

Comprehensive Economic Development Strategy 2024-2029



CCD Business Development Corporation
Economic Development District: Coos, Curry, Douglas counties
February 09, 2023



CCD Business Development Corporation
2270 NW Aviation Dr., Suite 4
PO Box 1938
Roseburg, OR 97470
(541) 672-6728
<https://www.ccdbusiness.org/>

This report was prepared by CCD Business Development Corporation with financial support from the U.S. Economic Development Administration (EDA), Department of Commerce. The contents reflect the views of CCD and do not necessarily reflect the views of the EDA.



U.S. DEPARTMENT OF COMMERCE

Economic Development Administration
Jackson Federal Building, Room 1890
915 Second Avenue
Seattle, Washington 98174
Fax: (206) 220-7669

May 1, 2023

Theresa Haga
Executive Director
CCD Business Development Corporation
2270 NW Aviation Drive, Suite 4
PO Box 1938
Roseburg, OR 97470

SENT ELECTRONICALLY

Dear Ms. Haga,

Congratulations! The EDA Seattle Regional Office staff have reviewed and approved your EDA-funded 2024 - 2029 Comprehensive Economic Development Strategy (CEDs).

I want to specifically congratulate you and your team for your award-winning work as a result of the Economic Recovery Initiative (ERI) you undertook utilizing EDA CARES Act Recovery Assistance.

Please note that each economic development district and Native American tribe funded under EDA's Partnership Planning program is required to prepare a full revision of its CEDs at least once every five years. In the interim a brief CEDs update is required annually in order to keep the document current and relevant. The due dates for future CEDs updates and revisions will be included in the terms and conditions of your applicable EDA Partnership Planning grant awards. EDA staff are ready and willing to help with these matters.

We commend your organization for its good efforts, and we look forward to collaborating with you as you continue to address economic development planning and implementation needs.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Wesley Cochran".

J. Wesley Cochran
Economic Development Representative - Oregon
jcochran@eda.gov (206) 561-6646

Table of Contents

Special Thanks	4
Executive Summary	7
Introduction	8
Role of an Economic Development District	8
What is CEDS	8
CEDS Regional Planning Process	8
Current EDA Investment Priorities	8
CEDS Planning Meeting	9
Community and Private Sector Partners	9
Section I: Summary Background	11
Population	11
Geography and Environment	12
Infrastructure	12
Business and Industry	13
Workforce and Education	14
Housing	14
Enterprise and Opportunity Zones	15
Diversity, Equity, and Inclusion	15
Section II: SWOT Analysis	16
Section III: Strategic Direction, Action Plan & Evaluation Framework	25
Section IV: Economic Resilience	29

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
Melissa Cribbins	County Commissioner	Coos 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

Brian Rooney	Regional Economist	State of Oregon Employment Department
Court Boice	County Commissioner	Curry County
Darrin Nicholson	City Manager	City of Myrtle Point
David Milliron	City Administrator	City of North Bend
Dawn Russ	City Recorder	City of Glendale
Deanna Schafer	City Manager	City of Reedsport
Forrest Neuerburg	City Manager	City of Coquille
Gary Milliman	City Manager Pro Tem	City of Brookings
Guy Tauer	Regional Economist	State of Oregon Employment Department
Iliana Montiel	Asst. Director of Health Services	Confederated Tribes of Coos, Lower Umpqua & Siuslaw Indians
Jeni Stevens	City Administrator	City of Drain
Jennifer Bragg	City Administrator	City of Yoncalla
Jessica Engelke	Mayor	City of North Bend
Jill Rolfe	Planning Director	Coos County
John Bacon	Assistant Professor of Business & Accounting	Southwestern Oregon Community College
John Burns	Chief Executive Officer	Oregon International Port of Coos Bay
Kristi Gilbert	Community Development Supervisor	City of Sutherlin
Lonnie Rainville	Community Development Director	City of Myrtle Creek
Maarty Van Otterloo	Retired	
Mark Bauer	City Manager	City of Winston
Melissa Cribbins	County Commissioner	Coos County
Michelle Martin	Field Coordinator	The Ford Family Foundation
Nikki Messenger	City Manager	City of Roseburg
Pat Cox	Port Manager	Port of Port Orford
Randy Mason	Sr. Relationship Manager	Rogue Federal Credit Union
Robb Crocker	Principal	Opportas Capital
Robert Brittsan	Deputy Director	Coos County Airport District
Rodger Craddock	City Manager	City of Coos Bay
Ron Doan	Retired	Cow Creek Government Offices
Sam Carter	Regional Business Manager	Pacific Power
Sammie Arzie	AVP/Commercial Banker	Banner Bank
Scott Kent	Port Manager	Port of Umpqua
Shaun Gibbs	Executive Director	South Coast Development Council, Inc.
Stephanie Patterson	City Recorder	City of Powers

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
		Port of Brookings Harbor

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 Smith | Economic Development Technician

Brandi Medeiros | Community Development Director

Janet Tidrick | Community Development Specialist

Brandon Ellery | Community Development Technician

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.

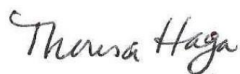
CCD stepped into action and with support from the U.S. Economic Development Administration (EDA) CARES Act Recovery Assistance Planning program to create an economic recovery and resiliency plan for the Economic Development District (EDD). This plan, referred to as the Economic Recovery Initiative (ERI), 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 Black, Indigenous, People of Color (BIPOC) and other 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 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.

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 existing document obsolete.

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 Foreign Direct Investment (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 1: 2024-2029 CEDS Outreach Meetings	
12/1/2021	CEDS Executive Committee
3/24/2022	CEDS Executive Committee/At Large Committee
3/25/2022	CEDS Executive Committee/At Large Committee
4/25/2022	Coos County Specific CEDS Meeting
4/26/2022	Curry County Specific CEDS Meeting
4/27/2022	Douglas County Specific CEDS Meeting
5/23/2022	Industry Driven CEDS Meeting
6/22/2022	Housing Industry Specific Meeting
6/23/2022	Tourism & Travel Industry Specific Meeting
6/24/2022	Forrest Industry Specific Meeting
9/28/2022	CEDS Executive Committee/At Large Committee
11/01/2022-12/31/2022	60 Day Public Review Period
2/09/2023	Final CEDS Adoption at CCD Quarterly Board Meeting

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/>
 - Bay Area Chamber of Commerce: <https://coosbaynorthbendcharlestonchamber.com>
 - Brooking Harbor Chamber of Commerce: <https://brookingsharborchamber.com/>
 - Coquille Chamber of Commerce: <https://visittheoregoncoast.com/cities/coquille/activities/coquille-chamber-of-commerce-visitor-information-center/>
 - Myrtle Point Chamber of Commerce: <https://www.ci.myrtlepoint.or.us/general/page/chamber-commerce>
 - Myrtle Creek Chamber of Commerce: <https://www.myrtlecreekchamber.com/>
 - Roseburg Area Chamber of Commerce: <https://roseburgchamber.com/>
 - Sutherlin Chamber of Commerce: <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/>
 - NeighborWorks Umpqua: <https://www.nwumpqua.org/>
 - The Ford Family Foundation: <https://www.tfff.org/>
 - Wild Rivers Coast Alliance: <https://wildriverscoastalliance.com/>
- **County Governments:**
 - Coos County Government: <https://www.co.coos.or.us>
 - Curry County Government: <https://www.co.curry.or.us/>
 - Douglas County Government: <https://douglascounty-oregon.us/>
- **Economic Development Organizations:**
 - Business Oregon: <https://www.oregon.gov/biz>
 - CCD Business Development Corporation: <http://ccdbusiness.org/>
 - South Coast Development Council, Inc: <https://www.scdcinc.org/>
 - SWOCC Small Business Development Center: <https://oregonsbdc.org/center/Southwestern-SBDC/>
 - UCC Small Business Development Center: <https://www.umpqua.edu/sbdc>
 - Umpqua Economic Development Partnership: <https://uedpartnership.org/>
 - Winston Economic Development Forum: <https://winstoncity.org/departments/planning/>
- **Waterway Infrastructure:**
 - Port of Bandon: <https://www.portofbandon.com/>
 - Port of Brookings Harbor: <https://www.portofbrookingsharbor.com/>
 - Port of Coos Bay: <https://www.portofcoosbay.com/>
 - Port of Coquille River: <https://www.thepocrd.com/>
 - Port of Port Orford: <https://portofportorford.org/>
 - Port of Umpqua: <https://portofumpqua.net/>
- **Native American Tribes:**
 - Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians (CTCLUSI): <https://ctclusi.org/>
 - Coquille Indian Tribe: <https://www.coquilletribe.org/>
 - Cow Creek Band of Umpqua Tribe of Indians: <https://www.cowcreek-nsn.gov/>

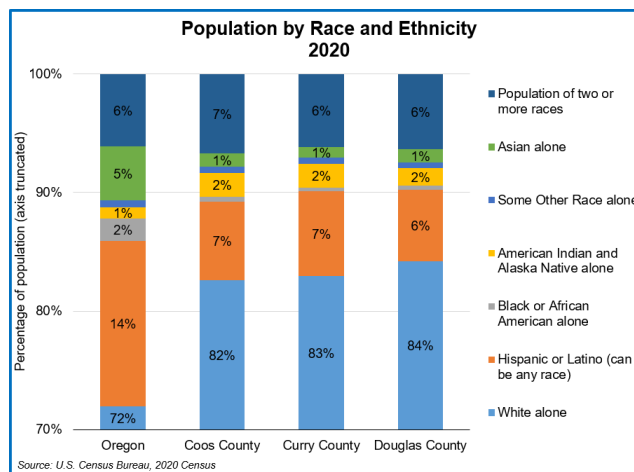
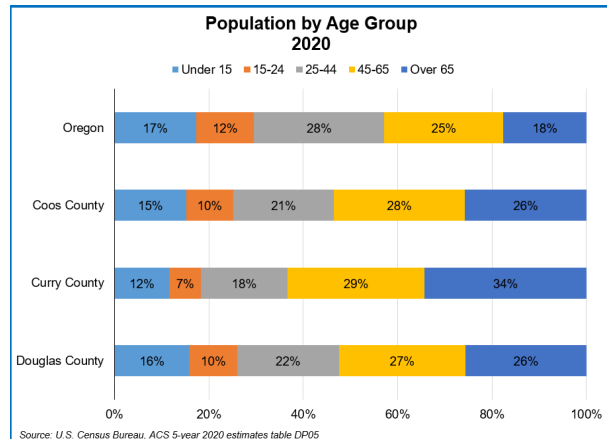
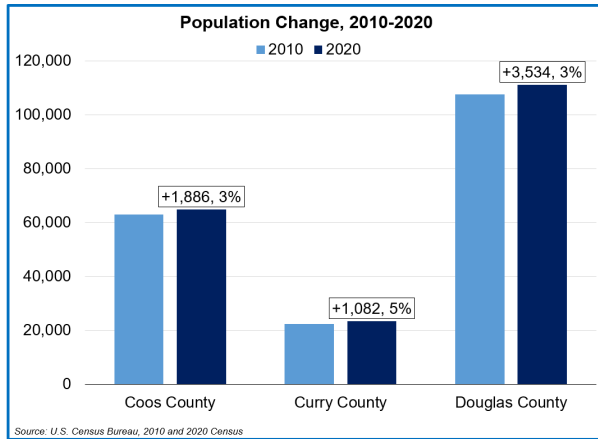
Section 1: Summary Background

Population

The population of all three counties is aging due to the growth of the baby boomer population and more of the workforce reaching retirement age. The lack of family wage jobs also increases the proportionate number of aging populations, because younger age groups have 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 the region's 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.



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 well compensated green jobs. A green job is defined by the United Nations Environment Program (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

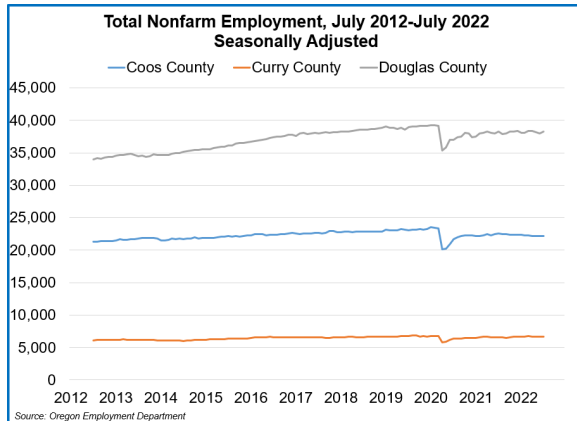
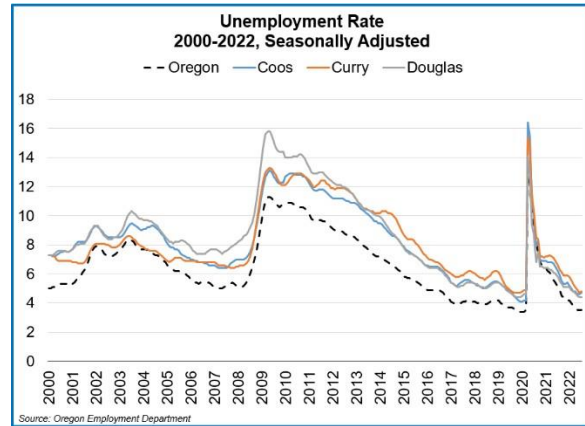
How we think of infrastructure has changed with the additional focus on environmentally sustainable development. In addition to roads, bridges, pipes, and power, city planners and engineers must consider how manipulating the environment affects the surrounding ecosystem. Could their changes lead to decreased 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.

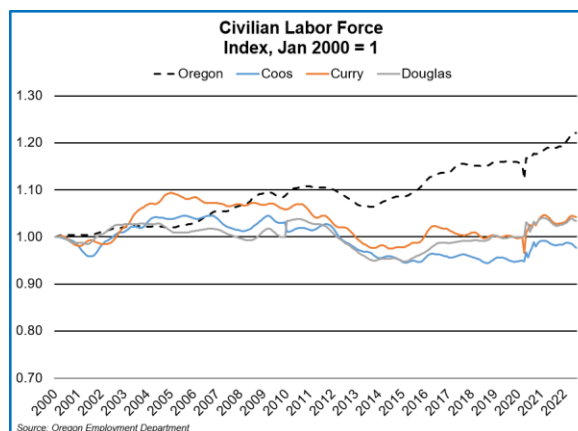
Oregon has abundant natural resources to provide raw materials for processing and an emerging technology landscape where software and hardware are produced. According to the Oregon Office of Economic Analysis, our high technology sector “accounts for about 5% of



statewide jobs, but due to its higher productivity and pay, the sector is 11% of overall wages paid and 11% of state GDP.” This region falls well below the 5% statewide statistic and should be a focus area moving forward.

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.

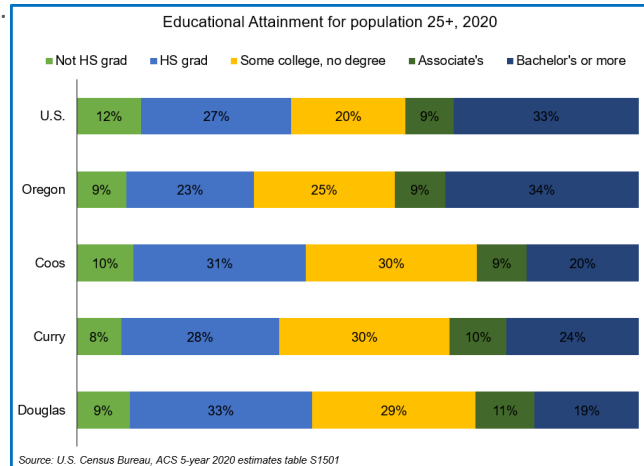
Oregon’s diverse manufacturing industry employs a significant number of citizens, with 20% going to computer and tech components, 15% going to food manufacturing, fabricated materials, and machinery, each comprising around 8%, and wood products finishing out with a robust 13% of manufacturing jobs.



Workforce and Education

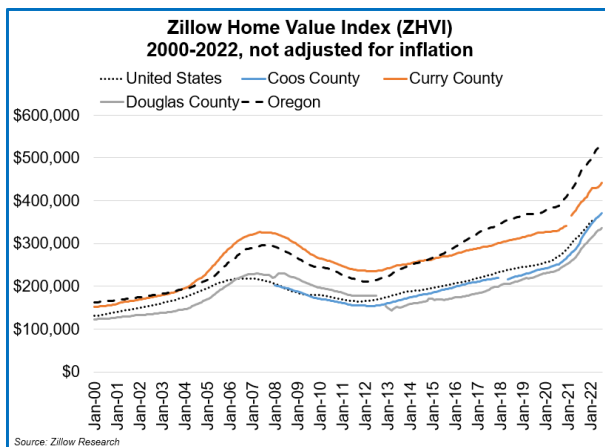
Our workforce is the bedrock of production in our economy, and education is the foundation of employment. While education focuses mainly on a college education, we also should acknowledge the role that trade and certificates play. Subsidies for education help new people learn and hone new skills, and subsidies in housing provide places to live in the communities where the jobs are located. Zoom Town is a phrase coined during 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.



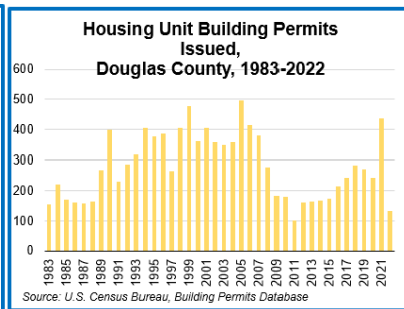
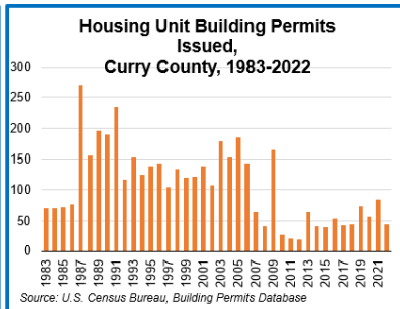
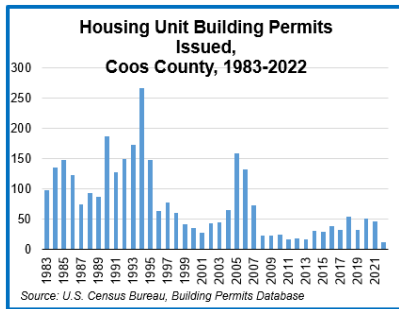
Housing

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 though the current landscape is lacking, new residential construction and housing opportunity is a top priority in the region.

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 diversify 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

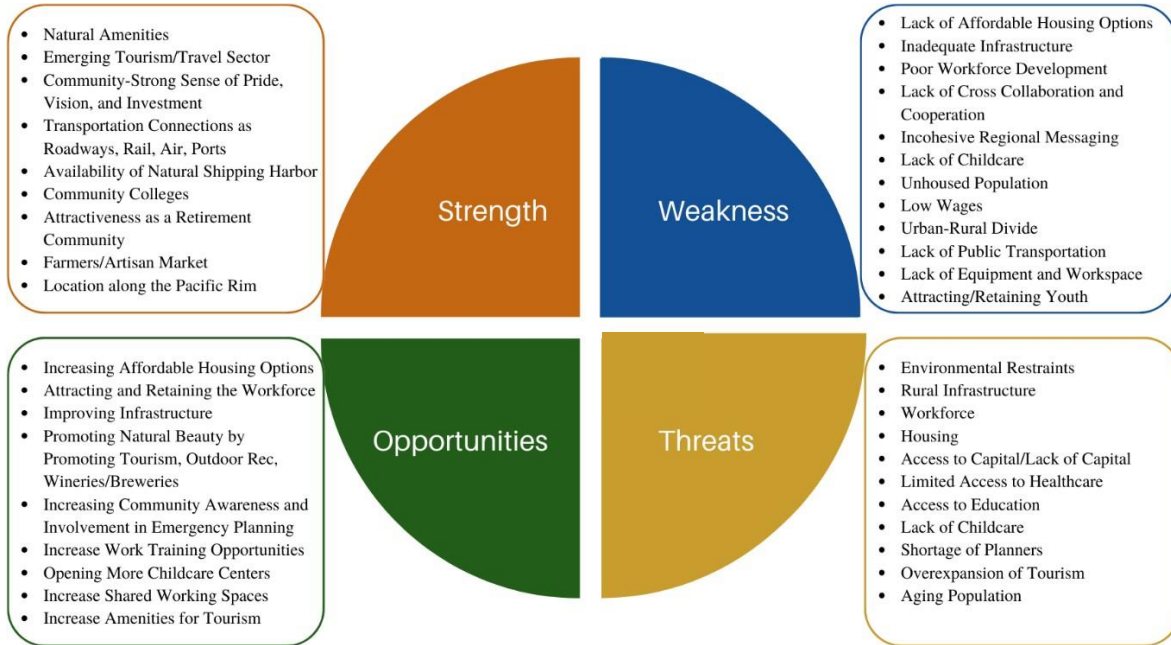
Diversity Equity and Inclusion

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.

County	# Of Respondents
Coos	112
Curry	13
Douglas	63

Respondent Organization	# Of Respondents
Business	66
Resident	45
Other	21
City Government	17
Nonprofit	16
Business Organization	11
County Government	7
Community Organization	5
Unincorporated Town	0
Social Services Agency	0


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

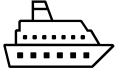
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▶ **Natural Amenities-** The area has many natural resources which helps drive industries including food production, wineries, and timber. Additionally, the scenic beauty in the area makes it a popular destination for tourism. On our survey, natural 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 due 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.

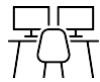
Weaknesses



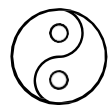
- ▶ **Lack of Affordable Housing Options-** One of the biggest issues in the area is the lack of housing options. There is a variety of different issues that are related to the housing issues including the amount of vacation rentals, lack of housing availability, and high cost of housing. A specific 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 on 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 more isolated areas. 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.

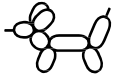


- ▶ **Lack of Cross-Collaboration and Cooperation-**While the region tends to be generally close-knit, the people and organizations often work alone to solve problems (such as housing) instead of working together. 42% of the survey responders considered lack of cross-collaboration and cooperation to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



- ▶ **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.



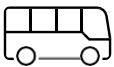
- ▶ **Unhoused Population-** There is a significant houseless population in the area due to issues such as lack of mental health care availability and addiction. There is also a lack of shelters and organizations to combat this issue. This issue will likely require increased understanding of mental health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



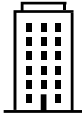
- ▶ **Lack of Equipment and Workspaces-** There is a lack/scarcity of necessary equipment such as cold storage in Coos/Curry counties and a commercial kitchen in Douglas County. Additionally, there is a shortage of professional workspace, which makes it harder for interested businesses to open.

- ▶ **Other-** Other includes housing for workforces, one lane highways, lack of childcare, lack of comprehensive vision, and homelessness. Also, a large amount of the region is public land (and administered by federal agencies) and for this reason, there is reduced income from taxes.

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. In addition, utilities and renewable energy sources should be considered for heavy investment. There are broad range of renewables to tap into such as hydropower, wind, and solar.



- ▶ **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 makes 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. Natural disasters such as flooding, landslides, and tsunamis are a high concern for the region.





- ▶ **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.



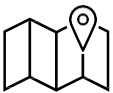
- ▶ **Limited Access to Healthcare-** Healthcare is mixed in the region with a strong presence in certain areas, including a full VA facility in Roseburg. However, in Curry County and the more isolated areas of Coos and Douglas counties, there is a lack of medical facilities. Additionally, there is a 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. Must work to increase funding for childcare providers.



- ▶ **Shortage of Planners-** The region has a shortage of city/rural/regional planners, which presents a barrier to 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

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

- ▶ **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/agriculture 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.
- Potential funding sources are integrated and will require public, private sector, and nonprofit support. CCD has specialized grant writers to help reach the targeted goals.

Upcoming/Potential 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
- Potential Project Lists are on Page 28.



Goals/Action Plan/ Evaluation Framework

Action Plan

Timeline

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 | <i>Short-term goal</i> |
| 1.2 Promote collaborative and well-coordinated partnerships that maximize and leverage economic development programs and efforts to avoid duplication of services. | <i>Short-term goal</i> |
| 1.3 Coordinate regional economic development efforts with other agencies. | <i>Mid-term goal</i> |
| 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. | <i>Long-term goal</i> |

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 | <i>Mid/Long-term goal</i> |
| 2.2 Reduce barriers and obstacles to economic development and employment growth | <i>Mid-term goal</i> |
| 2.3 Promote regional competitive advantage for traded sector development, as well as a stable local sector focusing on essential and amenity businesses | <i>Mid-term goal</i> |
| 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 | <i>Long-term goal</i> |

- 2.5 Encourage rapid response to workforce development opportunities and needs, inclusive of salary studies to ensure market value for job positions *Short-term goal*
- 2.6 Expand training opportunities in rural areas for healthcare, childcare, and construction trades. *Mid-term goal*
- 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 *Mid-term goal*
- 2.8 Address childcare needs of employers and workers *Short-term goal*

Partners: Business Oregon, CCD, Chambers, Cities, OBDD, OMEN, Port Districts, SBDC, SBDC Capital Access Team, SCDC, USDA, Utilities, SBDC, Douglas County Childcare Coalition

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 *Long-term goal*
- 3.2 Develop innovative strategies to support increasing attainable housing production in the region, inclusive of encouraging development of affordable housing in rural areas. *Short-term goal*
- 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. *On-going goal*
- 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. *Short-term goal*
- 3.5 Support efforts of the Ports and special districts (water boards, sanitary, schools, fire departments) in the area *Mid-term goal*
- 3.6 Development and enhancement of transportation options, including rail, intermodal, and air service *Mid-term goal*

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, Travel Curry County, Travel Southern Oregon, Travel Southern Oregon Coast, Oregon Coast Visitors Association, Travel Oregon, Coos Bay-North Bend-Charleston Visitor & Convention Bureau

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/non-motorized recreational vehicles

Partners: CCD, Chambers, NeighborWorks Umpqua, ODOT, Ports, SCBEC, SWOCC SBDC, UBC, Umpqua SBDC, Oregon Main Street, Travel Curry County, Travel Southern Oregon, Travel Southern Oregon Coast, Oregon Coast Visitors Association, Travel Oregon, National Forest Foundation, Oregon Parks & Recreation, County Parks, Coos Bay-North Bend-Charleston Visitor & Convention Bureau

Potential Regional Project Examples:

<ul style="list-style-type: none"> City of Oakland, Water Storage Facility/Connection to Neighboring Water System Coos Head Master Planning Curry County Veterans Community Facility EcoPort and Railway Corridor Project Gardner Project Site Green Hydrogen Hub Langlois Water District/Curry County, Water System Upgrades Nesika Beach/Ophir Water District Maintenance Upgrades New Wetland Mitigation for Douglas County Off Shore Wind Development Planning Port of Coos Bay Infrastructure Port of Port Orford, Cannery Building Port Of Umpqua, Dredging Port Of Umpqua/City of Reedsport/Gardiner Area – Infrastructure on IP Site/Environmental Redevelopment at Port of Port Orford Rice Hill, Lagoon Systems 	<ul style="list-style-type: none"> Seafood Processor Wastewater Improvements Shutter Creek Correctional Institute (Re-development) The City of Bandon, Reservoir Capacity Upgrades The City of Coos Bay, Library/911 Dispatch/Public Center The City of Coquille, Public Safety Center The City of Drain, Wastewater Collection System, Water Treatment Plant and Water System Upgrades The City of Lakeside, Street Improvements, Pedestrian Safety The City of Lakeside, Wastewater Treatment Plant The City of Myrtle Creek, Springbrook Water Treatment Plant The City of Port Orford Community Center The City of Powers, Wastewater Treatment and Collection System Upgrades The City of Yoncalla, Water Treatment Plant and Water System Upgrades, Wastewater Treatment and Collection System Upgrades The Coos Bay North Bend Water District, Watershed/Culvert Repair
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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.

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.



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.

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 will leverage and enhance Coos, Curry and Douglas counties Entrepreneurial Ecosystem	
Business Oregon Technical Assistance for Underrepresented Businesses (BOTAUB)	\$150,000
USDA Rural Business Development Grant (RDBG)	\$100,000
Business Oregon Rural Opportunity Initiative Grant (BOROI)	\$100,000
Rural Local Initiatives Support Corporation (LISC)	\$66,000
Judith Ann Mogan Foundation	\$50,000
Tom and Carol Williams Fund of the Oregon Community Foundation	\$15,000
TOTAL:	\$481,000

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 (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 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, 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		
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

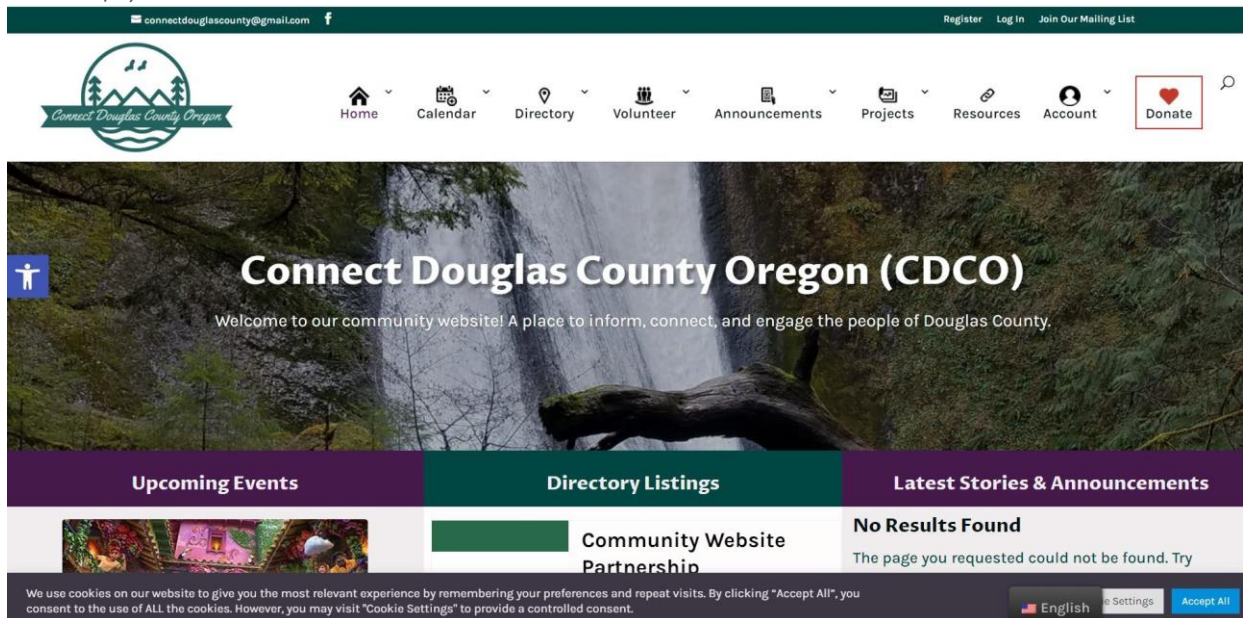
Community Website Partnership

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.

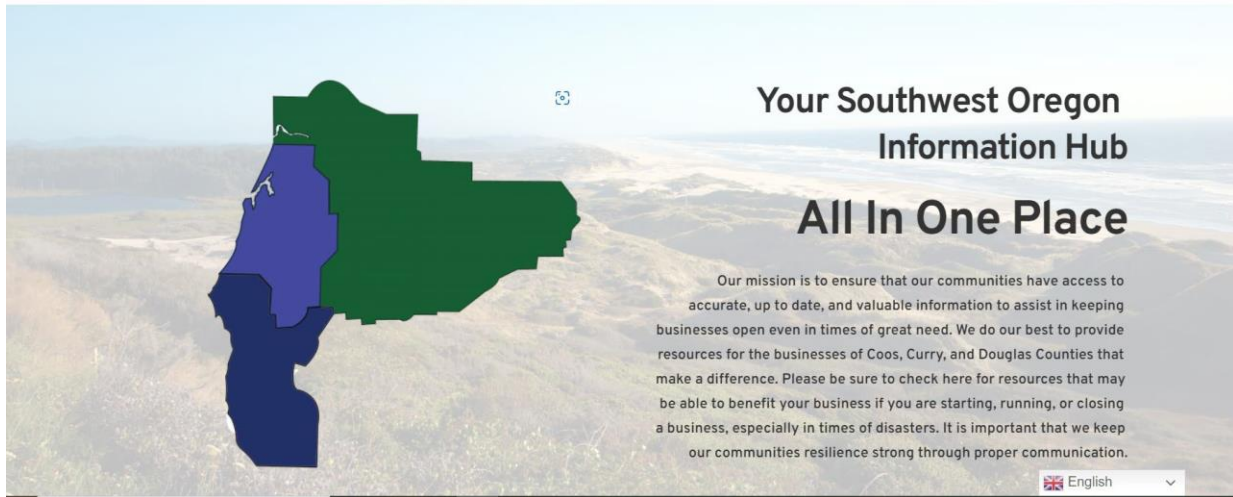
The landing page differs from the Connect Douglas County CWP website because it is specifically targeted to help individual business owners during times of crisis. While CWP has many features, it is not specifically designed for this audience, and the ERI team felt it would be optimal to create a separate 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.



Home For Businesses Local Information Emergency Information



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.