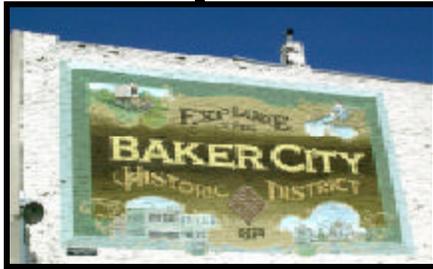




# PROFILES OF CHANGE

ECONOMIC DEVELOPMENT IN OREGON'S CITIES



**A collection of profiles designed to share successful economic development strategies with Oregon's cities.**

# Profiles of Change

## Economic Development in Oregon's Cities

**Prepared for the League of Oregon Cities  
by Megan Grill  
June, 2003**

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# Acknowledgments

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# **S e c t i o n I**

## **Executive Summary**

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# Section I: Executive Summary

## Introduction

The recent economic slowdown, coupled with increasing demands on municipal services, has put Oregon's cities in the unenviable position of having to do more with less. As a result, communities of all sizes are struggling to initiate or strengthen economic development strategies to alleviate current stresses and plan for a healthier economic future. The purpose of this collection of profiles is to share successful economic development strategies and identify the programs, partnerships and resources available to Oregon's cities in fostering positive economic change. Accordingly, the profiles are designed to answer the following questions:

- **What does economic development mean to Oregon's cities and how does it manifest itself in projects?**
- **What tools are Oregon's cities utilizing to implement their economic development projects?**
- **What does a city gain when investing time, effort and money into an economic development project?**

In an effort to answer the above questions, a survey was sent to Oregon's incorporated cities, asking them to share their respective economic development goals and projects. From the 110 cities that responded, 76 distinct projects were reported and evaluated using a methodology specifically designed for this project.<sup>1</sup> The result was the selection of 16 successful, transferable and diverse economic development projects chosen for this collection that are listed in Table 1.

**Table 1: Projects profiled in casebook, categorized by population**

Population	Project	City
> 2,000	Small Town Spirit	Spray
	Downtown Beautification	Joseph
	Bringing in Broadband	Cascade Locks
	Industrial EDGE	Elgin
	From Planning to Construction	Rainier
2,000-9,000	Farm Town of the Future	Myrtle Point
	The American Bridge Effort	Reedsport
	The Business Assistance Team	Vernonia
9,000-30,000	BEGIN (Baker Enterprise Growth Initiative)	Baker City
	Downtown Renaissance Project	The Dalles
	Telecommunications Triumph	La Grande
	Thinking Ahead	Roseburg
	Business Retention and Expansion	Grants Pass
30,000+	Changes and Challenges	Springfield
	Open for Business	Medford
	The Gresham Area Economic Development Team	Gresham, Troutdale, Wood Village and Fairview

<sup>1</sup> A detailed examination of the methodology used in the project selection process can be found in the Appendix.

# Background

## *Variables of Oregon's Economy*

The 16 projects profiled do not exist in a vacuum; their origins, evolutions and conclusions are determined, in a large part, by the condition of the state's economy. In turn, outside influences on a national and international level play an important role in determining Oregon's economic health.<sup>2</sup> However, it is also important to look at the unique nature of Oregon's economic makeup from an internal perspective. The geography of Oregon as defined by valleys, mountain ranges, the Pacific coastline and wide open spaces gives citizens a variety of life style choices. Communities differ greatly, from urban centers such as the Portland-Metro area to the sparsely populated Eastern Oregon, with each region built upon distinct cultural and economic structures.<sup>3</sup> Adding to the contrast between the population centers is the phenomenon that 71 percent of the population lives in the Willamette Valley, which covers only 14 percent of the state's land area.<sup>4</sup>

## *Past Economic Trends*

Differences between the regional economies have become magnified over the last 20 years. In the 1980's and early 1990's federal land use policies restricted the timber that was available for harvest in Oregon and in neighboring states.<sup>5</sup> Timber revenues were replaced in part with strong growth in the high technology sector, which was concentrated in mostly urban areas. In addition, the state diversified its economic base to include "high tech, forest products, agriculture and food processing, tourism, primary and fabricated metals, and transportation equipment."<sup>6</sup> Rural Oregon still relies heavily on natural resource industries and has experienced economic difficulties as a result.<sup>7</sup>

*"We have tried attracting the business and industry that provides the kind of jobs and wages that timber jobs represent."*  
- Charlie Mitchell, Economic Development Specialist

## *Oregon's Current Economic Status*

While the state did make gains in coping with the decline of the timber industry over the last 10 years, all of Oregon's regions are now experiencing a statewide recession.<sup>8</sup> The effects of Asia's economic troubles that began in 1999 were compounded by the energy crisis of 2001 and the September 11<sup>th</sup> attacks, all of which contributed to "slow business and consumer spending" and "softened job growth and reduced consumer confidence."<sup>9</sup> In February, 2003 Oregon's unemployment rate reached as high as 8.6 percent, with the national rate at 6.4 percent.<sup>10</sup>

*"We are like everybody else, suffering the downturn of the economy."*  
- Dan Durow, Community Development Director

<sup>2</sup> Statewide Accounting and Reporting Services. *Oregon Comprehensive Annual Financial Report for the Year Ended June 30, 2001*. Salem, OR: Department of Administrative Services, June 2001 (v-vi).

<sup>3</sup> Moore, Eric. *Oregon: A State of Diversity, A comparison of Economic Health Across Oregon*. Salem, OR: Oregon Employment Department, 1999 (7).

<sup>4</sup> Kitzhaber's Task Force on Growth in Oregon. *Growth and Its Impacts in Oregon*. OR: ECONorthwest, January 1999 (2-1).

<sup>5</sup> Ackerson, Duane, et al. *2002 Regional Economic Profile*. Salem, OR: Oregon Employment Department, December 2001 (3).

<sup>6</sup> Ackerson, Duane, et al. (3)

<sup>7</sup> Ackerson, Duane, et al. (3)

<sup>8</sup> Statewide Accounting and Reporting Services (v)

<sup>9</sup> Statewide Accounting and Reporting Services (9)

<sup>10</sup> Oregon Employment Department Press Release, March 21, 2003

# Statement of Need

Oregon's cities are struggling to preserve and promote healthy economies. Cities have the added burden of attempting to maintain service levels in the wake of property tax limitation Measures 5 (approved in 1990) and 50 (approved in 1997). These measures have produced municipal revenues that "are no longer keeping up with inflation or population growth."<sup>11</sup> In the report "Diminishing Returns," commissioned by the League of Oregon Cities, the issue was examined in depth and it was suggested that cities should, "Stimulate economic development to increase valuations; economic retention and recruitment [and] diversification" (28). The purpose of this casebook is to identify those cities that have demonstrated successful approaches to economic development while reflecting the economic, social and geographical differences unique to Oregon. The programs, resources and ideas represented in this book are meant to stimulate discussion and identify the tools and strategies available to Oregon's cities to initiate economic change.

## Summary of Findings

Although each project profiled is unique, many share characteristics that provide insight into the attitudes and practices that contribute to making economic development efforts successful. The most prominent and reoccurring of those characteristics were vision and commitment, organization and planning, regional partnerships, and the development of relationships with existing businesses.

### *Vision and Commitment*

All the projects profiled originated from a clear vision that was developed with specific needs of the communities in mind. In many cases, a city's vision and associated goals were clarified using strength and weakness analysis. Visioning practices that led to successful projects were city appropriate and reflected the unique nature of their respective communities.

***"Don't get blocked on thinking about how you are going to pay for the project. Create the future and then look for the funding."***

**- Chad Olsen, City Administrator**

### *Organization and Planning*

***"If you don't have something that is pretty organized it is pretty tough to compete—having an organized effort is essential, especially in a global market."***

**- Randy Wetmore, City Manager**

Vision alone does not lead directly to successful project completion. Of the 16 projects profiled, 10 originated from preexisting plans or studies, demonstrating the benefit of articulating and defining goals on paper. The planning process ensures continuity as councils and mayors, and even city managers and administrators, come and go. Well constructed plans may also increase the number of successful grant applications.

### *Regional Partnerships*

As projects evolved from the original vision to a more concrete form, all of the cities profiled utilized some form of partnership in an effort to move the project toward completion. The partnerships formed were as varied as simply exchanging ideas and meeting in an informal manner to coordinating substantial financial contributions and staff time. These partnerships existed in various

***"I don't think any one entity can do it by themselves . . . The best advice is to form partnerships with the idea that you want to do economic development and work together towards a common goal."***

**- Janelle Evans, Community Development Director**

<sup>11</sup> Barney & Worth, Inc. *Diminishing Returns: Oregon Cities' Struggle to Afford Basic Services*. Portland, OR: April 2002 (1).

combinations between city government officials and nonprofit organizations, other cities, the counties, the state and federal agencies. Of the cities profiled, 10 relied on crucial support and backing from their associated county to complete a project.

### ***Developing Relationships with Existing Businesses***

While the recruitment of a new business or industry to a city is certainly welcomed in most instances, the process can often be difficult and even costly. Recognizing this, 13 of the cities profiled in this casebook designed their projects in part to build better relationships with existing businesses. The benefits of this approach include enabling existing businesses to expand, and the creation of a healthier, satisfied business community. Fostering such an environment leads to job creation and becomes another asset a city can promote when recruiting new industries.

***“Don’t bank on the businesses who are coming in, bank on existing businesses—they become part of your marketing strategy, part of why you are successful.”***

**- John Tamulonis, Community Development Director**

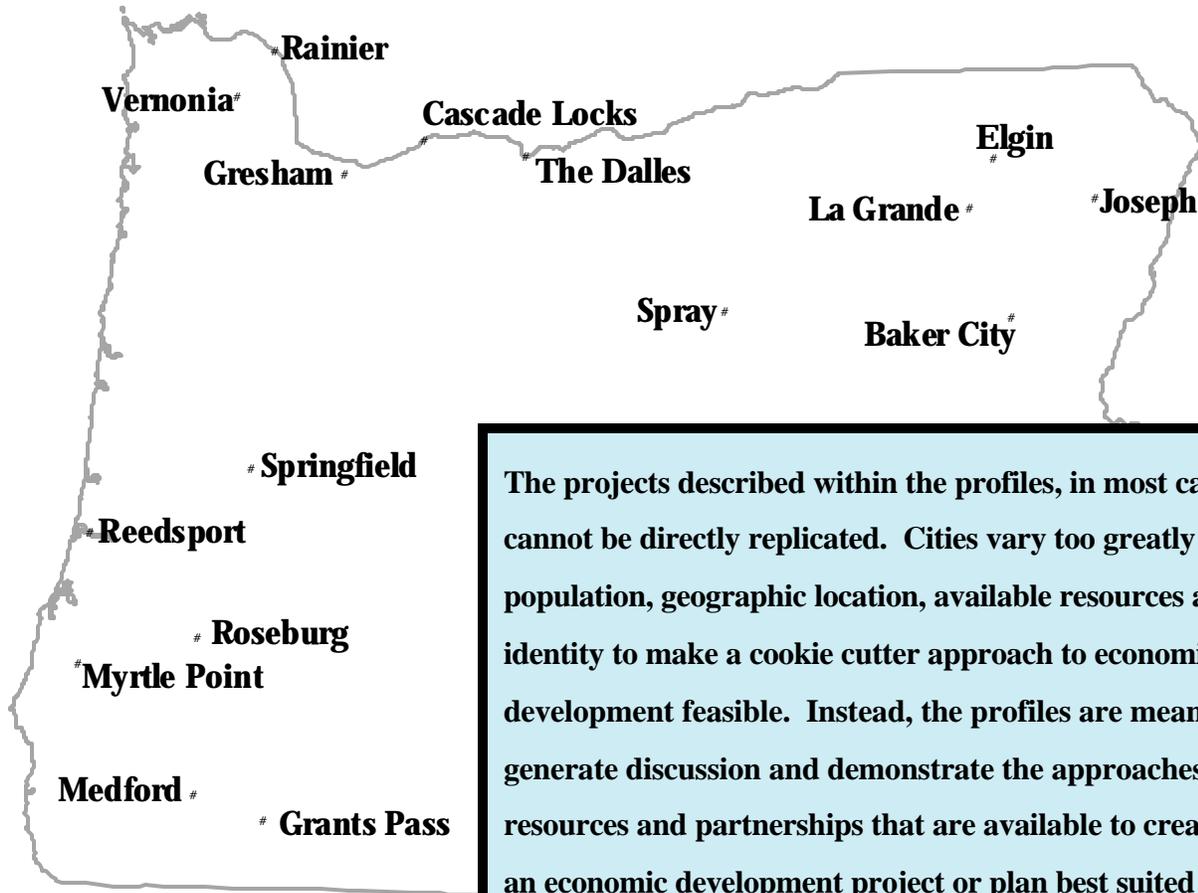
# **S e c t i o n II**

## **P r o f i l e s**

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## Section II: Profiles

### Profile Content



The projects described within the profiles, in most cases, cannot be directly replicated. Cities vary too greatly by population, geographic location, available resources and identity to make a cookie cutter approach to economic development feasible. Instead, the profiles are meant to generate discussion and demonstrate the approaches, resources and partnerships that are available to create an economic development project or plan best suited to meet individual needs.

The following profiles are organized by population from smallest to largest. The city of Spray (pop. 140) is first and the Gresham Area Economic Development Team (pop. 100,000+) is last, making comparison between selected projects by size more convenient. Population size, although not the single defining factor, does greatly affect the type of economic development strategy a city may ultimately pursue.

# Spray

## Small Town Spirit Along the John Day

**Population:** 140

**County:** Wheeler

**Project:** The city of Spray secured funding to purchase acreage along the John Day River to increase local tourism opportunities.

**Project Costs:** \$50,000+ The city raised \$18,000 dollars locally and received \$42,500 from the county to buy the first 5 of 10 acres.

**Project Impacts:** The land purchase has enabled the city to provide the public and local business access to the John Day River. Since the city acquired the land, rafting tourism has increased. The city hopes tourism will continue to grow and provide more revenue for all local businesses, including the city's motel and retreat facility.

Settled in the late 1900s along the John Day River, the city of Spray evolved into a timber town with its population peaking at 450. However, as the last mills closed in the 1970s and the population declined to 140 in 2002, the local economy struggled. As Oregon's sixth smallest incorporated city, Spray's economic development efforts are restricted by an operating budget of \$18,000 and remote location; Bend is over a two hours drive away. Consequently, Spray faces considerable challenges in attempting to diversify its local economy.

### *Location, Location, Location*



While far from Oregon's larger cities and interstate system, Spray's location is a marketable asset. The city is set on the scenic banks of the John Day River, a rafting, fishing, hunting and hiking tourist destination. Spray is also close to the John Day Fossil Beds, a national park with immense appeal to hikers and campers. In order to capitalize on visitors to eastern Oregon and secure a community park, the city looked to their old swimming hole to carve out a niche in the tourism market.

Towards the north end of town, at the river bend, Spray residents have a natural swimming hole they have used since the 1900s. Throughout the century the property changed hands several times, but was never owned by the city. Some private owners, nervous about

issues of liability, did not let swimmers or rafters use the area, while others were more generous with the land and indulged public use. This led to sporadic availability of a popular recreational spot that the city felt should be open to whoever wanted to enjoy the river.

### *Spray Days*

The city council always hoped to purchase the land when it changed hands over the years, but never had money available. Spray just incorporated in 1958 and did

not have a property tax until 1994; city coffers were not exactly overflowing. Finally, in 2000 community members and an enthusiastic council started a formal fund raising effort to purchase the land along the John Day. The purchase not only created a wonderful public park but capitalized on the recreational industry that

*"We wanted to buy the land to keep it open to the public and preserve its history. Hopefully it will turn into something that will make money for the city."*  
- Candy Humphreys, City Recorder

such a park could support. The river bank within the potential park is a natural landing place for rafters to put in on the river. This was an ideal opportunity to

incorporate the rafting industry. City Recorder Candy Humphreys notes, “Public property along the river is getting hard to find for these businesses to launch their rafts. If you put in at our park it is a nice day of fishing from here to Service Creek. When the property was under private ownership people couldn’t launch from there.”

In 2001, local fund-raising efforts began with donations ranging from \$10 to \$5,000. Citizens raised money with bake sales and through the Spray Community Committee. The Spray Community Committee is a diverse, loose knit group that had previously held fund raisers to purchase Christmas decorations for the city and sponsors Spray Days, an annual city wide festival that includes a parade and street dance. The Committee decided to contribute the earnings from some of their fund raisers to the park fund, including a monthly bingo night. In addition, the property owners of the proposed park leased the land to the city to allow for public access and donated the leasing fee to the park fund. The grass roots effort was a demonstration of generosity. “The town is made up of low to moderate income people . . . it has been a hardship on the people who have lived here to do so much of the funding,” Humphreys said. The city eventually raised \$18,000 and then asked the county for assistance and received \$42,500.

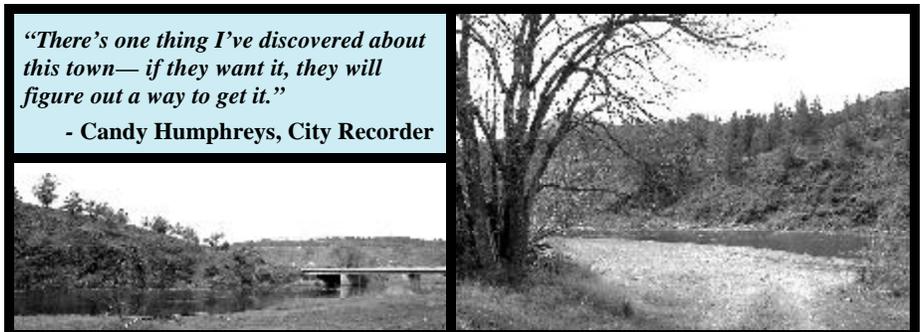
After acquiring over \$50,000 the city was able to purchase half of the 10 acre parcel of land in 2002, and survey and plan for future use of the park. Spray is currently partnering with the Greater Eastern Oregon Development Corporation (GEODC) to secure money to buy the remaining five acres. GEODC will write the grant to apply for funds from Oregon Parks and Recreation. In the mean time, Spray has also obtained \$14,000 in grant money from Oregon Fish and Wildlife and Oregon Parks and Recreation to design park landscaping and to install a new public toilet. According to Humphreys, the grant opportunities have been crucial to smaller communities such as Spray, “Without them we could survive but really go no place, we have to have the grants, we absolutely do.”



### ***Impact of a Community Park in Spray***

While the park project is still ongoing, the city has succeeded in providing local rafting and shuttle businesses with access to the John Day to better accommodate eager tourists. The city has seen an increase in such business since they have purchased the land and is hoping the new park will eventually encourage more tourists to stay and spend money in Spray at the city’s motel and retreat facility. In addition, the community of Spray, with a population of only 140, managed to leverage over \$50,000 in funding to realize their goal of having a public park available for all to enjoy.

*“There’s one thing I’ve discovered about this town— if they want it, they will figure out a way to get it.”*  
- Candy Humphreys, City Recorder



Photos, lower right hand corner: View of John Day from the bank of Spray’s Riverfront Park

# Joseph

**Population:** 1,060

**County:** Wallowa

**Project:** In effort to encourage and increase tourism, downtown merchants formed an Economic Improvement District (EID). The EID worked with the city to secure funding for a unique downtown beautification project that incorporated local bronze artists.

**Project Costs:** \$3.5 million. Working with a grant administrator from NOEDD, the city received grants from six different agencies to renovate the downtown area.

**Project Impacts:** The beautification project encouraged existing businesses to update storefronts. The more inviting downtown district, coupled with the inherent draw of Joseph's scenic location, has resulted in increased and repeat tourism.

Nestled at the base of the Wallowa Mountains and next to Wallowa Lake, the city of Joseph is picturesque and remote. Tourists have come to Joseph and nearby Hell's Canyon for many years to take advantage of the truly unique scenery. However, the natural beauty belies the economic hardships the city and region have endured over the last 20 years. The two timber mills that supported the city closed in 1992 and 1994, and the region's agricultural industry has likewise diminished. County unemployment reached 14.6 percent in 1998 and, while it has improved to 9.7 percent in December 2002, it remains well above state and national averages. Recognizing that their traditionally timber-dependant community needed to change, local merchants and the city began to focus on invigorating Joseph's appeal to tourists.



## *Making Over Main Street*

After attending a forum hosted by Livable Oregon, a now inactive nonprofit, then Mayor Shelly Curtiss approached local merchants about creating a new vision for Joseph. The merchants observed that Main Street's sidewalks needed repair and that an overall refreshment of the downtown might encourage tourism.

That discussion sparked the creation of an Economic Improvement District (EID), formed by Main Street merchants in 1996. The EID, funded by an assessment of \$0.025 per square foot of merchants' lots, lasted five years and created \$10,000 annually. The EID money was spent on grant writing and engineering assessments. Meeting weekly over the course of four years, the EID also designed and refined plans for Main Street's beautification. The group hoped to incorporate their plans with the Oregon Department of Transportation (ODOT), which was in the process of repairing Highway 82 which runs through the middle of downtown. One of the most distinctive components of the design was the inclusion of the city's bronze artists.

Those artists came after 1982, when Valley Bronze opened in Joseph; today the city is host to three foundries. The foundries draw tourists and have spawned over 20 galleries and arts-related businesses. The bronze industry is also the city's largest employer.

*"The EID was made up of Main Street merchants, who, with plenty of energy, commitment and continued perseverance, carried out the vision of a beautiful downtown area."*

- Noma McDaniel, City Recorder

Seeking to realize the vision of the new downtown, complete with local artists' creations, the EID and the city worked with Sara Miller of Northeast Oregon



Economic Development District (NOEDD). According to City Recorder Noma McDaniel, her assistance was crucial. “She became our Grant Administrator and knew which grants could be matched with what. Sara’s services were excellent and the city greatly benefited from her knowledge,” McDaniel said.

The effort yielded over \$3 million dollars from ODOT, US Department of Commerce, USDA Rural Development, Oregon Tourism Commission and the Rural Investment Fund. Grants received included a 1.75 million dollar ODOT Statewide Transportation Improvement Program grant, three grants from USDA Rural Development totaling \$500,000 to fund various aspects of construction, a \$348,000 grant from the US Department of Commerce and a \$2,500 grant from Oregon Tourism Commission to help fund a new visitor’s kiosk. EID funds were spread throughout various projects in addition to paying for the grant administration. Main Street was transformed with new lighting, sidewalks, landscaping, rustic benches, a public parking lot, public restrooms and the incorporation of bronze sculptures. The total cost of the project was approximately 3.5 million dollars.

### ***Impacts of the Downtown Beautification in Joseph***

Completed in 2001, the Main Street renovation has had far reaching effects in the remote mountain community. Existing businesses were inspired by the improvements and many painted or updated their storefronts. The inviting downtown, when coupled with Joseph’s location and seasonal events such as the Bronze, Blues, and Brews Jazz Festival held in August, has brought new businesses and jobs to Joseph. In addition, tourists have cited the downtown beautification as a reason for repeated visits to the city. The new downtown also presented the city with an ongoing challenge to maintain the numerous improvements. Joseph only has three public works employees and the renovated Main Street has placed considerable demands on their time and resources. So far the benefits have out weighed the drawbacks and the city has no regrets. With the Main Street project complete, Joseph knows new challenges will arise. McDaniel cautions, “We are still economically distressed due to the loss of the lumber and agriculture industries and are currently looking to draw industry to our area to create family wage jobs.”



***“The was that with the change in Main Street, it would draw more business and increase tourism and that economic trend would blossom.”***  
 - Noma McDaniel, City Recorder



*Photo, opposite page:* Joseph sign welcoming visitors *Photos, this page, clockwise:* Bronze wolves in landscaping typical to each street corner, Bronze horse sculpture in the heart of downtown; Bronze eagle sculpture near city entrance

# Cascade Locks

**Population:** 1,140

**County:** Hood River

**Project:** Utilizing the existing city owned and operated cable TV system, the city installed and operates broadband access.

**Project Costs:** \$75,300  
The city received grants totaling \$50,000 and committed \$25,300 of its own funds. Residents can sign up for the broadband and cable TV service for \$49.99 a month.

**Project Impacts:** The broadband system is operating at cost and will provide future revenue for the city as demand increases. The faster connection enables the local high school to provide enrichment opportunities to students and the broadband access can be marketed to attract new businesses to the Port's industrial park.

Located in the Columbia Gorge, 20 miles west of Hood River and 30 miles east from the Portland-Metro area, the city of Cascade Locks is at a turning point. Historically timber dependant, Cascade Locks' economy was further strengthened by the jobs associated with I-84 construction and additions to Bonneville Dam in the 1970s.

As those projects were completed, the bottom dropped out of the timber industry in the 1980s, leaving Cascade Locks with high unemployment. In addition, as City Administrator Bob Willoughby recounts, the mid-90s economic boom bypassed Cascade Locks: "We are one of the few communities within a half hour of Portland whose economy didn't grow with the economic expansion of the 90s, wealth did not increase here and unemployment did not decline." A bright spot remains, however, as the tourism industry holds strong with 1.5 million people visiting the port and marina park annually to take advantage of hiking and water-related recreational activities.

## *Community Infrastructure*

Struggling to become more attractive to new businesses, Cascade Locks is not only concentrating on developing its industrial and commercial land, but also improving its "community" infrastructure. With no pharmacy, theater or health clinic, and limited housing, the city recognizes a need to make Cascade Locks more livable. One of the first steps in trying to achieve that goal was to bring broadband Internet access to the city.

In 1999, the nonprofit Rural Development Initiatives (RDI) helped the community complete a survey which identified bringing broadband to Cascade Locks as an important goal. The Telecommunications Committee was then formed to determine how to provide broadband services to Cascade Locks residents. It was composed of various stakeholders, including the local high school, the city and the port. The first year of the effort consisted of an educational process—the committee attended an RDI conference on broadband and telecommunications, familiarized themselves with the industry lingo and invited consultants and representatives from various telecommunications companies to come and talk about options for setting up a system.

As the year progressed it became apparent that the city was not going to be able to build a fiber optic system and spread the cost over 400 households. Instead, the city envisioned something that could be initiated at a reasonable cost and be expanded if necessary. With those parameters in mind, the Committee decided to build upon Cascade Locks' cable system which is city owned and operated. The existing copper in the TV cable system could support internet

*"We decided to stay with something simple and basic and use what we already had an investment in; it seemed to make the most sense and be the most cost-effective."*

**- Bob Willoughby, City Administrator**

service for Cascade Locks just as easily and at a much lower cost than creating an entirely new fiber optic system.

### ***The City of Cascade Locks: TV Cable and Internet Service Provider (ISP)***

Once the Telecommunications Committee made the decision to use the TV cable's copper as the infrastructure for the new broadband access, it realized it needed some support and expertise. Fortunately the committee heard of ZCorum, a company based in Georgia that assists electric and cable utilities with operating ISPs, and provides the start-up engineering and 24 hour customer support. The city would not have to hire any additional staff to run the system, which would be operated out of city hall.

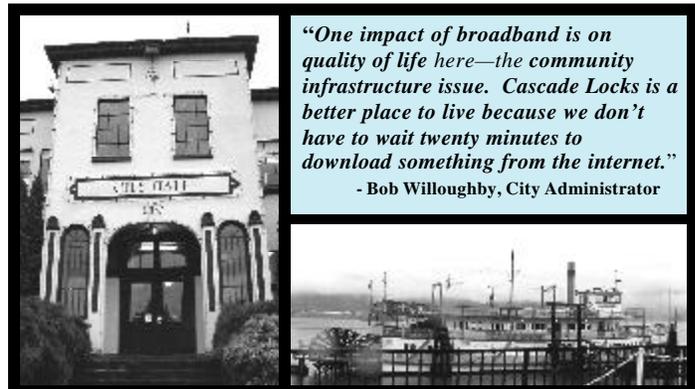
Although the new broadband access was relatively inexpensive, the city was wary of spreading the start-up costs to its customer base of only 400 households, which would render the service too costly for Cascade Locks residents. Cascade Locks cable customers paid \$18.50 a month for 18-20 channels and the city wanted to provide broadband access and cable for under \$50 a month. Customers wanting to sign up for broadband would have to also sign up for cable because the same copper wires were used for both systems. The city then approached Mt. Hood Economic Alliance, the Oregon Investment Board and OECDD to request funding to set up the new broadband system. In 2001, the city received a \$15,000 Old Growth Fund grant from OECDD, a \$20,000 grant from the Oregon Investment Board and a \$15,000 grant from Mt. Hood Economic Alliance. The city also committed \$25,300 of its own money to fund the project at a total cost of \$75,300.

All of the necessary equipment for the broadband system was purchased in January 2002 and installed that April. The broadband and cable package is available for \$49.99 a month. By March, 2003, 80 customers had signed up for the new broadband service and the system is now paying for itself after less than a year in operation.

### ***Impact of Broadband in Cascade Locks***

Cascade Locks is now an ISP provider and has succeeded in meeting a goal set by the community over three years ago to make the city a more livable and business friendly place. The existence of broadband in Cascade Locks makes the Port's industrial park more attractive to potential businesses and makes it easier for the local high school to provide enrichment opportunities to its students through the Internet. The broadband option has also attracted more customers to the city's existing cable service, which had been losing customers to satellite dish service. In addition, broadband access is so popular that the system is paying for itself and will eventually create revenue for the city through increasing customer demand.

While City Administrator Willoughby acknowledges there is much still to be done, he knows the city has made significant progress. "Whatever happens with our economic development this broadband is going to be beneficial . . . it is not going to turn the situation around, but it's a piece of the puzzle, it's part of what we need to do, an important part."



*Photos, clockwise: Sternwheeler Columbia Gorge, operated by Port of Cascade Locks; Cascade Locks City Hall, broadband service and all other city owned utilities are operated out of the City Hall*

# Elgin

**Population:** 1,660

**County:** Union

**Project:** Working with the county and the state, Elgin obtained and developed over 40 acres to create a much needed industrial park.

**Project Costs:** \$3.5 million. The county purchased the initial acreage for \$85,000 and donated it to the city. OECDD provided more than \$500,000 to fund infrastructure improvements. The city purchased additional land for \$135,000 and has spent \$40,000 on infrastructure development.

**Project Impacts:** Prior to the creation of Elgin's industrial park, the city had no industrial land available for local businesses to develop. The park's completion has retained 19 local jobs and has energized local economic development efforts.

Just a 20 minute drive from La Grande on Highway 82, Elgin is a city located amidst amazing scenery. Surrounded by farmland with the Wallowa Mountains to the east and the Blue Mountains to the west, Elgin is not lacking in natural beauty. However, unlike its more tourism oriented neighbors, Elgin's biggest employer is Boise Cascade. The city received a scare in the early 90s when the plant announced its closure, only to reopen shortly thereafter. The possibility of the plant closure, coupled with decline in the agricultural industry, challenged the city to look for ways to diversify the local economy and to increase support for the more than 90 small businesses in and around Elgin.

## *Elgin EDGE*

The spectre of Boise Cascade's closure was a wake-up call to Elgin. Realizing a need to prevent a future crisis, community members began to meet and discuss how Elgin could create a more sustainable local economy. As a small city, Elgin could not afford to hire an economic development director, so much of the push for economic development had to be initiated and coordinated by volunteers. The result was the formation of two groups: Elgin 2010, named for its vision of Elgin's future; and the Elgin Economic Development Growth Endeavor (EDGE), a local nonprofit corporation. In addition, City Councilor Marc Stauffer, a small business owner and the EDGE Economic and Community Development Director, volunteered much of his time as an informal economic development coordinator for the city. The culmination of these efforts led the city to complete a strength and weakness analysis while the city council began to devote more funding to economic development projects.



## *Elgin Industrial Park*

Just as Boise Cascade's possible closure inspired the city to pursue economic development strategies, the loss of two local companies due to lack of available industrial land further focused Elgin's efforts. In 1999, two businesses wanted to expand in Elgin but all the industrial land was owned by Boise Cascade and as a result over 30 jobs were relocated in other cities. With the need for available industrial land urgent and obvious, the city began to look for solutions. Simultaneously, a regional nonprofit called Union County Economic Development Corporation (UCEDC) conducted a land swap with

*"When the county gave us the land, that was a major turning point for a lot of activities in town because it brightened everyone's ideas, it gave us a vision for our community could be."*

**- Marc Stauffer, City Council Member**

Boise Cascade and was quickly approached by WC Construction, a locally owned business in Elgin wanting to expand. UCEDC did not want to fund any

infrastructure improvements and WC was not able to develop the acreage for commercial or industrial use on its own. Seeking assistance, WC approached the city to provide the necessary infrastructure. Unable to fund the land purchase and necessary improvements, the city asked the county for help who purchased the land for \$85,000 and donated it to the city. Stauffer said everything started to move quickly after that, “We caught the attention of the OECDD area director, Jim Zelenka—he saw what we were doing and we told him that we needed infrastructure so he organized a meeting and to our amazement government moved faster than I had ever seen before.” The city partnered with the county, OECDD, WC Construction and Omnicut, a fledgling aerospace parts manufacturer, to develop the land. With WC and Omnicut committed to locating and investing in the industrial park, the city secured a \$300,000 bond and \$285,000 grant from OECDD to develop the land and provide paved streets, sidewalks and sewer, water and natural gas access.

After the first phase of the park was completed, Elgin purchased what would later be known as Phase II of the park from Weyerhaeuser for \$40,000, bringing the total land available for development to 47.9 acres. In two short years, the city went from having no industrial land to having a marketable industrial park with two tenants. Those two businesses alone invested over \$800,000 in improvements to the park and have helped retain 19 local jobs.

### ***Impact of Elgin’s Industrial Park***

As Stauffer sees it, having a city owned industrial park is a great way to encourage the kind of development groups Elgin 2010 and EDGE had envisioned, “It is very important for a small community to have their own industrial land and not leave it to the whims of private ownership—this way it is in your control, you can decide who comes, you can decide how to market it.” In order to market the park, the city has created a packet that is sent to interested businesses and provides important local and regional demographics and information about the park’s incentives. If an investor creates four new jobs for each acre purchased and three of those jobs are family wage jobs, the cost of the land is reduced to \$125 per acre. Without the incentives, the price per acre is \$10,000. Other incentives include enterprise zone tax abatements.

The creation of the park has also spawned additional economic development efforts, including the creation of a small business incubator. The incubator, which would be located in the park, will provide fledgling local businesses with building space at a very low cost, along with administrative, marketing and telecommunications support. As the business begins to grow, the cost of rent slowly increases and eventually the business will be able to move to its own building, potentially within the park. The incubator is still in the planning process, but would not have been a viable option without the creation of the park.

Many of the events that led the creation of Elgin’s industrial park were volunteer initiated and were dependant on the city’s participation in regional and statewide partnerships. Those partnerships, according to Stauffer, take effort to develop, “Being active in the county has really made a big difference for us. I do go to meetings that may or may not have a direct impact on Elgin, but have an impact county wide. Our constant presence and frequently reminding them that Elgin is there and wanting to be a major player really makes a difference to them.”



*Photo, opposite page:* City sign, welcoming visitors on Highway 82 *Photo this page:* Entrance to Elgin’s industrial park, WC Building in foreground

# Rainier

## From Planning to Construction

**Population:** 1,690

**County:** Columbia

**Project:** The city went through a planning and visioning process after the Trojan nuclear power plant closed in an effort to offset the loss of 1,000 family wage jobs from the region.

**Project Costs:** Over 5 million dollars in grants from state agencies and non-profits combined with over \$3 million in contributions by the city and the local economic development agency.

**Project Impacts:** The addition of US Gypsum Plant and Conrad Wood Products has added over 175 family wage jobs to the local economy. The city has also completed Riverfront Park Phase I, upgraded its water plant and has refurbished the marina. Ongoing projects include building a senior center, constructing affordable housing for seniors and the Highway 30 bike and pedestrian enhancement.

Settled in 1851 on the Columbia River, the city of Rainier was originally named Eminence, but was quickly renamed after the nearby mountain. Rainier's economy flourished around the timber industry and later around the Trojan Power Plant, located 6 miles south of the city. The relative economic prosperity of the region took a drastic downturn when Trojan announced its closure in 1992. With Trojan's announcement came the loss of 1,000 family wage jobs that Rainier and Columbia County were greatly dependant upon. The devastating effects of Trojan's closure were further increased with the decline in the timber industry, leaving Rainier in a seemingly hopeless situation.

### *Catalyst for Change*

Although the plant closure stunned the Rainier community, the city quickly regrouped and contacted Rural Development Initiatives (RDI) for assistance in creating a strategic plan. In March 1993, RDI had completed a Strength, Weaknesses, Opportunities and Threats (SWOT) analysis, and by January 1994, Rainier developed a new strategic plan with an emphasis on making the city a more livable community both economically and socially. Many of the basic concepts that contributed to the final vision were developed when the city sent three groups of community leaders to RDI's Rural Future's Forum. At the Forum, participants learned about the idea of building social capital in conjunction with traditional economic development as a means to create a viable, sustainable community.



As a result of going through the assessment and visioning process, the city of Rainier began to take specific actions to realize the vision of a more self-sustaining economy. These actions included creating a city administrative position, creating an urban renewal district (URD) and the formation of the Rainier Economic Development Corporation (REDCO) to direct the use of funds collected by the URD. The city also began to collaborate with various state agencies on updating and creating plans that identified specific projects, including the Highway 30 Corridor Plan, the Water Master Plan, the Wastewater Facilities Master Plan and the Waterfront Mixed-Use Plan.

*“Don’t get blocked thinking about how you are going to pay for the project. Create the future and then look for the funding.”*

*- Chad Olsen, City Administrator*

### ***Action!***

With the planning process and leadership training in place, Rainier had created what City Administrator Chad Olsen calls “internal capacity.” The internal capacity, built upon five years of hard work, enabled Rainier to partner with the Port of St. Helens, Columbia County, OECDD and REDCO to negotiate the siting of the US Gypsum plant. A wall board manufacturer, US Gypsum, created over 500 construction jobs and 150 permanent jobs with a wage 150 percent of the county average. To accommodate US Gypsum, Rainier doubled its water treatment plant capacity from one to two million gallons. The city received a combination of loans, grants and bonds of over 4.8 million dollars from OECDD to fund the project. Around the same time, Conrad Wood Treatment opened in Rainier and created 25 new jobs. The addition of US Gypsum and Conrad to Rainier’s local economy represented the city’s attempt to combine small and large industry development, designed to avoid another Trojan scenario.

Although enthused about the creation of local jobs Rainier also focused on creating social capital in an effort to make the city a more attractive place to live. The Riverfront Park, just one example of Rainier’s investment in social capital, was guided by a 25-member park advisory group made up of community members. The park is a friendly, inviting gathering place that makes the city’s previously under-utilized waterfront more accessible and attractive. Phase I of the project cost \$500,000, with REDCO contributing \$92,000 and Northwest Oregon Economic Alliance contributing a \$50,000 grant. Additional ongoing projects related to realizing the social capital aspect of the city’s vision include the Rainier Senior Center, the creation of affordable housing for seniors, the Highway 30 Enhancement Project, the Riverfront Bike/Pedestrian Trail, a new boat launch and the relocation of the Rainier Little League into Riverfront Park.

### ***Impacts of “From Planning to Construction”***

The varied types of training, planning and development Rainier has undertaken in the last ten years led the city to adopt “From Planning to Construction” as its forward thinking motto. The combined projects that the city has finished and is currently working on as part of the “Planning to Construction” process have leveraged over \$5 million in grants and fostered partnerships with 10 different local, state and federal agencies. Since 1999, US Gypsum and Conrad Wood Products have located in Rainier and have created more than 175 family wage jobs. Additional impacts include the permanent capacity building infrastructure that remains in place, including the city administrative position, the urban renewal district and REDCO. City Administrator Chad Olsen credits much of the positive change in Rainier after Trojan’s closing to the city councilors and mayors who over the years, “continually pushed towards the vision.” That push, he notes, has required the city to continually look forward and to resist going into maintenance mode.



*Photo, opposite page: City sign welcoming visitors Photo, this page: Phase I of Riverfront Park completed.*

# Vernonia

## The Downtown Business Assistance Team

**Population:** 2,220

**County:** Columbia

**Project:** After realizing a need existed to bring continuing education courses to local merchants, the city and community members formed the Business Assistance Team.

**Project Costs:** \$30,000 in grant money from the Northwest Economic Alliance.

**Project Impacts:** The creation of the Business Assistance Team enabled Vernonia to bring several computer and management training opportunities to local merchants. The classes have helped retain local businesses and even allowed some to expand.

Settled in the late 19<sup>th</sup> century in the Nehalem River Valley, the city of Vernonia's economy grew up around the region's booming timber industry. The boom, however, went bust when the nearby mill closed its doors in 1957 and the city's residents were forced to commute to find work. The trend has continued as 92 percent of Vernonia residents currently work outside the city. In an effort to try to provide more employment opportunities within the city and to strengthen the local economy overall, Vernonia has struggled to develop an industrial land base and attract tourists to area parks. The city also recognized a need to revitalize the downtown corridor and identified making continuing business education courses available for merchants as a viable first step. City Administrator Mike Sykes saw downtown revitalization as an important goal for the city, "We wanted to focus on working with small businesses, and helping them to learn how to be more effective in managing and marketing their businesses."

### *So Close, Yet So Far*

The type of courses the city thought Vernonia's business owners might most benefit from, computer and management training, are usually available at local community colleges. However, the nearest community college is located over an hour away, creating a barrier that prevents most of Vernonia's small business owners from getting assistance. Sykes says such a commute places a strain on Vernonia's residents, "If you want to take a class you have to go to Portland. A lot of small businesses have to work all day and it's tough for them to get off work at six o'clock and get to Portland at seven o'clock to take a class and get home at ten o'clock. There really were very few opportunities for small businesses to get training." In attempting to address the situation, the city partnered with Rural Development Initiatives (RDI) in 2000 to develop a strategy to bring the services available at Portland Community College (PCC) to Vernonia.

The first step in the process was to determine if merchants in Vernonia and nearby Clatskanie wanted assistance and what kind of help they needed. To assess the situation, the city hosted a community meeting and distributed a survey designed to evaluate the needs of local small business owners. "We had a packed house, it was very clear business assistance was an important need," Sykes recalls. The survey revealed that local business owners wanted training in computers, QuickBooks and marketing.

*"One of our biggest barriers was no local community college or education institutions. Any higher education had to be accessed from somewhere else."*

**- Mike Sykes, Administrator**

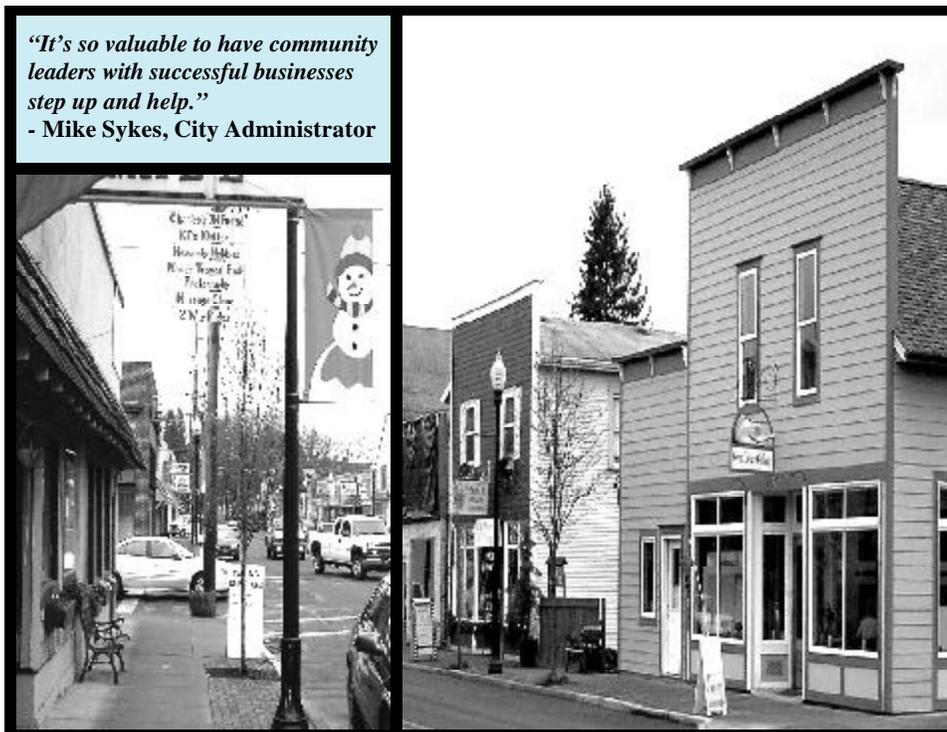
### *Business Assistance Team*

The community meeting led to another important development, which was the formation of Vernonia's Business Assistance Team (BAT). The BAT consisted of many people who were present at the community meeting,

including local business leaders, the newspaper editor and City Manager Mike Sykes. The BAT began to hold regular meetings and their initial focus was on

providing continuing education opportunities for Vernonia residents. Their mission was, and continues to be simple: “To assist existing businesses find resources to help resolve issues they might have. If you need assistance finding funds, training, or anything to overcome issues in your business or to start your business that’s what we are all about” Sykes says. To realize their mission and address the needs of the business community as stated in the survey results, the BAT secured

a \$30,000 Northwest Oregon Economic Alliance grant through the OECDD rural investment fund.



With the grant money, the BAT began to schedule and promote upcoming courses while working closely with Portland Community College. Much of the promotion was done through word of mouth by members of the BAT. Their strategy paid off: all of the classes were well attended. The basic and advanced QuickBooks courses were attended by over 44 people. A 12 week management training course was also made available by PCC that was attended by 20 residents, with 17 choosing to participate in a subsequent advanced training course. Almost every small business owner in Vernonia participated in one or more of the courses offered.

### ***Impacts of the BAT in Vernonia***

The BAT succeeded in meeting the community’s needs by bringing continuing education opportunities to the city’s relatively remote population. City Manger Sykes sees the results of that effort throughout downtown. “It has helped every business on Main Street, some new jobs- you can see it all over this town. It’s been a real hit. All I know is there are a lot less empty store fronts and people are a little bit excited about their future here.” Because it is not possible to directly correlate course availability to new job creation it has been difficult to quantify the number of jobs created by the BAT’s efforts. However, it has strengthened local businesses’ capacities and helped energize the downtown economy, an important foundation in any city, large or small. A few businesses have even been able to expand and develop new, more sophisticated marketing strategies.

The high level of attendance at the BAT’s courses has also sparked a new community development effort. Realizing the city lacks a facility to host business assistance training and other community education opportunities, Vernonia is hoping to build a learning center on Main Street. The proposed learning center would house computers and make rooms available to bring even more courses to city residents.

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Photos: Vernonia’s downtown

# Myrtle Point

**Population:** 2,460

**County:** Coos

**Project:** In attempting to fully realize the vision of becoming a “farm town of this millennium,” Myrtle Point successfully recruited the new Extension Services building.

**Project Costs:** Over \$1 million, funded through grants by UCDC, the Ford Family Foundation and community fund raising efforts.

**Project Impacts:** Although the building is not yet complete, the location of the Extension Services in Myrtle Point provides informational support for the region’s farmers. Community leaders hope the building itself will increase traffic in the downtown area.

Located 25 miles inland from the Oregon coast along Highway 42, the city of Myrtle Point was named after the nearby groves of Myrtlewood trees and the city’s location on the Coquille River. Traditionally dependant on timber and agriculture, the community has struggled economically as both industries have declined over the past 20 years. As former City Manager Bud Schmidt observes, Myrtle Point faces considerable challenges in retaining the quality of life longtime residents have come to expect. “The same thing that is happening to every rural city is happening to Myrtle Point. Erosion of farming and agriculture, loss of forestry jobs, schools are down-sizing and household size is falling. We used to have 25 dairies in the area, now we have 10-15.” However, as strained as the local agriculture industry has become, the city has chosen to embrace it’s past and continues to identify itself as a primarily farm-based community. “Everything Myrtle Point still does is related to agriculture—the farm trucks, hardware stores and feed stores are all centered on the agriculture industry,” says Schmidt.



## *The New Millennium*

That identity was further solidified when the city, working with Adam Zimmerman, a Resource Assistance for Rural Environments (RARE) member, created a new community plan that touched all aspects of life in Myrtle Point including the local economy, the nearby Port of Coquille and the school district. The overarching theme of the plan expressed the vision of Myrtle Point as a “farm town of this millennium.” Projects outlined in the plan included a \$1.5 million improvement to the water system, continuing improvements to the city sewer system and the construction of a new skate park.

*“Think big about your community and dream the future to give the city direction.”*

*- Bud Schmidt, Former City Manager*

The vision of the “farm town of this millennium” complemented the city’s campaign for the new Oregon State

University Coos County Extension Services building in 1999. The Extension Services building would bring research, support services and the presence of the

OSU agricultural school to Myrtle Point. The building would also create a new community space that would bring more traffic to the city's downtown area. The possibility of the Extension Services building locating in Myrtle Point had a lot of community support with 60 Myrtle Point residents attending the county commissioner's meeting to express enthusiasm for the project. The county accepted the city's proposal in 1999 and fund-raising efforts soon began.

### ***Funding, Construction and Expectations***

Originally a group of local private investors was going to finance the construction, but dropped out as Oregon slipped into a recession. The city then turned to the Umpqua Community Development Corporation (UCDC) to assist with grant writing. Eventually, the project received a \$190,000 Community Incentive Fund grant which was coupled with \$300,000 generated by the Extension Services' lease and \$350,000 from the Ford Family Foundation. Local fund-raising efforts also yielded \$180,000 with community members eager to celebrate the city's farming heritage. In honor of that history, the building will be named the Ohlsen-Baxter Extension Office after a local dairy farming family. The total cost of the project was over \$1 million. The city purchased 6.4 acres, formerly the old Acme Arrow factory, and worked with Port of Coquille and local community groups to clear the site. A ground breaking ceremony was held on August 1, 2002 and was attended by all those who had worked so hard to bring the building to Myrtle Point.

### ***Impacts of the Extension Services Building in Myrtle Point***

Expected to open in mid-2003, the Extension Services building will serve as another anchor in Myrtle Point's downtown and complement the nearby county fairgrounds. The Extension Services will offer 4-H and Master Gardener programs and create an additional space for community meetings—currently the only public meeting space in Myrtle Point is city hall. Schmidt also sees the building as a great way to boost community pride, with the addition of the 10 positions that will be housed in the building and the associated construction jobs. However, with the building not yet ready for the public, the overall economic impact of the project remains largely unknown. Nonetheless, the experience has served to generate excitement for the city of realizing its vision of becoming the farm town of this millennium. That energy has been translated into even more projects as the city is currently researching the feasibility of a cow manure fired biogas facility which would have potentially positive environmental and economic impacts.



*Photo opposite page:* Feed store in downtown Myrtle Point *Photos this page:* Extension Services building under construction, March 2003

# Reedsport

**Population:** 4,370

**County:** Douglas

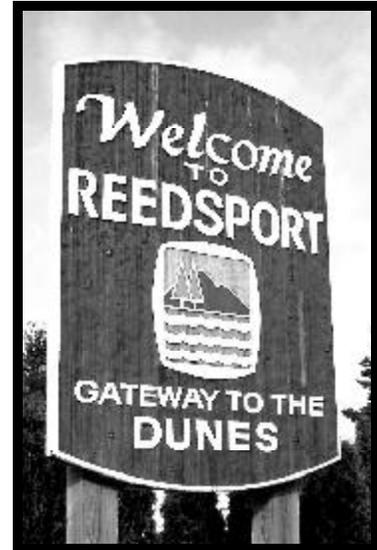
**Project:** After a long planning and marketing process, American Bridge announced it had selected Bolon Island as its new west coast headquarters. In order to facilitate American Bridge's needs, the city, county, port, the state and the federal government worked together to secure funding for infrastructure improvements.

**Project Costs:** The project was funded by a \$2 million grant from the EDA, \$250,000 grant and a \$300,000 loan from OECD's Special Public Works Fund.

**Project Impacts:** American Bridge's presence in Douglas County and the city of Reedsport will eventually provide 120 much needed family wage jobs.

Set on the Umpqua River along Highway 101, the city of Reedsport is a timber town that has experienced the same economic difficulties that most timber dependant communities in Oregon have gone through over the last two decades. At one time there were five mills operating in the area—only one remains open today. Reedsport's downtown is lined with empty storefronts and Douglas County reported a 10.1 percent unemployment rate in January, 2003.

Ironically, it was the region's high unemployment that attracted the interest of American Bridge. The manufacturer saw the pool of available industrial workers and the access to the Port of Umpqua as an ideal location to open a new factory. However, the 120 family wage jobs that American Bridge will eventually provide is not an example of an overnight success. Instead it was the result of years of planning, quick action and complex partnerships between the city of Reedsport, Douglas County, the state of Oregon and various federal agencies.



## ***Buying Bolon***

In 2000, in an effort spearheaded by County Commissioner Doug Robertson, Douglas County purchased Bolon Island from Willamette Industries. The purchase of the large piece of land represented an opportunity for local ownership and control of a marketable industrial land base. The county then partnered with the port and the city to create the Bolon Island Master Plan, which identified the lot's best uses and possible upgrades. Bolon Island was aggressively marketed on the national level by the Umpqua Development Partnership for the next two years. Fortunately, in 2002, American Bridge announced the location of its west coast headquarters and production facility on Bolon Island: the gamble of the land purchase had paid off.

## ***Productive Partnerships***

American Bridge wanted to be in business by January 1, 2003 but needed a major overhaul of the area's water system to accommodate their high fire flow requirements. To secure the more than \$2 million necessary to construct a new pump station, reservoir rehab and new piping to Bolon Island, the city, the county and the port worked with OECD and the U.S. Economic Development Administration (EDA) to secure funding. An eight-member team of people from the various

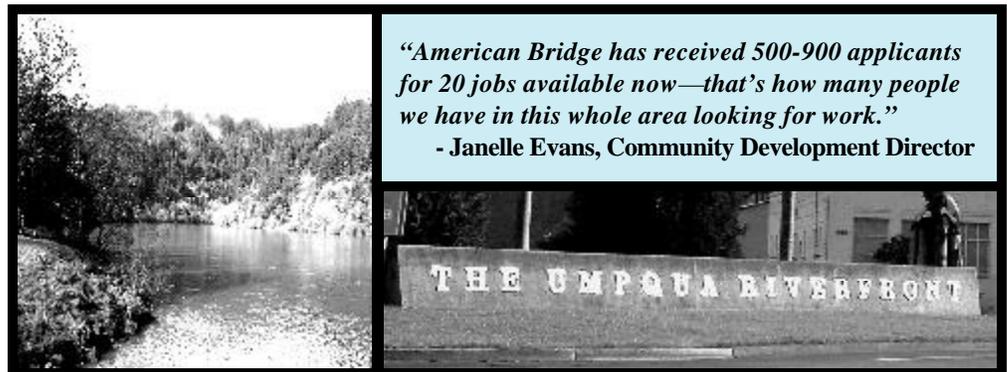
*"Don't get over alarmed if things don't go the way they are supposed to, they will work out. It does take a lot of effort to work out those bumps, but everybody wants economic development for all of Oregon."*  
- Janelle Evans  
Community Development Director

interests met every two weeks in order to coordinate the large project. As Janelle Evans, Reedsport's Community Development Director recalls, it was important that everyone worked together, "The team was there to make sure everything got done in a timely manner. I've never worked on such a huge project- we've had the federal government, the state, the county and the city all involved. It's been a huge coordination effort."

Their coordination efforts yielded a \$2 million grant, over 80 percent of the total project cost from the EDA. Evans notes a grant of that size is fairly uncommon, "It is rare for the federal government to fund at 80 percent- they usually do it for 50 percent. Basically, it had to do with the fact that it not only provided fire flow and economic development for American Bridge but it also improved local infrastructure and laid the groundwork for future development on Bolon Island." To fund the remaining portion of the improvements the city received a \$250,000 grant and a \$300,000 loan from OECD's Special Public Works Fund. The city and county entered into an intergovernmental agreement to each be responsible for 50 percent of the loan payments. That type of support from all of the partners involved, Evans says, was what made it possible for American Bridge to come to Reedsport. "Partnerships are very important, these projects are so time consuming, they are a big commitment. That's kind of why it's really important to partner with other agencies, other resources so if you are a small community the whole burden doesn't fall on one person." The partnerships were also vital in dealing with the setbacks encountered when the original bids for Phase I came in \$300,000 over the initial estimate. Realizing the project needed to start as soon as possible, the county paid \$80,000 for temporary measures, enabling American Bridge to come on-line as the partners regrouped. The county's quick maneuvering worked, enabling American Bridge to open for business in early 2003.

### ***Impacts of American Bridge in Reedsport***

From the time that American Bridge set its sights on Bolon Island to the first day of work for the initial 20 employees was less than one year. The development of the necessary infrastructure support was put into place very quickly and achieved through the willingness of the team members from the city, county, state and federal agencies to work together and proactively problem solve. Evans thinks much of the motivation came from the amazing opportunities that American Bridge was able to bring to Douglas County and Reedsport. "When everyone heard that American Bridge was coming here it was unreal. The granting agencies walked us through the whole thing. They stepped up because we are an economically depressed area and American Bridge is supposed to provide 120 jobs- they are family wage jobs that we really need to keep families here." The 120 jobs American Bridge will eventually be able to provide in addition to immediate construction jobs will add approximately \$5 million annually to the local economy. Evans says that is kind of news residents in Reedsport have been waiting for. "Once American Bridge announced they were coming here, it really gave the community hope. Basically that's what all small communities are looking for, hope of being revived."



Photo, opposite page: Welcome sign to city of Reedsport Photos this page, from left: View of Umpqua River to the south of Reedsport, entrance to Port of Umpqua

# Baker City

## The Baker Enterprise Growth Initiative

**Population:** 9,840

**County:** Baker

**Project:** After hearing Ernesto Sirolli speak about his approach to supporting small businesses, the city and community members decided to implement his philosophies in a program called the Baker Enterprise Growth Initiative (BEGIN).

**Project Costs:** \$240,000 has been invested in BEGIN so far, with the average job created costing \$2,500. BEGIN services are free to Baker County residents.

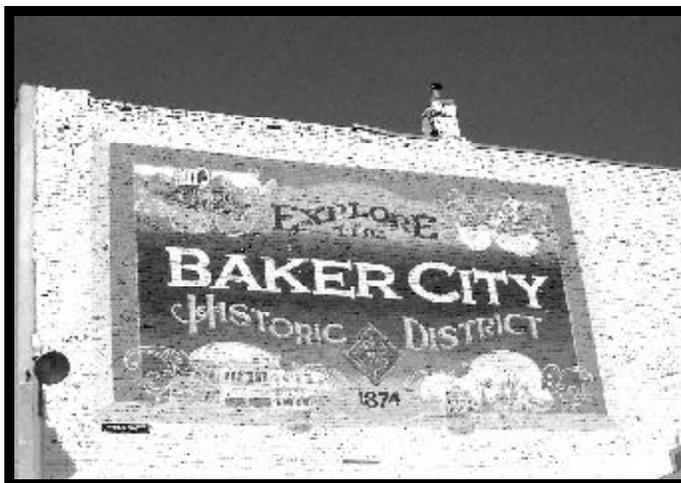
**Project Impacts:** BEGIN has helped open 30 new business, create over 70 new jobs and has worked with 320 clients over the past two years.

Settled along the Oregon Trail and incorporated in 1874, Baker City has a long, rich history that includes pioneers, cowboys, saloons and mining. While the times have certainly changed over the course of the century, Baker City has maintained many of its historic buildings and is host to museums and attractions that capture the spirit of Oregon's past. Economically, Baker City still relies on mining, agriculture and timber with tourism and manufacturing emerging as viable industries. Like most other cities in Oregon, Baker City's approach to supporting these sectors and encouraging job growth has traditionally focused on building infrastructure and providing loan opportunities. However, with a county-wide unemployment rate that hits 15 percent during some winters, the city decided that it was worth their effort and money to invest in another type of economic development called Enterprise Facilitation.

### *The Sirolli Institute*

In 1999, Ernesto Sirolli spoke to the local Rotary Club about the economic development strategy he had developed over the past 20 years while working in Africa for the Italian government. His theory, called Enterprise Facilitation, emphasizes helping entrepreneurs turn

their passions into businesses. The program is community owned and operated and requires a full-time facilitator. The key to the approach is the notion that everything is initiated by the entrepreneur; the facilitator and board are there to "steer but not row." The program contrasts big business recruitment by not requiring the state or city to provide costly incentives.



*"You can build just as successful a business on incremental successes as you can on a gigantic home run."*

- Ruth Townsend  
BEGIN Enterprise Facilitator

Sirolli's ideas hit home with his audience, and by December 1999 they organized as a "board" with a goal to bring Enterprise Facilitation to Baker County. Former City Manager Gordon Zimmerman headed the fund-raising effort to secure the necessary \$172,000 to support the Sirolli model for

two years. Although many agencies were reluctant to fund a somewhat unconventional approach to economic development, the effort eventually yielded

\$180,000 from Baker County, the Baker/Morrow Regional Partnership, Baker City, the Economic Development Administration, OECD and private donations. With the funding in place, the board hired Ruth Townsend to be the Enterprise Facilitator. She and the board members then went through a week of intense training led by Sirolli in June, 2000. Soon after, Townsend was introduced to at least 10 different people in the community by each board member and her phone began to ring with new contacts.

### ***Facilitating the Facilitation Format***

The facilitation model is named the Baker Enterprise Growth Initiative (BEGIN) and is run, for the most part, out of Townsend's home. The location allows her to meet with BEGIN clients confidentially, which is a key aspect of the program. "Let's just say you had a really good job but all your life you wanted to open a stamping store—you come to talk to me about that but you don't want your employers to know you are thinking about leaving because that sometimes creates issues," Townsend said. "Secondly, when I talk to clients we go into a lot of detail about their financial situation and that's nobody's business. If they don't feel free to be completely open about things there's not much I can do to help them." That confidentiality is also an expectation of the BEGIN board. The BEGIN board is open to anyone who wants to serve, with 16 members currently acting as a core group. Board Chair Nancy Peyron thinks the BEGIN board is unique. "It's really a different feeling than most of the boards that I've been on and we have a diverse cross section of our community." All matters discussed within the board meeting are confidential to protect the client and the program's credibility. The board is there to support Townsend and help her sort through the issues her many contacts bring her. Townsend then takes their advice and knowledge back to the client and continues with the facilitation process.

That process involves enlightening the client about the Sirolli philosophy of the "trinity of management" or the three legged stool. Clients are taught that to be a successful entrepreneur they must attend to the three legs of the stool: product/service, marketing and financial management. In most cases, however, the client is really only passionate about one or two legs of the stool and needs assistance with the rest. Townsend is there to help them find the resources to stabilize the "stool." Clients can be anyone in Baker County who are interested in starting a business, reorganizing or "tuning up" a current business or looking to close a business. Clients can receive what Peyron calls "competent, confidential and caring coaching" on an unlimited basis at no cost. Townsend never contacts a client or calls to initiate a meeting; all of it must come from the entrepreneur. This approach reinforces the Sirolli's philosophy of self initiative says Townsend. "If you are going to do this business it is going to have to come from your motivation and on your time frame, only you know what time frame is right for you."

### ***Impacts of the BEGIN in Baker City***

With \$240,000 spent on the program so far, the BEGIN effort has helped to create over 30 new businesses and 70 new jobs with a failure rate of only 5 percent. BEGIN's failure is considerably lower than the 80 percent failure rate quoted for new businesses by the Small Business Association. The average cost per job created is \$2,500, which is much less than the \$30,000 cost at the federal level and the \$10,000 as estimated by the state of Oregon. Over the course of the last two years, Townsend has worked with 320 clients in varying degrees of support, and BEGIN is currently supporting over 88 active clients. BEGIN's focus on fostering small business growth has helped Baker City's local economy grow slowly but surely, which is just fine with BEGIN team, as Peyron observes. "It's a long term sustainable model, that's the focus of this- we love sustainability. We are growing one business at a time, just like little seeds, we are not into big bangs."

# The Dalles

**Population:** 12,230

**County:** Wasco

**Project:** After the mid-80s recession left its mark on The Dalles, the city created an urban renewal agency and began to redevelop the waterfront and downtown area to help diversify the local economy.

**Project Costs:** A decade's worth of Downtown Renaissance has leveraged over \$31 million for finished projects and projects in the process of completion. The city expects to leverage an additional \$41 million for proposed projects over the next 5 to 10 years.

**Project Impacts:** The Downtown Renaissance has enabled the city to leverage millions of dollars and help create 150 jobs and retain 34 existing jobs. The Renaissance effort has helped to somewhat cushion the effects of the current recession.

Situated on the Columbia River, The Dalles is a hub of activity that serves as a vital connection point between western and eastern Oregon and Washington state. The city's economy utilizes that location to support its distribution, manufacturing and agricultural sectors. In the mid 1980's all of those industries took a hit and a local aluminum plant closed. Property values plummeted and the downtown was lined with vacant storefronts. More recently, The Dalles has suffered through the current recession along with the rest of the state as another aluminum plant closed, taking 400 jobs with it. However, due to the efforts undertaken since the last recession, The Dalles has weathered the latest economic downturn much more gracefully.

## *A Catalyst for Change*

### Community

Development Director Dan Durow attributes much of the economic development efforts that have occurred over the past decade to the difficult times the city went through in the 1980s. "I think a lot of it can be traced back to the mid-80s when we were going through a really tough time.

When I first moved here there was a real strong no growth

attitude; everything was fine, everybody was happy. Then the mid-80s national recession hit us really hard. That's how the no growth attitude evaporated and that opened up the opportunity for some new thoughts and development actions." Many of those actions first began as part of the Urban Renewal Plan, begun in the mid-80s that spawned the Urban Renewal Agency (URA) in 1990. The URA encountered some public resistance, but the city pushed hard to sustain it,

knowing it was crucial to redevelopment efforts. Almost simultaneously, community members interested in reconnecting The Dalles to its waterfront started to meet on a regular basis and eventually created The Dalles Riverfront Master Plan.



***"You have to have people with vision and foresight."***

**- Dan Durow,  
Community Development Director**



### ***The Downtown Renaissance***

From the URA and the riverfront initiatives a variety of projects have been completed that have helped The Dalles to diversify the local economy and revitalize the downtown area. The city encompasses all of the efforts under the title of the Downtown Renaissance Program. Many of the projects are the result of meticulous plans that are integrated with one another. The funding comes from all types of sources with Durow and others with the

city doing a lot of grant writing. The results are visible and accessible to residents and tourists, including the riverfront walk effort which has resulted in 4.6 miles of construction with another 5 miles planned. The completed sections are popular with bikers, roller bladders, runners and walkers. Another project in 2001 rebuilt the downtown's streets and sidewalks, replaced downtown street lamps and installed benches. The historic Commodore Hotel recently underwent a restoration process in order to provide low income housing. The city is also planning to expand the sewer treatment plant and create two pedestrian and vehicle underpasses for improved access to the river. Additional projects in various stages of completion include local park improvements, new murals depicting the journey of Lewis and Clark and the renovation of the local performing arts theater. Durow credits the city's ability to accomplish so many projects in a relatively short amount of time to partnerships and good planning. "Partnership is how all this is getting done and if you don't have the plan in place you can't get there—you just can't patchwork it as you go. The planning process is very key; all these plans integrate and support each other. The comprehensive plan refers to all of these, it's a road map. That all began out of urban renewal."

### ***Impacts of Downtown Renaissance in The Dalles***

These projects combined have refreshed and revitalized The Dalles' downtown. The results are not only pleasant to the eye, but have leveraged over \$31 million in funding from a variety of partners, including Wasco County, Port of The Dalles, The Dalles Chamber of Commerce, the Columbia Gateway Urban Renewal Agency, US Forest Service, the US Economic Development Administration, and ODOT. In the next 5 to 10 years the city hopes to leverage an additional \$41 million in grants for additional projects. The city and The Dalles Urban Renewal Agency have contributed to many of the projects and have committed to making an important investment in the local economy. "We aren't just going to state and federal agencies with our hands out- we have spent a lot of money on these projects. What we are looking for is to fill in those places where we can't get money elsewhere," Durow says. In addition, the investments have also helped to create 150 new jobs and retain 34 existing jobs from businesses attracted to the improved downtown area. As a result, The Dalles' downtown is not lined with empty storefronts, but new streets, sidewalks, lamps, benches and thriving businesses. These combined efforts have helped to cushion the effects of an otherwise sluggish state and national economy.

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*Photo, opposite page:* Completed portion of the Riverfront Trail *Photo, this page:* The recently restored Commodore Hotel

# La Grande

**Population:** 12,420

**County:** Union

**Project:** After losing a prospective business due to a lack of telecommunications infrastructure, the city worked with the county, the university and other community leaders to bring a fiber optic point of presence to La Grande.

**Project Costs:** \$180,000  
The city contributed \$34,000, with the county and the state providing the rest.

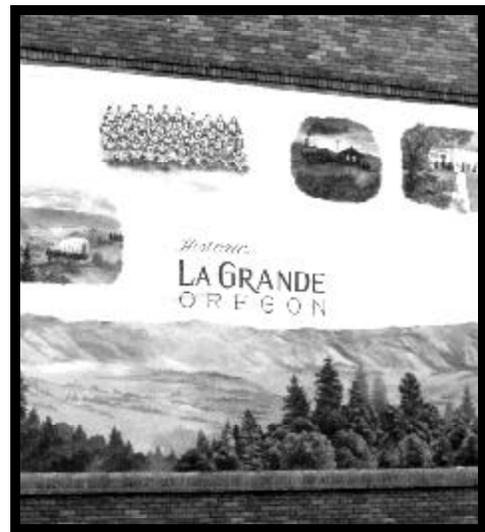
**Project Impacts:** The POP enabled ODS to locate in La Grande and create 50 new jobs. The POP has also allowed existing businesses to expand and has helped to modernize La Grande's telecommunications infrastructure.

Located on I-84 in the northeast corner of the state, the city of La Grande has a relatively diverse economy with a high percentage of government employees. That demographic has somewhat lessened the effects of the decline in the surrounding timber and agricultural industries. La Grande is also home to Eastern Oregon University, which works with the city on a variety of community development projects. One of those endeavors included the effort to bring a fiber optic point of presence (POP) to La Grande.

## *What's a POP?*

In 1995, a company wanted to open a call center in La Grande and through the course of making its decision asked the city if they had a POP. City officials were caught off guard; they weren't even sure what a POP was. Soon enough they learned that a fiber optic point of presence allows the local phone system to access high speed network lines, crucial technology for a call center facility. La Grande did not have a POP and was unable to accommodate the prospective call center.

The loss of the call center mobilized city and county officials to ask, as City Manager Wes Hare recalls: "We don't have it, we need it, what do we do to get it?" To begin the process of bringing a POP to La Grande, the Union County Telecommunications Committee was formed ad hoc, consisting of community leaders from the city, the county, the Northeast Oregon Economic Development District, the school district, the hospital and the university. The Committee approached the local phone carrier GTE (now Verizon) and asked for their help in providing a POP. GTE said that a city the size of La Grande didn't need a POP and that the 6 percent return on investment on such a project could not compare to the 37 percent return on a project in a city the size of Seattle.



*"The POP is really more than a project, it's an ongoing process that's sort of like your sewer or water system, it's an essential component for community growth and prosperity."*

- Wes Hare, City Manager

Hare disagreed with GTE's assessment of La Grande's situation. "They said we didn't need one—we knew better because we had already had a company come in and ask for a POP." The need for eastern Oregon communities to be linked to the digital economy was becoming

increasingly apparent. Seeking to address the issue, La Grande and Eastern Oregon University sponsored SB 622 in 1999, which called for increased

telecommunication infrastructure developments in rural Oregon. The issue soon became a hotly debated topic and called attention to cities like La Grande that were unable to take advantage of new economic development because of technological barriers.

### ***The POP That Almost Didn't Happen***

Simultaneously, ODS Health Plan announced a possible expansion in rural Oregon to capitalize on a more readily available work force. La Grande responded to the inquiry and soon ODS decided to locate there and create 50 new jobs. However, in order for ODS to come to La Grande, a POP was needed to accommodate the large amounts of bandwidth ODS required. Once again, the city approached GTE and this time their request for the creation of POP was granted. ODS then made a commitment to come to La Grande and sent their telecom consultant in advance to evaluate the existing infrastructure. The day before the consultant was to arrive, GTE tried to pull out of their POP agreement. Needless to say, Hare was not pleased. "I said look, you folks said you would do it and you are going to, otherwise we will have you on the front page of *The Oregonian*. That was the time when our economy was kind of flat and the issue was getting a lot of attention because of SB 622. If they had let ODS go away that would have been a huge black eye for GTE." Hare's warning worked and GTE put together a temporary connection to enable ODS's initial setup. A permanent connection was created through a company called TouchAmerica which had recently purchased access rights to a nearby AT&T cable. The total cost of the POP was \$180,000; the city paid \$34,000 with the county and state paying the rest.

### ***Impacts of La Grande's POP***

The immediate impact of the POP was the 50 jobs ODS brought to La Grande. The POP also caused orders for high speed Internet access to jump by 40 percent which, according to Hare, proved how important the technology really was. "There was no question that the need was there and it has allowed several businesses to grow and expand and others to stay here that probably would have left if they hadn't been able to get the services." High speed internet access, brought to La Grande by the efforts of community leaders not willing to be left behind the newest technological wave, has become an ongoing process rather than a self-contained project. The Telecommunications Committee still meets to stay familiar with ever-changing technology. Hare sees this as an important aspect of maintaining the POP. "The key for us is to be aware of what is going on in the telecommunications world to make sure that new innovations are as available here as

they would be in Portland or anywhere else. That involves monitoring the world to make sure that new technology is available and is priced within reason."



*"I would emphasize that anything we've accomplished here hasn't been just because of the city manager or the mayor, it's been a partnership with the city of La Grande, Union County, the Union County Development Corporation, the school district, the hospital and the university. There has been a whole range of people and I think that's what made it successful." - Wes Hare, City Manager*



Photo, opposite page: Downtown mural Photos this page, clockwise: La Grande City Hall; Eastern Oregon University entrance

# Roseburg

## Thinking Ahead

**Population:** 20,200

**County:** Douglas

**Project:** The city, county and chamber conducted an image assessment and marketing study that resulted in the formation of the Umpqua Economic Development Partnership.

**Project Costs:** The city contributes \$30,000 annually to the Umpqua Economic Development Partnership and the Douglas County Industrial Development Board provides \$65,000 on a yearly basis. The city and county provided Dell in excess of \$1.75 million in incentives.

**Project Impacts:** The Umpqua Economic Development Partnership led to the hiring of an Economic Development Director, Helga Conrad. Conrad recruited the Dell call center which has created over 300 new jobs in Roseburg.

Set in the Umpqua Valley along I-5, the city of Roseburg found itself at the center of a national debate in the early 1990s, as City Manager Randy Wetmore remembers. "In 1990 when I first got here there was an article in *Time* that declared Roseburg ground zero for the spotted owl. National news-people thought we weren't going to make it." More than a decade later Roseburg survived the timber industry crisis through efforts to diversify the local economy. One of the recent successes in that effort has been the addition of a Dell call center, the result of an extensive planning and visioning process that started in 1998.

### *Teamwork*

In 1998, at a Chamber of Commerce retreat, the concept of improving Roseburg's public image was discussed. This discussion led to others and ended with the Chamber of Commerce expressing interest in conducting an image study. The city and the Douglas County Industrial Development Board contributed resources to the



effort and concentrated their portion of the study on better understanding Roseburg's core economic factors and potential. The result was the "Roseburg/Douglas County Image Assessment and Strategic Marketing Study," which took a year and a half to complete. The final product identified strategies for marketing area industrial parks, identification of available land and discussed declining and emerging industries. Another outcome of the study was the realization that the city and region needed a full time economic director. "The study told us what we wanted to do, how we were going to do it and how we were going to be successful. That's how we ended up hiring a full time director. Before it was kind of helter skelter, the state did some of the work but we really wanted to be more competitive," Wetmore said. The director would not only work for

Roseburg, but would also actively recruit for the county. The city contributed \$30,000 from transient room tax, the Industrial Development Board provided \$65,000 and the rest came from grants. The Umpqua Economic Development Partnership was formed and Helga Conrad was hired as Economic

*"These days resources are getting fewer and fewer. You need to combine them and not think that everything needs to come within your city limits. If it helps the county it probably helps you."*

**- Randy Wetmore, City Manager**

Development Director in 2001.

Soon after her arrival, Conrad began to market Roseburg and industrial sites throughout Douglas County. She quickly matched American Bridge with the Bolon Island site near Reedsport (see Reedsport profile, pages 20-21) in 2002. Wetmore was excited to see those results, even though American Bridge wasn't coming to Roseburg. "If it helps Sutherlin or Winston or Yoncalla, the whole county is going to benefit from that, so we worked really hard to keep that county feel to it. That is pretty different—we didn't use to have that kind of closeness before." It wouldn't be long before Roseburg had its own exciting announcement to make.

### ***Moving at the Speed of Dellocity (rhymes with velocity)***

The Umpqua Economic Development Partnership sent out marketing materials to consultants in the call center field to promote Roseburg as an ideal location, while Conrad networked with top consultants in the field to further increase Roseburg's visibility. In April 2002 Dell contacted Conrad and expressed interest in Roseburg as a possible call center site. Within a month they came into town to meet face-to-face with city officials and local and state economic development representatives from various agencies.

The first meeting led to a second, and Roseburg soon found itself competing with Billings, Montana for a new Dell call center. Conrad was there at every step. "You really need somebody to follow up on the details, if you don't have anyone to follow up on the details on a timely basis you just don't get the deal done." Over the course of a month Dell became familiar with local and state incentives such as the Enterprise and E-commerce Zones and work force training availability, and talked with local employers such as Fred Meyer and Mercy Medical to get a feel for Roseburg's work force. At the end of May, Dell announced that Roseburg was their first choice for a call center provided the city could find enough parking at the vacant Albertson's site, provide work force training through the community college and assist in making sure the necessary telecommunications infrastructure was in place. To meet all of Dell's needs, the city contributed \$250,000 in urban renewal funds to get the Albertson's site ready and began to develop additional parking at the site. The city's total investment to bring Dell into Roseburg was close to \$1.2 million, an investment Wetmore was happy to make. "I think that with the county unemployment near 10 percent, we need to take the opportunity to get somewhere between 200-400 people to work. They calculate the economic impact of the first year's payroll at \$4 million. You take the county and our investment at \$2-3 million and the payroll in the first year is going to be greater than that. We thought it was a really good investment."

### ***Impacts of Dell in Roseburg***

Dell opened in September 2002 and employed 300 local residents by March, 2003. Conrad says the call center brings additional perks. "Dell supports coffee shops and other new vendors will come in. People are also being trained on computer and sales—you can't put a dollar amount on those benefits." Wetmore credits a lot of that success to the initial visioning effort and partnerships that began four years earlier. "When we finished the study we thought it was a good product, and now looking back it's even better than we thought it would be. I think if we wouldn't have done the study I don't think we would have come together the way we did to make it all happen. The study is what brought all the groups together who before were doing their own thing. We all put our time, efforts and resources together and have been successful. As we continue to work together, there will be other success in the future."



*Photo, opposite page: Welcome sign Photo this page: Dell call center*

# Grants Pass

## Business Retention and Expansion

**Population:** 23,670

**County:** Josephine

**Project:** The city and Chamber of Commerce partnered to survey local businesses in an effort to improve relationships and develop strategies to encourage business retention and expansion.

**Project Costs:** Each year the city spends roughly \$3,000, which covers copying costs and report production.

**Project Impacts:** The BR&E surveys have identified businesses that need immediate assistance in order to remain open or expand. The surveys also improves the relationship between the city and the business community.

Located in Southern Oregon, just 55 miles north of the California boarder, the city of Grants Pass is situated near the scenic Rogue River. The city has capitalized on the river's inherent draw by using the motto "Grants Pass: Where the Rogue River runs" in conjunction with a striking image of a river rafter. This branding effort is just one example of the unique strategies Grants Pass utilizes in attempting to diversify its traditionally resource-dependent economy.

### *Keeping it Local*

Another pioneering effort, the Business Retention and Expansion program (BR&E) was begun in 1998 to reflect the state's shift in focus from business recruitment to business retention.



Accordingly, Economic Development Specialist Charlie Mitchell wrote a new economic development plan for the city that incorporated BR&E principles. Many of those principles came from materials developed by the Minnesota Extension Service, which referenced the Western Rural Development Center as a resource. At the same time, the Grants Pass Chamber of Commerce resurrected its old BR&E Committee and took interest in the research Mitchell was gathering. With an enthusiastic chamber as a partner, Mitchell contacted the Western Rural Development Center in order to bring BR&E to Grants Pass.

### *The BR&E Process*

In 1999, the center was located at Oregon State University in Corvallis, and was preparing for its decennial migration to another western state (the center is currently in Utah). Excited to aid one more city before its departure, the center gave Grants Pass technical assistance in designing a BR&E strategy and survey at no cost. Armed with a survey, the Chamber's BR&E Committee recruited volunteers to administer the survey to local business owners. The effort included over 60 volunteers who visited 65 businesses during a two-month period.

Businesses were targeted from a pool of every nongovernment business within the county with over 100 employees and a statistical sample of local manufacturers. The cost of the first survey was under \$3,000, with most of the money spent on printing. One of the reasons costs were so low, observes Mitchell, was because of

*"We believe our existing firms are our best prospects for future growth. The purpose of this program is to see how we can help them grow."*  
- Grants Pass BR&E motto

the high volume of volunteers willing to help. "There are a lot of ways to approach BR&E, and what was unique about this was we assembled volunteers



from the community instead of professional survey takers. The benefit is the cost savings and the fact that you have picked community players to be on your team- professional people who have a stake in the local community and economy.”

Each 45-minute interview yielded important information that, when compiled, gave the city and the

chamber a clearer picture on how to assist Grant Pass’s business community. The results showed that business owners wanted more training through the community college and were unhappy about some local planning and zoning issues. This information also gave the city a better understanding of local business owners’ needs. Businesses that shared with interviewers they were thinking of possibly closing, leaving the city, expanding or frustrated with local government were designated as “red flags,” and brought to the attention of the city. “We learned that if you have a small locally-owned business that is in a fast growth mode, it’s all they can do to meet their orders while they begin to outgrow their facility. They don’t have time to look for new locations and shop around. We approached a number of businesses at that critical time and put them in touch with developers and grants,” said Mitchell.

In 2002, the BR&E survey was conducted again on a slightly smaller scale. There were considerably less volunteers and no assistance from the Western Rural Development Center. The result was a survey that reached only 37 businesses. Mitchell partly attributes the low return rate to the depressed state economy and the decrease in volunteer participation.

### *Impacts of BR&E in Grants Pass*

Although the 2002 survey was not quite as successful as the 1999 effort, Mitchell still sees the program as extremely beneficial. “BR&E has helped us build a rapport with the business community and has showed them that somebody cares. If nothing else, we’ve built a relationship that will pay off down the road.” Those who were surveyed in 2002 gave Grants Pass a score of 4.1 as a place to do business on a scale of 1 to 5, with 5 being excellent (compared to 3.9 in 1999). The BR&E program has also resulted in more tangible outcomes, such as the development of a new industrial park, designed to accommodate some of the quickly expanding businesses identified in the 1999 survey.

For cities looking to undertake a similar program in their communities, Mitchell has some advice. “Each community has to decide on their own. What businesses do they want to visit, what money do they have to spend, and what is the best investment of your resources, who moves your economy? Who stands to benefit the community the most? This program is not a cookie cutter—the community has to decide who they need to talk to.” He also thinks it is extremely important to generate a lot of publicity for the process, in order to mobilize volunteers and familiarize businesses with the program.

# Springfield

## Changes and Challenges

**Population:** 53,540

**County:** Lane

**Project:** The city has diversified its economic base through years of planning and development. One of the most visible outcomes of that process was the siting of Sony in Springfield in 1994.

**Project Costs:** The city, along with various governmental partners, offered Sony over \$8 million in incentives to locate in Springfield.

**Project Impacts:** The addition of Sony to the Gateway area brought over 300 new jobs and attracted other new businesses. Sony closed after eight years of business in April, 2003.

National and statewide economic ups and downs have been magnified in the city of Springfield, bringing with them significant challenges and changes. Located along I-5 next to Eugene, Springfield's identity as a wood products manufacturer has undergone several transformations over the last three decades. Community Development Director John Tamulonis sees the outcomes of that journey as ultimately positive. "In the late 70s there was a big drop off in the economy nationwide, particularly in Oregon and in Springfield. We were the first to feel it and the last to come out of it because of wood products; people usually build fewer houses during a recession. Then, in the early 80s, Lane County and Springfield actually lost population during that recession. That's how the city council got interested in economic development. We started to wrestle with trying to figure out ways to improve the local economy." Those efforts included the creation of an economic development plan, working with existing businesses to help them grow, and the development of the Gateway light industrial area, a parcel of land north of downtown. As local businesses grew and diversified, Springfield caught the attention of new investors and developers. One of the most visible was the Sony Corporation, which opened a CD manufacturing plant in the Gateway district in 1994.

### *In the Beginning . . .*

In 1987, Springfield's economic development plan was adopted, revisited in 1992 and slightly revised in 1997. Tamulonis credits the plan's structure for its longevity. "It's been an absolute wonder to have a city council stick with a plan for more than four years. Ours has been in place for 15 years and that means it is so flexible it covers everything." The four cornerstones of the plan are: assist existing businesses, support tourism and convention activity, attract new industry and development and enhance quality of life. With those cornerstones as a guide, the city began working with local businesses and helped them to diversify and grow. This strategy not only helps strengthen the city's economic base, but also creates an important marketing tool. Sony talked to many local businesses before they ultimately located in Springfield.

In the early 80s Springfield also began to develop and provide infrastructure to the Gateway area. One of the first tenants was Gateway Mall, which opened in the late 80s. The surrounding area quickly grew and the Gateway neighborhood began to fill up with new businesses.

*"We have been developing the Gateway area for the past twenty years and it's only been in the past few years that we've seen real growth."*

**- John Tamulonis  
Community Development Director**

### *The Sony Story*

In 1993, the city received a tip from the state that a large company was interested in the industrial land Springfield had developed in the Gateway area. Their consultants came to town shortly

thereafter and began to familiarize themselves with state incentives and local government practices. Eventually, the city learned that the interested company

was Sony, and discussions soon began on how to bring them to Springfield. The city agreed to donate 20.5 acres for the plant and partnered with other government agencies to spend \$5 million towards providing infrastructure for the site. Sony was excused from paying \$4 million in property taxes over the first five years.

Sony publicly announced it was coming to Springfield in January 1994 and that they would build a \$50 million compact disc plant and create over 300 jobs. The announcement was the result of months of detailed negotiations and meetings that showcased Springfield's planning efforts and customer service skills, "It turns out Sony had been looking at fourteen different locations in the western part of the states, and we were the only city that made all the deadlines and had a consistent message," said Tamulonis.

Sony opened in August, 1995 with 330 employees, and for the next eight years was an anchor in the booming Gateway area. However, just as Springfield was hit by recession in the 70s and 80s, the most recent economic downturn did not leave the city unscathed. In April, 2003 Sony announced it was closing Springfield's disc manufacturing plant immediately and laying off all 277 employees. Sony did not cite anything more specific than the closure was part of a part of a national job cuts. Eugene's *Register Guard* speculated that additional reasons for the plant closure may be attributed to declines in the compact disc sales, with the Internet and music sharing sites accounting for some of the competition (Sherri Buri McDonald, April 25, 2003). Regardless of the cause, Springfield is trying to cope with the loss and the associated questions about the incentives package Sony received.

In a *Register Guard* commentary, Jack Roberts, the executive director of the Lane Metro Partnership, responded to some of the concerns: "Would we have better off had Sony never come to Springfield? Sounds like a silly question. After eight years of family wage jobs with good benefits for hundreds of Lane County residents . . . after hundreds of thousands of dollars spent with local vendors; after millions of dollars invested in infrastructure in the Gateway and surrounding area, making it the hottest development property in the country; after tens of thousands of dollars contributed for charitable and cultural purposes; after all that and more, do we even need to ask? Can anyone honestly suggest that, because global market conditions caused Sony to shut the doors to its Springfield plant after just eight years, we should wish the company never come here at all?" (April 13, 2003).

### *To Be Continued . . .*

Springfield moves on as the debate over whether it is worth it to recruit large companies continues. The Sony factory is for sale and it remains to be seen who, if anyone, will move in. The Gateway area continues to flourish as two local companies, Symantec and Hynix, announced large expansions. Springfield has, through it all, developed and diversified the local economy and realized many of the original goals as outlined in its economic development plan.

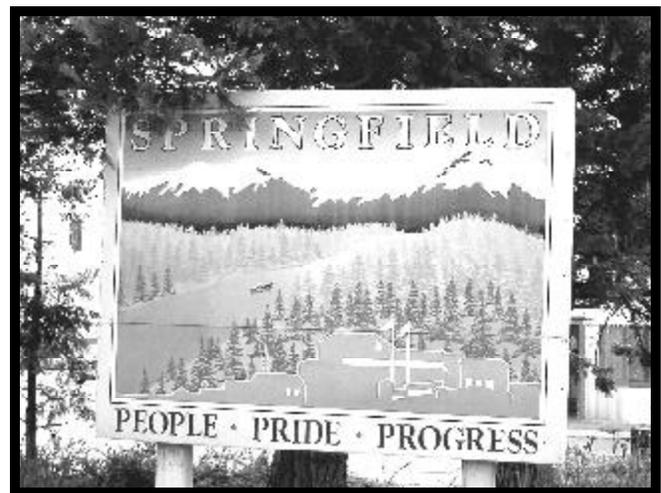


Photo: Springfield welcome sign

# Medford

## Open for Business

**Population:** 66,090

**County:** Jackson

**Project:** The city hired its first economic development director in 2000 and has taken a customer service oriented approach to working with potential and existing businesses.

**Project Costs:** The city funds the economic development coordinator position.

**Project Impacts:** Since 2000, more than 700 new jobs have been created in Medford. In 2001 *Forbes Magazine* named Medford the second best small place to do business in the country.

As southern Oregon's largest city, serving as a retail center for over 350,000 Oregonians and Californians, Medford has come a long way from its origins as a railroad town. For instance, within the last two decades Medford's population has almost doubled from 39,600 in 1980 to 66,090 in 2003. Medford's economy has also gone through significant changes, shifting from being timber and agriculturally dependant to relying more on transportation, retail and health care related industries. Three years ago, in order to keep Medford on such a successful track, the city hired its first economic development coordinator, who focuses on both recruiting new businesses and retaining existing ones.

### *Open for Business*

Before 2000, Medford did not have an economic development director; business recruitment was handled by the county and Southern Oregon Region Economic Development, Inc. (SOREDI). Eager to increase Medford's visibility, the city hired John Hoke to coordinate the community's economic development efforts. Hoke quickly got to work, and within six months the city had its first ever economic development plan. The plan identified possible industries to target for recruitment including light industrial manufacturing, transportation, distribution and tech support. The plan also called for a renewed focus on assisting existing businesses grow. "Expansion efforts keeps your community alive, those are the folks with a vested interest and they are the least expensive and easiest businesses to develop. 75-80 percent of jobs in the community come from businesses that are already here. It costs much less to help out those who are already here compared to recruiting new companies," said Hoke.



One of the strategies Hoke implemented in recruiting and retaining businesses for

*"If your existing businesses don't grow, you just don't get any better than you are."*

- John Hoke  
Economic Development Coordinator

Medford was to expand access to the city's enterprise zone. Enterprise zones are traditionally set up with boundaries that only extend to certain parts of a city. Hoke thought that blanketing the city with the enterprise and electric commerce zones would hasten expansion efforts.

The city council agreed and now all commercially and industrially zoned lands in Medford are eligible for those incentives. "Now, when somebody is looking in town to do business, they don't

have to ask if the land they are interested is in the enterprise zone. I don't have to tell them it will take a month to get their request on the council agenda and for it to get approved. This helps to speed up the process for businesses and shows that Medford is interested in creating a business-friendly environment. It is a little unusual but you have to do things to make people want to do business with you. If you don't they will go somewhere else," said Hoke. In another attempt to make sure businesses do stay, Hoke communicates with local businesses to learn about their needs and tells them about the different incentives that are available. "The same incentives that are available to new recruitments are also available to existing businesses; we try to do a good job of telling everybody that."

### ***One-Stop Shopping***

With the enterprise and e-commerce zones in place, Hoke takes a one-point-of-contact approach with potential for expanding businesses in order to streamline the permitting process. When an interested business requests the service, Hoke meets with the business representatives and all the necessary city departments to discuss details of the project. "Each department's role at the meetings is to set the expectations of the city and lay out the requirements and timing for issues and concerns. In the case of the Regence Blue Cross Blue Shield expansion, after we left the meeting, all parties involved with the project knew what to expect, what deadlines needed to be met and when to expect the permits to be issued," said Hoke. As a result, the applicants are able to better understand the requirements they need to meet to obtain permits, which helps to expedite the permitting process. The one-point-of-contact approach is derived from Hoke's customer service oriented attitude. "We don't exist just for us, that's not why we are here; the only thing we can provide is service and we have to do it well. What I am saying is: Don't lose sight of who your customer is," said Hoke. The business friendly environment has attracted national attention as *Forbes Magazine* named Medford the second-best small place in America for business and careers in 2001.

### ***Impact of Medford's Economic Development Strategies***

Since 2000, Medford has seen the creation of more than 700 new jobs with a fiscal impact of more than \$84 million. Over 200 of those jobs were created when Regence Blue Cross Blue Shield expanded from 84 to 300 jobs, a project that utilized e-commerce zone incentives and took advantage of the city's one-point-of-contact service. Hoke credits

a lot of the positive results to Medford's common sense approach to economic development. "There is nothing magic, it's common sense. To help a business grow, think like a business."



***"Some communities take local businesses for granted, but it is really expansion efforts that keep your community alive."***

**- John Hoke**

**Economic Development Coordinator**



# Gresham Area Economic Development Team

## Good Neighbors

**Population:** Over 118,000

**County:** Multnomah

**Project:** The communities of Gresham, Troutdale, Wood Village and Fairview collaborate on regional economic development strategies.

**Project Costs:** The contribution of each city depends on the type of project.

**Project Impacts:** The partnership has helped to leverage \$350,000 in grants in 2002 and create over 650 new jobs for the East Metro region.

Historically a farming community, the city of Gresham has undergone a transformation over the past few decades. As Gresham's Economic Development Manager Shelly Parini recounts, "It started to evolve into a bedroom community with the MAX making it very easy to commute to Portland. Then, as our industrial land base grew, the city became very aggressive in trying to attract worldwide industries to this community. What that meant was that Gresham, in a little less than a decade or two, went from being a farming community to being home to two of the world's largest micro electronic firms." As economic development became more important to Gresham, neighbors Troutdale (pop. 14,240), Fairview (pop. 8,400) and Wood Village (pop. 2,850) began to invest in improving their local economies. With all four cities being within five miles of each other, it was not long before economic development efforts converged into a partnership called the Gresham Area Economic Development Team.

### *The Foundation of Partnerships*

However, it was not always status quo for the Gresham area neighbors to work together. Instead, today's economic development effort has its origins in past intergovernmental collaborations such as the East Multnomah Transportation Committee. John Anderson, Community Development Director for Fairview, credits the Transportation Committee for laying the foundation for future partnerships, "When they were expanding I-84 and putting in MAX, an entity called the East Multnomah Transportation Committee was created. It was a first for the region— an organization really focused on the idea of mutual collaboration and working together. It was a great thing to do and built the expectation for the cities that even when we have our differences it is important to work together." With a history of working together behind them, one by one, Troutdale, Fairview and Wood Village approached Parini and the Gresham Area Economic Development Team was formed. Anderson places a lot of importance on the role Parini has played in making their team work. "Shelly came in and has this whole philosophy of being this collaborator, this facilitator, the nurturer of relationships— and so we took the success from the Transportation Committee and applied it to economic development. The nurturing environment has allowed us to come together and create something very special." That cooperative attitude extends to the four cities' mayors, who meet three to four times a year to talk about regional issues.

*"There is a mutual dependance, we don't just work together because we are nice people, but because we need to."*

- John Anderson, City of Fairview  
Community Development Director

### *Working Together*

The working relationship between Gresham and the other cities is formed through an intergovernmental agreement. When a project comes along that involves the interest of all four partners, such as the development of regional marketing materials, each city contributes what it can—there is no set amount of contribution. "The cities invest what they can; it's

not about covering costs,” explains Parini. “What they are doing is allowing me, with these extra funds, to produce really sophisticated materials that alone we wouldn’t otherwise be able to produce. None of the partnership money goes to staffing costs; all the money goes into program investment and materials.” Besides the marketing materials, the partners are also working on an Oregon Science and Technology study which looks at all available lands in the region, regardless of city boundaries. “I think this is the really exciting part of the story; we are doing a study where you don’t see boundaries. The community-industrial-economic study will evaluate how to use every piece of available land in this south shore region and tell us how to best utilize it. We are trying to come up with a united zoning concept; we want to have a map that identifies areas of interdependence and opportunities for synergistic improvement,” said Parini of the project.

As beneficial as the partnership is to each city, it can still pose challenges to those involved. Anderson compares the cities’ relationship to that of a family. “We know each other really well. That means when we get together we may disagree, but at the same time we also have some mutual interests and we realized we could work together to realize them.” That attitude has enabled the cities to become even more united as the state economy has suffered. “Instead of pulling away from each other we are pulling together even more and seeing what we can do with \$1,000 instead of \$10,000,” says Parini.

### ***The Impacts of the Gresham Area Economic Development Team***

The investments made by the Gresham Area Economic Development Team have yielded positive results. The contributions by each city led to the creation of the 2002 Community and Industry Profile, a marketing tool, and fostered an estimated \$58,000 worth of media coverage. The partnership has also succeeded in securing over \$350,000 in grants in 2002 and has sited eight new businesses and created more than 650 jobs for the East Metro area. The four cities’ efforts have also spawned a new type of collaboration called the East Metro Economic Alliance, which is designed to engage private business involvement (the public sector can only have a 40 percent membership). All of these developments are welcomed by Wood Village City Administrator Sheila Ritz. “I think it’s come to be accepted that we cannot be beating up each other if we want to be a successful area; that instead we all need to work together. We need each other to make this area really progressive.”

**Gresham Area Economic Development Team Vision:**  
**“Creating Community  
Wealth through Smart  
Growth, Smart Kids and  
Smart Industry.”**

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# **S e c t i o n III**

## **S u r v e y R e s p o n s e s**

# Section III: Survey Responses

## Analysis of Survey Responses

Over the period of one month, 110 cities responded to a questionnaire that was sent to all of Oregon’s 238 incorporated cities—a 46 percent response rate. While the main objective of the questionnaire was to identify successful economic development projects in Oregon’s cities, the responses themselves yielded additional insights.

### Self assessment by Responding Cities

When responding to the questionnaire, cities discussed their economic development goals, specific economic development projects and initiatives, and partners utilized in meeting the aforementioned goals. Cities were also asked to assess their approach in undertaking their various economic development projects. The question read: How would you rate the success of your city’s approach to these projects? Cities could respond with: *Not Very Successful*, *Moderately Successful*, *Successful*, and *Very Successful*. Some cities also wrote in: *Projects too new to evaluate*. Table 4 shows how cities rated their success. With over 60 percent of the respondents evaluating their efforts at moderately successful to very successful, a majority of cities appear to be guardedly optimistic to enthusiastic about their respective economic development projects.

**Table 4: Survey respondents by self assesment**

City assessment of economic	#	%
Did not answer	15	14
Projects/efforts are too new to evaluate	9	8
Not very successful	16	15
Moderately successful	26	24
Successful	34	30
Very successful	10	9
<b>TOTAL</b>	<b>110</b>	<b>100</b>

**Table 5: Self-assessment of city's approach to economic development**

Reported no projects/did not self evaluate/economic development efforts were too new to evaluate	#	%
Less than 2,000	14	58
2,000-9,000	4	17
9,000-30,000	5	21
30,000 +	1	4
<b>TOTAL</b>	<b>24</b>	<b>100</b>
Not very successful	#	%
Less than 2,000	7	44
2,000-9,000	8	50
9,000-30,000	1	6
30,000 +	0	0
<b>TOTAL</b>	<b>16</b>	<b>100</b>
Moderately successful	#	%
Less than 2,000	12	46
2,000-9,000	6	23
9,000-30,000	7	27
30,000 +	1	4
<b>TOTAL</b>	<b>26</b>	<b>100</b>
Successful	#	%
Less than 2,000	11	32
2,000-9,000	7	21
9,000-30,000	9	26
30,000 +	7	21
<b>TOTAL</b>	<b>34</b>	<b>100</b>
Very Successful	#	%
Less than 2,000	5	50
2,000-9,000	1	10
9,000-30,000	3	30
30,000+	1	10
<b>TOTAL</b>	<b>10</b>	<b>100</b>

### Self Assessment of Responding Cities by Population

Table 5 shows how cities in the different population breakdowns rated their approaches to economic development. Of the 16 cities (15 percent) that assessed their efforts as *Not Very Successful*, 15 of those cities (94 percent) had a population of 9,000 or less. In addition, of the 24 cities that had no projects to report or projects were too new to test, 18 of those cities (75 percent) had a population of 9,000 or less. This phenomenon might reflect resource constraints felt by some smaller cities that include considerably smaller budgets, limited staff and remote geographic location.

## Analysis of Selected Cities Responded “Not Very Successful”

While it is important to identify which approaches work well in creating successful economic development projects, it is also beneficial to identify which approaches to avoid. Through the process of evaluating the all returned surveys, cities that categorized their approach to economic development as *Not Very Successful* were contacted and asked to elaborate upon their response. From their experiences, common themes emerge that provide insight into the barriers cities may face when undertaking economic development projects. These include limitations placed on cities by geographic location, inability to maximize existing resources and the lack of cohesive vision and goals. Overall, the general malaise of the state and national economy was also cited as reason for slow economic growth.

### *Geographic Location*

Comparatively, Oregon is a sparsely populated state with 71 percent of the population residing in the Willamette Valley along the I-5 corridor. As a result, cities without access to major freeways, ports and railroads face considerable difficulty in competing for jobs and resources. Of the cities who responded *Not Very Successful*, a majority cited geographic location as a significant barrier to economic development. Geographic location is a difficult barrier to overcome, but can be addressed. Possible courses of action in dealing with a more remote location include improving telecommunication infrastructure, concentrating on small and existing local business growth and improving tourism opportunities. See the profiles of Spray, Joseph or Elgin for examples

*“Our primary limitation is geographic—we are off of I-5 and a somewhat isolated population. The effects have been compounded in recent years by the state and national economic recession.”*

- City Manager

### *Inability to Maximize Existing Resources*

*“Since our city and staff are so small, we have not been beating any bushes . . . Realistically I do not see much changing . . . it is just going to be luck.”*

- City Administrator

Smaller cities in Oregon operate on much more restrictive budgets than their larger counterparts. As a result, most small cities have a very limited staff ranging from 1 to 4 full-time employees, with most unable to afford a person solely dedicated to economic development. Of the cities that responded *Not Very Successful*, many cited lack of staff resources as a barrier to achieving economic goals.

This barrier, however, is more perceived than real. All of the cities profiled in this casebook with a population less than 9,000 do not have dedicated economic development personnel. Instead, they make economic development a goal that is integrated throughout all projects; economic development is not a compartmentalized concept. For example, the city of Spray operates on an annual budget of \$18,000 and can only afford to fund the city recorder’s position at half time. Through visioning and commitment, the city of Spray ignored these limitations and leveraged over \$75,000 in grants to develop their city park as an up and coming tourist attraction. The barrier exists when a city does not maximize the potential of existing staff and fails to utilize community resources. These issues can be partially addressed through grass roots activism and volunteerism within the community and partnering with nearby cities or counties to increase the pool of resources to draw from. See the profiles of Cascade Locks, Elgin, Spray, Rainier, Vernonia and the Gresham Area Economic Development Team for examples.

### *Lack of Vision*

In addition to the barriers discussed above, most of the respondents who assessed their economic development efforts as *Not Very Successful* seemed to lack a clear vision of where their city was and where it

wanted to go. The cities seem to be concentrating on reasons why they can't achieve economic development as opposed to emphasizing or exploring creative possibilities. Cities finding themselves in similar straits might benefit from conducting a strength and weakness analysis and clarifying an economic development vision unique to their respective wants, needs and capabilities. See the profiles of Cascade Locks, Elgin, Rainier, Myrtle Point, The Dalles and Roseburg for examples.

# **S e c t i o n   I V**

## **C o n c l u s i o n**

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## Section IV: Conclusion

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While the economic future for the state of Oregon remains unclear, the economic development projects profiled in this casebook demonstrate the resourcefulness and creativity Oregon's cities are capable of in creating healthier and more stable local economies. Their efforts shed light on the answer to the following questions:

- **What does economic development mean to Oregon's cities and how does it manifest itself in actual projects?**

The interpretation of "economic development" changes with city size, location, economic history and community goals. Some cities actively recruit outside industries while others concentrate on assisting existing businesses. Some focus on increasing tourism while others on improving infrastructure on industrial land. How these concentration areas manifest into actual projects is further determined by city resources and leadership. If anything, the projects profiled in this casebook demonstrate there is no clear definition of economic development that can be universally applied. Rather, economic development exists as a malleable concept that shifts from region to region, population to population.

- **What tools are Oregon's cities utilizing to implement their economic development projects?**

While the concept of economic development is too large in scope to define neatly, there are concrete tools available to cities to use when pursuing their respective goals. One of the most important tools that cities used in completing the projects profiled in this casebook was partnerships. Partnerships increase available resources and, if nurtured, can generate additional economic development. A partnership can only be used as a "tool," however, if the city is an active and willing participant. Another tool that many of the cities used when trying to identify potential economic development projects was completing a strength and weakness analysis or some other form of community survey/inventory. This tool is useful after some sort of event or catalyst, such as a plant closure, or when economic development efforts seem to be losing momentum. Other tools mentioned include leadership training for council members and mayors, utilizing state incentives such as the enterprise and E-commerce zones and identifying sources for infrastructure improvement funds at the state and federal level.

- **What does a city gain when investing time, effort and money into an economic development project?**

The obvious answer is jobs. However, not all of the projects profiled within this casebook translated directly into new jobs. Other impacts include retaining existing businesses and increasing the livability of the overall community, assets which in the future may translate to new business as the state and national economy improves. Impacts of economic development projects may also contribute to a more positive community identity and cohesive community support system which could make future projects easier to identify and implement.

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# **A p p e n d i x**

## **M e t h o d o l o g y**

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# Appendix

## Identification of Projects

### *Questionnaire*

To identify the 16 projects profiled in the casebook, the first step was creating a questionnaire that was sent out to all of Oregon’s 238 incorporated cities. The questionnaire was addressed to city managers, administrators or recorders and community development directors, then made available on-line. The questionnaire asked the city to describe its economic development goals, actions or projects undertaken to meet those goals and partnerships the city utilized in pursuing those goals. The questionnaire also asked the city to assess the success of its approach towards initiating and completing economic development projects.

A total of 110 cities responded over the course of one month, and 86 reported some form of economic development activity initiated by the city, with 76 distinct projects emerging. Distinct projects ranged from applying for grants to fund various economic development activities to building a wastewater treatment plant to accommodate industrial development. Section III contains an analysis of all questionnaire responses, broken down by response and city population.

### *Application of Criteria*

The 76 reported projects were evaluated against criteria designed to illuminate projects that were transferable, unique and demonstrated a net gain. Other factors also considered included the project’s ability to recruit and retain jobs, the project’s ability to leverage additional funds and the project’s ability to meet the economic development goals defined by the sponsoring city. Table 2 provides the specific definitions and weight assigned to the each portion of the criteria. To reduce the scope of the research, only projects reported by the cities that responded to the questionnaire were evaluated. Individual projects could receive a maximum score of 100 points.

**Table 2: Project Criteria**

<b>Criteria</b>	<b>Definition</b>	<b>Weight of criteria</b>
<b>Uniqueness of project</b>	Evaluates not only the uniqueness of the project itself, but the demographic characteristics from the sponsoring city (i.e. to avoid a casebook consisting of profiles from only the largest cities along the I-5 corridor).	<b>26</b>
<b>Transferability of project</b>	Evaluates the ability of other cities to replicate a majority of project components	<b>26</b>
<b>Net gain</b>	Gain may be defined as tangible (i.e. financial- new jobs, new revenue) or intangible (i.e. increased communication between local government and business community)	<b>26</b>
<b>Project’s ability to recruit/retain industries and jobs</b>	Evaluates the project’s ability to improve (new industry and job recruitment) and/or strengthen the local economy (retain existing industries in a competitive environment)	<b>12</b>
<b>Project’s ability to leverage money to fund economic development efforts</b>	Evaluates projects ability to leverage money in revenue or matching funds from state and federal sources	<b>5</b>
<b>Project conforms with city goals</b>	Project contributes to the overarching economic development goals of the city	<b>5</b>
<b>TOTAL</b>		<b>100</b>

**Table 3: Population categories of questionnaire respondents compared to all of Oregon's incorporated cities**

City population	Questionnaire respondents		All of Oregon's 238 incorporated cities	
	#	%	#	%
Less than 2,000	49	44	132	56
2,000-9,000	26	24	58	24
9,000-30,000	25	23	34	14
30,000+	10	9	14	6
<b>TOTAL</b>	<b>110</b>	<b>100</b>	<b>238</b>	<b>100</b>

To ensure a diverse cross section of cities and related projects were represented, criteria were applied by population. The natural population categories emerged when looking at the population of the cities that responded, using the proportions of statewide populations as a guide (Table 3).

This method was utilized so that a city the size of Spray (pop.140) would not have

to compete against a city the size of Springfield (pop. 53,450) for inclusion in this casebook. Size often reflects the amount of resources a city can devote towards economic development; without the population restriction larger cities would be at a considerable advantage. This restriction also ensures greater diversity in project type, transferability of the project and geographic location of the sponsoring city.

The information used in applying the criteria was taken from questionnaire responses, e-mail inquiries, phone interviews and various forms of media concerning each project (media includes web sites, newspaper and newsletter articles, awards, etc.). Top scoring projects within each population category were further researched and re-scored if necessary. Eventually, 16 top scoring projects emerged (Table 1).

### Site Visits

Once the 16 projects were chosen, more in-depth information was needed to create a profile that necessitated completing site visits for each city. A typical site visit included a 45 minute to 1 hour interview with the person from the sponsoring city with considerable knowledge of the project and, if applicable, a tour of the physical project site. Site visits were often followed up with phone and e-mail interviews with other key project stakeholders. Grant reports, financial data, newspaper articles, and other forms of corroborating information were also used to create the completed profile.

**Table 1: Projects profiled in casebook, categorized by population**

Population	Project	City
> 2,000	Small Town Spirit	Spray
	Downtown Beautification	Joseph
	Bringing in Broadband	Cascade Locks
	Industrial EDGE	Elgin
	From Planning to Construction	Rainier
2,000-9,000	Farm Town of the Future	Myrtle Point
	The American Bridge Effort	Reedsport
	The Business Assistance Team	Vernonia
9,000-30,000	BEGIN (Baker Enterprise Growth Initiative)	Baker City
	Downtown Renaissance Project	The Dalles
	Telecommunications Triumph	La Grande
	Thinking Ahead	Roseburg
	Business Retention and Expansion	Grants Pass
30,000+	Changes and Challenges	Springfield
	Open for Business	Medford
	The Gresham Area Economic Development Team	Gresham, Troutdale, Wood Village and Fairview



