



Date: 11/24/20

To CWEDD Board, Staff, and Interested Parties
From Aniko Drlik-Muehleck and Melissa Graciosa, Institute for Policy Research & Engagement
SUBJECT **NOVEMBER 2020 MEETING SUMMARY – PERFORMANCE AND EVALUATION FRAMEWORK**

OVERVIEW

On November 19th, 2020, 19 members of the Cascades West Economic Development District (CWEDD) met to discuss updates to the Comprehensive Economic Development Strategy (CEDs). The November meeting focused on measuring performance and evaluation of the CEDs through a discussion on appropriate metrics. A team from the University of Oregon's Institute for Policy Research & Engagement (IPRE) facilitated the meeting. This was the final CWEDD CEDs update meeting.

Meeting Goals & Activities

The meeting had two main goals:

- Review the CEDs update timeline
- Brainstorm metrics that can be used to measure the performance and success of the CEDs as a regional strategy

To begin, the IPRE team reviewed the CEDs update timeline. The IPRE team has completed drafts of the SWOT, the Strategic Priority Areas, and has begun to make updates to the Implementation chapter based on findings from previous CEDs update meetings and data collected through surveys. A full draft of the CEDs is still on track to be completed in December.

To prime the discussion about success metrics, the IPRE team revisited survey responses from the kick-off meeting in July pertaining to the following:

- What makes a successful CEDs?
- What should be a part of this CEDs update cycle?

Next, meeting participants were asked to discuss what successful outcomes of the CEDs look like. An IPRE team member presented sample metrics to provide examples to support discussion. The meeting was split into smaller groups for break-out room discussions. Groups were divided based on strategic priority areas and included the following three groups:

1. Collaboration and partnerships
2. Infrastructure Resilience and Rural Vitality
3. Workforce support and Sector Diversification through Business Support

Groups discussed what the region could look like in five years in order to identify ways that success could be measured. The meeting concluded with small groups returning to the main session and sharing key takeaways from their discussions.

KEY TAKEAWAYS

The following sections of this memo summarize the discussion around successful outcomes of the CEDS and specific ideas generated around metrics. Note that IPRE also received one response to the questionnaire about success metrics posted prior to the November CEDS update meeting. The questionnaire responses will be included as part of the draft CEDS document in December.

What do successful outcomes look like?

Meeting attendees discussed the following prompts in small groups:

- What would successful outcomes look like?
- Where do we want to be in five years?

Meeting attendees affirmed the importance of regional collaboration and partnerships as a desired outcome throughout all of the strategic priority areas. Meeting attendees highlighted the importance of tracking throughout the implementation process, including using the occurrence of meetings as a means of tracking progress. Other attendees supported this claim by expressing the need to create both qualitative and quantitative metrics, noting that it is difficult to measure relationship-building, but it is those collaborations that are essential to successful outcomes of this CEDS update. Overall, the group highlighted the need to have a baseline understanding of who is within the economic development network and clearly defining communication channels in order to support future collaboration efforts.

The following sections summarize the desired outcomes discussed within smaller groups.

Collaboration and Partnerships

CWEDD would provide the capacity to facilitate regional collaboration and partnerships. Meeting attendees agreed that CWEDD's role as a regional convener should create opportunities and spaces for regional partners to interact and to facilitate regional conversations on the strategic priority areas. These opportunities should include CEDS implementation meetings, updates between these quarterly or semi-annual meetings, and centralizing access to opportunities and resources through the CWEDD webpage.

Increased access to regional funds would be a successful outcome of this CEDS cycle. Meeting attendees discussed potential additions to CWEDD's role as a regional entity to align the efforts of local economic development partners in seeking funding. Seeking funding opportunities for multiple jurisdictions at once can increase access and streamline efforts, as opposed to individual jurisdictions or localities all seeking their own funds and creating competition within the region or unnecessarily duplicating efforts.

Increased communication would support cross-sector or cross-department collaborations. Attendees described the need for strengthening communications coming from CWEDD as well as communication that happens within economic development organizations and agencies. For example, increased communication between economic development and transportation sectors or departments can lead to seeking funding and opportunities that benefit both. Increased communication can also support sharing resources or identifying needs amongst economic development partners. Sharing resources or program details can allow other jurisdictions to

duplicate successful initiatives without spending capacity reinventing what already exists, especially jurisdictions that are smaller or more rural.

Alignment of local economic development plans with the CEDS would support continuing collaboration. Individual jurisdictions can use the CEDS to align their local economic development plans with regional strategic priority areas. Alignment of local and regional documents should come from both directions; the CEDS should reflect broader regional strategies for economic development, while local plans should provide the detail of their local priorities and apply regional strategies when appropriate. Alignment of regional and local plans will continue to lay the foundation for collaboration at multiple levels.

Workforce and Business Support

Increased resilience within existing economic development programs and industry sectors, as well as sector diversification, should be an outcome of this CEDS cycle. Meeting attendees discussed business support as the balance between strengthening existing sectors and growing new sectors. Increasing the resilience of existing programs and sectors may promote innovation of new industries, and ultimately lead to increased sector diversification.

Growing and promoting talent retention within the region can be supported by collaborations between economic development and education fields. Meeting participants discussed cross-sector collaborations with educational institutions as a means of providing pathways for youth to access meaningful economic opportunities. Some channels exist for college-level students but growing connections with K-12 institutions can prevent regional brain drain.

Successful outreach to the workforce will include promoting meaningful economic opportunities to young families. Promoting the in-migration of young families into the region can increase available workforce as well as develop young children in the workforce pipeline. Additionally, emphasizing the region's livability factors can act as an outreach strategy.

Rural Vitality

Increased coverage and speed of broadband in rural communities is a desired outcome of this CEDS cycle. Throughout the CEDS update process, meeting participants have discussed the need to improve broadband access. Focusing on metrics of coverage and speed can track progress of broadband development both rurally and across the entire region. The information provided by [Speed Up America](#) can help with metric tracking over the next five years.

A baseline understanding of existing transportation access can support further development of connections between and within rural communities. Access to transportation can be a hurdle for rural residents trying to access essential services or economic opportunities. Meeting participants discussed the need to understand the current conditions in order to identify where regional connections should be improved.

Infrastructure Resilience

Infrastructure resilience was not discussed in great detail during small group discussions. The small group discussion touched on the need to develop affordable housing and broadband.

NEXT STEPS

The IPRE team will use the input from this meeting, from the success measures questionnaire, and from CWEDD staff to begin drafting updates to the performance and evaluation chapter of the CEDS. This was the final CEDS update meeting. A draft of the complete document will be posted for public review in mid-December.

LIST OF MEETING ATTENDEES

For a full roster of meeting attendees with affiliations and contact information, visit <http://www.ocwcog.org/economic-development/cascades-west-economic-development-district/ceds/>

Attendees

Biff Traber	Jim Lepin	Paul Shuytema
Kelly Hart	Jerry Sorte	Greg Irvin
Matt Michael	Jodi Mescher	Courtney Griesel
Heather DeSart	Melissa Murphy	Austin Ramirez
Alysia Rodgers	Seth Sherry	Charlie Michell
Corey Wright	Judy Richter	
Cindy Perry	Sean McGuire	

CWEDD Staff

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