

# **Douglas County Economic Development Forum Summary Report**

**Final Report**

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## TABLE OF CONTENTS

<b>BACKGROUND.....</b>	<b>1</b>
<b>PURPOSE .....</b>	<b>1</b>
<b>METHODOLOGY .....</b>	<b>1</b>
<b>ORGANIZATION OF REPORT .....</b>	<b>2</b>
<b>TOURISM .....</b>	<b>3</b>
<b>SMALL BUSINESS GROWTH &amp; RETENTION .....</b>	<b>4</b>
<b>ASSET MAPPING &amp; BUILDING ASSETS .....</b>	<b>6</b>
<b>DIALOGUE BETWEEN SECTORS .....</b>	<b>7</b>
<b>HEALTH CARE.....</b>	<b>8</b>
<b>A COUNTY-WIDE VISION FOR ECONOMIC DEVELOPMENT.....</b>	<b>9</b>
<b>COLLABORATION DISCUSSION .....</b>	<b>11</b>
APPENDIX A: TOURISM DISCUSSION NOTES .....	12
APPENDIX B: SMALL BUSINESS GROWTH & RETENTION DISCUSSION NOTES .....	15
APPENDIX C: ASSET MAPPING DISCUSSION NOTES.....	19
APPENDIX D: DIALOGUE BETWEEN SECTORS DISCUSSION NOTES .....	23
APPENDIX E: HEALTHCARE DISCUSSION NOTES .....	27
APPENDIX F: COUNTY-WIDE VISION DISCUSSION NOTES.....	29
APPENDIX G: COLLABORATION DISCUSSION NOTES .....	32



## **BACKGROUND**

The Coalition for Good Governance (CGG), a coalition of Douglas County citizens, has been examining economic development efforts in the County. The CGG identified the need for a broader range of economic development activity in the county, including small business retention and growth, encouraging entrepreneurialism, and support for outlying regions of the county. They have partnered with Umpqua Community Development Corporation (Umpqua CDC) to direct an initiative to develop strategies for economic development in the county. Umpqua CDC is a non-profit agency that provides microenterprise technical assistance and management of economic development projects.

The CGG and the Umpqua CDC contracted with the Community Planning Workshop (CPW) at the University of Oregon to conduct an analysis of Douglas County's current economic development efforts. The project includes the following elements: (1) an inventory and evaluation of economic plans in Douglas County; (2) a list of major organizations involved in economic development activities in Douglas County; (3) a review of stakeholder perceptions about the effectiveness of economic development activities; and (4) a community economic development forum to discuss the research findings and future actions and opportunities.

## **PURPOSE**

The goals for the Douglas County Economic Development Forum were to:

1. Share information about the economic climate of Douglas County with key stakeholders in economic development.
2. Engage stakeholders in dialogue on topics related to the data presented and encourage participants to share strategies/resources related to the topic and talk about ways to work together.
3. Discuss possible collaborative structures for this group to continue working together.

These goals were developed by Umpqua CDC, CGG and CPW during the planning stages of this project.

## **METHODOLOGY**

The forum was held on October 28<sup>th</sup> from 10am-2pm at the Winston Community Center.

Forum attendees first saw presentations from OSU and CPW about the current economic climate in Douglas County and then participated in three rounds of discussions on topics related to the data. During the first two rounds participants chose between one of six table discussions listed on the next page. Both rounds of discussion lasted for 35 minutes.

1. Tourism
2. Small Business Growth & Expansion
3. Asset Mapping & Building Assets
4. Dialogue Between Sectors
5. Health Care
6. A County-wide Vision

During these two rounds participants were asked a set of questions by the table's facilitator. The facilitator also requested one member of the group volunteer to report back to the larger group the top three to five ideas from the discussion.

The third round focused on the topic of Collaboration. All attendees of the forum were asked a set of questions for discussion by the table's facilitator.

The first six discussion topics were decided upon through a collaborative process between CPW and the CGG members. CPW initially suggested the topics Tourism, Small Business Growth & Retention, Asset Mapping & Building Assets, and Dialogue Between Sectors. These four discussion topics were chosen after comparing data from the inventory of existing economic development plans in the county and reviewing comments from the stakeholder interviews. An analysis of these two elements made apparent opportunities for discussions in the areas of Tourism and Small Business Growth & Expansion and also presented opportunities for further exploration in Asset Mapping & Building Assets and Dialogue Between Sectors. The topics of Health Care and A County-wide Vision were added by members of CGG. Data presented to CGG from Oregon State University's Department of Agricultural and Resource Economics' Rural Studies Program and the CGG's knowledge and history within the county influenced their decision to add these two tables for discussion.

## **ORGANIZATION OF REPORT**

This report is organized by the seven topic discussions and for each lists the questions presented by the table facilitator, major themes that emerged in the discussion and suggested next steps crafted by CPW. The appendices to this document are critical as they are the complete discussion notes from each table. The appendices should be used to understand the major themes more deeply and the rationale behind the suggested next steps presented by CPW.

The goals for discussions on the above topics aimed to learn and share information about economic development in Douglas County, to create strategies for developing and expanding these areas of focus, and to learn new approaches for supporting collaboration between the many and various entities, cities, and communities in Douglas County. The major themes and suggested next steps presented here can be used as a starting place for the County to move forward in these focus areas.

# TOURISM

## Questions

- A. What are the existing tourist attractions in Douglas County and which of these has the most potential to support the county's economy?
- B. What actions can take place to support these tourist attractions?
- C. What would a county-wide effort to support, expand and market these attractions look like? What actions need to take place?
- D. What linkages to other businesses, communities, assets and/or industries could be made within the county that could benefit and support these industries?
- E. The wine industry appears to be an example of a successful product made in the county and has the ability to support and link to new and existing businesses. Are there steps that can be made or new linkages that can support, grow and market the wine industry?

## Major Themes from Discussion

### **Create and support a consistent county-wide vision for tourism**

- Start a county-wide events clearinghouse
- Develop and market county-wide tours linking various events and businesses
- Develop consistent signage and branding for county. Use signage and wayfinding devices to help tourists find their way to all parts of the county
- Link byways in county from border to border
- Support and market small community events throughout the county
- Support and market year-round community events of various sizes and varieties

### **Encourage various forms of Agri-tourism**

- Support the wine industry
- Encourage sectors and businesses that support the wine industry and other successful or emerging tourism industries

### **Encourage various forms of Eco-tourism**

- Support various forms of tourist events, guided tours, etc. which utilize various natural resources and landscapes in the county

- Link and market businesses and events from border to border and from mountains to rivers to the coast

## **Suggested Next Steps**

Develop case studies from Walla Walla and Sonoma and use as models for developing agri-tourism in Douglas County.

Create partnerships and increase coordination among tourism-related sectors.

Create an asset map focused on tourism (include assets from each community).

Develop and promote a brand for the county.

Explore new county-wide funding mechanisms for developing and promoting tourism.

## **SMALL BUSINESS GROWTH & RETENTION**

### **Questions**

- A. List specific small businesses (or sectors) in the county that appear to have the ability to successfully grow.
- B. How can the County better support these small businesses' growth, expansion and marketing? How can small businesses be supported during the start-up phase? How can small businesses be supported during the growth and expansion phase?
- C. How can we help businesses better understand where to go for the technical assistance they want or need?"

### **Major Themes from Discussion**

#### **Support existing and growing small business and sectors**

- Umpqua Dairy
- Wineries
- Retail and markets
- Farmers

#### **Link businesses to local markets or opportunities for new markets**

- Identify complementary needs of local businesses and create local manufacturing to support those needs (e.g., do the wineries need packaging, corks, labels, etc. that can be produced locally?)
- Support value-add products and markets
- Keep businesses local and avoid shipping raw materials out of county for production

## **Develop a system or entity that focuses on collaboration, support and marketing**

- County Chamber of Commerce or small business consortium
  - Cost of funding could be shared between cities, communities and businesses
- Market local businesses and opportunities for new businesses
  - Market as a part of county's identity and small-town benefits
- Utilize and support existing structures and resources
  - UCC and incubator
  - Existing and underutilized assets in county (i.e. Canyonville has four certified kitchens that are rarely used)
- Avoid businesses competing with each other and support collaborative efforts
  - Winegrowers could work in association with each other (e.g., they could form a wine/art walk).
- Work with County to streamline regulation and reduce fees for small business
- Work to provide internet and other amenities and resources to outlying areas

## **Suggested Next Steps**

Consider the creation of a county-wide chamber of commerce to support small businesses and be a clearing house of information and resources.

Identify strategic partnerships needed to help businesses expand.

Conduct "exit interviews" with larger businesses that have left the area.

Host yearly small business networking event.

Identify businesses with potential to expand and help them find resources.

Identify legislative and infrastructure barriers for businesses.

Expand "Think Local" campaigns.

Catalogue and advertise small business resources.



# ASSET MAPPING & BUILDING ASSETS

## Questions

- A. What asset/opportunities currently exist in the county? (add-on to mapping exercise)
- B. Which of these best support the economic vitality for the whole county?
- C. What can the County do to support, develop and market these assets?
- D. What actions can we start to support, develop and market these assets?

## Major Themes from Discussion

### Supporting existing local markets and resources

- Prevent jobs that work with local materials and manufacturing from leaving county and encourage the production of value-added products
  - Local production, packaging, marketing, distributing, and consumption
    - Mills, wood working, crafts
  - Opportunities to turn local raw materials into value-added products
    - Wood products
    - Food and agriculture
    - Feed stock (for production of bioenergy or creation of compost)

### Develop, market and link assets within the county

- Diverse workforce
- Culinary program
- Wine industry and UCC program
- Livability and local beauty
- Land base
- Natural resources
- Tourism

### Suggested Next Steps

Complete asset map for Douglas County – use Asset Based Community Development (ABCD) approach to create actions from items on the map. (See the ABCD Institute’s websites for more information: <http://www.abcdinstitute.org/>)

Identify “focus areas” for the county (or different areas of the county) based on existing assets. Develop strategies to add value to those assets.

Create a coordinated, county-wide marketing effort.

# DIALOGUE BETWEEN SECTORS

## Questions

- A. What are existing examples of sectors within Douglas County that strengthen and add value to each other? (e.g., a local restaurant that purchases produce from a local farm and processed food from a local canner.)
- B. What local businesses or sectors could begin to work with and build off each other?
- C. What businesses or sectors could be built-up from within the county to support existing businesses?
- D. What efforts need to happen at the city and county-level to support these efforts?

## Major Themes from Discussion

### **Supporting businesses and markets with resources found in the county and opportunities for new markets and production**

- Adding value by processing and marketing commodity agricultural goods locally (i.e., shifting commodity goods to locally processed goods)
- Value added wood products, to use both in and out of the county
- Tourism (showing off Douglas County) to real estate market
- Investigate new and innovative ways to connect sectors and markets
- (As stated in Asset Mapping section) Prevent jobs that work with local materials and manufacturing from leaving county and encourage the production of value-added products
  - Local production, packaging, marketing, distributing, and consumption
    - Mills, wood working, crafts
  - Opportunities to turn local raw materials into value-added products
    - Wood products
    - Food and agriculture

- Feed stock (for production of bioenergy or compost)

### **City and County support for dialogue between different sectors**

- Effectively communicate
  - Structure- e platforms to encourage participation of outlying communities that have to travel long distances
- Have a theme to all efforts (a vision)
- Support sustainable policies and practices

### **Suggested Next Steps**

Help smaller towns leverage relationships with each other.

Identify potential complementary markets by talking to current business owners and assessing their needs. Promote these opportunities to entrepreneurs in the county.

Develop and communicate a strategy for smaller towns to follow.

Identify opportunities and needs for adding value to items locally. Conduct a market analysis.

## **HEALTH CARE**

### **Questions**

- A. What would efforts to take advantage of economic opportunities in health care in Douglas County look like?
- B. How can we improve recruitment efforts?
- C. How can we make this a more desirable environment for physicians?
- D. What can we do to encourage people who have insurance to spend their health care dollars in the county instead of leaving it?

## Major Themes from Discussion

### City and County support

- Encourage development of quality retirement homes
  - Rezone to allow for higher density developments

### Communicate and support physicians

- Re-create committee to welcome and support new physicians and families into the community

### Medical vision and marketing

- Due to size of community, hospital cannot be everything to all people; select and market specialties the hospital and community would like to have
- Encourage doctors to engage in professional development and education
- Advertise awards recently won by hospital and physicians
- Brand and market community and local assets to potential physicians
  - Market small town livability, natural beauty, resources, awards, etc

## Suggested Next Steps

Identify shared medical care needs of smaller towns to help them leverage limited funding.

Choose specialties/focus areas.

Encourage professional development of current physicians in identified focus areas.

Identify doctor exchange and internship programs to recruit short term medical assistance from.

Conduct “exit interviews” with physicians who have left the community to assess why and create actions from answers.

## A COUNTY-WIDE VISION FOR ECONOMIC DEVELOPMENT

## Questions

- A. What potential county-wide visions should be explored? How would that vision stimulate economic development? What about a vision around tourism or the wine industry? What about sustainable building materials like the Chabin study suggests?

- B. How can the various economic constituencies around the county coalesce around a unified vision for economic development? What type of process would be needed? What's the best way to reach a consensus?

## **Major Themes from Discussion**

### **Support a county-wide vision and individual voices of communities within a united county**

- Celebrate the county's various regions, communities, and cities
- Be inclusive and look for commonalities that can encourage support between communities instead of competitiveness

### **Develop an entity to oversee the development of a unifying vision**

- Involve elected officials to represent public opinion to report to the County or steering committee, which would oversee the development of a unifying vision
- Involve various voices: Organizations and associations, local businesses, and the general public

## **Suggested Next Steps**

Identify a common focus/vision for the county.

Use potential visions identified at this forum as a jumping off point (see Appendix F).

Present potential visions to the County Commission and have them decide or narrow down the options and have the whole county vote on it.

Develop an inclusive process for gathering input from stakeholder groups and community members.

Articulate and communicate the value/benefits of having a county-wide vision (what's in it for the small communities?).

# COLLABORATION DISCUSSION

## Questions

- A. What would the most successful collaborative arrangement/structure for a county-wide effort look like?
- B. Would a neutral, third party supporting a collaborative process ensure its success?
- C. What actions to support collaboration can start today with us?

## Major Themes from Discussion

### Develop a singular entity to encourage collaboration

- A county-wide Chamber of Commerce, a clearinghouse
- Need a neutral third-party that does not require buy-in

### Define roles of various entities in county

- Who are the entities and what are their roles (many appear to be confused what the roles of the Partnership and the DCIDB are)
  - Are these entities linked and do they support each other?

### Forms of communication

- Create opportunities for regular meetings and check-ins
- Include various forms of communication
  - Electronically: on-line forum, electronic platform (due to distance between communities), satellite TV, radio, email list-serves, or blogs
  - Also include local hubs for meeting and reporting out to overseeing entity
  - Develop a singular calendar and way to share information and events between communities. Possibly on the County website?

## Suggested Next Steps

Involve the county commissioners.

Develop an electronic means to share information and collaborate.

Explore funding opportunities to hire neutral third parties to coordinate efforts or conduct needed research.

Define roles of various entities involved and assess the gaps that need to be filled.

# APPENDIX A: TOURISM DISCUSSION NOTES

## Questions

- F. What are the existing tourist attractions in Douglas County and which of these has the most potential to support the county's economy?
- G. What actions can take place to support these tourist attractions?
- H. What would a county-wide effort to support, expand and market these attractions look like? What actions need to take place?
- I. What linkages to other businesses, communities, assets and/or industries could be made within the county that could benefit and support these industries?
- J. The wine industry appears to be an example of a successful product made in the county and has the ability to support and link to new and existing businesses. Are there steps that can be made or new linkages that can support, grow and market the wine industry?

## Discussion

### Tourism as a support for the local economy

#### SUCCESSFUL TOURIST ATTRACTIONS IN THE COUNTY

- We should be looking at Walla Walla & Sonoma as destinations and take tips from them. The wine industry can provide a destination attraction.
- I think the only identified opportunity is the wine sector.
- Food. An airport. People coming from out of state can be pulled in -there are not a lot of reasons for people to come here unless they want to come to waterfalls.
- I would like to see more diversity in what we have. What we have right now are: Casino, rafting, fly fishing, Wildlife Safari, and Diamond Lake. I'd like to see more to bring that all together. Have transport but expand that to have tours up the river to increase driving travel. The wine industry can be a base for that.
- It cannot operate on its own. Tourism doesn't appear to be a priority. Right now there is a lot of one mindedness because one sector is working on this – tourism only comes from their perspective. Diversity is so critical. Have to look at other areas and put some effort into them.
- The river is an asset. The downtown group has been developed, but folks are tired of planning -they want to see action.
- Alpaca farms that sell goods on the internet could be attractions. Another opportunity exists in agro-tourism. We need to develop that. It's big in Europe. Think Local Umpqua -UCDC is working on this right now. The Whipple Community

Center is a major hub that could be used for draws in the area. An asset that can draw people to and from destinations they travel. The Applegate house Adoes Apple Days. The small community events like that can be a draw.

## **Actions to support local tourism**

### **ATTRACTING PEOPLE TO THE COUNTY**

- Windsailing and wineries made Hood River go from a dive to Ashland style success. We could generate this. They have been able to draw people from Portland. People from metropolitan areas don't like to travel south, but they travel north. How to get people to travel south instead. Or look south to CA like the Casino does.
- Where do people go when they are coming through our area to see what is going on? There needs to be more of a coordinated effort for the events. There should be a county-wide events clearinghouse -this can be with chambers of the cities, etc. It should help the communities complement the events going on while informing visitors of everything the county is offering.

### **INCREASING EFFICIENT TRAVEL TO THE COUNTY AND WITHIN THE COUNTY**

- ODOT has a strangle hold on signage control/ restrictions (for Freeway) and they are not accommodating to talk about it. This issue needs attention. Instead of dealing with ODOT, we could do what everyone else does and paint your ad on a large truck and park it on someone's property by the freeway.
- We need signage & opportunities for tours. How close is the nearest airport? An airport could service Central Douglas County. Could we create linkage with EUG airport? Still the 'traveling south' issue. People don't like to travel south. Probably a small -almost impossible opportunity to get an airport.
- I think that we have scenic byways that link all of the Cities -Rogue Umpqua, Crater Lake, etc. People who go on byways stop because they are driving the roads. We need to take advantage of the byways and supporting them. We should be getting the businesses to take on the tasks of promoting the byway and the towns and their events. Should the Chambers take this on? ODOT is the managing entity.
- We could be creating one complete byway from border to border in the county. We have wild and scenic rivers that can have people boat on continuously as well since there are few dams. We are a destination-county. If we want to go to the casino, reservoir, coast, etc we can. We have so much to do all right here, but we have to travel to the destinations. Good fishing, swimming, recreation opportunities all over.
- We need: branding, tax to support, countywide funding, more of a concerted effort by the County. Tourism to specific cities brings people who drive by/ through all of the other cities.

### **FUNDING**

Room taxes help fund the cities to seek tourism promotion.



## SUPPORTING THE WINE INDUSTRY

- The Umpqua Valley wine association is self centered- they compete for customers instead of banding together, but it would be an organization to talk with to get them to collaborate with each other.
- There is a little store in Myrtle Creek that has several types of wine in her store, opportunity for a wine walk. This will be an event coming up with several businesses. The popularity of the wine attraction can happen real quickly.
- Wineries make more visitors passing on the roads through all the towns.

## **Ideas to Report Out to Group**

- Golf courses
- Tour groups -multi-day vacations
- Wineries as niche
- River as a tourist magnet
- Issues with signage
- Image
- Tours
- Airport
- Scenic Byways and good roads can be linkage for tourists
- County-wide event clearinghouse (website, brochures, calendar)
- Branding: County-wide and local
- Agri-tourism (farm tours, wineries)
- Promote attractions in each community
- County-wide funding

# APPENDIX B: SMALL BUSINESS GROWTH & RETENTION DISCUSSION NOTES

## Questions

- A. List specific small businesses (or sectors) in the county that appear to have the ability to successfully grow.
- B. How can the County better support these small businesses' growth, expansion and marketing? How can small businesses be supported during the start-up phase? How can small businesses be supported during the growth and expansion phase?
- C. How can we help businesses better understand where to go for the technical assistance they want or need?"

## Discussion

### Growing the economy through existing small businesses

#### LOCAL SMALL BUSINESSES THAT CAN BE SUPPORTED

- Dairies/milk producers working with Umpqua dairy
- Wineries with packaging opportunities (manufacturing)

#### PARTNERSHIP STRATEGIES: MARKET COUNTY AS SUSTAINABLE BUILDING AREA

- Value added wood (chairs, cabinets)

#### EMERGING SECTORS THAT CAN SUPPORT SMALL BUSINESSES

- Retail, farmers market. Farmers markets are an opportunity for emerging businesses to try the product out before investing in storefront. Can they be expandable beyond food and crafts?
- Canyonville: In store bakery at Tom's natural foods. He purchases from local growers. There is the potential in store to offer other foods, but Tom has no energy/time to expand. He needs to take advantage of people driving by that want natural foods.

### Resources for small businesses

#### MARKETING AND BRANDING

- Myrtle Creek has implemented program to expand, grow, retain. City offers free business plans. Owner must be the implementer. Had author come down and provide training. Obstacle is education of entrepreneurs. Businesses state it helps.
- Marketing of these local/sustainable opportunities? Non-profits cannot advertise these opportunities. How can the service providers help the businesses identify resources for marketing, etc?

- Think Local book is doing it well. But some businesses are suspicious of it.

#### COLLABORATION AND SUPPORT

- Chambers of Commerce
  - Important to get strong chambers of commerce.
  - Oakland – Core group of active people. Not enough businesses to support strong chamber. Why do this when no one is open?
  - A county-wide Chamber. Funding could be shared
  - Or a Small Business Consortium. Chamber may be weighted term.
  - County chamber could funnel down information to communities and to business.
  - Update and strengthen chambers. Need to clarify function. Once a year conference. Bring in young business owners. Mixers.
  - Roseburg chamber - programs/advertising. Have Roseburg visit other chambers.
  - Chambers attend each other's meetings.
  - North County chambers getting together.
  - Use technology to share information between chambers.
- Many resources at UCC

#### SECTORS THAT COULD GROW/COLLABORATE TOGETHER

- Partnership looking at technology that includes incubator the tribe is developing. Expand to other sectors (Terra Firma, Umpqua Oats, Umpqua Dairy). These are companies with expansion but no partnership to help them to expand.
- How do we keep businesses from leaving...need to support them?
  - Bayliner/AICan -- What could we have done to keep our plant open? Did anyone try and keep them?
  - Orenco -- Need to have a conversation with them ahead of time.
- Winegrowers -- in competition but in association with each other. Need to work with other businesses, such as the Oakland Wine/Art walk
- Ask winegrowers what we can do to support them
  - Myrtle Creek -- wine being sold in antique store. Got special permit to do this.

- Expand small business services/market services better
- Open communication between various groups/chamber
- Conversations with the businesses that are quietly being successful to find out what they would need to expand

### **Barriers to small businesses**

- Transportation. One railroad. Far from customers. World economy. Gas increase in cost will make it worse. Transportation needed for manufacturing
- Orenco Systems in Sutherlin. They are a green business. State laws are choking them.
- Biggest stumbling block is regulations/fees
- Upfront costs
- Fire code
- ADA
- Distribution/transportation is an issue in all areas
- Minimum wage
- Out of work contractors licenses can only do so much work as handymen due to the minimum amount of money a handyman can get per job.
- Access to money to support businesses. Capital. Banks not doing new business investment
- Internet/web infrastructure in outlying areas

### **Opportunities for small businesses**

- Certified kitchens. Canyonville has four kitchens that no one is using other than the public (fire hall, Masonic). We could set up a system to utilize them.
- Saw dust/manure makes compost. Mills and Wildlife Safari could work together. But it is regulated.
- Local products/benefits... need to educate the public about the value of buying local.
- Make easier to market local products
- Education for businesses

- Regulation/permitting...could be tiered or phased in. For example, a business could start small and not have to pay all the permitting fees and see if the business is viable.
- Get people from larger towns to smaller towns. Pull people in with signature business (such as Tolly's in Oakland).
- Need to get internet services to all the valleys. Perhaps link Douglas Fastnet with schools.
- UCC small business programs. May expand to extension campuses.
- Education at K-12 level for business/finance.
- Better marketing of UCC services. Better promotion.
- Education on funding/SBA/local bank lending.
- Enterprise zones

## APPENDIX C:ASSET MAPPING DISCUSSION NOTES

### Questions

- A. What asset/opportunities currently exist in the county? (add-on to mapping exercise)
- B. Which of these best support the economic vitality for the whole county?
- C. What can the County do to support, develop and market these assets?
- D. What actions can we start to support, develop and market these assets?

### Connecting resources and businesses to each other as means for support

#### GOALS FOR ASSET MAPPING

- This should be a tool for marketing ourselves to the larger population
- Add value to the assets we have
- Assets are also what we ship out
  - Raw materials
    - Wood products
    - Food and agriculture
  - Mills here process products very minimally and then ship out for further development and production. Sends jobs and money out of the area

#### EXISTING ASSETS

- Raw materials and also semi-produced materials
- Feed Stock: cover a lot of different materials (timber and agriculture)
  - Before Value added to them
- Electricity (relatively inexpensive)
- Industrial lands
  - Vacant Industrial land with capacity for electricity (+power)
  - Large power capacity and availability
- Workforce

- Wood Products
- Other natural resource products
  - Potential commercial products
    - Mushrooms
- Raw material
- Diverse workforce
  - Highly trained technically oriented
  - Workforce
  - Retirees (lots of them – could be an asset)
- Aluminum
- Culinary program
  - Chefs here, but they are leaving
- Livability:
  - People move here for low cost housing
  - Health care is good
  - Electronic communications, telecommunications
- Land base:
  - Agriculture, but not large scale agriculture
    - Doesn't fit the geography and the culture here
    - Geography is an asset
      - Vineyards
    - The climate here is perfect for growing many things
- Tourism
  - Casino
  - RV Park
  - Unique shopping opportunities
    - Art galleries
    - Specialty foods
    - Antique – specialty districts
  - Culture and history

- Lack of small businesses that use the environment (tours, guides)
  - Have some, but not organized and utilized well
  - Land base supports a lot of tourist activities, or could
    - More uses than just timber
- North County is doing this “The Day Travelers”
- Douglas County has its own water basin, self-contained
  - One entity overseeing
- Example of things that are wonderful here, but nobody knows
  - View point assets
    - One in at top of Mt. Nebo should be developed

#### NEEDED ASSETS TO SUPPORT EXISTING ASSETS

- Good restaurants
- Value added wood product production

#### SUPPORT AND DEVELOPMENT OF ASSETS

- Marketing, but hate to imply it is the only way
  - But not just marketing
- Talk to people about environmental amenities
  - Highly productive of jobs, not high-users of resources, low consumption
- A lot of this focuses on Roseburg
  - Outlying areas need to develop their own focuses
- How do you communicate a clear product
- Livability is major. It is high here
- To get the word out, you got to advertise
- Identify the local uniqueness
- Non-profit or ad hoc group
  - Has funding or time to talk about what needs and opportunities there are
  - We have this, we need this
- Industrial Development Board



- What is there mission?
- Can it work with small businesses?
- Within different levels of productivity
- There needs to be a portal or platform for marketing the county as a whole
  - Market anything, but need a unified voice
- We need to focus on small business (Small Mart book)
  - Focus on family wage
- Tourism should be bigger than it is
- The small businesses here are unknown

### **Assets that should be supported within the county**

- Industrial land and (inexpensive) power
  - Large acreages
  - Raw materials
- Value-added wood products
  - Currently we do minimal production to our products and ship it out
  - Add value here and then sell
  - Saw dust
  - Pellet fuel
  - Manure/compost from Wildlife Safari
- Mt Nebo
  - An attraction to visitors and locals
  - Viewing area overlooking Roseburg
- Small town quality
- Agriculture
  - Handcrafted goods

# APPENDIX D: DIALOGUE BETWEEN SECTORS

## DISCUSSION NOTES

### Questions

- E. What are existing examples of sectors within Douglas County that strengthen and add value to each other? (e.g., A local restaurant that purchases produce from a local farm and processed food from a local canner.)
- F. What local businesses or sectors could begin to work with and build off each other?
- G. What businesses or sectors could be built-up from within the county to support existing businesses?
- H. What efforts need to happen at the city and county-level to support these efforts?

### Discussion

#### **Supporting businesses and markets with resources found in the county**

##### LOCAL EXAMPLES OF SECTORS THAT CREATE SYNERGY

- Community College- provides work and force
- Agricultural- vineyards, tourism, weddings, restaurants, B&Bs
- Wood Products, secondary and first wood products (Chabin study)  
Sustainable building products. Adding value to biomass, etc.
- Fisheries and restaurants local food chain versus as a commodity product.
- Beef and lamb industry
- Processing (bottling wine, meat, vegetables)
- When you increase tourism, you encourage a new demographic to move. Retirees are a growing demographic. One of the biggest assets we have.
- College has classrooms, seats, and blackboards. And outreach to business.  
Information hub.
- Private: timber and robots they use in the mills, technology. Get the machines locally.
- Level of healthcare and retired people in the County.

- Regional outreach. We are not just Douglas County. Business Oregon cross-fertilization. Think about it regionally. Rail yard will help Douglas County as well (Located in Coos County).
- Look at layers of transportation. Warehousing and wine warehousing.
- Support of the nonprofits in Douglas county and connection between the two.
- Example: LS Networks installed 300 miles of fiber optics around the county. Go to fire watch (fire towers). The folks that made a part of this fire tower fiber optic equipment is now relocating its business-- from Africa.

#### OPPORTUNITIES FOR NEW OR EXPANDED MARKETS IN THE COUNTY

- Meat processing
- Value added food processing facility
- Airport, depending on what the airport is, attracting additional businesses (commercial business)
- Tourism (Douglas county's amenities) and real estate (attracting retired people)
- Leverage relationships between smaller towns (the county is not just Roseburg)
- Wood product companies. Sustainability efforts. Having these companies share with others. Distribution of green building materials. Brand distribution.
- Sustainability policies and practices. Orenco systems- wastewater system.
  - Structure entrepreneurial energies to piggy back off of this. (Bob)
  - Grade-nine wood (Company in Springfield in Or). Something similar here.
- Part lifestyle and part commerce and capitalism and education.
- Self-employment. Incubator that the Tribes put in a place
- The wine institute. Small business development center through UCC. Incubator through the tribe.
- Keep efforts going to keep dialog going.

- UCC degree programs. Adding another year- a 3-year program. Might be highly resistant by CC administrators
- I-5 Corridor. ODOT Lobbying. More local input to decisions by ODOT.
- IT incubator
- Utilize vacant space. Work with industrial, retail & commercial social services sects, turn it into an asset. Work with realtors, not necessarily property owners.
  - Day care, senior centers—figure out these shortcomings and see if empty space can fill a need.

### **City and County support for dialogue between different sectors**

- There is diversity, and there is a difficulty in communicating this. The last things we need are more meetings. It's hard to have everyone in the same place in the same time. Electronic platform.
  - Coordinating this through the city/county
- A lot of communities are talking. Needs coordination
- Capitalize on a larger vision between primary and secondary industries. Communication between sectors- how can entrepreneurs fit into the picture?
- Make this an agenda item for cities and counties, so they pay attention
- Roseburg is changing zoning, some business may benefit from this

### **Ideas to Report Out to Group**

- Adding value by processing and marketing commodity agricultural goods locally (i.e., shifting commodity goods to locally processed goods)
- Value added wood products, to use both in and out of the county
- Tourism (showing off Douglas County) to real estate market
- Transportation: trucking, airport: expansion and diversification
- Effectively communicate. Structure- e platform
- Have a theme to all efforts (a vision)
- Green building theme

- Sustainability at all levels in all sectors

## APPENDIX E: HEALTHCARE DISCUSSION NOTES

### Questions

- A. What would efforts to take advantage of economic opportunities in health care in Douglas County look like?
- B. How can we improve recruitment efforts?
- C. How can we make this a more desirable environment for physicians?
- D. What can we do to encourage people who have insurance to spend their health care dollars in the county instead of leaving it?

### Discussion

#### Supporting the health care industry in Douglas County

##### ACTIONS TO IMPROVE LOCAL HEALTH CARE

- Improved infrastructure in rural counties. Mobile clinic based on the already-existing Mobile Dental Unit? Clinic in Yoncalla?
- Dial A Bus to local facilities
- Quality retirement homes. Other cities have built quality homes and have very recently been expanded to meet the need.
- Specializing in orthopedics, gerontology, specialties related to an aging population. We can't be 'everything to everyone' because of the size of the population, so we must choose which specialties we would like to have. The recently opened Cancer Center and the heart doctors are doing good work. Heart stint procedures are more than twice what was projected.

##### IMPROVING RECRUITMENT

- Local Doctors Association recently signed a new contract; this may help attract other doctors.
- Communicate with OHSU
- Recruit from other small communities; what can we do to attract you to our town?
- Communicate with internship program in Klamath Falls
- Work with J1 program to bring foreign doctors who need work visas

#### CREATING DESIRABLE ENVIRONMENT FOR PHYSICIANS

- Lobby congressional parties to increase Medicare and Medicaid reimbursement amounts. The new healthcare bill does address this and may put us on equal footing with other communities.
- In the past there have been efforts to find a group of people in the community who can help doctors and their families' transition into the community. Those efforts have dropped off and could be restarted.
- It is a large problem that there are no jobs or opportunities for the spouses of doctors here.
- Ask physicians who leave why they leave. Someone probably already does this. What do they do with this information? How do they follow up on it?

#### ENCOURAGING PEOPLE WHO HAVE INSURANCE TO SPEND THEIR HEALTH CARE DOLLARS IN THE COUNTY

- Rezone so that new retirement homes can be created. Increase multi-use zoning.
- Address realities and perceptions of the quality of care. Can the community support this somehow? Annual physician award?
- Encourage doctors to have better professional development (maybe On The Job Training?). Many people leave because of Centers of Excellence practicing newer and better techniques in other areas. Our doctors have been unenthusiastic about learning those procedures.
- Mercy hospital advertised on I5 about the award they won recently. It is important not to let marketing fall during the recession because using it correctly can bring us out of the recession on top.

# APPENDIX F: COUNTY-WIDE VISION DISCUSSION

## NOTES

### Questions

- C. What potential county-wide visions should be explored? How would that vision stimulate economic development? What about a vision around tourism or the wine industry? What about sustainable building materials like the Chabin study suggests?
- D. How can the various economic constituencies around the county coalesce around a unified vision for economic development? What type of process would be needed? What's the best way to reach a consensus?

### Discussion

Participants had many general comments about what needs to happen for a vision to be developed and named several potential visions for a county-wide effort to pursue and how they might be pursued.

- The various players in the County need to find their common interest first and there needs to be one single thing that the County wants to achieve.
- There needs to be a regional component to it because what will work well in Roseburg is not the same as what will work well in a smaller community; however, the strategies can be complementary.
- There should be recognition and support of self employed people.
- We need to value of all regions in the county because we all contribute.
- We all have to focus on one specific thing and speak the same language about it. The Oregon 150 meeting was a successful example of this.

### Potential County-wide Visions to Explore

#### SUSTAINABILITY

Apply sustainable practices to all sectors in the county. There are lots of aspects of sustainability and it can be used as big umbrella that we can all fall under. The Chabin report recognized this and it is something that more could get behind.

#### DISTRIBUTION HUB

Douglas County can be the distribution hub of southern Oregon. Ingram Books and WinCo distribution centers are already here and I-5 goes from North to South through the County.



## WINE AND TOURISM

Develop the unique features and incredible variety of Douglas County; the whole County is a destination. The potential for the wine industry and supporting sectors (e.g., restaurants, Bed & Breakfasts, etc.) is immense. Douglas County can become the next Napa Valley.

## POTENTIAL TO FEED OURSELVES

Do more to produce and consumer with a local focus. We need to access what we produce here. The people in Douglas County do not consume what is produced here. For example, it is hard for me to buy fish from our coast here in Roseburg.

## LIVABILITY

Broaden livability and quality of life beyond manufacturing. We can tie on to existing assets in the County to promote economic development and be a high performing center with high paying jobs. The amount of transfer payments and other state and federal money coming into this County is a huge economic driver that we should consider.

## VALUE-ADDED PRODUCTS

Add value to our environment, businesses, economy and youth. We need to add value to the things we already mass-produce here. Douglas County exports too many raw materials like cattle, mushrooms, lumber, wood and cedar. We need to better capitalize on what we are producing.

## EDUCATION

Develop a 4-year degree institute. Douglas County is the only place on I-5 that is more than one hour away from a 4-year institute. The County is a natural resources county and a good place for a 4-year or graduate program in that area.

We also need to education our children, keep them in the County and make sure we are developing a workforce that is capable of running the industries that are coming in.

## **How to Unite the County under a Vision**

### Be Inclusive

- The vision needs to be shared by the whole County and we need to find out what we have in common with each other. The root of the issue is that we are all competitive and we try to get at it from what we know best. You have to knock those barriers down. There is a real urban/rural divide in this County and we need to show the advantages to the rural populace.
- The process to develop the vision needs to be inclusive of the whole County and communicated the whole County. The small population base of the County makes this possible.
- We need to move around the County gathering input and then shop it back through the communities.

## INVOLVE ELECTED OFFICIALS AND THE COUNTY

- We need some representation of public opinion to report to the County Commissioners and City Councils. The County Commissioners need to decide what the vision should be.
- We need to develop an avenue for getting the voice of the people to the elected officials.
- The vision needs to include ideas from state and federal government representatives.
- There should be a department within the County that works on the county-wide vision.

## INVOLVE BUSINESS

- It is really important to get input from businesses, which includes people who are self-employed.
- A government and business forum for people to sit down and discuss these issues could be a good way to get these parties talking.

## INVOLVE ORGANIZATIONS AND ASSOCIATIONS

- Use the Chambers of Commerce to gather information. There is an association of Chambers that could be helpful. Some mentioned that a revitalization of the Douglas County Chamber of Commerce may be the best solution.
- There are 19 organizations in the county trying to get their own ends achieved. We need to find common ground because we all want the same thing. One way to do this is to have a forum.

## INVOLVE THE GENERAL PUBLIC

- Have public meetings in each of the towns. We should leave them with something in hand about what we heard and the next steps and then share it with others electronically.
- Plan on doing some advance work. It is important to talk to people in all communities.

## USE A STEERING COMMITTEE

- Need to have a steering committee made up of people from all over the county; that will help bridge the urban/rural divide

## APPENDIX G: COLLABORATION DISCUSSION NOTES

### Questions

- D. What would the most successful collaborative arrangement/structure for a county-wide effort look like?
- E. Would a neutral, third party supporting a collaborative process ensure its success?
- F. What actions to support collaboration can start today with us?

### Discussion

#### **What would a county-wide effort in collaboration look like?**

- I think that having countywide chambers of commerce would be awesome if there were a shared vision. It would go bad if there weren't one. We could be the advisors to such a group.
- There could be an online forum, but there would also need to be some meetings sometimes. Telecommunication meetings could happen. You could go to your local hub and meet then telecommute with the other hubs.
- What are the first steps? Look into the scenic byway business. We need to look into doing the chambers of commerce association. If we can get participation from each community, at least there would be a continuum of what's happening here today. Maybe the county would give us a spot on their website to include the calendar. The commissioners will have to do something if that means keeping the ball rolling, contacting the chambers to get them to collaborate. We should have a Facebook account that links to our Google calendars of events.
- The folks at the table would like to get together and form an effort to create a calendar and do the sharing of materials between chambers and find a way to bring the events out of the county.

#### **A neutral third-party advocating for economic development in Douglas County**

- There needs to be someone who collects data and other work, which requires funding
- In the past there have been issues with non-neutrality and cooperation between communities so it is very important
- The Partnership as it is not a neutral third party
- The economic development message needs to come from the community, not from any one group.

## What are the next steps?

- Would like to see a follow up meeting of the same people in 3 months
- Blogs are useful. See [www.NRMarketwatch.com](http://www.NRMarketwatch.com) for local Douglas County business blog
- Economic issues are discussed on the side at League of Oregon Cities meetings
- Electronic platform (Facebook, electronic listserve, opening page)
  - Who will be responsible to house it, how will it be paid for
  - Have all people chip in a little bit (creates buy-in) More people putting in less money
  - Umbrella partnership
- The Partnership for Economic Development for Douglas County
- Invest time and money from committed citizens
- Economic Development Facebook Page
- How do we continue some sort of dialogue
  - How do we combine with other counties
  - How do we refine
  - Actions
- Clearing House
  - No one knows what each county does or make
  - How do we get this info
    - I.e. Thunderbird manufacturing
      - ½ mile away and he found out in Korea
- County wide effort
  - Industrial Development Board
    - What is their role and how are the partnerships linked to it
    - Do we need to create another entity?
    - Seems like a waste of time and resources
    - Who knows what they are doing
    - But we can't re-write their mission and focus and expect them to expand
      - This is why other groups were expanded
  - "Partnership" type group for businesses??
  - Do we need a third party?
    - Through CGG, UCC, CPW, or...
    - A non-profit?
    - Small Business Development Center?
    - University of Oregon?
      - RARE (comparable)?
  - EDA – get them to sit down and talk

- Might be able to get access to funding
- Funding
  - EDA
  - Ford Foundation
- Emailing
  - People drove a long way to get here
  - Coast is 80 minutes away
  - Divided not just north/south but also east/west
- We need a buy-in with all the businesses
  - Tim Allan:
- Group out of Roseburg and broadcast on satellite TV
  - Or radio