

Perceptions and Needs of Economic Development Programs in Oregon



December 2017

Final Report

Community Service Center

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May 21, 2018

To	Interested Parties
From	Bob Parker, Director, Community Service Center
SUBJECT	PERCEPTIONS AND NEEDS OF ECONOMIC DEVELOPMENT PROGRAMS IN OREGON, 2017

In December 2017, the University of Oregon's Community Service Center (CSC) released a report titled "Perceptions and Needs of Economic Development Programs in Oregon." This research was conducted in partnership with the Oregon Economic Development Association (OEDA), the League of Oregon Cities (LOC), and the Association of Oregon Counties (AOC). The report was paid for with a combination of OEDA and UO funds. This is the second in a series of statewide assessments intended to inform the economic development community, local governments, and others about economic development needs in Oregon. For readers that have not seen the full report, this memorandum summarizes specific limitations of the research methodology and findings.

The report presents the results of a statewide survey that targeted three groups: (1) Mayors; (2) city managers/administrators; and (3) economic development professionals. We received 256 responses. As stated in the report: "The universe of individuals working in economic development in Oregon is unknown. The sampling design targeted the three core respondent groups listed above to develop a broad portrait of the perceptions of different groups working in economic development. This survey intentionally did not include businesses—we were primarily interested in organizations involved in providing economic development services."

In summary, we urge readers to use caution in interpreting the results. The results are presented in aggregate and represent views of economic development statewide. Interpretations about specific regions or organizations are inappropriate. Moreover, the results cannot be used to interpret the efficacy of regions or individual organizations such as workforce investment boards (WIBs).

The report recognizes limitations inherent in a targeted survey methodology:

"Despite these limitations, we estimate the sample represents somewhere between 30% and 40% of all individuals in the target audiences. Despite these limitations, we are confident that the survey provides an accurate assessment of the perceptions of those in the target populations."

One of the focal areas of the 2017 survey was collaboration. The literature is clear: economic development is a team sport. Our intent was to measure the extent of collaboration and the perceived value of those collaborations. The results show mixed perceptions and low levels of collaboration with some entities including workforce investment boards (WIBs), federal agencies, and OEDA. What the survey did not explore was the appropriateness of collaborations among various entities.

Again, we urge readers to use caution in interpreting the results. For example, low levels of collaboration with WIBs are likely due to the respondent pool which is dominated by cities. Cities do not necessarily have compelling reasons to collaborate directly with WIBs and as a result may see little value in those collaborations.

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About the Community Service Center

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

About the EDAUC

The University of Oregon Economic Development Administration University Center is a partnership between the Community Service Center, RAIN @ UO, the Lundquist Center for Entrepreneurship, the Oregon Business Consulting Group, and UO faculty. The UO Center provides technical assistance to organizations throughout Oregon, with a focus on innovation, entrepreneurship, and rural economic development. The UO Center seeks to align local strategies to community needs, specifically with regards to building understanding of the benefits of sustainable practices and providing technical training to capitalize on economic opportunities related to those practices. The EDC is partially funded through a grant from the U.S. Department of Commerce, Economic Development Administration.

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Executive Summary

This report presents the results of a statewide economic development needs assessment. The primary objective of the needs assessment was to better understand perceptions of the following key assets and barriers to local economic development, the relative emphasis and perceived effectiveness of economic development strategies, the extent and impact of organizational coordination, implementation frameworks, economic resilience, and technical assistance needs.

The U.S. Economic Development Administration provided funding for the statewide economic development needs assessment (as part of the EDA's University Center grant to the University of Oregon). The primary research tool for the needs assessment was an online survey of economic development professionals, city managers, mayors, and county administrators throughout the state. The University of Oregon Community Service Center (CSC) partnered with the Oregon Economic Development Association (OEDA), the League of Oregon Cities (LOC), and the Association of Oregon Counties (AOC) to conduct the needs assessment survey in February and March of 2017.

This is the second statewide economic development needs assessment; CSC conducted the first assessment in 2011-12. The reports are part of an ongoing research effort to explore community needs related to economic development. It is intended as a resource to economic development practitioners throughout the state of Oregon.

KEY TAKEAWAYS

- Most survey respondents represent professional organizations, consider themselves rural, and work locally.
- Most communities plan beyond Statewide Planning Goal 9 requirements, include robust plan elements, and perceive greater effectiveness and success thereof.
- Strategic economic development planning is perceived as important, but neither effective nor successful.
- Respondents agreed that coordination is essential, is not easy, is worth the effort, but is uncommon and ineffective.
- Respondents perceived similar assets and barriers to the 2012 Economic Development Needs Assessment.
- Respondents indicated familiarity and understanding of economic resiliency concepts, but communities do not plan for it.
- Respondents indicated greatest needs for funding, stronger leadership, a better trained and maintained workforce, technical assistance, and better coordination.

● **CHARACTERISTICS OF SURVEY RESPONDENTS:** Most survey respondents represent government agencies, consider themselves rural, and work locally.

The CSC received 256 survey responses representing 34 of the 36 counties in Oregon. Eighty percent of the survey respondents indicated that they work for a nonprofit, independent, community, private, or government focused organization, and 20% indicated they are elected officials. Sixty-four percent work for governments agencies (e.g., state, county, local, tribal) and most respondents (80%) consider their work to be locally focused.



Consistent with the size of cities in Oregon, most respondents consider their work to be focused on rural areas; 77% of all respondents, 76% of professionals and 86% of elected officials consider their work as rural. Moreover, most respondents indicated that their organization is active in economic development, however, 78% of urban respondents indicated their organization is active, in comparison to 48% of rural respondents. This difference in responses is suggestive of the differing capacities of urban and rural areas.

● **PERCEPTIONS OF IMPORTANCE, EFFECTIVENESS AND SUCCESS OF PLANS:** Strategic economic development planning is perceived as important, but many respondents do not perceive it as effective or successful.

Nearly all respondents (93%) consider economic development as important, but not more important than other services provided by local governments. Over half of respondents consider economic development as no more important than other local government services, and about 15% consider it less important.

While economic development planning is considered important, many respondents consider it neither effective nor successful. Figure E.1 shows perceptions of the success and effectiveness of economic development planning on three dimensions: (1) job and wage growth; (2) accomplishing stated economic development goals; and (3) effectiveness in achieving community economic development objectives. When asked about the success of economic development in the State of Oregon, as

Urban respondents are more active in economic development than rural respondents.

defined by the traditional metrics of job and wage growth, 79% of respondents considered Oregon’s efforts to be at least somewhat successful.

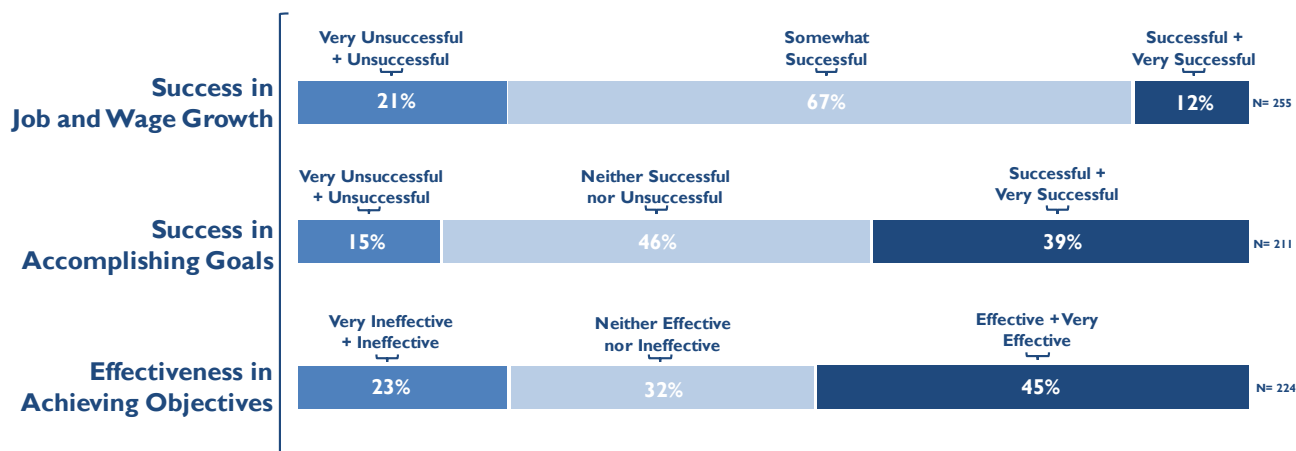
Respondents reported mixed perceptions about the success of their own community’s plans in accomplishing goals of their economic development strategy. Thirty-nine percent considered local efforts successful or very successful, 46% as neither successful nor unsuccessful, and 15% as unsuccessful.

We also asked survey respondents to indicate how effective or ineffective their *current* economic development strategies are at achieving their community’s economic development objectives. The results show mixed perceptions of plan effectiveness. Forty-five percent considered their community’s plan as effective or very effective. Thirty-two percent considered their plan to be neither effective nor ineffective, and 23% considered it to be ineffective” or very ineffective.

57%

Consider economic development as no more important than other government activities.

Figure E.1. Perceptions of Economic Development Plan Success and Effectiveness



- **PERCEPTIONS OF ROBUSTNESS, EFFECTIVENESS AND SUCCESS OF PLANS:** Most communities have programs that go beyond Statewide Planning Goal 9 requirements, and those that do perceive greater effectiveness and success as a result of those programs

This study considered Statewide Planning Goal 9 as the baseline for economic development planning in Oregon. Goal 9 requires that municipalities inventory commercial and industrial lands, analyze the current economic climate, and assess their community’s potential for economic development. In short, all cities and counties in Oregon are required to conduct an “Economic Opportunities Analysis” (EOA) and to develop “industrial and other employment development policies” (OAR 660-009).

65%

Plan beyond Statewide Planning Goal 9 Requirements.

To understand the level and robustness of economic development plans, we asked respondents whether their community had “expressly stated economic development goals, strategies, or policies” other than the economic elements of the local comprehensive land use plan. Most communities have economic development strategies that exceed Goal 9 requirements. This shows that communities place emphasis on economic development. But what does emphasis for economic development look like? For this research, we consider the inclusion of seven elements that extend beyond Goal 9 requirements to suggest “robust” economic development planning efforts.

93%

Of Plans include at least one robust plan element.

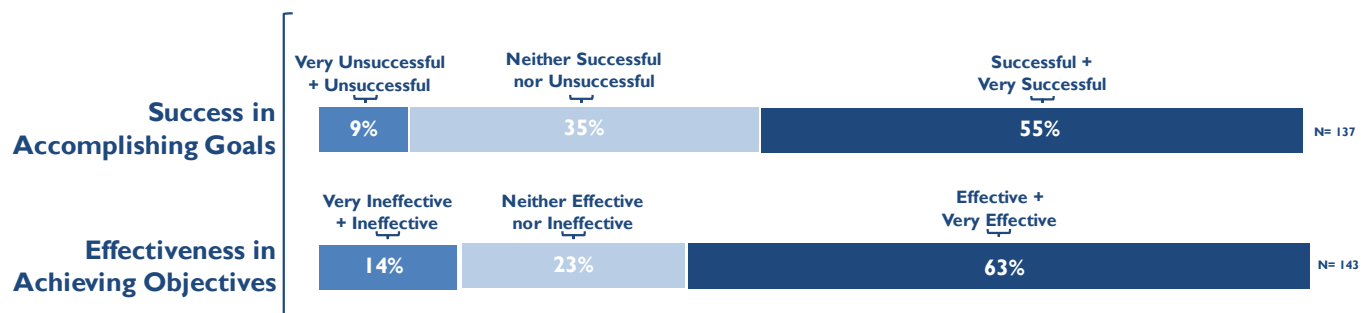
Our list of “robust” plan elements includes: (1) formal adoption of the plan; (2) a vision statement; (3) target industries; (4) sufficient guidance for implementation; (5) a specific implementation framework; (6) indicators or metrics for evaluation; and (7) a defined process for update and revision. We asked the respondents who said their community’s plan exceeds Goal 9 requirements to indicate which elements their

community's strategic plan includes. Most Communities (93%) said their plan includes at least one robust plan element and 20% indicated their plan includes all seven.

The most common robust elements were simpler planning activities such as formal adoption (83%) and inclusion of a vision statement (75%). The least common elements were a defined process for update and revision (44%) and indicators or metrics for evaluation (48%).

Interestingly, respondents from communities that include robust elements have more positive perceptions of plan effectiveness and success than those who do not. In short, respondents clearly perceive that economic development plans and activities make a difference. Figure E.2 shows perceptions of economic development success and effectiveness for respondents that reported having one or more robust plan elements.

Figure E.2. Perceptions of Success and Effectiveness of Robust Plans



PERCEPTIONS OF COORDINATION AND COLLABORATION: Respondents agreed that collaboration is essential, is not easy, is worth the effort, but many respondents have limited collaboration and many perceive collaboration as ineffective.

Economic development is a team sport. To test perceptions of collaboration, the survey asked respondents to indicate their level of agreement with ten statements regarding goals, objectives, strategies, plans, visions, and ease of coordination and collaboration for economic development efforts. Key among these statements are respondents' perceptions of whether coordination is essential, is easy or simple, or is worth the effort. Eighty-four percent of survey respondents agreed that coordination between agencies is essential; 62% agreed that it is not easy or simple; 76% agree that it is worth the time and the effort required to do it.

84%

Agree that coordination between agencies is essential.

62%

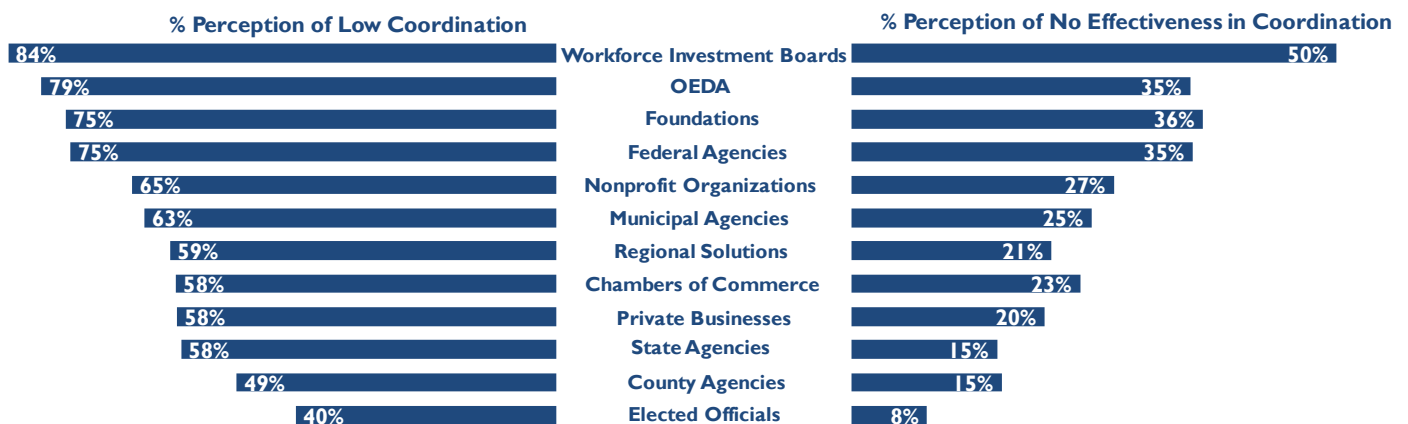
Disagree that coordination between agencies is easy or simple.

76%

Agree that coordination between agencies is worth the time or effort.

While respondents agreed that coordination between agencies is essential and is worth the time and effort required, the perceived levels of coordination and the effectiveness of coordination are generally low (Figure E-3). Notably, respondents indicated very low levels of coordination and effectiveness of coordination with key economic development partners including Workforce Investment Boards, the Oregon Economic Development Association, foundations focused on economic development, and Federal Agencies. In general, matching respondents' perception of coordination as worth the effort, higher levels of perceived coordination coincide with higher levels of perceived effectiveness.

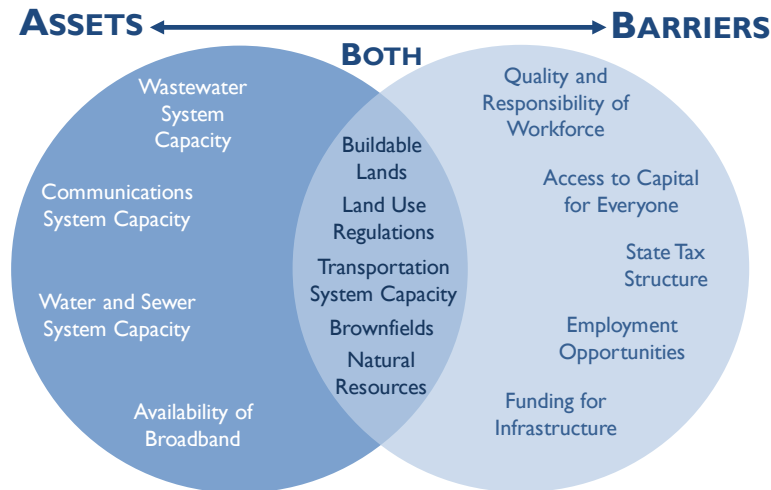
Figure E.3. Perceptions of Coordination and Effectiveness of Coordination



● **PERCEPTIONS OF ASSETS AND BARRIERS TO ECONOMIC DEVELOPMENT:**
 Respondents perceived similar assets and barriers to the 2012 Economic Development Needs Assessment.

The CSC was interested in perceptions of physical, political/programmatic, community, and data elements considered to be assets and barriers to local economic development in Oregon communities. Figure E.4 shows respondents' perceptions of assets and barriers.

Figure E.4. Perceptions of Assets and Barriers to Economic Development



In general, responses to infrastructure elements maintained the positive perceptions shown in the 2012 study. Over half of the respondents perceive the capacities of their community's wastewater, communications, water and sewer, and broadband systems as assets. Communities were split on their perception of their transportation system's capacity as an asset or barrier. In contrast to the 2012 study, 72% of respondents considered the availability of funding for new infrastructure as a major barrier (44% in 2012).

Perceptions of access to capital and employment opportunities as major barriers to economic development mirror responses from the 2012 study. In contrast, respondents' perceptions of the quality and responsibility of available labor have

greatly worsened. In the 2012 study, labor was considered an asset by most respondents, whereas, in the current study it is considered a barrier or major barrier by over half of the respondents.

**Infrastructure is
 considered the greatest
 asset for economic
 development.**

Several items were identified as both assets and barriers. Some respondents perceive available land, land use regulations, and the regulation of natural resources as an asset, and others as a barrier. Perceptions of available

buildable lands have worsened since the 2012 study, whereas unsurprisingly, neutral perceptions of brownfields remain the same. Notably, availability of industrial built space and buildings was mentioned as a barrier multiple times in

open-ended questions. Respondents maintained a generally negative or neutral perception of natural resource regulation.

- **PERCEPTIONS OF ECONOMIC RESILIENCE:** Respondents indicated familiarity and understanding of economic resilience concepts, but communities do not plan for it.

Economic resilience refers to an area's ability to anticipate, absorb, adapt to, and recover from major shocks to its economic base. Potential shocks can range from natural disasters – such as a flood or earthquake – to changes in regional, national or global economic conditions – such as the recent recession. Seventy-nine percent of respondents indicated they are familiar with economic resilience, and 87% indicated they are interested in the concepts of economic resilience. Of the respondents who said they are familiar with economic resilience, 67% do not include economic resiliency concepts in their economic development strategy.

67%

Are familiar with resilience but do not include concepts in their strategy.

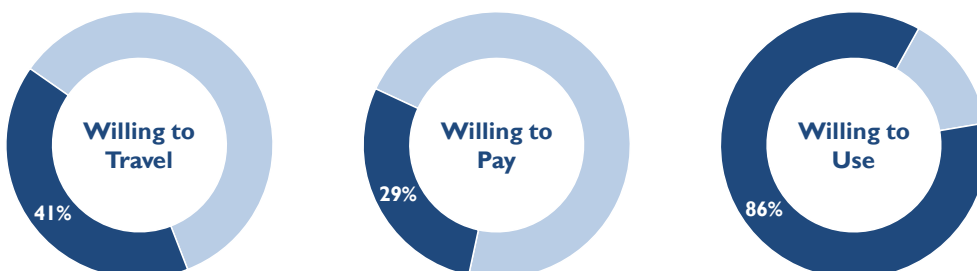
81%

Have no plans to add resilience concepts to their strategy.

While most respondents are familiar with concepts of economic resilience, 81% indicated that they have no plans to add resilience concepts to their community's economic development strategy. When asked what they would need to add resiliency concepts to their strategy, respondents reported the highest needs for training, funding, and technical assistance.

With respect to the stated need for training, 63% of respondents said they would be willing to use the training, 29% would be willing to travel for it, and 19% would be willing to pay for it. Contrasting respondents' indication that they have no plans to add resiliency concepts to their strategy, 92% of the respondents who said they are interested in planning for economic resilience said they would be willing to use training if it were available.

Figure E.5. Responses to the statement: "if economic resiliency training were available, would you be..."



We also asked respondents to rate their level of agreement with a list of characteristics often present in economically resilient communities. A larger proportion of respondents indicated they feel government has made better efforts to prepare for a resilient response to disasters than private industry. Forty-nine percent of respondents agreed that local governments have implemented

strategies to ensure critical infrastructure systems will remain useable and developed partnerships contribute to economic diversification. In contrast, 41% of respondents consider local businesses unprepared to quickly respond to disasters.

PERCEPTIONS OF TECHNICAL NEEDS FOR ECONOMIC DEVELOPMENT: Respondents indicated greatest need for funding economic development activities. Stronger leadership, a better trained and maintained workforce, technical assistance, and better coordination were also identified as high needs.

We asked respondents to indicate their highest needs for supporting economic development efforts. Figure E.4 shows that most respondents indicated funding as their highest need, with rural respondents reporting a higher need for funding than urban respondents. This has not changed since the 2012 study, when respondents also identified funding as their greatest need.

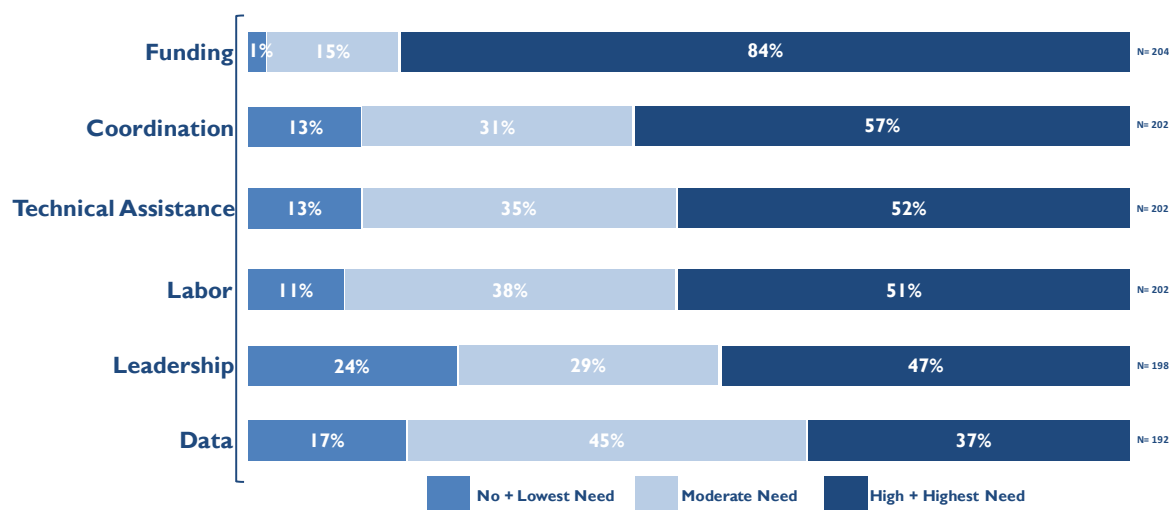
Aside from funding, the highest percentage of respondents expressed needs for better coordination (between government agencies), technical assistance (grant writing, capacity building, or strategic planning assistance), and a better labor force (well trained and responsible).

State agencies, elected officials, and county officials are the most important sources of technical assistance.

This represents a shift from the 2012 survey where respondents identified leadership as their second greatest need. It appears that concerns over leadership have diminished in the last five years, while concerns over labor and technical assistance have grown. This may be because Mayors and city managers were included in the 2017 survey and not in the 2012 survey.

Coordination's ranking as the second highest need matches the perceptions of coordination and collaboration demonstrated earlier, where respondents expressed high opinions of the value of coordination for strategic planning. Although data ranked as the least pressing need, responses indicate some underlying concerns over access to data. The high proportion of "moderate need" suggests that respondents recognize data as an important, but less pressing need.

Figure E.4. Perceptions of Economic Development Needs



Chapter I: Introduction

This report presents the results of a statewide economic development needs assessment of Oregon economic development professionals and their communities. The primary objective of the needs assessment was to obtain a baseline of information from perceptions regarding the following:

- Existing plans and implementation strategies
- Relative emphasis on and perceived effectiveness of economic development plans, strategies, and programs
- Extent and impact of organizational coordination and collaboration on economic development
- Barriers and assets related to economic development
- Economic resilience strategies
- Technical assistance needs of communities and economic development professionals

This is the second statewide economic development needs assessment; CSC conducted the first assessment in 2011-12.¹ The reports are part of an ongoing research effort to explore community needs related to economic development. It is intended as a resource to economic development practitioners and other interested parties throughout the state of Oregon.

Background

Economic development is a team sport. No single agency or organization can provide all the functions that are required to implement an economic development strategy. An entire ecosystem of organizations exists around economic development including federal agencies (Economic Development Administration, Department of Commerce, Small Business Administration), state agencies (Business Oregon), local governments (cities, counties, utilities, council of governments), private sector (businesses), education (school districts, community colleges, universities), and nonprofits (chamber of commerce, business incubators). To be effective, these organizations must work together.

In 2009, the U.S. Department of Commerce, Economic Development Administration (EDA) awarded the University of Oregon a grant through the 'University Center' program to establish a University Economic Development Center. The UO University Center is one of 70 university centers nationwide.² The intent of the EDA program is to link the expertise of universities with businesses and communities.

¹ Copies of the 2012 report are available at <https://scholarsbank.uoregon.edu/xmlui/handle/1794/12237>.

² See <https://www.eda.gov/programs/university-centers/> for more information on the program.

The University of Oregon EDA University Center is a program of the Community Service Center in the School of Planning, Public Policy, and Management.

The mission of the University of Oregon (UO) EDA University Center (EDAUC) is to link UO resources to communities to enhance regional sustainable economic development. The primary emphasis of the program is to provide technical assistance to businesses and communities throughout the state of Oregon. Our program focus areas are advancing high-growth entrepreneurship and cultivating innovation. The program is a partnership between the U.S. Department of Commerce, Economic Development Administration (EDA), the University of Oregon, state and local government, and private industry.

One key initiative within the Center is to conduct research that has statewide relevance. Part of our research agenda is to better understand what communities in Oregon need to achieve their economic development objectives. Moreover, we are interested in what economic development professionals perceive as assets and barriers to economic development. The statewide economic development needs assessment is part of an ongoing effort to answer these questions.

Purpose and Methods

The primary purpose of the economic development needs assessment was to build a baseline of information regarding perceptions of assets, barriers, needs, and opportunities for economic development in Oregon communities. The needs assessment is based on a statewide survey of economic development professionals, city managers, county administrators, and mayors. The survey included four focal areas:

1. What is the nature of economic development plans and implementation strategies? How effective are they perceived to be?
2. What is the nature of economic development implementation frameworks and action plans? Do they include metrics to evaluate success?
3. To what degree is coordination occurring and what is its impact on the achievement of economic development objectives?
4. To what degree are communities considering economic resilience as an objective? How resilient do respondents perceive their communities to be?
5. What are the key assets and barriers to economic development in Oregon communities?
6. What types of technical assistance would be most useful to economic development organizations in achieving their goals?

We used an online survey instrument to collect the perceptions of economic development professionals working throughout the state of Oregon. Broadly, the survey was administered to three populations:

- **Economic development professionals.** This includes members of the Oregon Economic Development Association (OEDA) which has 222 members (including city, county, state, federal, non-profit, private, and University of Oregon affiliation), and representatives of Oregon's Economic

Development Districts (EDDs)³ which has 12 member organizations, and individuals affiliated with Portland Development Inc.

- **City Managers and County Administrators.** This included individuals from all 241 Oregon cities on a list provided by the League of Oregon Cities (LOC) and all 36 Oregon counties on a list provided by the Association of Oregon Counties (AOC).
- **Mayors.** This included mayors from all 241 Oregon cities on a list provided by the League of Oregon Cities (LOC).

The universe of individuals working in economic development in Oregon is unknown. The sampling design targeted the three core respondent groups listed above to develop a broad portrait of the perceptions of different groups working in economic development. This survey intentionally did not include businesses—we were primarily interested in organizations involved in providing economic development services. We intend to conduct a survey of businesses in the future.

CSC received 256 responses to the survey. Not all respondents completed all questions to the survey; throughout the report we present the number of respondents ('n' or the sample size) for each question to provide context.

Government and economic development organizations account for 70% of survey respondents (see Figure 1-1). Twenty percent (51 respondents) are elected officials—generally mayors. Consistent with the sampling methodology, survey respondents represent a group of professionals from a variety of government, non-profit, and other organizations, with significant experience in terms of years of involvement with both local and regional economic development.

Figure 1-1. Respondents by Organization Type

Affiliation	Number	Percent
Government (State, County, Local, Tribal, Chamber)	163	64%
Nonprofit Organization	16	6%
Economic Development Organization	16	6%
Citizen or Community Group	3	1%
Elected Official	51	20%
Private Business	3	1%
Other	4	2%
Total	256	100%

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=256

Note: throughout this report we refer to "n" which is the number of respondents to a given questions. This is necessary because of survey logic sections.

A key concern of organizations that conduct surveys is statistical validity. If one were to assume that the sample was perfectly random and that there was no response bias, then the survey would have a margin of error of $\pm 4\%$ at the 95%

³ Three members of OEDA are employees of Economic Development Districts.

confidence level. In simple terms, this means that if a survey were conducted 100 times, the results would end up within $\pm 4\%$ of those presented in this report.

We note, however, that it is not possible to accurately calculate a margin of error for this survey. The survey was sent to mayors and city managers in all 242 Oregon municipalities. Thus, that population is known. It was also sent to economic development professionals, state agency staff, and county elected officials and staff. We do not know how many people received solicitations from those groups. Despite these limitations, we estimate the sample represents somewhere between 30% and 40% of all individuals in the target audiences. Despite these limitations, we are confident that the survey provides an accurate assessment of the perceptions of those in the target populations.

Organization of this Report

The remainder of this report is organized as follows:

- **Chapter 2: Characteristics of Survey Respondents** describes survey results pertaining to physical, political/programmatic, and community elements perceived as assets or barriers to local economic development. It highlights specific elements listed as the most important assets and greatest barriers to economic development in Oregon communities.
- **Chapter 3: Perceptions of the Effectiveness and Nature of Economic Development Efforts** examines local governments are approaching economic development, key elements of planning and implementation, and perceived effectiveness of those efforts.
- **Chapter 4: Implementation and Coordination** examines how local governments are implementing their economic development efforts and the degree of coordination occurring in Oregon communities. It also looks at the perceived effectiveness of organizations at achieving economic development objectives.
- **Chapter 5: Evaluation of Assets and Barriers** discusses community attributes and whether they are perceived as assets or barriers to economic development efforts.
- **Economic Resilience Strategies** discusses efforts related to building more resilient economies.
- **Technical Assistance Needs** examines the types of technical assistance and information needed by respondents to further economic development efforts in their communities.

This report also includes 2 appendices:

- **Appendix A: Survey Instrument** includes the survey questions included in the online survey.
- **Appendix B: Written Comments** presents a transcript of comments to open-ended questions provided by respondents.

Chapter 2: Characteristics of Survey Respondents

This chapter summarizes the characteristics of individuals that responded to the 2017 Oregon Economic Development Needs Assessment Survey. Key characteristics include organizational affiliation, role, focus of economic development work, and location (region and urban/rural). Questions related to respondent characteristics help to better understand and contextualize the survey responses.

Organizational Affiliation

The survey asked respondents to indicate the type of organization or agency that they represent. Figure 2-1 shows that 64% of the respondents were affiliated with government organizations. Twenty percent of the respondents were elected officials (mayors, county commissioners, or county judges). Economic development and nonprofit organizations each account for 6% of the responses.

Figure 2-1. Respondents by Organization Type

Affiliation	Number	Percent
Government (State, County, Local, Tribal, Chamber)	163	64%
Nonprofit Organization	16	6%
Economic Development Organization	16	6%
Citizen or Community Group	3	1%
Elected Official	51	20%
Private Business	3	1%
Other	4	2%
Total	256	100%

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=256

One of the questions the research team explored was whether elected officials have different views than other respondents. The survey included seven specific categories, but we group the respondents into two categories for this purpose:

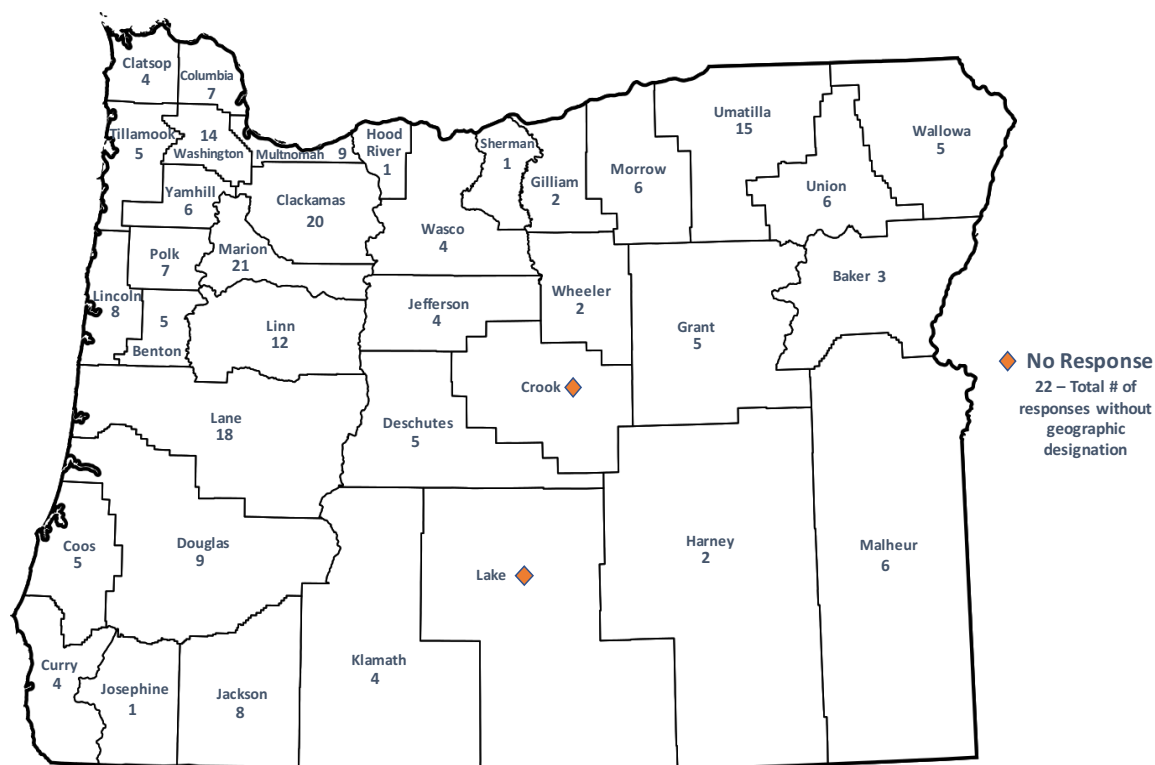
- **Professionals** (government, nonprofit organization, economic development organization, citizen or community group, private business, or other employees)
- **Elected Officials** (mayors, county commissioners, and county judges).

We call this “professional status” for the remainder of the report. Professionals represent **80%** and elected officials represent **20%** of the survey responses.

Geographic Distribution of Survey Respondents

We received 256 survey responses that represent 34 of the 36 counties in Oregon. The only counties not represented are Lake (South Central Oregon) and Crook (Central Oregon) counties. Figure 2-2 shows the total number of respondents from each county.

Figure 2-2. Survey Responses by County



Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017.

The geographic distribution represents all regions of the state, but the number of responses is not proportional to population. We would not necessarily expect responses proportional to population, however, since the number of economic development organizations, counties, and municipalities (the population surveyed) does not necessarily directly correspond to population. Figure 2-2 shows that the counties with the largest number of respondents were Marion (21), Clackamas (20), and Lane (18), three of the most populated counties in Oregon. The next most represented counties are Umatilla (15), Washington (14), Linn (12), and Multnomah (9).

In addition to counties, Business Oregon divides the state into seven regions. Figure 2-3 shows the number of respondents by region and professional status. The largest represented regions are the Willamette Valley (28%), Eastern Oregon (23%), Greater PDX (18%), and the Coast (15%). The percentage of responses by professional status shows significant differences between professionals and elected officials. Again, this is related to the populations surveyed.

Figure 2-3. Survey Response by Region and Professional Status

Region	Professionals		Elected Officials		Total	
	Number	Percent	Number	Percent	Number	Percent
Coast	22	13%	11	22%	33	15%
Greater PDX	33	20%	6	12%	39	18%
Willamette Valley	49	29%	11	22%	60	28%
Southern Oregon	13	8%	6	12%	19	9%
Columbia Gorge	4	2%	2	4%	6	3%
Central Oregon	7	4%	3	6%	10	5%
Eastern Oregon	39	23%	10	20%	49	23%
Total	167	100%	49	100%	216	100%

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=216

In short, the geographic distribution represents all regions of the state; but the number of responses is not proportional to population. We would not expect that result because of the sample populations—economic development organizations, counties, and municipalities. Thus, the number of potential respondents is affected by the number of economic development organizations and cities in each county.

We asked respondents to identify whether they consider the area that they work in urban or rural. Figure 2-4 shows that 78% of respondents consider their area rural. About 76% of professionals and 86% of elected officials consider their work to be focused on rural areas. The higher percentage of rural respondents is consistent with the rural nature of Oregon. Most counties and municipalities in the state are rural in nature.

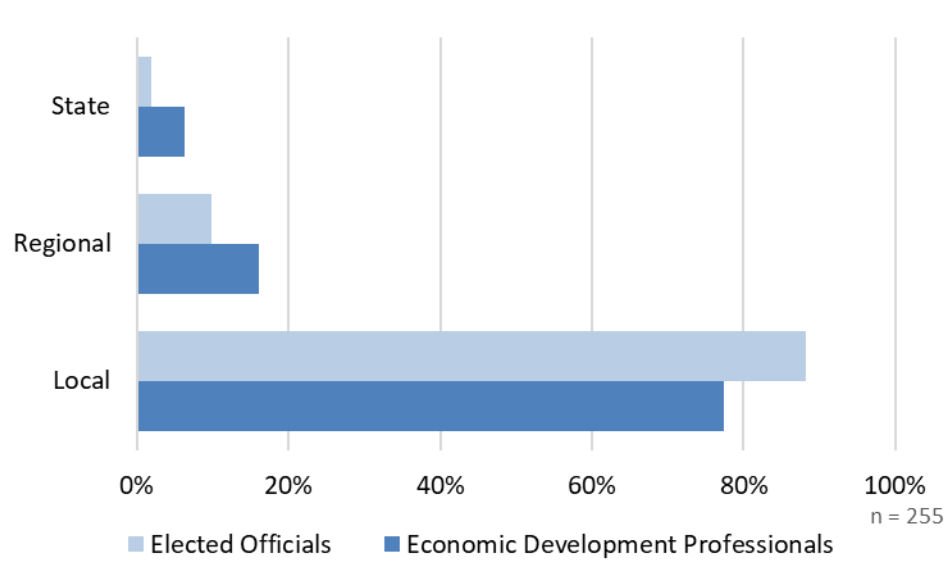
Figure 2-4. Urban/Rural Status by Professional Status

	Professionals		Elected Officials		Total	
	Number	Percent	Number	Percent	Number	Percent
Urban	39	24%	5	14%	44	22%
Rural	123	76%	32	86%	155	78%
Total	162	100%	37	100%	199	100%

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=199

Economic development organizations and elected officials surveyed work at different geographic levels: state, regional or local. The survey asked respondents to indicate the geographic focus of their work. Figure 2-5 shows that most respondents reported working at the local level. Because the survey was sent primarily to individuals that work at the local level, this result was expected.

Figure 2-5. Geographic Focus of Economic Development Work, by Professional Status



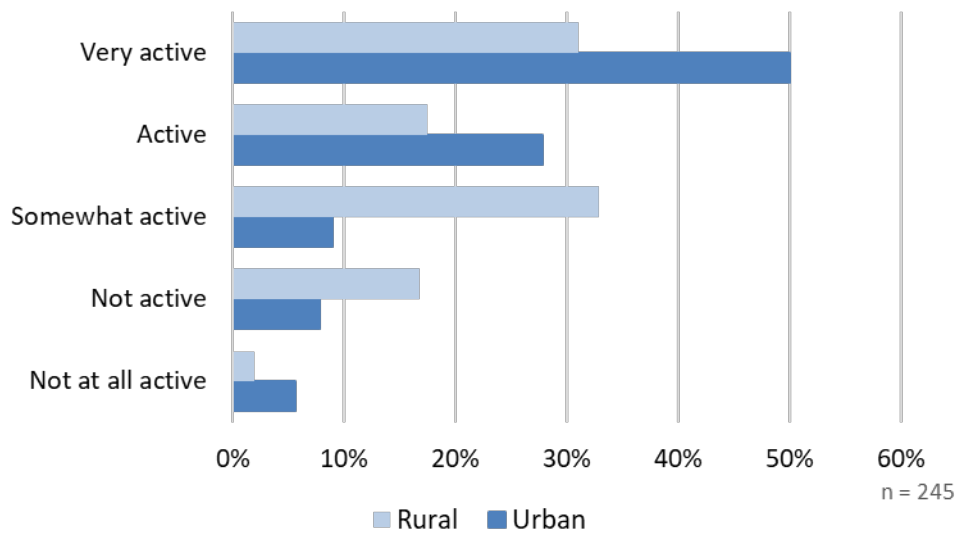
Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=255

Activity and Experience of Survey Respondents

Figure 2-6 shows respondent organization's level of activity in economic development, on a scale from "not at all active," to "very active." About 60% of the respondents indicated that their organization was active or very active. The results, however, show significant difference between urban and rural respondents. Seventy-eight percent of urban respondents indicated that their organization was either active or very active in economic development planning, compared to 48% of rural respondents.

The difference between urban and rural respondents here is suggestive of the differing capacities of urban and rural areas. Urban areas typically have more capacity to provide high levels of activity (due to larger populations that support larger budgets and staff), while rural areas have less capacity.

Figure 2-6. Respondent Organizations' Level of Economic Development Activity, by Urban/Rural Status



Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=245

Finally, we asked respondents to indicate their level of experience measured by the number of years they have worked in economic development. Figure 2-7 shows that 55% of the respondents have less than 10 years of experience in economic development. The results show significant differences between professionals and elected officials—a result that is not surprising. Thirty-eight percent of elected officials reported having two or fewer years of experience; 72% have less than 10 years of experience. This is consistent with turnover related to the political process.

Figure 2-7. Years of Experience by Professional Role

Years of Experience	Professionals		Elected Officials		Total	
	Number	Percent	Number	Percent	Number	Percent
<2	26	18%	11	38%	37	22%
3-5	22	15%	4	14%	26	15%
6-10	26	18%	6	21%	32	19%
11-15	15	10%	1	3%	16	9%
16-20	20	14%	7	24%	27	16%
21-30	22	15%	0	0%	22	13%
31 or More	12	8%	0	0%	12	7%
Total	143	100%	29	100%	172	100%

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=172

Key Findings

- The CSC received 256 complete survey responses from 34 of 36 Oregon Counties. Forty-six percent of the responses were from the Willamette

Valley and the Portland Metropolitan region, 23% from Eastern Oregon, and 15% from the Coast.

- Sixty-four percent of survey respondents indicated that they work for a government organization. Professionals represent 80% and elected officials represent 20% of the total survey respondents.
- A majority of both professionals and elected officials consider their work to be focused on rural areas, 76% of professionals and 86% of elected officials consider their work as rural.
- Eighty percent of respondents indicated that the focus of their professional work is on local economic development, with smaller proportions of respondents indicating a regional level of focus (15%), and a state level focus (5%).
- Urban areas show greater capacity to provide high levels of activity in multiple focus areas (due to larger populations that support larger budgets and staff), while rural areas have less capacity.
- Fifty-five percent of respondents have less than 10 years of experience in economic development. Professionals show a spread of experience from less than 2 years to over 31 years. Due to the turnover inherent in the political process the majority of elected officials (52%) have five or fewer years of experience.

Chapter 3: Perceptions of the Effectiveness and Nature of Economic Development Efforts

To put the needs of economic development agencies in context, it is important to understand how agencies are approaching economic development—particularly the development and implementation of economic development strategies. To understand the effectiveness and nature of existing economic development strategies, the CSC was interested in perceptions of:

- The importance placed by professionals and elected officials on economic development strategies
- The existence of, effectiveness, success, and obstacles to economic development strategies
- The nature (robustness) of existing economic development strategies

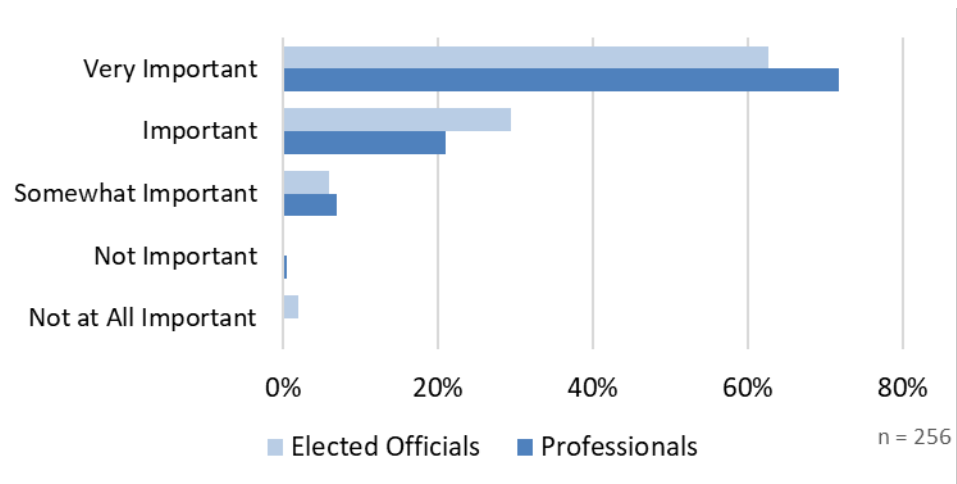
Our analysis of survey responses in this chapter is based in cross tabulation and chi-square analyses to determine the importance and applicability of survey responses. A chi-square analysis is a test used to determine the statistical significance of cross tabulated data sets. Significance is measured in a percentage of chance that the variables could be independent of one another.⁴

Perceived Importance of Economic Development

We asked survey respondent to share their perceptions of the importance of economic development. When asked about the importance of economic development efforts to economic growth in Oregon, most respondents (93%) indicated that it was either “important” or “very important,” a perspective shared by both professionals and elected officials (see Figure 3-1). These results are expected due to the nature of the survey population, the majority of whom work in economic development. A single professional considered economic development to be “not important,” and a single elected official considered it to be “not at all important.”

⁴ Some questions on the survey were contingent upon the response to a previous question. In survey terms, these are logic or skip sequences. In this report, survey responses are described as *gated* or *ungated*. Gated responses refer to questions whose response populations are limited by survey logic, responses to these questions are limited to a group of respondents who responded in a desired manner. For example, if a respondent indicates a “yes” answer to a question the survey platform displayed a follow up question, if they indicated a “no” answer they “skip” to a different follow up.

Figure 3-1. Perceptions of Importance of Economic Development by Professional Role

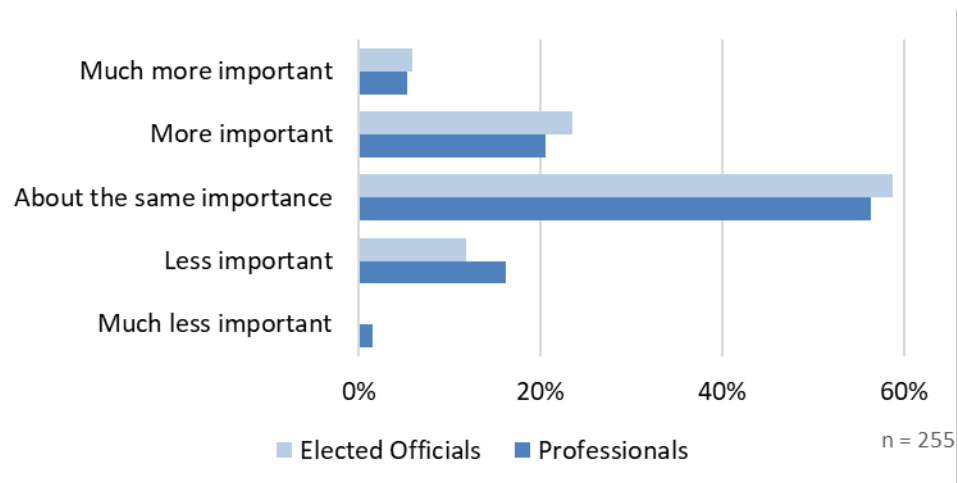


Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=256

We also asked respondents to share their opinion of the importance of economic development in comparison to other services provided by local governments. Figure 3-2 shows that over half of respondents consider economic development to have about the same importance as other services provided by local governments. About 30% of both professionals and elected officials consider economic development as “more important,” or “much more important,” and around 15% of both groups consider it as “less important” than other activities.

Responses here are interesting because, even though the majority (93%) of survey respondents consider economic development as “very important” or “important,” over half think it is no more important than other government activities, and some even consider it to be *less* important.

Figure 3-2. Perceptions of Importance of Economic Development Relative to Other Local Government Services, by Professional Role



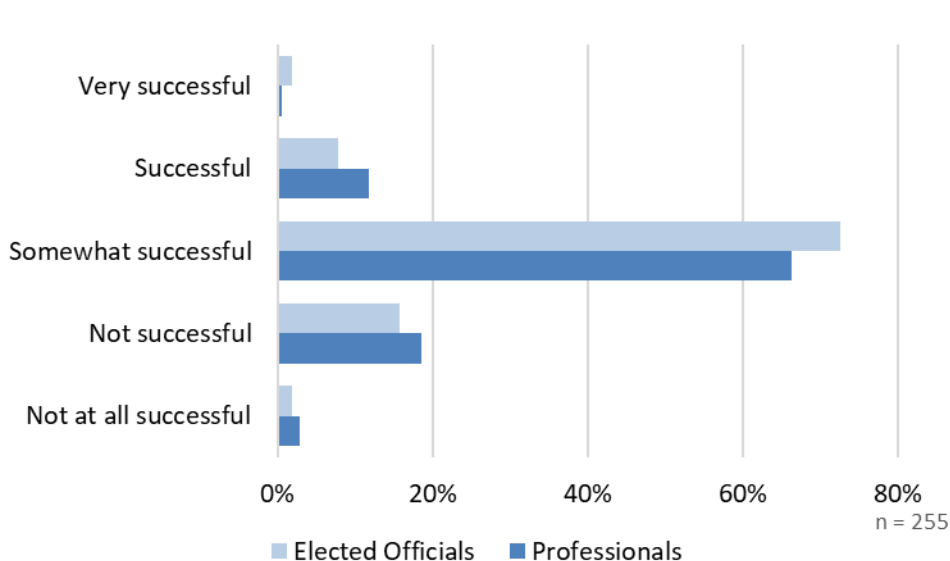
Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=255

Perceived Effectiveness and Success of Economic Development Activities

We asked survey respondents to rate the level of success of economic development activities in the State of Oregon. We defined success of economic development activities as “job growth, wage growth, and economic diversification” and requested respondents’ opinion of the current level of success of economic development efforts.

Figure 3-3 shows that respondents’ opinion of economic development’s success in the state is modest. Sixty-six percent of professionals and 73% of elected officials consider economic development to be “somewhat successful.” Twenty-two percent of professionals and 18% of elected officials consider it to be unsuccessful (“not successful,” or “not at all successful”). Therefore, despite most respondents indicating that their communities have planned for economic development and believe economic development is important, these responses suggest that planning efforts have yielded limited success.

Figure 3-3. Perceptions of Success of Economic Development Activities in Oregon, (as defined by job and wage growth) by Professional Role



Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=255

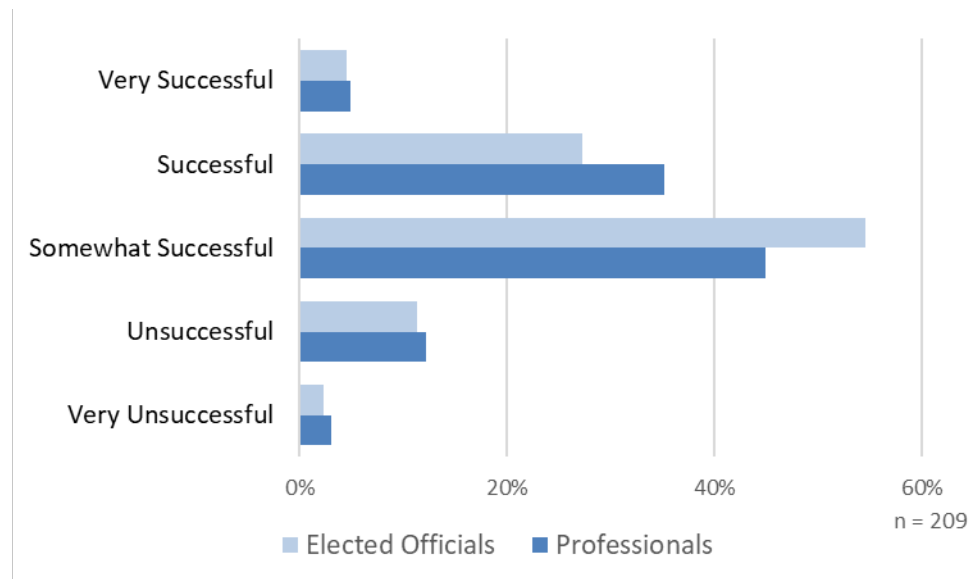
In addition to respondents’ perceptions of general, state-level economic development success, we also wanted to know if respondents had different ideas about the success of economic development efforts at the level of the communities they serve. Here, we defined success as accomplishing the goals of respondents’ community’s economic development strategy. Note that since the measure of success defined in this question is different than the measure of success displayed in Figure 3-3, the results are not directly comparable.

In general, respondents reported higher perceptions of success for their communities’ economic development strategies than the general success of state-level economic development (as defined by job and wage growth). Figure 3-4

shows that 40% of professionals and 32% of elected officials consider their community's efforts to be "successful" or "very successful."

Interestingly, elected officials responding to the survey perceived lower success of local economic development strategies compared with professionals—a smaller percentage of elected officials (27%) indicated their efforts were successful, compared to 35% of professionals. A higher percentage of elected officials (54%) perceived their efforts as somewhat successful, compared to 44% of professionals. Similar percentages of elected officials and professionals perceived the efforts as unsuccessful or very unsuccessful (about 15%).

Figure 3-4. Perceptions of Success of Economic Development in Respondent's Community (as defined by accomplishing economic development goals), by Professional Role



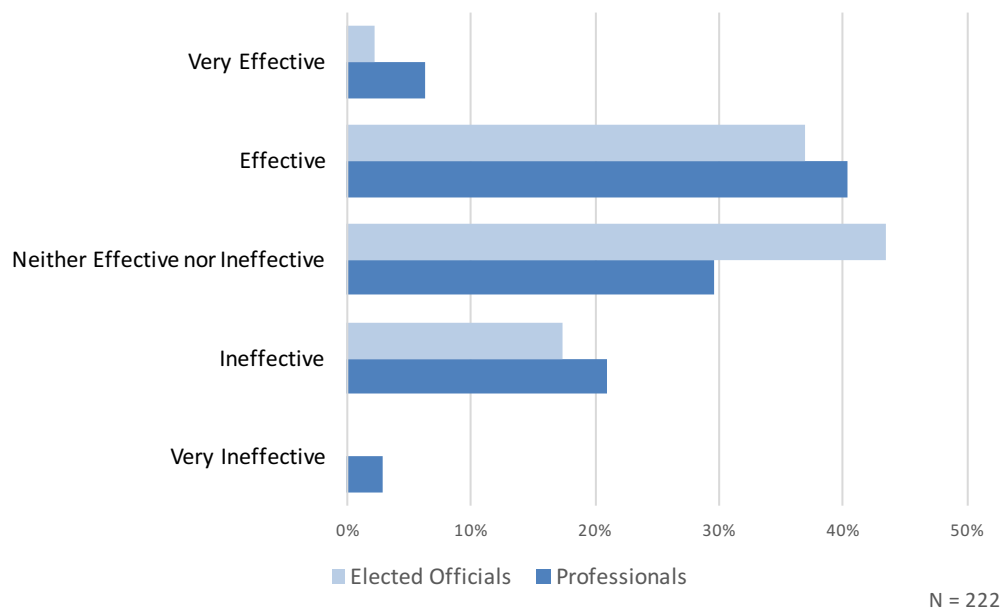
Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=209

We asked respondents to explain the reasons for their response about the success of their economic development efforts. Those who described success pointed to successful completion of projects listed in economic development strategies. Some specifically called out successes like job growth and business growth (often through economic development projects that supported business growth and expansion, though one respondent mentioned start-ups). Respondents who felt less positive about their local-level successes pointed to the challenges posed by the rural nature of their community and lack of funding. About a quarter of respondents stated that their community did not have an economic development strategy or had a strategy that was too vague to determine whether it was successful.

We also asked survey respondents to indicate how effective or ineffective their *current* economic development strategies are at achieving their community's economic development objectives. Figure 3-5 shows mixed perceptions of plan effectiveness. Forty-seven percent of professionals and 39% of elected officials consider their community's plan as "effective" or "very effective." Thirty percent of professionals and 43% of elected officials consider their plan to be "neither

effective nor ineffective,” and 24% of professionals and 17% of elected officials consider it to be ineffective.

Figure 3-5. Effectiveness of Community Economic Development in Achieving Objectives, by Professional Role



Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017.

We asked respondents to write in the two greatest obstacles to their community’s economic development strategy. Two-hundred and thirty-three respondents provided input. Several themes emerged in the open-ended responses:

- Inadequate funding (25%)
- Lack of focus or consensus from professionals, elected, or the community (16%)
- Their community’s location (mostly rural) (16%)
- Lack of available land or built environments (15%)
- Insufficient or inadequate infrastructure (lack of, or in disrepair) (12%)
- Lack of staff capacity (10%)
- Issues with elected or professional leadership (10%)

Smaller groups of respondents also indicated a lack of community support, poor local economic conditions, regulatory issues, quality of the available workforce, lack of adequate housing, environmental regulation, and small population size as obstacles to their community’s economic development strategy.

Nature of Economic Development Strategies

Oregon Statewide Planning Goal 9 (Economic Development) requires that all incorporated municipalities and counties address economic development in their comprehensive land use plans. The stated purpose of Goal 9 is “To provide adequate opportunities throughout the state for a variety of economic activities vital to the health, welfare, and prosperity of Oregon’s citizens.” For the purposes

of this study, we consider complying with Goal 9 as a baseline of economic development planning.

To determine the scope of economic development activities beyond the Goal 9 requirements, we asked survey respondents to indicate whether their community has “expressly stated economic development goals, strategies, or policies” outside of their comprehensive plan. **Error! Reference source not found.** shows that 65% of survey respondents indicated their community has goals, strategies, or policies beyond the requirements of Goal 9.

Professionals and elected officials show similar response proportions, with 66% of professionals and 62% of elected officials indicating that their community plans beyond the requirements of Goal 9. This suggests that elected officials have a high level of awareness of economic development activities in their community.

Interestingly, 80% of urban and 57% of rural respondents indicated that their community’s economic development planning goes beyond the requirements of Goal 9. This split in proportions of responses may be due to the differences in funding, staffing, and size between urban and rural communities.

Figure 3-6. Existence of Economic Development Goals, Strategies or Policies Beyond Goal 9 Requirements, by Region and Professional Role

Response	Urban		Rural		Professionals		Elected Officials		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Yes	36	80%	88	57%	134	66%	31	62%	165	65%
No	8	18%	50	32%	53	26%	16	32%	69	27%
Don't know	1	2%	16	10%	17	8%	3	6%	20	8%
Total	45	100%	154	100%	204	100%	50	100%	254	100%

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=254

We were interested in the extent and nature of economic development plans in communities, and the impact on respondents’ perceptions of plan success and effectiveness thereof. We consider the extent or nature of economic development strategies to be a measure of plan *robustness*. Plan *robustness* describes the elements of economic development strategy beyond the requirements of Oregon Statewide Planning Goal 9. In our survey, elements that exceed Goal 9 requirements include:

- Formal adoption
- Target industries
- Sufficient guidance for implementation
- Implementation framework
- Indicators or metrics for evaluation of plan impact
- Vision statement
- Defined process for update and revision

Plans with more elements are considered more robust. To determine the relationship between plan robustness, and perceived effectiveness and success of strategic economic development plans, we cross-tabulated responses from the 65%

of survey respondents who indicated their community plans beyond Goal 9 requirements with perceptions of plan effectiveness and success. This section describes the findings of the analysis.

Plan Robustness

Figure 3-7 shows responses from survey participants on the inclusion of elements in their community's plans. Most respondents reported at least one robust element, with the highest inclusion categories being simpler planning activities such as formal adoption (83%) and inclusion of a vision statement (75%). The least common elements were a defined process for update and revision (44%) and evaluation metrics (48%).

Figure 3-7. Elements of Economic Development Plans

Element	Yes	No	Number of Respondents
Was formally adopted	83%	17%	155
Includes target industries	64%	32%	162
Includes sufficient guidance for implementation	66%	24%	164
Includes specific framework for implementation	60%	31%	162
Includes indicators or metrics that allow evaluation of impact	48%	44%	163
Includes a vision statement	75%	17%	163
Includes a defined process for update and revision	44%	45%	162

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=164

As a second measure of robustness, we calculated the number of elements respondents reported were incorporated into their community's plans. Figure 3-8 shows that 93% of respondents reported at least one robust plan element, 89% include at least two, 80% include three (the cumulative percent column). The figure shows a clear trend of increased plan robustness with the inclusion of a single robust plan element. In other words, a community that includes a single robust plan element, such as an implementation framework, or evaluative metrics, is more likely to include another "robust" plan element.

Figure 3-8. Percentage of Robust Plan Element Inclusion

	Number	Percent	Cumulative Percent
Zero	11	7%	
One	8	5%	93%
Two	14	8%	89%
Three	26	16%	80%
Four	26	16%	64%
Five	30	18%	49%
Six	18	11%	31%
Seven	33	20%	20%
Total	166	100%	0%

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=166

Plan Robustness and Perceived Impact

A core hypothesis of our research is that more robust planning and implementation strategy creates better outcomes. To explore that hypothesis, we looked at plan robustness and how it related to perceptions of effectiveness and success. Responses on plan effectiveness and success were originally separated into six categories:

- Very ineffective or unsuccessful
- Ineffective or unsuccessful
- Neither effective nor ineffective, or successful or unsuccessful
- Effective or successful
- Very effective or successful
- Don't know

For this analysis, we grouped respondents' perceptions of the effectiveness and success of plans (again, as related to into three categories (we removed the don't know responses):

- Effective/Successful (Very effective or successful)
- Ineffective/Unsuccessful (Very ineffective or unsuccessful)
- No or Limited Impact (neither effective nor ineffective, or successful or unsuccessful)

Figure 3-9 shows the perception of survey respondents on the effectiveness or success of plans by the number of elements incorporated into their plan. A clear, statistically significant correlation between plan robustness and positive perceptions is evident in perceptions of both plan effectiveness and plan success.

The data show a clear trend that, as the number of plan elements increase, the perception of plan effectiveness also increases. Positive perceptions peak at seven elements (the total number of elements listed), where 94% of respondents perceived their plan to be effective and 82% perceived their plan to be successful.

Perceptions of ineffectiveness and lack of success occur mostly at the lower end of plan robustness (between zero and two plan elements). Of the respondents who indicated that their community's plan had zero robust elements, 86% perceived

that their community's plan was ineffective and 49% perceived it was unsuccessful. No or limited impact perceptions of plan effectiveness show prevalence in the middle ground of robustness (between one and four plan elements). Neutral perceptions peak at three plan elements, where 57% of respondents perceived their plan to have no impact.

Figure 3-9. Plan Robustness vs. Perceived Impact (Effectiveness and Success)

# of Robust Elements	Perceived Plan Effectiveness			Perceived Plan Success		
	Negative Perception	Neutral Perception	Positive Perception	Negative Perception	Neutral Perception	Positive Perception
Zero	86%	0%	14%	71%	0%	29%
One	50%	33%	17%	0%	60%	20%
Two	31%	43%	21%	15%	64%	21%
Three	4%	50%	42%	9%	46%	46%
Four	14%	35%	55%	9%	48%	43%
Five	4%	15%	81%	0%	38%	63%
Six	7%	0%	93%	7%	13%	80%
Seven	3%	3%	94%	4%	14%	82%

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=144

Note: Plan effectiveness is based on responses to this question: how effective or ineffective is your current economic development strategy at achieving community economic development objectives? Plan success is based on responses to this question: If success is defined as accomplishing the goals of your economic development strategy, in your opinion, please indicate how successful or unsuccessful your community's economic development strategy is.

The questions surrounding evaluative metrics and implementation frameworks are especially interesting because both were asked twice: once, gated behind the earlier question regarding plan extension beyond Goal 9 requirements (e.g., respondents that indicated no activity beyond goal 9 skipped the questions), and once, ungated, gathering the perceptions of all survey respondents.

In consideration of a plan's inclusion of a specific framework for implementation, of gated respondents, 66% indicated that their plan includes a specific framework for implementation. Of those 66% of respondents, 81% (or about 53% of all respondents) consider their community's plan as at least "effective" and 70% consider it as at least "successful." This is a marked increase over perceived positive impact from extension beyond Goal 9 requirements, showing about a 20% increase in both instances. Of ungated responses, the increase in positive perception is even greater, with 82% considering their community's plan as at least "effective" and 76% considering it as at least "successful." This correlation between positive perception and the inclusion of specific implementation frameworks is statistically significant.⁵

In consideration of a plan's inclusion of evaluative metrics, of gated respondents, 86% consider their community's plan as at least "effective," and 74% consider it as at least "successful." Once again, this shows a marked increase over perceived positive impact from extension beyond Goal 9 requirements, showing about a 20% increase in both instances. Of ungated responses, the increase of positive

⁵ Chi-square analyses in every case shows a p-value = < 0.10, which demonstrates dependent variables.

perception in once again even greater: 82% of respondents consider their community's plan as at least "effective," and 75% consider it as at least "successful." The correlation here, of positive perception and the inclusion of evaluative metrics, is also statistically significant.

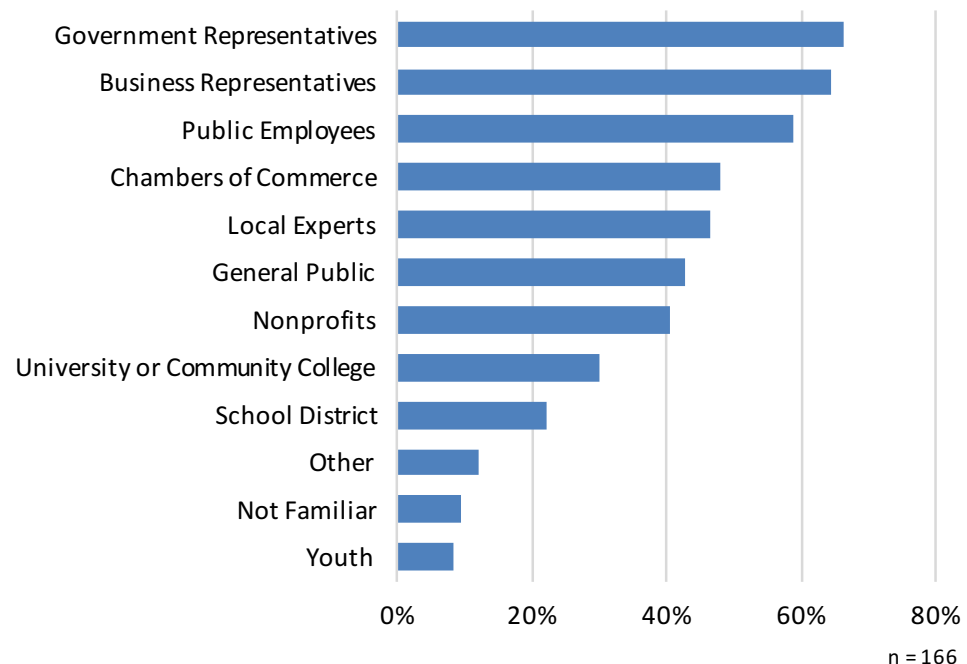
Strategy Process and Plan Elements

In conjunction with the survey questions regarding the nature of economic development plans and strategies, we also included several questions to better understand strategy development, maintenance, and focus. These questions were only asked of the 71% of respondents who indicated their community's plan does extend beyond Goal 9.

The first element asked respondents to indicate what stakeholders were involved in strategy development. Figure 3-10 shows that most respondents indicated their community collaborates with government representatives (66%), business representatives (64%), and public employees (59%). Many respondents also indicated inclusion of chambers of commerce (48%), local experts (46%), the general public (43%), and nonprofits (40%). Small percentages indicated the inclusion of universities or colleges (30%), school districts (22%), and Youth (8%).

It is interesting to note that it is common to include groups that are generally already part of the process of economic development, like government employees or chamber of commerce, but not the entities involved in training the new workforce, like school districts and universities or colleges.

Figure 3-10. Stakeholder Inclusion in the Strategic Planning Process



Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=166

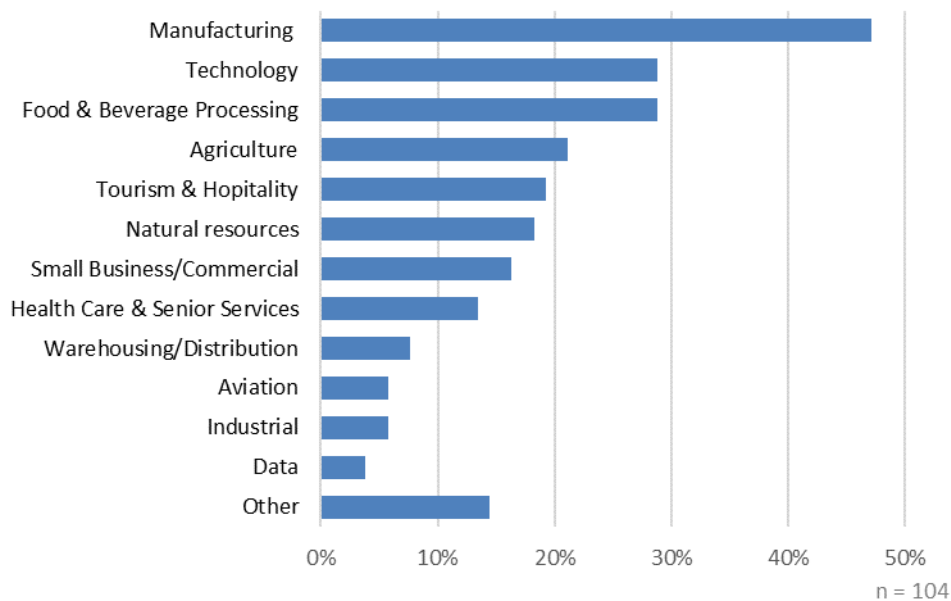
Note: Survey question was gated and only includes respondents that indicated their community had economic development planning efforts beyond Goal 9 requirements.

We also asked the 29% of respondents that indicated their community's plan *does not* extend beyond Goal 9 requirements whether their community wants an economic development strategy. Responses were mixed, 43% indicated a "maybe" response, 41% "yes," and 16% "no." The survey did not request any explanation for the response so the results provide little insight about respondents that indicated no or maybe.

We asked respondents whose plans include specific target industries to name the three most important target industries for their communities. Figure 3-11 shows a breakdown of the open-ended responses on target industries. The most represented target industries were manufacturing (47%), technology (29%), food and beverage processing (29%), and agriculture (21%).

The focus by many communities on attracting new manufacturing and tech jobs to their community is not surprising; manufacturing and tech related jobs are often perceived as some of the highest paying and stable jobs (though many manufacturing jobs pay less than the median). Inclusion of agriculture and food and beverage processing as a target industry is not surprising, it is a traditionally important Oregon industry but it employs a proportionally much smaller number of people. In comparison, agriculture work in Oregon employs 3.4% of the employed civilian population over age 16 (about 60, 535 people), whereas manufacturing employs 11.4% (about 204, 094).⁶

Figure 3-11. Most Important Target Industries Named in Economic Development Strategies



Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=104

Note: Survey question was gated and only includes respondents that indicated their community had economic development planning efforts beyond Goal 9 requirements.

⁶ Social Explorer Tables: ACS 2015 (5-Year Estimates)(SE), ACS 2015 (5-Year Estimates), Social Explorer; U.S. Census Bureau.

For respondents who indicated that their community's plan includes a process for update and revision of plans, we asked how frequently update and revision occur. Figure 3-12 shows that 31% of respondents update their plans every one to two years, and 31% update every two to five years. A smaller number of respondents follow a more stringent update schedule of 12 months or less (19%), or a more relaxed update schedule of five years or more (8%). It is interesting to note that 11% of respondents indicated that their community has no regular schedule for update.

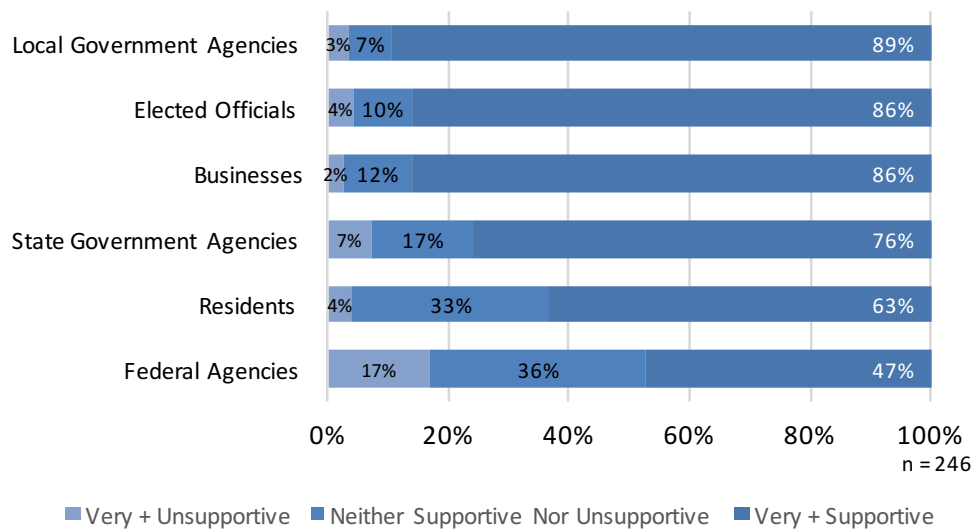
Figure 3-12. Frequency of Update and Revision of Strategic Economic Development Plans (Gated)

	Number	Percent
0 - 6 Months	1	2%
6 - 12 Months	11	17%
1 - 2 Years	20	31%
2 - 5 Years	20	31%
5+ Years	5	8%
No Regular Schedule	7	11%
Total	64	100%

Perceptions of Support for Economic Development

We asked survey respondents to rate the level of support for economic development they perceive from a variety of organizations and groups. The results, shown in Figure 3-13, suggest that respondents perceive a high level of support from elected officials, local government agencies, local businesses, state government agencies, and residents. Interestingly, results indicate that respondents perceive a lower level of support from federal agencies than from other organizations, but 47% of respondents still consider federal agencies as at least “supportive” of economic development work. Results also show a higher level of perceived neutral opinion on economic development coming from residents and federal agencies.

Figure 3-13. Perceived Level of Support for Economic Development



Source: Oregon Economic Development Needs Assessment, University of Oregon, Community Service Center, 2017. n=246

We asked survey respondents to indicate whether they perceive economic development efforts in their community to be adequately funded. Figure 3-14 shows a breakdown of urban, rural, professional, elected official, and total responses to the question. The responses show an overall perception of insufficient funding for economic development efforts, with 70% of all respondents indicating insufficient funding.

Figure 3-14. Respondent Perceptions of Whether Economic Development Efforts Adequately Funded in Their Community

Response	Urban	Rural	Professionals	Elected Officials	All Respondents
Yes	20%	14%	16%	15%	16%
No	71%	73%	69%	74%	70%
Don't know	9%	14%	15%	11%	14%
Total Count	45	153	188	47	235

Source: Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=235

Responses of insufficient funding are interesting in comparison to responses regarding the level of support for economic development. Perceptions of support are very high, whereas funding is considered insufficient.

We asked respondents to explain their response regarding the levels of funding for economic development. Figure 3-15 shows that respondents considered funding insufficient largely due to insufficient political or community support for economic development, insufficient staff, or a lack of funding altogether and insufficient levels of funding due to scarce taxes, low grant funding, or limited local resources in general.

Responses are especially interesting when compared to perceptions of support for economic development. The data shows that the support for economic development is there on the surface, but is not being followed up with actual funding for economic development efforts.

Figure 3-15. Explanations of Respondents Perceptions on Funding for Economic Development

Reason for Inadequate Funding	Number	Percent
Some funding & staff, but insufficient	28	19%
No designated funding or staff	25	17%
Can't compete with other funding priorities; lack of support from community and leadership	21	14%
Inadequate State or Federal support	11	7%
No existing plans or capacity, so no funding has been pursued	8	5%
Rural environment is a barrier	8	5%
Tax structure provides insufficient funds	6	4%
Other	13	9%
Reason for Adequate Funding	Number	Percent
Economic development is supported and funded	15	10%
Funded through urban renewal	6	4%
Just beginning to fund projects	3	2%
Don't know/Need more information	5	3%
Total	149	100%

Source: Oregon Economic Development Needs Assessment, University of Oregon, Community Service Center, 2017. n=149

Key Findings

- The majority (93%) of survey respondents consider economic development as “very important” or “important,” and over half think it is no more important than other government activities, and some even consider it to be *less* important.
- Respondents’ opinion of economic development’s success in the state is modest. Sixty-six percent of professionals and 73% of elected officials consider economic development to be “somewhat successful.” Twenty-two percent of professionals and 18% of elected officials consider it to be “unsuccessful.”
- Sixty-five percent of survey respondents indicated their community has goals, strategies, or policies beyond the requirements of Goal 9. Ninety-three percent of communities include at least one robust plan element. The highest inclusion categories are simpler planning activities such as formal adoption (83%) and inclusion of a vision statement (75%). The least common elements were a defined process for update and revision (44%) and evaluation metrics (48%).

- A community that includes a single robust plan element, such as an implementation framework, or evaluative metrics, is more likely to include another “robust” plan element.
- Respondents from communities that include more robust plan elements have more positive perceptions of plan effectiveness and success. Respondents from communities that include fewer robust plan elements have more negative perceptions of plan effectiveness and success.
- Respondents perceive a high level of support from elected officials, local government agencies, local businesses, state government agencies, and residents. However, 70% of respondents perceive that economic development is not adequately funded in their community.

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Chapter 4: Implementation and Coordination

To understand how desired economic development outcomes are achieved throughout the state, the CSC asked about the existence of implementation frameworks for strategic economic development plans and perceptions the level of coordination between agencies to achieve those plans. The survey questions regarding implementation plans and evaluative metrics complemented the questions addressed in Chapter 3 about the content, success, and effectiveness of economic development strategies. This chapter summarizes survey respondents' views on the existence of implementation frameworks, evaluative metrics for success, and the level of networking, coordination, cooperation, collaboration, and integration between agencies involved with economic development.

Implementation Frameworks

We asked survey respondents to indicate whether their community's current economic development strategy outlines an implementation framework or action plan, and if so, the structure and content of that plan. We consider implementation frameworks to be an integral part of strategic economic development, but in many cases, implementation frameworks are not considered, are infeasible for local governments (municipalities), or are a separate process altogether.⁷ Feasibility for local governments is often based in two factors: (1) available time for work on the project (capacity); and (2) available funding for the project. Without a plan for implementation, economic development strategies often face the fate of becoming a shelf ornament.

In their 2004 study, "Strategic Planning for Local Economic Development Policy," authors Kwon, et. al. concluded that strategic planning is a "non-optimal" form of planning for many local municipalities.⁸ The study suggests that many municipalities adopt strategic planning solely out of "peer pressure" from nearby communities in their region, and not because it is the best option or has demonstrated positive outcomes. This leads to many municipal governments developing strategic plans that they are incapable of implementing.

In our work, we observe many reasons that local governments lack follow through on their strategies. Insufficient capacity and funding are two, but many times the issue is embedded in the strategy itself. Many plans have too many actions, some lack clear prioritization of those actions, lack of commitment of elected officials or leadership can hinder effective implementation. Moreover, local strategies are also often based in competition, rather than what may be best for their constituencies.

⁷ Wall, Stephen J., Wall Shannon Rye. (Autumn 1995). The Evolution (Not the Death) of Strategy. *Organizational Dynamics*. Vol. 24, Issue 2, pp. 7-19.
<http://www.sciencedirect.com/science/article/pii/0090261695900683>

⁸ Kwon, Myungjung., Berry, Frances S., Feiock, Richard C. (2004). Strategic Planning for Local Economic Development Policy in U.S. Municipal Governments. Florida State University.
http://myweb.fsu.edu/rfeiock/papers/Kwon_et_al_Economic_Strategic_Planning.pdf

Moreover, research suggests a significant inability of organizations to effectively implement strategic plans—somewhere between 3% and 33%.⁹

Parochialism is also an issue. While it is reasonable that local governments would focus narrowly on outcomes that directly benefit their community, economies operate independent of political boundaries. Kwon, et. al.'s study suggests strategic economic development planning is best suited for regional or larger government because it alleviates the concept of competition, allows for local governments to focus on their strengths, and relieves the stress on limited local capacity and funding.

Beyond the incompatibility of local governments with strategic planning, “The Great Divide,” an article published in Economic Development Quarterly (EDQ) by Halkett and Stolarick, outlines the disconnect between research and practice in the economic development sector.¹⁰ The authors state plainly that even local governments with implementation frameworks still cannot implement strategic plans. The authors categorized subjects of research published in the Economic Development Quarterly (EDQ) and compared them to current commonly implemented economic development strategies.

Halkett and Stolarick found that practitioners focus on the short-term nature of politics when making strategic plans by implementing what it is politically palatable or has shown success in another community. The research has shown that, with a few exceptions, strategies like tax abatement, target industries, or cluster zones are not successful (as economic development strategies). Yet these are the very strategies many communities continue to embrace. In short, communities are not basing their selection of strategies on the research about what is likely to work. The academics publishing in EDQ have the time (and luxury) to consider all outcomes, allowing them to place implementation strategies into contexts specific for communities, but this information about best practices is not being translated to local governments.

To summarize, economic development strategy can be effective, but it requires a high degree of collaboration, a focus on factors that make a difference, and political support. With that as the backdrop, we explore how economic development organizations in Oregon approach implementation of their economic development strategies.

Implementation Frameworks and Action Plans

We asked survey participants whether their community's economic development strategy includes an implementation framework or action plan. Two-thirds of respondents indicated that their community's plan does not include an implementation framework or action plan. Responses mirror the concepts addressed by Kwon et. al. and Halkett and Stolarick: local governments don't have

⁹Bustin, Greg. (2014). Why Most Company Strategic Plans Fail. Forbes.
<https://www.forbes.com/sites/forbesleadershipforum/2014/09/15/why-most-company-strategic-plans-fail/#d0e7b976a38a>

¹⁰ Halkett, E.C., Stolarick, K. (2011). The Great Divide: Economic Development Theory Vs Practice - A Survey of the current practice. Economic Development Quarterly. Sage Publications.

the capacity or ability to engage in measures that promote the success of strategic plans, like implementation frameworks.

In an open-ended format, we asked the 34% of survey respondents who did have implementation frameworks to describe them. Respondents primarily commented on the organizational structure for implementation. Several described collaborations between agencies, and many rely on city staff, boards, or committees to move implementation forward. Other respondents cited a guiding document as a key mechanism for implementation.

Those who mentioned collaboration as the mechanism for implementation called out a variety of partners, including regional economic development organizations and corporations, chambers of commerce, citizen committees, business committees, and other branches of government. Some responses detailed specific actions local governments took to change policies and establish new departments to make entrepreneurship, retention, and recruitment simpler and more effective processes. Other responses outlined how the community hires outside groups to implement their strategic plans.

Collectively, respondents' characterization of their implementation frameworks suggest that their communities have generally identified people or groups who oversee economic development. These individuals and groups then are responsible for moving forward with projects that are identified in written documents or that come up through work and discussions with collaborators.

Evaluative Metrics and Monitoring Outcomes

We asked survey participants whether their community's strategic economic development plan includes evaluative metrics for monitoring outcomes. Monitoring outcomes is essential for strategic planning—it allows communities to determine if their economic development efforts are sufficient or effective. Evaluative metrics can help communities avoid the issue of wasting limited resources on ineffective or inappropriate activities.¹¹ As with implementation strategies, most economic development strategies represented by survey respondents (61%) do not include evaluative metrics.

In an open-ended format, we asked the 39% of survey respondents whose communities did have evaluative metrics to describe specific metrics, indicators, or benchmarks used to determine the success of strategies, goals, or implementation action plans for economic development.

Many open-ended responses referred to the most common and understandable metrics for economic development success: job growth and retention, businesses growth and retention, new business licensures, average wages, and the gross domestic product of the area. Some responses outlined more detailed evaluative metrics, such as average rental and mortgage rates, vacancy rates, new construction, diversity of employment, hotel construction and vacancy, and workforce development (education and training).

¹¹ Halkett, E.C., Stolarick, K. (2011). *The Great Divide: Economic Development Theory Vs Practice - A Survey of the current practice*. Economic Development Quarterly. Sage Publications.

In many cases, open-ended responses described the number of business visits and interactions as an evaluative metric. This indicates a focus of local governments on communication with industry, allowing them to understand if local efforts are providing a positive impact for already existing businesses.

Perceptions of Economic Development Collaboration

Since economic development is inherently multifaceted and intersects with many other public functions at a variety of geographic scales, we wanted to know more about the extent of collaboration between agencies, how it relates to communities' economic development strategies, and whether respondents relate plan success or effectiveness to collaboration. Collaboration can improve economic development outcomes, but can be difficult to achieve. Those engaged in economic development struggle with collaboration for three main reasons:

- **Time constraints** – collaborative actions between agencies requires a significant time investment in comparison to agencies working alone, requiring more staff and sometimes more funding.
- **Unequal benefits** – partners in collaborative action often see imbalanced benefits for activities (both expending the same effort to accomplish plans, with one partner benefiting more).
- **Lack of trust** – trust between agencies is fickle and can be influenced by past or current collaborative actions, or by personal interactions between agency representatives.¹²

When agencies move beyond these challenges, the results are generally positive. In their 2014 study, “Collaborative Planning by Metropolitan Planning Organizations,” authors Deyle and Wiedenman demonstrate that collaborative planning efforts can result in plans that are perceived more favorably.¹³ The study also showed that the presence of collaboration is linked to higher satisfaction of participating organizations, more effective implementation, and more willingness to collaborate on future planning activities. In short, economic development works best as a team sport.

When asked whether coordination occurs at the local or regional level, respondents were split. Most respondents “agree” or “strongly agree” that organizations coordinate at the local (56%) and regional (61%) levels to meet community objectives. A significant proportion of respondents, however, disagreed—24% at the local level and 15% at the regional level. The overall perceptions are that coordination occurs, but it is concerning that nearly half of respondents perceive little to no coordination at the local level and 40% perceive little coordination at the regional level.

¹² Mashek, D. (June, 2015). Capacities and Institutional Support Needed along the Collaboration Continuum. A presentation to the Academic Deans Committee of The Claremont Colleges, Claremont, CA

¹³ E. Deyle, Robert & E. Wiedenman, Ryan. (2014). Collaborative Planning by Metropolitan Planning Organizations: A Test of Causal Theory. *Journal of Planning Education and Research*. 34. 257-275.

For context, we also asked respondents whether coordination between economic development organizations is easy or simple: 61% of respondents indicated disagreement. The perceived difficult nature of coordination may explain why so many respondents disagree that coordination between organizations exists—in many cases, coordination is neither easy nor simple.

Overall, most respondents see the value of coordination between organizations in theory, but are split on whether coordination in practice is effective. Seventy-six percent of respondents agree that coordination is worth the time and effort required to make it happen and 84% agree that coordination “must” occur to effectively implement economic development strategies. Only 50% of respondents, however, agree that current coordination efforts are effective, and less than half of respondents consider past efforts to have been effective.

Responses demonstrated a similar gap between theory and practice in the context of goals and implementation. More respondents agreed than disagreed that economic development organizations have similar visions for economic development goals (48% versus 23%). In other words, many respondents thought that organizations shared the same theoretical understanding of what they were trying to accomplish. But fewer respondents thought organizations share an understanding of how to accomplish these goals. Fewer respondents agreed that organizations share similar visions for implementation (41%) and that organizations share consistent strategies for promotion of their goals (40%). This implies that even though organizations may share the same goals, their strategies for implementing and accomplishing the goals differ.

Figure 4-1. Perceptions of Coordination of Economic Development Related Activities

Statement	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Number of Respondents
Economic development organizations coordinate at the local level to meet community objectives	4%	20%	20%	40%	16%	223
Economic development organizations coordinate at the regional level to meet community objectives	1%	14%	24%	49%	12%	218
Economic development organizations share similar visions for economic development goals	3%	20%	29%	42%	6%	207
Economic development organizations use consistent strategies to promote economic development	1%	24%	35%	33%	7%	203
Economic development organizations must coordinate to effectively implement plans or strategies	0%	5%	11%	43%	41%	219
Coordination between economic development organizations is effective	2%	14%	34%	35%	15%	206
Previous collaborations between economic development organizations have been effective	2%	22%	29%	42%	5%	207
Economic development organizations share similar visions for implementation of economic development strategies	2%	23%	35%	38%	3%	199
Coordination between economic development organizations is easy or simple	13%	48%	26%	12%	1%	212
Coordination between economic development organizations is worth the time and effort required	1%	4%	19%	41%	35%	216

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=223

Collaboration between agencies occurs on a spectrum, sometimes called the “Collaboration Continuum.”¹⁴ The continuum consists of six levels of collaboration:

- **None** – organization functions with no input or exchange with other agencies.
- **Networking** – groups maintaining contact to cultivate a supportive system of sharing information and services among individuals and groups for the common interest and mutual benefit of economic development.
- **Coordination** – organization of different groups to work together for a common purpose, creating an economic development environment where policies combine or interact harmoniously as parts of a whole. Coordination between groups hopes to avoid duplication of efforts.
- **Cooperation** – same as coordination, plus, groups provide active assistance to each other to work jointly for the common purpose of economic development. Groups share goals, strategies, and funding for economic development.
- **Collaboration** – same as cooperation, plus, groups work together directly to enhance each other’s capacity to design and implement economic development strategies and plans for mutual benefit and a common purpose. Systems for economic development are designed to work interdependently between groups, with equal commitment and share of available resources.
- **Integration** – fully integrated activities between groups with a single budget, management structure, and accountability processes.¹⁵

We asked survey respondents to indicate their level of collaboration, along the “Collaborative Continuum,” with economic development agencies and organizations (Figure 4-2). Responses show a low level of collaborative interaction across the board for many organizations. Respondents reported the lowest levels of collaboration with tribes, Workforce Investment Boards, and federal agencies. The survey did not ask respondents to indicate why they responded the way they did, so any interpretation about the cause of low levels of collaboration would be speculative.

At the other end of the spectrum, respondents reported higher levels of collaboration with elected officials, county agencies, Regional Solutions, chambers of commerce, and state agencies. Not surprisingly, because elected officials establish policy and strategic direction, elected officials are well integrated into economic development processes. Fourteen percent of respondents said they were “integrated” with elected officials, twice (or more than twice) the percentage of those who reported integration with any other group.

Except for elected officials, county agencies, Regional Solutions, chambers of commerce, and state agencies, less than a quarter of respondents indicated they

¹⁴ Mashek, D. (2015). Capacities and Institutional Supported Need along the Collaboration Continuum. A presentation to the Academic Deans Committee of The Claremont Colleges, Claremont, CA.

¹⁵ Himmelman, Arthur T. (January 2002). Collaboration for a Change: Definitions, Decision-making Models, Roles, and Collaboration Process Guide. Himmelman Consulting, Minneapolis, MN.

engage in “collaboration” or “integration” (the highest points on the spectrum). This suggests that most respondents are not engaging in highly collaborative activities with most of the organizations they might be expected to work with on economic development.

Figure 4-2. Level of Collaboration with Economic Development Agencies and Organizations

Organization	None	Networking	Coordination	Cooperation	Collaboration	Integration	Number of Respondents
Elected Officials	7%	20%	13%	27%	19%	14%	220
County Agencies	16%	17%	16%	22%	21%	7%	224
Chambers of Commerce	25%	24%	10%	16%	21%	4%	219
Regional Solutions	21%	21%	17%	16%	21%	4%	219
State Agencies	19%	22%	16%	19%	22%	2%	222
Private Businesses	19%	23%	17%	20%	18%	4%	218
Municipal Agencies	28%	22%	13%	16%	13%	7%	215
Other Municipalities	21%	25%	14%	20%	16%	4%	223
Nonprofit Organizations	30%	23%	12%	18%	13%	3%	218
Foundations	45%	19%	11%	10%	13%	1%	220
Citizen or Community Groups	26%	32%	13%	17%	9%	4%	222
Federal Agencies	52%	15%	7%	14%	10%	1%	221
OEDA	44%	23%	12%	10%	9%	1%	206
Workforce Investment Board	61%	13%	11%	7%	7%	1%	216
Tribes	67%	15%	4%	9%	4%	1%	218
Other	86%	2%	2%	6%	4%	0%	51

Bold indicates the category with the highest percentages of responses.

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=224

Similar to our analysis of plan robustness in Chapter 3, we grouped respondents by the number of agencies they indicated collaboration with to measure degrees of collaboration. More collaborative relationships translate to higher collaborative robustness. Figure 4-3 shows that most respondents, 80% of urban and 65% of rural, indicated some form of collaborative relationship with at least one agency. Although urban respondents reported more overall collaborative relationships than rural respondents, the data also suggest that the collaborative relationships of rural respondents are more robust than those of their urban counterparts. Sixteen percent of rural respondents have seven or more collaborative relationships, compared with only 8% of urban respondents.

Figure 4-3. Collaborative Robustness, by Region

Number of Collaborative Relationships	Urban		Rural		Total	
	Number	Percent	Number	Percent	Number	Percent
Zero	9	20%	54	35%	63	31%
One	11	24%	18	12%	29	14%
Two	2	4%	11	7%	13	6%
Three	6	13%	11	7%	17	8%
Four	5	11%	17	11%	22	11%
Five	4	9%	13	8%	17	8%
Six	5	11%	7	4%	12	6%
Seven	0	0%	7	4%	7	3%
Eight	1	2%	6	4%	7	3%
Nine	2	4%	2	1%	4	2%
Ten	0	0%	0	0%	0	0%
Eleven	0	0%	3	2%	3	1%
Twelve	0	0%	3	2%	3	1%
Thirteen	0	0%	1	1%	1	0%
Fourteen	1	2%	0	0%	1	0%
Fifteen	0	0%	3	2%	3	1%
Total	46	100%	156	100%	202	100%

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=202

Urban and rural respondents have similarly high levels of collaboration with elected officials and county agencies, but some divergence occurs after this (Figure 4-4). This is particularly pronounced with private businesses, citizen groups, and tribes. A much higher percentage of urban respondents had collaborative relationships with private businesses than rural respondents (59% versus 36%). But a much lower percentage of urban respondents had collaborative relationships with citizen groups and Tribes than rural respondents (17% versus 30% and 4% versus 17%, respectively). This points to the different economic landscapes experienced by urban and rural economic developers. Those in large metropolitan areas may be more focused on working closely with the numerous businesses in the area, while rural economic developers (who have fewer businesses to work with) must concentrate on other types of relationships.

Regardless of differences between urban and rural respondents, the picture of limited collaboration emerging from the survey is concerning. There is no question that productive collaboration takes time and resources. The survey did not ask respondents to explain their responses and we therefore do not know why levels of collaboration are so low. This is an area that deserves more attention in the future.

Figure 4-4. Collaborative Action, by Agency, by Region

Partners	Urban		Rural		Total	
	Number	Percent	Number	Percent	Number	Percent
Elected Officials	28	62%	85	57%	113	58%
County Agencies	22	48%	73	48%	95	48%
State Agencies	16	35%	70	47%	86	44%
Regional Solutions	15	33%	68	46%	83	43%
Chambers of Commerce	22	48%	59	40%	81	42%
Private Businesses	27	59%	53	36%	80	41%
Other Municipalities	17	37%	61	40%	78	40%
City Departments	17	39%	52	36%	69	36%
Nonprofit Organizations	15	33%	49	33%	64	33%
Citizen or Community Groups	8	17%	46	30%	54	27%
Federal Agencies	10	22%	40	27%	50	26%
Foundations	5	11%	41	28%	46	24%
OEDA	7	16%	31	22%	38	21%
Workforce Investment Board	9	20%	20	14%	29	15%
Tribes	2	4%	25	17%	27	14%

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=197

Beyond understanding the extent of collaborative relationships, we were also interested in the effectiveness of these relationships. To this end, we asked respondents to rate the effectiveness of various organizations at helping communities achieve economic development.

Figure 4-5 shows that elected officials, state agencies, private businesses, and regional solutions received the highest percentage of high effectiveness ratings. This set of organizations closely matches the set of organizations that respondents were most likely to have a collaborative relationship with (see Figure 4-4). Similarly, the highest percentage of respondents rated tribes, Workforce Investment Boards, foundations, federal agencies, and OEDA as having no degree of effectiveness, the same five organizations that the fewest percentage of respondents interacted with (see Figure 4-4). In summary, relationships between agencies at low levels of coordination are perceived as ineffective, and relationships that have high levels are perceived as effective.

Figure 4-5. Perceptions of the Effectiveness of Interaction/Partnership with Economic Development Agencies/Organizations

Organization	None	Low Degree	Moderate Degree	High Degree	Not a Partner	Number of Respondents
Elected Officials	8%	23%	32%	36%	2%	208
State Agencies	15%	26%	35%	21%	2%	208
County Agencies	15%	24%	35%	13%	2%	208
Private Businesses	20%	26%	30%	21%	6%	197
Other Municipalities	20%	38%	26%	13%	3%	205
Regional Solutions	21%	26%	30%	23%	5%	200
Citizen or Community Groups	22%	38%	30%	8%	4%	204
Chambers of Commerce	23%	27%	31%	17%	2%	205
Municipal Agencies	25%	26%	24%	20%	3%	203
Nonprofit Organizations	27%	31%	25%	12%	5%	201
OEDA	35%	20%	23%	12%	10%	193
Federal Agencies	35%	31%	16%	8%	4%	203
Foundations	36%	26%	19%	10%	7%	197
Workforce Investment Board	50%	18%	15%	7%	8%	197
Tribes	52%	17%	12%	2%	4%	202

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=213

Key Findings

- Most respondents indicated their community did not include implementation frameworks, plans of action, or evaluative metrics in their strategic economic development plans.
- A large majority of survey respondents agreed (84%) that coordination between agencies is essential. Sixty-two percent agree that it is not easy or simple, but when it does occur, most agree (76%) that it is worth the time and the effort required.
- Most respondents reported collaborative relationships with four or fewer economic development partners.
- Urban respondents reported more overall collaborative relationships than rural respondents. The data also suggests that the collaborative relationships of rural respondents are more robust than those of their urban counterparts. Sixteen percent of rural respondents have seven or more collaborative relationships, compared with only 8% of urban respondents.
- Although respondents agreed that coordination between agencies is essential and is worth the time and effort required, the perceived levels of coordination and the effectiveness of coordination are generally low.
- Respondents indicated very low levels of coordination and effectiveness of coordination with key economic development partners such as: Workforce Investment Boards, the Oregon Economic Development

Association, foundations focused on economic development, and Federal Agencies.

- In general, matching respondents' perception of coordination as worth the effort, higher levels of perceived coordination coincide with higher levels of perceived effectiveness.

Chapter 5: Evaluation of Assets and Barriers

The CSC was interested in perceptions of physical, political/programmatic, community, and data elements considered to be assets and barriers to local economic development in Oregon communities. This chapter reviews survey respondents' views on assets and barriers related to economic development.

Perceived Assets and Barriers in Respondent Communities

We asked survey respondents to rate whether elements are an asset or barrier to economic development in their communities. The survey included twenty-four elements that we consider important for economic development. We separate assets and barriers into five categories: land base, infrastructure, regulatory framework, access to capital, community characteristics, and the usefulness of data.

Land Base Assets and Barriers

Figure 5-1 shows responses related to land base elements. The availability of buildable industrial sites was perceived to be a barrier or major barrier to 49%, and the availability of commercial sites to 44% of respondents. Many respondents considered industrial land (37%) and commercial land (38%) an asset or major asset.

In contrast, the availability of buildable land for residential use was considered a barrier or major barrier by 37% of respondents and an asset or major asset by 44% of respondents. Unsurprisingly, brownfields were considered neither a barrier nor an asset by 61% of respondents. The fact that some respondents perceive land as an asset and others as a barrier is likely due to the requirement that municipalities establish urban growth boundaries (UGBs). It may also be due to a lack of services to sites, or the lack of availability of land on the market.

In comparison to the 2012 needs assessment survey, respondents' perceptions of available and buildable land for industrial, commercial, and residential development has shifted with more respondents considering industrial land availability a barrier. Notably, the availability of industrial space and buildings was identified as a barrier by multiple respondents on open-ended questions. In the 2012 study, available industrial lands were considered a major barrier by a significant proportion of the survey population, while commercial and residential lands were considered an asset or major asset.

Figure 5-1. Perceptions of Land Base Assets and Barriers

Element	Major Barrier	Barrier	Neither a Barrier nor an Asset	Asset	Major Asset	Number of Respondents
Availability of buildable industrial sites in your community's urban growth boundary	27%	22%	14%	22%	15%	202
Availability of buildable commercial sites in your community's urban growth boundary	19%	25%	18%	25%	13%	201
Availability of buildable land for residential use in your community's urban growth boundary	17%	20%	19%	28%	16%	198
Brownfields	6%	18%	61%	10%	4%	158

Source: Oregon Economic Development Needs Assessment, University of Oregon, Community Service Center, 2017. n=202

Infrastructure Assets and Barriers

Figure 5-2 shows respondents generally showed view infrastructure as an asset. Respondents perceived the capacity of water and sewer systems (63%), capacity of communications systems (63%), capacity of wastewater systems (62%), and availability of broadband (58%), as assets or major assets. Seventy-two percent of respondents perceived the availability of funding for infrastructure improvements as barriers or major barriers. Forty-six percent perceived capacity of the transportation system as barriers or major barriers.

Consistent with the 2012 study, respondents perceived most infrastructure elements as assets. Mirroring the 2012 study, the percent of respondents indicating infrastructure funding as a barrier or major barrier to economic development suggests that significant infrastructure deficiencies still exist in communities—particularly in rural areas. Notably, perceptions of funding as a barrier or major barrier increased from 44% to 72%.

Figure 5-2. Perceptions of Infrastructure Assets and Barriers

Element	Major Barrier	Barrier	Neither a Barrier nor an Asset	Asset	Major Asset	Number of Respondents
Availability of Broadband	10%	15%	18%	35%	23%	194
Capacity of water and sewer systems	10%	19%	8%	40%	23%	202
Capacity of wastewater system	11%	17%	10%	42%	20%	201
Capacity of transportation system (including freight, public, and active)	17%	29%	16%	25%	14%	199
Capacity of communications system (including internet)	6%	14%	18%	45%	18%	199
Availability of funding for infrastructure improvements	37%	35%	10%	12%	6%	202

Source: Oregon Economic Development Needs Assessment, University of Oregon, Community Service Center, 2017. n=202

Regulatory Framework Assets and Barriers

Figure 5-3 shows responses related to regulatory framework elements. Responses to regulatory elements generally showed neutral (neither an asset nor a barrier) or negative perceptions. Fifty-eight percent of respondents perceived state land use

regulation, and 57%, state tax structure as barriers or major barriers. Thirty-one percent of respondents identified local land use permitting processes as a barrier and 31% perceived them as an asset.

In comparison to the 2012 study, respondents maintained a generally negative or neutral perception of regulation. Perception of the state tax structure and state land use regulations as barriers both increased significantly, and the perception of public land regulation of natural resources has stayed the same. Perceptions of local land use permitting processes improved—In the 2012 study, 44% of respondents considered the local process as a barrier, compared to 35% in 2017.

Figure 5-3. Perceptions of Regulatory Framework Assets and Barriers

Element	Major Barrier	Barrier	Neither a Barrier nor an Asset	Asset	Major Asset	Number of Respondents
State tax structure	24%	33%	32%	9%	2%	180
Local land use permitting process	9%	26%	34%	21%	10%	199
Public land regulation of natural resources	14%	34%	41%	9%	2%	194
State land use regulations	22%	36%	34%	7%	1%	194

Source: Oregon Economic Development Needs Assessment, University of Oregon, Community Service Center, 2017. n=202

Access to Capital Assets and Barriers

Figure 5-4 shows responses related to access to capital were generally perceived as a barrier. Respondents perceived access to capital for businesses (62%), for individuals (61%), and for municipalities (56%) as a barrier or major barrier to economic development. Responses mirror those of the 2012 study, where access to capital was perceived as a common hurdle to economic development in many Oregon communities.

Figure 5-4. Perceptions of Access to Capital Assets and Barriers

Element	Major Barrier	Barrier	Neither a Barrier nor an Asset	Asset	Major Asset	Number of Respondents
Access to capital for individuals	18%	43%	28%	8%	3%	179
Access to capital for businesses	18%	46%	20%	13%	3%	180
Access to capital for municipalities	22%	34%	25%	15%	4%	188

Source: Oregon Economic Development Needs Assessment, University of Oregon, Community Service Center, 2017. n=202

Community Characteristics as Assets and Barriers

Figure 5-5 shows that most respondents consider the availability of skilled labor (67%), availability of diverse employment opportunities (55%), availability of labor (50%), and quality of the workforce (50%) as barriers or major barriers to economic development. A smaller percentage of respondents consider the quality of their workforce (27%), availability of labor (25%), and diverse employment opportunities (22%) as assets or major assets.

In comparison to the 2012 study, more respondents consider community characteristics as barriers. In 2012, the availability of labor, skilled labor, and the quality of the workforce were considered as assets or major assets by most respondents. The perception of diverse employment opportunities remained about the same.

Figure 5-5. Perceptions of Community Characteristics as Assets and Barriers

Element	Major Barrier	Barrier	Neither a Barrier nor an Asset	Asset	Major Asset	Number of Respondents
Availability of labor	11%	39%	24%	21%	4%	201
Availability of skilled labor	23%	44%	16%	13%	4%	202
Responsible workforce	10%	40%	23%	23%	4%	198
Diverse employment opportunities	16%	39%	23%	18%	4%	197

Source: Oregon Economic Development Needs Assessment, University of Oregon, Community Service Center, 2017. n=202

Data as Assets and Barriers

Access to data and the ability to process data are a key element to successful and effective economic development programs. We asked respondents to indicate their perceptions of the availability of, quality of, and usefulness of data. Figure 5-6 shows a relatively even distribution between perceptions of data as an asset or barrier, with the largest group of respondents in each category indicating data as neither an asset or a barrier to economic development.

Figure 5-6. Perceptions of Data as an Asset or Barrier

Element	Major Barrier	Barrier	Neither a Barrier nor an Asset	Asset	Major Asset	Number of Respondents
Obtainable Data	4%	29%	34%	29%	3%	178
Quality Data	5%	28%	38%	24%	5%	176
Useful Data	4%	31%	34%	28%	4%	173

Source: Oregon Economic Development Needs Assessment, University of Oregon, Community Service Center, 2017. n=202

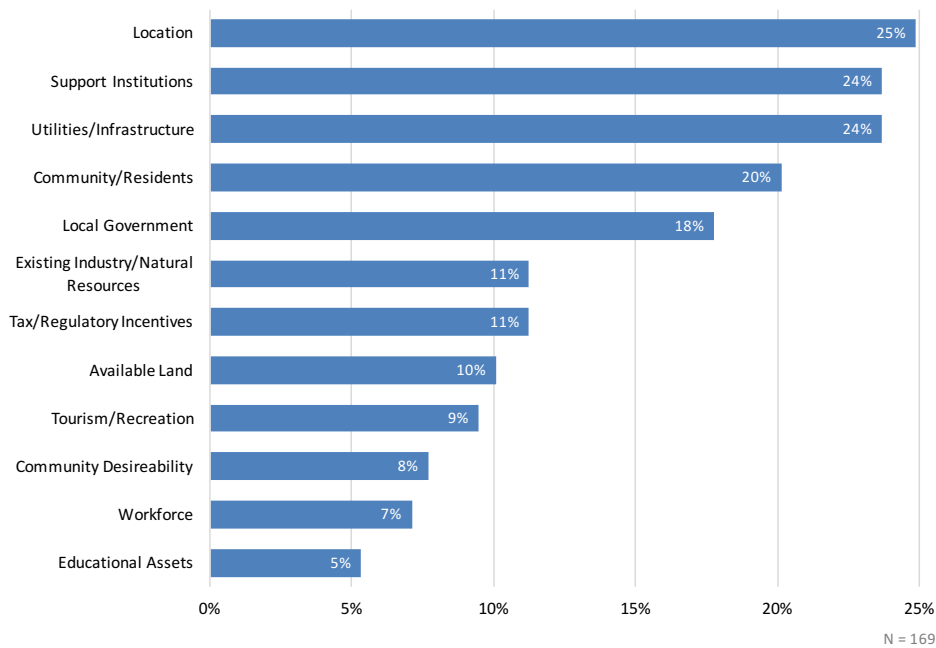
Key Assets and Barriers as Defined by Respondents

To develop a deeper perspective on assets and barriers, we asked respondents to describe the two most important assets and the two greatest barriers to supporting business in their communities. Figure 5-7 and Figure 5-8 summarize the open-ended responses regarding key assets and barriers respectively.

The most frequently listed assets were location (in relation to nearby population centers and having proximity to transportation infrastructure), the institutions that support economic development (such as economic development organizations, or chambers of commerce), existing utilities and infrastructure, the community or local population (through support or enthusiasm), and the local government. Other frequently mentioned assets included tax and regulatory incentives (such as abatement programs, or process simplification), available land for development, and existing industry and natural resources (such as agriculture, or available

timber). Tourism and recreation, community desirability, workforce adequacy, and educational assets (nearby colleges and universities) represent other key assets.

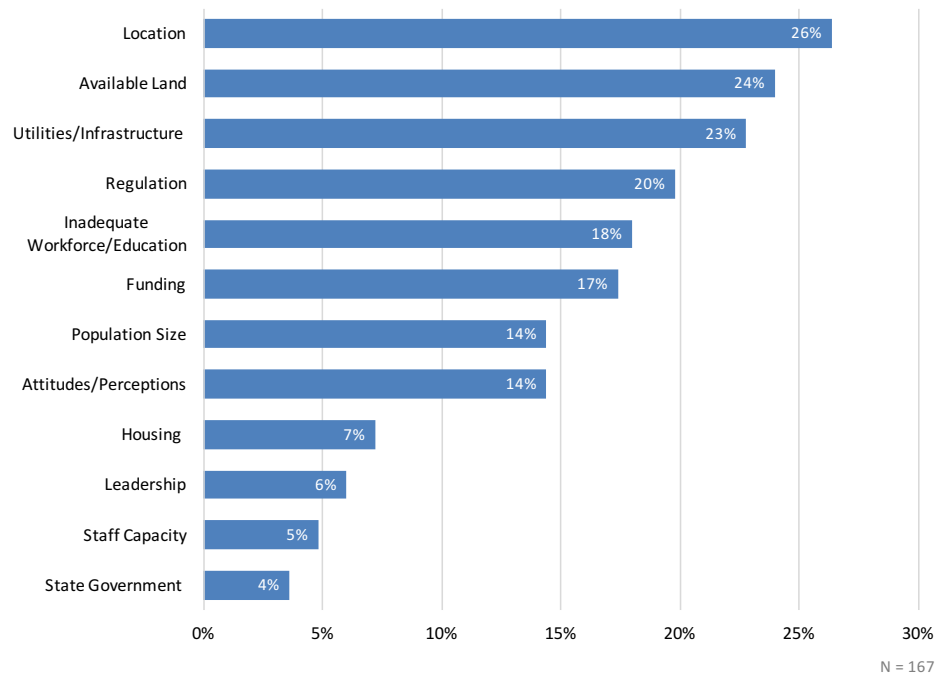
Figure 5-7. Key Assets for Economic Development in Respondents' Communities



Source: Oregon Economic Development Needs Assessment, University of Oregon, Community Service Center, 2017. n= 169

Figure 5-8 summarizes the elements most frequently listed as barriers to economic development. Of the barriers listed by respondents, location (being a rural community or proximity to transportation infrastructure) was listed most frequently, closely followed by land availability/availability of space, lack of adequate utilities and infrastructure. Other commonly listed barriers were regulation (respondents consider regulations as excessive, or too stringent, or inapplicable to their communities), workforce inadequacy (unskilled or under educated), and a lack of funding for projects. Except for regulations and funding, these barriers were all mentioned in the positive as top assets for communities, suggesting that land, utilities/infrastructure, workforce, and location as playing critical roles in communities' ability to support businesses. In addition to these issues, other frequently mentioned barriers included attitudes and perceptions towards economic development (anti-growth residents, lack of interest from the population and businesses), lack of leadership and coordination (at all levels of government), having a small population, lack of housing stock, lack of businesses and jobs, and limited staff capacity.

Figure 5-8. Key Barriers to Economic Development in Respondents' Communities



Source: Oregon Economic Development Needs Assessment, University of Oregon, Community Service Center, 2017. n=167

Key Findings

- More than half of the respondents perceive the capacities of their community's wastewater, communications, water and sewer, and broadband systems as assets.
- Communities were split on their perception of their transportation system's capacity as an asset or barrier. In contrast to the 2012 study, 72% of respondents considered the availability of funding for new infrastructure as a major barrier (44% in 2012).
- Perceptions of available buildable lands have worsened since the 2012 study, whereas unsurprisingly, neutral perceptions of brownfields remain the same. Respondents have maintained a generally negative or neutral perception of natural resource regulation.
- Perceptions of access to capital and employment opportunities as major barriers to economic development mirror responses from the 2012 study.
- Respondents' perceptions of the quality and responsibility of available labor have greatly worsened. In the 2012 study, labor was considered an asset by most respondents, whereas, in the current study it is considered a barrier or major barrier by over half of the respondents.

Chapter 6: Economic Resilience Strategies

To understand the ability of local economies to respond resiliently to economic shocks, the CSC was interested in the level of understanding, inclusion, and willingness to plan for economic resilience in local communities. This chapter presents results to a series of questions that focus on economic resilience strategies.

In early 2015, the U.S. Economic Development Administration (EDA) developed updated guidelines that require consideration of economic resilience in Comprehensive Economic Development Strategy (CEDS) as part of federal regulations that went into effect in early 2015. According to EDA, all communities should evaluate their economic vulnerabilities and develop strategies to mitigate potential impacts to the regional economy. We note that this is a requirement for Oregon's 13 Economic Development Districts; addressing economic resilience is optional for all other organizations.

Economic resilience refers to an area's ability to anticipate, absorb, adapt to, and recover from major shocks to its economic base. Potential shocks can range from natural disasters – such as a flood or earthquake – to changes in regional, national or global economic conditions – such as the recent recession. Changes in technology, transportation, climate, interest rates, or labor conditions are other examples of shocks that could disrupt the local economy.

Planning for Economic Resilience

We asked survey respondents to share their familiarity with the concept of economic resiliency. Figure 6-1 shows that 79% of respondents indicated they are familiar with the concepts of economic resilience. The results also show that 93% of urban and 75% of rural respondents indicated they are familiar with the concepts of economic resilience.

Figure 6-1. Familiarity with Concepts of Economic Resilience, by Region

	Urban	Rural	Total	Number of Respondents
Yes	93%	75%	79%	157
No	7%	25%	21%	41
Total	100%	100%	100%	198

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=198

We asked respondents if their community is interested in planning for economic resilience. The majority, 87%, indicated they are interested in planning for resilience.

We asked respondents whether their community's economic development strategy includes plans for economic resilience. Across all categories of respondents (i.e., urban/rural, elected/professional, by region), a majority indicated that their

community does not plan for economic resilience. Figure 6-2 shows the inclusion of plans for economic resilience in economic development strategies.

Figure 6-2. Whether Economic Development Strategy Address Economic Resilience, by Region and Professional Role

	Urban		Rural		Professionals		Elected		Total	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Yes	12	32%	22	22%	31	25%	4	24%	35	24%
No	25	68%	79	78%	93	75%	13	76%	109	76%
Total	37	100%	101	100%	124	100%	17	100%	144	100%

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=144

Figure 6-3 shows that most respondents (67%) who indicated that they are familiar with the concepts of economic resilience do not include plans for economic resilience in their community's economic development strategy. Twenty-four percent of respondents who indicated familiarity with resilience concepts said they include plans for it in their strategy.

Figure 6-3. Familiarity with Resilience Concepts by Inclusion in Economic Development Strategy

	Include	Don't Include
Familiar	24%	67%
Not Familiar	1%	9%

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=144

Of the respondents who indicated that their community's strategy does not include plans for economic resilience, 81% indicated that they have no plans to add economic resilience concepts to their strategies in the future. Figure 6-4 shows that 69% of urban and 83% of rural respondents have no plans to add resilience to their strategies.

Figure 6-4. Community Plans to Add Economic Resilience to the Economic Development Strategy by Urban/Rural Respondents

	Urban		Rural		Total	
	Number	Percent	Number	Percent	Number	Percent
Yes	4	31%	10	17%	14	19%
No	9	69%	48	83%	60	81%
Total	13	100%	58	100%	74	100%

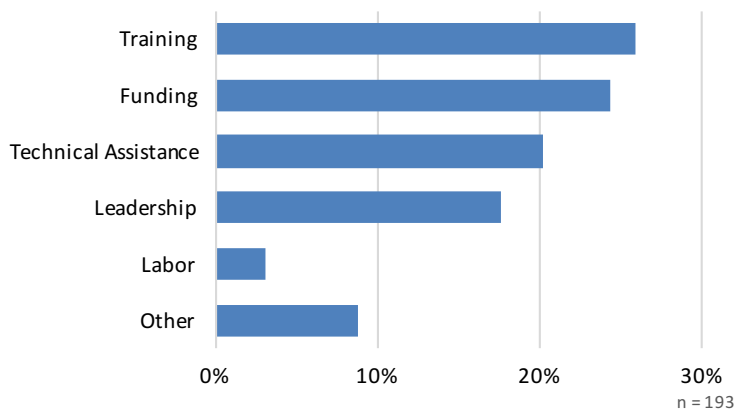
Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=74

Capacity Needs

We were interested in what communities need to make economic resiliency a reality in their economic development strategies. To understand this, we asked survey respondents to identify their communities biggest need from a pre-defined list. Figure 6-5 shows needs varied by respondent with 26% indicating training, 24% funding, 20% technical assistance, and 18% leadership. Interestingly, when asked to

provide detail to their response of “other,” most respondents stated the need for an “all of the above option.”

Figure 6-5. Most Important Need to Include Economic Resilience in Economic Development Strategy



Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=193

We were interested in respondents’ interest in economic resilience training. We asked respondents to indicate if they would be willing to participate, willing to pay for, or willing to travel to training sessions. Figure 6-6 shows that 63% of respondents would be willing to participate in a training. Respondents were less willing to travel (29%), or to pay (19%) for training.

Figure 6-6. Responses to the statement “if economic resilience training were available, would you be...”

	Number	Percent
Be willing to participate	176	63%
Be willing to pay for it	54	19%
Be willing to travel for it	82	29%

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. N=278

We cross-tabulated willingness to use, pay, or travel for resiliency training to respondents’ expressed interest of adding concepts of resiliency to their community’s strategic plan. Figure 6-7 shows that, despite 87% of respondents indicating their interest in planning for resilience, 67% of respondents indicated willingness to participate in resilience training, but fewer respondents were willing to pay or travel for it. Of the respondents who indicated they are interested in planning for resilience, 92% said they would be willing to use, and 32% to pay for resilience training.

Figure 6-7. Interest in Planning for Economic Resilience by Willingness to Use, Pay, or Travel for Resilience Training

	Willing to Use		Willing to Pay		Willing to Travel	
	No	Yes	No	Yes	No	Yes
Interested	8%	92%	68%	32%	53%	47%
Not Interested	59%	41%	94%	6%	100%	0%

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=133

Perceived Inclusion of Resilient Community Characteristics

We asked survey respondents to rate their level of agreement or disagreement with a list of eight characteristics present in economically resilient communities. Figure 6-8 shows that 49% of respondents agreed that their local government has implemented strategies to ensure critical infrastructure systems used by businesses will be available following a disaster, and that their leadership in the region has helped to identify local and regional partnerships that contribute to economic diversification.

By contrast, 41% of respondents consider local businesses to be unprepared for a quick return to business post-disaster. Respondents show mixed perceptions of the readiness of local government to maintain access to critical business supply chains in the event of a disaster, and of local businesses efforts to promote and support disaster preparedness among their employees.

Forty-five percent disagreed organizational structures for response and recovery of businesses in a post-disaster climate exist, and 38% consider plans as unrelated entities (no collaboration between types of plans or between agencies). Sixty-one percent of respondents disagreed to the statement “local funding or grant-making mechanisms for post disaster small business financing and financial program management are available.”

Figure 6-8. Most Important Need to Include Economic Resilience in Economic Development Strategy

Statement	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Number of Respondents
Local government has implemented strategies to ensure critical infrastructure systems used by businesses in the region will be available following a disaster (e.g. transportation, fuel, energy, water, etc.)	4%	23%	24%	40%	9%	174
Businesses in this region actively prepare business continuity plans to facilitate a quick return to business following a disaster	8%	33%	27%	26%	6%	143
Economic development plans are well integrated into other local, regional, and state planning activities (e.g. land use, emergency response, hazard mitigation, transportation)	2%	36%	28%	25%	9%	162
Organizational structures are in place to manage business sector response and recovery efforts in the region after a disaster event (e.g. a standing economic recovery task force)	8%	37%	27%	23%	6%	158
Local funding or grant-making mechanisms for post-disaster small business financing and financial program management are available	21%	40%	18%	17%	5%	154
Economic leaders in the region actively identify local and regional partnerships that contribute to economic diversification	4%	17%	29%	40%	9%	173
Strategies are in place to maintain access to critical supply chains following disasters	8%	29%	25%	34%	4%	160
Businesses in this region actively promote and support household disaster preparedness planning for their employees	6%	30%	30%	27%	7%	141
Economic leaders in the region actively identify local and regional partnerships that contribute to economic diversification	4%	13%	35%	37%	11%	164

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=174

Key Findings

- Seventy-nine percent of respondents indicated they are familiar with, and 87% indicated they are interested in the concepts of economic resilience. Of the respondents who said they are familiar with economic resilience, 67% do not include economic resiliency concepts in their economic development strategy. Twenty-four percent of respondents reported their economic development strategy addresses economic resilience.
- While most respondents are familiar with concepts of economic resilience, 81% indicated that they have no plans to add resilience strategies to their community's economic development strategy.

- When asked what they would need to add resilience concepts to their strategy, respondents reported the highest needs for training, funding, and technical assistance.
- When asked if they would be willing to make use of training for economic resilience concepts, 63% of respondents said they would be willing to use the training, 29% would be willing to travel for it, and 19% would be willing to pay for it.
- Ninety-two percent of the respondents who said they are interested in planning for economic resilience said they would be willing to use training if it were available.
- In general, respondents consider government preparation for a resilient response to disasters positively, and private industry preparation negatively.

Chapter 7: Technical Assistance Needs

To provide and encourage appropriate technical assistance to economic developers, the CSC was interested in perceptions of technical assistance needs. This chapter reviews survey respondents' views about the importance of technical assistance from various organizations or individuals. It also examines and identifies the types of assistance respondents are most in need of.

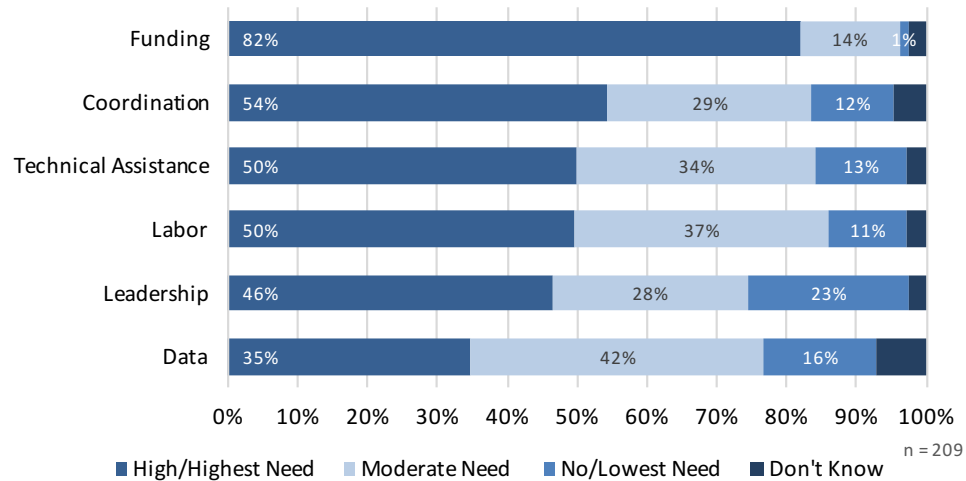
General Economic Development Needs

We asked survey respondents to rate their level of need in six categories: coordination, data, funding, labor, leadership, and technical assistance. Figure 7-1 that funding was by far their highest need: 82% of respondents rated this as either a high or their highest need. This finding is consistent with the 2012 survey where about 75% of respondents identified funding as their greatest need. These results suggest that perceptions of funding for economic development have not changed significantly over the past five years: funding remains a significant issue.

Aside from funding, coordination, technical assistance, and labor all vied for the next most pressing need, with half or just over half of respondents rating these factors as a high or highest need. This is a departure from the 2012 survey where the second highest percentage of respondents rated leadership as their greatest need. The results suggest that concerns over leadership may have diminished in the past five years, while concerns over labor and technical assistance have grown.

Although data ranked as the least pressing need, responses indicate some underlying concerns over access to data. Forty-two percent of respondents marked data as a moderate need, a higher proportion of "moderates" than for any other factor. Although economic developers may be most acutely aware of their funding constraints, these results suggest that they also recognize data as an important, though less pressing, need.

Figure 7-1. Respondent Perception of their Community's Economic Development Needs



Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=209

To further refine our understanding of the perception of the economic development needs of communities, we analyzed the data down by urban/rural, geographic level (whether the respondent's organization works at a local, regional, or state level), and employment type (whether the respondent is employed or elected). This analysis showed little variation between rural and urban respondents (except with regards to funding). It did, however, reveal interesting differences between the perceptions of regional/state compared to local respondents; and employed respondents compared to elected respondents (Figure 7-2).

While local, regional, and state level economic developers still agreed that funding was their highest need, respondents serving at a regional or state level also identified leadership as an important need. This was particularly pronounced among state-level representatives, 33% of whom identified leadership as their highest need (compared to the average of 16% among all respondents). In addition to leadership, regional-level representatives also called out labor and coordination as high needs, suggesting that those working at the regional level may feel particularly resource-constrained and more likely to see a need for strong leadership and better coordination.

Compared with employed economic developers, a much higher proportion of elected officials identified coordination, technical assistance, and data as their highest needs. On the other hand, a much lower proportion of elected officials identified labor as their highest need compared with employed economic developers. These results suggest a mismatch in the perceptions of elected decision-makers and the staff who report to them. These differences of opinion can (and do) lead to frustrations between elected officials and staff, and suggest the need for efforts that will create a greater *shared* understanding of priorities among all parties.

Figure 7-2. Perception of Highest Needs by Urban/Rural, Service Level, and Employment Type

Highest Need	Rural	Urban	Local	Regional	State	Professionals	Elected	All Responses
Total # Respondents	153	44	162	32	12	167	39	209
Funding	50%	34%	46%	41%	42%	44%	46%	44%
Leadership	17%	16%	13%	25%	33%	17%	13%	16%
Labor	19%	16%	16%	31%	17%	20%	10%	18%
Technical Assistance	13%	11%	13%	13%	17%	12%	18%	13%
Coordination	14%	14%	13%	19%	0%	11%	21%	13%
Data	7%	2%	7%	3%	0%	5%	11%	6%

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=209

Note: ***Bold** figures are 3 percentage points or more above the "All Responses" column

Italicized figures are 3 percentage points or more below the "All Responses" column

Information and Technical Assistance Needs

Survey respondents indicated what types of information and technical assistance they need to assist with their community/organization's economic development efforts. These responses helped us develop a more refined understanding of what specific resources economic developers would like to access.

Figure 7-3 shows respondents overall demonstrated the most interest in information about: federal grants and programs (68%), available resources for economic development technical assistance (67%), and state programs (61%). Interestingly, 2017 respondents indicated less interest in information about economic development best practices than 2012 respondents. The most desired type of information in 2012, information about economic development best practices ranked fourth, with 52% of respondents indicating a need (compared with 62% in 2012). Information about federal grants and programs, on the other hand, moved from fourth place to first in 2017.

Figure 7-3. Information Needs

Information Need	Number	Percent
Information about federal grants and programs	137	68%
Information about available resources for economic development technical assistance	135	67%
Information about state programs	123	61%
Information about economic development best practices	105	52%
Communication with other economic development professionals in the region	95	47%
Demographic data to create a community profile for marketing	87	43%
None	26	13%
Other	18	9%

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=202

We examined how information needs differ between urban respondents and rural respondents (Figure 7-4). Notably, a higher proportion of rural respondents indicated need for all types of information compared with urban respondents and the aggregated responses. These data support the conventional wisdom that rural communities are under-resourced and have less access to information than their urban counterparts.

Figure 7-4. Information Needs by Urban/Rural Status

Information Need	Rural	Urban	All Responses
Number of Respondents	151	45	202
Information about federal grants and programs	70%	56%	68%
Information about available resources for economic development technical assistance	70%	53%	67%
Information about state programs	63%	51%	61%
Information about economic development best practices	52%	49%	52%
Communication with other economic development professionals in the region	48%	38%	47%
Demographic data to create a community profile for marketing	48%	29%	43%
None	11%	16%	13%

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=202

Note: ***Bold** figures are 3 percentage points or more above the "All Responses" column

Italicized figures are 3 percentage points or more below the "All Responses" column

Figure 7-5 shows a breakdown of information needs by respondents' geographic service area. The results show that a greater percentage of regional and state representatives identify information needs in almost all categories compared with their local counterparts. It is particularly revealing that so many regional and state representatives want more information about federal grant programs: this may indicate that economic development funding is slightly more stable and predictable at the local level, while those at the regional and state level feel the need to seek out new funding sources to fill gaps.

Figure 7-5. Information Needs by Respondent Geographic Service Area

Information Need	Local	Regional	State	All Responses
Number of Respondents	162	31	11	202
Information about federal grants and programs	63%	74%	82%	66%
Information about available resources for economic development technical assistance	62%	74%	73%	65%
Information about state programs	58%	61%	64%	59%
Information about economic development best practices	48%	58%	73%	50%
Communication with other economic development professionals in the region	45%	42%	64%	45%
Demographic data to create a community profile for marketing	42%	42%	36%	42%
None	13%	13%	9%	12%

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=202

Note: *Bold figures are 3 percentage points or more above the "All Responses" column

Italicized figures are 3 percentage points or more below the "All Responses" column

Figure 7-6 shows a breakdown of information needs by employment type. The results suggest that overall, elected officials are more likely to want additional information that might assist with economic development than employed economic developers. This makes sense given that most elected officials are not “subject matter experts” as employed economic developers should be. These results indicate that elected officials may be receptive additional education surrounding economic development.

Figure 7-6. Information Needs by Employment Type

Information Need	Professionals	Elected	All Responses
Number of Respondents	163	39	202
Information about federal grants and programs	64%	79%	68%
Information about available resources for economic development technical assistance	63%	77%	67%
Information about state programs	57%	72%	61%
Information about economic development best practices	54%	41%	52%
Communication with other economic development professionals in the region	44%	56%	47%
Demographic data to create a community profile for marketing	43%	41%	43%
None	14%	5%	13%

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=202

Note: *Bold figures are 3 percentage points or more above the "All Responses" column

Italicized figures are 3 percentage points or more below the "All Responses" column

In terms of technical assistance needs, survey respondents indicated a fairly high level of need for all types of technical assistance (Figure 7-7). This marks a shift from the 2012 survey where fewer respondents reported need in every category compared to 2017, suggesting the need for technical assistance may be growing. In

both 2012 and 2017, the highest percentage of respondents reported need for technical assistance related to capacity building (55% in 2012 and 61% in 2017). Fifty-eight percent of respondents to the 2017 survey indicated need for assistance with grant writing, and 53% for strategic planning. The data show a large increase in the percentage of respondents requesting assistance with grant writing: 58% in 2017 compared 29% in 2012.

Figure 7-7. Technical Assistance Needs

Technical Assistance Needs	Number	Percent
Capacity building for economic development organizations	121	61%
Grant writing	114	58%
Strategic planning assistance	104	53%
Assistance in assessing community strengths/opportunities for economic development	97	49%
None	25	13%
Other	14	7%

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=197

A review of technical assistance needs by urban and rural respondents shows an even more pronounced divide between urban and rural respondents than for information needs. Figure 7-8 shows that, in terms of grant writing, strategic planning assistance, and assistance with assessing community strengths/opportunities, rural respondents reported need at up to double the proportion of their urban counterparts. This highlights the struggle many rural communities face: challenging economic conditions are exacerbated by a lack of resources the pursue economic development.

Figure 7-8. Technical Assistance Needs by Urban and Rural

Technical Assistance Needs	Rural	Urban	All Responses
Number of Respondents	148	44	197
Capacity building for economic development organizations	61%	61%	61%
Grant writing	65%	32%	58%
Strategic planning assistance	57%	34%	53%
Assistance in assessing community strengths/opportunities for economic development	51%	36%	49%
None	9%	20%	13%

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=197

Note: *Bold figures are 3 percentage points or more above the "All Responses" column
 Italicized figures are 3 percentage points or more below the "All Responses" column

Regional and state level service providers indicate different needs compared with those who work at the local level. Figure 7-9 shows regional and state representatives were much more interested in the technical assistance with

capacity building than local level respondents, and less interested in help with grant writing. More state level respondents (70%) also reported the need for strategic planning assistance.

Figure 7-9. Technical Assistance Needs by Geographic Service Area

Technical Assistance Needs	Local	Regional	State	All Responses
Number of Respondents	160	31	10	197
Capacity building for economic development organizations	56%	68%	90%	61%
Grant writing	58%	52%	40%	58%
Strategic planning assistance	49%	48%	70%	53%
Assistance in assessing community strengths/opportunities for economic development	46%	52%	50%	49%
None	13%	16%	0%	13%

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=197

Note: *Bold figures are 3 percentage points or more above the "All Responses" column

Italicized figures are 3 percentage points or more below the "All Responses" column

Figure 7-10 shows that elected officials ranking grant writing (74%) as their biggest need, followed by capacity building (67%). A higher percentage of elected officials indicated assistance with assessing community strengths/opportunities and strategic planning as a bigger need than employed professionals.

Figure 7-10. Technical Assistance Needs by Employment Type

Technical Assistance Needs	Professionals	Elected	All Responses
Number of Respondents	159	39	197
Capacity building for economic development organizations	59%	67%	61%
Grant writing	52%	74%	58%
Strategic planning assistance	51%	54%	53%
Assistance in assessing community strengths/opportunities for economic development	47%	54%	49%
None	14%	8%	13%

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=197

Note: *Bold figures are 3 percentage points or more above the "All Responses" column

Italicized figures are 3 percentage points or more below the "All Responses" column

Perceived Importance of Technical Assistance in Economic Development Planning

We asked survey respondents to rate the importance of technical assistance from a variety of organizations and individuals. The results suggest that respondents find technical assistance from state agencies, elected officials, and county officials to be more important than technical assistance from other organizations. More than half of respondents indicated that technical assistance from private businesses, Regional Solutions, SBDCs, municipal agencies, citizen/community groups, and other municipalities was important or very important.

Figure 7-11 shows respondents rated tribes, chambers of commerce, foundations, and nonprofit organizations as less important than other sources of technical assistance. Interestingly, almost a quarter of respondents were unsure of whether Workforce Investment Boards were important technical assistance resources. The perceived unimportance and the lack of knowledge surrounding Workforce Investment Boards are not surprising given the fact that about two-thirds of respondents reported they do not partner with Workforce Investment Boards on economic development work (see Chapter 4).

Figure 7-11. Perceived Importance of Technical Assistance from Agencies and Organizations

Agency/Organization	Not at all important	Not Important	Somewhat Important	Very Important	Don't Know	Number of Respondents
State Agencies	2%	3%	16%	37%	39%	214
Elected Officials	4%	2%	17%	36%	38%	214
County Agencies	5%	10%	14%	39%	29%	213
Regional Solutions	5%	5%	21%	33%	29%	214
Private Businesses	7%	4%	21%	30%	31%	214
Community College / SBDC	5%	5%	21%	29%	29%	212
Municipal Agencies	7%	6%	22%	36%	21%	211
Citizen or Community Groups	8%	7%	27%	35%	17%	213
Other Municipalities	7%	11%	28%	32%	18%	213
OEDA	5%	6%	22%	28%	20%	210
Federal Agencies	7%	8%	27%	28%	20%	214
Chambers of Commerce	8%	13%	26%	27%	19%	214
Universities	8%	8%	26%	27%	16%	213
Nonprofit Organizations	11%	8%	27%	30%	12%	214
Foundations	9%	10%	29%	29%	10%	210
Workforce Investment Board	9%	9%	21%	26%	13%	211
Tribes	23%	14%	19%	17%	6%	212
Other	7%	1%	0%	2%	3%	55

Source: Oregon Economic Development Needs Assessment Survey, University of Oregon, Community Service Center, 2017. n=214

Key Findings

- Respondents indicated that state agencies, elected officials, and county officials are their most important sources of technical assistance.
- Respondents indicated that tribes, chambers of commerce, foundations, and nonprofit organizations are their least important sources of technical assistance.
- Respondents identified funding as by far their greatest need surrounding economic development. This is consistent with the 2012 survey, when respondents also identified funding as their greatest need.
- Aside from funding, the respondents expressed the highest needs for coordination, technical assistance, and labor. This represents a shift from the 2012 survey where respondents identified leadership as their second greatest need.

- Respondents want more information about state and federal programs, as well as information about what technical assistance resources are available to them. This marks a decline in need for information about economic development best practices, the most requested type of information in 2012.
- Respondents expressed the greatest need for technical assistance as capacity building for economic development organizations. Respondents in all categories were more interested in all types of technical assistance than they were in 2012.
- Rural respondents were more likely to express need for information and technical assistance than their urban counterparts. Far more rural respondents identified funding as their highest need than urban respondents.

Appendix A: Survey Instrument

Economic Development Needs Assessment 2017

Instructions We are conducting a survey of economic development professionals and individuals involved in establishing and implementing local and regional economic development efforts. Your responses to this survey will improve our understanding of the economic development needs and opportunities of communities in Oregon.

Please answer the questions to the best of your ability. While we cannot guarantee confidentiality, we will not attribute personal information to survey responses and individual responses will be kept anonymous.

Your participation in this research is voluntary, by choosing to participate you agree for your responses to be used for the purposes stated above. If at any point during the survey you choose to end your participation, you may stop the survey by exiting the browser window and your responses will not be recorded. While we cannot guarantee confidentiality, we will neither share your personal information with anyone other than those involved in the research, nor will we associate any personal information with your survey responses in the final report. Completing this survey is your agreement to participate in the research. The survey will take 10-20 minutes to complete.

If you have any questions regarding this research, or wish to have a copy of this consent form sent by email, contact Robert Parker at (541) 346-3801 or rgp@uoregon.edu. If you have any questions regarding your rights as a research subject, please contact the Office for Protection of Human Subjects at the University of Oregon, (541) 346-2510. Thank you for your participation.

Click Next>> to indicate consent and to begin the survey.

Q2 How important or not important do you consider economic development to be to economic growth in the State of Oregon?

- ☐ Not at All Important (1)
- ☐ Not Important (2)
- ☐ Somewhat Important (3)
- ☐ Important (4)
- ☐ Very Important (5)

Q3 How important do you consider economic development relative to other services provided by local governments (e.g., public safety, infrastructure, parks, etc.)?

- ☐ Much less important (1)
- ☐ Less important (2)
- ☐ About the same importance (3)
- ☐ More important (4)
- ☐ Much more important (5)

Q4 If the success of economic development activities is defined as job and wage growth, and economic diversification, in your opinion, what is the current state of economic development in Oregon?

- ☐ Not at all successful (1)
- ☐ Not successful (2)
- ☐ Somewhat successful (3)
- ☐ Successful (4)
- ☐ Very successful (5)

Q5 What type of organization/agency are you representing as you fill out this survey? *(Please select one)*

- ☐ Government (State, County, Local, Tribal, Chamber) (1)
- ☐ Nonprofit Organization (2)
- ☐ Economic Development Organization (3)
- ☐ Citizen or Community Group (4)
- ☐ Elected Official (5)
- ☐ Private Business (6)
- ☐ Other (please specify) (7)

Q6 How active is your organization in economic development planning and implementation?

- ☐ Not at all active (1)
- ☐ Not active (2)
- ☐ Somewhat active (3)
- ☐ Active (4)
- ☐ Very active (5)
- ☐ Don't know (6)

Q7 Which best describes the focus of your professional work? *(Please select one)*

- ☐ Local (1)
- ☐ Regional (2)
- ☐ State (3)

Q8 Please tell us about your community's economic development strategy. In this case, *community* refers to the entity with which you are involved with, whether that be local, state, or regional government, or a nonprofit economic development organization.

Q9 Other than the Oregon Statewide Planning Goal 9 element of the local or county comprehensive plan, does your community have expressly stated economic development goals, strategies, or policies?

- ☐ Yes (1)
☐ No (2)
☐ Don't know (3)

Q10 Please indicate whether your economic development strategy:

	Yes (1)	No (2)	Don't know (3)
Was formally adopted (1)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Includes target industries (2)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Includes sufficient guidance for implementation (3)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Includes specific framework for implementation (4)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Includes indicators or metrics that allow evaluation of impact (5)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Includes a vision statement (6)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Includes a defined process for update and revision (7)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q11 Please list the three most important target industries in your community's economic development strategy:

Industry 1 (1) _____
 Industry 2 (2) _____
 Industry 3 (3) _____

Q12 We are interested in how jurisdictions implement the strategies and actions in their economic developments. We call that the "implementation framework." That framework could include staff, committees, partners, etc. Please describe your framework for implementation.

Q13 How frequently does your community update and revise your strategies, goals, or implementation action plans?

- ☐ 0 - 6 months (1)
- ☐ 6 - 12 months (2)
- ☐ 12 months - 2 years (3)
- ☐ 2 years - 5 years (4)
- ☐ 5+ years (5)
- ☐ No regular schedule (6)
- ☐ Do not revise (7)
- ☐ Don't know (8)

Q14 If you are familiar with the process used to develop the goals, strategies or implementation actions, please indicate who was involved in the process: (Check all that apply)

- ☐ I am not familiar with the planning process (1)
- ☐ Business representatives (2)
- ☐ Public employees (3)
- ☐ Local, State, or Federal government representatives (4)
- ☐ Nonprofit representatives (5)
- ☐ Local experts (6)
- ☐ Chamber of commerce (7)
- ☐ University or community college (8)
- ☐ School district (9)
- ☐ General public (10)
- ☐ Youth (11)
- ☐ Other (please specify) (12) _____

Q15 Does your community want an economic development strategy?

- ☐ Yes (1)
- ☐ Maybe (2)
- ☐ No (4)

Q16 Please indicate how supportive or unsupportive the following individuals or groups are of economic development in your community:

	Very Unsupportive (1)	Unsupportive (2)	Neither Supportive Nor Unsupportive (3)	Supportive (4)	Very Supportive (5)	Don't Know (6)
Elected Officials (1)						
Residents (2)						
Businesses (3)						
Local Government Agencies (4)						
State Government Agencies (5)						
Federal Agencies (6)						

Next, we're interested in your perceptions of the effectiveness of your community's economic development strategy

Q17 In your opinion, how effective or ineffective is your current economic development strategy at achieving community economic development objectives?

- ☐ Very ineffective (1)
- ☐ Ineffective (2)
- ☐ Neither effective nor ineffective (3)
- ☐ Effective (4)
- ☐ Very effective (5)
- ☐ Don't know (6)

Q18 Does your strategy include metrics, indicators, benchmarks or other tangible means of monitoring outcomes?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q19 Please describe your community's specific metrics, indicators, or benchmarks used to determine the success of strategies, goals, or implementation actions plans for economic development (for example: *increase jobs by X percent*).

Q20 Does your current economic development strategy outline clearly an implementation framework or an action plan? E.g. Who does what, when and how?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't know (3)

Q21 If success is defined as accomplishing the goals of your economic development strategy, in your opinion, please indicate how successful or unsuccessful your community's economic development strategy is:

- ☐ Very unsuccessful (1)
- ☐ Unsuccessful (2)
- ☐ Neither successful nor unsuccessful (3)
- ☐ Successful (4)
- ☐ Very successful (5)
- ☐ Don't know (6)

Q22 Please explain your response to the previous question regarding the success of your community's economic development strategy:

Q23 What are the two greatest obstacles to your community's economic development strategy?

- 1 (1) _____
- 2 (2) _____

Q24 In your opinion, are economic development efforts adequately funded in your community?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't know (3)

Q25 Please explain your response to the previous question regarding the adequate or inadequate levels of funding for economic development:

Networking, Coordination, Cooperation, Collaboration, Integration

We are interested in the level of coordination between economic development organizations and their ability to achieve regional and community economic development objectives.

Q27 Please indicate the extent to which you agree or disagree with the following statements regarding economic development in your community and region. *(Please select one option for each statement)*

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Don't Know (6)
Economic development organizations coordinate at the local level to meet community objectives (1)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic development organizations coordinate at the regional level to meet community objectives (2)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic development organizations use consistent strategies to promote economic development (3)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Previous collaborations between economic development organizations have been effective (4)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic development organizations share similar visions for economic development goals (5)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic development organizations share similar visions for implementation of economic development strategies (6)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic development organizations must coordinate to effectively implement plans or strategies (7)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coordination between economic development organizations is easy or simple (8)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coordination between economic development organizations is effective (9)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coordination between economic development organizations is worth the time and effort required (10)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Organizations frequently interact or partner on economic development efforts. That collaboration can take different forms:

- **Networking** – groups maintaining contact in order to cultivate a supportive system of sharing information and services among individuals and groups for the common interest and mutual benefit of economic development.
- **Coordination** – organization of different groups to work together for a common purpose, creating an economic development environment where policies combine or interact harmoniously as parts of a whole. Coordination between groups hopes to avoid duplication of efforts.
- **Cooperation** – same as coordination, plus, groups provide active assistance to each other to work jointly for the common purpose of economic development. Groups share goals, strategies, and funding for economic development.
- **Collaboration** – same as cooperation, plus, groups work together directly to enhance each others capacity to design and implement economic development strategies and plans for mutual benefit and a common purpose. Systems for economic development are designed to work interdependently between groups, with equal commitment and share of available resources.
- **Integration** – fully integrated activities between groups with a single budget, management structure, and accountability processes.

Q29 Please indicate what level of **interaction / partnership** on economic development your organization has had in the past year with the organizations listed below. *(Please select one option for each item)*

	None (1)	Networking (2)	Coordination (3)	Cooperation (4)	Collaboration (5)	Integration (6)
Federal Agencies (1)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
State Agencies (2)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OEDA (3)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
County Agencies (4)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Municipalities (5)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chambers of Commerce (6)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workforce Investment Board (7)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Municipal Agencies (8)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tribes (9)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regional Solutions (10)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nonprofit Organizations (11)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Private Businesses (12)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Citizen or Community Groups (13)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elected Officials (14)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foundations (15)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (Please specify below) (16)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q30 Please indicate the **degree of effectiveness** in helping your community achieve economic development for each of the following organizations. *(Please select one option for each item)*

	None (1)	Low Degree (2)	Moderate Degree (3)	High Degree (4)	Don't Know (5)	Not a Partner (6)
Federal Agencies (1)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
State Agencies (2)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OEDA (3)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
County Agencies (4)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Municipalities (5)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chambers of Commerce (6)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workforce Investment Board (7)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Municipal Agencies (8)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tribes (9)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regional Solutions (10)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nonprofit Organizations (11)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Private Businesses (12)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Citizen or Community Groups (13)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elected Officials (14)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foundations (15)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify below) (16)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q31 In your opinion, how important or not important is **technical assistance** from the following organizations or individuals for economic development ?

	Not at all important (1)	Not Important (2)	Somewhat Important (3)	Important (4)	Very Important (5)	Don't Know (6)
Federal Agencies (1)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
State Agencies (2)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OEDA (3)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
County Agencies (4)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Municipalities (5)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chambers of Commerce (6)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workforce Investment Board (7)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Municipal Agencies (8)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tribes (9)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regional Solutions (10)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nonprofit Organizations (11)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Private Businesses (12)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Citizen or Community Groups (13)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elected Officials (14)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foundations (15)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Universities (16)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community College / SBDC (17)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify below) (18)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Barriers and Assets for Economic Development

In this section of the survey we want to understand your perceptions of assets and barriers to economic development in your community or region. For each item, please choose one of the options along the scale (major barrier, barrier, neither a barrier nor an asset, asset, major asset, or don't know).

Q33 Please indicate whether you think each of the following elements is an asset or barrier in your community.

	Major Barrier (1)	Barrier (2)	Neither a Barrier nor an Asset (3)	Asset (4)	Major Asset (5)	Don't Know (6)
Availability of buildable industrial sites in your community's urban growth boundary (1)						
Availability of buildable commercial sites in your community's urban growth boundary (2)						
Availability of buildable land for residential use in your community's urban growth boundary (3)						
Brownfields (24)						
Availability of Broadband (4)						
Capacity of water and sewer systems (5)						
Capacity of wastewater system (6)						
Capacity of transportation system (including freight, public, and active) (7)						
Capacity of communications system (including internet) (8)						
Availability of funding for infrastructure improvements (9)						
State tax structure (10)						
Local land use permitting process (11)						
Public land regulation of natural resources (12)						
State land use regulations (13)						
Access to capital for individuals (14)						
Access to capital for businesses (15)						
Access to capital for municipalities (16)						
Availability of labor (17)						
Availability of skilled labor (18)						
Responsible workforce (19)						
Diverse employment opportunities (20)						
Obtainable Data (21)						
Quality Data (22)						
Useful Data (23)						

Q34 Please name the two most important assets that support businesses in your community:

1. _____
2. _____

Q35 Please name the two greatest barriers to supporting business in your community:

1. _____
2. _____

Community Economic Development Needs

The following questions will give you the opportunity to tell us about your community's economic development needs.

Q37 Please indicate the lowest or highest need(s) for economic development in your community:

	No Need (1)	Lowest Need (2)	Moderate Need (3)	High Need (4)	Highest Need (5)	Don't Know (6)
Funding (1)						
Leadership (2)						
Labor (3)						
technical						
Assistance (4)						
Coordination (5)						
Data (6)						
Other (please specify below) (7)						

Q38 What kind of information does your municipality or county need to assist economic development?
(Select all that apply):

- ☐ None (1)
- ☐ Information about economic development best practices (2)
- ☐ Information about federal grants and programs (3)
- ☐ Information about state programs (4)
- ☐ Information about available resources for economic development technical assistance (5)
- ☐ Demographic data to create a community profile for marketing (6)
- ☐ Communication with other economic development professionals in the region (7)
- ☐ Other (please specify) (8) _____

Q39 What kind of technical assistance does your municipality or county need to assist economic development? *(Select all that apply):*

- ☐ Assistance in assessing community strengths/opportunities for economic development (1)
- ☐ Strategic planning assistance (2)
- ☐ Grant writing (3)
- ☐ Capacity building for economic development organizations (4)
- ☐ None (5)
- ☐ Other (please specify) (6) _____

Economic Resilience

Now we would like to ask you questions about economic resilience in the region. Economic resilience refers to an area's ability to anticipate, absorb, adapt to, and recover from major shocks to its economic base. Potential shocks can range from natural disasters – such as a flood or earthquake – to changes in regional, national or global economic conditions – such as the recent recession. Changes in technology, transportation, climate, interest rates, or labor conditions are other example of things that could disrupt the local economy.

Q41 Are you familiar with the concept of economic resilience?

- ☐ Yes (1)
- ☐ No (2)

Q42 Is your community interested in planning for economic resilience?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q43 Does your economic development strategy include plans for economic resilience?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q44 Does your community have plans to add resilience to your strategy?

- ☐ Yes (1)
- ☐ No (2)
- ☐ Don't Know (3)

Q45 What does your community need to make economic resilience a reality in your strategy?

- ☐ Funding (1)
- ☐ Training (2)
- ☐ Leadership (3)
- ☐ Labor (4)
- ☐ Technical Assistance (5)
- ☐ Other (please specify) (6) _____

Q46 If economic resilience training were available, would you... (check all that apply)

- ☐ Take advantage of it (1)
- ☐ Be willing to pay for it (2)
- ☐ Be willing to travel for it (3)

Q47 The following is a list of characteristics present in economically resilient communities. Please indicate your level of agreement with the following statements:

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)	Don't Know (6)
Local government has implemented strategies to ensure critical infrastructure systems used by businesses in the region will be available following a disaster (e.g. transportation, fuel, energy, water, etc.) (1)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Businesses in this region actively prepare business continuity plans to facilitate a quick return to business following a disaster (2)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic development plans are well integrated into other local, regional, and state planning activities (e.g. land use, emergency response, hazard mitigation, transportation) (3)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organizational structures are in place to manage business sector response and recovery efforts in the region after a disaster event (e.g. a standing economic recovery task force) (4)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local funding or grant- making mechanisms for post-disaster small business financing and financial program management are available (5)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic leaders in the region actively identify local and regional partnerships that contribute to economic diversification (6)						
Strategies are in place to maintain access to critical supply chains following disasters (7)						
Businesses in this region actively promote and support household disaster preparedness planning for their employees (8)						
Economic leaders in the region actively identify local and regional partnerships that contribute to economic diversification (9)						

Respondent Information

In this section of the survey we would like to learn about your professional role in economic development in your community. Please answer the questions to the best of your ability. While we cannot guarantee confidentiality, we will not attribute personal information to survey responses and individual responses will be kept anonymous.

Q49 Please tell us about yourself:

First Name (1) _____

Last Name (2) _____

Email Address (3) _____

Name of your Agency/Organization (4) _____

Work Address (5) _____

City (6) _____

Zip Code (7) _____

Q50 How many years have you worked in economic development? (please enter a whole number)

Q51 Do you consider your area urban or rural?

☐ Urban (1)

☐ Rural (2)

Q52 Is there anything else you would like to tell us? Please write any other comments you have in the space below:

Q53 Thank you for taking the time to complete this survey.

Click Next >> to submit your survey.

Appendix B: Transcript of Open-Ended Questions

The survey instrument included several questions where respondents were asked to write in responses. Appendix B presents a transcript of responses to open-ended questions. The CSC conducted content analysis of those questions that is presented in the body of the report. The content analysis, by definition, summarizes the key themes identified in the responses and loses details that may be important.

Open-Ended Responses

Q11 Please list the three most important target industries in your community's economic development strategy:

Agriculture and Food Processing

Agriculture
Agriculture
Ag
agriculture
Agriculture
Ag-based and Food Processing
value added agriculture
agriculture
Agriculture
Agriculture
Agriculture
Agriculture
Agricultural
Agricultural processing
Ag & Food Processing
agriculture processing
Small scale agriculture & food processing
Food Processing
Food Processing
Food processing
food processing
Food processing and storage
Farm
Food processing
Ag
Food Processing
Food Processing
Smart agriculture
value added ag
Agriculture and Related Food Processing

Food and Beverage

Food and beverage
Food
Beverage
Food
Food & Beverage
Food and Beverage

Food and Beverage
Food and Beverage
breweries
Food Services
Specialty food production
value added food products
Wine industry
Beer industry
Wineries
The Wine Industry

Tourism and Hospitality

Tourism
Tourism
Tourism & Recreation
Hospitality / Tourism
Tourism
tourism
Tourism
HOSPITALITY
Tourism
Tourism
Micro Brews and Wine and Tourism
Tourism locally
Tourism & wine industry
tourism
Tourism
Lodging/tourism development
Hotel Tourism - Wine Country Interface
hospitality
Recreation
outdoor
Athletic & Outdoor

Manufacturing

Manufacturing
Manufacturing
Manufacturing
manufacturing
Manufacturing

Manufacturing
 Manufacturing
 Manufacturing
 Manufacturing
 Manufacturing
 light manufacturing
 Manufacturing
 advanced manufacturing
 Advanced Manufacturing
 Advanced manufacturing
 Advanced Manufacturing
 Advanced Manufacturing
 Advanced Manufacturing
 Advanced Manufacturing
 manufacturing
 Tech manufacturing
 General Manufacturing
 General Manufacturing
 Timber, Food & Beverage manufacturing
 high tech manufacturing
 Manufacturing
 Manufacturing
 Manufacturing
 High Tech based manufacturing
 precision and advanced manufacturing
 Manufacturing
 Advanced Metals Manufacturing
 advanced manufacturing
 Advanced Manufacturing
 metals manufacturing
 Advanced Manufacturing
 Timber/Wood Products Manufacturing
 Metals, machinery and transportation equipment
 Metals and machinery manufacturing
 Metals & Machinery
 Metal Fabrication
 Food and Beverage Manufacturing
 Value added manufacturing
 Specialized Machinery and Equipment
 Medical device manufacturing
 Outdoor Recreation Manufacturing
 Metals
 metals
 Material molding

Technology

Technology
 Software/technology (incl biotech)
 High Tech -Semiconductors
 high tech
 Tech
 IT
 High tech
 Tech
 Technology
 Software, media, IT services
 Computer and electronics
 Tech
 High tech

high tech
 High Tech- unmanned systems
 IT industry
 Technology (software, hardware, biotech, etc.)
 high tech
 Technology
 high technology
 tech/bio tech
 computer and electronics (includes software and IT)
 software development
 Advanced Electronics
 Clean Tech
 Clean Technology
 biotech/cleantech

Small Business/Commercial

Small business
 Small Business enterprises
 small business
 Downtown Commercial Businesses
 Commercial Retail
 Retail
 RETAIL SHOPPING
 Commercial
 Retail
 retail growth
 Retail (general)
 Small business growth
 Small Business Entrepreneurship
 small business recruitment
 business retention
 Central City Economic Enhancement
 Outdoor Gear and Athletic Wear

Health and Senior Services

Health Services
 Medical services
 Healthcare
 Healthcare
 Health Care
 Health Services
 Health Care - Medical Devices & Research
 Health services and continuing care
 Healthcare
 Retirement
 Retirees
 Assisted Living
 Med industrial

Natural resources

Fisheries/Marine
 Marine Research
 forest health
 Marine
 Fisheries
 Deep water port facilities
 Concentrated Industries
 Resource inc ag and timber
 Wood products
 Water Bottling
 Timber

Wood Products
 Secondary wood products
 primary and secondary wood products
 Renewable Energy
 Solar

Media production
 ecommerce
 data centers
 Data Management
 Data centers

Industrial/distribution

family-wage industrial jobs
 industrial growth
 LIGHT INDUSTRIAL
 Light Industrial
 industrial
 Environmentally clean industries/warehouses
 warehouse
 Warehouse distribution centers
 Warehouse/Distribution
 Distribution into national and international markets
 distribution/logistics
 Distribution
 Distribution and transportation

Data and web

telecommunications
 telecommunications

Airport/aerial

Unmanned Aerial Vehicle range for testing and
 manufacture
 Commercial aviation
 Aircraft related
 Drones UAS
 Airports
 Airport related industrial

Other

Consumer Products
 Suppliers
 Construction
 professional and business services
 Financing and Professional Services
 ranges of housing growth/infill
 real estate
 housing

Q12 We are interested in how jurisdictions implement the strategies and actions in their economic developments. We call that the "implementation framework." That framework could include staff, committees, partners, etc. Please describe your framework for implementation.

Focus on partnership and collaboration (x12)

- community collaboration
- Working with regional economic development organizations, we collaborate on recruiting and retaining businesses, particularly in the area of additional space for growth within our severely constrained urban growth boundary.
- We have a model for supporting entrepreneurs and innovators in our 4-county region. It includes partnering with entrepreneurs, investors, local economic development orgs, city, county, state, private sector, engaging mentors, colleges and universities, and the media. Our model is successful due to the cross-section of partners (most partners also contribute financially to our entrepreneurial outreach and support). We are building an entrepreneurial ecosystem and culture.
- Partnerships with other government entities in the area to coordinate efforts.
- We provide capacity for a three -county region on infrastructure projects, building projects, expansion projects and enterprise zone management. We also provide loans for businesses in a five county region, and SBA 504 loans across the state of Oregon. We work with Business Oregon, EDA, USDA RD, DEQ, Corps. of Engineers, several ports, several other economic development partners. We all meet many times within the region or at one-stop meetings to make projects move forward in our region. Each entity assumes its responsibility role.
- Staff and Partners are most involved with the development and implementation of the plan. Partners are used for specific skill sets or reach into parts of the community or to leverage marketing/branding.
- Sector Partnership Model and via strategic plan vision, mission and goals.
- The regional Strategy Committee advises our Board on CEDS Strategy development, amendments/revisions, and performance evaluation. The CEDS lists specific organizations as ""leads"" and ""partners"" and includes commitments to implement for my and the other organizations."
- Framework is defined by partnership between the county and city administrative staffs and is supported by community and industry groups involved in the implementation process.
- Gather and analyze data; identify target industry clusters; assign lead staff; develop strategic work plan; work with industry associations and other ec dev orgs as partners; outreach and mtgs with individual companies; identify

company and cluster issues and opportunities (retention/expansion; recruitment; scale-up; workforce; policy; business climate; permitting); implementation and problem solving strategies.

- We utilize our local county economic development organizations for business development, and support this with our organization's business loan financing, connections to other funding partners, and regionally networked value-added business development. We also serve on our region's Regional Solutions Team to assist with project management and coordinating One-Stop meetings with appropriate regulatory agencies. Finally, we also provide technical assistance and support (grant management services) for our local jurisdictions that do not have that capacity on staff.
- City, Chamber of Commerce, Downtown Coalition, businesses, and a variety of local/regional/statewide partners

City, agency or organization staff (x10)

- One manager and three contracted staff implement the strategy. Staff is guided by an Economic Development Advisory Board that also advise City Council and County Commission. Staff collaborates with various partners (University, SBDC, Chambers, etc.) to implement various parts of the strategy.
- We have a small team of staff and an advisory committee. For some specific projects we engage contractors and advisory groups.
- Our city has an economic development director. The mayor is very supportive and active where appropriate. Mayor and staff work closely with state, industry, other interested parties...forming informal support groups to. Move community efforts forward. council has supported efforts to move several initiatives forward. The most important thing in our community is a positive attitude, and willingness to put forth daily effort to produce positive economic results.
- The City of Oakridge has the Oakridge Economic Development Advisory Committee, which is advisory to the City Administrator and the City Council. We also work closely with Lane County Economic Development and have started to work with Eugene Inc. Through collaboration we are working towards reviving our community.
- We are focused on using city staff and key partners to jump starts eco. dev. in the city core.
- Private non-profit Full-time staff government & community support Inclusive board of directors
- We have an EDC that helps set goals and provide oversight for our staff. They review our strategic plan, identify new goals and review accomplishments.
- We implement through programs that are staffed with agency personnel. We also heavily rely on partner organizations with shared visions.
- "City Administrator spends a nominal amount of time working on the recommended actions from our Strategy.
- City participates and supports the Chamber of Commerce
- We look forward to developing a relationship with the new Lane County Rural Economic Devl. staff"
- Our economic development strategies, goals, objectives, and actions are defined in the City's 5-year strategic plan. Not all objectives and actions are worked on or implemented annually. When an objective and actions become a Council priority, the City staff and Council will form committees and define the steps to implement whatever is the strategy, goal, objective or action.

Board or committee based (x8)

- The Port of Cascade Locks is the economic development partner with the City of Cascade Locks. We have a joint governance committee called the "Joint Work Group for Economic Development" (JWGED). We also have the City Administrator sit on the Port's Economic Development Committee which vets and drives economic development on Port property such as the Business Park and the Herman Creek Lane Flexible Manufacturing Campus.
- Board, members and staff
- Our association develops our plan through a legislative committee, is vetted by our executive committee, and then adopted, tracked and periodically updated by our board of directors.
- committees on each key strategy area with defined partner support identified and staff leads
- We have an Urban Renewal District. We also have an Engaged Committee with the focus of business incentive information and business retention.
- staff committee's partners incentives streamlining development requirements/costs assisting target industries through processes
- We are a non-profit trade organization focused on the commercial aviation economic development across Oregon. We have a professional board, an executive director and 100 corporate members. We hold several meetings per year focused on economic development, workforce development, capital access, drones, legislation and foster networking.

- City economic development is through our Urban Development Department that manages seven urban renewal areas. Oversight is provided by property owner and resident advisory boards and by city council. We contract for services from a regional economic development organization for large, traded-sector companies. We also work with the state of Oregon on developing state-owned property for economic development.
- State or regionally-minded approach (x7)
- State office with regional officers, regional project managers, in collaboration with local, federal, philanthropic, and federal partners to implement.
- The City is currently working regionally in Linn County to bring economic development to rural Linn County.
- We are the economic development agency for the State of Oregon. Each member of our staff is assigned regions of the state to focus their energy in working with other economic development groups in their respective regions, local lenders and other state organizations that assist in the gathering and dissemination of information pertinent to the economic development of the state.
- Economic Development for Central Oregon acts as a central point of planning and implementation. This is a public/private 501c6 organization that partners with local municipalities, business support organizations, higher education, chambers, the Small Business Development Center and others to fulfill their mission.
- staff, committees and partnership with Lincoln county and entities to support regional and local economic development efforts
- staff - regional partners - relationships with state and federal agencies
- Region of 3 counties in 2 states - partnerships with county & city jurisdictions as well as strong partnerships with private businesses and utility providers. We also partner with the state and federal agencies as needed. One employee implements the activities with support from the partners.

No "framework" in place (x5)

- I have no idea at this point. The development of a CEDS -- which was born in Portland -- is not a public, nor transparent process. It is an insider's game and consider as such by most business leaders.
- This is new to our city and the framework for implementation is a work in progress
- The "framework" is primarily the free market.
- we as a city do not have an "implementation framework" possibly the county economic development department does.
- During the economic downturn we put the strategy implementation on hold. Let go of the person doing economic development and have been managing it as necessary. We are ramping up our efforts focusing on business retention this year and working on the green fields adjacent to our City. We hope to fully engage in the implementation next year.

Guiding document (x4)

- Our adopted Economic Development Strategic & Action Plan includes defined actions along with Performance Measures, Timing, Lead Agent, Partnerships, and Priority.
- Charter, Code and Comprehensive Plan all identify restricted commercial activity allowed. Only three or four properties are zoned commercial.
- Implementation is outlined in our Economic Development Plan and Strategy. Efforts through the City's Community Development Department, partnerships with SHEDCO (St. Helens Economic Development Corp.), CCET (Columbia County Economic Development Team), ColPac (Columbia Pacific Partnership) and other work to achieve the plan.
- We have hired a national consultant to develop an economic development plan. My answers to these questions reflect our current situation and not where we plan to be when the work of the consultant is complete.

City council or manager (x3)

- City Council with community sets direction and City Manager puts it in place...
- Council has identified in the goals process that upgrading our capacity of our wastewater system is key in bringing economic development to the City and has created an Economic Development Committee. We have qualified through an income survey approved by State and Federal Government for CDBG funding and applied in the 2016 cycle for wastewater upgrades. We were unsuccessful but will be reapplying in the 2017 cycle. The EDC committee has brought forth some good ideas, but we are unable to follow through without wastewater capacity.
- Stakeholder Task Force developed priorities and focus. City Council has adopted positions in support and specific goals. Staff works with Council to develop implementation steps.

Strategic framework (x3)

- We have a matrix based on four core initiatives (employment opportunities, workforce, equity, and downtown/central Milwaukie) in that plan that provide associated actions, lead agencies, and a timeline for implementation by our four employment area districts.
- We utilize a baldridge based strategic implementation that focuses framework on: Leadership, Strategy, Assessment and results
- Develop interest/awareness in particular business sector Confer with Economic Development Commission Study the connection between old and new Develop a plan of implementation with new business.

Q19 Please describe your community's specific metrics, indicators, or benchmarks used to determine the success of strategies, goals, or implementation actions plans for economic development (for example: increase jobs by X percent).**Not set or in development (x5)**

- We haven't developed any yet
- Still in development process
- In the process of changing our outputs to outcomes measures.
- Details still being determined in latest effort
- We are in the process of developing our economic strategy. It's a little too soon to give details on the plan as it is being developed. The plan will include goals for commercial, retail and industrial lands along with data to support the number of jobs and employees to sustain this growth.

Don't know (x3)

- Not sure.
- I am not the person to answer this. Contact the City Manager
- I can't be specific, only that I know such metrics are in the plan.

Metrics vary by area or objective (x15)

- There are overall metrics, globally, that are impacted by our strategies but also other factors. Each key implementation area has its own set of both metrics and milestones.
- Each focus area has a desired outcome statement There is also quantitative metrics such as per capita Income and property tax growth as well as some qualitative metrics such as Improving Livability.
- The regional cities and Coos County are partners in the South Coast Development Corporation which is the active economic development arm of the region. There has been metrics developed to identify ROI on local government funds returning an increase in new businesses etc. As well as an attempt to create an incubator center and marketing the regions agricultural products to Japan.
- Targets are set and measured yearly in areas such as job growth/ retention; Wage growth, unemployment level, visits to local businesses, out of state/country visits, legislative changes asked for/received, customer surveys, working with federal agencies to promote tools, and so on. "
- jobs created, new businesses established, business leads created annually, number of partner relationship meetings held annually, investment value, number of new businesses downtown, number of workforce training events, number of community internship program, hotel night stays
- Dollars invested by source, # of jobs created, environmental benefits, # of people served.
- Amount of UAV activity at the Airport
- Number of enplanements at commercial airport
- Number of visitors (tourism) at least for specific events: 2A basketball tournaments; Round-Up, Bike Week, etc. Also estimates of economic benefit to local business
- 1) Amount of dollars leveraged with private monies disbursed to businesses in specific regions; 2) Jobs either increased or retained from loans made to businesses"
- Move - jobs brought to the area, avg. wages of jobs, capital investment of new companies; Start - businesses started, businesses assisted, capital investment; Grow - increased jobs, increased revenues, capital investment (debt or equity)"

- "Numbers of (public and private sector) employers opening for business in the past year; Numbers of jobs created by (public and private sector) employers in the past year; Building permits issued by county and city governments in the past year; Total SDC / TDT and permit application fees collected in past year; Average wage earnings by local workforce in the past year; Median Household Incomes among local residents in the past year; Numbers of residents living at or below federal poverty index in the past year
- Business license counts over time.
- Employee counts and wage levels changes.
- Population growth.
- Aggregate payroll in the community.
- business diversification, capital investment, jobs created at or above average County wage
- We have at more than 30 metrics, across "typical" ED indicators (jobs, etc.), but also including process metrics (e.g. measures of engagement and outreach), and big-picture/long-term objectives such as readiness to work.
- "We have a mix.....hotel and waterfront development....project is underway.
- Smart agriculture....nothing measurable at this point....but we see clear positive movement....e.g. Tech folks are willing to fly in for meetings. We're not tied to metrics, but are opportunistic. "
- "Performance measures: A. Regional Economic Conditions: 1. Number of new jobs created in our tri-county area, 2. Unemployment rate in all three counties, 3, Per capita income for each county, B. Programmatic Measures: our entity activities directly & indirectly: 1. Amount of small business loans approved, include amount of private funds leveraged & number of jobs 2. Amount of public infrastructure & community development projects funded, include amount of funds leveraged 3. Amount of technical assistance & planning projects funded, including amount of leveraged funds.

Goals reviewed periodically by guiding authority (x6)

- Council sets goals with community input to guide staff on priorities.
- The City has a Economic Development Committee that meets once a month. They keep and accurate accounting of available commercial property inventory. They work with the Chamber of Commerce and the County Economic Development agency.
- We provide a quarterly-YTD report card that lists the activities and the number achieved; this report card also includes projects (listed as code names to protect the confidentiality of the business) and whether the project was a win.
- The Council and Planning Commission get together and review the goals/objectives (listed activities to accomplish the goals). They review for completeness or the progress on the specific objective. They address if more resources (time/money) are needed. Then they reassign it a priority number so that everyone is working toward the top ranked goals. This also helps the limited staff be able to develop their work plans to address the most important goals of the elected/appointed officials.
- EDCO in central Oregon maintains a variety of KPI's that are tracked and can be reviewed at the EDCOInfo.com website or by contacting Roger lee the Executive Director. Central Oregon Economic development efforts were ranked No #1 in the nation last year by both Forbes and the Malkin Institute... Thanks!
- "we target industries and monitor results
- we request meaningful feedback on processes and assistance from applicants/targets
- we have worked on industrial certification and register when the property is certified
- we evaluate our Economic Development Plan annually for successes/failures/updates

Goals established in guiding document (x3)

- There are a number of guiding plans, each with separate metrics or KPIs made by different bodies within the agency. Some of these plans are formally adopted and regularly updated others are not. Examples of metrics include "50 outreach visits to businesses per year," "Realize \$500 Million in new capital asset investment in the area by 2019," and " by 2020 have and maintain a 20-year supply of serviceable non-retail employment land in the Urban Growth Boundary."
- "We have 6 goals, and each year set numerical goals in our Annual Work Plan: # of businesses/jobs retained through direct intervention, # and amount of loans made to local businesses and the private investment leveraged, # of local communities receiving infrastructure financing in which our organization directly participated in seeking the funding, # of priority infrastructure projects implemented, # of failing systems addressed, # of business expansions and start-ups, # of new family wage jobs."

- The metrics are described in the City's strategic plan. For example, the City operates a Enterprise Zone and the metric is to authorize 1 new business per year.

Focused on business recruitment and retention (x4)

- Are we retaining business? Are we helping business achieve their goals when asked? Are we recruiting business that will positively effect the City's tax base? Are we able to assist clients through the permitting process as effectively and efficiently as possible? Are we minimizing obstacles and road blocks as needed?
- "We track the following metrics from the startup companies we serve (and we gather this data quarterly): Total revenue; Total funding secured (equity, grants and loans); Jobs created (but we count founders, contractors and W-2 employees); Number of companies served; Number of companies graduating from our accelerator programs; Number of mentors, students and angel investors engaged; Number of companies ""still alive"". We also track: Total match dollars we raise; Total new investment capital in our region; And we've recently started tracking gender and ethnicity of founders
- Jobs created or saved Investment Property tax dollars business start-ups proposals sent / visits received; "# of company visits/year; # of companies assisted with real estate, infrastructure, workforce, and other issues; # of successful expansion projects; # of new/retained jobs; new investment by companies assisted (\$ million); # of successful recruitment projects; # of new jobs; new investment by companies assisted (\$ million).
- we also fund a workforce development project that also has a number of metrics e.g. clients served; referrals made; enrolled in training programs etc."

Regulatory or lobbying achievements (x2)

- Achieve passage of a longer-term statewide transportation funding package; 2. Defeat proposals to add regulatory requirements to the use of certain types of diesel fuels; 3. Support full funding for Measure 98 (CTE) programs; 4. Defeat tax proposals that would impose gross receipts taxes on any business"
- The aviation economy is strong in major metropolitan areas. Rural areas across the state are in need of significant federal, state and local support to move forward. Our organization submitted and lobbied for an aviation fuel tax bill that will benefit airports and rural air service across the state. Successful implementation of the policies that resulted are a major metric for success. Other metrics include number and quality of our membership, number and quality of our statewide conferences, association with related ED groups and ability to support legislation that benefits our industry.

Focused on job creation (x10)

- Traded sector jobs created; number of traded sector employers; commercial and industrial space and land vacancy
- Job counts, wage increase, investment. We are currently revising metrics to be more comprehensive and reflective of the work that we do.
- Jobs created, Jobs Saved, long Term 5+hour clients, business startups, capital formation-- all metrics attributed and validated by the client to our significant role
- jobs, taxable value, land sold, companies assisted
- Job growth and unemployment rate. Real estate metrics (vacancy and/or occupancy). Workload measures like businesses contacted/helped.
- Jobs
- Livable wage jobs, environmental clean and sound, supportive team player in City's growth
- We look at the number of jobs created and the estimated dollar value of added activities.
- Job postings in quantity; Housing availability; Graduation rates
- increase average wage to state average; increase number of jobs in region by 20,000; Reduce UR to state UR

Other responses (x2)

- The fundamental metric is the success of developing lodging upscale facilities in a number sufficient to meet our tourism goals.
- No businesses - goal met!

Q22 Please explain your response to the previous question regarding the success of your community's economic development strategy:

Seeing positive results of economic development efforts or meeting goals (x43)

- In my opinion, our economic development strategy is working successfully to a degree. Our community growth has been expanding as far as single family dwellings. However, our downtown core remains rather stagnant. Our light industrial campus has had moderate growth with several manufacturing companies locating to the campus. Many of the new residents work and shop outside of our city. We are 35 minutes from Portland and only 10 minutes from Sandy, Oregon. A good percentage of folks shop in Portland or Sandy rather than shopping in our town with limited stores.
- Our Urban Renewal agency worked with Face Rock Creamery to assist them in opening a new cheese factory in Bandon. The Urban Renewal Agency (city council) purchased the property from Tillamook (who had closed down the former cheese factory and walked away from the community) and leased the property to Greg Drobot of Face Rock Creamery. We also paid for the parking lots, infrastructure, public restrooms, etc. Face Rock then purchased the property so that they could get conventional financing. It has been a wonderful public-private partnership.
- Start ups are coming and growing. Major employers are adding significant numbers and facilities. The private sector is buying old and creating flex space which is exactly what we need. Unemployment rate is down to 3.2 percent.
- Achieved our goals = jobs and business growth
- In 2003 our Main St. district had several vacancies and we were experiencing a higher than wanted business turnover. We also had building fronts and streetscape that needed improvement. We implemented an Urban Renewal District in 2004. One of the most successful elements of the district was our Facade Improvement Grant program. This program resulted in the improvement of nearly 30 business fronts being improved. Another success was completely redoing our downtown streetscape with sidewalk improvements, lamp posts, trees and planter areas at the corners. All of this has led to a nearly 100% occupancy rate for our business properties and several of our businesses are making it past 5 years in business.
- Over the years, we have had success passing a transportation package (2009); defeating certain regulatory proposals (2012-2016); being part of a coalition to defeat Measure 97; and being part of a coalition to pass Measure 98.
- Cascade Locks is on the verge of significant growth population and business-wise. If the projects that current are being discussed come to fruition, Cascade Locks assessed value would increase 10 fold. That is very successful, even if only half of the projects are actually completed.
- (OK, this is likely identifying information.) We had a protracted battle over urban growth boundary expansion, and in the meantime effectively ran out of an industrial land supply. In the last 18 months, we have resolved the UGB issue, the economy has improved, we have hired an economic development director, and we now have a huge inventory of would-be players in our local economy. We have been successful in the sense of communicating we are open for business. It's too soon to tell on many of the leads we have developed. I'm reluctant to describe interest as success, closing the deal is success.
- We have achieved primary goals in the past and seeing positive direction on almost all metrics.
- "Economic development is community development. Our strategy and vision treats it as such. Myopic metrics like wages or number of jobs can capture a glimpse of the growth of an economy, but such metrics are limited in their ability to depict what's really happening in a community, region, or state, for better or worse.
- We are ""successful"" here because we take a well-rounded, holistic approach to economic development and look at the ""big picture"" which shows many new home starts, new development in our downtown, businesses expanding in our industrial park, as well as new businesses moving in. Our city revenue is increasing and we are adding amenities for our residents. This feels like positive economic development.
- I might say we are ""very successful"" if I had hard data to back up the soft description I just provided, but at this point I don't have that."
- Using various metrics, we can measure the impact of our dollars put out into the community in order to see the positive impact. We also see where we need to apply more effort to achieve more. Also, since the production of loans in our agency is counter-cyclical to that of the state economy, we can actually "see" that the state economy is improving when production is down. When the economy is in recession, our loan production increases. With that being said, there are always areas that need more help.
- We are doing a good job, but there is always room for improvement.
- I work within the New Markets Tax Credit community. We have done over \$200 million of projects out of our Oregon office.
- We are seeing movement in the expansion of econ development

- We are mostly meeting the goals as written in the plan and pursuing the tasks in our work plan.
- We have implemented almost all of the actions in the Strategy from 2011.
- Meeting our community economic development strategy. In process of linking our traded-sector work to our community work.
- Projects completed
- We hold all of our startup clients accountable to their metrics, so we do the same for ourselves.
- We have landed one business with help and we are working on two more.
- Utilizing the Enterprise Zone, we have induced over 100 new jobs to our community in the last three years, with one employer now employing 76 full time personnel and compensating employees above regional medians. We have also now completed work on the upgrade of the Town Center for the community, a master plan and development code to induce investment into the area.
- People work together in Yachats. The Chamber is involved. The City and the City Council are involved
- there has been small ROI on local dollars invested as well as a small expansion of local businesses due to the efforts of SCDC
- We do have a growing UAV activity We did host the 2A basketball tournaments Round-Up happens every year We continue to seek Data Centers
- Several businesses have come to the city in the past three years, and others already here have made significant expansions, both in size of plant, and number of employees.
- Our community leads the state in job growth, wage earnings, and household incomes
- Success is based on businesses filing empty buildings in our commercial and industrial areas.
- The framework in which businesses can come to our city provides reasonable costs and taxes long term, a supportive customer base, a talented employment pool, and efficient city services in the planning process.
- We have dedicated staff and resources focused on economic development that is bearing fruit in terms of attracting new employers and helping existing companies to expand.
- All metrics have been met and show positive growth since the Strategy was adopted.
- We are using our urban renewal agency as a catalyst to stimulate growth.
- Our community has seen 8-10% job growth and 15% business growth the past several years.
- New development has been inquiring and actually purchasing property & beginning development; Developers have been providing very positive feedback at ease of development and positive/supportive attitude of city and staff; Our city is being recognized by other partners for our successes
- We have accomplished a number of important goals like develop an business friendly webpage, recruit new industry to the area and have a very engaged committee.
- The success is about partnerships, research, managing projects that include job creation & retention, funding businesses that include new jobs and job retention. Please refer to our CEDS
- We have worked consistently over a number of years, towards goals set by council and public. We have developed a reputation for getting things done, and moving promptly. The city has a vision of being a destination, taking advantage of opportunities. As a rural community, we keep focused on being positive, move projects forward, and taking responsibility for our own success. Others can help us, but we are primarily responsible for our own future.
- Many interviews with potential corporate folks...
- Our community has seen a broad diversification of business types and recently the employment census has shown a significant increase in manufacturing jobs; our unemployment is very low and our per capita average wage is increasing.
- Strategy was focused on our downtown. Multiple projects were completed to improve the downtown. Results have included improved look of downtown and high business occupancy.
- Some moderate commercial and Industrial development in the past few years
- Have held economic development summits, started an innovation accelerator, business recruitment activities, business retention visits, urban growth boundary expansion process, convened a variety of workforce organizations for meetings, coordination with education institutions (K-12, Community College, University), created a tourism strategy, advancing a trolley concept.
- Growing community; Growing numbers of businesses and employees; Growing aggregate payroll; Positive anecdotal stories of business/employment growth in the community.
- Community has been successful in making small steps of progress in developing our economy.

No economic development strategy in place (x24)

- Our small community (pop. 135) has no economic development plan or strategy as of this date.
- The city does not have an economic development strategy
- Our small city has no business. It is a manufactured home park that is also a city and is fully developed with no development planning.
- We do not have a clearly defined economic development strategy. We are just now looking at a downtown focus area to enhance economic development.
- Currently I do not believe we have a firm economic development strategy besides Goal 9.
- Your last several questions assume we have an economic development strategy, when I already said we don't have one. But we have a goal to create one. There should be questions about constraints to economic growth, especially those imposed by government. One example is the moving target on wetland designation.
- we do not have a strategy
- The objectives are new. We have no strategy so it is difficult to report on its effectiveness.
- We are beginning to explore a joint economic development process with other municipalities in Linn County. At this point we have nothing to measure success.
- We are in the process of creating an economic development strategy.
- No current economic development strategy
- Don't have economic development strategy
- We don't have one so we can't measure against anything.
- Community does not have an economic development strategy plan. Small town. Not much room to grow. Septic systems create development issues.
- We have very little need or want for economic development
- We do not have a current economic development strategy.
- The community is part of a county wide economic development strategy and the majority of the focus and time is committed to other areas of the county. My community participates but is not a beneficiary of the efforts. The county wide concept should be beneficial to all but in reality it doesn't seem to work that way.
- There currently is no recruitment process identified in the process.
- There does not appear to be a economic development strategy for our City.
- No strategy, no result..
- Our community does not have an active economic development strategy.
- The City's economic development strategy, to the extent that it exists, is contained in the land use policies of the comprehensive plan. There is little articulated about strategies to attract/retain businesses or expand job opportunities. Therefore it not possible to ascribe success.
- We have a vague strategy with no vision or real metrics. Right now it is hard to measure success. We need a region-wide strategy.
- We have no articulated strategy

Recently adopted/implemented plan awaiting results (x17)

- Plan was just adopted on March 20, 2017. Still hoping for a good outcome.
- Recently adopted; too early to measure success
- We are just now completing the strategy so it is too early to say.
- The City of Lowell adopted standing committees in Fall 2016. The Economic Development Committee held its first meeting in February and is just starting to implement our economic development strategy.
- Since our city has only within the last couple of years begun to recognize the need for this to be included as part of our responsibility, we have not yet moved very far toward an overall strategy with goals, action plans, and metrics for judging progress. We are making better progress on some specific projects that are part of the overall plans, but still learning skills that have not historically been part of what the city saw as its purview.
- In the early stages, developed a generic plan in the last year, just hired someone.
- Just starting out
- We have just developed our strategy and are going through the adoption process now so have not yet had a chance to evaluate the level of success.

- Willamina is in the process of formulating an economic development plan. The fact it is doing so should be considered a success as the community has been in steady economic decline for the last 20-25 years and has failed to take any formal action towards addressing that issue.
- We are right now in the process of all of these items, so that is why the matrix and other questions are not applicable to us at this time.
- Currently our strategy has been to be a community that welcomes business opportunities. We recognize that we need to be competitive with other communities within our state and nation. We will have our economic strategy completed in approximately 6 months. It should define our target industries and help us focus our efforts.
- If success is based on our community's economic development strategy than we are neither successful nor unsuccessful because the plan focuses more on community development and place making than economic/business development. We are updating our strategy this year to include an implementation framework/action plan and goals/metrics.
- The most recent effort that is still being completed is the first joint effort between the city and county and it is anticipated that this new joint development process will lead to a much more coordinated, effective, and successful plan going forward.
- I am a new City administrator, our council is in the process of developing community wide goals, objectives and deliverables. I have heard from council that there is a desire to develop an economic development plan with strategies but we have not been able to complete this process. I think one of the issue we face is proximity to Salem. on one hand this is great for housing sales but not attractive for retain. The council with have to develop and find our niche market and work toward attracting user based on that work."
- Our efforts to develop a successful economic strategy have only recently begun, therefore it is impossible to clearly relate the information being asked for in the survey. On one hand our studies indicate that our area will support a certain degree of economic development, depending on type and exposure, on the other, we have not finished our master planning efforts to ensure the development conforms to the stands we are developing. In time I can answer you questions more effectively.
- Economic Strategy finished just as market crashed. Most of Strategy is still valid and opportunities are beginning to become available.
- Too new to quantify, however the number of contacts, the quality of the feedback, and the relationships being built are impressive to date.

Success hindered by rural nature of community (x16)

- We are a very small city and do not have the man power or resources to implement any aggressive economic development efforts. We are forced to rely on state and local agencies and respond if we are contacted. We also have limited infrastructure both in the form of industrial land, water and wastewater for any industry that needs abundant resources in those areas. We do have a large commercial area located on both sides of the Union Pacific Railroad that divides town in half.
- The city has no economic development, however it does support a general store and a gas station. The major employer is the local school. The majority of the residents are retired. Ranching is the only industry and that is dependent on family ranches. The city has 195 residents currently and is located 30 miles from any viable work site.
- We are a small City with a 950 population. The cost to upgrade our wastewater system is 3.5 million with only 177 users on the current system. Without CDBG funding for a majority of the project we do not see how it can be accomplished. We are also working on water upgrades that will be financed. The roads in our City are also in bad shape, we are considering a road bond. But, this is very low income community that we are asking to absorb a sewer cost increase, a water cost increase, and possibly voting on a road bond. If we can succeed on these projects the City will be poised to see economic growth, if not we fear the continued existence of the City. When we lost access to employment in the timber industry it severely impacted Falls City and the City has not kept up on general infrastructure maintenance, so we are dealing with high unemployment , low income residents, and needed community improvements. We are in an area that is seeing decent growth and if we can improve the infrastructure we believe that we will see fast growth in residential and small businesses catering to recreation.
- Staffing capacity and the juggling of too many competing balls prevent small cities from fully developing the framework to follow through on goals and strategies let along specific actions.
- Our city has only approximately 170 people. There is not much of an economic strategy just the successful handling of our budget and staying solvent.
- We are a town of 20 full time residents. Most of them are from 60 years old to 80+we are the ones that take care of our town--all volunteers. We have a mayor and 4 council members, and a city recorder. this is voted in. and we have a total of about 50 people all together. the rest are all part timers. the part timers are here though the summer months. So as you can see we are a small community. Thank You

- As a small town with limited features, we suffer by being a ""bedroom community"" for the larger towns around us. Our economy runs on tourism. Our designation as an historic district by both State and Federal Preservation organizations is our calling card. We have one important anchor business which is for sale currently and our future is very tenuous. Our plans for economic growth are minimal, or nonexistent, at this time. We are just hoping our one enterprise business doesn't go under. How can we make plans when we have no direction??
- We are a community of 36, mostly elderly residents, with no real ability either financially or through manpower to accomplish much on our own. All councilmembers, the mayor, and the city recorder are volunteers. Water system maintenance, garbage pickup, repairs to public buildings and historical sites are all done by aging volunteers. We need grant money, but have no one who has time to pursue the myriad of paperwork involved in applying for grants. Nor do we have the required matching funds for many of the grants. We are known as an historic ghost town and we are definitely that in real life. Economic development plans will need to come from outside sources for us to survive.
- Economic development along the southern Oregon coast is somewhat of a challenge.
- We live in a rural bedroom community with little opportunity for growth. We are equal distance between two communities with populations of 15,000-25,000. Agriculture is the primary business and there is little room for the community to grow. Housing is at a premium with few buildable lots available and most property that borders the town is zoned Exclusive Farm Use.
- There has been little progress in economic development as we are such a small town with people having little interest in business and the small business we have often come and go in a short time.
- The UR is largely driven by macro-economic conditions. There's no way our region will elevate its average wage to the state average. Our region is Lane County, and it has too much rural area to catch up to the urban trends seen in Portland (which drives the statewide average). The urban-rural divide is driven by macro-economic trends, and we have little control over it.
- Local Chamber of Commerce has no business people on their board. The City of Lakeside has no permanent tax rate and receives no property tax making anything but basic City business impossible to do.
- The City of Sodaville does not have a large commercial or business zone to support large economic growth
- Eastern Oregon has been totally left out of the economic recovery. We still have 27% living below the poverty level and 70+% of our students are on free and reduced lunches.
- The City has little commercial land available for development and basically no land that would be large enough for an industrial type use.

Need to update and or clarify strategy (x15)

- With no clearly defined goals, Milton-Freewater is unsuccessful with it's economic development strategy.
- The Economic Development Plan and Strategy was adopted in 2007 and over the past 10 years there has been some progress but far from realizing the full extent of the plan. It s a good working document but needs to be updated to reflect current conditions.
- It's easy to claim success when you don't have metrics. Or, as when Ted Kulongoski was governor, "yes, the recession was second-worst after the Great Depression...but it could have been even worse." Metrics would have to be true economic indicators such as per-capita income or the unemployment rate. The national government, even with its unique tools of monetary and fiscal policy, doesn't seem to be able to influence these, so it's hard to see how a local government could.
- We have not fully accepted the strategy nor have we implemented it.
- We know it needs revisited and updated. With this understanding we are embarking on looking at "all" areas that play into and effect ED (infrastructure, housing, schools, jobs, etc.)
- We have lack of clarity of what the metrics to achieve to know we have success from our governing boards.
- I would say our recent economic development strategy is broader than a single focus. Our goals have been to try to bring infrastructure into areas where economic development is most likely to occur. We have received a grant from the state to look at how to fund this infrastructure. The costs are significant. (1/2 of our total annual city budget.)
- I work for the City of Medford. Our entire region needs to come together and develop a cohesive economic development strategy based on what assets we have to offer. There is not coordination between governmental agencies and our local economic development agency.
- With no metrics, success can only be measured anecdotally--not very helpful.
- Our economic development strategy has not been updated in a long time and does not set a clear goal and direction that is reflective of our current needs.
- We don't have an up-to-date strategy
- Without a clearly defined plan, success can't be measured.

- The goals of the economic development strategy are 8 years old and do not reflect the current needs of the County. The organization of the economic development plan implementation need to be reconsidered. Several stakeholders have dropped their implementation responsibilities.
- Our community goals are too ambiguous, we are currently looking to update plan and redefine goals.
- We don't have a strategy ... I'm trying to develop one
- Our strategy is written too broadly and is centered around the concept of a regional center. Not inclusive of the city as a whole.

Not seeing positive results (x11)

- We have very little business activity and growth. We are a very small city with very few resources and time to devote to economic development, even though we very much want to.
- Stagnant growth and no new business.
- The City Council has not put a large emphasis or made economic development a top priority. While the Council understands the value of economic development and wants to see more, other municipal projects have been a priority in recent years.
- Any kind of development is tough here; a good share of the people here do not want growth of any kind this includes a couple of councilors
- Have had a hard time developing partners to pursue stated goals.
- No new businesses have located to the City and as businesses go out, they are not replaced.
- City has not had a lot of development in businesses past few years
- We live in a very depressed community and have for years and has not changed.
- No new development has occurred recently.
- We have tried to develop some programs but change is hard in our community and government involvement is not always welcomed, especially on the state and federal level. It is never hard to get people to comment on what they want or don't want but involvement is a key problem
- Not enough follow up in translating goals into action plans into actual, measurable progress.
- Neutral or mixed progress (x8)
- While our region meets its targets, it is not clear that true economic development is being achieved. For example, our CEDS, at this time, doesn't include metrics or measures of community well-being, or indicators that the region is better off, other than in job creation and business investment. We are looking at new measures such as reducing the leakage of our resident workforce to jobs outside our region, retention/attraction of younger workers, and growth of entrepreneurship as potential new measures of our success.
- No measurable change noted but we seem to be heading into the right direction
- Successful in urban areas, not yet successful in the rural towns and counties. They are left behind. Most of them are colored red on political maps as they feel left behind. Air service to rural communities is one example. 97 public use airports in Oregon. However, only 4 major airports, 3 commuter airports and that leaves 90 unserved Oregon communities. Their only travel option is by car.
- In some communities, it is successful in others more economically challenged my hunch is that it is less successful.
- We have been able to assist a number of local companies in their expansion of their businesses as well as bringing in new business and investment into the region. However, in Oregon sometimes state legislation is not pro business and this hinders the progress we have here.
- I do not believe the City's economic development strategy is moving us forward with economic development. At the same time, I do not believe we are negatively impacted by the strategy.
- Since some of the activities/work are to be completed by people that are volunteers it doesn't get completed. However, some of the volunteers (and staff) are good at completing the tasks. So this leads me to a so-so answer. Overall, we have made strides in economic development activities, especially for a city of a little less than 1,000 but there is still more work that could be done.
- Success in the Metro region is not matched by success in the rest of the state.

Success hindered by lack of funding or staff resources (x7)

- A plan was furnished to the City of Creswell through a collaboration between a subcommittee and LCOG in 2004. The plan provided recommendations such as, "marketing," and "monitor implementation of this plan." However, the City had no full-time staff associated with the development of the plan or designated to carry out the plan. The report was developed as part of a grant to LCOG and was intended for use in selecting industries or aid recruitment efforts undertaken by the City, Lane Metro Partnership, or the State of Oregon. As with many plans provided by LCOG to the

City, implementation appeared to be an afterthought. Despite the plan's lack of meaningful guidance, the fact that the City did not hire economic development staff for another 12 years is the real culprit for the plan's obsolescence.

- We are a small town in desperate need of economic development. With limited funds we can not afford to hire the professionals needed to help guide us in the right direction. We have 400 acres of city owned industrial property within the City limits, rail spur, about 3 miles from Hwy 395 and 12 miles from Interstate 84 and the airport. Developing this property and attracting industry would be just what we need to stimulate our economy and keep Pilot Rock on the map.
- We are a small city. Our economic development strategy is the work of 2 or 3 people who quietly push to move the local elected officials and citizens to support (or at least remain neutral) to economic development.
- We have lots of good ideas but no money. we are trying to develop more amenities to attract more people which will spur development. we have a new manager who is more in tune with what it takes to have economic growth
- For every step forward, we generally take a step back because of underfunding.
- The city has a economic development staff person but he does not focus on job creation. The city planning department has not updated Goal 9 for sometime. The role of the state economic development department needs to be clearly defined. Local capacity in planning and economic development staff needs to be improved.
- The city's roadblock to success is the absence of a sewer system. The city has made several efforts over many years to switch from septic to sewer but no affordable solution has been found as of this time, especially since other infrastructure projects - such as a failing water system - took precedence over a sewer system.

Don't know (x6)

- Don't know where we are on our community's economic development strategy. I will have to do some research on this.
- I have just been elected mayor of Union. Due to the snow and other factors, I am behind on my research.
- Unfortunately I'm not very familiar with the City of Cave Junction's economic development strategy--I have been focused on other issues like law enforcement, treatment plant operations, and staff issues. I get the impression that previous administration were not very engaged with county and state economic development entities, however I could be wrong. The community is doing okay economically, and thus I chose "neither successful nor unsuccessful."
- I do not know of any economic development plan for our city, I do know that we have large projects occurring now.
- Economic development efforts are generally unknown, dominated by non-profits and government bureaucrats.
- I am a senior adviser for the Oregon City County Management Association. I advise 1/5 of our member in the state. There jobs involve economic development. I am not a Mayor, I am a retired City Manager Volunteer.

Q23 What are the two greatest obstacles to your community's economic development strategy?

Funding (x55)

- Funding
- funding
- Funding
- funding
- \$\$\$
- lack of money - low property tax dollars
- Money
- funding
- Financial resources
- money
- Money.
- Lack of funding
- Funds.
- funding
- Lack of money
- funding
- No Funding
- funding
- Funding
- No tax base

- Financial support
- Funding
- Development/redevelopment cost
- Resources
- Available \$ to have an impact
- small revenue
- Economic resources....cash to do things
- Basic economics
- weakened financial basis. Cf the whole Economy
- Funding for our organization's sustainability
- resources
- Inadequate financial resources to support outreach and expansion
- Lack of resources
- No tax base, so no funds to do anything like that.
- Funding for seed and startups
- Scarce Resources
- availability of Private capital
- We have the lowest property tax in Oregon. .2824 per \$1,000. \$7,000 per year if everyone pays their taxes.
- Catalyzing more capital to invest in these startups
- Coming out of the recession has been a slow process.
- big debts
- Resources/funding to support further implementation
- private sector capital
- financial
- Limited city funding.
- As the city's property tax rate is only .46 cents a thousand, we have limited resources to pursue economic development. We are just trying to provide utilities, which include electric, water and sewer.
- We are an economically challenged city (lowest per capita income in county) and can't afford many incentives
- We have no room in our budget to fund a full-on ED program
- Resources to fund necessary economic development staffing.
- Continued state funding
- Not enough funding for independent economic development agency, one person can't do it all
- Lack of funding for more staff and dollars to help businesses here or attract them.
- limited resources for planning
- Venture Capital
- ongoing and continued support for economic development and it's importance to funding public services and creating quality of life (local, regional, state populations and elected officials)

Location (x36)

- Rural location
- Location
- location
- Involvement of our smaller communities. Lack of capacity both in these communities and in our regional organization to fully engage in the strategy.
- Percieved distance from metro area
- Location - only located on one freeway
- Too small of a town.
- isolated location
- Distance from I-5 transportation route.
- location
- Location
- Location
- small size
- Small size of the community.
- Location
- Size of community
- We are too close to more prominent shopping centers in towns nearby. And we lack the population to warrant a big shopping center here.
- being a somewhat isolated rural community.

- No interstate
- we are a rural community
- We are an outer edge city and away from core
- Proximity to retail services (i.e. stores, restaurants, services, etc.)
- Location is a problem. We have no freeway frontage and struggle to get visitors off I-5 and into our city.
- Location away from major freeways/transportation routes (both people and goods)
- Location
- Decreasing population in the rural areas. The young people are leaving for more opportunity in urban areas of the state and beyond.
- Easy for people to go to Roseburg or Cottage Grove for products.
- Bigger and wealthier neighbors
- Helping business, outside our area, believe that rural is a great place to be and invest
- unproved semi-rural market
- community too small to attract larger business to locate here
- Not a large commercial zone
- Small community with limited resources
- Small city footprint
- METRO
- The majority of workers in the city commute out on a daily basis, and have grown accustomed to doing the majority of their shopping and recreation elsewhere. We have retail leakage in every category except for automotive parts/service and convenience stores.

Staff capacity (x23)

- Staff capacity
- Limited city resources for implementation and oversight
- No full time planning director
- Employees
- lack of staff time
- Staff capacity
- Staffing
- Staffing
- Staffing constraints
- Staff time
- Lack of staff capacity.
- staff capacity
- lack of dedicated staff/time
- staff capacity
- Lack of both paid staff and volunteers to plan and work the process necessary for more than hit and miss success.
- We have a very small staff in our city and don't have the leeway to assign more hours to a ED strategy right now.
- volunteers
- staff
- manpower
- Increasing capacity
- lack of staff and funding
- Lack of capacity to implement key projects and development initiatives needing "quarter-backing."
- Revenue to employee an economic development specialist.

Lack of focus and/or consensus (x36)

- Partner Alignment
- Shared Understanding
- Lack of consensus amongst stakeholders on strategy and outcomes
- Not having a clearing defined strategy.
- No plan.
- No unified direction.
- lack of a current strategy
- Lack of cohesion among stakeholders
- lack of specific strategies
- Deciding what really should be measured.
- Lack of focus and direction

- Lack of vision
- Leaves too much room for interpretation and is too vague
- Lack of attention to the need for creating a strategy.
- Each individual sector believes it is about them in ED (schools, housing, Chamber, property owners/developers, etc.)
- lack of planning
- focus on objective
- Not having a coordinated economic development strategy in place.
- Coordination, collaboration
- Mixed interests and priorities amongst different entities and jurisdictions
- Business community not fully coordinated or lobbying at full strength
- Community division
- Coordination / communication with an ever-changing cast of public and private entities about strategies, priorities, and next steps.
- Lack of plan
- Nothing incorporated into the strategy to gauge success
- Not having enough internal capacity to implement and a lack of unified understanding citywide (Council, staff, community) about what economic development means.
- A good plan
- Too many independent strategies - need to merge into one regional strategy.
- Action plan.
- Trying to do too much, serve every interest rather than a focused, more narrow approach
- Not having clearly defined metrics.
- Resources to develop a strategy.
- Planning
- Again, we don't have a formal strategy in place but will have soon.
- Ineffective implementation.
- Individual communities within the region not working well together or willing to share information. Working in silos and being territorial helps no one.

Lack of land or available space (x33)

- No vacant industrial space for lease or sale
- available land
- Slow UGB growth boundary expansion process
- Land
- Lack of land availability
- Space
- Available land
- Not enough property to accommodate any businesses
- lack of land
- Lack of land in our urban growth boundary to accommodate larger employers close to the residential areas, creating economic segregation and roadway congestion.
- Lack of real estate. High occupancy rates and little development
- Lack of a diversified available land and building inventory
- developable land
- not enough land
- small, cut up parcels that are encumbered
- available land for development
- Completely ready developable industrial land
- mostly residential, built out, no industrial lands
- Lack of land resource
- Finding areas in our primarily residential community for economic development.
- Available shovel ready industrial sites
- Cost of industrial site readiness for market
- lack of local capacity to implement a strategy
- having shovel ready sites
- Lack of shovel ready industrial land.
- Lack of available land
- Shortage of shovel-ready employment land
- Land locked with a small amount of green industrial area left.

- Lack of existing industrial space
- Commercial space availability
- Not enough property to accommodate any businesses
- Poor infrastructure planning and a confluence of state, local, and rail facilities has led to significant amounts landlocked or inadequately served commercial/industrial property. Funding to alleviate these situations often takes too long to secure, so large-scale developers move on with their site searches.
- Investor of existing buildings

Issues with regulation (x16)

- Government Regulation and processes
- Regulations
- State legislature -- cling to the notion that government creates jobs
- Traditional structures that over-plan
- local and state development codes and restrictions
- too many business regulations
- Federal Government EPA regs
- regulatory hurdles
- Land use laws
- State water regulations
- Difficulty in complying with state and regional development regulations
- Land use. We now have an industrial land supply, but some is in urban reserve, not UGB. At some point, a user will want more land than in the UGB, and even though it is in reserve, we will have misery ahead in bringing it in in a timely manner.
- Land Use Regulations and lack of flexibility
- State Planning Process & Local Costs
- Communication & marketing & reducing Governmental regulation - The need to inform Business owners/managers of the many options available to them and simplification of implementation
- Loss of local economic growth financing tools such as urban renewal; the school districts can veto those districts under the new laws. Other tools such as enterprise zones are very specific.

Lack of Community Support or involvement (x19)

- Support
- Getting individual groups to be part of developing a coordinated strategy.
- Poor \$ support from businesses
- Many citizens don't want it to grow
- community involvement
- Interested people to build on land to support economic development
- public interest
- Lack of community support
- Very little community involvement.
- lack of land owners that care about making money
- Some anti-growth development citizens.
- lack of interest by W. Oregon
- Resistance to change in the Community
- NIMBYS opposed to industry in the area and in the state.
- A desire to remain, for the most part, mired in the 1950s (that's not an entirely fair statement)
- Engaging residents, volunteers, and other interested stakeholders in economic development activities.
- haven't seen interest in business development in community
- Lack of interest in our community
- Too easy for individuals to slow or stop projects

Housing (x10)

- Housing
- housing
- workforce housing
- Lack of homes for sale
- Inadequate housing
- Workforce housing.

- Housing options & availability
- Housing
- housing shortages
- Housing Availability. We have substantial inflowing labor which commutes 30-40 minutes down out of Washington. Housing developers are building, but not fast enough to keep up.

Issues with Leadership (x22)

- lack of political leadership and focus on the importance of economic development.
- Council
- Local City Officials
- Improper previous (historical) decision-making that have not been forward thinking and planning (30+ years out).
- Indifference by the governing body
- Leadership
- Interested leadership
- Weak(er) Chamber
- Lack of understanding on the part of local elected officials and other leaders on the importance of economic development activities beyond export-sector business development.
- Perceptions of difficulty doing business in the City/County
- Lack of business leadership
- Lack of top business leaders in a direct and personal way.
- Community Leadership
- Resistance of elected officials to change particularly if economic development is perceived as creating competition to their business.
- Lack of Champions.
- Insider dominance by the same group of people seeking self-promotion and mutual admiration societies.
- Personalities and supervision coming from outside the community.
- Lack of leadership and capacity constraints.
- County wide efforts have limited benefit to the whole area.
- Mismanagement of public policy and finances.
- Tracking successes on who and when they get the jobs. i.e. What is the salary, type of occupation etc.
- Changing political emphasis and resultant metrics

Issues with State (x12)

- Pressure from the State to encourage growth.
- Strong partisan imbalance in the Oregon Legislature
- Local, regional and state support of rural communities.
- State agencies -- limit economic development efforts to "green" jobs and businesses--typically the lowest paying, minimal benefits, and no retirement provisions
- Limited tools and support from State of Oregon
- State of Oregon
- State business climate is not friendly for businesses. We are currently the finalist for 3 businesses to move here. In all cases it's between us and Vancouver, WA. Reasons being more state support, less taxes and red tape.
- Department of State Lands
- Inability to expand Urban Growth Boundaries due to pressure by the State to encourage growth.

Issues with utilities or infrastructure (x26)

- No sewer system
- need a sewer system
- Lack of natural gas infrastructure & transportation logistics.
- Absence of a sewer system
- no sewer system
- Infrastructure
- Infrastructure funding
- poor city utility infrastructure
- Cost of infrastructure
- High utility costs
- High system development charges and other challenges related to doing business in Oregon versus our competitor states and cities.
- Infrastructure in the rural areas. Specifically, affordable broadband cable, etc.,

- roads
- having funding for needed infrastructure.
- No city wide water system. Some businesses have not been able to locate here as the ability to get water from wells is great, there is limitation on discharge to the sewer system.
- Failing water treatment
- lack of investment in maintaining basic infrastructure
- No Sewer system
- Infrastructure needs.
- Investing in infrastructure adequate to attract private sector investment in new employment areas.
- funding for site improvements like roads and utilities
- Wastewater system
- infrastructure
- water
- We do not have a city-wide sewer system. We have individual septic tanks.
- Dated and limited infrastructure including broad-band access

Transportation (x8)

- Transportation
- Location away from major freeways/transportation routes (both people and goods)
- The main highway to Estacada, OR , HWY 224 is full of curves, poor lighting, pot holes and dangerous landslide areas. Currently the road is closed due to slides.
- Distance from I-5 and Eugene.
- Transportation infrastructure to and from our industrial park.
- Geographic, our town has no direct route from inland areas. HWY 101 in and out only.
- Transportation limitations
- Distance from main transportation lines.

Attitudes and perceptions (x17)

- Negativity.
- Lack of risk taking- unwillingness to try 'new'
- Inaccurate or outdated perceptions of our City/Community. Lack of familiarity with our market--real estate, labor, etc.
- Misperceptions about roles and responsibilities
- Perception of what the community is like
- Perceptions of the regions limitations by outside businesses and State
- Self defeatist attitude of many members of the community due to a lengthy history of failure or inaction.
- Those that don't understand or respect the risk entrepreneurs take to start or grow a company and create jobs
- More interest in announcements and political correctness than difficult choices and investments.
- Recognizing the value of working with and further developing established partners and initiatives rather than the innate desire to form something "new"
- the belief that tourism is as strong as the traded sector
- Those who think everything should be free (grants)
- Previous failures to plan for future growth strategies that have wide-spread community buy-in. Again, IVCDO is making good progress on this currently.
- Lack of community awareness
- We are some time to ambitious with plans knowing that there are strong headwinds to maintain year over year sustained economic development headwinds.
- Keeping businesses in downtown refreshed.
- Culture

Environmental restrictions (x9)

- Entire city in a flood hazard or flood way
- environmental interests opposing an international company desiring to locate in Cascade Locks
- flood plain
- Wetlands
- wetlands
- Government imposed wetland designations and dealing with mitigation.
- Over zealous environmentalists
- We need to be able to cut more timber!

- Seasonal nature of our city (Summer recreation area)

Local economic conditions (x17)

- Too many things out of local control that impact the reputation of doing business in the state of Oregon. ie: minimum wage
- Availability of New Markets Tax Credit allocation, both federal and state.
- Cost to do business e.g. minimum wage, power tax
- Competition from states with better schools and a more nimble regulatory environment.
- challenges of competing on a global scale for investment
- Finding the right manufacturing business to take notice.
- marketing to new companies
- Lack of employment
- level of local poverty
- Linking our traded sector job opportunities to residents who are in the most need..
- Creating jobs
- No industry that would produce living wage jobs.
- lack of industry of any kind
- Condition of the commercial core.
- No business or plans for any
- Lack of businesses and business space
- Lack of business

Time (x6)

- Time to fully develop and implement our strategies.
- time & resources
- Time Management
- Time to focus on a strategy while not taking away from other critical local government functions
- Lack of time and resources for elected officials and staff to address econ development matters. IVCDO is currently finding some solutions to this issue.
- Land and Time

Education and workforce (x16)

- Education
- Knowledge
- underfunded K-12 school system, which is now a state problem that we cannot solve locally.
- difficulty forming effective partnerships with education
- Professional expertise.
- Lack of expertise
- The need for a trained workforce that mirrors Industry standards not Liberal Arts Higher Ed. CTE Career Technical Education should be expanded!
- Workforce training and availability
- insufficient workforce
- Workforce
- Work Force.
- skilled labor force
- Skilled Personnel
- Sufficient available workforce
- lack of viable work force
- Labor Availability. Not to be confused with workforce qualifications. We simply lack bodies, regardless of education/training. Our labor pool is considered too small for some larger scale projects; despite having a population of 40,000 within a 10-mile radius.

Population (x5)

- Aging Population.
- Community a retirement mecca
- Population
- Most of the residents are retired
- Stagnant population growth and workforce.

Other responses (x13)

- which project would generate the best economic growth
- we don't have one
- Gaining interest in Dundee
- Lack of adequate medical care
- Services
- Starting the process.
- Creating one
- Getting developers to start construction
- Redundant local organizations
- No clear community identity
- Need to support local buying.
- Flexible resources
- lack of dedicated local resources

Q25 Please explain your response to the previous question regarding the adequate or inadequate levels of funding for economic development:**No designated funding or staff (x25)**

- No current funding specifically for economic development.
- Money does not regularly get budgeted specifically.
- We don't have funds for economic development outside the urban renewal areas.
- There is no funding. We have an Urban Renewal Agency which is minimally funded and has been focused on infrastructure. We do not have dedicated ED staff; the City Manager performs this function as an additional duty as time permits.
- The city does not adequately fund economic development. They state there are not funds. The community does not have a development corporation.
- We do not have funding to promote our business development efforts.
- No money available
- No money is available to the city
- No funding because of no development.
- No funding available
- There currently is no money set aside for economic development. We can barely make ends meet for basic services with the funds that are available.
- Nothing dedicated to economic development
- No significant resources allocated for economic opportunities
- Because there is no economic development activity in our community, funding is not a consideration in the budgetary process.
- There is no funding, other than staff position of Planning and Development Director.
- Not sure if we have ever had a plan funded.
- We are a very small city. We have other priorities that the voters place above Economic Development.
- Economic Development is a major community priority with no dedicated funding. Programs that had multiple cities engaging a full time professional developer failed through lack of continued support from local governments in the area, and our municipal does not have sufficient resource to fund a program individually, nor do we have the land resource to justify the effort. The existing personnel in administration and planning are called upon to be economic developers.
- We have no such funding, and no direction to make any effort effective. It would be like shooting the funds out of a shot gun with no target
- We do not get any funding for economic development
- The City does not have an economic development fund designated solely for that purpose.
- We have no funding at all devoted to economic development, and our general fund has too many demands from other priorities to fund any economic development.
- We do not have any funding for economic development in our area
- That is a large part of our problem, we do not have a County Economic Planner that could help develop all of this for our County and Cities.
- No money is dedicated to economic development.

Funding is adequate (x15)

- If we rethink how Economic Development works, and put the emphasis on infrastructure and planning, then we have sufficient resources. At least in theory. This is the local level and presumes the state would continue in their recruitment role and function.
- The County provides some professional economic development services. The City augments the efforts with some of its own funds. We believe we are leveraging our funds.
- Communities can always use more money for economic development, but relative to some communities we have strong support.
- The City prioritizes economic development along with many other competing priorities.
- Our community places a high priority on economic development and utilizes the available tools (urban renewal, enterprise zone, e-zones, state partnerships, etc.) well.
- Most cities our size do not have Economic Development staff. We do. The position is paid fairly and the department budget is adequate to provide for professional development and the resources that staff needs to succeed.
- The city supports the economic development program based in John Day financially.
- We have a well-qualified director at a professional salary level and also provide office space and IT support for our local Chamber of Commerce.
- Council is supporting a broad array of efforts from staff to direct business grants, study for Urban Renewal, etc.
- In the past 15 years we have not declined a request due to lack of funds
- We could always use more funding, but successes over the past few years suggest we are being effective.
- There is adequate funding for program administration, however, not all projects are adequately funded (e.g. industrial site readiness)
- We have funds available that have been going unused.
- I would say they are adequately funded due to the occasional grants the city receives from time to time when major projects are required.
- The Port is currently adequately funded, but faces challenges in the future. Again, if all the projects work out as currently foreseen, funding will not be an issue.
- Economic development not supported in community or by leadership (x10)
- No desire on the part of the residents to have any economic activity in the community.
- There is sometimes the notion that we can get what we need for free. There is a tendency to fight the idea that "you make money by spending money"
- Entrepreneurship & Innovation seems to not be seen as equally important as other - more traditional - economic development strategies - such as: BRE (business, retention and expansion, infrastructure/buildings, recruitment of outside businesses to move to the area).
- Since the Portland City Council has destroyed PDC, distributed its' functions and expropriated its' funds, we have no effective economic agency in the Portland area.
- Hiring economic development staff has taken this issue and assigned responsibility to an individual, as opposed to the strategy set forth in the "City of Creswell and Creswell Region Economic Development Plan"- where responsibility was assigned to no specific entity or individual.
- Some public partners do not believe it is their role to provide funding for economic development, and that it should be funding from the private sector or that business should simply pay its own way as it develops.
- The community is not willing to invest in economic development.
- lack of political leadership and focus on the importance of economic development.
- There appears to be a great deal of "magical" thinking amongst the City's leadership. It is believed all that is necessary to address the City's problems is to "land a grant" for millions of dollars. Many do not have a rudimentary understanding of the grant process, particularly the necessity of matching funds and a verifiable long term history of fiscal responsibility. Consequently, investing in the City's economic development efforts is not considered necessary.
- Because many people do not understand economic development, community development and business development activities, it is easy to cut these types of budgets when the dollars are tight. I think we need to do a better job of educating more elected officials and the general public as to what activities are really happening and how much work goes on behind the scenes.
- No existing plans, whether or not funding is available (x8)
- Funding doesn't happen without a plan.
- I believe funding is available but have not pursued it.
- we have some money available from SBDC, but we do not have a specific plan in my town.
- Limited funds needed at this time.
- I don't feel additional funding would address the obstacles mentioned above and would not benefit my community.
- we do not have any funds for the economic development plan that we do not have
- We have not consistently had an dedicated economic development role at that the city and have developed a strategy in the past. In general, there is a lack of understanding about what economic development means and can do and how we should implement it and provide resources to it within the city.

- Until we develop an economic development strategy, how do we know if it is funded or not?

Don't know/needs more info (x5)

It is unclear how much the City budgets for its economic development effort.

- I'm new to the City and don't have a good basis to form an opinion on funding.
- I have no idea if the levels are adequate or not. Realistically, there are only so many dollars in the pie that must be divided among the regions and the people with priorities in education, safety, transportation, etc. It would be easy to say that the levels are inadequate, but just how much is needed is a question I don't have an answer to.
- I need to know more
- I am not the person to ask this question. Please contact the City Manager and the Chamber of Commerce
- Insufficient infrastructure and utilities (x7)
- Local funding for staff and projects is sufficient, but not for infrastructure in employment lands.
- We need to get our infrastructure(s) fixed so we can better serve/meet the needs of the community and development as we have the space but not the full infrastructure. To high cost of utilities, etc.
- Need more state and federal funds for infrastructure expansion.
- Needs funding to extend utilities to the industrial lands
- At this point the biggest concern is upgrading our infrastructure and all the available resource as being utilized for infrastructure
- We don't have the resources to upgrade our water, wastewater facilities to accommodate growth. We are eligible for grant funds for wastewater because we have too high of an annual per capita income.
- Public infrastructure (transportation plus other public facilities) are vastly underfunded and, in some cases, failing. There is not a clear approach -- let alone a plan or legislation -- to address these needs. Also, our industry (as is the case with other industry sectors), facing a serious skilled workforce shortage. While we appreciate the Governor proposing half of the mandated Measure 98 funding to begin the process of restoring career technical education (CTE) in our high schools, we are interested in seeing the public's direction in funding these programs fully met.

Just beginning to fund projects (x3)

- The City has just started formally working on Economic Development. Additional time is needed to determine the appropriate level of funding.
- Pending results and projected needs from current planning process
- Just started Urban Renewal don't know how it will go

Can't compete with other funding priorities (x11)

- Too many competing interest for available funding
- We struggle to provide all services. We try to do everything, but you end up doing nothing great.
- Many communities view economic development as a secondary activity and do not properly or consistently invest the talent and resources. Particularly, many rural communities are unable to hire staff or understand how to deploy business development services to local businesses.
- Typically Economic Development is a General Fund topic, which has to compete with everything else.
- Cities have very limited resources to provide a myriad of services. This is why partnering regionally will allow us to mobilize on this important aspect of governance.
- We are a small city with very limited resources to devote to all options available to us to engage in economic development. Even with partnering with the region and state it's still not enough.
- Competing resources at the City and County level limit funding to two FTE.
- We are a small community struggling with public safety, ageing infrastructure, demand for recreational services and maintaining our current obligations. Economic development could be a vehicle to address many of the above issue but is a long term investment. so far when the immediate need is weighed against long term investment, immediate need wins.
- Money is always an issue. There are competing needs for funding.
- In tough economic times it is hard for local governments to invest funds in a long term strategy of economic development when there are more tangible and immediate pressing needs visible to the community such as crumbling infrastructure...
- with public safety taking up most of our tax revenue finding available money will be a challenge we need to increase the 911 tax or find a different way to distribute the funds to small rural communities

Inadequate State or Federal support (x11)

- Very small- almost negligible level- of state funds. Federal funds play a much larger role, as to private and local government. But the state is often missing from the equation.

- There is a need for more funding to recruit businesses to consider opening in our area. There is also a need for more funding to support local efforts. The state support system is weak and the people are spread too thinly. Directing more money to local governments for local efforts would produce better results.
- The state budget is in self created crisis.
- "There are many economic development sources of funding available Private, Local, State, Federal but no cohesion as to what is available, no simplification of rules for implementation... money is there but it's not always clear what & when and often tied up with lots of regulation... the more strings attached the less likely business will take advantage of funding.
- Regional and State governments are slow to respond to local needs and the process to get help is slow.
- (Proposed) budget cuts to U.S. Dept. of Commerce, will result in the evisceration of the Economic Development Administration, and limit CEDS funding for regional economic development coordination. Competing demands for lottery funding (Ballot Measures 96, 98, and 99 most recently) divert scarce funding from ED programs and activities.
- Our city has very limited discretionary funds to allocate to economic development efforts. Funding at the state level has dried up significantly over the past five years and does not appear to be reemerging in the near future. Metro and regional foundations are the most significant source of funding for the types of economic development assistance that we are needing.
- As a dept of the city, we are adequately funded; on a broader scale (regionally and at the state level) economic development is not adequately funded; Business Oregon has seen, and can expect more cuts reflected by a lack of political support; and at a regional level, Greater Portland Inc. is underfunded, for it's regional marketing and recruitment mission.
- No state NMTC allocation is currently available for projects within Oregon.
- We do have federal backing or grants for the projects currently underway
- EDA provides some funds for capacity building but the state of Oregon provides none and they definitely use all of the entities. CDBG projects need to have increased funds for the Environmental Review, Project Admin. and Labor Standards. The Business Oregon folks need to coordinate with us more and all agencies in the REGIONS.
- Insufficient tax structure (x6)
- Very low tax rate in Bend and a low gas tax State wide. Infrastructure need do not have enough resources.
- Low tax base and resources to solicit business. competition in county for those opportunities
- The city has a very low property tax rate, which funds the general fund - which funds economic development. The low property tax rate does make attracting business easier - therefore makes economic development easier. The City also has an Enterprise Zone that is a double edge sword for funding economic development.
- No local tax base
- Oregon's tax structure is broken. We are not generating adequate revenue to maintain basic systems and services. There's never adequate funding for anything, so everything is done in half measures.
- very low tax base only covers essential services

Some funding but insufficient to meet needs (x25)

- Our only source of revenue for ED activities is the EDA Planning grant and that is insufficient.
- Economic development is underfunded at all levels, and it does not seem to be a priority for political leaders
- Limited local government resources to use as seed funds to leverage private sector engagement.
- Money is scarce, taxes are limited, local options are few
- More need and good ideas than resources
- We've had many years of de-investment into our regional economic development functions. There are clear reasons for that, but it doesn't change the fact that economic development funding for regional marketing efforts isn't funded adequately. In my organization, we do receive a level of funding I would see as appropriate, but leadership has chosen to take a significant chunk and fund other services and that chips away at our bottom line and our ability to fund staff and programs internal to economic development.
- Where do we find the money to help businesses grow? Where is any money that can provide work on culture changes needed? Updating towns and buildings?
- A local government might have a long-term influence over economic health in two ways: education (K-12 and community college districts) and infrastructure such as fiber Internet utilities and transportation. Both areas could use more funding.
- First, it's a new realm that takes time and money from traditional general funds that previously were not allocated to this. For a relatively poor population, additional taxes are not an option which leaves a continual search for grant funds, and again puts further stress on staff time and resources.
- We have a 'chamber-like' organization that is supposed to encourage economic development, however this organization struggles to hold events to bring visitors to Oakland. We have no extra volunteers to seek out new businesses. The City of Oakland is struggling to provide our citizens with clean drinking water and a functional sewer system. We have no time or funds to court new business.

- Our organization relies totally on membership dues and revenue from event fees. Not sustainable. No State of Oregon funded entities, such as Business Oregon provide any financial support.
- The only funds we are able to put toward economic development are funds received from the sale of donated property and leasing. Currently we have about \$100,000 in that fund.
- Not enough funding for additional staff, land development/infrastructure, downtown development. new urban renewal program will help as funds accrue.
- Capacity funding is a critical need: Project management, "quarter-backing," and technical assistance. Also worrisome, is the increasingly tightening public funding for economic development activity, including infrastructure.
- Very little funding as Douglas County is close will be broke in several years and we keep losing funding for more things. North Douglas Betterment has been our best supporter.
- We are funding as best we can but we could do more. We try to grow our support dollars every year to help businesses in a variety of ways
- We have to use city funds or go for grants.
- Limited city funds.
- We can't afford many incentives; Adding infrastructure to support industry has been difficult
- Essentially, economic development efforts are not adequately planned, funded, and realized, so funding is of course an important part of that. I believe such efforts could be funded.
- We have an independent economic development organization that receives minimal funding and supports one economic developer. With additional resources that organization could do more towards developing more high wage jobs in our area
- Most funds are used for operations and administration and there is not enough for programs or incentives.
- Little money or resources in the City Budget devoted to Economic Development. County has withdrawn ED dollars from the Cities.
- Resources and staffing aren't in-line with the aggressive actions identified in the economic development strategies.
- There is so much work to be done and no revenue sources at a local level dedicated toward EcDev efforts. Those dollars are given to the county and that is limited. At local level we are constrained by limited discretionary dollars because of our issues with Property Taxes.

Insufficient staff capability (x3)

- Need someone at least half time, but the City administrator is the Economic Development Coordinator. Expectations of the economic development program exceed the working capital needed to meet expectations.
- The staff is woefully insufficient to accomplish our goals because we are drastically underfunded.
- In need of more resources for staffing. Engagement and relationship building are time consuming but needed for community economic development strategies to be successful.

Rural environment is a barrier for funding or attracting business (x8)

- because of are small community. we are more are less looked over. very little help from are county.
- The city does not qualify to be classified low-income, although our full-time residents are definitely low-income. The city consists mostly of 2nd home ownership, which brings the income level up. We don't qualify for grants for infrastructure projects. We already have loans on revamping the water system. Additional loans to install a sewer system would not be affordable by full-time residents, and part-time residents don't really care because they already have fairly sophisticated septic systems installed.
- small rural areas have limited resources and partners
- Our county has implemented a transient lodging tax which has begun to help open up opportunities for local development but other than that our community is too small to qualify for
- We are small rural community with extremely limited resources.
- As a very small town (<1000 pop.), we have limited resources that we can put toward a robust economic development strategy, and with a 2.5 FTE office staff we don't have the hours to direct to developing one.
- We are off the beaten path so a majority of county financial aid and energy go towards other communities.
- There are very few financial incentives available to businesses in this region. This does not allow our region to compete for certain companies that would consider locating here if there were more incentives.
- Funded through urban renewal agency (x6)
- Currently, we are relying on Urban Renewal Agency funding to support the purchase of land for the city's growth.
- We are a city of 9000 we have limited resources....we use our urban renewal district as an essential tool. We'd love to have more people to focus on economic development, but we are small.....but mighty.
- The City has a small amount of funds in its Urban Renewal Agency for 50%/50% grants and low interest loans to face lift or purchase run down commercial structures.
- The City has an urban renewal district with near \$5 million to be spent on projects in the commercial and industrial sectors of our City. There are other much smaller sources of funds as well.

- City / urban renewal funding
- Our city has an Urban Renewal District. We implemented an industrial park that is about 1/3 full with lots of room to grow.

Other

- "I believe we tend to over fund development with too many incentives. We have created a process where incentives are expected and competition for locations are often based upon who provides the best offerings. Infrastructure requirements for a development opportunities need to be a part of a community's long term growth strategy."
- Planning is essential for meeting goals. Action Plan and funding is paramount for attaining goals.
- See above
- No business have shown interest in locating to Siletz
- flat funded, 1.5 down to 1 person
- Our local government has observed that the current traded sector trend to be expansion into existing building stock. We currently have not building stock to attract traded sector business opportunities (only new construction an option unless business closing or moving out).
- The cost to get our industrial land shovel is more than our community provide. If we were to make the investment by ourselves, we would never see the return on our investment.
- Low income citizens, lack of employment, Oregon anti-development property tax system, failing infrastructure, and location hurts our ability to attract business.

Q34 Please name the two most important assets that support businesses in your community:

Utilities and infrastructure (x40)

- low power and water rates
- Infrastructure
- Some communities are very well-served with infrastructure and have fairly low SDCs and costs to do business.
- Low utility rates and fees
- Water infrastructure
- Availability of broadband
- Infrastructure
- water
- power
- Growing fiber network, sector strategies
- Sewer infrastructure
- infrastructure
- wastewater and water systems are sized for significant growth
- Adequate infrastructure capacity
- Utility infrastructure
- public infrastructure
- Availability of low cost hi speed Municipal fiber internet service
- Utility system
- Water
- Sewer
- Great water and sewer that would accommodate new businesses
- Local broadband capacity
- Communication-internet
- infrastructure
- Infrastructure (water, sewer, streets)
- Great infrastructure
- High speed fiber system
- High quality, adequate capacity for growth of public infrastructure.
- Water & Sewer infrastructure
- Utility providers
- Quality infrastructure
- Infrastructure
- Having the Infrastructure needed for businesses and adding and repairing infrastructure for future growth
- Quality infrastructure
- MInet, our broadband fiber network.

- Having a Public Utility
- fiber infrastructure
- Being a gigabyte city
- By the summer of 2018, our entire town - every home and business - will have access to high speed (up to 1 gig) internet through the fiber network currently being installed by Alyrica. "
- clean water

Location and transportation assets (X42)

- Proximity/location of sites within the city relative to the region and highway system.
- Location; Access to the Nehalem Bay and river
- Location
- Access to I5.
- Fast easy access to Interstate Highway
- Proximity to Eugene/Springfield metro area.
- Highway 101 is critical to our businesses
- Proximity to transportation and all utilities
- Location
- location (proximity to US 395)
- Adjacent to I-5
- Freeway transportation infrastructure (I-84/82 interchange)
- High way running through town
- rail access
- Hwy 101 and Hwy 34 are our main streets, bringing many cars through town.
- Interstate highway
- Highway access
- Access to transportation, rail, highway and airport
- Distance to other options.
- Free public transportation.
- Strategic access within the Portland metro region (ease of access).
- location
- Location
- National appeal for location in Oregon
- Transportation Systems
- location vis a vis key regional assets
- High traffic artery (Hwy 99).
- Proximity to Portland market
- Port
- Proximity of Interstates and low cost energy.
- Port of Portland's cooperation
- Port District
- The Port
- Location to Portland/Salem and I-5 but there is an increasing problem of traffic and more and more stipulations/funding requirements put onto the developer to mitigate or pay for improvements to the transportation network system. Instead of the State, County or City having enough money to make infrastructure improvements.
- Investment in transportation (roads) upgrades to alleviate gridlock
- Our community is on a major highway so we get a lot of exposure.
- Trucking route
- Port of Coos Bay
- Proximity to Pelican Bay State Prison.
- Location advantages for transportation and trade

Available land and commercial space (x17)

- The region's industrial site readiness programs; available industrial sites zoned served and ready to go
- Open commercial zoned locations
- Available land
- Available land
- availability of industrial land
- Buildable Commercial Land
- Available industrial and commercial/retail land

- Available city owned industrial property.
- Availability of land
- Green field lands
- Vacant land available for industrial building construction
- Empty commercial buildings available for lease
- Buildable Land
- Availability of land and labor
- Plenty of land to be able to support development; Opportunities for brownfield and eco-industrial redevelopment.

Workforce (x12)

- workforce programs.
- Young, talented, and well educated workforce
- People - workforce
- Talent; Available employment base.
- Workforce
- Adequate workforce
- Quality of workforce
- workforce
- Available work force
- Rural, blue-collar workforce
- skilled and available work force

Local government (x30)

- Cooperation and collaboration between city and county governments / elected officials
- City Government
- Local council support
- Business friendly municipality
- Municipal openness to development
- Proactive City Council.
- governmental support
- cooperative local governments
- Local Government
- The City administration and elected officials
- The Mayor & City Council
- local government.
- the City
- City Hall
- City Government
- City of Stayton
- A regionally-minded approach modeled by our County government.
- Ontario City Council/staff
- The City
- City Government
- Committed local government favoring quality job growth.
- The City
- City Council understands importance of business to the health of our community
- Strong support from County government.
- Tremendous Council support and vision
- Local government willingness to help
- Tax incentives that are in place and staff educates businesses as often as they can, i.e. the city itself
- Elected officials commitment to economic development
- City Services
- county

Support Institutions (x40)

- Economic Development Staff
- Regional Solutions Team assistance dealing with the regulatory process
- Local economic development councils/Small Business Development Centers
- EDCO Development

- Deschutes County
- regional solutions team
- Great business support organizations.
- Downtown Development Association
- Our regional econ' development authority
- Oregon City business alliance
- Urban Renewal Agency
- Urban Renewal Board
- Source of Capital (Institutions, Non-profit, EDO's, etc)
- Small Business Development Centers and other organizations that provide subsidized one-on-one advising and mentoring services"
- SCDC
- SEDCOR
- Westside Economic Association
- SEDCOR
- the city's Urban Renewal Agency has been a leader in supporting business/economic development in our community, as has Wild Rivers Coast Alliance, the environmental arm of Bandon Dunes Golf Resort."
- Economic Development Association
- Chamber of Commerce"
- Chamber of Commerce
- Chamber of Commerce
- Chamber of Commerce
- Chambers of Commerce
- CHAMBERS OF COMMERCE
- Chamber
- Chamber of Commerce
- Chamber of Commerce
- Chamber of commerce
- Oakland Economic Development (our chamber of commerce)
- Chamber of Commerce
- SBDC
- The local foundations
- Scott Fairly, Regional Team
- Economic Dev Micro-loan funds
- SBDC
- Business Oregon.
- Regional banks
- SOREDI
- SBDC's
- Highly skilled economic development professional
- RAIN Eugene

Community and Residents (x34)

- Common goal to invest in economic growth.
- Strong sense within the community that we are business friendly.
- Citizen involvement
- Community support
- community
- Community support
- Community is supportive and tight knit
- Local residents
- Residents
- Public support
- Local People
- citizens
- Community culture of support and sharing of businesses helping businesses
- Citizens
- Local support

- Positive community attitude...customer service, responsive city staff, can do attitude
- Diversity
- Community minded citizens who would favor local business
- Can do attitude
- Community
- Wealthy residents within a small population.
- Local Population
- Strong community
- Local consumers
- Community loyalty
- Our community members who shop local.
- shopping local- major business hub in the county
- Resident Activity
- Entrepreneurial drive among residents.
- Positive business climate, by public and private sector.
- Active innovation and entrepreneurial ecosystem
- volunteerism
- Longtime community support
- Human capital - the ability for individuals to understand and connect business to available resources and answers to their questions.

Educational Assets (x9)

- Community college system
- Chemeketa Community College
- University
- Treasure Valley Community College
- Community College
- Oregon State University, Hatfield Marine Science Center
- Community College & it's flexibility to work with businesses
- training
- School

Economic and/or regulatory benefits (x19)

- Low city tax
- Low permanent tax base
- property tax incentives"
- Low local taxes
- Diverse Agricultural commodities
- business-friendly local regulation
- cost of doing business
- Low costs of doing business
- Low Local Taxes
- Pro-business public policy (at city and county level)
- Accessible and timely development processes
- Local land use regulations
- No Business license requirements
- We have very simple land use requirements.
- The low property tax rate and an Enterprise Zone that helps businesses locate and stay in town. Business owners enjoy this perk.
- limited business costs
- No tax base.
- Improved overall business climate (despite lack of policy clarity and many political and policy barriers)"
- We plan on updating our Municipal Development code with an eye to making it more "developer friendly." Money for this project should be included in our 2017/2018 budget.

Community desirability (x13)

- Our local natural resource base and quality of life attracts skilled labor, entrepreneurs, etc.
- Continued strong workers compensation system
- quality of life

- An attractive small town
- quality of life features for employees
- Livability of area
- community livability
- inherent desirability of our area (natural resources/recreation), etc.
- Good school system
- Livability
- Uniqueness and attractiveness of community
- We have 2 wineries/tasting room that have developed recently in Echo because of our preserved history, attractiveness and uniqueness that appeal to visitors."
- Housing costs
- Moderate climate

Tourism and Recreation (x16)

- Tourists
- Tourism
- tourism
- Tourism
- travelers passing through.
- Tourism
- Very popular, year round recreation is nearby.
- Destination point for historic buildings
- Jamboree; Willamette Country Music Festival
- Decent summer weather
- Recreational possibilities through Port of Alsea are many as well as a plethora of beautiful trails and parks, both river and ocean frontages and backed by national forest lands.
- Woahink and Siltcoos Lakes
- Good climate, water and location
- Oakland's designation as a State and National Historic District.
- Events and RV Parks and Campgrounds
- heritage

Existing industry and natural resources (x19)

- The business community
- windmill money
- Development of the wine industry in the area...
- Crops
- Timber
- Water
- fishing industry
- Fisheries
- Forest Products/Ocean/Fisheries/Metals/Machinery
- timber
- Available Water
- Timber jobs.
- Water
- Timber resources
- There are quite a few recognizable industrial businesses in town that help build cooperative partnerships.
- Individual business owners"
- Interaction between top business leaders one-on-one or small groups, focused on business, including articulating needs from the public sector, if any.
- Balanced mix of firms.
- Economic opportunity with strong growth across a variety of industry sectors and with a strong agriculture backbone

Other (x13)

- This survey was not meant for me.
- County and State funding .very minimal.
- I cannot think of any assets that support businesses in our community.
- Fire District

- Our community is statewide. Our organization's members are our biggest asset.
- Our other asset are locations that are willing to provide room for conferences.
- Locally owned.
- Knowing our inventory, workforce, and community values so that we can make appropriate decisions for future growth.
- Tribe
- Visibility
- Increase in number of angel investors
- Continued funding from state, county and city levels
- Our infrastructure is in very good condition for all types of commercial users. Our community has invested heavily in getting our water and wastewater systems updated and improved. Our community is the County Seat with a fairly new hospital, senior care facility and Wellness Center just about to construct a new facility. Our schools are in good condition. We have fairly good roads with the money we have, we do have a regular maintenance program. We have a lot of support business's for commercial users.
- We have interest from a local investor in rehabilitating some of our old commercial buildings, this will provide mixed use in our downtown."

Q35 Please name the two greatest barriers to supporting business in your community:

Funding (x29)

- capital
- Conservative spending policies
- access to capital
- Lack of funding stability and business storefronts
- Reliant on ""walk in"" tourist traffic
- So small that we don't qualify for funding or opportunities of larger municipality/ lack of municipal funding - very tight budgets with little room for finding opportunities"
- Money
- The City is also small and so doesn't have many individual payers into the water and sewer fund's coffers. This makes it difficult to collect enough money from people to pay for needed large-scale improvements (or changes) to the water/sewer systems. There are plenty of businesses that want to locate in our town but we don't have enough land (because our city limits and UGB are almost a complete match) and we need to expand our water/sewer/transportation systems in order to adequately support more growth.
- income of the aged community
- Funding for various items"
- Cost of doing business
- Funding
- Lack of available funding
- Funds for capital improvements
- Lack of funding to provide amenities for expanding businesses.
- investment capital
- No citizens or businesses with capital
- Funding capitol
- Limited access to capital for private industry
- Lack of venture capital
- No tax base to support business
- Access to financial capital
- Lack of local funding
- No Property Taxes since 1997 and the 50% of the residence will not vote one in for any purpose that has been proposed to date.
- High Development Costs
- Adequate funding due to resources diverted to PERS retirements
- the lack of funding
- Lack of capital investment money
- economic factors
- money
- finances

Location (x18)

- Distance from major highways
- Smaller community next to Eugene. Stigma still persists that Springfield is undesirable.
- Location
- Larger business centers within easy driving range
- Proximity to rail/freeway & metro centers
- Competition from a larger, better funded neighbor (Hermiston).
- Larger cities with in a short drive with more diverse shopping opportunities.
- Location
- Competing with cities near freeways
- Challenge of getting capital for business development.....however our long term efforts are yielding results and folks are starting to see that it can work in rural Oregon
- Geographical location of our city
- Location
- We are an outer edge city
- distance to population centers
- Geography
- Location
- placement
- Distance to MSA

Staff capacity (x8)

- lack of engaged, dedicated volunteers for Mainstreet program
- Just one person to do it all.
- Lack of capacity to manage projects that help business development
- Municipal capacity to assist
- Employees
- Capacity
- Insufficient funding for adequate staff
- Lack of a paid employee as part of the Chamber.
- lack of staff/time to help grow and recruit business to the area

Workforce or Education (x30)

- Youth workforce is unprepared
- Graduation rates
- Workforce
- Lack of workforce
- Workforce Training
- Challenge developing effective collaboration with school district to assist with STEM skill development
- quality work force
- Skilled workforce
- Skilled Workforce
- Lack of skilled workers
- inadequate unskilled work force
- Workforce
- Few business professionals
- Skilled Labor Force
- Skilled labor force
- lack of skilled workforce
- Workforce readiness
- Labor pool
- workforce
- Access to qualified talent for startups
- Education and skilled workforce
- Skilled workforce
- Small farming community with limited labor source
- Lack of education for would be entrepreneurs.
- Poor k-12 education system
- Lack of apprenticeship programs

- Local school system
- available jobs
- lack of jobs

Issues with coordination, consensus and focus (x6)

- Lack of consensus on what economic development means to community.
- Lack of focus.
- A coordinated economic development strategy
- lack of state and local coordination
- Lack of communication with business community on what their needs are.
- Low competence, disjointed private sector efforts to support business / employment growth."

Lack of available land or commercial space (X40)

- lack of shovel ready industrial land
- lack of ready and available sites for expansion
- Developable land for residential, commercial and industrial sites that come even remotely close to keeping pace with a fast-growing population / work force.
- Growing shortage of commercial office and retail properties for existing Oregon businesses to invest and expand. "
- available land
- Available land for development
- Land isn't the problem - lack of move-in ready commercial and industrial buildings are the issue.
- lack of property
- Available real estate
- industrial land
- Available building space
- Buildable land
- Lack of availability of O&C land harvesting that we were promised
- Lack of existing buildings
- Some of the available land to build businesses on is just that, land. We are trying to market some of this land for a grocery store, but we aren't successful at this point
- No available buildings
- Many of our commercial buildings are owned by a single entity that is not interested in providing space for new businesses at this time
- Land
- Lack of available flat land sufficiently sized for larger industrial or commercial development
- available commercial and industrial land
- Lack of buildable land for residential housing due to local annexation requirements of a public vote
- No developable land
- Available land that can be rapidly built upon
- lack of readily available ready to be developed land
- No large commercial land/zone available.
- Available land
- Available built space for businesses
- Inventory of buildable industrial sites a key barrier
- Availability of existing industrial space
- lack of available industrial and commercial facilities
- Lack of available residential land
- Lack of available land
- Land
- Lack of developed industrial and commercial land
- Funding for last part of connection to available lands
- Annexation of available lands
- Available ready to build land for growth
- limited developable industrial land
- availability of land

Issues with regulation and environmental limitation (x33)

- Regulation from regional and state governments
- Regulatory environment, particularly in the fisheries industry

- Federal, State, Local Regulations & redtape
- Length of time to plan & approve projects.
- Entrepreneurs are ready to risk & act government generally is not. They have good programs & financing available but place to great a regulatory burden on the business to act.
- excessive regulations for businesses trying to do business in Oregon (several have started to move out of state)
- Insufficient water supply in summer
- State wetland regulations
- Regulations both state and federal that place inordinate time lines and process requirements from beginning of a project to approval phase.
- State designated wetlands
- Government restrictions
- predictable permitting process
- Coastal weather greatly shortens natural tourist season
- A mounting pile of regulations
- Wetland mitigation
- Seasonal Issues
- Uncertainty (tax structure and other government regulations, from minimum wage to rent control.)
- Flood way/hazard regulations
- Regulations
- our land use laws, both state and local, which make it increasingly difficult for developers to jump through the proverbial hoops.
- Geology
- Land use and development permit processing length of time
- Both businesses above almost didn't happen due to attitudes and lack of willing help from the State Building codes officials. Both wineries were developed by restoring historic sites/buildings and the SBC placed barrier after barrier in place and drove the development costs up. The city tried to help by getting help from state agencies and elected officials and going to the top levels of the UBC. They definitely need a wake up call on how to help rather than block development.
- Floodplain
- Extreme and costly local, regional and state regulations.
- State regulations that give Oregon the reputation of not being business friendly
- That our state legislature wants to keep taxing and feeing businesses, which are just passed onto consumers. PERS drain on county, city, and school budgets that will make it prohibitive to provide services and amenities that attract businesses to my city.
- Land use regulations
- regulation
- Land Use Regulations - Wetlands
- Too many restrictions on where development can take place,
- Land Use laws that let individuals slow development
- Growth Barriers
- Land Use Process

Housing (x12)

- Affordable housing.
- Historical decision-making shortfalls (housing type imbalance)
- Lack of workforce housing
- Availability of housing
- housing
- Minimal housing available
- No temporary housing: hotel or motel
- Available workforce housing.
- Lack of adequate housing
- Adequate housing for workforce.
- Lack of available home for workforce
- Housing accessibility and affordability: insufficient housing stock

Issues with leadership (x10)

- no city administrator
- No set policy.

- Local City Officials
- Ineffective Chamber of Commerce
- Indifferent governing body
- Lack of leadership, direction, vision
- Community leaders resistance to change.
- The city
- Community leadership
- the City Councilors

Issues with State (x6)

- unable to make land use decisions locally - determined by state law (one size fits all)
- State government
- State of Oregon including Governor and EPA
- Cuts in funding from the state level for supporting startups
- Lack of state funding for infrastructure and education
- The dysfunctional state agencies and their programs, especially DLCD, DSL and DEQ."

Issues with utilities or infrastructure (x38)

- lack of planning for and financing of infrastructure.
- Utility rates
- Regional infrastructure issues (water, waste treatment, internet access, etc)
- Lack of resources for infrastructure
- We don't have enough property tax money to make infrastructure improvements like to the traffic network.
- buildings and infrastructure
- Sewer Infrastructure Issues
- availability of broadband, internet and cellular phone signals.
- maintenance to water, sewer, and transportation. State land use process.
- Infrastructure
- Infrastructure
- possibly infrastructure depending on need of business
- Local Water Quality
- old rail
- Cost of upgrading infrastructure
- Limited water & wastewater capacity
- We need to update our water/sewer infrastructure within the next decade and the bonding process is always a problem for a small town.
- Capacity of and funding for enhanced infrastructure and better coordination to upgrade infrastructure when already slated to do other work (i.e. laying fiber when opening ROW for other purposes, coordinating CIP with other on-the-ground efforts).
- cost of infrastructure
- Limited infrastructure to connect to the wider world: no interstate port, no viable high-speed internet.
- Infrastructure Funding
- Inability to proceed with some major infrastructure repair.
- Infrastructure - broadband, sewer, water, etc.
- Lack of sewer in industrial land
- Lack of water in industrial land
- lack of funding for water/sewer and roads
- cost of infrastructure (SDCs)
- no sewer system
- lack of sewer system
- Funding availability to continue expanding public infrastructure
- Lack of natural gas infrastructure
- Funding to help improve our wastewater system
- lack of broadband.
- no sewer system
- No sewer system.
- Lack of funding for infrastructure to serve business
- Infrastructure: water, sewer, storm, Dam replacement for city water supply.
- Our utility rates are high because of our infrastructure improvements.

Transportation (x26)

- Insufficient transportation network.
- Highway
- Access major transportation
- State Highway road conditions to community
- Hwy 20
- limited parking areas
- Transportation funding
- Lack of funding to maintain infrastructure and provide adequate transit and complete bike/ped systems.
- Lack of good proximity to major transportation corridor and poor interconnect time
- Distance from I-5
- Public Transportation
- Access to I 5 for industry
- poor transportation system
- A failed highway/arterial road system (congestion)
- Transportation Network
- Inability to bring people into town from I-5
- Transportation infrastructure
- Transportation: Distance to ports and interstate
- Distance from main transportation lines.
- Transportation
- Traffic gridlock
- Transportation system deficiencies in the Portland area
- Condition of Highway 126
- Perceived distance to I-5 corridor
- Transportation
- Inadequate ability to move freight

Attitudes and perceptions (X10)

- Lack of understanding on time frames for sustainable economic development
- Anti-Growth Citizens
- NIMBYs
- Lack of knowledge of what is available at all levels of government that can help grow businesses particularly on how to play in the world market
- Properly understanding the market conditions and future trends/changes in industry to plan for infill employment uses.
- anti-growth residents
- Self defeating attitude of citizenry."
- public perception
- Non-engaged property owners
- Community support

Population (X24)

- Small full time population
- Small population
- Stagnant growth
- Aging populace that is resistant to change
- regional population
- We are primarily a bedroom community.
- Small population"
- Smallness of our area means most businesses are small, and many struggle for lack of business skills, experience, and capital.
- small sized community (only 10k population)
- lack of residents
- Rural
- small population
- Population
- The people who live here
- Small population

- citizens
- Minimal local economy due to being a commuter town
- median age of our citizens
- environmental activists
- pot smokers
- Excessive number of persons who are on public assistance and are unwilling to work.
- Overly zealous environmentalists
- Big box store mentality of consumers; local stores are unable to stock enough variety of products to meet every need so consumers are conditioned to look elsewhere.
- Government employee unions and their tax proposals

Lack of interest or existing businesses (X8)

- attracting businesses to the community.
- interest by business in area
- Lack of businesses in the whole county.
- No investors
- lack of interest from private investment/development community
- No large interest from businesses.
- Lack of business desire for competition.
- We lack retail business and because of that, we lack an organized business chamber. We are working hard to help our business's form a Main Street Program but it has been difficult.

Other responses (X10)

- Lack of general knowledge about the commercial aviation industry
- Lack of law enforcement service
- Somewhat limited to manufacturing
- Lack of law support
- Special interest groups
- Lack of variety
- limited shopping
- Time, money and know how. I would like to spend more time promoting and developing our industrial property, but already have a lot on my plate. Need direction and advice. Need a plan how to achieve our objectives.
- CEO / up level talent for growing businesses
- Not enough variety of goods and services.
- property owned by outside interests
- Availability of business to support (both choices and hours of operation of choices)
- Lack of medical care.
- Timber practices, not only in employment but in logging practices and access to State and Federal lands for recreation.
- High unemployment and low income residents.

Q52 Is there anything else you would like to tell us? Please write any other comments you have in the space below:

- I'm in my 4th month as mayor of Gearhart. We are a primarily residential community with limited commercial and resort zoning. I believe we do have some under utilized commercial zoning in our C-2 zone along highway 101. We currently do not have an economic development plan but I hope to work with our officials, citizens, and CEDR to help bring in new businesses that benefit our citizens, visitors, and economy.
- We are a regional entity so we are both urban and rural.
- Brought up this topic at this evening's Council committee meeting. It's easy to reach agreement that something must be done when it comes to economic development, resiliency; staying focused is another matter.
- Until economic resiliency programs recognize the unique problems of truly small and rural municipalities and facilitates the resources to make the changes and upgrades to critical infrastructures (water, transportation, stormwater drainage, emergency preparedness etc) small cities like ours will continue to disappear for lack of the ability to upgrade old systems and meet unfounded mandates.
- Aged communities tend to NOT prepare for disasters and I understand Urban Renewal and Economic Development has been tried here with very little or no support
- We are a very Rural community of less than 12 people so most of this does not apply to us.

- Economic Development Best Practices by Topic Internationally and Nationally would be useful.
- Umatilla County's approach to economic development is evolving. Past models were not as successful as hoped. As Planning Director it is my role to help bridge the land use and regulatory issues with new development and expanding businesses. I believe this is a critical component to success and would welcome advise on how to implement a program that merges land use and regulations with development.
- I've been retired for 4 years. Worked for 4 cities in numerous capacities. First 3 years after retirement I worked with a non-profit that was active in economic development.
- Our efforts to submit and lobby for HB2075 in 2015 are bringing in \$20M over the next 6 years to be distributed by the Oregon Department of Aviation for airport federal grant match, airport infrastructure, emergency preparedness, airport economic development, safety and rural air service support. Our organization does not receive any of these funds. Funding is always an issue to keep our 3-year-old organization vibrant and is a major concern.
- We are a member of Oregon Business Council's Cluster group, are connect with many other economic development organizations for networking.
- We attend and have presented at OEDA conferences and network with the membership, always available as a resource to any community regarding aviation economic development opportunities.
- We have a major focus on the Unmanned Aircraft Systems (drones) industry as it represents the highest potential economic growth rate statewide. We are integrated with SOAR Oregon and AUVSI / Cascade chapter (Oregon / Washington) to focus on this important segment.
- We believe there should be more State focus on rural Oregon economic development assistance. "
- Local leadership is ineffective at promoting economic development and work with regional and state partners. In communicating with State economic development professional I am told often how little our local city officials communicate with state economic development partners. In addition, our local populace is aging and has become resistance to big changes, and resistant to supporting projects that may cost money on the front end but would create big returns on the back end. Short sighted, in my opinion.
- I am a business finance officer that focuses on the 11 eastern counties in Oregon. My focus is rural.
- The City of Metolius is a small community and has not taken on the task of an economic development strategy. Would be interested in gaining more information about possibilities.
- We feel like the state government tends to ignore our rural areas in spite of our needs. We have been trying for several years to get by all the federal agencies giving their ok for us to even implement the grant money that we have for a pumping station, for our sewer plant.
- This community has been struggling since the I-5 freeway was constructed. The decline in the timber industry put the final nail in the coffin.
- It was certainly longer than 10 minutes! Thought provoking as well
- we are trying to get some relief from the state for our 911 issues. we are optimistic about a fiber optic system for the city- we have a shovel ready industrial site, we are trying to fund some amenities to attract people to invest here thus generating more tax revenue - we are currently working with Oregon solutions to come up with some ideas
- No
- We could use help on almost everything.
- For rural areas attitude and a willingness to build relationships is essential. We may not have all the bells and whistles, but folks like to work with folks that are committed and working hard to move forward. Our city is having success because we work at it everyday, have a long term vision, cultivate positive relationships that are mutually beneficial. Regional solutions, and Business Oregon have been very helpful...when they see folks doing all the work necessary locally, they jump in and assist that effort...creating success in our community. "
- I have spent my career creating jobs and building communities in our state. During my tenure, I have observed that Oregon has lost significant jobs in rural Oregon primarily due to the closure of Federal timberlands. These mills have closed and yet private timber is allowed to be exported without being processed locally which would add tax revenues for schools and local governments and create desperately needed jobs. We can pretend that we are going to grow jobs in rural Oregon, but, without capitalizing on our natural resource opportunities we are really just kidding ourselves about potential solutions. I'm not advocating that we rape and pillage our forests, but, manage them responsibly and sustainably and that we process our natural resources locally. We give all of our timberlands taxbreaks for growing trees which is great, but, we should require they process locally to take advantage of this incentive. I know politically this is easier said then done.
- Also, our tax structure doesn't capitalize on tourism which is one of the three largest economies in Oregon. Good Luck
- I look forward to feedback, especially as to what comes of this aggregated information that may help our cities, counties, and state to be more economically strong, diversified, and resilient.
- Economic development: never have so many worked for so long with so few results. Local governments have had success with site development (e.g., subsidies to get a business to locate at a specific site) but not in actually influencing aggregate economic indicators such as the unemployment rate. Those who claim they do are selling snake oil.

- I am the newly elected Mayor of Yachats. I am a long time member of the Chamber of Commerce. I am only beginning to learn of your issues of interest as they occur in my city. You need to contact other people to learn more accurate information
- To be clear, I am not well versed in economic development. My role as mayor of the city of Cave Junction has only recently commenced and I therefore need to be involved in moving econ dev forward in the city and surrounding community. However, others in the community focus on econ dev while I am faced with a number of other issues that divide my attention. Please be aware that the IVCDO (Illinois Valley Community Development Organization) is the main entity to be in touch with and will have the most accurate knowledge about the past, current, and future state of econ dev in the Cave Junction and the Illinois Valley.
- With the creation of Greater Portland, Inc. in the 8 years there has been improved regional communication and facilitation.
- I would be interested in finding out if there is assistance to help us develop our industrial property. We recently have been give a "Regionally Significant Industrial Area" designation, but I lack the knowledge, time and funds to determine what our next step is.
- Quantitative data has an important role to play, but I would venture to guess you'd get just as meaningful/actionable information, if not better, by getting out and talking to people one-on-one to get qualitative data. Anecdotes are powerful and often lead to the truly meaningful data you are trying to uncover.
- "I often think small cities in the state are ignored or written-off. We struggle just like large cities to provide a quality of life that is acceptable for our citizens. We want to be strong and vibrant, but often do not have resources to achieve those goals. City government relies on community volunteers for so many things that we do, we try to keep Oakland vital for our families but often find ourselves novices in the world of finance and development. We often just need help!
- State needs to fund economic development because they are the big winner when companies locate in Oregon with our high income tax. Local communities get peanuts in property tax compared to the State with income tax so let's fund some transportation and water/sewer construction projects!
- Let's talk about the "urban-rural divide", which is much more complex than that for non-Metro cities in the Willamette Valley. We are a full-service city of 25-27K residents in both the Portland and Salem commuter-sheds. Which means we are urban by any reasonable definition, but we are held hostage to platitudes about the sanctity and value of agriculture. I eat (and grow!) locally grown food and understand the dollars that agriculture brings into our economy. But, the dirty secret is the poorly paid agricultural sector. In my community, moving to semi-skilled construction or service sector employment is a step up for folks. I'd like to think we can do a little better than that. It will definitely involve something more than "farmland uber alles" and assuming success by various agribusinesses equals community economic success. It does not.
- We are definitely interested in training and assistance with the resiliency portion of our CEDS. We are not able to fund it and thought the U of Oregon group was going to do it.
- We would definitely attend any training.
- We need capacity dollars in our tri-county region because we are an economically distressed area and must provide our staff time to the large area, We have been working on some large waste water projects that have been stalled because of the NOAA situation in Oregon. This is a HUGE obstacle for us and the projects.
- It would also be great if we could connect more between the Economic Development Districts in Oregon and OEDA."
- I said I have worked 50 years in the field of economic development because I was the reporter/editor for the Bandon Western World for many years, starting in 1959. I was on the city council for nine years (from 1977 to 1986) and was just elected to my seventh two-year term as mayor. Economic development/jobs has always been one of my top priorities.
- As mayor, I have been working closely with Wild Rivers Coast Alliance and Jim Seeley (representing Mike Keiser) who are trying to work on the serious problem of Irish Furze (gorse) which rings the Bandon area and is a large fire hazard. I believe they have recently received an Oregon Solutions Grant for the work.
- Folks, There is a distinct urban-rural divide with relationship to Economic Development here in Oregon. Portland Metro is thriving while those of us in rural Oregon are generally struggling. This seems perfectly OK to Urban Oregonians, but not so rosy to us out here in the hinterland. Our community of 15,000 has 27 vacant commercial buildings in our historic downtown and 300 acres of vacant industrial land with no takers. While our residential market is booming (near 0% vacancy rate and hundreds of homes being built), our industry and commerce are dead in the water. This means our tax base is eroding. We have \$15,000,000 backlog in road maintenance with no realistic way to pay for it. Etc. Etc.
- Urban Portland needs to learn to care about the rest of this large and diverse state. We feel alone out here with our nose pressed up against the glass of Urban Portland's success story.
- In the 1990s and early 2000s there was a much greater emphasis on coordination and communication between economic development agencies, cities and the county. We all worked together when the army depot was beginning plans for the incinerator, the railroad was expanding and Walmart DC was coming into the region. Probably since

their hasn't been a major economic development project in the works, the communication has been nearly void over the last 10 years or so.

- Our community is a very small portion of the Portland metropolitan area, and resultantly, many programs and activities that occur throughout the region are available, while not necessarily identified in these responses. I have focused on the availability of programs and activities in this portion of eastern Multnomah County, a very specifically overlooked portion of the Portland Metropolitan area.
- The residents and elected officials have made it very clear that they do not want growth. They like small town living and want it to stay that way.
- If you are looking for a pilot program on rural resiliency, the City of Weston would be interested. 2 of 4 council members and the mayor have attended emergency preparedness training and are looking to expand that knowledge. Economic resiliency would be a natural next step.
- no
- I think many of the questions are very-remotely related to the underlying needs of economic development leaders, organizations, etc.
- Would you please email me these questions as there are a number of questions that I want to use to follow up with my city staff on.
- Thank you.
- Very concerned about the cuts in State funding for Economic Development activities. Everything at the State seems more important than growing the jobs base. It seems like they are just giving up and making Oregon a place that doesn't want job growth.
- I think it's key for state and federal agencies to revisit the metrics they use to track successful entrepreneurship and innovation programs. For example, jobs are only counted by companies with a BIN number and they only count W-2 employees. When entrepreneurs running startups typically don't pay themselves for a while, yet they have a more than FT job. Entrepreneurs also typically hire contractors before employees since they want to reduce the burden rate to hire a FT employee. All of these people have jobs, yet they are not counted.
- I think we are missing the importance of smart housing and school policy and investments to most local economic success.
- Our County has gone through a variety of planning processes through our local NEOEDD and Chamber. It has included strategic plans, available industrial lands, etc. What is frustrating is there is no follow up, these plans are done and they sit on a shelf. I get very frustrated by the fact that the emergency planning here is collaborative. We are an independent county and the collaboration between organizations is not very good. While I believe we have very qualified people, we again do not work together.
- This for me has been the most frustrating part in local economic and preparedness planning.
- I want to reiterate the need for the Wastewater capacity upgrades is crucial for the survivability of the City staying incorporated.
- While economic recovery and growth appears to be occurring in Portland and some other more populated areas of the state, Brookings has been left behind. We do not have the resources to effectively compete for economic development related funds. There is no collaboration among local agencies who are strapped for resources just to maintain basic services. Regional economic development agencies who purportedly represent or serve this region are largely absent. State agencies seem to be in the business of finding ways to say "no" or have programs that don't fit what we need.