



# LANE COUNTY, OREGON COMMUNITY & ECONOMIC DEVELOPMENT STRATEGIC PLAN

A PLAN TO CREATE OPPORTUNITIES AND HOPE FOR PROSPERITY

ACTIONABLE STRATEGIES FOR 2018 – 2020

## I. PURPOSE

Why is this work important and meaningful to Lane County and our implementation team?

The Lane County Community and Economic Development Department has a clear and altruistic purpose that inspires staff and partners to commit to this important work defined in this strategic plan. The Community and Economic Development Department exists to provide opportunities and hope for prosperity for current and future generations of people living throughout Lane County, Oregon.

## II. PLANNING PROCESS

What was involved to prepare this plan?

The preparation of this thoughtful and strategic plan was completed with a three-step planning process:

### Step 1 — Discovery & Assessment of Current Situation

This step involved one-on-one interviews with each County Commissioner, the County Administrator and the Director of Operations. A work session with rural community representatives provided input on challenges of rural Lane County communities and what they want from the County. The final element of this step involved a review of the Community and Economic Development Department’s current programming, categorizing these programs as to maturity and outcome effectiveness.

### Step 2 — Strategy Direction

Findings from Step 1 were presented for inspiration for defining key initiatives of work for the strategic plan. A planning session with CED Department staff prioritized key initiatives for the plan.

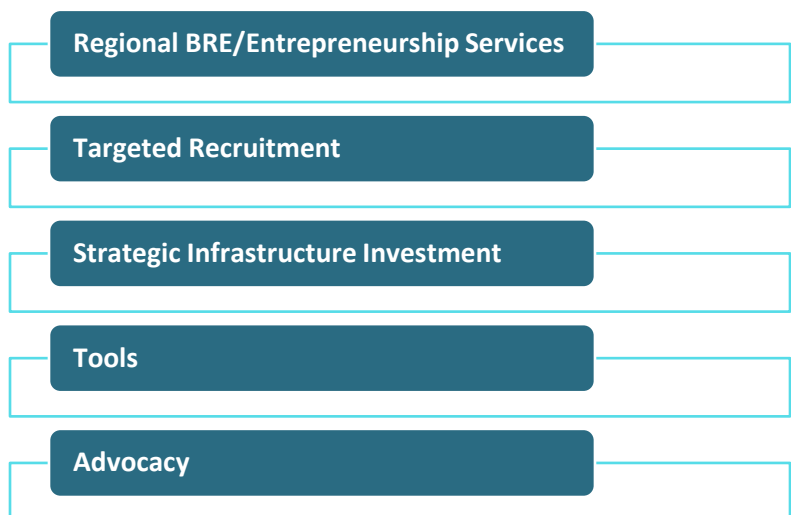
### Step 3 — Plan Development

The specifics for each initiative were developed with Community and Economic Development Team and compiled into this plan document.

## III. COMMUNITY & ECONOMIC DEVELOPMENT STRATEGIES

What is the specific work of the plan?

The strategic initiatives of this plan present a clear path forward for Lane County to fulfill valuable leadership in community and economic development regionalism, serving communities and businesses across the entire county.



The following components are detailed for each strategic initiative:

- ❖ **Goal:** What are we trying to achieve?
- ❖ **Why important?** What is the importance of this work to growing our economy?
- ❖ **Tactics:** What are the steps we will take to implement?
- ❖ **Team:** Who will be involved in implementation?
- ❖ **Metrics:** How will we measure our progress and accomplishments?

In the companion spreadsheet for Lane County Community & Economic Development Strategic Implementation, the team, budget and timeline are detailed.

## Strategy #1 Regional Business Retention & Expansion/Entrepreneurship Services

### Goal

Enrich the vibrant business community throughout Lane County.

### Why Important?

Lane County Community and Economic Development provides resources to fill the void of technical assistance at rural, and to some extent urban communities. This work is especially targeted at serving rural communities in Lane County, although not exclusive to rural. By providing a “menu” of services, communities can better understand the wide variety of assistance available from the County if they are unsure what to request. Plus, this approach allows communities to define the extent of assistance they want from the County in their community. Urban communities may only want or need different specific assistance than rural communities.

### Tactics & Team - Regional BRE/Entrepreneurship Services

1. Hire Community & Economic Development Officer (CEDO)	Ec Dev Manager
2. Define County service offerings, i.e. a “menu” of services, examples: <ul style="list-style-type: none"> <li>• BRE outreach support</li> <li>• Technical assistance</li> <li>• Entrepreneurship programming</li> <li>• Strategic planning</li> <li>• Resource inventory and connections, disaster preparedness and recovery planning; economic resiliency</li> <li>• Capacity building</li> <li>• Site certifications</li> <li>• Business park development planning and assistance</li> <li>• Speculative building assistance</li> <li>• Regional point of contact for business recruitment (see Strategy #2)</li> <li>• Infrastructure (see Strategy #3)</li> <li>• Advocacy (see Strategy #6)</li> </ul>	Ec Dev Manager CEDO
3. Assess community needs and prioritize	CEDO Business Oregon
4. Manage partners and provide project management for service delivery	CEDO
5. Revise the former Commission’s Economic Development Standing Committee into a more effective and relevant Rural Advisory Council	CEDO
6. Create electronic news communications <ul style="list-style-type: none"> <li>• Poll rural communities for interest – what information do they want to receive?</li> <li>• Define topics</li> <li>• Determine frequency</li> </ul>	CEDO Intern

**Tactics & Team - Regional BRE/Entrepreneurship Services**

7. Administer grant program for Rural Tourism Marketing Promotion	Program Specialist
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**Resources - Regional BRE/Entrepreneurship Services**

<b>Budget</b>	\$5,000
<b>Resources</b>	USDA Rural grant programs (i.e. Rural Business Development Grants <a href="https://www.rd.usda.gov/programs-services/rural-business-development-grants">https://www.rd.usda.gov/programs-services/rural-business-development-grants</a> )

**Metrics - Regional BRE/Entrepreneurship Services**

Process Metrics	Outcome Metrics
<ul style="list-style-type: none"> <li>✓ 100% outreach offering services to communities</li> <li>✓ 100% communities assisted with Disaster planning</li> <li>✓ # BRE business meetings completed</li> <li>✓ # businesses assisted</li> <li>✓ Analytics of electronic newsletter (read, clicked-throughs, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>✓ # expanding businesses with corresponding: job growth, capital investment, economic impact from expansions</li> <li>✓ # retained businesses with corresponding: job retention, economic impact saved</li> <li>✓ 100% allocation of Tourism Marketing Program funds</li> </ul>

## Strategy #2 Targeted Recruitment

### Goal

Locate traded-sector businesses in Lane County paying wages above average Lane County wages.

### Why Important?

Economic development organizations that positively influence economic growth in the areas they serve don't wait for companies to "land on their doorsteps". They determine industries that will excel in their areas and proactively conduct outreach in a targeted manner to recruit those companies. Communities that wait for leads, only get what comes their way instead of what may transform the local economy into something of higher value to the community and its residents.

### Tactics & Team – Targeted Recruitment

<ol style="list-style-type: none"> <li>1. Document facts and assets <ul style="list-style-type: none"> <li>• Data</li> <li>• What we are selling (i.e. work force, real estate, etc.)</li> </ul> </li> </ol>	<p>CEDO</p>
<ol style="list-style-type: none"> <li>2. Determine target industries county-wide and for each community</li> <li>3. Research and understand industry-specific needs</li> <li>4. Match assets to industry needs</li> <li>5. Develop Business Cases for each target industry</li> </ol>	<p>Ec Dev Manager CEDO EDD/Lane Workforce Partnership Local Community Ec Dev Sector Strategy Leads</p>
<ol style="list-style-type: none"> <li>6. Partner capacity and relationship building <ul style="list-style-type: none"> <li>• Partners are all rural communities as well as Chambers of Commerce, Sector Strategy Leads, workforce development, permitting, utilities, etc.</li> <li>• Host training around County for "Economic Development Recruitment and Marketing 101"</li> <li>• Gather property data and input into Business Oregon's "Prospector" online properties database</li> <li>• Training on proposal process and information needed, timing</li> <li>• Mock site visit training</li> </ul> </li> </ol>	<p>Ec Dev Manager CEDO Business Oregon</p>
<ol style="list-style-type: none"> <li>7. Intentional marketing and proactive outreach to sell Lane County's advantages and value proposition in close collaboration with Sector Strategy leads <ul style="list-style-type: none"> <li>• Develop annual marketing plan</li> <li>• Develop corresponding collateral materials to support marketing activities</li> <li>• Leverage Business Oregon/state leads and also expand lead generation for Lane County specifically</li> </ul> </li> </ol>	<p>Ec Dev Manager CEDO Sector Strategy Leads</p>

**Tactics & Team – Targeted Recruitment**

<p>8. Effectively execute sales activities with leads</p> <ul style="list-style-type: none"> <li>• Prepare timely, customized proposals for prospects</li> <li>• Host well-coordinated and customize site visits</li> <li>• Conduct consistent and persistent prospect follow up</li> </ul>	<p>Ec Dev Manager CEDO</p>
<p>9. Implement project of locating company</p> <ul style="list-style-type: none"> <li>• Deliver on promises made during recruitment</li> </ul>	<p>Ec Dev Manager CEDO</p>
<p>10. Complete incentives</p> <ul style="list-style-type: none"> <li>• Finalize full packaging of incentive offer</li> <li>• Negotiations</li> <li>• Execute contracts</li> </ul>	<p>Ec Dev Manager County Commissioners and other involved elected bodies</p>
<p>11. Celebrate recruitment wins</p>	<p>Ec Dev Manager Public Information Officer County Commissioners and other involved electeds Community partners</p>

**Resources - Targeted Recruitment**

**Budget**                    \$480,000 - \$675,000

**Resources**                Leverage Business Oregon, City of Eugene and City of Springfield Economic Development

**Metrics – Targeted Recruitment**

Process Metrics	Outcome Metrics
<ul style="list-style-type: none"> <li>✓ 100% organized data for proposals and marketing</li> <li>✓ # capacity building training events and corresponding # attending</li> <li>✓ Lead generation by marketing activity</li> <li>✓ # proposals submitted</li> <li>✓ # site visits</li> </ul>	<ul style="list-style-type: none"> <li>✓ # located businesses with corresponding: job growth, capital investment, economic impact from expansions</li> </ul>

## Strategy #3 Strategic Infrastructure Investment

### Goal

Improve readiness so that Lane County is prepared to capitalize on future economic development opportunities while investing resources wisely.

### Why Important?

The general public often imagines that economic development is simply about company announcements. In actuality, it is the preparation of assets and infrastructure that take the most time and resources. Yet if investments are made strategically, these competitive assets influence decisions for private sector capital investment and business growth. This strategy is critical to putting Lane County in the position to compete aggressively for more investment and facilitate ongoing job growth.

### Tactics & Team – Strategic Infrastructure Investment

1. Improve process for smarter investment of County funds <ul style="list-style-type: none"> <li>• Establish criteria for qualified projects that aligns to county-wide CEDS planning and takes a comprehensive view of county-wide planning into consideration</li> <li>• Get Commissioners buy-in for proposed criteria</li> <li>• Develop an application and process that corresponds to the approved criteria</li> </ul>	Ec Dev Manager Program Specialist
2. For each project, document scale and scope (Example projects: Knight campus, rail transload facility, Hwy 126 widening for safety, Goshen, Revision Florence, Glenwood and fiber expansion)	Program Specialist Ec Dev Manager
3. Define County role for each specific project	Ec Dev Manager
4. Develop oversight management portfolio for each specific project	Program Specialist
5. Approval by Board of County Commissioners for each specific project	Ec Dev Manager
6. Financing model for each specific project <ul style="list-style-type: none"> <li>• Alternative approaches</li> <li>• Packaging</li> <li>• Matching and leverage opportunities</li> </ul>	Ec Dev Manager Budget Manager Project Partner
7. Project Implementation <ul style="list-style-type: none"> <li>• Execute contracts</li> </ul>	Program Specialist
8. Monitor project and document project metrics	Program Specialist
9. Prepare infrastructure project update report <ul style="list-style-type: none"> <li>• Run economic impact analysis</li> <li>• Document investment yield</li> </ul>	Program Specialist



**Resources - Strategic Infrastructure Investment**

**Budget** Total allocation \$600,000/year  
**Resources** TBD

**Metrics - Strategic Infrastructure Investment**

**Process Metrics**

✓ Criteria established and approved

**Outcome Metrics**

- ✓ # projects funded
- ✓ Economic impact
- ✓ Investment yield (ROI)

## Strategy #5 Tools

### Goal

Implement tools to work more efficiently and more effectively.

### Why Important?

Information and professional communication platforms are vital to successful marketing in economic development. Sharing information so that partners can work from an informed position not only saves time, it strengthens the regional team for economic development. Working together with a shared understanding of ethical conduct, including confidentiality as a best practice for economic development, is vital for effective economic development and teamwork. The tools developed and maintained in this strategic initiative enable the technical work of economic development and complexity of teamwork to occur in an efficient and effective manner.

### Tactics & Team – Tools

1. Robust economic development website <ul style="list-style-type: none"> <li>• Content and navigation to effectively communicate to existing businesses, prospective businesses, site selectors, entrepreneurs and communities</li> <li>• Develop a site map that effectively organizes information</li> <li>• Research and populate website according to site map</li> </ul>	Program Specialists Ec Dev Manager Ec Dev Partners
2. Consistently implement a contact management system to document existing business and prospect information and interactions to stay on top of follow up as well as to better document results <ul style="list-style-type: none"> <li>• Verify ExecutivePulse license at Eugene Area Chamber of Commerce</li> <li>• Coordinate training</li> <li>• Establish and implement business information population of database</li> </ul>	Ec Dev Manager CEDO Program Specialist Rural Communities Ec Dev Partners
3. Purchase an Economic Impact tool to accurately document project and program results <ul style="list-style-type: none"> <li>• Conduct demonstration to understand reports and analysis</li> <li>• Complete training for understanding of input data</li> </ul>	Ec Dev Manager Program Specialist City Ec Dev Springfield and Eugene
4. Supportive and informative engagement with Board of County Commissioners <ul style="list-style-type: none"> <li>• Communications</li> <li>• Education and upgrading economic development knowledge for more effective decision-making</li> </ul>	Ec Dev Manager
5. Establish Ethics and Confidentiality Policy <ul style="list-style-type: none"> <li>• Develop policy</li> <li>• Host training with communities and economic development partners (align with business recruitment training)</li> <li>• All staff and partners sign policy</li> </ul>	Ec Dev Manager CEDO Ec Dev Partners

**Tactics & Team - Tools**

6. Use social media to better communicate Lane County’s value proposition <ul style="list-style-type: none"><li>• LinkedIn</li><li>• YouTube channel</li></ul>	Program Specialist Public Information Officer
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**Resources - Tools**

**Budget**                    \$30,000 - \$50,000

**Resources**                IEDC Ethics Manual/Course

**Metrics - Tools**

**Process Metrics**

- ✓ ExecutivePulse training completed
- ✓ Economic Impact training completed
- ✓ Website analytics
- ✓ Social media analytics

**Outcome Metrics**

- ✓ Website complete and regularly updated
- ✓ ExecutivePulse utilized by all staff and partners
- ✓ Completed and signed Ethics and Confidentiality Policy
- ✓ Informed County Commissioners

## Strategy #6 Advocacy

### Goal

A strong probusiness climate to mitigate federal and state business barriers.

### Why Important?

Businesses located and operating in Lane County are impacted by government decisions made beyond Lane County – in Washington D.C. and Salem. Through effective business retention and expansion outreach, economic developers are able to document regulatory and other negative business climate issues that impede business growth and investment. This valuable intelligence, coupled with regional leadership, can be channeled to improve business climate factors impacting Lane County businesses.

### Tactics & Team – Advocacy

1. Understand and document input of business community <ul style="list-style-type: none"> <li>• Leverage information from Advanced Wood Products Focus Group</li> <li>• Record input gathered from rural communities via Strategy #1 outreach</li> <li>• Mine data from ExecutivePulse for common issues with state and federal regulations</li> <li>• Understand reasoning for lost recruitment projects and if any relate to state and federal regulations</li> </ul>	Ec Dev Manager CEDO Sector Strategy Teams & industry Leads Community Ec Dev Managers
2. Monitor state and federal economic development programs that may be at-risk	Ec Dev Manager IGR Manager Smith Dawson Andrews
3. Coordinate “ask” and corresponding message for meetings with state and federal officials <ul style="list-style-type: none"> <li>• Define message(s)</li> <li>• Conduct informational meeting and train delegation</li> </ul>	Ec Dev Manager IGR Manager Smith Dawson Andrews Corresponding teams for issues
4. Identify targets to meet with	IGR Manager Smith Dawson Andrews
5. Depending on the issue, define what trying to accomplish and develop strategy to address issue	IGR Manager Smith Dawson Andrews Ec Dev Manager Corresponding teams for issues OEDA

**Tactics & Team – Advocacy**

<p>6. Conduct outreach to elected officials</p> <ul style="list-style-type: none"> <li>• Letters</li> <li>• Calls</li> <li>• Delegation visit</li> </ul>	<p>IGR Manager Ec Dev Manager OEDA Bd. Commissioners Mayors Business Community Chambers Smith Dawson Andrews</p>
<p>7. Celebrate wins</p> <ul style="list-style-type: none"> <li>• Communicating outcomes to business community</li> <li>• Media announcements</li> </ul>	<p>Ec Dev Manager IGR Manager Public Information Officer</p>

**Resources - Advocacy**

- Budget**                    \$10,000 - \$15,000 for travel to Salem and Washington DC, plus membership due OEDA \$750, IEDC \$900
- Resources**                Oregon Economic Development Association  
International Economic Development Council  
Smith Dawson Andrews

**Metrics – Advocacy**

**Process Metrics**

- ✓ Participation in delegation trips
- ✓ # of meetings with state and federal elected officials

**Outcome Metrics**

- ✓ # and impact of business climate “wins”

## IV. PRINCIPLES TO FOLLOW TO ACHIEVE OUR OF PURPOSE

What rules must we follow to ensure successful implementation?

During the planning process, excitement is strong in looking to the future. In order to stay on track towards desired outcomes, it is important to define and follow minimum specifications, so to speak, for plan implementation.

The Lane County Community and Economic Development staff articulated and committed to this list of principles to guide plan implementation:

- ❖ Foster relationship management, supported by:
  - Be accountable and follow through on the plan and corresponding timelines
  - Embrace regional collaboration
- ❖ Conduct effective communication with multiple audiences
- ❖ Properly resource the plan with staff and funding
- ❖ Use appropriate and accurate data, not just for marketing, but also for communicating accomplishments and metrics

As new staff members join the Community and Economic Development Department it is important to discuss these principles for intentional efforts to build a cohesive team.



# Tadzo

The Intersection of Site Selection & Economic Development

The Lane County Community & Economic Development Strategic Plan was developed with the assistance and facilitation of TadZo.

TadZo is an economic development and site selection consulting firm led by Allison Larsen. Businesses and communities want essentially the same things: economic vitality, wealth creation, quality place and environment. TadZo works with communities to achieve these outcomes. TadZo also assist companies to identify communities with these attributes that support business strategy and competitive advantage.



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