



MEMORANDUM

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Date: June 10, 2010

To: Joint Elected Officials

From: Jon Ruiz, City of Eugene Manager
Gino Grimaldi, City of Springfield Manager
Jeff Spartz, Lane County Administrator

Subject: **REGIONAL ECONOMIC DEVELOPMENT PLAN: Progress Update**

Since March 2009, the Joint Elected Officials (JEO) have had several discussions and taken action on the current state of the regional economy. On February 26, 2010 the JEO approved a regional economic development plan. (See Attachment A for the Building Our Next Economy – Regional Prosperity Economic Development Plan.) This memo provides an update on work currently underway to support the six strategies outlined in the plan. The work represents a significant partnership of many of the region's institutions and organizations to move forward with well-developed and newly emerging actions.

BACKGROUND

In March 2009, the JEO first expressed an interest in holding a *Regional Economic Summit* to coordinate a collaborative response to the economic situation and formed a sub-committee (ED Task Force) for this purpose. In June 2009, the JEO approved a framework for developing a regional economic development plan to better position our regional economy to take advantage of economic opportunities that align with our area's assets and values.

A Technical Advisory Group (TAG) composed of key stakeholders in our regional economy drafted a recommended list of strategies and tactics to encourage regional economic development. At the September meeting, the JEO approved the recommended draft list and asked that it be reviewed at the economic summit organized by the ED Task Force.

The strategies were reviewed and discussed at a *Regional Prosperity Summit* on November 19, 2009. With over 300 participants, the Summit provided broad community input on where our region needs to go and offered insights into the initiatives that government leaders should advance. Following the summit, the JEO approved a regional economic plan at the February 26, 2010 meeting. The plan includes five principals, six strategies, and seven critical initiatives. The six strategies are listed below with their more formal name in parentheses.

1. Business Expansion and Retention (Growing Local Opportunities)
2. Entrepreneurial Infrastructure (Creative Economy)
3. Workforce Development (Talent for Tomorrow)
4. Land and Physical Infrastructure (Basic Needs of Business)
5. Economic Identity (Quality of Life)
6. Targeted Industries (Key Industries)

PROGRESS

Though the initial discussions were driven by the three JEO jurisdictions, the work to implement the strategies necessitates a much broader partnership of institutions and organizations. The matrix in Attachment B lists the strategies and a summary of the actions (based on initiatives/tactics) that are progressing with the lead organization(s) and the status. The 17 individual actions are led by 10 different organizations. Some of the actions reflect previously implemented or ongoing work that is now set in the context of the regional economic development plan. Many of these actions, however, are new and being implemented in direct response to the JEO's work. Lane County, the City of Eugene, and the Eugene Chamber of Commerce have also each taken action or are scheduled to increase resources to support economic development. Below are a few highlights of the work in progress for each strategy.

1. Business Retention and Expansion: The Lane Community College Small Business Development Center is the lead in convening a group of service partners to form a one-stop service center to assist area businesses. Participating partners include: Lane Council of Governments, City of Eugene, City of Springfield, Lane County, and eDev. Plans are underway to provide a centralized service and referral program for businesses in the region with both physical locations and a well developed web presence. The combination of LCC's presence throughout the county, together with dynamic web-based education and information tools will greatly enhance businesses' access to and benefit from these services. A seamless referral system will create ready access to the variety of assistance and financial programs offered by the other partners.
2. Entrepreneurial Infrastructure: The Eugene Chamber of Commerce sponsors both the ongoing Southern Willamette Angel Network and the annual Willamette Angel Conference. The Network hopes to stimulate regional investor interest to work with and fund emerging enterprises. The conference is designed to generate interest and participation among both investors and emerging enterprises. The conference was successfully completed in May and included the recruitment and training of 33 angel investors from the Willamette Valley, 17 from Eugene/Springfield. The Chamber is committed to growing this effort.
3. Workforce Development: The Lane Workforce Partnership has undertaken a wide variety of actions to support the training needs of both workers and industry. The importance of matching training offerings with the needs of regional industries was stressed during the Summit. Lane Workforce has convened a number of industry-interest panels to help calibrate training curricula to the needs of industry. Lane Workforce is currently convening the following industry groups: Lane Manufacturing Skills Alliance, the Community Healthcare Education Network, and the Green Jobs Taskforce.
4. Land and Physical Infrastructure: Both the cities of Eugene and Springfield have been assessing commercial and industrial land supplies. Eugene has completed its Comprehensive Land Assessment (ECLA) process. During the Envision Eugene process, the City will consider land supply together with economic development goals. The City of Springfield has concluded its commercial/industrial lands analyses. Springfield is working on local Economic Development objectives and strategies that will factor into discussions of supply adequacy, redevelopment goals and discussion of the urban growth boundary.
5. Economic Identity: A robust marketing/branding effort led by Travel Lane County will enhance business awareness of assistance resources and contribute to the region's economic identity. Both the cities of Eugene and Springfield continue to work on downtown vibrancy as part of the strategy to attract and retain business investment and a talented workforce. Eugene is moving ahead with the Beam redevelopment, the construction of the LCC downtown center, improvements to the public markets and expanded public safety services. Springfield is working on a Downtown District Urban Design Plan and Implementation Strategy to help guide upcoming urban renewal investments.

6. Targeted Industries: Lane County staff have been working on several potential clean-tech industry developments. Lane County has been providing feasibility analyses, site consultation, research support, and assistance with funding options. City of Eugene staff have been collaborating with Lane county on proposed developments inside Eugene.

NEXT STEPS

Significant progress has been made on a variety of initiatives that advance the goals of the JEO plan and the approved strategies. The following are suggested next steps to build upon this momentum.

- Continued development of business assistance efforts with emphasis on the “seamless” referral system, web based tools and marketing and outreach efforts.
- Expansion of efforts to assist entrepreneurial development emphasizing peer networks, funding tools and enhancing community connections with The University of Oregon and Lane Community College.
- Convention of a youth career awareness task force of education, labor and business representatives by Lane Workforce Partnership to explore the development of a campaign to promote awareness of “middle skills” jobs and careers throughout Lane County.
- Collaboration between Lane Workforce Partnership and Lane Community College, the Oregon Employment Department, and the Oregon Workforce Investment Board, to implement a National Career Readiness Certificate initiative in the Fall of 2010.
- Completion of land analyses by the Cities of Eugene and Springfield, together with consideration of economic development goals.
- Continued work on cultural and amenity projects that contribute to the region’s economic identity including downtown redevelopment and the proposed indoor track facility.
- Expansion of the number of contributing partners; formalizing the acceptance of the regional economic development plan among the partners; and encouraging each to make a specific commitment of program effort and resources

ATTACHMENTS

- A. Building Our Next Economy – Regional Prosperity Economic Development Plan
- B. Progress Matrix – Regional Economic Development Plan

Building OUR NEXT Economy



Regional Prosperity Economic Development Plan

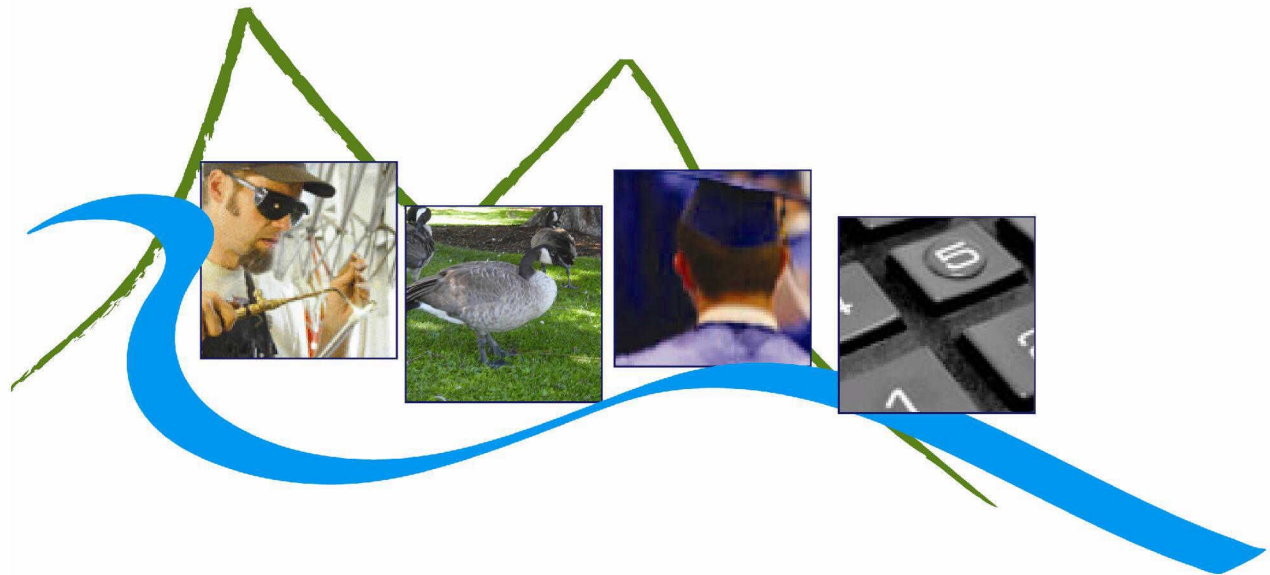
Jon Ruiz, City Manager, Eugene

Gino Grimaldi, City Manager, Springfield

Jeff Spartz, Lane County Administrator

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WHY DO WE CARE?

The citizens of the Eugene-Springfield metro area have felt the burden of the financial crisis more so than in other counties and other states. The decline in local jobs, is putting a strain on city, county and state budgets and programs. The Eugene-Springfield metro area unemployment rate in July 2009 was 12.5%, a 6-percentage point increase over the last year, which is slightly higher than the state unemployment rate of 11.9%. The decline in the availability of local jobs has put increased pressure on social services. The number of cases in the federal Temporary Assistance for Needy Families program for our local district has increased 18.5 percentage points over the past year. The number of applications for low-income housing in Lane County in 2008 increased 13 percentage points compared to the previous year. These programs are indicative that the economic crisis has significantly impacted our local economy and that the need for a regional, long-term strategy for not only economic recovery, but also economic prosperity is strong.

HOW WE GOT HERE

The region's Joint Elected Officials, the City Councils of Eugene, Springfield, and the Lane County Commissioners, were seeking a way to respond to our economic crisis. The JEO put forward challenging 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.”

The elected officials also put forward a few guiding principles to help focus and steer strategies towards those that would be most compatible with the assets and values of the region. Resource challenge, science and knowledge based, globally interdependent, innovation driven.

The JEO formed a technical advisory group (TAG) composed of key business leaders and critical area partners who had a passion for our regional community, and was requested to develop recommendations on how to move our economy forward. This group crafted a set of strategies that the region should focus on to influence the economic development of the region. The strategies were then tested and discussed at a *Regional Economic Summit* held in November 2009. With over 300 participants, the *Summit* provided a broad community response to where our region needs to go and offered insights into the initiatives that government leaders need to embark on.

PRINCIPLES

The elected officials from our region set a goal for the region to work towards, as well as a few guiding principles that were used to help focus the strategies towards those that would be compatible with the assets and values our region boasts.

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

Smart Growth – 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.

“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.”

**Lane County
Commissioner Pete
Sorenson**

OUR NEXT ECONOMY

STRATEGIES FOR THE NEXT ECONOMY

The TAG recommended a set of high-priority strategies for the region. These strategies create the vision for how governments, businesses, and community members can work together to help the Eugene-Springfield metro area achieve economic sustainability. This set of strategies were tested at the *Regional Economic Summit* and proved to be successful in establishing a framework for decision-making for community partners within Eugene, Springfield, and Lane County.

GROWING LOCAL OPPORTUNITIES

Our region should take initiatives that support the growth and development of local businesses that generate quality jobs. We recognize the crucial role existing area businesses play in sustaining the health of the local economy and in creating job opportunities. Efforts should be directed at supporting the

operating needs of local businesses as well as meeting their needs for

“There are some that will say the goals are too big. That we won’t be able to both decrease unemployment and increase median income... There are some that will continue to say we won’t be able to work together as jurisdictions. I think that what we have today and as we move forward, is proving that that isn’t the case. That there is a commitment to doing all of those kinds of things.”

- Jon Ruiz, City Manager, Eugene

“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*.

expansion and growth.

CREATIVE ECONOMY

The Eugene-Springfield metro area needs to work towards providing easier and faster access to resources for start-ups and new ventures. We need to enhance and connect facilities, networks, and services within our region to encourage the creation of new ventures, and the growth and development of small- and medium-sized enterprises.

TALENT FOR TOMORROW

We need to appeal to the next generation of “knowledge workers.” We need to look for initiatives that will help us train, attract, and maintain a competitive workforce that meets emergency industry needs, stimulates business development, and highlights the vitality and appeal of our region. Fostering a dynamic partnership between education, industry, and workforce development to forecast and meet the training needs of area businesses is crucial for our region’s citizens and businesses.

We recognize the importance of a skilled workforce for the prosperity of the region. By expanding access to academic and occupation training for all Lane County residents, with special focus given to lower-skilled and lower-wage workers, we can expand the ready workforce in Lane County.

BASIC NEEDS OF BUSINESS

In order to meet the very basic needs of any business, we need to prepare the infrastructure, land, and workspace to provide for future growth. Initiatives should strengthen the coordination between infrastructure, planning and investments, land use, and economic development goals to create attractive and modern business locations.

LIVE THE GOOD LIFE

Our area boasts the physical beauty, and natural and recreational amenities that create a lifestyle that few would contest. We need to promote the region’s quality of life that attracts people to the area and builds on our dynamic community. Our region’s economic quality of life benefits from the staying power businesses have because their employees choose to live and grow in our community.

KEY INDUSTRIES

We can continue to support the development of sectors that have built a strong economic foundation for our community and have complemented our region’s quality of life, such as:

- Transportation/Manufacturing

- Wood Manufacturing
- Health Care
- Construction

The region should also focus on developing our innovative culture to support the emerging opportunities within our local economy, such as:

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

LAUNCHING US INTO THE NEXT ECONOMY

The *Regional Prosperity Summit* gathered leaders from business, government and the community and honed in on the critical initiatives that will launch our region into the next economy.

NETWORKS, NETWORKS, AND MORE NETWORKS

Networks are needed for several types of information. A stronger network of financiers will help to bring more innovative ideas to market. As more entrepreneurs are trying to sell their services and products, a network of marketers will be useful. As the new businesses begin to grow, a network of mentors are needed to help those new businesses through their growth stages. A “Birth to Three” network for entrepreneurs will create an environment for the entrepreneur where they can get the help they need when they needed.

- Create a *Birth to Three* network where entrepreneurs, business owners/managers can go for mentorship in the major areas of running a business, such as financial management, marketing, production, leadership, etc.

THE HEART OF LANE BUSINESS

The most common recommendation from the *Regional Prosperity Summit* was a one-stop resource center for all things business. An entrepreneur could come to this information hub, both physically and virtually, and receive troubleshooting assistance on financing, marketing, or leadership, connections to other agencies and department, enrollment into business trainings, and an enrollment into an appropriate network for ongoing support.

“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.”

**Springfield
Mayor Sid
Leiken**

This business assistance center acts as the expert in regional resources for entrepreneurs and business owners of all kind. It is the heart to Lane County business development.

- Create a business assistance center where entrepreneurs, business owners/managers can go, whether virtually or physically, to get information and assistance related to business management and growth within our region.

A LEARNING COMMUNITY

Summit participants expressed the needs to improve the basic and applied skills of young people in the region as they prepare to enter the labor force. Active partnerships between the business community and local schools were suggested with a focus on work experience through internships and mentorships. This type of business-to-school partnership represents a real opportunity to provide young workers-to-be with valuable economic life skills.

- Improve the basic and applied skills of young people in the region as they prepare to enter the labor force. This effort must begin with school readiness for kindergarten, ensure high school graduation, include vocational/technical training, and internships and mentorships, and provide paths to higher education.

A FOCUSED REGION

Our regional values need to drive the creation of our regional economic identity. Marketing a regional identity will increase our area's ability to maintain a sustainable competitive advantage in a global marketplace. Our identity influences the regional behavior in the marketplace and describes our community's values to businesses and talent around the world. A regional identity will help us align our strategies, our resources, our partnerships, and our assets for economic success.

- Create a regional economic identity, capitalizing on assets that will identify our region as a significant economic center.

NEW PARTNERS

New investment coming to the region will be an important complement to the growth of local business in providing for the region's future economic health. A sustained effort to reach out to prospective investment, respond to their questions and needs, and successfully recruit new businesses to the area is an important part of a sound economic development strategy. Many of these efforts are already in place. The region also has an important partnership with the State of Oregon to address national and international markets.

“Our region is blessed with tremendous assets and a wealth of local ingenuity, and this Summit is an opportunity for us to work together to best capitalize on those assets and develop creative strategies and actions to move our economy forward.”

Eugene Mayor Kitty Piercy, from her opening remarks at the *Regional Prosperity Summit*.

- Develop and sustain a business expansion, attraction and retention program with emphasis on traded-sector companies. Sustain and expand the economic recruitment efforts in place for the region. The partnership with the State of Oregon should also be further fostered and developed. The regional identity (addressed in the previous initiative) will be used to refine and focus the efforts.

URBAN VITALITY

The distinctiveness of a region and a community is an important asset in retaining talent and businesses, as well as attracting new talent and investment. The region has always been fortunate to have many such “place-based” assets in its outdoor recreational amenities and great variety of natural features. The emergence of the creative economy has created new interest in urban downtowns as entertainment and cultural centers. Both Eugene and Springfield, as well as many of the smaller communities in the region, recognize the importance of supporting and enhancing vitality in their downtowns. 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 should continue and 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.
- Inventory and assess adequacy of industrial land availability in support of expansion, attraction and retention in conjunction with comprehensive land assessment process.

A REGION WORKING TOGETHER

One common thread of feedback from the *Regional Prosperity Summit* was the positive direction that our government leaders are taking by pulling our communities together to act as one economic region. Moving forward as one region, not several, will create a positive inertia that will move us forward into the next economy faster than if we work alone. Our next economy will be stronger and more resilient by moving forward together.

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

“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, City Manager, Eugene*

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Dave Hauser, Eugene Chamber of Commerce

Caroline Cummings, Eugene Chamber of Commerce

Dan Egan, Springfield Chamber of Commerce

Natasha Boska, Springfield Chamber of Commerce

Jack Roberts, Lane Metro Partnership

Tim Duy, University of Oregon

Shawn Winkler-Rios, E-Dev

Sue Kesey, Springfield Creamery

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Ann Marie Mehlum, Summit Bank

Chuck Forster, Lane Workforce Partnership

Robin Onaclea, Lane Workforce Partnership

Leroy Marney, President Lane, Coos, Curry, Douglas Counties, Oregon State Building Trades Council

Jon Ruiz, City Manager, Eugene

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Jeff Spartz, Lane County Administrator

Progress Matrix: Regional Economic Development Plan

Strategy	Action <i>(based on Initiatives/Tactics)</i>	Lead	Status
#1 Business Retention & Expansion <i>(Growing Local Opportunities)</i>	One-Stop Business Assistance Center: Provide easy access to business assistance services. Physical locations, web presence, seamless referral to other agencies and institutions.	LCC Business Development Center	Plans are underway. LCC convened a group consisting of the cities of Eugene and Springfield, Lane County, and e-Dev. Working with marketing consultant on web development and communications strategy.
	Small Cities/Rural Initiative: Provide staff and financial resources to support business development opportunities in the “balance of the County.”	Lane County	County has hired full-time staff to work on business development issues in the small cities and rural areas. Currently working with a dozen opportunities. County may also provide financial support through lottery funding mechanisms.
	Expanded Small Business Assistance: Assist start-ups and existing businesses with information, training, and resolution of issues.	Eugene Chamber	The Eugene Chamber will fund a new, ongoing position to provide support to new ventures as part of a multi-faceted Chamber strategy that aligns with elements of the Regional Economic Development Strategy.
	Business Financing: Provide supplementary finance programs to assist with business development and expansion. Use public financing programs to enhance businesses’ access to conventional financing sources.	LCOG; Cities of Eugene & Springfield	LCOG provides small business loans through Federal SBA, EDA and rural development programs (annual volume ~ \$10 million). City of Eugene provides small business loans through the Business Development Fund (annual volume ~ \$1 million) and provides downtown development loans (annual volume ~ \$1.2 million). City of Springfield has limited funds within CDBG targeted Downtown area for annual allocation of funds.
#2 Entrepreneurial Infrastructure <i>(Creative Economy)</i>	Willamette Angel Network: The Eugene Chamber sponsors both the ongoing Southern Willamette Angel Network and the annual Willamette Angel Conference to stimulate regional investor interest to work with and fund emerging enterprises. The Chamber is committed to growing this effort. The Network hopes to.	Eugene Chamber	Chamber supported the Willamette Angel Conference (May 13) and included the recruitment and training of 33 angel investors from the Willamette Valley, 17 from Eugene/Springfield. Good Clean Love, a Eugene company, received an investment award in the presentation competition.
	Business and Industry Cluster/Associations: Work on the development of industrial clusters, associations, and networks to encourage general business growth and development within targeted industries.	Eugene Chamber	Chamber announced business support program including Cluster/Association work as part of a multi-faceted program.

Strategy	Action <i>(based on Initiatives/Tactics)</i>	Lead	Status
(#2 continued)	Micro-Enterprise Development: Provide training, technical assistance, and financing to support the development of micro-enterprises.	e-Dev	e-Dev provides a countywide program to support the training, technical assistance needs of emerging micro-enterprises. The cities of Eugene and Springfield and Lane County provide partial funding for e-Dev programs.
#3 Workforce Development <i>(Talent for Tomorrow)</i>	Match Training to Industry Needs: Convene industry-interest panels to design and evaluate curricula to ensure that local training programs meet industry needs.	Lane Workforce Partnership	Currently convening the following industry groups to review training programs: Lane Manufacturing Skills Alliance, the Community Healthcare Education Network, and the Green Jobs Taskforce.
	Work Experience for Youth: Partner with industry and educational institutions to encourage investment in training, internship and work experience for youth.	Lane Workforce Partnership	Lane Workforce Partnership is actively working with the business community to provide youth with work experiences. This last year, 399 work experience positions and 21 internship opportunities were provided for youth.
	Enhance Workforce Readiness: Fund basic skills training and promote Career Readiness Certificates, a statewide basic skills testing and credentialing initiative.	Lane Workforce Partnership	Lane Workforce provides work readiness services through WorkSource Lane customers. Last year 11,474 WorkSource customers took Basic Skills assessments testing and 499 took Basic Skills Classes. Planning is underway to implement a Career Readiness Certificate program in Lane County.
	Train Laid-Off Workers and Low-Income Adults for In Demand Jobs: Increase training and employment opportunities in higher wage, high demand occupations.	Lane Workforce Partnership	Lane Workforce Partnership awarded over 600 retraining scholarships to laid-off workers and low-income adults to train in higher wage/high demand occupations.
#4 Land & Physical Infrastructure <i>(Basic Needs of Business)</i>	Land Supply: Assess existing land supply related to industry development needs, redevelopment, and targeted industries goals. Determine specific site characteristics needed to address these goals.	City of Eugene	City of Eugene has concluded its Comprehensive Land Assessment process. Next phase is the Envision Eugene process that will include review of commercial and industrial land supply with consideration of economic development goals.
		City of Springfield	Springfield concluded its commercial/industrial buildable lands analyses. Springfield and Lane County Planning Commissions have recommended, among other related issues, adoption of economic development objectives and strategies, needed land supplies, redevelopment goals, and land-use efficiency measures for Springfield's urban growth boundary.

Strategy	Action <i>(based on Initiatives/Tactics)</i>	Lead	Status
#5 Economic Identity <i>(Live the Good Life)</i>	Establish common messaging/branding: Bring together major public & private parties involved in area marketing to coordinate messaging and develop a common strategy.	Travel Lane County	TLC coordinated 1 st meeting, May 27, both cities, County, UO, and both Chambers were involved. Group to continue working on these issues.
	Reinforce vibrant Downtown Centers: Encourage a rich mix of commercial, cultural, and residential activity in the region's downtowns as part of the strategy to grow, foster, and attract business investment and a talented workforce.	City of Eugene	City of Eugene is moving forward with a mix of downtown projects to enliven activity and support development in the core, including: LCC's downtown center, the Beam redevelopment, improvements for the public markets and expansion of public safety services.
		City of Springfield	City of Springfield has a consultant working with the Downtown Advisory Committee on a Downtown District Urban Design Plan and Implementation Strategy to help guide upcoming urban renewal investments, activities, and programs and to focus redevelopment in downtown and Glenwood.
	Major Indoor Track Center: Promote development of a regional indoor track facility to expand infrastructure and to support a broader range of event programming. Development of this facility supports the "Track Town USA" regional economic identity.	Travel Lane County	TLC is working with the Oregon Track Club the UO and other partners to pursue development. This facility is seen as a major component in the strategy to secure future bids for major collegiate events and future Olympic Trials.
#6 Targeted Industries <i>(Key Industries)</i>	Identify the "basic needs" of targeted industries; Develop strategy: Understand the infrastructure and site requirements of targeted industries. Develop a strategy.	Lane Metro Partnership	Partnership collecting siting & infrastructure data from consultant, State Economic Development and others. Cities considering needs of target industries in planning efforts. Springfield has proposed adoption of its economic development objectives and strategies for targeted industries.
	Support the emerging Clean Tech Industry: Provide technical assistance and financial incentives to encourage clean tech development.	Lane County	County staff have been working on a range of potential clean tech industry developments to be sited at various locations. Staff has provided research support, site consultation, and assistance with funding options. City of Eugene staff are collaborating on a potential development in Eugene.
		City of Eugene	City of Eugene staff working with an additional clean tech development proposal, providing siting and funding consultation. Lane County staff also providing support to this project.