

EUGENE CITY COUNCIL AGENDA ITEM SUMMARY



Work Session: Envision Eugene Update: Economic Prosperity

Meeting Date: December 15, 2010
Department: Planning and Development
www.eugene-or.gov

Agenda Item Number: C
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ISSUE STATEMENT

Envision Eugene is a collaborative community-based effort to balance the sustainability triple-bottom-line framework of social equity, environmental stewardship and economic prosperity in planning for 34,000 new residents anticipated in the next 20 years. This work session provides an opportunity to learn more about one aspect of the triple-bottom-line, economic prosperity.

BACKGROUND

The City Council Vision embodies a triple-bottom-line framework, balancing social equity, environmental stewardship and economic prosperity. Specifically, the Vision is to:

Value all people, encouraging respect and appreciation for diversity, equity, justice, and social well-being, recognizing and appreciating our differences and embracing our common humanity as the source of our strength.

Be responsible stewards of our physical assets and natural resources, sustaining our clean air and water, beautiful parks and open spaces, livable and safe neighborhoods, and fostering a vibrant downtown, including a stable infrastructure.

Encourage a strong, sustainable and vibrant economy, fully utilizing our educational and cultural assets, so that every person has an opportunity to achieve financial security.

As discussed during the November 22, joint City Council/Planning Commission work session, the triple-bottom-line framework will anchor the Envision Eugene Council work sessions in December, January and February, leading up to council decisions in late February.

Legally, the City must provide enough residential, commercial and industrial land to accommodate 20 years of growth, and establish a Eugene-only urban growth boundary (UGB). As important, Envision Eugene is describing how we want to grow; creating a future picture of what Eugene will look like, and “moving the dials” on accomplishing council and community goals for social equity, environmental stewardship and economic prosperity.

In late February, the council will be presented with a “tool box” of strategies and tactics to consider for accomplishing the work of Envision Eugene. The various strategies will have ranging impact on

“moving the dials” and the concurrent impact on satisfying a portion of the residential, commercial and industrial land need.

By state law (which is consistent with community values), land within the current urban growth boundary must first be used efficiently before the UGB can be recommended for expansion. Practically, the council will choose a package of strategies that satisfies all or a portion of the land need within the current UGB, with any unmet residual earmarked for UGB expansion.

Each strategy will be accompanied by one or more tactics, which are the actions that must be taken to successfully implement a strategy. If tactics are not approved concurrently with a strategy, “phantom capacity” is created, and the strategy is not a viable means of satisfying the land need within the current UGB.

Several Envision Eugene work sessions are planned with the council over the next three months. In December and January, the foundation for each of the triple-bottom-line elements – social equity, environmental stewardship and economic prosperity – will be presented and discussed. These work sessions will not include strategies and tactics, but baseline data, goals, frameworks, etc. Work sessions in January and February will begin to introduce strategies and tactics as the Community Resource Group (CRG) continues its work. Similar to the joint Council/Planning Commission work session, different CRG members will be invited to participate in the work sessions to add their perspectives to the conversations.

Economic Prosperity Foundation

Developing and maintaining a local economy that ensures that every person has an opportunity to achieve financial security is a part of the City Council Vision, and must be a high priority for the collective work of the private, public and non-profit communities.

Last year, the Joint Elected Officials of Lane County and the cities of Eugene and Springfield recognized this with their collective approval of a *Regional Prosperity Economic Development Plan*. The Plan includes goals to reduce the local unemployment rate to, or below the state average, and increase the average wage to or above the state average. Both economic indicators have been stubbornly entrenched for decades, negatively impacting the achievement of financial security for many in our community.

Over 40 percent of the children enrolled with Eugene 4J School District are eligible for the free or reduced lunch program. Nearly 60 percent of Bethel School District children are eligible. Last year, 34 percent of Lane County householders were only able to pay a month or less of bills if the main source of income stops. Over 20 percent of households received some form of public assistance in the previous 12 months.

18 percent of households are between 100-200 percent of the federal poverty guideline, making them ineligible for many services, but without adequate income to meet their family’s basic needs per self sufficiency standards. The percentage of households reporting problems affording utilities increased from 8.9 percent to 20.2 percent. The last one night homelessness count in January 2010 recorded 3,971 individuals reporting themselves as homeless in Lane County.

Lane County's average wage has lagged behind the national and state averages for over 25 years. The average wage in Lane County in 2009 was \$35,475, which is 16 percent below the state average. Similarly, unemployment rates in Eugene have historically remained about the same or slightly higher than the state and anywhere from 1-3 percent higher than the nation over the past 15 years.

Not addressing these issues as part of Envision Eugene will be a missed opportunity to improve individual and family financial security, and may ensure that economic prosperity remains out of reach for many community members for years. Envision Eugene is not the only avenue to address this entrenchment, but it is an important opportunity.

The December 15 work session will begin laying the economic prosperity foundation for responding to this need as a part of Envision Eugene. The council will not be asked to make any decisions during this work session.

RELATED CITY POLICIES

- Most of the Growth Management Policies are related to Envision Eugene, most notably Policy 16 relates to the topic of Economic Prosperity.
 - Policy 16 – Focus efforts to diversify the local economy and provide family-wage jobs principally by supporting local and environmentally-sensitive businesses. Direct available financial and regulatory incentives to support these efforts.

COUNCIL OPTIONS

For discussion only, no formal action is required

CITY MANAGER'S RECOMMENDATION

No action is required on this item. Therefore, no recommendations are offered by the City Manager.

SUGGESTED MOTION

No action is required on this item. Therefore, no motions are suggested.

ATTACHMENTS

- A. CRG Worst and Best Outcomes for Economic Development
- B. *JEO Regional Prosperity Economic Development Plan*

FOR MORE INFORMATION

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**THE WORST POSSIBLE OUTCOMES IF WE DON'T WORK TOGETHER
FOR ECONOMIC DEVELOPMENT
WHAT WE DON'T WANT**

Nothing happens. We do nothing! We do nothing! Nothing happens or things get worse. We keep spending money and energy and don't move forward. *There is* no economic development. No answer trend continues. Nothing happens.

We develop a terrible reputation in the business relocation world and nothing happens. Nothing changes and we continue to have lots of small, dispersed, unusable, industrial parcels and no consolidated parcels in usable desirable locations, so all the new clean tech and green businesses we want go elsewhere.

There is no economic development plan because we cannot work together. We spend all this time but when the decision time comes, we still retreat to our old silos and refuse to agree on a solution. We polarize, set up camps, shout across the abyss and don't get any economic development plan! . We become a third world community and are constantly squabbling about how to provide everyone's needs for social services.

We don't do what is necessary to create jobs. There are no jobs. Those who stay in place are an even greater burden on social services and we spiral into a depressed, desolate community. *There is* a downward spiral of fewer jobs, greater strain on support services, less money for support services, those with money and business leave.

We are not developing economic development policy or action and incentives. If we keep wasting our time and don't reach consensus, the City Manager will submit his proposal and the City Council will make (or not make) a decision.

We end up with no land for businesses and industry to develop or grow into. Local business can't find land to grow and thrive. Not enough land for industrial with net results in lost opportunities, jobs. We will make no provision for the growth and health of our existing businesses and they leave and not a single new business will ever come to town.

We don't have any economic development and our community suffers with low wages and poor health. Wages continue to decline. Low wage jobs prevail. Quality of life can only get you so far. Lower wages for service work proliferates. Development will occur inefficiently, in the most costly way, and fewer jobs will result.

We become a community divided by class. Eugene becomes economically gentrified. We fail to be able to offer a variety of job types to future residents and we become a less diverse community and less able to expect our children to stay and find jobs.

There will be a widened income gap. Average medium income continues to decline widening the gap with the state. Our income continues to fall below state and nation. Wage slaves are suffering in a low pay toxic job while living on the streets and not providing for their families.

WHAT WE DON'T WANT (cont.)

People in our community don't have living wage jobs and are not able to feed and house their families. People are increasingly unable to care for their families. We don't provide family wage jobs that provide living wages and benefits and which can allow our children to stay and raise a family and survive economically. Family wages continue to decline and everyone's quality of life becomes their worst nightmare.

We don't attract enough family wage jobs and people can't afford to live here. They live in outlying towns and we have air pollution, more traffic and decreased quality of life. We will not have any land zoned and ready for a job and income producing opportunity when it appears on our doorstep and it ends up going to some other town. Industry will go other places and it may not be in our region, thus the wage gap stays in place.

People leave town in search of employment. People leave to find jobs elsewhere. Our kids graduate and leave for jobs elsewhere with no hope of returning. Our kids leave. None of our children can afford to live here, so none of us get to see our grandchildren.

We not only don't have jobs and economic success, we lose what we have. The gap between wages and jobs increases and existing industry moves, leaving more vacant buildings. People stay or become unemployed. No economic progress happens.

Our existing businesses can't grow and expand so they leave, taking jobs and tax revenue with them. We chase large industry away and do not encourage our local industry.

No new business would locate to Eugene and our average wages continue to fall compared to State and United States average. Very little growth occurs with present industry and no new industry is attracted to Eugene. No new industries come to Eugene. We continue to lose ground in total number of jobs. *There are* lost opportunities for high tech clean high wage jobs.

I am afraid there will be no innovation to help small businesses that already are good neighbors because energy instead is spent on attracting large industry. They will be given subsidies that will cost all other tax payers to provide infrastructure and then leave Eugene when tax subsidies end. As good businesses grow they have to leave, unemployment and poverty remains a very real problem. Economic

We battle, then settle on a midpoint solution that only "sort of" protects our valued resources and neighborhoods and fails to offer enticing industrial land opportunities. We are afraid prime farmland lost will be lost to industry. Industrial uses occur near incompatible other uses. We are afraid industry will be placed outside residential centers and therefore will not be a responsible neighbor. We will see the conversion of industrial to other unintended uses.

Development will be driven by lowest common denominator approaches like recruitment of those who are in for the short term exploitations of community. In our desperation to provide new jobs through industry we allow the siting of companies that are not interested in long term location here and do not act as responsible stewards or engaged community partners. We are left with abandoned buildings.

WHAT WE DON'T WANT (cont.)

Unemployment increases. High unemployment and low wages continue to be a hardship for many in the community. We create economic polarization of high end “professional” and low paying service or a/o paying unemployment.

We expand the Urban Growth Boundary and end up with unused brown fields left over in town. We will see more brown field sites and displaced unemployed workers. Industries will be allowed to locate and not have proper pollution controls and are allowed to pay low wages. Too much will be compromised.

We don't like ourselves as a community. Neighborhood clashes result in growth by lawsuit. Old enmities will re-emerge. No growth will occur or possibly Eugene will have negative growth.

Eugene is no longer a desirable place to live. We develop a reputation for a city where no one wants to be. Quality of life decreases because underlying economic/financial base of the community erodes. Funds to support public investment will wither. We miss opportunities to expand our community economic wealth and the downward trend continues downward toward failure.

Our community dies a slow death. Eugene falls into a longer recession. Poor planning that would result in prolonging on increasing effects of the recession. Stagnation or worse, things decline further, greater unemployment, families struggle more and we lose hope. People get sick and die. Schools fail. Kids grow up in poverty, there are more homeless folks and ultimately more crime.

**THE BEST POSSIBLE OUTCOME WHEN WE WORK TOGETHER
FOR ECONOMIC DEVELOPMENT
OUR LONG TERM PURPOSE**

We create a near consensus vision resulting in a plan that creates family wage jobs while enhancing the environment and increasing social equity. *There are* mixed opportunities for jobs growth, and industry growth. *There are* more livable jobs. We will have more and more desirable jobs.

That we develop a vision and plan that acknowledged our best characteristics and specifically recruits and supports businesses that fit the vision of what we want to be. We will figure out how to improve our economy in a way that fits our values. We have a plan that provides varying sizes of commercial and industrial property to meet the needs of growth and new businesses that reflect the community's values. We can identify what we do want to have and still provide a predictable outcome for the specific site.

We finally talk about substance, real general consensus and therefore help inform the city's process and contribute to a positive and popular decision. All people's well being is considered in decision making. We will make joint decisions for the greater good...sufficient jobs and higher wages, reduced impacts. We will consider environmental impacts as part of our decisions.

We develop a thoughtful plan that takes into account the entire community's point of view. We look for long term solutions that are good for our community as a whole. We define "good" for our community point system (plan)."

That we solve our dynamic issues, that we collectively build a flexible and diverse workforce to build a strong economic foundation that meets the challenge of the triple bottom line that will sustain us through time. We develop an active economic development plan recognizing the growth that is most likely to occur and our commitment to provide good job opportunities for the younger members of our families and young professionals we would like to attract to our community.

Policies can be generated which are implemented by the City Council so that planning efforts and visions have a chance of becoming a reality. Collaborative planning brings healthy mixed use redevelopment along transit corridors. We develop a path to a better economic condition without having a negative impact on our quality of life. We generate prosperity so that everyone is better off and we can afford the things we really want in addition (parks, school and environment).

Reformation of regulatory procedures results in new policies that welcome economic progress, environmental stewardship and sustainable business practices. This change at the policy level inspires conversation and action that brings historically adverse groups into enthusiastic agreement about how Eugene will welcome and grow jobs. Policy makers develop a strong employment strategy and follow through, always evaluating and changing the strategy.

OUR LONG TERM PURPOSE (cont.)

We are able to show a united community effort to bring in well paying and socially beneficial large and medium industry while supporting small businesses. New technology and/or large healthcare facilities want to locate here and we have sites for them. This creates jobs and helps transform our community to one with a robust economy and salary averages above national average. Economic Development *adds to the* aesthetic values of community.

We will have an ample amount of land ready for development when a job/income producing firm comes to town with an interest in building a facility here. We re-shape parcels of land and economic policy to make available sites of various sizes shovel ready so that companies vie for a location in Eugene and we have the pick of the litter of business that stay in Eugene forever.

We move ahead slowly, with flexibility and open up the UGB only if needs require it. That we end up with sufficient areas of land that are suitably located and can accommodate large, medium and small industry that will provide living wages for families. We identify a “menu” of industrial sites targeting specific industry and add land to the UGB to accommodate it. We expand the UGB within a four year period.

We take a “big picture” look at our options and agree on an approach to designating industrial land that makes Eugene competitive in attracting new industry while protecting our valued resources and neighborhoods. *There are* minimal impacts of industrial uses on neighborhoods. We have clean industries that are good neighbors. We build smaller homes for encouraging more for less on the housing lands and keeping them off and away from industrial lands. Our Class 1 farmland is protected.

Recruitment of business minimizes environmental impacts in the long run. Industry that does come here is compatible to Eugene and does not degrade our lifestyle. Seriously, average wages go up and we have a balanced mix of industry that is compatible and sustainable with our current and future vision.

That we agree to long term employment and development objectives that help us agree on land use and help us stick to those agreements long term. We attract new business and support existing businesses while responsibly using our natural resources. Everyone will have meaningful work near to where they live and will earn enough to meet basic needs while preserving invaluable resource lands to produce their food, clothing and shelter. Perhaps their work is on those rescued lands providing their own needs!

Eugene offers good living wage jobs to a wide spectrum of workers with varied skills. *We provide* a full portfolio of job opportunities that allow community members to participate in the job market from entry level through a career. Eugene would see the value in higher wage manufacturing jobs, especially for those people without a college degree, and we make sure we had the right mix of available lands to entice businesses to locate to Eugene.

As a result Eugene is a vibrant thriving community with low unemployment and ample competitive wages. We are above the national average in median income. *We have* a diverse, stable economy. *Jobs are* more inclusive, including those people living below the poverty level and/or on food stamps in the process toward a better future. We all say “remember when there was a United Way?”

OUR LONG TERM PURPOSE (cont.)

We have attracted and secured high employment industries that are diverse in size, output and market sectors. We attract a good mix of jobs that decreases the housing affordability gap (or eliminates it.). We do this by developing jobs and industries that are consistent with our shared values and that ensure a high quality of life. They take an active role in the community and provide career advancement to their employees.

We develop and attract a strong base of clean, green industry employers to raise our economic profile resulting in better paying jobs with good benefits for more people. Clean and green industries come to Eugene. This in turn helps to support and fuel other parts of economy. Clean industry flourishes and is strategically located. The city identifies and cleans up infill brown fields, then markets them to relatively clean industry. They are then developed by a mix of clean industry commercial.

The community focuses on and attracts and keeps market driven family wage jobs, resulting in average median income that exceeds state averages. *We encourage* living wage jobs. New high wage jobs are created by industries. The community sees significant new jobs. Employment comes from mostly local businesses.

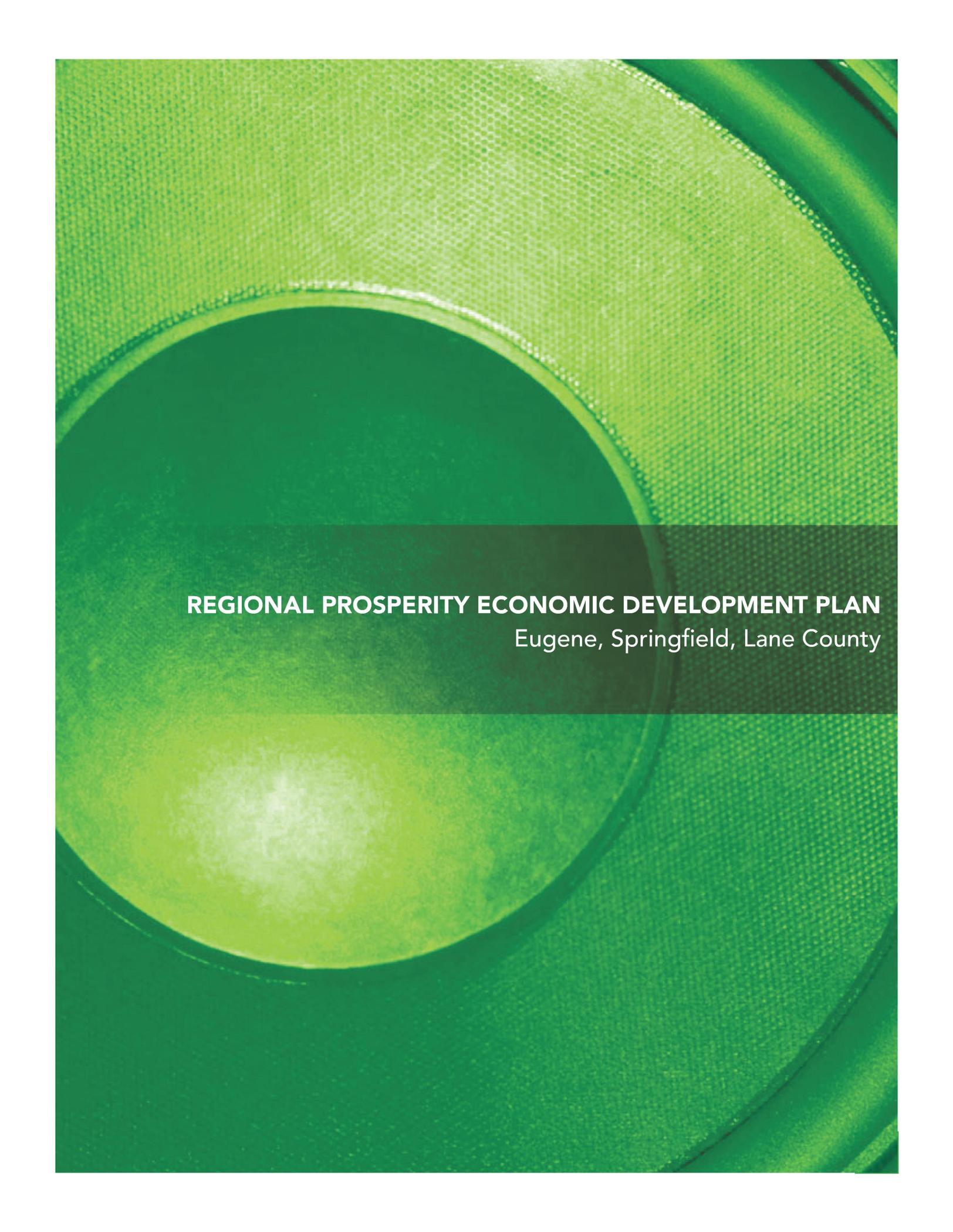
***We create* family wage jobs that provide living wages and benefits and which can allow our children to stay and raise a family and service economically.** More people have living wage jobs and are able to house and feed their families. Living wage jobs improve and we have the capacity to live, work and play here in our home town.

People in Eugene will have jobs and be able to care for their families...with support infrastructure. *We have* a happy and healthy populace doing interesting and rewarding work, while serving the common good. They *are* provided ample opportunities to see their families thrive and leaning to an ever increasing improvement in everyone's standard of living and providing for the less fortunate or able.

Eugene becomes known as one of the best places to live and work. We keep and foster new talent and help everyone in our community prosper. We become an inclusive thriving community with ample well paying jobs for all demographics (age, race, etc.) that provides desirable housing and services for all. We will be proud.

We keep what we care about. We are sustainable and equitable. Business, government and schools are supported and job growth is sustained over many years. Not only do we have opportunity for existing business to grow and new business to arrive, but we have everyone actually working towards the success of the economy and all the benefits that come from that.

Eugene crafts ingenious strategies to be both internationally renowned (in a good attractive way) and yet still affordable for all classes. Residents rate quality of life here in the top 10% of the country. The outcome will provide for the common good. Everyone will get their needs met. The gap between have's and have not's will close. Energies will be focused into new areas rather than channeled into conflict. We have reduced poverty.



REGIONAL PROSPERITY ECONOMIC DEVELOPMENT PLAN

Eugene, Springfield, Lane County

REGIONAL PROSPERITY ECONOMIC DEVELOPMENT PLAN

Approved by the Joint Elected Officials on February 26, 2010

Jon Ruiz
City Manager, Eugene



Gino Grimaldi
City Manager, Springfield



Jeff Spartz
Administrator, Lane County



MEETING THE CHALLENGE

The economic challenges of today are pressing and complex. Financial turmoil has rippled throughout the economy impacting households, driving job losses and threatening the viability of large and small businesses. Locally, job loss and unemployment have exceeded state and national averages. Households in our community have felt economic pain and are looking toward a more hopeful economic future.

The challenges are great, but our resources to meet these challenges are equally impressive: a diverse community of vigorous and nimble small businesses; a University that drives economic prosperity and technological innovation; an emerging green business sector that will play a key role in our economic future; and a well educated, trained and motivated workforce.

In response to the economic crisis the Joint Elected Officials came forward with an ambitious set of goals:

By 2020, create 20,000 net new jobs in the chosen economic opportunity areas; reduce the local unemployment rate to, or below the state average; and increase the average wage to or above the state average.

**Transforming ideas into enterprises.
Making the promise of a green economy a reality.
These are the key features of our future economy.**
City of Eugene Mayor Kitty Piercy

The Joint Elected Officials (Eugene, Springfield and Lane County) have accepted the leadership challenge to engage the community and focus the region's creativity and resources to bring forward a shared vision of our economic future. It is a vision that meets the pressing economic problems of today while laying the foundation for a sustainable future based on efficient, competitive local business and emerging green innovation and technology.



Photo: Jeff Dimmick

THE SHORT LIST

1. The Business One-Stop

Lane Community College (LCC). With physical locations throughout the County, together with a creatively designed dynamic virtual center, the one-stop provides a well coordinated array of information, and tools assistance. Businesses get the assistance they need with planning, marketing, siting, financing and collaboration all in one location.

2. Innovation Incubators

University of Oregon and the Eugene Chamber of Commerce partner. Incubate innovation by using private and public networks and spaces. Incubation sites should be flexibly configured to meet a wide range of business needs including specialized laboratory space to support technological innovation. Follow the best practices of incubation to identify the top ten to twelve early-stage and growth-ready companies in our region and help them access resources that will grow their businesses.

3. Growing Green

UO, LCC, Eugene. Roll out a major initiative to encourage and support the formation and expansion of green, sustainable enterprises. These efforts will also focus on “greening” existing businesses to enhance performance, efficiency and competitiveness. This will be a coordinated effort focused out of the Business one Stop. Other partners would include The Lane Metro Partnership, The UO Center for Sustainable Business Practices and regional public financing programs.

4. A Learning Community

Lane Workforce Partnership. Active business-to-school partnerships between the business community and local schools will focus on work experience through internships and mentorships to provide young workers-to-be with valuable economic life skills.

5. Integrate Economic Development Goals

Eugene, Springfield and Lane County. Complete Eugene and Springfield work on comprehensive plans including 20 year supply of commercial and industrial lands, fully integrating consideration of economic development goals into these processes.

6. Shared Economic Identity

Travel Lane County. Develop and implement a strategic, coordinated identity campaign that integrates regional themes and is supported by institutions and businesses throughout their communications and messages.

7. High Tech – High Growth – High Green

Lane Metro Partnership, UO. Enterprise development and recruitment efforts are focused on emerging green businesses, technologies, and high job-growth sectors that have strong localized economic fundamentals and will increase local earning power.

GUIDING PRINCIPLES OF THE EMERGING ECONOMY

After setting clear goals, elected officials from the region established guiding principles to help shape strategies that align with the assets and values of our region.

Healthy Living

Champion businesses and entrepreneurs that promote a healthy, safe, and clean community while enhancing, protecting, and making wise use of our natural resources.

Ideas to Enterprise

Encourage a culture of entrepreneurship and re-investment into our local community.

Be Prepared

Develop the region's physical, social, educational, and workforce infrastructure to meet the needs of tomorrow.

Local Independence

Promote local businesses and entrepreneurs that lead our area to a higher level of economic independence and resilience.

Regional Identity

Create a stronger economic personality that celebrates our region's attributes and values.



NEXT ECONOMY STRATEGIES

The JEO formed a technical advisory group (TAG) of key business leaders and area partners to develop recommendations on how to move our regional economy forward. The TAG crafted a set of strategies and tactics that could influence economic development and provide a long-term plan for economic recovery and prosperity. The strategies were tested and discussed at a Regional Prosperity Summit held in November 2009. With over 300 participants, the Summit provided broad community input on regional economic development needs and initiatives that government leaders need to advance.

As a result of the work of the TAG and the Summit, the *Regional Prosperity Economic Development Plan* includes six key strategies:

Grow Local Opportunities

Energize a Creative Economy

Invest in Tomorrow's Talent

Provide Basic Business Needs

Identify as a Place to Thrive

Strengthen Key Industries

Tactics that provide a method for implementing each strategy and priority next steps were identified to provide a clear plan for job creation and economic growth.

Collectively, we move towards that which we believe to be true. If we believe we will be able to reap prosperity in this region, decrease unemployment, increase median income, we are encouraged and hopeful that we will move in that direction.

Jon Ruiz, Eugene City Manager



Photo: Rachell Coe

1. GROW LOCAL OPPORTUNITIES

Our region is an excellent environment to foster the start-up and growth of new enterprises. Exciting opportunities lie ahead in market segments where our advantages are clear: Green Business, Clean Tech, Software, Health, and Advanced Manufacturing. Building the success and competitiveness of local businesses is a fundamental strategy to create quality jobs as we move our economy forward. As a region, our mission is to foster an environment that nurtures this culture of enterprise and provides a welcome home for targeted key industries.

Tactic 1.1

Coordinate public capital and finance networks within the region to facilitate business access to needed funding for continued operation and growth.



Tactic 1.2

Develop or strengthen peer-to-peer support networks for businesses of any type (start-up, existing, large, small, etc) to enhance skill development, mentoring, and problem solving.



Tactic 1.3

Assist businesses with site development or expansion by streamlining the permitting process.



Tactic 1.4

Provide direction to the Metro Partnership to pursue targeted industry opportunities.

Tactic 1.5

Promote a "Buy Local" program that keeps money flowing locally while also seeking traded sector opportunities that bring new investments to the area.



Priority Next Step

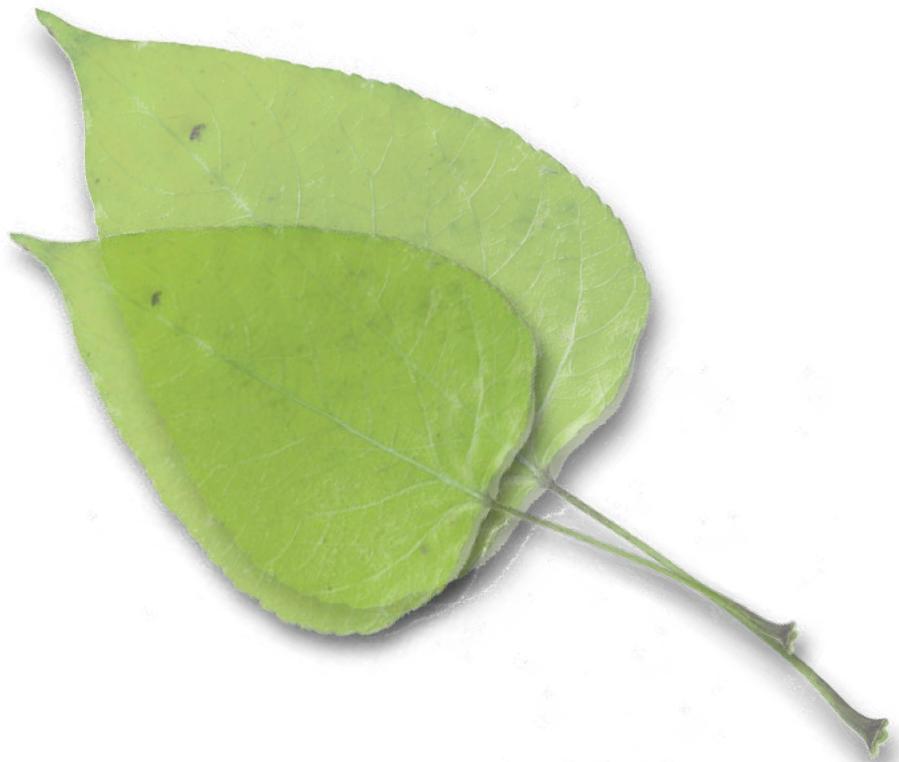
The Business One-Stop

With physical locations throughout the county, together with a creatively designed, dynamic virtual center, the one-stop provides a well coordinated array of information, tools and assistance. Businesses get the assistance they need with planning, marketing, siting, financing and collaboration all in one location.



Members of our communities are in need. Housing prices have fallen and we've seen unprecedented levels of unemployment. Those with jobs are not seeing the growth opportunities once available through their employers. We need economic development policies that address these concerns and we need to work together to create an economy that provides those good jobs now.

Pete Sorenson, Lane County Commissioner



2. ENERGIZE A CREATIVE ECONOMY

Lane County continues to be an ideal launching point for entrepreneurs and creative businesses. This has been a fundamental part of our economic heritage and will be key element of our strategy as we move into the next economy. Our region is primed for growth in software, University technology transfer and emerging green business. Directing resources to support the formation and expansion of these and other entrepreneurial business is a prime focus of this plan.

Tactic 2.1

Increase investment capital by leveraging such groups as the Willamette Angel Conference (WAC), the Southern Willamette Angel Network (formerly Lane Venture Forum), the Oregon Entrepreneurs Network (OEN), and the investor relations programs led by the Eugene Area Chamber of Commerce.

Tactic 2.2

Expand the partnership with University of Oregon and Oregon State University in bringing new technologies and innovations to market and promoting sustainable practices.

Tactic 2.3

Improve the deal flow for investors by accelerating start-ups that are growth-ready.

Tactic 2.4

Provide educational opportunities and support services for entrepreneurs to increase their skills.

Tactic 2.5

Support the expansion of sustainable businesses that work toward building economies that are green, local, and fair.

Tactic 2.6

Encourage the formation and expansion of creative and technology based ventures by providing well configured and flexible incubator spaces.



Priority Next Steps:

Innovation Incubators

Incubate innovation by using private and public networks and spaces. Incubation sites should be flexibly configured to meet a wide range of business needs including specialized laboratory space to support technological innovation. Follow the best practices of incubation to identify the top ten to twelve early-stage and growth-ready companies in our region and help them access resources that will grow their businesses.

Growing Green

Roll out a major initiative to encourage and support the formation and expansion of green, sustainable enterprises. These efforts will also focus on “greening” existing businesses to enhance performance, efficiency and competitiveness. This will be a coordinated effort focused out of the Business One Stop. Other partners would include The Lane Metro Partnership, The UO Center for Sustainable Business Practices and regional public financing programs.

A talented workforce is the key to our region’s economic success. Building programs, partnerships and a regional culture that values learning and entrepreneurial spirit and creativity will help us grow, and attract innovative talent to our region.

Richard Lariviere,

University of Oregon President, from his keynote address at the Regional Prosperity Summit



Photo: Richard Sweet



3. INVEST IN TOMORROW'S TALENT

Investing in future human capital is critical to a sustainable future. As the region's economy becomes more and more knowledge- and innovation-based, we must equip today and tomorrow's workers with the skills and attitudes for economic success. Creating and maintaining a competitive workforce that meets emerging industry needs will stimulate business development and highlight the region's vitality and appeal.

Tactic 3.1

Partner with local educational systems to prepare local residents with work readiness skills, including basic math and literacy skills, necessary for success in all occupations.

Tactic 3.2

Convene industry-interests panels to design and evaluate curricula to ensure that local training programs meet industry needs.

Tactic 3.3

Attract entrepreneurial and innovative talent by building a culture that values learning, the entrepreneurial spirit, acceptance, diversity, and creativity.

Tactic 3.4

Connect basic skills training programs (e.g. G.E.D. preparation and English as a Second Language) to post-secondary certificate or degree programs.

Economic recovery and our very future, depends on a strong, healthy education system. We are proud of the quality of students produced in our metro area and we must continue to creatively focus on developing our future workforce right here at home.

Sid Leiken, Springfield Mayor

Tactic 3.5

Partner with industry and education to encourage investment in training opportunities for young people, such as internships and work experience opportunities.

Tactic 3.6

Support the local recognition of Career Readiness Certificates, a state-wide testing and credentialing initiative to enhance workforce readiness.

Priority Next Step A Learning Community

Active business-to-school partnerships between the business community and local schools will focus on work experience through internships and mentorships to provide young workers-to-be with valuable economic life skills.



4. PROVIDE BASIC BUSINESS NEEDS

We must meet the basic infrastructure and siting needs of business in order to encourage development, expansion and job creation. This means taking actions to strengthen the links between land use planning, transportation, infrastructure investments and economic development goals.

Tactic 4.1

Inventory and evaluate underdeveloped space in an effort to assist business re-locations in a timely fashion.

Tactic 4.2

Promote and build on the region's transportation, distribution and logistics advantages.

Tactic 4.3

Continue to work with property and business owners to expand, upgrade and construct state-of-the-art facilities.

Tactic 4.4

Streamline the regulatory processes to assist with site selection and development.

Priority Next Step

Integrate Economic Development Goals

Complete Eugene and Springfield work on comprehensive plans including 20 year supply of commercial and industrial lands, fully integrating consideration of economic development goals into these processes.



5. IDENTIFY AS A PLACE TO THRIVE

We are a region of western adventurers and business pioneers, of natural wonders and green innovations, of world-class track and field and world-renown microbrews and wineries. Our region will promote itself as the place to be - where businesses grow green and where green businesses come to grow. A strategic long-term campaign will create and genuinely communicate an identity that raises awareness, generates excitement, and highlights the opportunity and spectacular nature of the region.

Tactic 5.1

Partner with local business and economic development organizations to communicate our economic identity and successes, both internally and externally.

Tactic 5.2

Promote the region's strong willingness and ability to mentor and coach entrepreneurs and businesses, and recognize the successes that grow from within this network.

Tactic 5.3

Promote and celebrate the region's creative people who find success and create bridges for them to contribute back to our community.

Tactic 5.4

Promote the region's natural and cultural resources to enhance cultural tourism.

Tactic 5.5

Build on local enthusiasm and support for outdoor activities like track and field (Track Town USA), environmental quality, and sustainability.

Tactic 5.6

Market economic development efforts in conjunction with other branding efforts.

Priority Next Steps

Shared Economic Identity

Develop and implement a strategic, coordinated identity campaign that integrates regional themes and is supported by institutions and businesses throughout their communications and messages.

Urban Vitality

As we foster a creative economy, dynamic urban centers are an important asset. Eugene, Springfield and many of the smaller communities in the region, recognize the importance of supporting and enhancing vitality in their city centers. Building downtowns as places to live, work and play will support the retention and expansion of the existing business community and be a significant asset to attract new investment.

The Cities of Eugene and Springfield will continue to enhance their efforts to promote downtown vitality through development and redevelopment. Other cities in the region should also look for opportunities to enhance core commercial and downtown areas as part of their economic development strategies.

6. STRENGTHEN KEY INDUSTRIES

Our best economic engine for job creation will continue to be the growth and expansion of existing local business. This work will focus on the region's traditional strengths in Transportation/Manufacturing, Wood Manufacturing, Health Care, and Construction.

This strategy is also focused on developing an innovative culture to support emerging opportunities within for our regional economy:

- Clean Tech / Renewable Energy
- Health/Wellness
- Advanced Manufacturing (technologically rich, innovative manufacturing)
- Software
- Biomedical

Tactic 6.1

Identify strategies to address unique site and logistical needs of existing and emerging industries.

Tactic 6.2

Develop associations or networks among targeted cluster businesses for innovative networking, information-sharing and to provide opportunities for business growth.

Tactic 6.3

Pursue opportunities to expand and recruit businesses, ideas, and entrepreneurs into our region that can enhance our existing businesses and community.

Priority Next Steps

High Tech – High Growth – High Green

Enterprise development and recruitment efforts are focused on emerging green businesses, technologies, and high job-growth sectors that have strong localized economic fundamentals and will increase local earning power.

United Efforts

Create a Regional Prosperity Council that acts as the guiding coalition for the implementation of the regional strategy and initiates and oversees an ongoing conversation on topics such as demographic shifts, applications of emerging technologies and best practices in supporting the strategy.

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