

Lane Economic Committee
October 18, 2010

Agenda Item #6

Identifying Targeted Economic Development Strategies from the Comprehensive Economic Development Strategy (CEDS)

Discussion

Can we narrow the comprehensive goals from the CEDS to several targeted strategies? The targeted strategies could be forwarded to the Lane Council of Governments Board for review and deliberation. The LCOG Board could then direct LCOG staff to take steps to pursue these more limited and targeted goals including the pursuit of various potential funding sources. In addition, the LCOG Board could share its goals with other interested state and local entities.

Attached is a copy of the relevant pages from the CEDS. Also attached is the LEC workplan and handouts from the City of Eugene's Regional Prosperity Summit.

Recommendation

LEC could form a subcommittee to review comprehensive goals and return to LEC with a short list of targeted strategies.

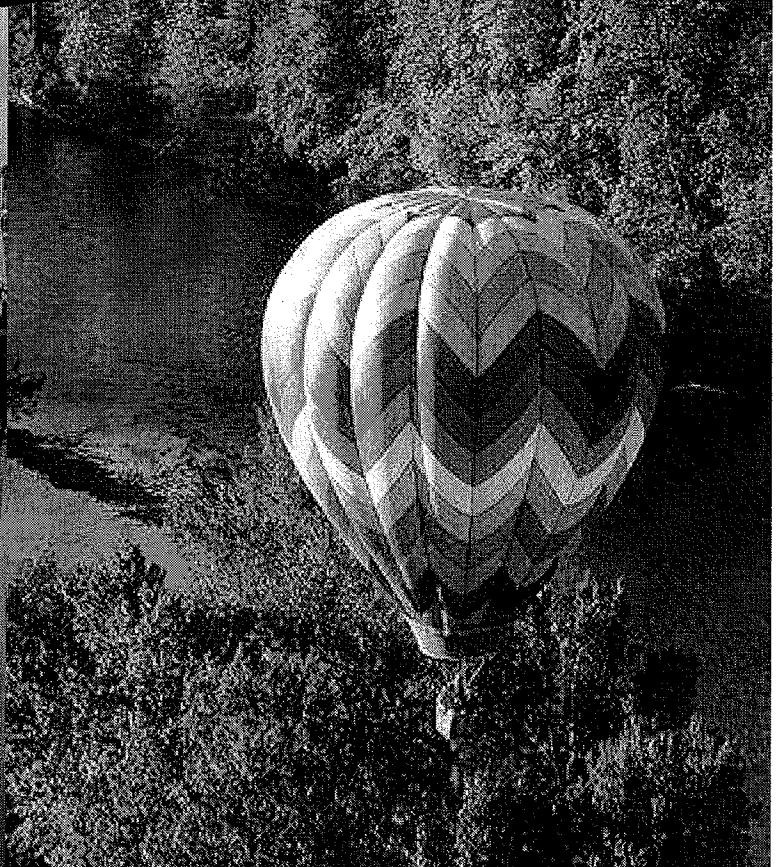
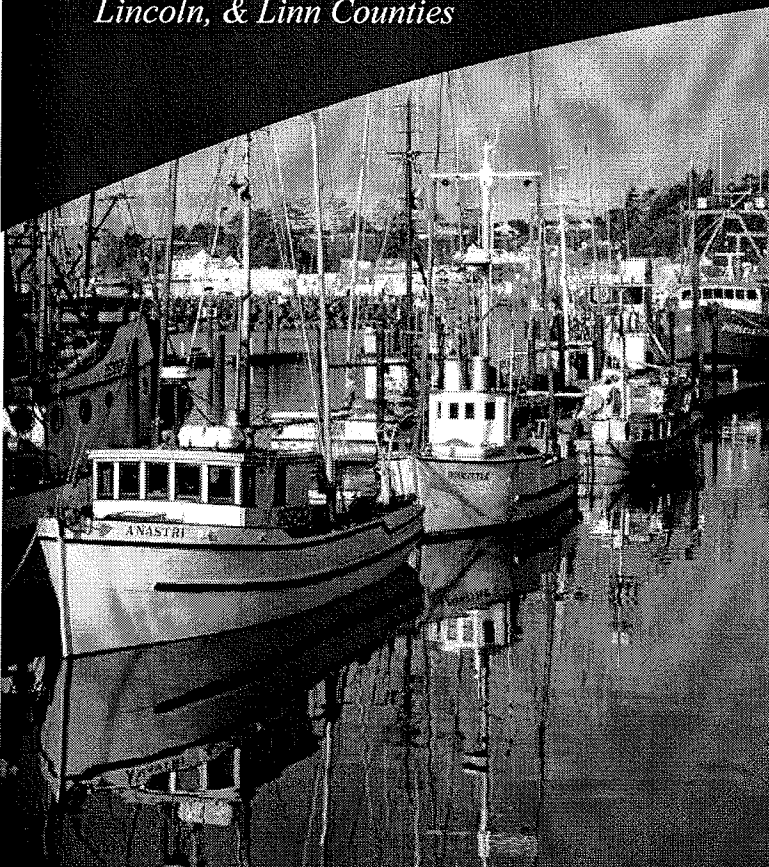


Cascades West Economic Development District

2010-2015

Comprehensive Economic
Development Strategy

*Serving Benton, Lane,
Lincoln, & Linn Counties*



Our Goals

The following six goals refine the regional vision and provide a framework for shaping the distinct work plans and long-term investment strategies of the Cascades West Economic Development District, Cascades West Community and Economic Development Committee, and Lane Economic Committee. It is anticipated that these goals also provide a sound basis for local and state-wide policy development and planning. Policy-level explanations of why the goal is considered important and examples of how the goal could be addressed follow each goal statement.

Goal 1: Advance economic activities that provide a range of employment opportunities.

Considerations: The region must both support existing businesses and industries and be prepared to take advantage of new opportunities. Individuals must be supported in their efforts to improve their skills, to have access to a variety of job opportunities, and to start their own businesses.

Examples of activities that support this goal:

- ◆ Enhance access to capital, both private and public
- ◆ Training for professional and technical primary jobs
- ◆ Enhance value-added production and niche marketing
- ◆ Support for ports and special districts
- ◆ Support for the activities of business incubation centers, entrepreneurs, small business development centers, and economic development partnerships, that help local businesses meet their needs, resolve issues, and expand job opportunities
- ◆ Create new models to commercialize research
- ◆ Reach out to special populations including the disabled, seniors, minorities, unemployed, under-employed and youth
- ◆ Address barriers to business location and expansion
- ◆ Develop one-stop centers to link interested small businesses with various sources of economic development support
- ◆ Develop a regional economic identity and promote awareness and advocacy for the region's economic quality of life that continues to support and attract the investment and innovative and entrepreneurial talent and builds on our dynamic and diverse economic community by -
 - Partnering with local business and economic development organizations to develop and implement an on-going campaign that will promote the region's economic identity and successes, both internally and externally
 - Promoting the region's strong willingness and ability to mentor and coach entrepreneurs and businesses, and recognize the successes that grow from within this network
 - Promoting and celebrating the region's creative people who find success elsewhere and find bridges for them to contribute back to our community

- ◆ Support and attract various target industries to continue the development of wealth-generating sectors that have built a strong economic foundation for our region and have complemented the region's quality of life including transportation manufacturing, wood manufacturing, health care, and construction
- ◆ Support development and growth in successful and emerging opportunity areas such as health/wellness, advanced manufacturing, software, clean tech, renewable energy, biomedical, research & development

Goal 2: Build on the region's entrepreneurial culture and assets.

Considerations: Entrepreneurs continue to be a significant economic generator in the region as their efforts expand existing sectors, create new sectors that diversify the economy and generate most of the region's job growth. With macro-level economic changes that range from globalization to shifting market structures, our regional economy will require a continued in-flux of fresh energy from new and existing businesses. To make an economic impact our approaches to supporting entrepreneurs will need to be pro-active, responsive, flexible and innovative – in a word, entrepreneurial.

Examples of activities that support this goal:

- ◆ Establish networks of business clusters
- ◆ Create new models to transfer university research to entrepreneurs
- ◆ Develop facilities that support the needs of emerging businesses such as incubators, commercial kitchens and flexible manufacturing buildings
- ◆ Expand the availability of business development assistance
- ◆ Form start-up capital, micro-enterprise financing and venture capital funds
- ◆ Identify and promote emerging business sectors
- ◆ Implement enterprise development efforts targeted at start-up businesses
- ◆ Support potential entrepreneurs as they are displaced in workforce reductions

Goal 3: Support infrastructure assistance to communities.

Considerations: There is an ongoing shortage of industrial and business park space in our region, especially larger sites. Some communities must address compliance issues that require improvements to water and sewer facilities. While the State has funding available for some types of infrastructure projects, there are still funding gaps. In addition, some rural communities lack full-service infrastructure (water, sewer, telecommunications, streets, natural gas) to residential, commercial and industrial sites.

Examples of activities that support this goal:

- ◆ Provide leverage to access other funding sources
- ◆ Support for the development of advanced telecommunications and access to existing fiber optic infrastructure
- ◆ Development of fully-served industrial sites and business parks, including redevelopment of underutilized sites
- ◆ Development of transportation options, including rail, intermodal rail, and air service
- ◆ Promote and build on the Region's transportation, distribution and logistics advantages.
- ◆ Streamline the regulatory processes to assist with site selection and development.

Goal 4: Provide technical assistance to communities and support capacity building efforts.

Considerations: Communities often lack the facilitation resources needed to build consensus for their community development agenda and to identify how to move components of that agenda forward. Smaller communities also often need technical assistance to access State and private funding sources for infrastructure improvements and other community development priorities.

Examples of activities that support this goal:

- ◆ Technical assistance to develop community projects
- ◆ Technical assistance to smaller communities for accessing funding sources
- ◆ Creation of and updates to community development plans
- ◆ Development of project-specific action plans
- ◆ Support in determining how to address new governmental regulations
- ◆ Assist communities in identifying and addressing community facility needs such as health clinics, housing, and tribal facilities
- ◆ Planning and implementing downtown revitalization efforts

Goal 5: Partner to improve workforce training and education.

Considerations: There is an ongoing need to increase the access to and the capacity of workforce training efforts. Career planning that links specific training to a range of job opportunities is necessary to show people that there are more opportunities available than just obtaining an initial job. Access to training opportunities in rural areas is limited and there are additional issues surrounding access (transportation, available child care, etc.). A lack of trained health care workers is a growing problem, especially in rural areas.

Examples of activities that support this goal:

- ◆ Expand training opportunities to rural areas
- ◆ Initiate new training programs

- ◆ Increase linkages between new and expanding businesses and workforce training entities and educational institutions
- ◆ Meet the needs of displaced workers with entrepreneurial interests
- ◆ Convene industry panels to design and evaluate curricula to ensure that local training programs meet industry needs

Goal 6: Support the needs of rural areas.

Considerations: All of the Goals above are applicable in rural areas and communities. Small communities may lack the local capacity and funding resources necessary to undertake large projects, such as infrastructure upgrades. Local access to training and education opportunities is important, but often limited. Lack of transportation options can hinder access to education, work, and services for individuals in rural communities. Often, a lack of serviced industrial sites reduces any opportunity for development, redevelopment, or expansion of local industries.

Examples of activities that support this goal:

- ◆ Provide technical assistance to develop and administer projects
- ◆ Development of infrastructure
- ◆ Support for business development and management programs
- ◆ Collaboration and coordination among communities to address needs
- ◆ Enhance health care facilities and services
- ◆ Increase transportation options
- ◆ Provide outreach to existing and emerging entrepreneurs in smaller communities
- ◆ Identify and assist in developing business niches that would be attracted to the environment of smaller communities
- ◆ Identify and assist in developing desired community facilities, such as libraries, community meeting space, tribal facilities and recreational amenities

Lane Economic Committee
2010 / 2011 Work Program

1. Improve and increase communication with the LCOG Board.
2. Coordinate efforts with other local, regional, state and federal economic development organizations in order to maximize efficient delivery of service.
3. Promote and help implement economic development strategies identified in the 2009/10 Eugene Prosperity Summit.
4. Work with rural communities to build fiber communication links.
5. Support and increase various government loan programs for small businesses including the US Small Business Administration.
6. Provide local input into the regional Comprehensive Economic Development Strategy (CEDS) process.
7. Provide a forum for exchange of information regarding economic development opportunities and programs.
8. Assist local communities and particularly rural communities to define and coordinate their economic development strategies.

Building OUR NEXT ECONOMY



A REGIONAL PROSPERITY SUMMIT

Goal

“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.”



Principles

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.

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.



Economic Development Strategies

1) GROWING LOCAL OPPORTUNITIES

Take initiatives that support the growth and development of local businesses that generate quality jobs.

2) CREATIVE ECONOMY

Work towards providing easier and faster access to resources for start-ups and new ventures.

3) TALENT FOR TOMORROW

Attract, train, and maintain a competitive workforce.



Economic Development Strategies

4) BASIC NEEDS OF BUSINESS

Prepare the infrastructure, land, and workspace to provide for future growth.

5) LIVE THE GOOD LIFE

Promote the region's quality of life that attracts people to the area and builds on our dynamic community.

6) KEY INDUSTRIES

Continue to support the development of sectors that have built a strong economic foundation for our community and focus on emerging opportunities within our local economy.



Prosperity Summit Strategies

- Create a *Birth to Three* network.
- Create a business assistance center.
- Improve the basic and applied skills of young people.
- Create a regional economic identity.



Prosperity Summit Strategies

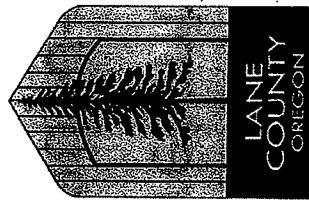
- Develop and sustain a business expansion, attraction and retention program with emphasis on traded-sector companies.
- Continue and enhance efforts to promote downtown vitality.
- Inventory and assess adequacy of industrial land availability.
- Create a Regional Prosperity Council.



LANE WORKFORCE
PARTNERSHIP



Eugene Area
Chamber of
Commerce



ATTACHMENT B



Regional Economic Development Strategies

JEO Approval Date: September 14, 2009
Department: Planning and Development
www.ci.eugene.or.us

Staff Contact: Jon Ruiz, Gino Grimaldi, Jeff Spartz
Contact Telephone Number: 682-5336

The following strategies developed by the TAG establish a vision for how the governments, businesses, and community members can work together to help the Eugene-Springfield metro area achieve economic sustainability. They establish a framework for decision-making for community partners within Eugene, Springfield and Lane County.

1. Business Retention and Expansion

Support the Growth and Development of Existing Area Businesses to Achieve Quality Job Creation. 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 expansion and growth.

Tactic 1: Coordinate public capital and finance networks within the region to facilitate business access to needed funding for continued operation and growth.

Tactic 2: Develop or strengthen peer-to-peer support networks for businesses of any type (start-up, existing, large, small, etc) for communicating regional information on financing, physical development, locating, hiring, recruiting, training.

Tactic 3: Assist businesses with site development or expansion through coordinated multi-agency review of development permits. Develop methods and policies to streamline the permitting process.

2. Entrepreneurial Infrastructure

Accelerate the Development of Entrepreneurial Infrastructure. (Defined as those facilities and services present within our region which encourage the creation of new ventures, and the growth and development of small- and medium- sized enterprises).

Tactic 1: Increase the amount of investment capital in our region 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: Expand the partnership with University of Oregon and Oregon State University in bringing new technologies and innovations to market.

Tactic 3: Improve the region's deal flow for investors by accelerating start-ups that are growth-ready, and providing educational opportunities for entrepreneurs to increase their skills.

3. Workforce Development

A. Train, attract and maintain a competitive workforce to meet the region's current and emerging industry needs and stimulate business development. Foster a dynamic partnership of education, industry, and workforce development to forecast, assess and meet the training needs of existing and developing businesses.

Tactic 1: Partner with local educational systems to enhance and align services to prepare local residents with work readiness skills, including basic math and literacy skills, necessary for success in all occupations.

Tactic 2: Convene industry-interests panels to design and evaluate curricula to ensure that local training programs meet industry needs.

Tactic 3: Continue to build a culture that values learning, an entrepreneurial spirit, acceptance and diversity, and creativity to continue to attract entrepreneurial and innovative talent to our region.

B. Increase the ready workforce in Lane County by expanding access to academic and occupational training for all Lane County residents, particularly lower-skilled and lower-wage workers. We recognize the importance of a skilled workforce for the prosperity of the region.

Tactic 1: Connect basic skills training programs (e.g. G.E.D. preparation and English as a Second Language) to post-secondary certificate or degree programs.

Tactic 2: Partner with industry and education to encourage investment in training opportunities for young people, such as internships and work experience opportunities.

Tactic 3: Support the local recognition of Career Readiness Certificates, a state-wide testing and credentialing initiative to enhance workforce readiness.

4. Land and Physical Infrastructure

Prepare for the Land and Physical Infrastructure, in a timely fashion, that is necessary to support Business Development and Stimulate Quality Job Creation. Strengthen the coordination between infrastructure, planning and investments, land use, and economic development goals.

Tactic 1: Inventory and evaluate underdeveloped space in an effort to assist business relocations in a timely fashion.

Tactic 2: Integrate opportunistic economic development goals into land use and supply analyses and policies.

Tactic 3: Promote and build on the Region's transportation, distribution and logistics advantages.

Tactic 4: Continue to work with property and business owners to expand, upgrade and construct state-of-the-art facilities.

Tactic 5: Streamline the regulatory processes to assist with site selection and development.

5. Economic Identity

REMOVE

Promote Awareness and Advocacy for the Region's economic quality of life that continues to support and attract the investment and innovative and entrepreneurial talent and builds on our dynamic and diverse economic community.

Tactic 1: Partner with local business and economic development organizations to develop and implement an on-going public relations campaign that will promote the Region's economic identity and successes, both internally and externally.

Tactic 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 3: Promote and Celebrate the Region's creative people who find success elsewhere and find bridges for them to contribute back to our community.

Tactic 4: Promote the region's natural and cultural resources to enhance the cultural tourism within the region.

6. Targeted Industries

A. Continue to support the development of our wealth generating 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

B. Support development and growth in successful and emerging opportunity areas within the local economy:

- Health/Wellness
- Advanced Manufacturing (technologically rich, innovative manufacturing)
- Software
- CleanTech/Renewable Energy
- Biomedical
- University of Oregon / Research & Development Institutions

Tactic 1: Identify strategies to address unique site and logistical needs of existing and emerging industries.

Tactic 2: Develop associations or networks among targeted cluster businesses for innovative networking, information-sharing and to provide opportunities for business growth.

Tactic 3: Pursue opportunities to expand and recruit businesses, ideas, and entrepreneurs into our region that can enhance our existing businesses and community.