

2011-2016 Josephine County Economic Development Strategic Plan

Table of Contents **Page 1**

1. Summary and Purpose.....	2
2. Background.....	3
3. General Findings and Recommendations.....	3
4. Mandatory Yearly Evaluation and Metrics.....	4
5. Strategic Plan and Report, by category	
1. Governmental	5
2. General Economic Development Policies	5
3. Clusters	7
4. Natural Resources and Renewable Energy.....	7
5. Workforce and Business Support (including education and housing)	8
6. Enhancement of County Government.....	9
7. Livability, Tourism, and Community Development.....	10
6. Overall Summary.....	10
7. Committee Membership List.....	11
8. Attachments	
1. Main Worksheets/spreadsheets from committees	
1.1. Projects and Timelines	
1.2. Governmental Sub-Committee Worksheet	
1.3. Economic Development Policy Sub-Committee Worksheet	
1.4. Clusters Sub-Committee Worksheet	
1.5. Workforce and Business Development Sub-Committee Worksheet	
1.6. Partner Contacts- List of support agencies, groups, committees, and contact info	
2. SWOT analyses from sub-committee	
3. Regional Comprehensive Economic Development Strategy (CEDS), (year 2000)	
3.1. CEDS amendment, (year 2007)	
4. Josephine County Tele Tech Strategy (2001)	

2011-2016 Josephine County Economic Development Strategic Plan

5. Tourism Department Marketing Plan
 - 5.1. Main Street Program information
6. Economic Development Funding:
Project Evaluation Worksheet
7. Education project examples
 - 7.1. National Career Readiness Certificate (NCRC)
 - 7.2. Examples: BETR Project Colorado
CVS Project, Workforce Readiness report
 - 7.3. Mentoring.org reference info
(chosen site for program definition)
 - 8.7.4 Citizen School reference info
8. Housing policy and program info (www.housingpolicy.org)
 - 8.1. Shared Equity
 - 8.2. Affordable Housing
 - 8.3.
 - 8.4.

1. Summary and Purpose

This 2011-2016 Josephine County Economic Development Strategic Plan provides a five year outlook for economic development opportunities and project specific timelines for Josephine County, as well as partner organizations. The report was developed by the Economic Development Steering Committee (EDSC), as directed and contracted by Josephine County with Southern Oregon Regional Economic Development, Inc (SOREDI).

This committee includes representatives from a large cross section of Josephine County citizens representing governments, businesses and residents at large. Board membership was determined by volunteer interest and recommendation through many partner groups, including SOREDI and the Josephine County Board of Commissioners.

The collective goals of the region were established in the Comprehensive Economic Development Strategy (CEDS), as accepted by the county on June 7th, 2000 (See attachments 3 & 4). While the CEDS generally covered the region, that report had no specific plans for Josephine County. This Strategic Plan uses CEDS goals to identify specific projects and partners within the County.

Paraphrased for this summary report, the CEDS mission and goals are to:

- **Foster a growing and diverse economy.**
- **Assist existing local businesses with growth and expansion.**
- **Provide an educated, trained, highly qualified workforce matching the current and future needs of regional employers.**
- **Support development of needed infrastructure to promote economic stability and growth.**
- **Collectively build employment opportunities.**
- **Diversify the economic base of the region by promoting new businesses recruitment and growth, providing economic resiliency.**
- **Promote the creation of jobs with wages and benefits higher than the regional average that are compatible with community values.**
- **Increase supply and availability of capital for business start-up and expansion.**

2011-2016 Josephine County Economic Development Strategic Plan

- **Improve communication and coordination with our partners.**
- **Strive for efficient government services/procedures to promote economic development.**
- **Promote global competitiveness of the region's business clusters and consortia.**

As represented in this Strategic Plan, top level goals and efforts are defined as:

- A top level County leadership engagement of existing partners for the purpose of improving the County business climate.
- Review and revision of regulatory policies to improve planning, permitting, land use policy, a general County government in an effort to streamline services after recently required reductions in staff and budget.
- An improvement of the County's general economic development policies to assist business.
- Assist private sector downtown and county-wide efforts to improve the livability and attractiveness of the county, in the effort to attract quality business and workers.
- Support tourism and art community efforts as potential game changers for the County economy.
- Encourage cluster opportunities.
- Provide metrics and specific project funding guidelines to assist the County in tracking economic progress making quality decisions related to use of economic development funds.

2. Background

Once heavily dependent on a natural resource based economy, with many family-wage jobs available across the region, the region's traditional economy has given way to a more diverse base of business sectors, with large gains in service, tourism, and traded sector business. This natural resource based economy has decreased dramatically with the general closure of the federally owned lands within the county, and has not yet recovered. The recent economic downturn has greatly affected the region since the 2000 and 2007 CEDS and other regional planning efforts were approved, but the effort by the EDSC generally identified the same top level concerns as those identified in past planning efforts and business surveys conducted every three years since 1999 by the Grants Pass and Josephine County Chamber of Commerce Business Retention and Expansion (BR&E) Committee. Localized strategic planning efforts in economic development were generally left to chance during boom times, with singular project-related efforts proving to be only moderately successful.

The region has been greatly challenged by the reduction and impending loss of federal O&C timber harvest funds which has caused closure or reductions in governmental support, infrastructure, libraries, community and public services, historical societies, schools, and public safety. As of this reporting, County unemployment is nearly 15%, access to capital for businesses is scarce, home values continue to decline, and the general economy remains relatively stagnate compared to past positive growth.

The EDSC also gave serious consideration toward preserving natural resources and regional beauty; that said, over-development in the name of jobs was not ever an option. The challenge of the committee was to define a balanced, prescriptive strategy to help the County overcome these challenges and regain positive economic footing, while honoring and protecting its inherent strengths.

2011-2016 Josephine County Economic Development Strategic Plan

3. General Findings and Recommendations

With the goal of improving the environment in which business can prosper, the EDSC met initially as a full committee to brainstorm ideas, and then split into four sub-groups to focus on policies specific to Government, Clusters, Workforce and Business Support, and General Economic Development. Some ideas and projects crossed the boundaries of multiple sub-groups, so were grouped into the action category they seemed to fit best. SWOT (Strength, Weakness, Opportunities, Threats) analyses were undertaken by the sub committees, are referenced throughout and included as attachments. This summary plan will outline general recommendations and findings and refer to attached documents for more detailed information.

In most cases, and in the interest of supporting a broad range of existing efforts, the committee recommends engagement with current umbrella organizations as the most logical choice for championing a specific effort. The committee recognizes that many recommended projects are already supported by existing groups and funding streams at very little cost to the County. While specific projects will certainly require new funding and the County may be asked to support those projects at some level, there are no specific funding requests to the County within this strategic plan.

The committee strongly encourages the County to consider the simplicity, logic, and benefit of generally supporting this unique, cost effective plan and take advantage of strong partnerships that already exist. By County resolution and approval, this strategic plan will officially support those partners in their current efforts and foster future achievements that only strong partnerships can provide. It is a true win-win scenario for the County and its citizens.

4. Mandatory Yearly Evaluation and Metrics

The committee recognizes that many great plans involving many citizens and hours of effort may sit on a shelf for many complicated reasons. The committee recommends calendar year evaluations by ad hoc members of the EDSC and County staff as recommended by the Board of County Commissioners (BCC). At the beginning of each year, the BCC's Economic Development Liaison, SOREDI will reconvene the committee to help contact each partner organization and provide a written evaluation of how we are achieving this plan's stated goals and objectives. This report will also identify adjustments or new projects that may suggest changes to the plan. Any new projects or amendments will be considered by the EDSC, submitted for approval to the BCC, and added to the Strategic Plan as yearly amendments.

The following metrics will be examined and reported each year:

- Number of confirmed, active jobs within the County (defined as total covered employment by the Oregon Employment Department (OED))
- Unemployment rate (as defined by OED's Research Section, and reported in OLMIS)
- Average Wage (defined as covered wage by OED)
- Total of all wages paid in Josephine County
- Overall capital investments (defined as total City and County building permits issued for the previous year)

2011-2016 Josephine County Economic Development Strategic Plan

- Total number of registered businesses in Josephine County (as defined by Oregon State Corporate Division).

As of December 31, 2010 baseline metrics were:

Total Covered Employment * (total jobs)	Unemployment Rate (%) *	Average Wage*	Total Wages (all jobs)*	Covered Capital Investments	Reg'd Businesses
22,910	14.7%	\$30,432	\$178,409,56	TBD	2165

9

Understandably, many factors will affect these metrics, and they may get reported at different times of the year. The most recent and verifiable data will be used during the evaluation. These metrics will provide baseline data for the EDSC as it examines and identifies opportunities to improve the local business environment, which in turn will foster job growth and business investment directly related to regional goals.

Strategic Plan and Reports, by Sub-Committee

The following summaries reflect the findings of the specific sub-committees, as represented by their worksheets (Attachments 8.1.1 through 8.1.6), and SWOT Analyses (Attachments 8.2).

5.1 Governmental Recommendations

The EDSC hereby commends the County for its admirable effort toward shrinking County government and expenses in difficult times. The committee also fully supports County leadership and staff in their efforts to lead the County beyond these current economic conditions. The EDSC recommendations address structural issues only, while honoring the people who work very hard within a greatly challenged and difficult governmental landscape.

Unfortunately, in the process of those changes and cutbacks, the County has lost some of its ability to provide needed services at a level expected by citizens. The EDSC agreed that confusing regulations and overlapping bureaucracy with city, county, state and federal requirements were the most significant impediment to business friendliness and reasonable development in the County. A cooperative and concerted effort by governing bodies and citizens must be made to improve the ability of business, and subsequently the County and its citizens, to prosper. It was further agreed that while government to a certain extent exists to govern, guide, and protect its citizens, it has also been transformed into a relatively unmanageable model that needs revision. The EDSC generally agreed that County services are bogged down in this relatively unmanageable bureaucracy, and that county leadership must re-commit itself as a whole to the service of its citizens. Also see “Enhancement of County Government” section 5.7 below.

2011-2016 Josephine County Economic Development Strategic Plan

In a specific effort to improve services and related budgetary issues, it is recommended that the County embark upon a streamlined, lean office/lean process revision of all county services as soon as possible. While the County has already done well to reduce the size of county government, these reductions were not made with overall efficiency and service in mind, but strictly to save the county from imminent financial peril. The EDSC believes the County could greatly improve both efficiency and citizen relations with an organized and focused effort in lean principles. The State of Oregon 's Lean Practices Division or Southern Oregon High Performance Enterprise Consortium (SOHPEC), is an award-winning local non-profit that has offered, through SOREDI, to help the County undertake such an effort, if desired are recommended to assist in this process..

The EDSC suggest that the County department heads are the best source for what needs to be done within their respective departments, and a trusting engagement of those department heads making recommendations to the BCC will provide the best results in the shortest time frame.

SUMMARY RECOMMENDATION AND EXPECTED RESULTS: The EDSC recommends that the County refocus its efforts on measurably improving administration and creating business-friendly services to the citizens of Josephine County by thoroughly evaluating services at department level with the help of department heads and through an outside source, starting at the Board level, and implementing lean principles and best practices throughout all County services. The results of this effort are expected to improve the number of businesses both expanding and relocating to the County, as defined by the related metrics above.

5.2 General Economic Development Recommendations

In another effort to improve the business climate in Josephine County, the EDSC recommends a strong re-focus on the goals and missions of the adopted CEDS, along with specific Josephine County, partner-specific efforts outlined in this Strategic Plan. Focusing on nurturing local business expansions, improving traded sector and global competitiveness, taking advantage of enterprise zone incentives, and creating local incentives, the EDSC recommends that the County engage the assistance of existing partners in a cooperative manner, and work through recommendations noted in this report. Partners such as SOREDI, the SBDC, and the City of Grants Pass, among many others, have built the framework for these policy improvements, and have the established networks to manifest the changes as directed by the County and this Strategic Plan. As stated earlier, there are no specified funding requirements identified in this plan, and each potential project has many possible partners who can combine their efforts to fund and reach Josephine County's collective goals.

To ensure success, County government must commit to lead the County out of the current state of scarcity by creating the supportive, business friendly environment required to regain economic momentum, and eliminate barriers to economic recovery. The County has experienced and reliable sources of support, identified in this plan, the "Projects and Timelines" (attachment 8.1.1), and the Partners worksheet (attachment 8.1.6) that will strengthen and solidify this a solid effort at reeconomic rejuvenation.

The EDSC recognizes that the County has recently used Lottery funds to leverage business investments and jobs, but that without structured and objective evaluation, the County is forced to make those decisions on questionable projects based on limited, non-objective criteria. This non-objective, non-impartial evaluation has generally forced the County to rely only on the information presented by the obviously interested parties who bring forth their projects.

2011-2016 Josephine County Economic Development Strategic Plan

The EDSC recommends the implementation of the attached Economic Development Project Funding Evaluation worksheet (Attachment 8.7), to objectively evaluate prospective projects. When an application is received, the BCC and county staff will contact SOREDI to solicit the assistance of a non-biased group to evaluate applications and presentations made by project applicants. The EDSC members and BCC will use the evaluation worksheet to score prospective projects, providing a more diverse and balanced overview. The EDSC also recommends performance metrics to judge whether the project performs as promised. By majority vote, the BCC can waive those measurements if the project is so obviously good for the County that metrics are not required. The use of this evaluation worksheet will greatly assist the County in making best use of its funding, assuring project performance, and minimizing financial and legal exposure for the County.

Upon final evaluation, the BCC will use this objective evaluation data to decide if the project qualifies for a direct grant, a loan, or combination of both at given periods. These decisions would be decided by the value of the project to the County, as well as the confidence the BCC and other evaluators place on it. If the evaluation shows a high value to the community and economy, the BCC may choose to award a grant, with no repayment required. For projects of medium value, the BCC may award a loan to be repaid by the recipient monthly or at an agreed upon date. These loans may be administered by the county itself or referred to SOREDI as the current economic development contractor for the county. The benefit of loan awards, of course, is that those funds will be repaid and can then be utilized again. If the BCC feels that a project has minimal value or job creation possibilities, or must meet certain milestones before receiving the full amount requested, the County may choose to allot certain amounts contingent upon performance metrics being met by certain deadlines. These actions for all County funded projects will be spelled out in the official agreement between the parties at the time of award.

SUMMARY RECOMMENDATIONS AND EXPECTED RESULTS: The EDSC recommends the implementation of this Strategic Plan to improve business friendliness in the County, by strategically partnering with existing economic development agencies and other partners, and using the proposed evaluation worksheet to objectively evaluate and award grants or loans to specific projects. The expected results are that businesses report a more cooperative business climate in the county during BR&E surveys and other data gathering, and that this is reflected in metrics of total businesses and jobs in the county.

5.3 Clusters

Validated experience in other regions has shown that fostering clusters of complementary industries greatly enhances a regional economy. Traded-sector clusters, in particular, foster a high level of regional economic benefit and better wages for workers. The cluster opportunities defined by the committee at this time were:

1. Tourism, Manufacturing, High Tech,
2. Natural Resources and Renewable Energy,
3. High Tech,
4. Tourism and the Arts,

2011-2016 Josephine County Economic Development Strategic Plan

5. Medical and Retirement Services,
6. Construction and Development Services, and TV
7. Film/Video/Entertainment Services.

Each specific cluster-has its individual merits yet ties to the others within the larger economy. As stated earlier, the committee recommends engagement with umbrella organizations in each area, as specified within the attached “Projects and Timelines” spreadsheet. By combining private and public efforts to support clusters, the entire economy can benefit.

The state of clusters in Josephine County now is largely by chance, but some showed promise before the current recession. Weather monitoring equipment, tourism and the arts, a small ceramics manufacturing group, a small scale electronics/high tech group, and medical services have organically grown without focused assistance. Supporting these clusters by County proclamation, and the county officially directing its economic development partners to assist them will exponentially significantly increase their effect on the local economy, and provide a stronger workforce in support of cluster efforts as defined in the Projects and Timelines worksheet attached.

SUMMARY RECOMMENDATIONS AND EXPECTED RESULTS: The EDSC recommends that the County create an environment for clusters to prosper, use existing partnerships to grow local clusters, and work with industry leaders in each cluster to expand opportunities.

5.4 Natural Resources and Renewable Energy

As a historically natural resource based economy, our natural resources still provide one of our strongest economic opportunities, and the EDSC submits that the Coordination Plan, as defined by federal law, and currently being addressed by the newly formed Natural Resource Coordination Committee, should be entered into and made a top priority for the County. The Coordination Plan will allow the region to have a stronger voice in the use of its natural resources. While unsustainable resource management practices of the past are no longer valid, the EDSC believes that we now have the technology and understanding to manage our environment resources more sustainably, and to care for and manage for local resources in greater cooperation with outside entities federal land managers. The EDSC unanimously declares that Josephine County should not be a bystander in the management of its natural resources, but the leader by example and coordination.

Natural resource management considerations leads easily to the category of sustainable timber harvest, biomass, and renewable energy. The committee believes the time is right for aggressive pursuit of renewable energy projects and energy conservation in Josephine County. The region is rich in timber and bio-mass opportunities, and the EDSC believes that in cooperation with the Coordination Plan and other efforts already taking place, the County should make itself as self-sustaining as possible through regional timber supply, renewable energy, and conservation projects. The EDSC believes that this is the best way to address holistic energy use our competitive advantage within the region.

Specifically, solar and biomass projects rise to the top of the list of renewable energy priorities, as does a continuing effort to make conservation efforts economically viable for residents and business. Oregon is currently positioned as the top solar manufacturing state in the country. This solar opportunity is further complemented by rare earth mineral resources used in solar cell and electronic

2011-2016 Josephine County Economic Development Strategic Plan

component development, backed by some of the largest deposits of bio-mass in the world, is further complemented by mineral resources that rival bio-mass possibilities. The County is rich in renewable resources, and must find a balanced and sustainable way to manage them. Many groups such as the Siskiyou Group, Lomakatsi Restoration Project, Solutions 4 Forests, and the Southern Oregon Clean Energy Alliance are on path to address these issues, and an engagement with those groups as a county will result in progress being made for the betterment of sustainable use of resources the citizens of the county know best.

Strong support was voiced to pursue aggressive energy conservation initiatives, including the possible certification of Josephine County as a “Smart Growth” or “Sustainable Community” by the Environmental Protection Agency (EPA) or other pertinent entity. With the regional Sustainable Valley Technology Initiative underway and many funding sources available for energy conservation projects, a concerted effort from County leadership through public and private sector participation would greatly lower its dependence on dwindling energy sources. The Energy Trust and local experts exist to provide evaluation and support services, furthering the economic vitality of this cluster.

SUMMARY RECOMMENDATIONS AND EXPECTED RESULTS: The EDSC recommends priority pursuit of a “Coordination Plan” for natural resource management, balanced pursuit of timber, biomass, and renewable energy projects that match regional capacities, and aggressive efforts toward energy conservation system County-wide. The expected results of this effort are that the county will improve its ability to participate in managing its resources, and that business sectors relying on those resources are on the rise. Alternative energy efforts are expected to rise measurably, and conservation efforts will result in an overall reduction in waste, energy usage, and in business and residential energy consumption.

5.5 Workforce Readiness and Business Support

Workforce Readiness and Business Support were defined by the committee as inseparable in their effect on the economy and are presented here as a single contemplation. A stronger connection between business and educational organizations will greatly enhance workforce readiness. The group realized that while unemployment approaches 15%, there is still a dearth of skilled workers that could support higher quality employers. The lack of a qualified high tech workforce does not inspire higher technology employers to contemplate locating here. Conversely, The Milken Institute reports that the region scores relatively high on the availability of high tech support sectors, having 12 of the 18 sectors well represented, and six at higher than average saturation. This dichotomy presents a great opportunity for employment growth in Josephine County.

Regional educational and workforce related institutions such as Rogue Community College, Small Business Development Center, Southern Oregon University, and the Job Council have mounted strong efforts to address the recurring issue of workforce readiness. In support, the EDSC believes that an effort to engage and encourage younger entrepreneurs and future business and community leaders to stay in the region with their education and ideas would yield excellent results. This effort could take place through Future Business Leaders of America at each school district, as well as the DECCA group at Grants Pass High School. Younger workers traditionally take their assets to other areas where they perceive greater opportunity, thus depriving their hometown of those youthful ideas and energy. It is believed that earlier engagement with younger workers will result in stronger community ties for those entrepreneurs and will act as an early incubator of quality businesses. The

2011-2016 Josephine County Economic Development Strategic Plan

Chamber Education Committee has expressed strong interest in being the umbrella organization for this effort, and it is suggested that they be recruited and directed by the county to do so.

It is also recommended that efforts such as the National Career Readiness Certificate (NCRC) (attachment 8.7.1), and local mentoring programs (attachment 8.7.3) be adopted to build stronger workforce capacity and readiness, at the earliest stages possible. The Job Council administers the NCRC program, which measures critical thinking and investigational capabilities, then provides a bronze through platinum rating depending on how many specific areas or jobs the person candidate might qualify for for any given job. A few examples from other states are included in the appendices. These efforts will foster a more prepared and well balanced workforce while encouraging more business expansions and relocations of quality firms to in the area.

Related to workforce readiness, workforce housing continues to be an area of concern. Even as housing prices continue to fall, the EDSC recommends pursuing solutions to the attached sub-committee recommendations with the Chamber Workforce Housing Committee as the umbrella group. Specific housing related recommendations are numerous; please refer to attachment 8.1.5 and 8.2 for articulated projects being recommended to that group. These efforts will be consolidated and evaluated at each yearly evaluation.

SUMMARY RECOMMENDATIONS AND EXPECTED RESULTS: The EDSC recommends that the County engage future business leaders at the earliest age possible, establish support mentoring and career readiness training, guidelines and goals, keep and foster young entrepreneur's ideas locally, and provide quality housing solutions through the Chamber Workforce Housing Committee and other partners. Expected results are that the county has built a stronger workforce, retained more younger workers, and incubated more businesses that rely on higher quality workers

5.6 Enhancement of County Government

Business development conditions in the County start at the top, and have been mainly left to chance in the prosperous past. The EDSC believes that a concerted effort by all members of the community to improve business friendliness is projected in the above report. Consequently, the EDSC suggests that the long existing conversation regarding a modernization and revision of county government be officially revisited, without rancor, but in the interest of truly repairing enhancing local government. This in no way reflects upon past and current leadership, as the EDSC believes each person does the best they can within this model, and suggests that current times and public meeting law have hampered the Board's County's ability to provide quality leadership and direction.

Through the public meeting law mandate that creates the leaders of the County's inability to communicate with each other short of a public meeting among other structural challenges, contentious political climates have resulted, leading to a general public distrust of government, and levies and projects the public will can not support. The EDSC suggests that as true leaders, the BCC will recognize this need and bring the effort to the forefront of public conversation.

Although it was agreed that a governmental sea-change would be complicated, it was generally agreed that the structure of county government should be amended to include a high quality professional County Manager Administrator hired by the Board, and possibly a five member, elected part-time Board that has the ability to better communicate, with stipends of approximately \$20,000 per year as defined by the Board. With an estimated cost savings of \$50,000 to \$100,000 per year, this structural change would create a more efficient and open form of government where the Board

2011-2016 Josephine County Economic Development Strategic Plan

can deal with public input and policy, and staff can be managed by a professional who is advised, hired, directed, and employed by the County, much like the Grants Pass City model and others that have shown greater success in modern political climates. While this structural change would not necessarily solve all issues within local government, the EDSC believes an advisory-style Board of Commissioners directing professional management would help county government serve its citizens more effectively.

SUMMARY AND EXPECTED RESULTS: The enhancement of county government to an advisory Board of Commissioners hiring and directing a professional Administrator will free the Board up to better respond to citizen input, while providing consistent management of County Staff through the constantly changing political landscape. Expected results are that the county staff are more efficiently managed, and the BCC is able to concentrate on service to the citizenry of the county and direct said Administrator..

5.7 General Livability, Tourism, Community Development

Community livability influences and impacts all aspects of business and community friendliness in the County. From sprucing up the downtown area in a “Paint Your Heart Out” like effort, revamping First Friday Art Night, or encouraging the very popular “Buy Local” campaigns, the EDSC unanimously agreed that an effort to make Josephine County a more appealing place to live and work would benefit current and future citizens and businesses. The EDSC felt that this transformation should start in downtown Grants Pass by re-engaging the Towne Center Association (TCA) and its efforts, with help from all partners concerned with revitalizing downtown.—Many downtown businesses and visitors have felt disconnected and the EDSC believes that an effort led by the TCA and Chamber of Commerce, balanced with community wide support, would reap great benefits for the entire community.

It is also recommended that the county and city partner in creating an Oregon Main Street Program (Attachment #8.5.1). This program has proven very effective in virtually every community reviewed, and would organize and galvanize a downtown revival. With 2200 communities in 40 states taking part in the national effort, this focused effort at organization, promotion, design, and economic restructuring to fully integrate any downtown’s structure would help improve the city and county’s attractiveness to potential businesses and the quality workers we need to attract. A partnership between the TCA, Chamber, and downtown business represents the most realistic opportunity at success on this project.

As tourism creates its own momentum for a community economy as visitors often turn into people who want to bring their business here, it is recommended that the County engage more with the Grants Pass Visitors and Convention Bureau and Tourism Office, the Southern Oregon Visitors Association, and other tourism partners to support their efforts. The City Tourism Department has a strong marketing plan (attachment 8.5), and it is the recommendation of this board to assign a county liaison to engage more officially with that board.

The Oregon Country Trails Effort currently being approached by SOREDI, the Tourism Department, and other partners will help extend tourism efforts further into the outer reaches of the County, where tourists can see some of the arts, crafts, wildlife sanctuaries, organic farms, and other attractions that make the county unique. Four trails are in work, and a USDA Rural Business Enterprise Grant is in work to help pay for planning, signage, etc. Whether this grant application is successful or not, the

2011-2016 Josephine County Economic Development Strategic Plan

recommendation is that the county supports this effort to get tourists here for more reasons, and keep them here longer. The Oregon Country Trails effort is a great place to start.

SUMMARY AND EXPECTED RESULTS: The support of tourism and a Main Street Program will improve the overall community attractiveness, and create momentum for both business and personal endeavors. Expected results are that , starting with downtown and moving outwards, the town and county look and feel better to all citizens, as measured by BR&E and citizen surveys.

5. Overall Summary

The Economic Development Steering Committee thanks Josephine County for the opportunity to provide this unique and workable plan to benefit the local economy. SOREDI hereby offers to manage this plan as part of its contract with the County, and to assist with gathering the potential partners around the effort. Josephine County has a unique advantage in that all the suggested partners already work together well, without turf issues, as they believe all of Josephine County is their collective responsibility. The EDSC believes that while no plan is perfect, and everything changes, this economic development strategic plan is a dynamic, living document and can be refined each year to best represent the County's desire to move beyond its current condition and attitude of scarcity towards an improved living and breathing economy. While the EDSC is certain that there will be as many suggestions on how to revive the economy as there are people in the county, the committee is confident that this plan represents a solid starting point and looks forward to its adoption and execution.-

6. Committee Membership List

The following Economic Development Steering Committee members made input to this effort, and hereby submit this Strategic Plan for consideration by the Josephine County Board of County Commissioners

Economic Development Steering Committee Members			
<u>Name</u>	<u>Business</u>	<u>Sector</u>	<u>Qualifications summary</u>
Roy Lindsay	Citizen	General Public	Retired business executive, longtime Chamber board member, many committees
Al Francis	Vice President, Ausland Construction	Construction and Development	VP of Client Relations for Ausland Construction, great knowledge of that industry, many industry and community development boards.
Larry West	Private Economic Development advocate	Economic Development	Local ED advocate, retired businessman.

2011-2016 Josephine County Economic Development Strategic Plan

Michael Bird	Rendata Industrial Park	Industrial Park	Retired attorney, Rendata Industrial Park consultant, past President of Chamber, helped form many corporations and small businesses.
Linda Barkey	Citizen	General Public	Citizen, BR&E committee member
Link & Jennifer Phillippi	Rough & Ready Lumber	Lumber industry	Owner of Rough and Ready Lumber, Engineer, Illinois Valley representation.
Kenny Houck	Illinois Valley Business Entrepreneurial Center	Illinois Valley, economic development	Illinois Valley economic development champion, business instructor. He is the thumb on the pulse of IV business and community development
Don Dougherty	Citizen, land use expert	Real estate, other businesses	Retired Realtor, appraiser, traded sector businessman, city manager, and land use expert
Margaret Goodwin	Former Microsoft Program Manager	Retired Citizen	Retired, deep human relations and committee operations experience.
Trever Yarrish	Marketing consultant, web design	Marketing	Past Marketing Director for Dutch Bros, now a consultant. Tourism Board member.
Chuck LaTourette	Lions Club	Community, service clubs	Lions Club President, many past committees and community projects.
Travis Hamlyn	Hellgate Excursions	Recreation	Tourism related input.
Dawn Welch	Asante' Foundation Director	Health Care	Health care representative.
Bill Ertel	Realtor	Realtor	
Jon Bowen	Multiple property owner Jimmy's, Media Makers	Downtown Business, Tourism Committee	Downtown property owner, marketing consultant, owns many businesses.
<i>Technical Advisors, non-committee members (ad hoc, Used as needed, non-signatories)</i>			
John Lopez	SBDC Director	Education, Business Development	

2011-2016 Josephine County Economic Development Strategic Plan

Bob Hart	Land use Consultant	Land Use	
Gail Gasso	Manager,	Employment	WorkSource Oregon Employment Department Manager
Steve Dahl	City of Grants Pass	City Economic Development	
Kerrie Walters	Tourism Department	Tourism	
Jon Jordan	Chamber President	Chamber	Chamber President and CEO

Drafted and Submitted by:

Michael Smith, EDSC Facilitator
Business and Community Development Manager, Josephine County
Southern Oregon Regional Economic Development, Inc.