development of the CEDS. Throughout the development of the CEDS, staff and the CEDS Executive and At Large Committee have gathered feedback and advice from community groups and private sector representatives throughout the three-county region.

The CEDS was made available to the public for sixty (60) days to review and comment. Input from this public comment period was considered prior to the plan’s completion.

Regional economic development planning efforts and technical assistance are handled primarily through CCD. Umpqua Community College and Southwestern Oregon Community College are essential participants in regional economic development and provide expertise and best-practice research studies.
In addition, the regional economic development organizations are currently working with the colleges to develop key training and degree programs to meet future regional employment needs. Provided below are links to the region’s development organizations:

- **Chambers of Commerce:**
  - Bandon Chamber of Commerce: [https://bandon.com/members/](https://bandon.com/members/)
  - Bay Area Chamber of Commerce: [https://coosbaynorthbendcharlestonchamber.com](https://coosbaynorthbendcharlestonchamber.com)
  - Brookings Harbor Chamber of Commerce: [https://brookingsharborchamber.com/](https://brookingsharborchamber.com/)
  - Myrtle Point Chamber of Commerce: [https://www.ci.mytlepoint.or.us/general/page/chamber-commerce](https://www.ci.mytlepoint.or.us/general/page/chamber-commerce)
  - Myrtle Creek Chamber of Commerce: [https://brookingsharborchamber.com/](https://brookingsharborchamber.com/)
  - Sutherlin Chamber of Commerce: [https://www.visitsutherlin.com/](https://www.visitsutherlin.com/)

- **Community Foundations/Social Groups:**
  - Douglas County Health & Human Services: [https://www.douglas.co.us/board-county-commissioners/board-priorities/health-and-human-services/](https://www.douglas.co.us/board-county-commissioners/board-priorities/health-and-human-services/)
  - NeighborWorks Umpqua: [https://www.nwumpqua.org/](https://www.nwumpqua.org/)
  - The Ford Family Foundation: [https://www.tff.org/](https://www.tff.org/)
  - Wild Rivers Coast Alliance: [https://wildriverscoastalliance.com/](https://wildriverscoastalliance.com/)

- **County Governments:**
  - Coos County Government: [https://www.co.coos.or.us](https://www.co.coos.or.us)
  - Curry County Government: [https://www.co.curry.or.us/](https://www.co.curry.or.us/)
  - Douglas County Government: [https://douglascounty-oregon.us/](https://douglascounty-oregon.us/)

- **Economic Development Organizations:**
  - Business Oregon: [https://www.oregon.gov/biz](https://www.oregon.gov/biz)
  - South Coast Development Council, Inc: [https://www.scdcinc.org/](https://www.scdcinc.org/)
  - SWOCC Small Business Development Center: [https://oregonsbdc.org/center/Southwestern-SBDC/](https://oregonsbdc.org/center/Southwestern-SBDC/)
  - UCC Small Business Development Center: [https://www.umpqua.edu/sbdc](https://www.umpqua.edu/sbdc)
  - Umpqua Economic Development Partnership: [https://uedpartnership.org/](https://uedpartnership.org/)

- **Infrastructure:**
  - Port of Bandon: [https://www.portofbandon.com/](https://www.portofbandon.com/)
  - Port of Brookings Harbor: [https://www.portofbrookingsharbor.com/](https://www.portofbrookingsharbor.com/)
  - Port of Coos Bay: [https://www.portofcoosbay.com/](https://www.portofcoosbay.com/)
  - Port of Coquille River: [https://www.thepocrd.com/](https://www.thepocrd.com/)
  - Port of Port Orford: [https://portofportorford.org/](https://portofportorford.org/)
  - Port of Umpqua: [https://portofumpqua.net/](https://portofumpqua.net/)

- **Native American Tribes:**
  - Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians (CTCLUSI): [https://ctclusi.org/](https://ctclusi.org/)
  - Coquille Indian Tribe: [https://www.coquilletribe.org/](https://www.coquilletribe.org/)
  - Cow Creek Band of Umpqua Tribe of Indians: [https://www.cowcreek-nsn.gov/](https://www.cowcreek-nsn.gov/)
Section 1: Summary Background

Population

The population of all three countries is aging due to the aging baby boom population and the growth of the retirement age population. The lack of family wage jobs also increases the proportionate number of aging populations, because younger age groups have and to seek employment elsewhere to raise their families. Curry County has the highest population aged 65 and over.

In addition, the populations under 24 years of age in all three of the counties in the region have decreased significantly, while the State average has increased slightly. This presents a challenge in developing a strong workforce for the future as the younger populations are dwindling in the area. One simple explanation is that there is an identified lack of family wage jobs available.

Industry opportunities attract jobseekers worldwide, given its rare combination of natural resources that need to be mined, harvested, and farmed. When new technologies are produced, Oregon becomes a beacon for those wanting to harness and create them. As our population ages, and the birth rate plummets to below 2019 levels, we should ensure that immigrant population growth is a top priority for job-creators, who need working-age minds and hands to drive their industry.
Geography and Environment

We live in the era of climate change and the world at large is looking to take care of our planet in a more targeted way than in the past. Oregon, specifically, with its trove of natural beauty and resources, is taking the challenge in stride to protect an irreplaceable piece of its economic structure. The Pacific Northwest has been plagued with forest fire, drought, and water shortage since the last CEDS report, and it doesn’t seem like it is slowing any time soon. Because of these events, businesses, governments, and economic developers have had to give environmental consequences a more prevalent place in their planning. These include resource conservation with natural and green infrastructure, awareness of carbon emissions, and ecosystem preservation for different species of animals and plants. Fortunately, this focused effort has helped decrease pollution overall, protect workers from hazardous heat and wildfire smoke, and create a good deal of green jobs. A green job is defined by the United Nations Environment Programme (UNEP) as “positions in agriculture, manufacturing, R&D, administrative, and service activities aimed at substantially preserving or restoring environmental quality”.

Our environment continues to be a massive draw for industry, tourism, and immigration and will continue to be used as an incentive for economic growth.

Infrastructure

How we think of infrastructure has changed with the additional focus on environmentally sustainable development. In addition to roads, bridges, pipes, and power, city planners and engineers must consider how manipulating the environment affects the surrounding ecosystem. Could their changes lead to decreased groundwater? Will the demolition of vegetation lead to the displacement of animal habitats? How will human/mechanical traffic influx affect air quality and carbon emissions? These questions have begun to be addressed, and solutions have been implemented in designing and manufacturing structures with an integrated technology called green infrastructure. From porous surfaces and planters designed to collect or de-pollute rainwater to natural infrastructure used to the same end, our infrastructure can be used not only to improve our quality of life in the short term by increasing accessibility or distribution of goods, but in the long term, by controlling temperature, maintaining the water supply, or providing habitat to wildlife. These infrastructure improvements incentivize job-creators and economic developers to do business within the state. The Federal government has a vested interest in the growth and has provided funds to galvanize the process. This space needs to be grown and optimized for increased population and job growth.

Recently, the Infrastructure Investment and Jobs Act was passed by Congress for projects within its purview and it is expected that from 2022 to 2026, Oregon will receive $1.2 billion in new funds for projects including roads, bridges, transit, footpaths, bike paths, climate mitigation, and electric vehicle charging. Paired with the incentive of the enterprise zone, businesses and governments can influence economic growth and quality of life in a significant way. In 2011 the American Society of Civil Engineers calculated that the costs of fixing deteriorating drinking water and wastewater treatment infrastructure would exceed identified funding sources by $84 billion dollars by 2020; the substandard infrastructure is estimated to trigger $206 billion in increased costs for businesses and households, jeopardizing up to 700,000 jobs. As we exit 2022, it is paramount that these infrastructures be brought updated, or they will continue to cause issues, due to deteriorating structures.
Business and Industry

Environmental, seasonal, structural and supply constraints have taken a toll on the region’s economy resulting in an inability of the region to participate in the growth in jobs, wages, and personal income realized in the metropolitan and urban areas of the state. Economic forecasts predict that the regional growth will continue to lag behind the urban areas of the state, suggesting the need to continue to invest in projects and activities that lead to economic diversification, job growth and improved community services.

Oregon has abundant natural resources to provide raw materials for processing and an emerging technology landscape where software and hardware are produced. According to the Oregon Office of Economic Analysis, our high technology sector “accounts for about 5% of statewide jobs, but due to its higher productivity and pay, the sector is 11% of overall wages paid and 11% of state GDP.” The number of jobs in the state have risen steadily since 2010 to 2021, going from approximately 85,000 to 100,000, and the number is trending upward. The strong demand for semiconductors and the rise in remote work have added to the tech industry’s influence on our economy. According to the State Employment Department, while Oregon specializes in manufacturing computer and electronic components, it is still strong in wood manufacturing.

Our diverse manufacturing industry employs a significant number of citizens, with 20% going to computer and tech components, 15% going to food manufacturing, fabricated materials, and machinery, each comprising around 8%, and wood products finishing out with a robust 13% of manufacturing jobs.
Workforce and Education

Our workforce is the bedrock of production in our economy, and education is the foundation of employment. While education focuses mainly on a college education, we also should acknowledge the role that trade and certificates play. Subsidies for education help new people learn and hone new skills, and subsidies in housing provide places to live in the communities where the jobs are located. Zoom Town is a phrase created by the pandemic, where people who work remotely make where they want to live a priority because they can work anywhere. This leads to a need for additional housing to deal with the influx of new people in the state. According to the Oregon Office of Economic Analysis, Lane and Jackson counties increased their work-from-home population by around 8% from 2019-2020. Oregon continues to invest in its workforce and its education with Future Ready Oregon, “a $200 million investment package that supports the education and training Oregonians need for family-wage careers.” This investment will be found at Workforce Development Boards, Community Colleges, and an Industry Consortia that address mutual industry goals, identify industry-specific workforce needs in this state, develop targeted recruitment strategies, and promote workforce development programs.

Housing

As the push continues to add people to the workforce, the need to house them becomes more prevalent. Market demand for housing is stronger, mostly due to rising incomes and favorable demographics while the supply has all but dried up. The number of available long-term rentals and single-family housing does not match the number of households, especially when rents get closer to $2,000 a month. A graph by the Oregon Office of economic analysis shows that the number is below 10,000 and falling sharply even when a renter can afford more. Even though the current landscape is lacking, the future is bright for new residential construction. According to the Office of Economic Analysis, employment for the building of residential homes is on an upward trend. This data was gathered in June 2022 and is the most recent available. Investments in housing construction have been vast through this period of the Covid-19 pandemic and should lead to more housing being built in the upcoming years. Supply chain and inflation issues have burdened the cost of building, but the demand outweighs that for now. In addition, cities are re-evaluating their rental ordinances and investing in LMI housing to fulfill their citizens' housing needs.
Enterprise and Opportunity Zones

The Enterprise Zone program is designed to encourage businesses of all sizes to make new or additional investments that will improve employment opportunities, spur economic growth, and diversity business activity within the communities each zone encompass. The primary benefit to qualifying businesses is 100% abatement from local property taxes for at least three, and in some cases up to five years, on plant and equipment newly invested in the zone. Property tax exemptions of 7-15 years may be available to businesses making an investment and bringing well-paying jobs to the zone.

The first step to qualifying for an enterprise zone exemption is to contact CCD Business Development Corporation who will verify if a business is located in one of the designated zones and qualifies for the exemption. Generally eligible projects include conventional manufacturing, industrial activities, processing plants, distribution centers, maintenance facilities, and warehouses. Generally ineligible projects include health care, entertainment, finance, professional services, childcare, housing, property management, construction, and retail.

Current Enterprise and Opportunity Zones:

- **Coos County**
  - Bay Area EZ
  - Coquille Valley EZ
  - Coos County RREDZ

- **Curry County**
  - Curry County EZ
  - Gold Beach EZ

- **Douglas County**
  - Lower Umpqua EZ
  - Roberts Creek EZ & E-Commerce Zone
  - South Douglas EZ
  - Sutherlin/Oakland EZ
  - Douglas County RREDZ

Diversity Equity and Inclusion

Diversity, Equity, and Inclusion (DEI) are a top priority for the Economic Development District. We have a dedicated committee to advance this critical area of corporate governance, and we pride ourselves on bringing this discussion to the forefront of all economic decisions made.

In the region, we celebrate the differences that make each Oregonian, employee, culture, county, community, industry, and business unique. Our goal is to lead by example in cultivating an environment where all people feel valued, respected, and safe. Southern Oregon’s economy should work for all people of this great region.

Economic underdevelopment has been an ongoing problem for many tribes. Reservations are typically located in economically marginal rural areas- areas considered too dry, too wet, too steep, too remote, or possessing some other hindrance to productivity. Therefore, improving collaboration with the three tribes located within the region is a top priority identified in the CEDS.
Section II: SWOT Analysis

Survey Tool/Method

The first step in the 24-month process created a survey to identify top regional priorities. The Qualtrics online survey asked respondents to identify Strengths, Weaknesses, Opportunities, and Threats for a SWOT analysis. The survey had five pre-written answers that respondents could select and an “other” option to write in comments. In addition, there were two questions utilized to identify needs for businesses and governments using a similar format. Respondents were allowed to select as many answers as desired for the SWOT analysis and asked to limit their responses to three for the business/government needs section. A copy of the survey is provided in the appendix of this report.

Respondent Information

The survey was sent out through various mediums, including email and social media. Overall, 188 respondents completed the survey, and 12 additional respondents partially filled out the survey. The partial survey results were discarded and not counted in any of the data below. Respondents were asked to identify which type of organization they represented and the county of residence. Coos County had the highest number of respondents with 112, followed by Douglas County at 63, and Curry County at 13.

<table>
<thead>
<tr>
<th>County</th>
<th># Of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coos</td>
<td>112</td>
</tr>
<tr>
<td>Curry</td>
<td>13</td>
</tr>
<tr>
<td>Douglas</td>
<td>63</td>
</tr>
</tbody>
</table>
Overall Results

Overall, the survey suggests there are several ongoing trends that provide distinct threats and opportunities to the region. Coos, Curry, and Douglas counties all indicated they have an abundance of natural resources and a growing tourism sector.

The area’s desirability likely ties into one of the most significant weaknesses: housing. Increasing Affordable Housing had the highest response rate across the SWOT analysis at 79%. This concern ties into another area of concern, workforce shortage, as several respondents noted that it is difficult to attract a strong workforce due to the lack of availability and cost of housing. Another concern is infrastructure, which was more notable in the coastal counties of Coos and Curry.

The tables below show a more detailed breakdown of the 188 responses. The tables show the pre-filled option for each question and how many survey respondents chose that answer. It also includes a response rate that highlights what percentage of the survey respondents felt the pre-filled-in option aligned with their needs. This data point is helpful, particularly when comparing the three counties (Coos, Curry, and Douglas), as they had different sample sizes.

Strengths

► **Natural Amenities** - The area has many natural resources which helps drive industries including food production, wineries, and timber. Additionally, the scenic beauty in the area makes it a popular destination for tourism. On our survey, natural amenities ranked the highest out of all the responses with 70% of survey responders considering it a strength.

► **Emerging Tourism/ Travel Sector** - Tourism is a key industry in the coastal counties of Coos and Curry and is growing in Douglas Counties. The area benefits from an abundance of natural resources coupled with less tourists than comparable areas in Oregon. There are ample opportunities for camping, fishing, mountain biking, kayaking, and other activities. Additionally, this is the second most popular answer on our survey with 54% of responders considering it a strength.
Community- Strong sense of Pride, Vision, and Investment- The area is noted for a smaller, community-based culture. With many multigenerational families in the area, there is a strong sense of pride in the area. Additionally, it was noted that people in the area are hardworking and have a strong sense of entrepreneurship. 46% of responders considered this attribute as a strength in our survey.

Transportation connections- Roadways, Rail, Air, Ports- Transportation is mixed in the area as it is a strength in certain places (Douglas County) but can be considered as a weakness in the coastal parts of the region. It is a strength in Douglas County due to the proximity of I5 which facilitates easy access to the rest of the state. Another beneficial transportation connection is the deep-water port in Coos Bay which is primarily industrial and helps the movement of goods. 42% of the responders considered transportation connections as a strength.

Resources and Organizations to Support Business Owners- There are numerous organizations in the area to support business owners including CCD Business Development Corporation, SCDCinc, and Southwestern Oregon Investment Board (SOWIB.) Additionally, there are numerous grants to help spread resources to businesses. 40% of survey responders considered this to be a strength.

Community Colleges- While there are no four-year colleges in the area, there are several strong community colleges in the area. Southwestern Oregon Community College (SWOCC) in Coos Bay and Brookings have unique features such as a culinary school and a virtual reality twin campus. Umpqua Community Colleges (UCC) in Roseburg helps serve the Douglas County area.

Attractiveness as a Retirement Destination- The area is an attractive location for retirees do to the location, facilities, and culture. The median age for all three counties is above both the national and state’s average, which reflects an aging population and attractiveness as a retirement destination.

Farmers/Artisan Market- The combination of ample farmland and a growing artisan community have led to many well-attended farmers markets in Coos, Curry, and Douglas counties. The biggest farmers market is the Umpqua Valley Farmer’s Market which has the additional benefit of being open year-round. The area has many additional farmer’s markets including ones in the more rural areas.
Location Along the Pacific Rim - Coos, Curry, and a small portion of Douglas have coastal space which make the location an attractive area for people to move to.

Other - Other includes location, availability of a natural shipping harbor, farmers markets, and community colleges.

Weaknesses

Lack of Affordable Housing Options - One of the biggest issues in the area is the lack of housing options. There is a variety of different issues that are related to the housing issues including the amount of vacation rentals, lack of housing availability, and high cost of housing. A specific issue related to housing is a lack of housing for the workforce which is a barrier for people wanting to move to the area and join the workforce. 79% of the survey responders felt that this was a weakness in the area, which is the highest in all the categories.

Inadequate Infrastructure - There are numerous issues with infrastructure including poor road conditions and bridge conditions, which is concerning due to the lack of travel routes in the coast. Another concern is the number of abandoned buildings that are not kept up and have become derelict. Finally, broadband connection is mixed with generally good connection in the more populous regions and poor availability in the isolated area. A specific concern is the lack of drinking water in areas of Curry County which requires water to be trucked in during the summer. 66% of the survey responders considered inadequate infrastructure as an issue.

Poor Workforce Development - One issue related to workforce is the lack of workforce due to issues such as affordable housing, low wages, and a lack of training opportunities for skilled positions (Welding, Shipbuilding.) 51% of the survey responders considered poor workforce development to be an issue.

Lack of Cross-Collaboration and Cooperation - While the region tends to be generally close-knit, the people and organizations often work alone to solve problems (such as housing) instead of working together. 42% of the survey responders considered lack of cross-collaboration and cooperation to be an issue.

Incohesive Regional Messaging - There has been a lack of cohesive messaging to the region during times of crisis (Wildfires, COVID-19) which has contributed to a lack of awareness of
the resources to help the community. 31% of the survey responders considered incohesive regional messaging to be an issue.

► **Lack of Child Care**- There is a greater demand for childcare in the region than the supply which has led to childcare centers becoming overwhelmed and not being able to meet the community’s need. This need directly relates to the challenges in the workforce as it creates an additional barrier for parents that are looking to enter/reenter the workforce.

► **Unhoused Population**- There is a significant houseless population in the area due to issues such as lack of mental health care availability and addiction. There is also a lack of shelters and organizations to combat this issue. This issue will likely require increased understanding of mental health and addiction to make progress.

► **Low Wages**- The median wages for Coos, Curry, and Douglas counties are $45,051, $48,440, and $47,267 respectively using 5-year 2019 ACS data. All three counties have median wages that are below both the national and state levels, which reflects lower wages in the area.

► **Urban-Rural Divide**- The three counties are relatively sparsely populated with Coos, Curry, and Douglas counties consisting of 1.5%, .5%, and 2.7% of the state’s population using 5-year 2019 ACS data. The low population combined with cultural differences has created an “urban-rural divide” as parts of the community due not feel they have a voice in Portland/ Salem.

► **Lack of Public Transportation**- Public transportation options (bus, train, taxi) are limited in the area. This is reflected by the commuting numbers as the rates of taking public transportation to work are lower in all three counties to the state’s average.

► **Lack of Equipment and Workspaces**- There is a lack/ scarcity of necessary equipment such as a lack of cold storage in Coos/Curry County and a lack of a commercial kitchen in Douglas county. Additionally, there is not a shortage of workspaces which makes it harder for businesses to operate.

► **Other**- Other includes housing for workforces, one lane highways, lack of childcare, lack of comprehensive vision, and homelessness.
Opportunities

► **Increasing Affordable Housing Options** - There is an opportunity to combat the concern of the housing shortage is to increase the opportunities for affordable housing. This would help combat the issue regarding housing including lack of entry-level housing and lack of workforce housing. 79% of the survey responders felt that increase affordable housing options is an opportunity.

► **Attracting and Retaining the Workforce** - Due to the workforce shortage, there is an opportunity to work to grow the workforce through programs such as workforce housing, increasing wages, and increasing training opportunities. 71% of the survey responders said that attracting and retaining the workforce is an opportunity.

► **Improving Infrastructure** - To combat the concerns of infrastructure there is an opportunity to support infrastructure efforts including increased road and bridge infrastructure, renovating abandoned buildings, and spreading broadband resources. While infrastructure is noted as a weakness in the area, there is not always enough funding to support infrastructure initiatives, so there is an opportunity to increase infrastructure funding. 61% of the survey responders said that improving infrastructure is an opportunity.

► **Promoting Natural Beauty by Promoting Tourism, Outdoor Recreation, Wineries/Breweries** - Due to the ample natural resources, there is an opportunity to increase the promotion in these industries. While there are desirable amenities in the area, there is less promotion compared to other areas in the state. Examples of promotion could include promoting the Umpqua Valley Wineries or Mountain Biking Courses in Bandon. 53% of the survey responders felt that this is an opportunity.

► **Increasing Community Awareness and Involvement in Emergency Planning** - While city’s have emergency plans, they do not always involve the public in the creation of these plans and there is not always enough awareness of the plans. There is an opportunity to make these plans more collaborative to increase resilience. 25% of the survey responders thought that increasing community awareness and involvement in emergency planning is an opportunity.

► **Increase Work Training Opportunities** - There is an opportunity to increase the amount of work trainings and apprenticeships programs particularly for trade industries such as welding and maritime. Additionally, there is an opportunity to increase the awareness for the current work training programs.
Opening More Childcare Centers- Due to the need for childcare, there is an opportunity for entrepreneurship for more training in childcare and for an increase in the number of childcare facilities.

Increase Shared Working Spaces- The lack of working spaces combined with the region’s strong entrepreneurial spirit means that there is an opportunity for more shared working spaces/ incubators.

Increase Amenities for Tourism- While the tourism industry is strong in the region, there is an opportunity to increase the amenities for tourism. For example, it is difficult to find gear rentals (Kayaking, Biking, Paddleboarding) that is at the location of the event. Additionally, there is no resort hotel and many of the hotels in the area are budget/ motels.

Attracting/ Retaining Youth- As the area has an aging population, there is an opportunity to attract youth through programs such as increasing childcare and improving education.

Other- Other includes increasing access to education, developing workforce, and create housing for homeless.

Threats

Environmental Restraints- Government Regulations (Restrictive Constraints)- This threat refers to the regulations involved in starting near projects such as getting approval for environmental regulations, sewer, and water approval. 73% of survey responders consider this to be an issue.

Rural Infrastructure- The infrastructure issues discussed (road conditions, abandoned buildings, broadband, water access) are a continued threat to the region. These are major threats during times of crisis as it will hamper people’s ability to move from the area. This is also seen in the schools as the largest public school district in our area, Roseburg Public Schools, did not pass their bond which was designed to fix their buildings. 68% of survey responders said that rural infrastructure is a threat.
► **Workforce** - The issues discussed regarding the workforce (shortage, lack of training, mismatch of skills) pose a threat to the region and lower the ability for economic growth. There is a threat that the lack of workforce will stymie the ability of businesses to operate as they do not have the proper personnel. 61% of survey responders consider workforce to be a threat.

► **Housing** - The shortage and high-cost of housing create a high-barrier for people trying to find housing in the region. This continues to be a threat for expanding the area and ties to other issues such as the workforce. 48% of survey responders felt that housing is a threat.

► **Access to Capital/ Lack of Capital** - There is a high demand for financial support, with additional desired funding due to COVID-19. The inability to access capital poses a threat, particularly during times of crisis. 39% of survey responders thought that access to capital is a threat to the region.

► **Limited Access to Healthcare** - Healthcare is mixed in the region with a strong presence in certain areas, including a full VA facility in Roseburg. However, in Curry County and the more isolated areas of Coos and Douglas counties, there is a lack of medical facilities. Additionally, there is a shortage of dental and mental healthcare access throughout the league.

► **Access to Education** - Access to education is mixed as there are many relevant schools and training in the region. However, it can be difficult to find the right classes/programs which discourages students from pursuing education.

► **Lack of Childcare** - The shortage of childcare facilities poses a continued threat to the region as it a barrier for people to enter the workforce.

► **Shortage of Planners** - The region has a shortage of planners that is a barrier for expansion as planners are needed to help create sustainable development.
**Overexpansion of Tourism** - While expanding the tourism industry is an opportunity, there is a threat of expanding beyond the capacity of the region. This could lead to results such as natural resource degradation and high costs pricing out locals.

**Aging Population** - The median ages for Coos, Curry, and Douglas counties are 48.6, 56.3, and 47.5 which are significantly above both the national and state averages using 2019 5-year ACS data. This can be a threat because ideally, an area would have a diverse mix of youth, working age, and elderly population.

**Other** - Other includes lack of collaboration, lack of childcare, and attracting/retaining youth.

### Business Needs Question

108 respondents

<table>
<thead>
<tr>
<th>Item</th>
<th>Response</th>
<th>% Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to Capital</td>
<td>40</td>
<td>37%</td>
</tr>
<tr>
<td>Local Government Business Retention/ Expansion Programs</td>
<td>33</td>
<td>31%</td>
</tr>
<tr>
<td>Street/ Façade Improvements</td>
<td>31</td>
<td>29%</td>
</tr>
<tr>
<td>Marketing</td>
<td>30</td>
<td>28%</td>
</tr>
<tr>
<td>Other</td>
<td>28</td>
<td>26%</td>
</tr>
<tr>
<td>Networking with Similar Businesses and Industry Associates</td>
<td>27</td>
<td>25%</td>
</tr>
<tr>
<td>Website/ Tech Upgrades</td>
<td>26</td>
<td>24%</td>
</tr>
<tr>
<td>Help with License/Permits/ Regulations</td>
<td>24</td>
<td>22%</td>
</tr>
<tr>
<td>Employee Training</td>
<td>22</td>
<td>20%</td>
</tr>
<tr>
<td>Business Planning/Counseling</td>
<td>21</td>
<td>19%</td>
</tr>
</tbody>
</table>

**Other** - Other includes housing, workforce, and grants.
Section III: Strategic Direction, Action Plan & Evaluation Framework

Vision Statement/Direction—Where do we want to be in several years?

While our region is abundant in beauty, natural amenities, vast forests, farmlands, and buildable land, we must balance this as we improve and grow tourism, our timber industry, food/ag production, and business. We will continue to seek improvements in the permitting processes, coordinating with our neighboring communities and outside our region. Seek new opportunities in the manufacturing industry and new business ideas or enhancements. Work towards a balance of quality of life versus timber harvest, economic development, and transportation.

Action Plan—How do we get there?

• Work with partners, other communities, and experts to improve how we do business in our region.
• In working with partners, coordinate events and calendars that make sense and encourage locals to enjoy events and the beauty of our region for a longer time.
• Communities and counties must continue to prepare to keep communities safe in case of a natural threat. Plans are in place for safety, marked in our communities, and taught to our citizens.
• Work with our community, county, and state leadership regarding regulations, permitting time, and other laws that do not work with our unique situations, businesses, or land.

Upcoming/Possible Project Lists?

• Community Safety in case of natural threat—plans, education, supply, medical, transportation, infrastructure, resiliency
• Regulatory processes—expedite
• Food production, agriculture, aquaculture, food systems, and fishing. Address issues such as transporting food and ag, cold storage, and other barriers
• Tourism- Grow tourism through promotion, partners, community awareness/education, packaged products
• Promote Enterprise and Opportunity Zones
• Attract more high-value business, including international and trade opportunities
• Branding and marketing the region, products, and available real estate sites
• Educational centers, visitor centers, parks, recreation, wildlife/marine reserves
Goal 1: Support efforts to improve the regional economy through partnerships and regional collaboration

1.1 Develop a sustainable economic and community development strategy for the region  
1.2 Promote collaborative and well-coordinated partnerships that maximize and leverage economic development programs and efforts to avoid duplication of services.  
1.3 Coordinate regional economic development efforts with other agencies.  
1.4 Continue to develop effective working relationships with federal, state, regional, and local agencies and service providers to foster economic development growth, and coordination in the Region.

Metrics

1.1 Increased cooperation between organizations, businesses, counties, and states.  
1.2 Number of partners and directories listed on regional CWP communication hubs.  
1.3 Increased representation on advocacy groups of Native American and Latino/a/Hispanic communities and other diverse populations.  
1.4 Number of secured economic development/resiliency projects and grants received for the region.

Partners: Business Oregon, CCD, EDA, OEDA, SBDC, SCBEC, SWOCC SBDE, UEDP, Umpqua SBDC

Goal 2: Reduce barriers and obstacles to economic development and living wage job growth.

2.1 Ensure an adequate supply of capital to support business development  
2.2 Reduce barriers and obstacles to economic development and employment growth  
2.3 Promote regional competitive advantage for traded sector development, as well as a stable local sector focusing on essential and amenity businesses  
2.4 Support for the activities of microenterprise TA Providers, business incubation centers, entrepreneurs, small business development centers, and economic development partnerships, that help local businesses meet their needs, resolve issues and expand job opportunities
2.5 Encourage rapid response to workforce development opportunities and needs, inclusive of salary studies to ensure market value for job positions  
2.6 Expand training opportunities in rural areas for healthcare, childcare, and construction trades.  
2.7 Meet the business development needs of displaced workers with entrepreneurial interests with a full spectrum of technical assistance opportunities starting at the microenterprise level through high-growth enterprises.  
2.8 Address childcare needs of employers and workers 

**Partners:** Business Oregon, CCD, Chambers, Cities, OBDD, OMEN, Port Districts, SBDC, SBDC Capital Access Team, SCDC, USDA, Utilities

**Metrics**

2.1 Available/accessible childcare for regional workforce.  
2.2 Increased pre-school enrollment  
2.3 Increased high school graduation/GED rate.  
2.4 Increased postsecondary education rate.  
2.5 Increase in the civilian labor force rate.  
2.6 Increase in total nonfarm employment rate.  
2.7 Reduction in the unemployment rate.  
2.8 Reduction of persons living in poverty rate.  
2.9 Increased communication between organizations, businesses

**Goal 3: Support infrastructure assistance to communities.**

3.1 Provide adequate infrastructure of all types to support economic development  
3.2 Develop innovative strategies to support increasing attainable housing production in the region, inclusive of encouraging development of affordable housing in rural areas.  
3.3 Support the enhancement of traditional transportation system, such as passenger vehicles and freight, with a targeted and coordinated review of transportation related land use laws.  
3.4 Support the enhancement of recreational transportation options, such as hiking, pedestrian, and biking systems. This includes boats, dirt bikes, side-by-sides, jeeps, and dune buggies.  
3.5 Support efforts of the Ports and special districts (water boards, sanitary, schools, fire departments) in the area  
3.6 Development and enhancement of transportation options, including rail, intermodal, and air service

**Metrics**

3.1 Increased investments in infrastructure projects (all types)  
3.2 System efficiency (water loss, electricity consumption) from Consumer Confidence Reports.  
3.3 Increase in the number of housing unit building permits.  
3.4 Increase in available long term rental units.  
3.5 Reduction in absentee housing.  
3.6 Decrease in hotel vacancy rates.
3.7 Increase in hotel tax income.
3.8 Increase in the population with access to high-speed internet.

**Partners:** CCD, Chambers, Counties and local governments, DCIDB, NeighborWorks Umpqua, ODOT, Port Districts, SCDC, SCORE, SWOCC SBDC, UBEA (bicycles), UCC SBDC, UEDP

**Goal 4: Maintain and promote vibrant, livable communities**

4.1 Help communities build on their existing strengths and unique assets to develop their own niche economic opportunities while encouraging strong ongoing communication/coordination between communities in order to build on each other’s strengths and marketing efforts  
*Mid-term goal*

4.2 Encourage downtown revitalization  
*Long-term goal*

4.3 Provide technical support for adequate planning and managing growth while ensuring opportunities for alignment between local and regional goals and objectives  
*Mid-term goal*

4.4 Improve access to recreational opportunities for a broad set of populations, including the disabled. Complete an inventory of miles of trail for motorized recreational vehicles. Complete an inventory of ADA accessible parks/trails/boat docks/campgrounds  
*Short-term goal*

4.5 Increase economic opportunities for disadvantaged and disenfranchised populations and individuals.  
*Long-term goal*

**Metrics**

4.1 Increase in the number of cities that participate in Main Street Oregon.
4.2 Increase in ratio of buildings in good repair downtown/main street.
4.3 Decrease in business vacancy/vacant buildings downtown/main street.
4.4 Increase in ADA accessible parks/trails/boat docks/campgrounds.
4.5 Increase the miles of trail for motorized recreational vehicles

**Partners:** CCD, Chambers, NeighborWorks Umpqua, ODOT, Ports, SCBEC, SWOCC SBDC, UBC, Umpqua SBDC

**Potential Regional Project Examples:**

| City of Oakland, Water Storage Facility/Connection to Neighboring Water System | Seafood Processor Wastewater Improvements |
| Coos Head Master Planning | Shutter Creek Correctional Institute (Re-development) |
| Curry County Veterans Community Facility | The City of Bandon, Reservoir Capacity Upgrades |
| EcoPort and Railway Corridor Project | The City of Coos Bay, Library/911 Dispatch/Public Center |
| Gardner Project Site | The City of Coquille, Public Safety Center |
| Green Hydrogen Hub | The City of Drain, Wastewater Collection System, Water Treatment Plant and Water System Upgrades |
| Langlois Water District/Curry County, Water System Upgrades | The City of Lakeside, Street Improvements, Pedestrian Safety |
| Nesika Beach/Ophir Water District Maintenance Upgrades | The City of Lakeside, Wastewater Treatment Plant |
| New Wetland Mitigation for Douglas County | The City of Myrtle Creek, Springbrook Water Treatment Plant |
| Off Shore Wind Development Planning | The City of Port Orford Community Center |
| Port of Coos Bay Infrastructure | The City of Powers, Wastewater Treatment and Collection System Upgrades |
| Port of Port Orford, Cannery Building | The City of Yoncalla, Water Treatment Plant and Water System Upgrades, Wastewater Treatment and Collection System Upgrades |
| Port Of Umpqua, Dredging | The Coos Bay North Bend Water District, Watershed/Culvert Repair |
| Port Of Umpqua/City of Reedsport/Gardiner Area – Infrastructure on IP Site/Environmental Redevelopment at Port of Port Orford Rice Hill, Lagoon Systems | |
Section IV: Economic Resilience

Economic Recovery Initiative (ERI) Project

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.

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.
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.

<table>
<thead>
<tr>
<th>Funding Distribution By the Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>State funds rounds 1-4</strong></td>
</tr>
<tr>
<td>(Coos Curry, and Douglas Counties – within the region)</td>
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<tr>
<td>$2,334,000</td>
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<tr>
<td><strong>City of Roseburg</strong></td>
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<tr>
<td>$220,000</td>
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<tr>
<td><strong>State funds Round 4</strong></td>
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<tr>
<td>(Jackson, Josephine Counties – outside of the region)</td>
</tr>
<tr>
<td>$914,000</td>
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<tr>
<td><strong>Port of Bandon</strong></td>
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<tr>
<td>$230,000</td>
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<tr>
<td><strong>Rogue Credit Union</strong></td>
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<td><strong>Port of Umpqua</strong></td>
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<td><strong>Douglas County</strong></td>
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<td>$1,845,722</td>
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<td><strong>Coos/Curry CDBG</strong></td>
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<tr>
<td>$870,000</td>
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<tr>
<td><strong>Roseburg/Douglas CDBG</strong></td>
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<td>$602,500</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>Secured funding that will leverage and enhance Coos, Curry and Douglas counties Entrepreneurial Ecosystem</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business Oregon Technical Assistance for Underrepresented Businesses (BOTAUB)</strong></td>
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<tr>
<td>$150,000</td>
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<td><strong>USDA Rural Business Development Grant (RDDBG)</strong></td>
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<td>$100,000</td>
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<tr>
<td><strong>Business Oregon Rural Opportunity Initiative Grant (BOROI)</strong></td>
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<td>$100,000</td>
</tr>
<tr>
<td><strong>Rural Local Initiatives Support Corporation (ULSC)</strong></td>
</tr>
<tr>
<td>$66,000</td>
</tr>
<tr>
<td><strong>Judith Ann Mogan Foundation</strong></td>
</tr>
<tr>
<td>$60,000</td>
</tr>
<tr>
<td><strong>Tom and Carol Williams Fund of the Oregon Community Foundation</strong></td>
</tr>
<tr>
<td>$15,000</td>
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<tr>
<td><strong>TOTAL:</strong></td>
</tr>
<tr>
<td>$481,000</td>
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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 (June 2021-July 2022) the Technical Assistance Program (TAP) has helped 125 small businesses and non-profit organizations to 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 levering 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, and Seven 13 Studios. 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 teleconferences.

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: June 2021-July 2022

<table>
<thead>
<tr>
<th>Total Service Hours Provided</th>
<th>Total Clients Served</th>
<th>Number of CCD TA Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,502</td>
<td>125</td>
<td>6</td>
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<table>
<thead>
<tr>
<th>Coos County Clients</th>
<th>Curry County Clients</th>
<th>Douglas County Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>49</td>
<td>17</td>
<td>59</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>For-Profit Business</th>
<th>Startup Entrepreneurs</th>
<th>Non-Profit Organizations</th>
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</thead>
<tbody>
<tr>
<td>97</td>
<td>15</td>
<td>13</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Grants Secured</th>
<th>Loans Secured</th>
<th>Professional Services</th>
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<tbody>
<tr>
<td>$782,414</td>
<td>$541,000</td>
<td>$8,200</td>
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</table>

<table>
<thead>
<tr>
<th>Cumulative Revenues</th>
<th>Cumulative Jobs Supported</th>
</tr>
</thead>
<tbody>
<tr>
<td>$18,239,869</td>
<td>395</td>
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</tbody>
</table>

### 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.

2024-2029 CEDS Program Updates

The Executive and At-Large Committees will prepare an annual update to the CEDS document for submission to the EDA. In addition to the EDA submission, the program update will be available to the public and linked on the CCD website. Proposed program updates: 08/31/25, 08/31/26, 08/31/27 and 08/31/28.