



# **NW OREGON REGIONAL ECONOMIC DEVELOPMENT PLAN**

## **COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY NW OREGON REGIONAL STRATEGY**

**2005 – 2007**

Approved July 8, 2005

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# REGIONAL ECONOMIC DEVELOPMENT PLAN

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## INTRODUCTION

This document is intended to serve as the Comprehensive Economic Development Strategy (or CEDS) that is a required element of the federal Economic Development Administration regional economic development program. It also includes NW Oregon's 2005 – 2007 Regional Strategy, required for receipt of Oregon Lottery Regional and Rural Investment Funds. Since two sets of guidelines are involved, the Plan provides separate sections on each strategy.

The 2005 – 2007 NW Oregon Regional Economic Development Plan is the culmination of a three-year process combining and coordinating economic development and planning efforts of the Columbia-Pacific Economic Development District (Col-Pac) and NW Oregon Economic Alliance (NOEA).

Three Regional Forums were held with public and private stakeholders to identify and work on economic development issues. Board meetings of the Col-Pac and NOEA were held jointly to further enhance understanding, coordination and collaboration between the two organizations. Adoption of NOEA's 2003 – 2005 Regional Strategy in December 2003 occurred at a public hearing involving stakeholders from throughout the region. Col-Pac's annual planning meeting, held in July 2004 to update the 2002 – 2004 Comprehensive Economic Development Strategy was a collaborative public planning meeting with the NW Oregon Economic Alliance, NW Oregon Regional Partnership and Governor's Economic Revitalization Team.

Much of the 2005 – 2007 NW Oregon Regional Economic Development Plan reflects a continuation of Col-Pac's Comprehensive Economic Development Strategy and the NW Oregon Regional Partnership's Regional Strategy – most of the economic conditions, issues, resources, development goals and strategies, and performance measures are still current. However, as the collaboration between Col-Pac and NOEA deepens, new development efficiencies have been identified, and respective roles fine-tuned.

## SECTION I – REGIONAL CONDITIONS

### A. Natural Resources

NW Oregon has a strong natural resource base of forests, water, farmland and fisheries. A high percentage of private land holds productive forests and farms. The accessible forests, beaches and rivers are attractive to a growing tourism industry. The region's resource base is reasonably diversified and prime for economic development growth. Resource gaps are primarily a lack of access or a problem with under-utilization.

Historically associated with abundant natural resources, NW Oregon's employment and investment in lumber, wood products, seafood and agriculture have declined significantly in recent years. Job cuts have continued in timber and wood products, seafood, fishing and processing and certain agricultural products such as berries. The recent Asian crisis and slump in the semiconductor industry have put further pressure on timber and wood products and the limited high-tech industry located in the region. As the resident labor force seeks employment outside the region, there is an increasing need to expand and/or develop skilled natural resource-based jobs locally.

### B. Population Characteristics

While a sparsely populated region of 153,200 residents, NW Oregon's population continues to increase, growing 4.5% from 1998 to 2000. Columbia and Washington counties have experienced the most growth as more people choose to relocate outside of the growing Portland Metropolitan area and commute further to their jobs. Population growth in Clatsop and Tillamook counties has partly resulted from increases in the number of retirees moving to the coast.

The Northwest Oregon region experienced a 19% population gain between 1990 and 2000, which is not substantially behind the State of Oregon growth rate of 20.4% for this period. Three of the four counties (Columbia, Tillamook and western Washington) in the region grew by 10% or more indicating broadly shared population growth. However, individually only two areas, western Washington County and south Columbia County, exceeded the statewide population average as the fastest growth continues to be those areas closest to Portland.

While the population base in the three and a half counties is generally homogenous in nature, a significant population trend in the region is the increasing minority population. The 2000 US Census shows a minority population of approximately 8% for Clatsop, Columbia and Tillamook counties and 22% in Washington County. The largest minority population, Hispanics, account for 2.5% of the population in Columbia County, 4.5% in Clatsop County, 5.1% in Tillamook County and 11.2% in Washington County. Some of the largest growth has occurred in agriculture-heavy western Washington County. In the city of Cornelius, Hispanics account for 37.4% of the population and in Forest Grove they account for 17.3%. For minority populations, about 25% live below poverty level, twice the region's average.

Minorities have a low representation region wide in the labor force, ranging from 3.4% in Tillamook County to just under 10% in western Washington County.

### **C. Transportation and Infrastructure**

NW Oregon has a multi-modal transportation system to support economic development. The region has a well-developed highway system that follows logical, well-defined corridors, with three major routes connecting to the Portland metropolitan area. The proximity to Portland means access to rail and airport facilities for much of the region. Local airports in Astoria, Scappoose and Tillamook are available for general aviation. Industrial and transportation opportunities are available at each of the airports.

NW Oregon also has deep-water draft ports in Astoria and St Helens, and commercial fishing access at the Port of Tillamook Bay, Port of Garibaldi, marinas along the Nehalem and Columbia Rivers. Freight grade rail transportation is available between Tillamook and Banks in western Washington County and between Rainier and Portland. Rail service to Port Westward, at Clatskanie, will be available in the next year.

The Oregon Transportation Commission has also chartered the NW Oregon Area Commission on Transportation, which is charged with:

- Providing a local public forum for information, discussion and coordination of transportation issues, projects and funding procedures affecting the region;
- Recommending state transportation investment priorities based on local transportation system plans (TSPs) and addressing identified needs in the region
- Advocating Northwest Oregon transportation issues to neighboring regions and other organizations;
- Advising the Oregon Transportation Commission on policies and project priorities for the region's transportation system.

Generally, NW Oregon's infrastructure will support the region's economic development. Water, sewer, electrical, and broadband telecommunications serve most of the region. Electricity to power both industrial and local development is in good supply and priced competitively. Additional building-ready industrial sites are needed to attract and grow larger employers, but recent development activities have begun to address this need. NW Oregon has also recently implemented an on-line interactive database of industrial and commercial sites available for business development.

## **SECTION II – PROBLEMS, NEEDS AND DEVELOPMENT OPPORTUNITIES**

### **A. Employment**

Statewide, NW Oregon lags in per capita income and annual job growth. Compared to the State-wide per capita income average of \$26,958, Columbia County ranks 8th at \$23,889, Clatsop County is 10th at \$23,800, Tillamook County is 20th at \$21,492 and Western Washington County lags behind Tillamook at \$21,192. From 1999 to 2000, Oregon experienced a 63% job growth rate while Clatsop, Columbia, Tillamook and western Washington County job growth ranged from 32% to 48%.

With the current economic downturn, Oregon's unemployment rate of 7% is one of the highest in the nation, a full percentage point above the national average. Columbia and western Washington counties unemployment rates are above the statewide average because of the high tech industry slowdown. Fluctuations of the business cycle particularly affect NW Oregon's rural communities.

Unemployment rates for the region have fluctuated with the ups and downs of the business cycle. From 1990 to 2000, the unemployment rate has fluctuated from a high of 9.6% to a low of 4.8%. 1990 Census data showed that over 40% of Columbia County residents commuted to jobs outside of the county. Unemployment rates in Clatsop, Tillamook and Washington counties had been going down over the last two years. However, with the recent increases in energy costs and slowdown in the economy, unemployment rates throughout the region have begun to rise. As of February 2005, unemployment in Clatsop County was 7.0%, Tillamook County – 7.8% and Columbia County – 9.7%, compared to the Portland Metropolitan Area unemployment rate of 6.9% and the Statewide average of 6.6%. Further increases in employment are now expected.

The region also lags the State average in annual job growth most years. For the 1999 – 2000 period, Oregon experienced a 63% growth rate while the Clatsop, Columbia, Tillamook and western Washington County figure ranged from 32% to 48% for the same period.

Within the region, Columbia County has historically had the highest annual covered job wage. Lower housing costs and a better quality of life setting have encouraged population growth from those working in the Portland urban area. Nevertheless, 2000 annual covered wages in the region lag the State average of \$32,817: Columbia County ranked 5th among Oregon counties with an average wage of \$29,069, Clatsop County 21st with a \$24,719 average, while Tillamook County's \$23,906 average wage ranked 27th.

All four counties in the region fall behind the State and US averages for per capita personal income. Per capita income is similarly lower: Compared to the State-wide average of \$26,958, Clatsop County ranks 10th at \$23,800, Columbia County is 8th at

\$23,889, Tillamook County is 20th at \$21,492 and Western Washington County lags behind Tillamook at \$21,192.

The total labor force for the region stands at 82,128, which comprises just over 53% of the population. The labor force has grown consistently yearly since 1990 in each county. Female participation in the region's labor force is approximately 45%, the same as the State average.

Most workers in the coastal and interior mountains live beyond the commuting range of metropolitan labor markets. Seasonal unemployment continues to play a major role in the region's economy. Lumber and wood products, construction, fishing and processing, visitor-related activities and agriculture typically have seasonal components based principally on weather conditions. The seasonal nature of employment in this natural resource-based economy impacts job quality, wages and career opportunities for entry level workers and second-generation residents looking to stay in the region.

## **B. Government Regulation**

Because NW Oregon's economy is heavily dependent on the forest products, agriculture and fisheries industries, the economies of Clatsop, Columbia, Tillamook and Western Washington counties have been severely impacted by federal decisions related to natural resource management that have resulted in environmental actions causing increased worker displacement.

## **C. Economic Development Trends**

The national trend toward regionalism in economic development is meeting fertile ground in NW Oregon. Already established are multi-sector regional alliances for economic development (Col-Pac Economic Development District, NW Oregon Economic Alliance, NW Oregon Regional Partnership and Governor's NW Oregon Economic Revitalization Team), transportation (NW Area Commission on Transportation) and workforce through the NW Oregon Regional Workforce Board. All of these alliances include both public and private sector partners. But regionalization for NW Oregon's economic development is multi-dimensional:

- (Traded) Sector Industry Cluster Development – More and more companies are deriving a competitive advantage from drawing on a regional workforce, transportation system, housing, education facilities and supplier networks. Key industry clusters emerging in NW Oregon include: Aviation, farming including nurseries, native plants and wineries, fishing/fish processing, value-added forest products, metals – precision machining and fabrication, power production such as LNG and ethanol, small manufacturing, and tourism.
- Service Sector Industry Development – Health sector, research and development technology such as tooling equipment for precision electronics.
- Diffused Economic Development – As technology becomes an increasing component of day-to-day life, NW Oregon's economy is also becoming more inter-connected. Technology-based jobs are not necessarily a fit with traditional

industrial land development, and seek creativity and talent, not just lowest cost. Thus opportunity and quality of life are being an increasingly important component of NW Oregon's regional economy, as is telecommunications infrastructure.

- Economic Gardening and Cooperative Marketing – Combining, coordinating, networking and “growing” business resources is a third dimension to NW Oregon's regional economy. Farmers Markets are becoming increasingly successful as outlets for expanding sales of both growers and retailers surrounding the markets. These markets are also becoming community “hubs” and gathering places, critical to a healthy sense of community. Incubator and “condo” spaces are resulting in business networking and “cross pollination.”

### SECTION III – VISION STATEMENT

Committed to coordinated economic development planning and investment, NW Oregon envisions a future of balanced growth, and involvement of all communities within the region. NW Oregon describes itself as:

*“Promoting Diversification and Expansion of the Region’s Economic Base while Being Responsible Stewards of the Region’s Natural Resources.”*

Principal characteristics of this vision include new and enhanced family wage jobs; diversification and expansion of employment opportunities through retention and expansion of existing businesses, and support for new business development.

Diverse employment opportunities for the current population, based on value-added, export-oriented business activity and effective work force training, will provide increased entry and family wage jobs. Support for business development includes improving access to infrastructure such as telecommunications and transportation, moving industrial sites to building-ready status, streamlining the permitting process and linking those interested in business development with local economic and financial resources.

## SECTION IV – COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

### NW Oregon Economy – Where We Plan to Be Long Term

#### A. Mission Statement

Achieving NW Oregon’s overall vision for the region will take a measured, multi-partner, long-term stepped approach to economic development. Looking ahead to the next five to ten years, the CEDS mission focuses on the economic development component of NW Oregon’s vision:

*Promote and Sustain Healthy Communities in the Region  
through Diversification and Expansion of the Economic Base*

Though this mission appears to be an all-encompassing approach to offsetting significant and structural market changes in the region’s basic industries, it also provides flexibility in responding to major losses in family wage jobs that were the mainstay of the region for years. The ultimate goal is healthy and thriving communities. A strong and diversified economic base that provides family wage jobs is a significant component and contributor to healthy communities. It is also important to emphasize the NW Oregon’s aim is to blend the remaining basic industries in the region with new economic development opportunities.

#### B. NW Oregon Regional Development Goals and Strategies

##### GOAL 1: Develop a More Diverse, Vibrant and Competitive Regional Economy

Diversification of NW Oregon’s economy must be done in a way that creates livable wage jobs for a range of skill levels in a balance of different business sectors while maintaining important community values and environmental health. Results will be the creation of new income and increased tax base. Keys to rebuilding a vibrant, diverse regional economy include planning, adequate organization and staff capacity, resources and marketing. Strategies to achieve this goal are:

- Enhance business assistance services
- Improve ability to provide business information
- Plan for and implement coordinated economic development marketing
- Market the region’s commercial and industrial land
- Expand the supply of building-ready industrial land
- Improve business retention activities
- Conduct research, analysis and information collection to identify new economic development opportunities for the region
- Support and strengthen County Economic Development Councils or other similar county and local organizations that support and promote economic development
- Maintain regional participation in economic development from local economic development councils, ports, cities, counties, private institutions and state and federal agencies including Regional Investment Boards, Workforce Investment

Boards, Oregon Economic and Community Development Department, Northwest Oregon Economic Revitalization Team, Small Business Development Centers, Community Colleges, SBA, financial institutions, businesses, EDA and USDA.

GOAL 2: Retain NW Oregon's Strong and Unique Quality of Life

Quality of life is an important competitive advantage for NW Oregon, as businesses seek creativity and talent to expand and grow. Important factors supporting a high quality of life include skilled community leadership, adequate capacity including a strong volunteer base and opportunities, cultural resources, recreation, education, health care, multi-modal transportation system, public services infra-structure, telecommunications access, revitalized downtown centers and effective community planning. Strategies to retain and enhance NW Oregon's quality of life include:

- Strengthen human capital in communities and counties through capacity building and leadership skill development
- Develop revenue streams for arts, parks and cultural activities
- Attract community compatible industry
- Maintain and enhance natural resources that support a range of uses
- Revitalize downtowns in the region
- Focus on implementing quality of life projects in the Needs and Issues Inventory
- Coordinate with local and county visioning groups/Futures Councils to develop a clearer direction and plan for the future

GOAL 3: Develop Public Services Infrastructure to Support Business Development

A modern and efficient infrastructure is a key element for NW Oregon's economic and community health. It is also necessary in order for several other goals included in this CEDS to be reached. Infrastructure includes diverse built elements such as water and sewer systems, multi-modal transportation, power and newer infrastructure technologies such as telecommunication and broadband and Internet applications. Impacting infrastructure in this region in past years have been natural disasters such as flooding and landslides. Thus hazard mitigation efforts are also part of restoring the infrastructure system. Strategies supporting the planning, coordinating and implementing of public services infrastructure in NW Oregon include:

- Identify and prioritize key infrastructure projects through the Needs and Issues Inventory process
- Support implementation of the top ranked Needs and Issues Inventory infrastructure projects
- Identify regional infrastructure needs based on local input
- Work with the Area Commission on Transportation (NWACT) and others to improve the transportation network in the region
- Support and promote the modernization of newer infrastructure technologies such as telecommunications and broadband Internet throughout the region
- Work with NW Oregon entities to support the development of a Hazard Mitigation Plan and Disaster Resistant Communities strategies in each county and city

GOAL 4: Maintain High Level of Economic Development Cooperation, Coordination and Communication among NW Oregon Organizations and Leaders

Over the past ten years, NW Oregon has effectively built alliances and partnerships coordinating and collaborating on regional economic development. However, as new partners and individuals participate in these collaborative efforts, it will be important to carry forward the institutional experiences of the region, and to be open to new opportunities for partnering. Another component of this goal is advocating NW Oregon's interests to state, federal and other entities having an impact on the region's economic development. Strategies to achieve this goal include:

- Provide public information and education on the regional resources such as the NW Oregon Regional Partnership, NW Oregon Economic Revitalization Team, Columbia-Pacific Economic Development District, NW Oregon Economic Alliance, NW Oregon Area Commission on Transportation and NW Oregon Workforce Investment Board
- Use technology to disseminate information and facilitate coordination
- Coordinate NW Oregon and other entities to identify, plan and implement priority projects
- Advocate for the economic development interests of the region
- Provide support, staff and coordination to Northwest Oregon regional entities and assist in implementing regional priorities

GOAL 5: Support the Region's Efforts to Have Sufficient Resources, Facilities and Programs to Provide Trained Workers for Existing and Future Needs of Business

NW Oregon needs to work with the region's Workforce Investment Boards, regional employment provider organizations, community colleges and others to train or re-train disadvantaged populations, the unemployed with good work histories and current incumbent workers who need new skills in order for their employer companies to remain competitive or to expand. A well-trained workforce will also attract new business to the region as well as encourage business expansion. The region needs to support the development of adequate resources and facilities as well as strong links between workforce development providers, employers and economic development organizations, including:

- Increase coordination with Workforce Investment Boards to integrate with economic development activities
- Identify workforce needs of employers and potential incentives
- Advocate for strong, well-coordinated community college programs, including expanded distance-learning opportunities.

GOAL 6: Support the Formation, Retention and Expansion of Businesses

Important to NW Oregon's business and economic development strategy is support for entrepreneurs, expanding small businesses and retention and expansion of existing businesses already located in the region. A supportive environment includes: Maintaining relationships with businesses through economic development organizations and community business assistance teams, access to business planning and financing resources, adequate sites to locate or expand, information on business

resources, and technical assistance with regulatory and permitting issues. Strategies to accomplish this goal include:

- Provide increased access to business financing and other outside capital. Maintain and increase revolving loan funds available for small businesses
- Support industrial park development projects
- Assist businesses to navigate land permitting and regulatory issues
- Ensure access to appropriate and sufficient business planning assistance
- Provide targeted assistance to minorities and other disadvantaged populations to help them achieve economic opportunity

C. NW Oregon Regional Development Action Plan

The Action Plan takes NW Oregon's long terms goals and strategies and outlines an intermediate and short-term work plan of prioritized projects and activities. The Action Plan provides a general time frame for implementation and performance measures that will be used to evaluate the success of the plan.

To be successful, the plan depends on an interdependent system of community and economic development partners working together in a coordinated and collaborative manner to provide effective services. Such partners include local and regional entities as well as state and federal agencies. An umbrella to support such coordination is through the Northwest Oregon Regional Partnership. The Regional Partnership brings together state, local and regional partners including the Columbia-Pacific Economic Development District and NW Oregon Economic Alliance. The NW Oregon Economic Revitalization Team brings together the Department of Environmental Quality, Housing and Community Services, Land Conservation & Development, Oregon Department of Transportation, and Oregon Economic Community Development Department, both at the state and regional level to collectively address business development and community needs and problems.

Local and regional partners include counties, ports, cities, county economic development councils, regional economic development organizations, workforce and environmental leaders and many others. Columbia-Pacific Economic Development District provides staff and participates in the Northwest Oregon Regional Partnership, which covers Clatsop, Columbia, Tillamook and Western Washington counties. Many of the tasks and projects of the Regional Partnership are integrated into the Col-Pac EDD.

In the end, it is a combination of strong vision and leadership, coordination and leverage among partners and adequate capacity for the Action Plan to be successful.

#### D. NW Oregon Short Term Work Plan Project Detail and Evaluation

##### Economic/Business Development

Action: Provide on-going operation and marketing of \$1 million USDA Revolving Loan Fund for small business; seek other capital to seed additional loan funds.

Responsibility/Key Partners: Col-Pac EDD, NOEA

Time Frame: On-going: 2005 – 2007

Evaluation Measures: Number of loans awarded, number of projects completed, dollars received/leveraged by project for investment, number of jobs created/retained

Action: Support development of the region's industrial land and siting of new business projects.

Responsibility/Key Partners: NW Oregon ports, EDA, Col-Pac EDD, NOEA, OECDD, local economic development entities

Time Frame: On-going: 2005 – 2007

Evaluation Measures: Number of planned/serviced acres available, number of businesses sited, dollars invested, number of jobs created/retained

Action: Maintain and expand NW Oregon's Industrial/Commercial Site database. Use information for economic development marketing and data support.

Responsibility/Key Partners: Col-Pac EDD, Ports, County Economic Development Councils, OECDD, Realtors/Developers, utilities

Time Frame: Ongoing: 2005 – 2007

Evaluation Measures: Number of sites in inventory, percentage of significant sites profiled, number of business leads received, number of new businesses making site visits to region, number of businesses siting in region resulting from marketing leads, number of jobs created

Action: Participate in business retention activities.

Responsibility/Key Partners: Col-Pac EDD, Ports, County Economic Development Councils, OECDD, counties, cities, Regional Investment boards, small business development centers

Time Frame: Ongoing: 2005 – 2007

Evaluation Measures: Number of regional, county, and local organizations implementing a business retention plan, strategy or team; number of regional, county and local organizations receiving business retention strategy training, number of businesses formed, retained or expanded, number of jobs created/retained as a result of formation, retention or expansion assistance

**Action:** Assist NW Oregon communities with the development and implementation of their business improvement and climate strategies.

**Responsibility/Key Partners:** Col-Pac EDD, NOEA, OECDD, Banks Chamber of Commerce, Multnomah-Washington Regional Investment Board

**Time Frame:** Ongoing: 2005 – 2007

**Evaluation Measures:** Number of trainings/workshops/seminars, number of businesses receiving training, information or assistance, number of businesses formed, retained or expanded, number of jobs created or retained as a result of program assistance

**Action:** Assist Centro Cultural with development and implementation of business development projects for the Hispanic community.

**Responsibility/Key Partners:** Centro Cultural, Col-Pac EDD, Foundations, Multnomah-Washington Regional Investment Board

**Time Frame:** Ongoing: 2005 – 2007

**Evaluation Measures:** Number of trainings/workshops/seminars, number of businesses receiving training, information or assistance, number of Hispanic businesses formed, retained or expanded, number of jobs created or retained as a result of program assistance

### **Community Development**

**Action:** Maintain and staff operations of NW Regional Partnership in order to improve regional coordination, cooperation, communication and problem solving in community and economic development. Implement priority issues.

**Responsibility/Key Partners:** Col-Pac EDD, County Economic Development Councils, OECDD, counties, cities, ports, the private sector, Regional Investment Boards, NW Oregon Economic Revitalization Team

**Time Frame:** Ongoing: 2005 – 2007

**Evaluation Measures:** Continued operation of Regional Partnership, documented progress on partnership “priority issue areas”

**Action:** Support NW Oregon community efforts to address and resolve water and sewer issues that currently severely restrict growth and industrial park/economic development.

**Responsibility/Key Partners:** Counties, cities, local economic development councils, OECDD, and NW Oregon Economic Revitalization Team

**Time Frame:** Ongoing: 2005 – 2007

Evaluation Measures: Number of projects awarded, number of projects completed, funding received/leveraged by project sponsors, number of acres of industrial park serviced, number of businesses sited.

Action: Assist NW Oregon communities with the next steps in their downtown revitalization.

Responsibility/Key Partners: Col-Pac EDD, County Economic Development Councils, OECDD, Oregon Downtown Development Association, NW Oregon Economic Revitalization Team

Time Frame: Ongoing: 2005 – 2007

Evaluation Measures: Number Economic/Business Improvement Districts implemented, level of project development and management capacity retained locally, number of improvement projects completed, additional funding leveraged

#### Capacity Building and Coordination

Action: Upgrade economic and community development service delivery system for region including assistance to Clatsop, Columbia, western Washington counties and Columbia-Pacific EDD with rebuilding adequate capacity.

Responsibility/Key Partners: Col-Pac EDD, County Economic Development Councils, OECDD, NW Oregon Regional Partnership, NW Oregon Economic Revitalization Team, Regional Investment boards, counties, cities, ports, regional non-profit organizations, private sector

Time Frame: Ongoing: 2005 – 2007

Evaluation Measures: Col-Pac EDD and County Economic Development Councils operational and sustained including having at least 1.5 staff positions, adequate operations and resources to make progress on their guiding goals and plans; and having strong board leadership and all board positions filled

Action: Enhance and maintain NW Oregon web site.

Responsibility/Key Partners: Col-Pac EDD, County Economic Development Councils, OECDD, NW Oregon Regional Partnership, NW Oregon Economic Revitalization Team, Regional Investment boards, NW Oregon Area Commission on Transportation, counties, cities, ports, regional non-profit organizations, private sector

Time Frame: Ongoing

Evaluation Measures: Web site is updated at least quarterly, number of hits (usage) of site is increasing, errors and outdated information are limited and as a percentage are not increasing

## E. NW Oregon Economic Development Long Term Evaluation Measures

The performance measures that will be used to evaluate the success of our short-term efforts are included in the context of the short action or work plan. Specific performance measures have been identified for the long-range goals as follows:

Goal 1: Develop a Diverse, Vibrant and Competitive Economy

### Evaluation Measures:

- Reduce unemployment rate to 5% or lower
- Increase per capita income as percentage of state per capita income
- Increase number of jobs in region year to year
- Increase in value of commercial/industrial tax base year to year
- Increase average wage as a percentage of State average wage

Goal 2: Maintain the Region's Strong and Unique Quality of Life

### Evaluation Measures:

- Minimum of 75% of rural communities assisted with a capacity building project
- Number of persons receiving leadership training
- Percent increase in population in region year to year is positive but moderate.

Goal 3: Develop the Region's Public Infrastructure to Support Business Development

### Evaluation Measures:

- Increase percentage of residents served by water and wastewater systems that meet health standards and projected capacity needs
- Increase number of acres fully serviced by infrastructure and utilities
- Increase percentage of residents and businesses serviced by broadband or other advanced telecommunications services

Goal 4: Maintain the Region's High Level of Cooperation, Coordination and Communication among Economic Development Organizations and Leaders

### Evaluation Measures:

- Improve the operational sustainability regional and county wide economic and community development organizations including the NW Regional Partnership, Columbia-Pacific EDD, NOEA and county EDCs
- Increase participation in the NW Oregon Regional Partnership by 25% through meetings, technology and other sources

Goal 5: Help to Ensure the Region has Sufficient, Resources, Facilities and Programs to Provide Trained Workers for Existing and Future Needs of Business

### Evaluation Measures:

- Increase average wage as a percentage of State average wage
- Reduction of year-to-year unemployment rate to 5% or below
- Increase number of workers receiving training or other employment/labor assistance requested

Goal 6: Develop a System to Support the Formation, Retention and Expansion of Businesses

Evaluation Measures:

- Number of communities covered by active business retention program
- Reduction in number of businesses lost
- Increase average wage as a percentage of State average wage
- Number of additional jobs created in region year to year
- Increase per capita income as a percentage of the State per capita income
- Assist at least five existing businesses with retention or expansion activities and assist three new businesses in the region to expand or start-up in the region

In addition to the evaluation measures of the six goals, the Region will meet every six months to review and evaluate and refocus, if necessary, the short-term plan and progress made toward fulfilling long-term goals.

## Columbia Pacific Economic Development District – Goals and Strategies

Within the context of NW Oregon’s vision for economic development, Col-Pac’s role is to assist the region achieve sustainable growth and development, through the following set of prioritized goals:

### A. Goals

1. Provide financing for small business development and expansion through revolving loan fund resources. NW Oregon is dominated by small businesses, many of which do not have access to conventional financing for operating capital or expansion. Col-Pac’s revolving loan funds not only provide needed financing for these businesses, but interest earnings from the loans provide core financial sustainability to Col-Pac. Col-Pac participates, rather than competes, with local lenders on loans to small businesses. Currently capitalized at \$2 million, Col-Pac’s goal is to have \$5 million in loan capitalization by 2010, with minimum of \$4.5 million loaned out.
2. Support business retention and growth through ongoing case management of loan recipients. A traditional weakness among small business lenders, this goal is ranked second highest because of its importance in assuring a business success. Small companies, particularly entrepreneurial start-ups, face business development challenges throughout their business life cycle. Pro-active technical assistance is critical on an ongoing basis. Col-Pac’s goal is to reduce loan losses to 6% or less by 2010.
3. Collaborate with the NW Oregon Economic Alliance (NOEA) on business development projects. The collaborative working and oversight relationship between the two organizations allows economies and efficiencies of both staffing and financial resources. Col-Pac has the technical staff to manage and provide development support to businesses receiving loans funded by NOEA. NOEA’s Regional and Rural Investment Funds are a source of flexible gap financing for job creation and retention projects identified by Col-Pac. Goal for the 2005 – 2007 biennium, on NOEA projects managed by Col-Pac, is to exceed the planned job creation/retention and leverage performance measures by a minimum of 10%.
4. Provide business and economic development technical assistance to NW Oregon local communities. As a regional economic development organization, Col-Pac is in a position to identify trends and coordinate collaborative solutions to economic development needs and issues common to businesses and communities throughout the area. Goal for the 2005 – 2007 biennium is to provide a minimum of three business development technical assistance forums or projects, that support job retention or creation.

5. Support regional programs and projects such as staffing the NW Oregon Area Commission on Transportation and NW Oregon Regional Partnership, maintenance and expansion of NW Oregon's Industrial and Commercial Lands Database and NW Oregon website, and serving on the NW Oregon Workforce Investment Board. Goal is assist in growing membership or access to these resources by 10% annually.

## **B. Implementation Strategies**

1. Small Business Development and Expansion Financing – Strategies include both outreach and provision of financing:
  - Participate in State and local business development discussions, as a potential funding partner, actively seeking opportunities where Col-Pac loan funding and/or loan management expertise are a good fit.
  - Maintain ongoing contact with local lenders that may have business projects requiring secondary financing
  - Periodically, talk to local economic development groups, chambers and civic organizations on the availability of Col-Pac loans
  - Expand Col-Pac's Loan Fund capitalization through USDA Rural Business Development Services, EDA and the NW Oregon Economic Alliance.
  - Expand management of other loan funds by seeking out opportunities within the region, such as local use of the Port Revolving Loan Fund and Oregon Business Development Loan Fund.
2. Ongoing Case Management of Loan Recipients – Strategies focus on making businesses successful and providing a funding mechanism for the technical assistance:
  - Seek, plan for and/or build in opportunities for provision of fee-based financial technical assistance.
  - Have personal contact with all clients on a quarterly basis at a minimum, more often as needed.
  - Maintain a network of small business development center, Forest Service, Oregon Manufacturing Extension Partnership and other resources for specific business technical assistance.
3. Collaborate with NOEA on Business Development Projects – Collaboration strategies are both consultative and contractual:
  - Participate in the identification and review process of business development applications.
  - Provide joint financing of projects when applicable
  - Manage NOEA-funded business loan projects

4. Business and economic development technical assistance to NW Oregon local communities – Strategies include building institutional capacity to provide technical assistance and generating technical assistance resources:
  - Support expansion of the Region’s economic development capacity
  - Support expansion of industry cluster development
  - Work with the State’s NW Oregon Business Development Officer, small business development centers, USDA, EDA, Forest Service, Oregon Employment Department and MTC, and other business technical assistance resources
  - Successfully apply for EDA’s partnership planning grant program, providing annual technical assistance funding for business development
  
5. Support regional programs and projects – Economies of scale and regional efficiencies result from centralizing some services:
  - Maintain and expand NW Oregon’s interactive Industrial Lands Database
  - Maintain and expand NW Oregon’s interactive web site
  - Market the region’s supply of industrial land by listing certified building-ready sites on the State’s website, OregonProspector.com
  - Staff the NW Oregon Regional Partnership and NW Oregon Area Commission on Transportation

### C. Implementation Schedule

Goals	Strategies	2005	2006	2007	2008	2009	2010
1. Small Business Development and Expansion Financing	<ul style="list-style-type: none"> <li>Participate in State and local business development discussions, as a potential funding partner, actively seeking opportunities where Col-Pac loan funding and/or loan management expertise are a good fit.</li> </ul>	XXX	XXX	XXX	XXX	XXX	XXX
	<ul style="list-style-type: none"> <li>Maintain ongoing contact with local lenders that may have business projects requiring secondary financing</li> </ul>	XXX	XXX	XXX	XXX	XXX	XXX
	<ul style="list-style-type: none"> <li>Periodically, talk to local economic development groups, chambers and civic organizations on the availability of Col-Pac loans</li> </ul>	XXX	XXX	XXX	XXX	XXX	XXX
	<ul style="list-style-type: none"> <li>Expand Col-Pac's Loan Fund capitalization through USDA Rural Business Development Services, EDA and the NW Oregon Economic Alliance.</li> </ul>	XXX	XXX	XXX			
	<ul style="list-style-type: none"> <li>Expand management of other loan funds by seeking out opportunities within the region, such as local use of the Port Revolving Loan Fund and Oregon Business Development Loan Fund.</li> </ul>	XXX	XXX	XXX			
2. Ongoing Case Management of Loan Recipients	<ul style="list-style-type: none"> <li>Seek, plan for and/or build in opportunities for provision of fee-based financial technical assistance.</li> </ul>	XXX	XXX	XXX			
	<ul style="list-style-type: none"> <li>Have personal contact with all clients on a quarterly basis at a minimum, more often as needed.</li> </ul>	XXX	XXX	XXX	XXX	XXX	XXX
	<ul style="list-style-type: none"> <li>Maintain a network of small business development center, Forest Service, Oregon Manufacturing Extension Partnership and other resources for specific business technical assistance.</li> </ul>	XXX	XXX	XXX	XXX	XXX	XXX

<b>Goals</b>	<b>Strategies</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
3. Collaborate with NOEA on Business Development Projects	• Participate in the identification and review process of business development applications.	XXX	XXX	XXX			
	• Provide joint financing of projects when applicable	XXX	XXX	XXX			
	• Manage NOEA-funded business loan projects	XXX	XXX	XXX			
4. Business and economic development technical assistance to NW Oregon local communities	• Support expansion of the Region’s economic development capacity	XXX	XXX	XXX	XXX	XXX	XXX
	• Support expansion of industry cluster development	XXX	XXX	XXX			
	• Work with the State’s NW Oregon Business Development Officer, small business development centers, USDA, EDA, Forest Service, Oregon Employment Department and MTC, and other business technical assistance resources	XXX	XXX	XXX			
	• Successfully apply for EDA’s partnership planning grant program, providing annual technical assistance funding for business development	XXX	XXX				
5. Support regional programs and projects	• Maintain and expand NW Oregon’s interactive Industrial Lands Database	XXX	XXX	XXX	XXX	XXX	XXX
	• Maintain and expand NW Oregon’s interactive web site	XXX	XXX	XXX	XXX	XXX	XXX
	• Market the region’s supply of industrial land by listing certified building-ready sites on the State’s website, OregonProspector.com	XXX	XXX	XXX			
	• Staff the NW Oregon Regional Partnership and NW Oregon Area Commission on Transportation	XXX	XXX	XXX			

## SECTION V – NW OREGON REGIONAL STRATEGY

### A. Executive Summary: Introduction, Summary, Background Narrative

The NW Oregon Economic Alliance (NOEA) is charged with implementing the Regional and Rural Investment Program in accordance with ORS 285B.230 to ORS 285B.263 and ORS 285B.269, and OAR 123-044-0000 to 123-044-0090 and OAR 123-045-000 to 123-045-0060. This strategy is in satisfaction of these statutory and regulatory requirements.

The 2005-07 Regional Investment Strategy charts the means by which NOEA will implement the 2005 – 2007 program. This strategy draws upon the previously adopted 2003 – 2005 NOEA Regional Strategy approved in December 2003. It is intended to serve as an update of the region’s economic development priorities, and to provide goals and performance measures guiding investment of NW Oregon’s Regional and Rural Investment funds.

Given limited State funding for the biennium and NW Oregon’s focus on job creation/retention and leverage of other economic development investments, 2005 – 2007 Regional and Rural Investment funds will be placed in NOEA’s Business Development Fund. Established in March 2003, the Business Development Fund focuses on commercial and industrial business development: Facilitation of business location or expansion; moving commercial and industrial sites to “building-ready” status – where all environmental and land use permitting, zoning, and utilities are in place; and development of business recruitment tools.

Generally, Business Development funds are limited to:

- Business assistance projects that directly result in job creation or retention such as site-specific business recruitment and/or marketing
- Workforce development projects that assist with employment training for incumbent workers
- Infrastructure projects – Generally, limited to 20% gap financing of facilities and permitting activities needed for site specific business development/expansion which directly result in job creation or retention
- Regional economic development projects requiring collaborative activities such as an industrial lands database and transportation.

The 2005 – 2007 NW Oregon Regional Strategy reflects the economic conditions, issues, resources, development goals and strategies developed in collaboration with the Col-Pac EDD and NOEA. As this collaboration between Col-Pac and NOEA deepens, new development efficiencies are being identified, and respective roles fine-tuned and expanded.

### B. Short-Term and Long-Term Economic and Community Development Priorities

- Retention and Diversification of the Region’s Economic Base to Ensure a Stable Economy and the Creation of Long Term Jobs and Increased Wage Levels
- Building Capacity of Communities to be Economically Self-Reliant

- Strengthening the Regional Economy Through Coordinated and Leveraged Regional Partnership Business Investment Activities and Communications

### **C. Analysis of Unique or Significant Resources that Provide the Foundation for the Regional Strategy**

- Strong natural resource base – Forests, water, farmland, fisheries
- Skilled or re-trainable workforce, underutilized. Have capacity within the region to provide workers for jobs without importing workers from outside the region
- Quality of life attractive to workers/businesses
- Proximity to urban area – Access to high education, cultural facilities, transportation, etc
- High percentage of private land with productive forests
- Columbia River – Transportation route
- Rail access – Trans-continental carriers, access to markets, trackage in some parts of region
- Well-developed highway system – Follows logical pathways, well-defined corridors, social development centers; 3 major routes connecting rural-urban areas/centers
- Developed ports – Water depth a strength in Astoria, St Helens
- Electrical energy – Good supply, access and rates
- Local airports – Astoria, Scappoose, Tillamook
- Industrial and transportation opportunities associated with the region’s local airports

### **D. Analysis of Barriers to Implementation of the Regional Strategy and Identification of the Means to Overcome those Barriers**

- Lack of an assessment of affordable housing by needs and type
- Lack of critical mass for development of new industries. Regional economy is dominated by traditional industries
- Workforce – Lack of technical training, diversity of employment opportunities for incumbent workers. Limited access to higher education facilities in some areas of the region on which some industries are dependent. Lack of entrepreneurial and management skills
- Lack of capital for development/expansion in both the public and private sector. Lack of financial capacity to upgrade infrastructure. Public approval for bonding authority difficult/cumbersome
- Lack of leisure services/recreation opportunities in some areas of the region - particularly for youth
- Transportation – Access to and mobility on Oregon highways, ODOT access policies for State highways, conditions of local roads, traffic congestion, and distance to interstate highways for some. Regular/Any commercial air service. Rail service to parts of the region. Interconnecting transit - bus, passenger rail, connections to light rail. By-Pass capacity improvements. Coordination of alternate/emergency routes. Limited public transit routes in some areas.

- Adequate maintenance and improvements to NW Oregon's waterway structures, including ports, jetties, dikes, and berms. Adequate maintenance and improvements to navigation depth of NW Oregon's ports
- Restrictive land use policies
- Lack of water supply – Costs, supply, barriers
- Listing of endangered species
- Airshed -- Metro airshed standards imposes limitations on development in surrounding area

**E. Identification of the Means to Overcome Regional Strategy Implementation Barriers**

- Lewis and Clark Commemoration – Public transit, airports increasing role as job creator, use of NW Oregon Economic Recovery Team to help problem solve
- Multi-Modal capacity of lower Columbia River and western Washington County
- Area Commission on Transportation – To better coordinate transportation issues
- Next steps of a Regional Telecommunications Strategy following up with the work funded by HB 622
- Transportation funding
- Strengthening the area's workforce through Regional Workforce Investment coordinated planning
- Providing gap financing for business development through the establishment of public revolving loan funds
- Funding for infrastructure
- Taking advantages of off-shore cable
- Entrepreneurs using electronic commerce
- Coordinating access to health care
- Addressing needs of the growth senior population – Health care, transportation, etc.
- Navigation improvements in support with Federal and State agencies

**F. Long-Term Plan to Implement the Regional Strategy, including Necessary Actions by Local Governments, the Private Sector, State Governments and Federal Government**

- Establish Strong Regional Links to Local and Global Markets
  - Strategy I: Develop adequate transportation and telecommunications infrastructure in every community by leveraging public and private investment
  - Strategy II: Create local websites including a regional website for all stakeholders in the region to disseminate and improve access to information
  - Strategy III: Provide training and marketing resources to small business owners, entrepreneurs and key stakeholders
  - Strategy IV: Create a Regional Marketing Council to develop and represent a regional marketing Plan Strategy
- Increase the Skill Level and Competitiveness of the Region's Work Force

- Strategy I: Support opportunities to increase the number of above county average wage jobs in NW Oregon
- Retain and Diversify the Region’s Employment Base and Increase Wages
  - Strategy I: Support creation of small business incubators
  - Strategy II: Leverage investment in worker training and workplace technology upgrades
- Maintain the Sustainability of the Region’s Natural Resources
- Improve Coordination, Communication and Cooperation to Develop more Effective Solutions
  - Strategy I: Provide public information/education on the Regional Partnership and its activities
  - Strategy II: Network local leaders through communications links and skill training
- Leverage Additional Investment to Enhance and Improve the Region’s Infrastructure Supporting Business Development
  - Strategy I: Develop adequate transportation and telecommunications structure in every community

### Long Term Outcomes

Given the uncertainty of the current economy, the NW Oregon Regional Partnership has chosen to focus the limited Regional and Rural Investment Fund resources on meeting performance targets over the next 1 – 3 years. (See Intermediate Outcomes). However, jobs created, wage levels enhanced and additional resources leveraged that are directly associated with the projects financed with 2005 – 2007 funding will be reported over time.

### Partners and Resources for Economic Development

NW Oregon works collaboratively with the public and private sector, and the Governor’s Economic Revitalization Team including the Oregon Economic and Community Development Department, Housing and Community Services, Department of Environmental Quality, Department of Transportation, the Department of Land Conservation and Development and the Oregon Employment Department. Roles of each partner in the long term economic and community development of NW Oregon are evolving and include:

- Local Governments – Generally, cities and communities in NW Oregon are responsible for identifying and prioritizing their community development needs and listing projects on their County’s Needs and Issues Inventory.
- Local and Regional Economic Development Organizations
  - The Columbia-Pacific Economic Development District was formed to provide regional strategic planning, support for infrastructure improvement, business development activities, acquisition of grant funds, and community and business loan programs for Clatsop, Columbia, Tillamook and western Washington counties.

- The NW Oregon Economic Alliance partners Clatsop, Columbia and Tillamook counties to distribute and administer the State Lottery Regional Investment and Rural Investment funds allocated to the three counties. Regional and Rural Investment funds support economic and community development activities, typically providing gap financing for leveraging other resources.
  - County Economic Development Councils (EDCs). Clatsop, Columbia and Tillamook counties operate EDCs to support economic health and quality of life. Membership is comprised of public and private partners. County economic development councils provide county economic development direction, and in some cases, revolving loan fund resources. Activities include strategic planning, outreach to the business community, business development, acquisition of grant funds for locally defined projects and technical assistance.
  - The ports of Astoria, Garibaldi, Nehalem, St Helens and Tillamook Bay provide both business and community development support.
- Regional Workforce Investment Boards and One Stop Centers. The region is covered by two local Workforce Investment Boards. Their mission is to strengthen the area's workforce by coordinating the human investment resources of local communities. Their efforts are based on public-private sector coordination and planning. Primary focus is on workforce-related education, training, employment services, and support services.
  - Quality housing affordable for all income ranges. Partners include the Northwest Oregon Housing Authority (NOHA) and the local Community Action Teams (CATs).
  - Private/Non-Profit sector -- Typical actions include the development of business plans, match leverage, job creation and retention, and involvement of the local community.
  - State government – Primary involvement of State government is in the areas of: Implementation of the NW Region Consolidated Plan (housing), financial support for rural infrastructure (roads, water, wastewater, telecommunications, etc), technical assistance with infrastructure feasibility and engineering plans, cooperative marketing with the Oregon Tourism Department, coordination/communication amongst the various State agencies and Governor's office, and support with local business development and expansion activities. NW Oregon's Area Commission on Transportation provides input to ODOT's Six-Year and Supplemental Transportation Improvement plans, and prioritizing projects for Oregon's Transportation Investment Bonding Program.
  - Federal government -- Regarding the region's economic and community development, the Federal government provides the most support through

continued funding of its Community Development Block Grant program, the Economic Development Administration and USDA's Rural Business Development, and various special public infrastructure financing programs (water/wastewater, environmental quality, US Forest Service, Corps of Engineers, Coast Guard, National Guard, etc).

## **G. Two Year Implementation Plan**

Achieving NW Oregon's long-term vision and goals require a building upon successful completion of shorter-term projects and activities. The 2005 – 2007 Regional Strategy focuses on the following subset of the NW Oregon Regional Partnership's long-term goals:

- Creation of new jobs
- Retention of jobs at risk of being lost
- Expansion of NW Oregon's building-ready industrial land
- Leverage of additional funds for economic development in the region

### Two-Year Action Plan

Given limited State funding for the biennium and NW Oregon's focus on job creation/retention and leverage of other economic development investments, 2005 – 2007 Regional and Rural Investment funds will be placed in NOEA's Business Development Fund. Established in March 2003, the Business Development Fund focuses on commercial and industrial business development: Facilitation of business location or expansion; moving commercial and industrial sites to "building-ready" status – where all environmental and land use permitting, zoning, and utilities are in place; and development of business recruitment tools.

- Types of Projects – Generally, Business Development funds are limited to:
  - Business assistance projects that directly result in job creation or retention such as site-specific business recruitment and/or marketing
  - Workforce development projects that assist with employment training for incumbent workers
  - Infrastructure projects – Generally, limited to 20% gap financing of facilities and permitting activities needed for site specific business development/expansion which directly result in job creation or retention
  - Regional economic development projects requiring collaborative activities such as an industrial lands database and transportation.
  - No more than 25% of the Business Development Fund will be used to fund private fixed assets.
- Project Funding Criteria – Guidelines for Business Development Fund project application decision-making criteria are:
  - Specifically meets NW Oregon's 2005 – 2007 Regional Strategy goals:
    1. Job creation/retention. Priority will be given to projects that achieve an average wage level at or above the county minimum average wage.
    2. Leverage of other funds
    3. Increasing building-ready commercial and industrial land
    4. Business development and expansion

- Demonstrates readiness to proceed (eg, land use, permitting, financial commitments) and will be completed by December 2007.
- Demonstrates financial feasibility and return on investment (tax base increase, state tax revenues generated, new sales generated, community economic impacts, etc)
- Benefits the economy of the region or multiple firms/entities in the region
- Demonstrates ongoing sustainability
- Demonstrates other unique characteristics, such as achieving Oregon Economic and Community Development Department goals in terms of average wage, firm size, minority-owned businesses, woman-owned businesses, and Oregonians benefited.

Semi-annual reporting and documentation of project progress, job creation, other funds leveraged, budget and achievement of performance measures are required of all funded projects. Job creation must be documented through payroll records.

#### **H. Plan for Involvement of Disadvantaged and Minority Groups in the Region**

NW Oregon's Regional workforce strategies focus on assisting incumbent and minority workers find/upgrade their employment. Collaborative strategies include:

- Coordinating all projects with the region's Workforce groups both for potential additional funding resources as well as workforce development.
- Aggressively pursuing long distance learning with OSU, U of O, Linfield College, Clatsop/Tillamook/Portland Community colleges, Western Oregon College, Portland State University, workforce training providers and others for satellite education, partnering on the delivery of continuing education
- Supporting local implementation of the Federal Workforce Investment Act which requires coordination of resources and reciprocity between providers
- Developing a Regional Education Center not tied to any one entity as a place to deliver services, part of one-stop centers
- Sponsoring Regional Forums for identifying workforce and employer needs, sharing labor market information and developing policy recommendations.
- Locating financial resources other than traditional sources to address disadvantaged and minority worker needs.
- Training on finding other sources of funding.
- Upgrading of School to Work Programs.
- Coordinating with Community Action Teams and affiliated agencies through their anti-poverty programs
- Working with State and local housing partners to address disadvantaged and minority worker housing needs.
- Coordination and outreach with the Northwest Oregon Housing Authority (NOHA) to provide opportunities to those in public housing
- Supporting/Encouraging curriculum reform, involving private business in classrooms. Expand beyond just a single Career Day event.
- Sharing best practices throughout the system.

- Implementing a Workforce Sub-Committee within the NW Oregon Regional Partnership to follow through on the above strategies.

## **I. Performance Measurement and Evaluation Plan including Regional Benchmarks and Interim Indicators of Performance**

Benchmark I: Increase Traded Sector Employment

Interim Indicators:

- A. Number of above average wage jobs created
- B. Number of jobs retained that were at risk of being lost
- C. Number of acres of industrial/commercial land moved toward building-ready status
- D. Number of new business leads generated

Performance Targets: 1 job created/retained for every \$5,000 in Regional/Rural Investment funds

Benchmark II: Build Capacity of Communities to Be Economically Self-Reliant

Interim Indicator:

- A. Amount of additional funds leveraged for local community economic development activities

Performance Target: \$5,000 in additional investment for every \$1,000 in Regional/Rural Investment funds

Benchmark III: Strengthen the Regional Economy Through Regional Partnership Business Development Activities and Communications

Interim Indicator:

- A. Number of business activities enhanced by the involvement of the Regional Partnership

Performance Target: 5 projects linking businesses, local communities and State regulatory agencies that result in successful business development

## **J. Overall Strategy Management Plan**

The NW Oregon Regional Partnership was formed in 1998. The Memorandum of Understanding between the Governor's Economic Revitalization Team and the Partnership (formerly the Community Solutions Agreement) outlines the geographic boundaries, purpose, participants, functions, governance, partner roles and partnership principles. Members of the Partnership Steering Committee are appointed by their various jurisdictions.

Board members of the NW Oregon Economic Alliance (NOEA) are appointed by their respective county commissions. The Intergovernmental Agreement (IGA) forming NOEA was first signed in 1993, and has been most recently extended to 2005. The IGA outlines operating procedures for the Alliance.

- Regional Partnership

Clatsop, Columbia, Tillamook and western Washington counties have created a collaborative partnership to provide a forum for coordination of local, state, federal, and private community development planning and investments. The goal is to work together to improve coordination, so that strategies and processes for economic development are leveraged to the highest extent possible to meet agreed upon priority issues, challenges and goals. The Regional Partnership does not replace or supersede any local, state or federal government authority for regulatory or investment decision-making, but serves as a communication and resource coordination forum.

Regional Partnership responsibilities include:

- Provide strategic direction for the NW Oregon Regional Strategy, Columbia-Pacific Economic Development District's Comprehensive Economic Development Strategy (CEDDS), and the NW Oregon Area Commission on Transportation activities
  - Ratification of the NW Oregon Regional Strategy
  - Coordination/Communication of the Regional Strategy with other NW Oregon issues/projects/ activities
  - Implementation of the NW Oregon Regional Strategy
  - Oversight of NOEA's Regional and Rural Investment Fund contract
  - Ensure that the Partnership carries out the functions outlined in the Memorandum of Understanding between the Governor's Economic Revitalization Team and the NW Oregon Regional Partnership. Specifically, those functions are to: identify priority regional economic development issues, problems and goals; develop strategies to address issues and problems and meet the goals; and develop economic development performance measures for the Partnership that provide measurable indicators of success on the above strategies as directed by the Partnership.
- Regional and Rural Investment Funds  
The Northwest Oregon Economic Alliance (NOEA) has been designated fiscal and administrative entity for the Regional and Rural Investment funds allocated to Clatsop, Columbia and Tillamook counties. As such NOEA has the following responsibilities:
    - Completion of the NW Oregon Regional Strategy, an overall strategy management and project implementation plan that demonstrates the NW Oregon has the capacity to allocate resources and ensure that these resources are used effectively
    - Shared implementation of the NW Oregon Regional Strategy
    - Project funding decision-making, contracting, monitoring and reporting
    - Fund management and reporting
    - Performance reporting to the State and Regional Partnership on the outcomes of the NW Oregon Regional Strategy
    - Periodically submit performance reports to the county governing bodies in the Region, the Oregon Economic and Community Development Commission, the Governor and the Legislature

## SECTION VI – NW OREGON REGIONAL PARTNERSHIP

Because Clatsop, Columbia, Tillamook and western Washington counties share similar geography, demographics, industries and community development needs, they have joined together as a region since the early 1990's. To address and coordinate the region's economic and community development activities, specific organizations have been established, with membership from all four counties:

### NW Oregon Regional Partnership

In 1998, the counties, cities, ports, economic development groups and private sector communities within Clatsop, Columbia, Tillamook and western Washington counties joined together with the state departments of transportation, land conservation and development, environmental quality, housing and community services, and economic and community development to form the Northwest Oregon Regional Partnership. The Regional Partnership provides a forum for coordination of local, state, federal and private community development planning and investments. The goal is to work together to improve coordination, so that strategies and processes for community development are leveraged to the highest extent possible to meet the agreed upon priority issues, challenges and goals.

Typically, the Partnership meets twice a year, at Spring and Fall Forums. A Steering Committee comprised of all members of Col-Pac EDD, the NW Oregon Economic Alliance (NOEA) and NW Oregon Area Commission on Transportation generally meets in conjunction with the Col-Pac and NOEA Board meetings.

### Columbia-Pacific Economic Development District (Col-Pac)

Col-Pac was incorporated in 1994 and serves as the mechanism for channeling federal monies to the region. Col-Pac's 2005 – 2007 goals are to:

- 1) Retain and diversify the region's employment base to ensure a stable economy;
- 2) Build capacity of communities to be economically self-reliant;
- 3) Strengthen the regional economic identity through encouraging regional coordination, communication and cooperation.

Col-Pac has a seventeen member board, comprised similarly to that of the Regional Partnership: four county, four city, three port, four private sector, one minority and one workforce member plus an alternate for each position. Members are appointed by their respective jurisdiction, a caucus of their stakeholders, or appointed by their County Commission. Col-Pac and the NW Oregon Economic Alliance meet jointly once a month, rotating the meetings throughout the region.

### NW Oregon Economic Alliance (NOEA)

NOEA was created in 1994 to meet the requirements of the Oregon Regional Investment and Rural Investment Fund programs for the distribution of lottery dollars for economic development programs in Clatsop, Columbia and Tillamook counties. (Note, Washington County partners with Multnomah County for their Regional and Rural Investment Fund

monies.) Each county has three members on the nine-member governing board. NOEA manages the Regional and Rural Investment funds received by the three-county region.

Regional and Rural Investment funds are used to support those projects and activities that create or lead to family-wage or above industry average wage jobs, diversify the local and regional economy and add value or involve secondary uses of the region's nature-based industries. Funding is targeted toward, but not limited to: agriculture, communication, fisheries, forest products, small manufacturing, services, technology and tourism.

#### NW Oregon Area Commission on Transportation (NWACT)

To encourage greater local participation in the state's transportation planning and project development process, regionally based advisory bodies called "area commissions on transportation" have been established throughout Oregon. Chartered in 1999, the NWACT addresses Columbia, Clatsop, Tillamook and western portion of Washington counties' transportation issues. NWACT serves as a standing committee of the Northwest Oregon Regional Partnership. Membership also parallels that of the NW Oregon Regional Partnership and Col-Pac, with a 22 member board: four county, eight city, four private sector, two port, two transit district, and two ODOT members.

Members are appointed by their respective jurisdiction, a caucus of their stakeholders, or appointed by their County Commission. The Commission meets once a month, rotating the meetings throughout the region.

#### NW Oregon Regional Partners

Partners include all public and private sector entities and individuals involved in NW Oregon's economic development and the NW Oregon Economic Revitalization Team (State departments of: Economic and Community Development, Housing and Community Services, Environmental Quality, Transportation, Land Conservation and Development, Oregon Fish and Wildlife and Division of State Lands.

#### NW Oregon Regional Partnership Management and Staffing

A Steering Committee of the Regional Partnership is responsible for convening, setting agendas and soliciting participation and representation of community stakeholders at regional forums and other topical meetings based on subjects under consideration. All meetings of the Steering Committee are open to the public and advance public notice is given of Steering Committee deliberations.

The Columbia-Pacific Economic Development District, Inc (Col-Pac) and NW Oregon Economic Alliance are designated by the partners to provide staffing for the Partnership and are authorized to accept local, regional, state or federal grants for staffing, technical assistance and projects as appropriate.

## **Appendices**