



LANE COUNTY, OREGON COMMUNITY & ECONOMIC DEVELOPMENT STRATEGIC PLAN

A PLAN TO CREATE EQUITABLE OPPORTUNITY AND PROSPERITY

ACTIONABLE STRATEGIES FOR 2020 – 2022

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. As a regional convener, catalyst, and connector, the Community and Economic Development Department exists to create and support equitable and sustainable economic opportunity across Lane County.

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.

Step 4 – Continuous Evaluation and Improvement

Staff continuously evaluate the plan and make changes as applicable to ensure effectiveness.

III. CRITICAL FOCUS AREAS

What is most impactful to the region?

Rural Prosperity

It is critical that the Lane County Community and Economic Development Department provide technical assistance, resources, and capacity to rural communities throughout Lane County to create equitable economic opportunity throughout the region.

Redevelopment Investment

It is critical that the Lane County Community and Economic Development Department identify and invest in impactful redevelopment opportunities. Transforming historically underutilized assets maximizes public investment, leverages investment from other sources, and creates lasting regional economic impact.

Impact Industries

It is critical that the Lane County Community and Economic Development Department support impact industries. These industries typically pay higher than Lane County average wages, are resilient to economic fluctuations, provide full family benefits to employees, complement existing sectors, and contribute to sustainable job growth in the region. These industries can vary depending on each community's unique values, resources, and needs, but often include:

- Green Jobs
- Food and Beverage
- Technology
- Advanced Wood Products
- Advanced Manufacturing
- Tourism and Recreation

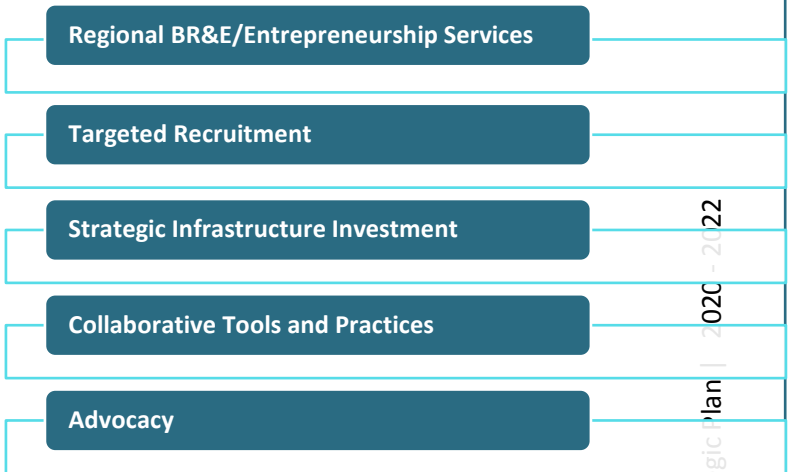
IV. COMMUNITY & ECONOMIC DEVELOPMENT STRATEGIES

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?



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. Additionally, a thriving Business Retention & Expansion (BR&E) and entrepreneurship environment facilitates a better recruitment environment. 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 BR&E/Entrepreneurship Services

<ol style="list-style-type: none"> Define County service offerings, i.e. a “menu” of services, examples: <ul style="list-style-type: none"> BR&E outreach support Technical assistance Entrepreneurship programming Strategic planning Resource inventory and connections, disaster preparedness and recovery planning; economic resiliency Capacity building Site certifications Business park development planning and assistance Speculative building assistance Regional point of contact for rural business recruitment (see Strategy #2) Infrastructure (see Strategy #3) Advocacy (see Strategy #6) 	Ec Dev Manager C & ED Officer (CEDO)
<ol style="list-style-type: none"> Assess community needs and prioritize 	CEDO
<ol style="list-style-type: none"> Develop and maintain partnerships for service delivery 	CEDO
<ol style="list-style-type: none"> Create electronic news communications <ul style="list-style-type: none"> Poll rural communities for interest – what information do they want to receive? Define topics Determine frequency 	CEDO RARE
<ol style="list-style-type: none"> Administer grant program for Rural Tourism Marketing Promotion 	Program Specialist

Metrics - Regional BR&E/Entrepreneurship Services

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

Strategy #2 Targeted Recruitment

Goal

Proactively identify and locate impact industries to Lane County.

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

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

Tactics & Team - Targeted Recruitment

<p>8. Collaborate with partners to conduct effective recruitments</p> <ul style="list-style-type: none"> • Prepare timely, customized proposals for prospects • Host well-coordinated and customize site visits • Conduct consistent and persistent prospect follow up • Deliver on promises made during recruitment • Finalize and execute any applicable incentives 	<p>Ec Dev Manager CEDO</p>
<p>9. Celebrate recruitment wins</p>	<p>Ec Dev Manager Public Information Officer County Commissioners and other involved electeds Ec Dev partners</p>

Metrics - Targeted Recruitment

Process Metrics

- ✓ 100% organized data for proposals and marketing
- ✓ # capacity building training events and corresponding # attending
- ✓ Lead generation by marketing activity
- ✓ # proposals submitted
- ✓ # site visits

Outcome Metrics

- ✓ # located businesses with corresponding: job growth, capital investment, economic impact from expansions

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 recruit and retain more effectively, attract further investment, support communities sustainably and in the long-term, and facilitate ongoing job growth.

Tactics & Team – Strategic Infrastructure Investment

1. Invest County funds strategically and sustainably to maximize collective and regional impact <ul style="list-style-type: none"> Invest in projects that align to county-wide CEDS planning and take a comprehensive view of county-wide planning into consideration Invest in projects that align with the County’s Strategic Plan Utilize County investments to leverage investment from local, state, federal, and private sources where applicable 	Ec Dev Manager CEDO Program Specialist
2. For each project, document scale and scope (Example projects: Goshen, Revision Florence, Glenwood, workforce housing, rural wastewater, and broadband expansion)	Program Specialist Ec Dev Manager
3. Define County role for each specific project and convene partners as applicable	Ec Dev Manager
4. Support the implementation of a community benefits framework where applicable	Ec Dev Manager
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"> Alternative approaches Packaging Matching and leverage opportunities 	Ec Dev Manager Budget Manager Ec Dev Partners
7. Project Implementation <ul style="list-style-type: none"> Execute contracts Monitor project and document project metrics 	Ec Dev Manager Program Specialist
8. Prepare impact report for each project <ul style="list-style-type: none"> Run economic impact analysis Document investment yield 	Ec Dev Manager Program Specialist

Metrics - Strategic Infrastructure Investment

Process Metrics	Outcome Metrics
✓ Criteria established and approved	✓ # projects funded
	✓ Economic impact
	✓ Investment yield (ROI)



Strategy #5 Collaborative Tools and Practices

Goal

Implement collaborative tools and practices to work more regionally and more effectively.

Why Important?

Collaboration and effective communication is vital to successful regional economic development. Engaging in mutually reinforcing activities not only saves time, it strengthens the regional economic development efforts. The tools developed and maintained in this strategic initiative enable the technical work of economic development and complexity of collaboration to occur in an efficient and effective manner.

Tactics & Team - Tools

<p>1. Establish and manage effective regional partnerships across sectors to maximize collective impact.</p>	<p>Ec Dev Manager CEDO RARE Ec Dev Partners</p>
<p>2. Robust economic development website</p> <ul style="list-style-type: none"> • Content and navigation to effectively communicate to existing businesses, prospective businesses, site selectors, entrepreneurs and communities • Develop a site map that effectively organizes information • Research and populate website according to site map 	<p>Program Specialist Ec Dev Manager Ec Dev Partners</p>
<p>3. 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</p> <ul style="list-style-type: none"> • Coordinate training • Establish and implement business information population of database 	<p>Ec Dev Manager CEDO Program Specialist Rural Communities Ec Dev Partners</p>
<p>4. Purchase an Economic Impact tool to accurately document project and program results</p> <ul style="list-style-type: none"> • Conduct demonstration to understand reports and analysis • Complete training for understanding of input data 	<p>Ec Dev Manager Program Specialist Ec Dev Partners</p>
<p>5. Supportive and informative engagement with Board of County Commissioners</p> <ul style="list-style-type: none"> • Communications • Education and sharing economic development knowledge for more effective decision-making 	<p>Ec Dev Manager</p>
<p>6. Use social media and marketing to better communicate Lane County's value proposition</p>	<p>Ec Dev Manager Program Specialist PIO</p>

Tactics & Team - Tools

<p>7. Work with other County departments to identify and catalyze shared community and economic development goals such as:</p> <ul style="list-style-type: none"> • Increased workforce housing throughout Lane County • Implementing a community benefits framework • Implementing a climate action plan • Sustainability and resiliency planning • Infrastructure planning and construction 	<p>Ec Dev Manager CEDO RARE County partners</p>
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Metrics - Tools

Process Metrics	Outcome Metrics
<ul style="list-style-type: none"> ✓ Economic Impact software procured ✓ Website analytics ✓ Social media analytics 	<ul style="list-style-type: none"> ✓ Website complete and regularly updated ✓ Shared platforms utilized by all staff and partners ✓ Informed County Commissioners

Strategy #6 Advocacy

Goal

To identify and mitigate unreasonable federal and state legislative barriers related to community and economic development.

Why Important?

Communities and residents in Lane County are impacted by government decisions made beyond Lane County – in Washington D.C. and Salem. Through effective outreach and communication, economic developers are able to identify regulatory, policy, and legislative barriers that impede regional prosperity. This valuable intelligence, coupled with regional leadership, can be channeled to improve factors impacting Lane County communities, businesses, and residents.

Tactics & Team - Advocacy

1. Understand and document input of economic development partners <ul style="list-style-type: none"> • Leverage information from sector strategy leads • Record input gathered from rural communities via Strategy #1 outreach • Understand reasoning for lost economic development opportunities and if any relate to state and federal regulations 	Ec Dev Manager CEDO Sector Strategy Teams & industry Leads Ec Dev Partners
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"> • Define message(s) • Conduct informational meeting and train delegation 	Ec Dev Manager IGR Manager Smith Dawson Andrews Corresponding teams for issues
4. Depending on the issue, define what we are trying to accomplish and develop strategy to address issue	IGR Manager Smith Dawson Andrews Ec Dev Manager Corresponding teams for issues

Tactics & Team - Advocacy

<p>5. Conduct outreach to elected officials</p> <ul style="list-style-type: none"> • Letters • Calls • Delegation visit 	<p>IGR Manager Ec Dev Manager Bd. Commissioners Mayors Business Community Chambers Smith Dawson Andrews</p>
<p>6. Celebrate wins</p> <ul style="list-style-type: none"> • Communicating outcomes to business community • Media announcements 	<p>Ec Dev Manager IGR Manager Public Information Officer</p>

Metrics - Advocacy

Process Metrics

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

Outcome Metrics

- ✓ # and impact of advocacy “wins”

V. PRINCIPLES TO FOLLOW TO ACHIEVE OUR 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 positive 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.