

Future Economic Development in Lincoln County, Oregon:  
a public perspective.

Prepared for: Commissioner Doug Hunt, Lincoln County Board of Commissioners

By: Frank A. Burris, Oregon State University Extension Service and Oregon Sea Grant



In response to the need to rebuild a stronger, more resilient, and more equitable economic climate in Lincoln County, Oregon following the economic downturn from COVID-19 restrictions and quarantines, Lincoln County Commissioner Doug Hunt, Greg Wolf, from the Association of Oregon Counties (AOC), and Paul Schuytema, from the Economic Development Alliance of Lincoln County (EDALC) developed and convened four virtual listening sessions for the North, Central, South and Eastern regions of Lincoln County on November 12th and 13<sup>th</sup>, 2020 to assess public priorities for future economic development in the County. They invited community leaders (see Invite List in Appendix A) from all sectors and regions of Lincoln County to answer two basic questions:

1. Where should we look to rebuild and expand the economic potential of Lincoln County?
2. What are the challenges, what partners should we be working with, and what resources are available to accomplish this?

The purpose of the virtual listening sessions was to provide a safe place for community leaders to provide input that could be used to create economic development plans that will inform economic development efforts that effectively collaborate with multiple partners to result in the highest possible economic impact for the entire Lincoln County region.

The Listening sessions were held on the following dates and times:

- North-County Listening Session: Thursday, November 12<sup>th</sup>, 10 - 11 a.m.
- Central-County Listening Session: Thursday, November 12<sup>th</sup>, 1:30 - 2:30 p.m.
- South-County Listening Session: Thursday, November 12<sup>th</sup>, 3:30 - 4:30 p.m.
- East-County Listening Session: Friday, November 13<sup>th</sup>, 10 - 11 a.m.

These listening sessions varied in length, from about 35 minutes to over an hour. We tried to hold each session to an hour or less to honor the time commitment made by the participants, but we made sure to seek an exhaustive list of all the participant input, and to do this required more than an hour in the Central County listening session. All listening sessions were facilitated by Frank Burris of the OSU Extension Service who was assisted by Paul Schuytema of the Economic Development Alliance of Lincoln County (EDALC), and they were attended by the following community leaders:

#### North County:

Dick Anderson, State Senator-elect and Mayor of Lincoln City  
Lori Arce-Torres, Lincoln City Chamber of Commerce  
Laura Furgurson, Depoe Bay and Waldport Chamber Director  
Bill Clemons, Pacific Power  
Lesley Ogden, North Lincoln Hospitals CEO  
Alison Robertson, Lincoln City Urban Renewal and Economic Development  
Ed Dreistadt, Director of Explore Lincoln City (rebrand of the LC Visitors Center)

#### Central County:

Kelley Retherford, Newport Fisherman's Wives

Jim Burke, Port of Newport  
Dean Sawyer, Mayor of Newport  
Chris Chandler, Central Lincoln Public Utilities District (previous Director of LCEDA)  
Rick Brown, NOAA  
Dave Price, Vice President of Recruitment and Engagement, Oregon Coast Community College  
Robert Cowen, Hatfield Marine Science Center and Innovation Labs  
Curt Abbott, Lincoln PUD and remote working Doctor  
Judy Kuhl, Newport Area Chamber of Commerce  
Carrie Lewis, Director of the Oregon Coast Aquarium  
Dr. Karen Gray, Superintendent of Lincoln County Schools  
Paula Miranda, Director of the Port of Newport

South County:

Roxie Cuellar, Director, Port of Alsea  
Andy Smith, Association of Oregon Counties, County Solutions  
Drew Roslund – Owner of the Overleaf Lodge and OCVA Board member  
Greg Wolf – AOC, County Solutions Contractor  
Laura Furgurson, Director of the Waldport Chamber of Commerce  
Susan Woodruff, Waldport Mayor and soon to be, City Councilor

East County:

Judy Richter, Toledo City Manager  
Bud Shoemake, Port of Toledo  
Rod Cross, Mayor of Toledo  
Anna May, Starker Forests

Commissioner Hunt, Paul Schuytema and Frank Burris, attended all of the sessions, while Greg Wolf and Andy Smith (both from AOC) attended most of the sessions.

## **Results and Statistical Analysis**

After each community leader in each of the 4 regions had a chance to present their ideas for economic development and to review the challenges, partnerships, and resources needed to accomplish their priorities, they were asked to vote for their three highest priority items in the comprehensive list of suggestions for their region. This list was ably developed in real time during the listening session by Paul Schuytema as each community leader within each of the 4 regions of Lincoln County was presenting. A comprehensive list of ideas collected in each **region**, the number of votes each idea received, the vote totals for that region, and a list of all the ideas that were presented ranked according to the number of votes each idea received is listed in Appendix B. The top three priorities for each region are listed below.

Percentages listed in parentheses following each priority are the proportion of participants in that region that voted for that idea.

The top three priorities for economic development in the North County were:

1. Workforce/Affordable housing (100%)
2. Broadband development (education business, and telehealth) [83%]
3. Available/Affordable childcare; Worker training; and Incentivizing childcare businesses (67% of participants voted for each of these three ideas)

The Central County listening session participants voted for these priorities:

1. Workforce/Affordable housing (88%)
2. Capitalize of the Blue economy; Broadband development; and Workforce attraction and retention (50% of the participants voted for each of these 3 ideas)
3. Infrastructure updating and Developing effective workforce pipeline (38% of participants voted for both of these ideas)

The South County listening session participants voted for the following priorities:

1. Coalition of economic development efforts and Workforce/Affordable housing (75% of the participants voted for both of these ideas)
2. Fiscal agent to maximize ability to seek grant funding; Grow outdoor recreation use and opportunity; Year-round tourism; More intentional and diverse mix of businesses; Develop off-season tourism opportunities; Help businesses find quality workforce (50% of the participants voted for these 6 ideas)
3. Skilled workforce training; Algae problem in Eckman Lake; Parking in south county; Mitigate workforce housing wage barrier; Environmentally sustainable tourism; and Boat trailer parking in south county (25% of the participants voted for these 6 ideas)

The East County listening session resulted in the following priority issues:

1. Grant dollars available for planning and Workforce/Affordable housing (All [100%] of the participants in this session voted for both of these ideas)
2. Increase Toledo economic development and New hotel in Toledo (50% of the participants voted for each of these ideas)
3. Support local emergency services; Marine tech school in Toledo; and maintain transportation infrastructure (25% of the participants voted for these three ideas)

Results for all of the regions were then combined and compiled by category. The number of votes in each region for each item in each category was summed throughout the category and divided by the total number of items in that category to create an average percent vote for each category. The list of **categories** with their average percent vote was then ranked from the highest to lowest average percent vote and can be found in Appendix C.

A summary of the ranked priorities across all regions is listed below. Percentages listed in parentheses following each priority are the proportion of all of the participants in all of the regions that voted for that idea.

Categories across all regions (from highest to lowest priority)

1. Workforce/Affordable housing (81%)
2. Broadband development (64%)
3. Childcare (42%)
4. Workforce training/recruitment/development (33%)
5. Infrastructure development (25%)
6. Tourism/Outdoor recreation (23%)
7. Coordination of economic development (17%)
8. Small business development (17%)
9. Event development (6%)
10. Education (5%)
11. Other\* (34%)

\* - there are items that rank highly within a region in the "Other" category, however, they were not brought up in other regions, so were not considered for a separate category

## Discussion

The discussion during each of the listening sessions had a completely different tenor in each region, and the results from each session reflected both the economic realities and needs of the region and the focus of the community leaders who attended the session. This is a reminder that:

*"The world is run by those who show up"*

Anonymous

That said, we had adequate attendance at all of the listening sessions, and critical decision makers were present at each session.

Participants in all of the listening sessions combined chose the following three topics as their most important economic development needs in Lincoln County, Oregon. In order of importance, they were:

1. Workforce/Affordable Housing (81% of voters voted for this topic)
2. Broadband Development (64% of voters voted for this topic)
3. Affordable/Available Childcare (42% of voters voted for this topic)

So, let's look at each topic a little more in depth.

### **Workforce/Affordable Housing**

In the discussions about this topic, participants focused on the need to provide affordable housing to mostly seasonal or minimum wage service workers, but also for early career professionals such as teachers and doctors. The proliferation of short-term rentals and speculation on housing to convert into vacation rentals has reduced the availability and increased the cost of rentals during the tourist season. It has become very difficult for businesses to attract workers that cannot either find housing in the area,

or afford to rent if they do find it. For example, The Newport Area School District reported that they lose approximately 50 teachers a year because of the lack of suitable or affordable housing in the area!

### **Broadband Development**

Participants saw partnering with companies to develop broadband in Lincoln County as a critical issue to:

- Attract remote or gig economy workers to the area (especially post pandemic workers that may have more flexibility in choosing remote locations to work)
- Telehealth needs broadband to operate
- The Newport Area School District reported that about 300 kids in Newport Schools did not have access to Broadband or Wifi during the 2020-21 school year

### **Affordable and Available Childcare**

Several of the participants in the listening sessions thought that funding for childcare will be more available in the near future, but almost all of the regions expressed the almost immediate need for affordable, available, and stable childcare. Some ideas for childcare included:

- Utilizing community centers as childcare facilities
- Developing/providing tax deductions for businesses that provide daycare for their employees
- Encouraging larger employers in the region (such as casinos and hospitals) to provide daycare to the children of non-employees to help supplement their childcare systems
- Encouraging in-home childcare – this can be a solution for both those that don't have childcare, and those that have to quit jobs to be home in order to take care of their kids

### **General Comments**

There were a number of valuable general comments that were brought up at the listening sessions that didn't fit into the top three priorities. Someone mentioned that Lincoln County has the highest unemployment rate and the highest incidence of homelessness of any County in Oregon.

A number of people mentioned the disparity in funding for economic development between the Portland Metro area, the Valley, and the Coast. They suggested that we need coast-wide coordination of current economic development activities; sharing of resources (people and funding); and more communication with the Coastal Caucus and the State Office of Economic Development.

There were a number of comments related to education, such as improving the quality of teaching, offering a greater diversity of classes, and offering workforce training to high school students to make them career ready. Several recent shining examples of developing programs and technology included the industrial welding program at Taft High School that has 200 kids on the waiting list, and the 3,000 square feet and \$62 million dollar Hatfield Innovation Lab that is partnering with OCCC and looking for additional partners in workforce development and job readiness.

The need for infrastructure maintenance and development was brought up in every listening session, and included such ideas as improving docks and Port facilities; capitalizing on the Blue Economy by

developing merchant marine training and expanding guided fishing and tourism offerings; and maintaining and improving roads and public transportation to move goods and people in the region.

There were issues in each region that scored as high priorities within the region, but either were low priorities or they did not come up in other regions. Thus, these regional priorities did not rise to the level where they could be addressed County-wide. Funding collaborative efforts at the local level to develop specific plans to insure that high priority issues are being addressed at the regional level will both move economic development forward in each region of Lincoln County and convince community leaders that participated in the listening sessions that the County is being responsive to their specific ideas and needs. Community Leaders will be much more willing to participate in public processes in the future if they see benefits to their region from their participation in this process.

Finally, the idea that the next four years ought to be a good time to find new and emerging funding for social and economic issues, especially issues related to social justice, equity, diversity, and inclusivity was pervasive at several of the listening sessions.

## **Suggested Actions**

- 1) Organize small, nimble, diverse groups to focus on Workforce/Affordable Housing, Broadband Development, and Affordable and Available Childcare. Empower these groups to identify practical, achievable, and measurable steps that can be taken in the short term to diversify economies and create more economically resilient communities; look for creative ways to work around challenges; and identify and connect with partners and collaborators to move ideas forward. Connect each group with local, regional, state and federal resources, and task them with identifying new or emerging resources and funding to move ideas forward. Make sure that these groups have broad representation from different regions of Lincoln County.
- 2) It should be noted that a significant industry that thrived during the COVID-19 pandemic (besides big-box stores and the parcel delivery companies) was the outdoor recreation industry. Many businesses that cater to travelers and outdoor recreation enthusiasts saw an increase in activity throughout Coastal Oregon from mid-summer through late fall that in many cases made up for loses in income early in 2020 due to COVID restrictions. Focus groups, even working in other areas of economic development, should look for opportunities, amenities, infrastructure and support for both travelers looking for recreation and small businesses focusing on outdoor recreation in Lincoln County. Ancillary businesses such as hotels, restaurants, medical facilities, and public and private transportation and guiding services will need additional workers trained in customer service and knowledgeable in the needs of outdoor recreationalists.

## **Appendix A**

### **North County Invites**

<b>Name</b>	<b>Organization</b>	<b>Email</b>
Ed Dreistadt	Explore Lincoln City	edreistadt@lincolncity.org
Dick Anderson	Lincoln City	danderson@lincolncity.org
Ron Chandler	Lincoln City	rchandler@lincolncity.org
Alision Robertson	Lincoln City	ARobertson@LincolnCity.org
Robert Gambino	Depoe Bay	mayor@cityofdepoebay.org
Laura Ferguson	Depoe Bay Chamber Lincoln City	laura@octantnavigates.com
Lori Arce-Torres	Chamber	director@lcchamber.com
Bryan Fitzsimmons	Fitzsimmons CPA	bryan@bpfcpa.net
Heather Hatten	Chinook Winds	HeatherH@CWCResort.com
Ryan McCarthy	Salishan	rmccarthy@salishan.com
Chuck Mohler	Pacific Power	chuck.mohler@pacificorp.com
Dave Price	SBDC	dave.price@oregoncoast.edu
Alisa M. Dunlap	Pacific Power	Alisa.dunlap@pacificorp.com

### **Central County Invites**

<b>Name</b>	<b>Organization</b>	<b>Email</b>
Dean Sawyer	Newport	D.Sawyer@NewportOregon.gov
Spencer Nebel	Newport	s.nebel@newportoregon.gov
Judy Kuhl	Newport Area Chamber	judy@newportchamber.org
Robert Cowen	Hatfield	Robert.Cowen@oregonstate.edu
Curt Abbot	Lincoln PUD	cabbott852@outlook.com
Chris Chandler	Lincoln PUD	cchandler@cencoast.com
Paula Miranda	Port of Newport	pmiranda@portofnewport.com
Jim Burke	Port of Newport	jburke@portofnewport.com
Lesley Ogden	Samaritan	logden@samhealth.org
Karen Gray	Lincoln County Schools	karen.gray@lincoln.k12.or.us
Birgitte Ryslinge	OCCC	Birgitte.Ryslinge@oregoncoastcc.org
Eric Seil	Hallmark Resorts	eseil@hallmarkinns.com
John Moody	Pacific Seafood	jmoody@pacseafood.com
Kelly Retherford	Newport Fishermans' Wives	kretherford@portofnewport.com
Rick Brown	NOAA	rick.brown@noaa.gov
Carrie Lewis	Oregon Cast Aquarium	carrie.lewis@aquarium.org

### **South County Invites**

<b>Name</b>	<b>Organization</b>	<b>Email</b>
Sue Woodruff	City of Waldport	susan.woodruff@waldport.org



Dann Cutter	City of Waldport	dann.cutter@waldport.org
John Moore	City of Yachats	mayor@yachatsmail.org
Shannon Beaucaire	City of Yachats	citymanager@yachatsmail.org
Roxie Cuellar	Port of Allsea	rcuellar@portofalsea.com
Laura Ferguson	Waldport Chamber	laura@octantnavigates.com
James Kerti	Yachats Visitors Center	james@jameskerti.com
Drew Roslund	Overleaf Lodge	drew@overleaflodge.com
??	Yachats Chamber	chamber@yachats.org

### **East County Invites**

<b>Name</b>	<b>Organization</b>	<b>Email</b>
Rod Cross	City of Toledo	rod.cross@cityoftoledo.org
Judy Richter	City of Toledo	judy.richter@cityoftoledo.org
Kathy Crane	Toledo Chamber	Director@ToledoOregon.org
Willie Worman	City of Siletz	chsiletz@qwestoffice.net
Dee Pigsley	Siletz Tribe	dpigsley@msn.com
Gerald Smith	Siletz Tribe	geralds@ctsi.nsn.us
Bud Shoemake	Port of Toledo	bud.shoemake@portoftoledo.org
Chuck Gerttula	Port of Toledo	cgerttul@newportnet.com
CJ Drake	GP Plant	CJDRAKE@gapac.com
Randy Hereford	Starker Forests	randy@starkerforests.com

## **Appendix B**

### **North County Voting Results**

Workforce/Affordable Housing	6	6	100
Broadband Development (education, business, teleheath)	5	6	83.33
Available/Affordable Childcare	4	6	66.67
Worker Training (skills and certificates)	4	6	66.67
Incentivized childcare Businesses	4	6	66.67
Recruit Remote Workers	2	6	33.33
Develop existing public open space	1	6	16.67
Develop Medical Workforce	1	6	16.67
Entice Tech Industry	1	6	16.67
Find year-round quality staff for business	1	6	16.67
Increase Outdoor Recreation Industry	1	6	16.67
Recruit new Attractions to the area	1	6	16.67
Keep attracting Tourists (uncomfortable with ballot measures)	1	6	16.67
Intentionally Develop Critical Mass of Businesses	0	6	0.00
Equalize Year-Round Tourism Spending	0	6	0.00
Foster non-Newport Maritime Industry	0	6	0.00

### Central County Voting Results

Workforce/Affordable housing	7	8	87.5
Capitalize on the Blue Economy	4	8	50
Broadband Development	4	8	50
Workforce Attraction and Retention	4	8	50
Infrastructure Updating	3	8	37.5
Develop Effective Workforce Pipeline	3	8	37.5
Affordable Childcare	2	8	25
Port Infrastructure Updates	2	8	25
Coordination of efforts	1	8	12.5
Active Coordination with State Economic Development practitioners	1	8	12.5
Attract Remote Workers	1	8	12.5
More Diverse Local Retail	0	8	0
Enhance Educational Opportunities	0	8	0
Commercial Air Service	0	8	0
Develop more local and regional partnerships	0	8	0
All students College and Career ready	0	8	0
Effective Business attraction	0	8	0

### South County Voting Results

Coalition of Economic Development Efforts	3	4	75
Workforce/Affordable Housing	3	4	75
Fiscal Agent to maximize ability to seek Grant Funding	2	4	50
Grow Outdoor recreation use and opportunity	2	4	50
Year-round Tourism	2	4	50
More Intentional, diverse mix of business	2	4	50

Develop Off-Season Tourism Opportunities	2	4	50
Help Businesses Find Quality Workforce	2	4	50
Workforce training (skilled)	1	4	25
Algae Problem in Eckman Lake	1	4	25
Parking in South County	1	4	25
Mitigate Workforce Housing Wage barrier	1	4	25
Environmentally Sustainable Tourism	1	4	25
Boat Trailer Parking in South County	1	4	25
Event development (grow and new)	0	4	0
Access to Taxi/Shuttle Service	0	4	0
Develop Tournaments (softball, pickle ball, soccer, etc.)	0	4	0
Affordable Childcare	0	4	0
Beautify Downtown Waldport	0	4	0

### East County Voting Results

	# of votes	#participants	% of vote
Grant dollars available for planning	4	4	100
Workforce/Affordable Housing	4	4	100
Increase Toledo economic diversity	2	4	50
New hotel in Toledo	2	4	50
Support local emergency services	1	4	25
Marine Tech school in Toledo	1	4	25
maintain transportation infrastructure	1	4	25
Pioneer new effluent wastewater process	0	4	0
Rebrand Toledo business district	0	4	0
Establish an accounting program at OCCC	0	4	0

## Appendix C

## Results by Category

### Workforce/Affordable Housing

Workforce/Affordable Housing (North)	6	6	100
Workforce/Affordable Housing (South)	3	4	75
Workforce/Affordable housing (Central)	7	8	87.5
Workforce/Affordable Housing (East)	4	4	100
Mitigate Workforce Housing Wage barrier (South)	1	4	25
	21	26	80.77

### Broadband

Broadband Development (education, business, telehealth) - North	5	6	83.33
Broadband Development (Central)	4	8	50
	9	14	64.29

### Childcare

Incentivized childcare Businesses (North)	4	6	66.67
Available/Affordable Childcare (North)	4	6	66.67
Affordable Childcare (South)	0	4	0
Affordable Childcare (Central)	2	8	25
	10	24	41.67

### Workforce Training/Recruitment/Development

Develop Medical Workforce (North)	1	6	16.67
Entice Tech Industry (North)	1	6	16.67
Recruit Remote Workers (North)	2	6	33.33
Worker Training (skills and certificates) - North	4	6	66.67
Workforce training (skilled) - South	1	4	25
Attract Remote Workers (Central)	1	8	12.5
Develop Effective Workforce Pipeline (Central)	3	8	37.5
Workforce Attraction and Retention (Central)	4	8	50
	17	52	32.69

### Infrastructure development

Port Infrastructure Updates (Central)	2	8	25
Infrastructure Updating (Central)	3	8	37.5
maintain transportation infrastructure (East)	1	4	25
Commercial Air Service (Central)	0	8	0
Parking in South County (South)	1	4	25
Boat Trailer Parking in South County (South)	1	4	25
	8	36	25

### Coordination of Economic Development

Intentionally Develop Critical Mass of Businesses (North)	0	6	0.00
Fiscal Agent to maximize ability to seek Grant Funding (South)	2	4	50
Coalition of Economic Development Efforts (South)	3	4	75
Develop more local and regional partnerships (Central)	0	8	0
Coordination of efforts (Central)	1	8	12.5
Active Coordination with State Econ. Dev. practitioners (Central)	1	8	12.5
Rebrand Toledo business district (East)	0	4	0
	7	42	16.67

### Tourism/Outdoor Recreation

Equalize Year-Round Tourism Spending (North)	0	6	0.00
Keep attracting Tourists (uncomfortable w/ ballot measures) - North	1	6	16.67
Increase Outdoor Recreation Industry (North)	1	6	16.67
Environmentally Sustainable Tourism (South)C	1	4	25
Grow Outdoor recreation use and opportunity (South)	2	4	50
Year-round Tourism (South)	2	4	50
	7	30	23.33

### Event Development

Recruit new Attractions to the area (North)	1	6	16.67
Develop Tournaments (softball, pickle ball, soccer, etc.) - South	0	4	0
Event development (grow and new) - South	0	4	0

### Small Business Development

Find year-round quality staff for business (North)	1	6	16.67
Help Businesses Find Quality Workforce (South)	2	4	50
More Intentional, diverse mix of business (South)	2	4	50
Effective Business attraction (Central)	0	8	0
More Diverse Local Retail (Central)	0	8	0
	5	30	16.67

### Education

All students College and Career ready (Central)	0	8	0
Enhance Educational Opportunities (Central)	0	8	0
Marine Tech school in Toledo (East)	1	4	25
	1	20	5

### Other

Grant dollars available for planning (East)	4	4	100
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Capitalize on the Blue Economy (Central)	4	8	50
Increase Toledo economic diversity (East)	2	4	50
New hotel in Toledo (East)	2	4	50
Support local emergency services (East)	1	4	25
Algae Problem in Eckman Lake (South)	1	4	25
Parking in South County (South)	1	4	25
Boat Trailer Parking in South County (South)	1	4	25
Develop existing public open space (North)	1	6	16.67
Access to Taxi/Shuttle Service (South)	0	4	0
Beautify Downtown Waldport (South)	0	4	0
Pioneer new effluent wastewater process (East)	0	4	0
Establish an accounting program at OCCC (East)	0	4	0
	17	50	34.00

## **Appendix D**

Notes by Frank Burris from Economic Development Listening Sessions

### **North County Listening Session**

Attending:

Dick Anderson, State Senator-elect and Mayor of Lincoln City

Lori, Lincoln City Chamber of Commerce

Laura Furgurson, Depoe Bay and Waldport Chamber Director

Bill Clemons, Pacific Power

Lesley Ogden, North Lincoln Hospitals CEO

Alison Robertson, Lincoln City Urban Renewal and Economic Development

Ed Dreistadt, Director of Explore Lincoln City (rebrand of the LC Visitors Center) – works closely with Alison and Paul

Lori – Light Up Lincoln City with Christmas Lights, emails with concern about measures that Oregon just passed (especially highway safety) with mushroom issue, wonders how to respond

Laura – ways to deal with seasonality and shops closing in the winter (but still busy now!)

- Workforce: Staffing, hiring, training, and retraining. High unemployment payments contributed to this, but even though they are ending, this is still a problem
- Affordable Housing, main contributor to employment issue
- Need to attract tech market and outdoor recreation folks (really, any field that has stable, higher wage, professional jobs)

Ed - \$50K available for new attraction development and recruiting new residents. This is a partnership with Alison and Paul.

- How does the area rebuild from COVID?

Alison – Thinks we should be working on agreements, planning, architecture for new projects so that when ED monies become available that they have “shovel-ready” plans

- Affordable Housing – interested in how Land Trusts and open space can be used to benefit homeless people, but concerned about other sectors too (foster kids, retired adults still working to make ends meet). Cited Counties Homelessness 2.0 document
- Childcare
- Non-tourism-based industry (maritime, NOAA, fishing, port projects, community college welding program)
- Outdoor recreation – need for more trails and marketing of existing trails, Lincoln City owns 300 acres of green space that could be developed into a trail network, capitalizing on high interest in outdoor walking and hiking and getting in shape.

Ed – Attracting growing number of people post-pandemic that can work remotely (how to attract those looking for a better quality of life)

Laura - Broadband

- Workforce training (switch to gig economy instead of long-term jobs), especially construction and landscaping

Alison – Create an economic development tool box that includes childcare (she believes that funding for these things is coming. Develop a comprehensive economic development strategy (CEDS)

- Eat vegetables (efficiency) before you enjoy your desert (renewables)...ex. Get lighting converted to LED before going solar

Lori – Daycare – reopening schools so parents can get back to work, utilize community centers?, hybrid model with tax deductions for businesses that offer daycare?

Dick – should be conducting these economic development listening session coastwide with development of a Coastwide/Statewide plan with financial support

Doug – there is no centralized economic development clearinghouse in Oregon

Lesley – Housing...medical community can't grow without available and affordable housing (cost of new construction, fire hazard, COVID have all contributed to either qualified professionals not taking available jobs, or poor retention of people after they are hired

- Workforce development (but housing first!)
- Broadband so the hospital can follow trends into telemedicine, telehelp depots, and connected home devices
- Daycare

Bill – need \$\$\$ support for priority needs

Childcare – encourage in-home...people are not taking jobs because they have to be home with their kids

Lori – Broadband – especially for schools...currently using busses to bring wifi to underserved students (a marginal approach at best), need to bring in partners to make this happen

- Daycare, need a way to encourage larger employers (ex. Casino, hospital...) to allow non-employees to bring kids to daycare there

When asked specifically about Partners that need to be engaged in economic development:

Laura – need a Grant Writer to apply for county-, or even coast-wide coordinated grant funding, Paul may have more input on this idea

Allison – important for cities and other municipalities to contribute (collaboration)

- RARE participants

Dick – State resources are not getting to the Coast (perennial problem). We need technical assistance to even figure out how to bring coastal communities along, and not just money, but people too (for example: ordinance review)



Commissioner Hunt: Have hired a grant writer, Rachel Mattick-Hughes, in Lincoln County using CARES funding

## **South County Listening Session – “Focus on Regional Collaboration”**

### Attending:

Roxie Cuellar, Director, Port of Alsea

Andy Smith, Association of Oregon Counties, County Solutions (Greg Wolf’s replacement)

Drew Roslund – Owner of the Overleaf Lodge and OCVA Board member

Greg Wolf – AOC, County Solutions Contractor

Laura Furgurson, Director of the Waldport Chamber of Commerce

Susan Woodruff, Waldport Mayor and soon to be, City Councilor (Greg Holland will be the new Mayor)

Leslie Vaaler (not in attendance, but will be the new Mayor of Yachats)

Roxie – need both a review of and construction of facilities (ex. Parking is an issue)

- Ekman Lake (lagoon) has an algae problem. The local Watershed Council has applied for a technical assistance grant to identify potential solutions to the problem. The lake is stocked with fish by ODF&W.

Laura – lack of housing, and especially affordable housing, reduces the communities’ ability to hire and retain good people

- Need job training to qualify people for better wage jobs in new and emerging industries
- Beautification (improving vacant or underutilized spaces), creating sustainability for remaining businesses, building new retail space, lodging, and dining to attract tourism and higher class clientele

Susan – we need a coalition of groups all working on this issue (this is multi-faceted and we need to combine resources and energy to avoid duplication, broaden the idea base, and coordinate activities in the region.

Drew – affordable and available housing and hiring are a barrier to employment

- Need sustainable year-round tourism (winter events and festivals, mostly developed by the Chamber of Commerce [Celtic, Mushroom, Agate, Art...]) are the winter tourism draw, but also Cape Perpetua workshops, Newport festivals...developed primarily by Linda Hetzler and Pauley Plum
- Need more projects and tactics for winter tourism through OCVA

- Workforce housing problem (by increasing wages at his hotels, his employees make too much to qualify for subsidized housing, but no other housing is available to them – Catch 22?)
- Good news is that occupancy has broken records since August (but was hurt by the fires and smoke), and continues to break records in October and looks like it will for November too

Laura – Need outdoor recreation for Waldport (even though there is no indication that any of the existing trails are currently being overused) and infrastructure (bathrooms, trail maintenance, signage gazebos, etc.)

- There is great potential for shared resources (reminded us that Chambers are not 501c3's so they have to have a fiscal agent as a partner). Also could use fiscal agent for grant funding for culture and art programs and projects and to help solve housing issues.

Roxie – hotels and motels need a place to park boats and boat trailers

Susan – Economic Development includes building up the community so that tourism can attract visitors that end up staying, improve the quality of life for people that currently live there, and create compelling attractive communities

Laura – both public and private transportation needs to be developed

- Tournaments (baseball, pickle ball, soccer for both adults and kids) are a strong contributor to the local economy
- Festivals – Ex. Shrimp Daddy kids crab festival in Waldport

Drew – tried free transportation during Newport Seafood and Art festival and interest was very low and it was discontinued. Needs collaboration with other businesses in Yachats to get people to Waldport festivals and with Waldport businesses to get people to Newport festivals. Two people have been especially helpful in economic development in Yachats: James Kerti, new promotions developer; and Marcus Hinz, Director of OCVA.

Central Coast Listening Session – “Nurture what we’ve got, and we’ve got a lot”

Attendees:

Kelley

Jim Burke

Dean Sawyer, Mayor of Newport

Chris Chandler (she), Central Lincoln Public Utilities District (previous Director of LCEDA)

Rick Brown, NOAA

Dave Price, Vice President of Recruitment and Engagement, Oregon Coast Community College

Bob Cowen, Hatfield Marine Science Center and Innovation Labs

Curt Abbott, remote working Doctor

Judy Kuhl,

Carrie Lewis, Director of the Oregon Coast Aquarium

Dr. Karen Gray, Superintendent of Schools

Paula Miranda, Director of the Port of Newport

Dave Price

- Need Broadband – the ability to attract people that can work from home anywhere
- Improve school quality
- Can respond to the needs of professionals to attract them to the area (shopping, dining, luxury)

Bob Cowen

- Build up schools, culture, fine dining to attract and retain mid-level workforce
- Need to start retention from the ground up (ex. Training students for high-paying in-demand jobs starting in K-12 schools and beyond)
- Hatfield Innovation Lab (3,000 square feet and \$62M in equipment and tools) is partnering with OCCC and looking for additional partners in workforce development and job readiness

Rick Brown

- Improve infrastructure (ex. Hwy 101 and bridge across Yaquina River)
- Workforce Development
- Improve hospitals and healthcare in general
- Improve retail, including retaining current businesses

Curt Abbott

- We need more coordination of existing economic development activities, more working together, sharing funds and people

Paula Miranda

- Infrastructure (and the Infrastructure that supports central Lincoln County is the Port!). Replace and develop infrastructure at the Port. For example, currently using the International Terminal facilities because of crumbling facilities on Port Dock #7...this precludes using the Int. Terminal for what it is intended for...domino effect of crumbling infrastructure.

- Need to work to get Commercial Air Service back to Newport
- Need better docks to attract Carnival Cruise Lines

Dean Sawyer

- Need to develop close collaboration with State Economic Development Office
- Workforce Development, especially middle, but family, wage jobs
- Affordable Housing, new construction and development costs are very high, and people want something NOW...the good news is that interest rates are currently very low
- Broadband – costs are currently very high to bring it in
- Amazon is shutting down the local economy (especially with COVID pandemic)
- We need to step up advertising in trade publications to attract new businesses
- Improve transportation between the Valley and Newport, continue to improve Hwy 20 (grass seed shipping out of closest deep water Port?), Airport is expensive...we need to take it to the next level

Chris Chandler

- Economic gardening, continual small investments that will payout in the future
- Blue economy, capitalizing on the ocean, merchant marine training, tourism, fishing, Oregon Coast Aquarium, Hatfield Marine Science Center
- Hospitals
- Art industry
- Retail, especially outside of the Bayfront (too crowded for locals)
- Broadband
- Marine Innovation

Karen Gray – School District may be largest employer in the County (650 employees)

- Workforce Development - Maritime Innovation Center at the Port of Toledo – OCCC was offered \$8M (but still working on min. 1:1 match) for Workforce Development Center
- Economic Development starts in School Districts – graduates go to college or are career ready
- Lack of affordable housing results in very high teacher turnover (approximately 50/year!)
- Planning a District marketing campaign starting in January 2021
- Broadband – currently about 300 kids without access to wifi, stop gap measure uses vans to provide wifi hotspots
- Need stable Childcare
- People we should be collaborating with on economic development: Spencer Able, Wayne Belmont, Heather Desort of the NW Consortium
- Lincoln County has the highest unemployment rate and the highest homeless population in Oregon.

When asked about partners that are underutilized or that we should be talking to and engaging with about economic development;

- NOAA, especially coastal resilience and earthquake safety and preparedness
- Our Congressional delegation (there are probably funds and programs that we don't even know are available), ex. Monies to help with dam rebuilding
- Rachel Mattick-Hughes is a great resource
- Resilience for seismic issues
- We need a regional Economic Development group for collaboration wider than Lincoln County
- Melissa Murphy, RDO for Business Oregon
- Used to have County-wide economic development (and other topics) meetings every other year with approximately 300 invitees, very productive, engaging, and connected
- Coordinate with new mayors and legislators on the Coast (we recently switched from 5 Democrats and 2 Republicans to 5 Republicans and 2 Democrats)

#### East County Listening Session

Attendees:

Judy Richter, Toledo City Manager

Bud Shoemake, Port of Toledo

Rod cross, Mayor of Toledo

Anna May, Starker Forests

Commissioner Hunt

- \$135,000 set aside for \$15,000 (maybe \$25,000) grants possible economic development projects in Lincoln County

Bud

- Highlighted money coming to Toledo boatyard and boat houses
- Port is developing a marketing plan that will be completed before he retires
- Workforce Development – Taft HS welding program with 200 people on the waiting list, need new building 3-4 times the size of the current building to provide space for the program to grow, the School District and OCCC are partners in this project, it is close to the industry
- Maritime Administration grant – the Professor and consumables are supplied by the grant, creates and internship/apprenticeship program for Waldport, Toledo, and Eddyville students. One of the graduating students was hired right out of HS as a welder in the boat yard
- Urban renewal monies used on the dock
- Don Davis is a retired local urban planner who is ready to help with planning needs

- Need to utilize the EDA to procure planning funds, not so easy for private industry to get those monies

Rod

- Toledo is rebranding their business districts (Paul working on this too) with an emphasis on the Arts, hired Sequoia Consulting for this project, trying to get travelers to turn off Hwy 20 as they travel through
- Developing new wastewater treatment process, and tribes will start manufacturing the new treatment medium
- Working to develop a marine Technology School in Toledo with a OCCC Professional Certificate – working on a partnership with OSU and the Hatfield Marine Innovation Lab, but the stumbling block is that they need to own the property before they can invest in it
- Affordable Housing – have a site zoned and set aside for an affordable motel with a focus on fishermen – Need to use Oregon Prospector to attract business people looking for such a site
- Georgia Pacific is installing electric car charging station at the Port with one site at the Toledo City Hall
- Appreciates the EDALC (“they are a very important tool for help in Toledo”), especially the grants that can be leveraged
- The tribe needs to be included in economic development and planning because they are a primary economic development driver in the County (note: they were invited, but didn’t choose to attend) – we need to work hard to build back bridges with them and stop treating them as an afterthought. They control 70 acres of Industrial zoned property around Stedco BC
- Need Georgia Pacific at the table too

Judy

- Accounting skills need to be taught at OCCC

Anna

- Need to maintain and potentially upgrade infrastructure such as roads as transportation corridors for moving logs, and emergency and disaster response facilities in Eddyville (East County Rural Fire Protection District – with a few paid staff, but mostly volunteers)

Commissioner Hunt

- Fire Dept contacts are Jeff Doyle and Randy Hereford

Who is not at the table that needs to be:

- Chamber of Commerce
- Georgia Pacific, contact CJ Drake 541-272-4781 (c) and 541-336-8202 (w)

- Tribe has unique relationship with Lincoln County centered around meaningful dialogue
  - County Admin meets with Tribal Council every year, Tribe pays Lincoln County approximately \$100K every year