



## 2009-2010 WORK PLAN



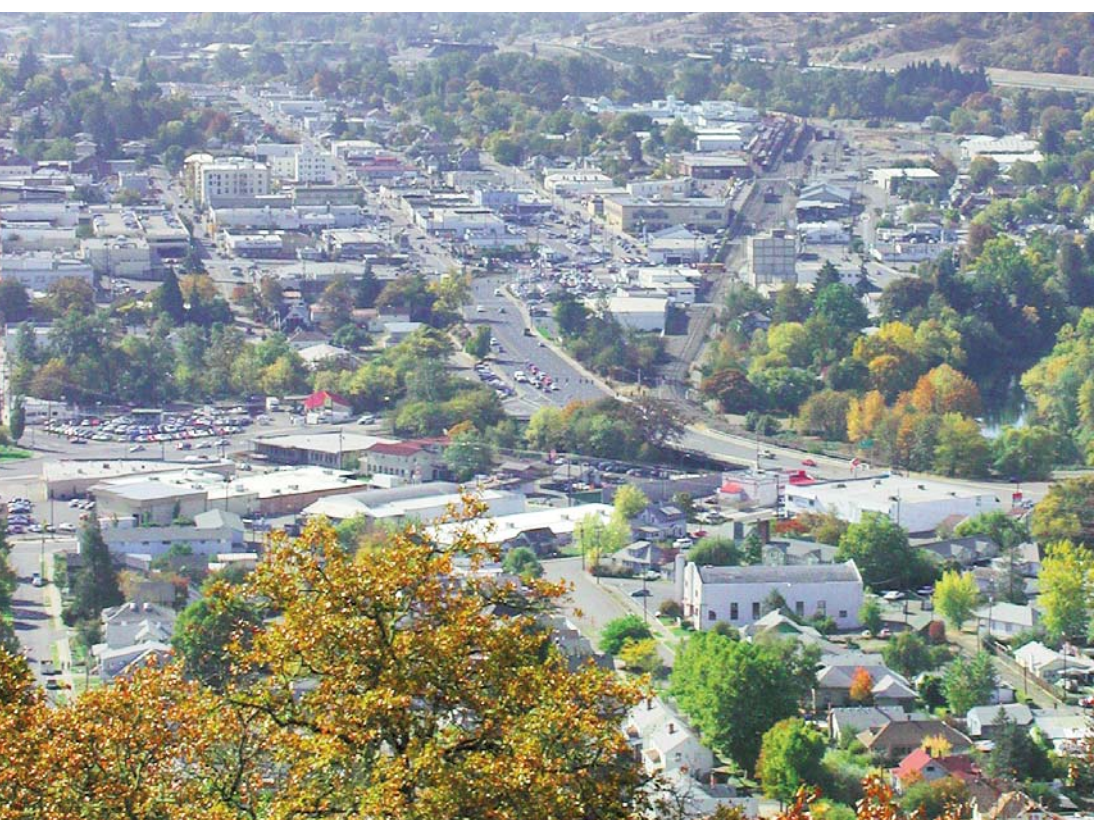
### *Founding Partners:*

The City of Roseburg  
Roseburg Area Chamber of Commerce  
Douglas County Industrial Development Board  
CCD Business Development Corp

### *Our Valued Investors:*

Cow Creek Band of Umpqua Tribe of Indians  
Mercy Medical Center  
Avista Utilities  
Douglas Fast Network  
Pacific Power  
Umpqua Bank





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## ABOUT THE PARTNERSHIP

The Partnership (UEDP) has been the lead collaborative organization for economic development for the Douglas County region since 2001. The Founding Partners: the City of Roseburg, Roseburg Area Chamber of Commerce, Douglas County Industrial Development Board, and CCD Business Development Corp, have agreed that the organization needs to grow with additional private sector partners and investors.

Most economic development organizations are structured with at least a 50% private sector component and currently The Partnership was 100% public sector driven from a fiscal perspective. Private sector involvement can stimulate new ideas and provide additional investment that will create more productivity and results. The private sector and public sector working together can facilitate additional economic development projects that will benefit the local economy, become more involved in setting long-term goals, and play an integral role in driving the region's economic diversification strategies.

The Work Plan for 2009-2010 is an outline of our core programs, administrative functions, and special projects. As we move forward with a larger Partnership our goal is to become more productive and accomplish more together. Please join us for this exciting new era in Douglas County.



## CORE ECONOMIC DEVELOPMENT PROGRAMS

Professional economic development programs focus on 2 key areas that contribute to building their local economy. These include business recruitment, and local business expansion and retention. The common characteristics of these programs are new job creation for their communities.

The significance for UEDP is primary job creation because this is the method by which new money is brought into the local economy. Just as important is retention of existing jobs in the community and UEDP works with existing businesses so that they remain in the community. In contrast to retail, professional or most service sector jobs that circulate money within a local economy, primary (or base) jobs introduce new money into the economy by selling a manufactured product or in some instances, a service, to markets outside the community. Spin off jobs are created by the traded sector. In most cases, traded sector manufacturers buy locally or engage in services provided locally and this creates more jobs.

**1. BUSINESS RECRUITMENT:** The major aspects of recruiting are promoting community assets, due diligence, and follow up. Recruitment of new companies to a community is expensive and takes time and commitment. Companies do not move unless they find new markets, or a need to be closer to suppliers and customers. Moving is disruptive and companies do not make critical moves on a whim. UEDP recruitment has focused on state leads, direct marketing into California and attending industry trade shows. Most site selectors have told us that California is a good recruitment market for Douglas County due to the proximity to California and to the high cost of doing business in California.

### A. Marketing:

**Regional Campaign:** UEDP will leverage funds with neighboring counties for marketing the Southern Oregon region. UEDP is the lead agency for a Southern Oregon mailing campaign. UEDP selects the market, coordinate mailings, and processes leads.

**Site Selectors:** Professional staff who work with large clients looking for new locations for projects. Site Selectors are key project generators. UEDP will attend national and regional events to network with site selectors. UEDP will continue to send E-newsletters to an internal database of site selectors.

**Web site:** Web site marketing is extremely important. Most companies and site selectors start their searches for new sites on the web. In 2008, UEDP completed a website revision that showcases our private/public structure, has an updated look, and is more user friendly. UEDP will update and monitor sites on Oregonprospector.com. UEDP will update our web-site with new information and incentives from state and regional programs. UEDP will keep our industrial sites current.

**Tools for Business:** In 2008 this link was added to the UPEP website. Tools for Business is a one-stop management and marketing resource for small businesses and entrepreneurs.

“ Investing in the Partnership (UEDP) is a commitment by Mercy to help improve the region's quality of life. It's also a smart business decision. Uniting the public and private sectors around a common goal of economic prosperity will result in a stronger local economy and a stronger community. That benefits everyone. ”

Kelly Morgan, CEO  
Mercy Medical Center



“ Investing in The Partnership will result in bringing the private and public investors together to sharpen the focus on diversifying the region and growing the local economy. ”  
*Monte Mendenhall, Pacific Power*

**Public Relations:** E-newsletters, quarterly promotions, and story placements. UEDP will jointly promote Douglas County through the Brand Oregon campaign. UEDP will jointly promote Douglas County through the Southern Oregon Regional Marketing campaigns. UEDP is a part of the Oregon Economic Development Association brand marketing campaign. UEDP will feed all success stories to the brand marketing campaign for story placement by the contracted Public Relations firm.

**B. Prospect Follow Up:**

Follow up on referrals needs to be timely and complete. UEDP will take the lead on follow up with prospects. UEDP researches companies and gathers intelligence that helps move the project forward.

**State Government Referrals:** UEDP will manage the process and database, find sites, put together proposals, follow up with site visits, organize the community team, and follow up on information requests.

**Private Sector Referrals:** UEDP will develop relationships with local and statewide brokers. Large commercial/industrial brokers may have clients looking for sites for projects and UEDP receives calls on a regular basis from the larger brokerages in Portland and Seattle.

**Leads Generated Directly:** UEDP will follow up with phone calls, package proposals, negotiated incentive package, and organize and conduct site visits. Direct leads are generated by trade show contacts, mailings, site selectors, and local company referrals.

**2. LOCAL BUSINESS EXPANSION & RETENTION:** Research has shown that most jobs are created by the local traded sector businesses through expansion. Nationwide, more than 70% of the new jobs in a community are created by those companies already located there. Through attention to local companies and assistance in financing, addressing workforce issues, regulatory issues, and other state, federal or local issues, the local company is encouraged to expand. Many companies are approached on a regular basis by other communities trying to entice them to move to their area, so it is important to pay attention to existing companies so they stay in the community.

**A. Business Visitation Program:** UEDP plans to visit each traded sector business at least once a year.

**B. CCD Business Development Corp:** UEDP will make referrals to CCD for projects that need financing, Enterprise Zone assistance, and Regional Investment Program information.

**C. Workforce Training Programs:** Common concerns, training needs. UEDP sends out the grant applications to traded sector companies requesting training funds. UEDP will advocate on behalf of the traded sector companies regarding workforce issues.

**D. New Business Start-ups:** UEDP will make referrals to Umpqua Community College’s Small Business Development Office for small business start-ups.

**E. Communications:** UEDP will write Newsletters and do community presentations to local service clubs and organizations, chambers, city, and county organizations.

**F. Project Management:** UEDP actively manages selected local business projects that will create new jobs. These projects can range in diversity of their needs including: site issues, infrastructure needs, financing needs, government regulations, permit processes, and labor training needs.



## COLLABORATIVE PARTNERSHIPS

UEDP recognizes that working together with key agencies in the community enhances our ability to be successful. UEDP has formal and informal partnerships. In the future, UEDP will be moving towards more private sector involvement to assist in growing the organization and its results.

- **Roseburg Area Chamber of Commerce:** UEDP is involved in the Chamber Economic Development Committee. UEDP also contributes an article to the Chamber Newsletter on a quarterly basis.
- **City of Roseburg:** UEDP is involved in the Roseburg City Economic Development Commission. UEDP supports redevelopment projects in the city and works on proposals that bring traded sector jobs to the city core.
- **CCD Business Development Corp:** UEDP works with CCD staff on enterprise zone projects and regional investment projects with traded sector job creation projects.
- **Douglas County:** UEDP works with our County Commissioners and the Douglas County Department Directors on economic development projects. The County is very proactive in helping UEDP achieve our mutual goals of family wage job creation.
- **Douglas County Industrial Development Board:** The Partnership works closely with the board to manage the County owned industrial parks and bring users to the industrial parks.
- **Cow Creek Band of Umpqua Tribe of Indians:** UEDP has entered into a marketing agreement with the tribe to market tribal lands for traded sector projects. The tax advantages for projects on tribal lands can be significant and long term. Cow Creek contributes to The Partnership at a Platinum Level of \$10,000 annually.
- **Mercy Medical Center:** Contributes to The Partnership at a Platinum Level of \$10,000 annually.
- **Avista Utilities:** Contributes to The Partnership at a Silver Level of \$2,500 annually.
- **Douglas Fast Network:** Contributes to The Partnership at a Silver Level of \$2,500 annually.
- **Pacific Power:** Contributes to The Partnership at a Silver Level of \$2,500 annually.
- **Umpqua Bank:** Contributes to The Partnership at a Silver Level of \$2,500 annually.
- **Southern Oregon Regional Marketing Team:** UEDP is involved in a regional marketing plan involving 5 southern counties. UEDP manages a mailing and call program to selected traded sector California companies.
- **Lower Umpqua Economic Development Forum:** UEDP supports and communicates with Forum members. UEDP develops proposals for traded sector projects for the Douglas County Coastal area. UEDP organizes site reviews with the Forum team and prospects.
- **Oregon Economic and Community Development Department (OECD):** UEDP works closely with OECD on Economic Development Projects in Douglas County.
- **Oregon Economic Development Association (OEDA):** UEDP is a member and contributes financially to the earned media marketing campaign. UEDP participates with OEDA at trade shows contributing time, expertise, and travel costs to market the state.
- **Umpqua Community College:** UEDP supports and works with the community college to address workforce issues in the community. UCC has recently upgraded the welding department to meet the needs of metal fabrication companies in the area. UCC has also recently added a Vintner and Enology program to enhance our region’s wine industry. UEDP recognizes UCC’s commitment to workforce training for traded sector companies.
- **The Port of Umpqua:** UEDP develops and submits proposals for projects in the Port District. The Port District includes: Reedsport, Winchester Bay, Gardiner, Scottsburg, and Elkton.
- **Umpqua Training & Employment (UT&E):** UEDP works with UT & E on workforce grants to local companies, in addition to supporting the First Source Agreement that companies must comply with who locate in Enterprise Zones.



## RESEARCH PROJECTS

Special projects are those that enhance the community, support entrepreneur's opportunities, and advocate for local businesses in our community. Examples of our 2008-2009 research projects include:

### RESEARCH PROJECTS:

- **Small Business Incubator:** UEDP continues to work with the City of Roseburg on an incubator feasibility study.
- **Vintners & Enology Program:** UEDP continues to support Umpqua Community College's new program that promotes our area as a winery destination. The Program began in the fall of 2008.
- **Coastal Aggregate Mining White Paper:** UEDP supported the creation of a white paper that outlines the economic impact of aggregate mining in the coastal area of Southern Oregon.
- **Industry Cluster Research:** UEDP will work with the Workforce Response Team to assess workforce training focusing on specific clusters that fit Douglas County.

### FUTURE RESEARCH PROJECTS FOR 2009-2010:

- **UEDP** will continue to seek funding to conduct feasibility study for a regional kitchen incubator.
- **UEDP** will research the feasibility of a regional economic gardening concept and work with our collaborative partners on economic gardening.
- **Regional Renewable Energy Development Strategy:** UEDP will work with OECD, Port of Coos Bay and the Port of Umpqua along with Coos and Douglas County. The group would focus on the development of a strategy that would bring renewal energy projects to the region.
- **Wetlands Banking Pilot Project:** UEDP will continue to work with city, county, and state officials to investigate the formation of a Wetlands Banking Project for Douglas County.



## ADMINISTRATION

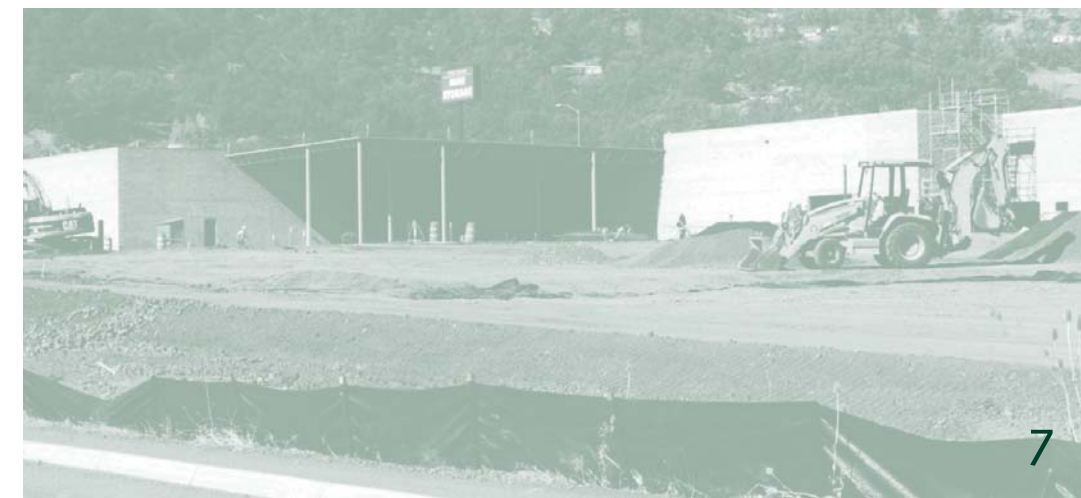
UEDP's administration functions are varied and extremely important to the agency's overall success. Staff management, board management and communication with members are the main activities.

**A. Industrial Development Board:** UEDP reports on a regular basis to DCIDB and presents proposals to be recommended by DCIDB to the County Commissioners. UEDP makes recommendations on industrial property management and DCIDB policy.

**B. Industrial Parks Administration:** This is a key incentive to help bring in new traded sector businesses and assist local business in their expansion plans. By owning and managing the property, we can discount the price to companies that will add family wage jobs to Douglas County.

- **Property Management:** UEDP will market county owned sites. Douglas County owns 5 industrial parks. UEDP markets the parks for job generating projects. UEDP is managing the negotiating process with the County and Douglas County Industrial Development Board.
- **Certified Site Processing:** UEDP is managing the site certification process through the State of Oregon. The site certification program is very desirable to companies because it brings the site to a "shovel ready" level. Most companies looking for new sites do not want to go through months and years of site prep work. There are 20 separate items in each certification process which UEDP works through for each site. In 2008, UEDP hired part-time staff to oversee the project in order to achieve faster results.
- **Private Property Owners and Brokers:** UEDP will do industrial site placement on the Oregonprospector.com website and our UEDP website to assist in marketing to traded sector companies. By adding more property sites to our data base, we are able to give prospects a larger menu of choices.

**C. Partners Advisory Committee:** UEDP prepares budget review, project updates, discussion points, and action items. UEDP will move toward a private/public structure and the board and executive board has become more dynamic and involved in an investors program.





## INFORMATION

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