

ECONOMIC DEVELOPMENT IN SMALL CITIES

THE REEDSPORT STORY

Jim Hough, ICMA - CM

The background is a solid teal color. In the lower half, there is a faint, semi-transparent graphic of two hands shaking, rendered in a lighter shade of teal. The text is centered in the upper half.

REEDSPORT THE TOWN

- Population 4,300 Saaaa lute !!!
- Southern Oregon Coast
- Highway 101
- Umpqua River
- Coastal Town with roots inland as well
- Biggest employer – International Paper Co.
paper mill
- I began working there six years ago

WHERE I'M COMING
FROM



- Government does not do eco-devo well
- Government must be a part of the eco-devo equation
- Government often assumes the role of facilitator, neutral observer, independent broker
- Local government has less capacity to do eco-devo than state or feds
- Eco-devo actually takes place in a local jurisdiction, where basic services and the infrastructure “reside”
- 85% of eco-devo is infrastructure



**THE REEDSPORT
(SMALL CITY)
ECO-DEVO TIMELINE**

1996

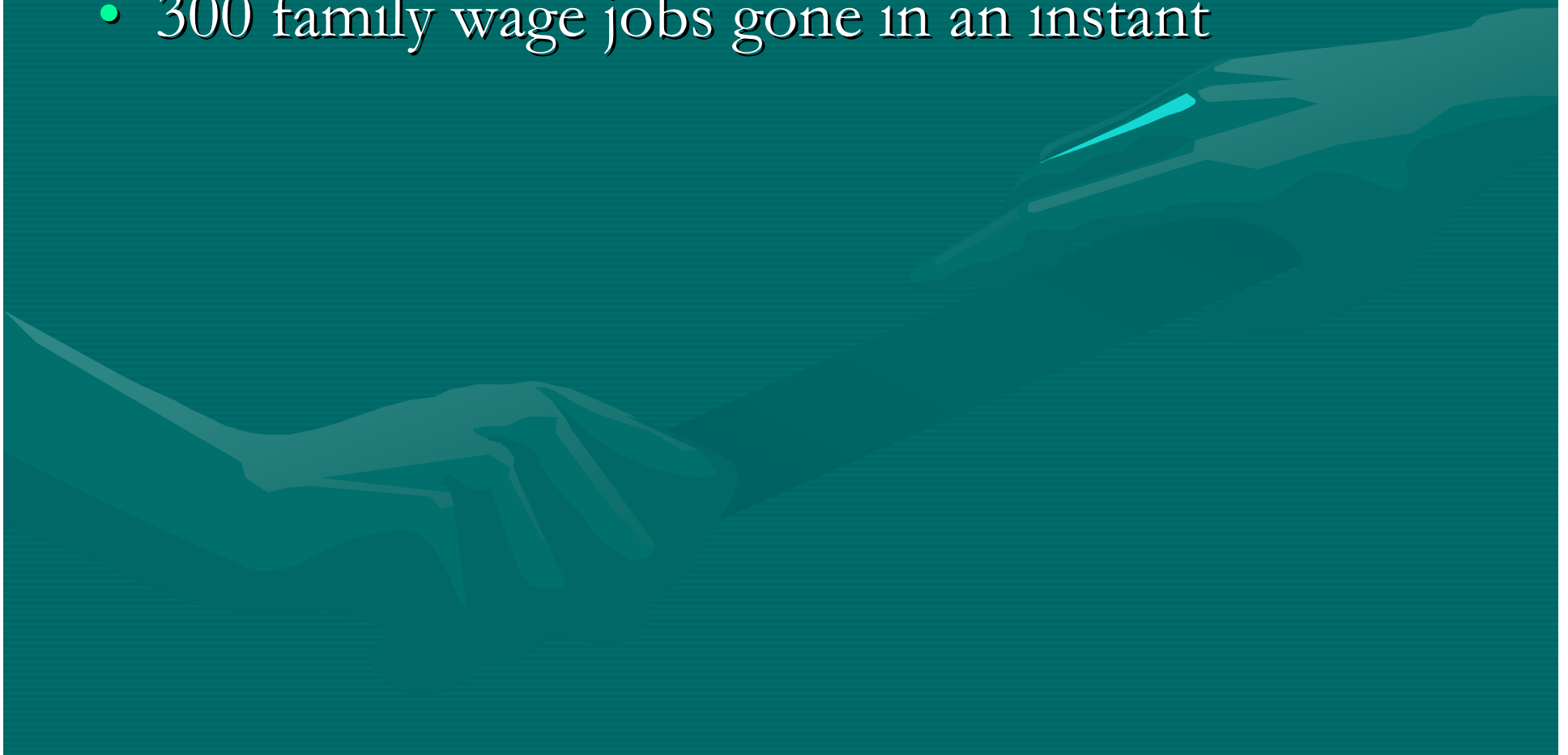
- Reedsport and vicinity declared an Enterprise Zone
- Must show economic “activity” within 10 years

1997

- The “Brown Bag Lunch Bunch”
- Backroom of the Bank
- Met “as needed”
- Local banker the Chair, and Mayor
- Select people, some excluded
- Secrecy attempted
- Eco-devo study weak.
- Residential project not taken up

1998

- Local paper mill announced shutdown
- 300 family wage jobs gone in an instant



1999

- Local banker / Mayor left office (stayed at the bank)
- Local banker's term on the County Industrial Development Board expired
- City Manager recommended replacement
- City Manager appointed to the IDB as ex-officio member
- County funded professional firm to do a real eco0devo plan

1999 cont'd

- Eco-devo Plan said three things
 - 1. Identify target industries
 - 2. Do mailing campaign
 - 3. Add some industrial property to the eco-devo “inventory”
- Port District (eco-devo engine, by law) set up to answer the 800 telephone and the mail requests

2000

- County purchased Bolon Island industrial land from private ownership
- City and Port District cobble together state funding (grant and loan) to create the Bolon Island Master Plan
- Master Plan was generic. “Will Build To Suit”
- Generic normally not as good as “shovel ready” site

2001

- Umpqua Partnership established by the County, County seat, Chamber of Commerce for eco-devo
- Neighboring County established the South Coast Development Council
- Reedsport in both eco-devo groups
- American Bridge Company (ABC) does three site visits on the coast
- ABC is Fortune 500 company. Over 100 years old

2001 cont'd

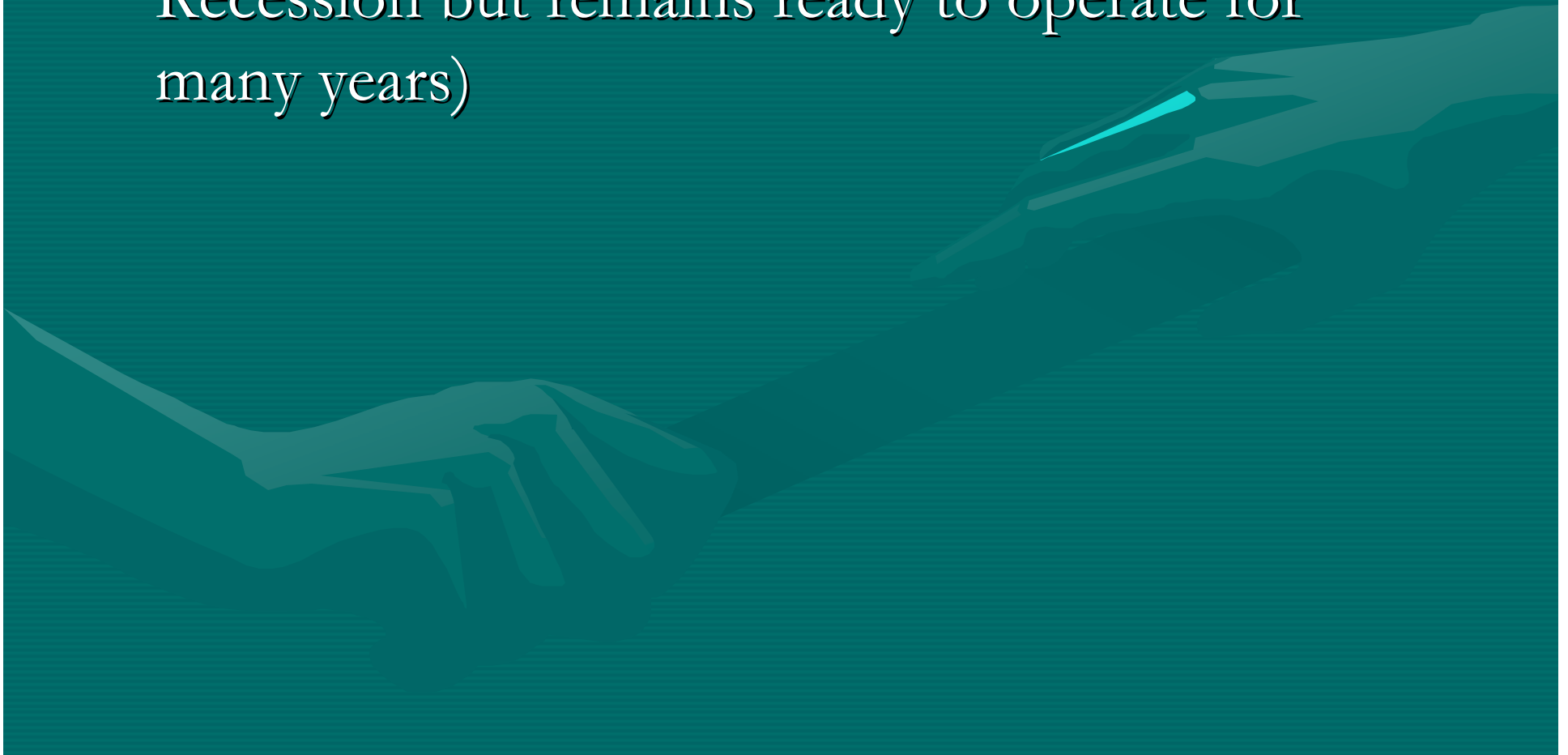
- Local eco-devo SWAT team turns out
- ABC CEO likes the deal, likes the site, likes the prevailing wage, likes the large amount of bridge work needed in Oregon
- Reedsport “gets the nod”
- County sells/gives Bolon Island (western half) to ABC
- ABC pledges 150 jobs at the prevailing wage to get Enterprise Zone tax breaks
- City promises to proactively supply water and wastewater services

2002

- City gets \$2 million (federal) EDA grant (80/20)
- \$2.5 million project established to”
 1. Install residential water meters on River water line
 2. Oversize the waterline under the Umpqua River
 3. Clean and utilize old fire water tank on Bolon Island
- ABC holds groundbreaking ceremony in June. Wants certificate of occupancy on December 31st

2003

- ABC open for business (tough time with the Recession but remains ready to operate for many years)



The background is a solid teal color. In the center, there is a faint, semi-transparent graphic of two hands shaking, rendered in a lighter shade of teal. The text 'THE ANALYSIS' is centered over this graphic.

THE ANALYSIS

- The concept of slow-but-steady served us well
- Never stop working collaboratively
- Be poised to react fast when something happens
- Don't let personalities get the upper hand
- Remember that you originally set out to drain the swamp (stay focused; keep your collective eye on the prize)
- Magnify the impact of your local group by regionalization
- Work with the community college and with the workforce developers
- Look at a target industry, but be open to other possibilities

- Don't expect overnight success. Opportunity is a whole lot of preparation and a little bit of luck
- Make sure the citizenry wants eco-devo
Really wants it
- Do your infrastructure homework. "Public good"
- Work with the state agencies
- Celebrate successes
- Have a theme for your eco-devo program
(Reedsport Renaissance)

QUESTIONS ?

