



JOINT ELECTED OFFICIALS MEETING

City of Eugene ● City of Springfield ● Lane County

September 6, 2012

Noon to 1:30 pm

~ Lunch will be available at 11:30 a.m. ~

Carmichael Conference Room
Serbu Youth Services Center
2727 Martin Luther King Blvd

[Directions & parking information below]

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- 12:00 - 1:30 pm**
- I. Regional Prosperity Economic Development Plan (45 min)**
*Mike Sullivan, City of Eugene Community Development Division,
Chuck Forster, Lane WorkForce Partnership*
- Action Requested: None. Discussion only.
- II. Goshen Update (45 min)**
*Liane Richardson, Lane County Administrator and Mark Rust,
Lane County Land Management Planning Program*
- Action Requested: None. Discussion only.

Directions: Travel east on Martin Luther King Jr. Blvd toward Autzen Stadium. The Serbu campus is located across from Autzen Stadium at 2727 Martin Luther King, Jr. Blvd on the left and is clearly marked with signage. There is plenty of parking in front of the building. Once inside, all visitors will need to go through security.

JOINT ELECTED OFFICIALS AGENDA ITEM SUMMARY

REGIONAL PROSPERITY ECONOMIC DEVELOPMENT PLAN

Meeting Date: September 6, 2012

Agenda Item Number: 1
Staff Contacts: Mike Sullivan
Chuck Forster

ISSUE STATEMENT

The Joint Elected Officials will receive an update on ongoing actions to implement the Regional Prosperity Economic Development Plan (the Prosperity Plan). Additionally, the relationship between the Prosperity Plan and the Lane Livability Consortium (the Consortium) will be discussed.

BACKGROUND

The Joint Elected Officials acted in February of 2010 to adopt the Prosperity Plan. This plan established two aggressive goals: 1) to reduce unemployment to or below the average level in the state and 2) to increase average regional wages to or above the average wage for the state. The Prosperity Plan also set out a series of six strategies to reach these goals: 1) Grow Local Opportunities; 2) Energize the Creative Economy; 3) Invest in Tomorrow's Talent; 4) Provide for the Basic Business Needs; 5) Identify as a Place to Thrive; and 6) Strengthen Key Industries.

The Consortium was formed in 2010 as a regional partnership to apply for funding under the Sustainable Communities Program of the Federal Department of Housing and Urban Development. The partnership successfully received funding and is now in the process of executing a work plan. Economic development is a key focus of the Consortium. Accordingly, actions to implement the Prosperity Plan are imbedded in the Consortium's work plan as a way to coordinate economic development efforts with other regional initiatives and to provide resources for Prosperity Plan implementation. The Consortium's work plan incorporates the following implementation actions from the Prosperity Plan: Support Creative and Green Technology Based Businesses; Sector/Cluster Analyses; Brownfield Pilot Program, and; Cultural Asset Development (see Attachment A). These implementation actions touch on and support all aspects of the Prosperity Plan.

This briefing will review actions taken by the jurisdictions as well as a variety of community partners to support implementation of the Prosperity Plan. The Lane Workforce Partnership will review the progress of the Work Ready Community Program an initiative designed to support workforce development and the growth of key industries (see Attachment B).

SUGGESTED ACTION

This is an information item; no action is suggested.

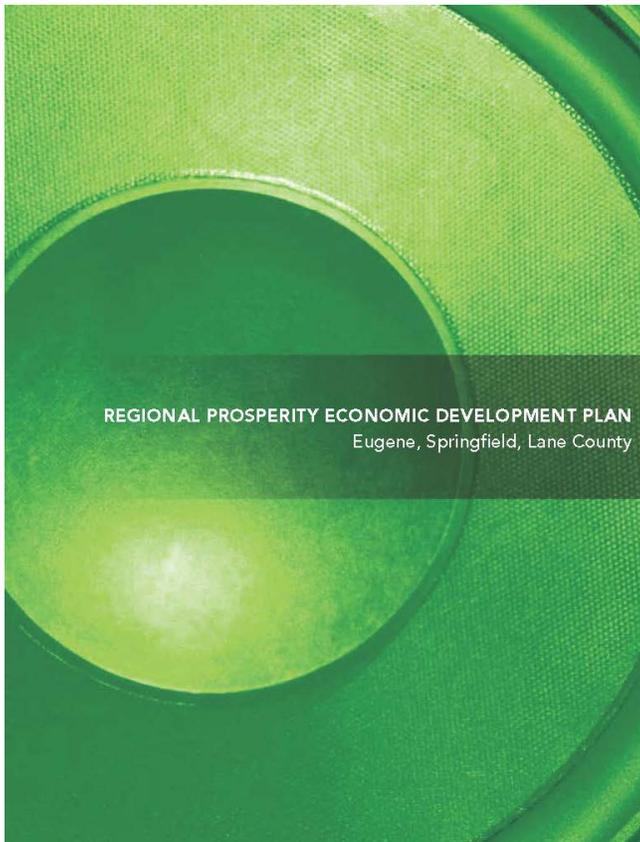
FOR MORE INFORMATION

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Advancing the Regional Prosperity Economic Development Plan



The Joint Elected Officials took action to strengthen the regional economy with their adoption of the Regional Prosperity Economic Development plan in 2010. The plan set forth two ambitious goals: to lower the regional unemployment rate to, or below, that of the State and; to increase the region's average wage to be at, or above, the State average. The plan focused on six specific strategies.

The Lane Livability Consortium provides an ideal regional forum for implementing key aspects of the Regional Prosperity Plan. Work Item 6.4 of the Consortium's work plan enhances the resources and abilities of the three jurisdictions to enact the Regional Plan.

The six strategies

- Growing Local Opportunities
- Supporting the Creative Economy
- Growing tomorrow's Talent
- Provide for the Basic Needs of Business
- Identify as a Place to Thrive
- Focus on Key Industries

Support Creative, Green and Technology Based Businesses

Supporting creative, green, and technology-based business focuses on elements of the creative economy and helps to grow local opportunities. Preparing the region for knowledge intensive businesses requires renewed focus on worker readiness and skill development. An important application of the Regional Plan strategy is “Investing in Tomorrow’s Talent” and specifically Tactic 3.6 “Support the local recognition of Career Readiness Certificates” is establishing the region as a “Work Ready Community” with the National Career Readiness Certification program.

The jurisdictions are also pursuing retaining, recruiting and supporting business growth in technology-rich sectors, agricultural products, food & beverage manufacturing, as well as other specialized manufacturers. Industries where the potential to make far-reaching sustainability and green practice impacts are greatest—either through re-localization of the food supply or cleaner practices by manufacturers—are targeted. Simultaneous to this project, Lane County has assumed the lead in the food localization movement by formalizing a Regional Food Consortium with plans for enhancing sustainable food & beverage industry growth. Additional attention is being given to local food’s relationship to public health and the role food localization plays in the development of a strong and healthy workforce, and as an

amenity and marketing tool to bring creative workers to the region and launch creative businesses. As cluster analyses complete and recommendations are refined, other opportunities for programmatic support for creative and green businesses will be pursued.

Sector/Cluster Analyses

The cluster reports and recommendations continue and expand upon the key industries identified by Lane Workforce Partnership in the Regional Plan. Lane Livability Consortium members can utilize the reports to collaborate with firms and



local institutions to promote business development and growth in high-wage professions. A better understanding of the dynamics of industrial clusters supports several other regional strategies, including: “identify as a place to thrive,” “energize the creative economy,” “strengthen key industries,” and “grow tomorrow’s talent.”

Cluster analyses help indicate opportunities in workforce training and assist in marketing the region’s many assets and strengths. Identifying and describing industrial clusters can communicate a region’s specialized talents to larger markets, be used in resource requests, and design proposals to energize innovation and entrepreneurial activity. The reports’ recommendations can align agencies and firms’ strategic thinking about the region’s locational advantages; observe where mutual interests exist; and jointly face shared challenges and opportunities.

Brownfields Pilot Program

The Regional Plan’s strategy to “Provide for Basic Business Needs” calls for inventory, evaluation, development, and expansion of underdeveloped space to assist business relocations and work with property and business owners to expand and upgrade their facilities. Brownfields are vacant or underused properties where either actual or perceived environmental contamination complicates their expansion or redevelopment. Inventorying and environmentally assessing brownfield conditions are economic development instruments. These actions remove uncertainty about liability issues, document the extent of contamination, and estimate remediation costs. This expedites the redevelopment of brownfields.

The Cities of Eugene and Springfield applied with Lane County as a coalition to the Environmental Protection Agency (EPA) for a highly competitive, community-wide inventory and assessment grant. The EPA awarded the three jurisdiction’s proposal \$680,400. The grant will fund a community-wide site inventory of brownfields, community engagement and outreach, and performance of Phase I and Phase II Assessments in the Eugene-Springfield metropolitan area. All of these are necessary steps on the way towards eventual remediation and redevelopment of land back into productive uses. These projects are precursor to seeking additional resources to assist in the clean-up, remediation, and redevelopment of contaminated sites, such as an EPA revolving loan fund or grants. The City of Eugene will act as lead project manager, and in partnership with City of Springfield and Lane County has developed a Work Plan.



Photo: <http://springfieldmillrace.org/>



Photo: <http://springfieldmillrace.org/>

As part of the pilot program, City of Springfield is working on two prominent brownfield sites within its jurisdiction. Springfield staff is partnering with the University of Oregon to assess its sites and generate urban design redevelopment scenarios. They are also examining the sites' constraints and impact on the downtown area. The City of Springfield then will assemble the information, findings, and resulting concepts into a regional tool-kit to inform and assist brownfield redevelopment activities in all three jurisdictions.



Cultural Asset Development

This component originates from the Regional Plan strategy "Identify as a Place to Thrive," its calls to "promote downtown vitality" and its determination that "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." Among a community's cultural assets, urban centers rich in arts, amenities, and cultural attractions are vital showcase of regional economic identity. Moreover, studies indicate that businesses tend to locate in cities where talented workers choose to live, and highly-skilled workers are statistically attracted to cities that offer a number of consumer leisure amenities. A skilled workforce is also strongly correlated with job creation and economic growth.



The jurisdictions are developing tools and strategies for their historic downtown and commercial areas. Building on the successful downtown redevelopment projects of the past two years and \$100 million in private sector leveraged investment, the City of Eugene is now focusing attention on enriching amenities and services within downtown's arts and business district. The jurisdictions' support and marketing of the region's cultural heritage in agriculture and its dynamic food product and beverage manufacturing industry unites cultural asset development with the Regional Plan tactic to "Promote the region's natural and cultural resources to enhance cultural tourism."





WORK READY LANE COUNTY INITIATIVE

“We had in excess of 60 applications for two job postings and couldn’t find anybody with the right skills. We had a very specialized niche that we wanted to fill, Medicare auditors, and they are hard to find,” said Dick Sabbath, Compliance Officer with Agate Healthcare. “I called the Lane Workforce Partnership’s *WorkSource Lane* center and asked for help. They recommended I look at their candidates who had gone through the National Career Readiness Certificate process. After interviewing 5 candidates, I didn’t need to see any more. Out of the 5 we hired 2. After a month in our industry and at work, they became productive members of our team, and that’s awesome!”

This is just one example of how a great workforce development tool creates a growing pool of certified, work-ready job applicants, and develops a Work Ready Community (CWRC) attracting more businesses to our area.

Becoming a Certified Work Ready Community is both a workforce and economic development strategy that:

- Lends a competitive advantage in recruiting and retraining businesses
- Documents workforce quality for relocating and expanding businesses
- Demonstrates community commitment to a skilled workforce
- Improves hiring procedures and reduces turnover and training costs
- Addresses skills gaps in the workforce
- Becomes part of the community’s shared economic identity

To earn designation as a Work Ready Community, communities encourage jobseekers, current workers and students to earn a National Career Readiness Certificate (NCRC). Developed by ACT, the nation's leading job skills assessment system, the NCRC focuses on three "real world" foundational skills that employers view as critical to success in the majority of jobs in today's workplace: *Applied Mathematics, Locating Information, and Reading for Information*. Certificates are awarded at four levels (platinum, gold, silver and bronze) based on an individual's performance. Individuals receiving the NCRC have a current, portable, and nationally recognized credential that validates their foundational skills. Screening assures that those with very low basic skills have an opportunity to receive remediation prior to testing. An additional *Soft Skills* NCRC assessment test will be piloted in our area.

WorkSource Lane, an initiative of the Lane Workforce Partnership, has been administering the NCRC since 2011. As of June 2012, 1,309 laid off workers have earned an NCRC and 63 businesses have signed letters of commitment to prefer the certificate in hiring. Safeway has committed to prefer the NCRC at all of its Oregon locations.

Based on the criteria developed by the State of Oregon for Work Ready Community Certification, an additional 70 current workers, 2,111 transitioning workers and 611 emerging workers would need to earn an NCRC in Lane County between now and 2015. During that time an additional 264 businesses would need to sign up to prefer the NCRC in their hiring process. Lane County will be one of the first counties in Oregon to work toward this community certification.

Lane Workforce Partnership will be coordinating a 6-month planning process to develop the Certified Work Ready Community concept in Lane County. Activities will include informational meetings; development of strategies to test youth, low income adults and current workers; identification of additional testing sites; and the launch of a “Hire Work Ready” campaign designed to engage businesses in the process.

For more information, contact Robin Scott at robins@laneworkforce.org or (541) 682-7224.



HOW A CERTIFIED WORK READY COMMUNITY INITIATIVE SUPPORTS THE JEO REGIONAL PROSPERITY PLAN

| JEO Regional Prosperity Plan | Certified Work Ready Community Initiative |
|---|--|
| <p>Strategy: GROW LOCAL OPPORTUNITIES</p> <p>Our region is an excellent environment to foster the start-up and growth of new enterprises. Building the success and competitiveness of local businesses is a fundamental strategy to create quality jobs as we move our economy forward. As a region, our mission is to foster an environment that nurtures this culture of enterprise and provides a welcome home for targeted key industries.</p> | <ul style="list-style-type: none"> • Gain a competitive advantage over other communities in recruiting and retaining business. • Documents workforce quality for relocating and expanding businesses • Businesses can target their training budgets for job-specific skills rather than basic skills. |
| <p>Strategy: INVEST IN TOMORROW’S TALENT</p> <p>Investing in future human capital is critical to a sustainable future. As the region’s economy becomes more and more knowledge- and innovation-based, we must equip today and tomorrow’s workers with the skills and attitudes for economic success. Creating and maintaining a competitive workforce that meets emerging industry needs will stimulate business development and highlight the region’s vitality and appeal.</p> | <ul style="list-style-type: none"> • Aligns workforce development, economic development and education around achievable and measurable goals (graduation rates, NCRC testing rates) • Helps address skill gaps • Sets goal of improving HS graduation rates • NCRC certificate guarantees that job seekers have the portable skills – applied math, locating information, and reading for information to serve as a solid foundation for more customized training • NCRC system not only identifies skills, but also provides a framework for how those skills can be maintained or improved • Allows community to gather data which identifies current and future foundational skill levels |
| <p>Strategy: IDENTIFY AS A PLACE TO THRIVE</p> <p><i>(Shared Economic Identity)</i> Develop and implement a strategic, coordinated identity campaign that integrates regional themes and is supported by institutions and businesses throughout their communications and messages.</p> | <ul style="list-style-type: none"> • A “Work Ready Community” becomes part of our shared identity • Demonstrates community commitment to a skilled workforce |
| <p>Strategy</p> <p>STRENGTHEN KEY INDUSTRIES: Our best economic engine for job creation will continue to be the growth and expansion of existing local business. This work will focus on the region’s traditional strengths in Transportation/Manufacturing, Wood Manufacturing, Health Care, and Construction. This strategy is also focused on developing an innovative culture to support emerging opportunities within for our regional economy</p> | <ul style="list-style-type: none"> • Improves hiring procedures • Reduces turnover and training costs • Statistically, a new hire who possesses the NCRC has a shorter period for training and orientation • Businesses can target their training budgets for job-specific skills rather than basic skills |

JOINT ELECTED OFFICIALS

AGENDA ITEM SUMMARY

Goshen Update

Meeting Date: September 6, 2012

Agenda Item Number: 2

Contact: Mark Rust

ISSUE STATEMENT

Lane County is working to expand opportunities to create and provide jobs to the citizens Lane County to help lower the unemployment rate, and increase wages. The Board of County Commissioners has identified an opportunity to promote and build on the region's transportation, and logistical advantages to help meet the siting needs of business in order to encourage development, expansion, and job creation. The unincorporated community of Goshen has critical elements necessary to meet some of the needs of key segments of industry in the region.

BACKGROUND

Lane County (County) has embarked on an innovative process to increase economic development and employment opportunities in the rural unincorporated Community of Goshen (Goshen). The County is calling this The Goshen Region Employment and Transition (GREAT) Plan. The GREAT Plan involves the following seven major steps:

- 1. Goal 14 Exception*
- 2. Regionally Significant Industrial Area Designation*
- 3. Enterprise Zone Expansion*
- 4. Infrastructure Planning/Extensions – sewer and transportation*
- 5. Phase 1 Assessments – brownfield and wetland delineations*
- 6. Property visioning*
- 7. Shovel-ready status*

The County is seeking to enhance the economic viability of 316.54 acres of existing, underutilized industrial designated land within Goshen. In doing so, the County endeavors to advance the purpose of the Oregon Statewide Planning Goal 9, Economic Development, to provide adequate opportunities throughout the state for a variety of economic activities vital to the health, welfare, and prosperity of Oregon's citizens and assist Goshen as it recasts itself into a prosperous community centered-around industrial uses which serve the community and the regions long term economic stability.

On February 9, 2011 the Board of County Commissioners for Lane County (BCC) directed the Land Management Division (LMD) to explore ideas to allow an increased level of employment uses to develop within the Unincorporated Community of Goshen. The GREAT Plan is an identified priority in Lane County's adopted Strategic Plan 2012-2017 and shows the level of local commitment to its success. The County's adopted Strategic Plan's #2 Priority Economic Development Goal is, *By 2017, Lane County will transform the*

existing industrial land in Goshen to support increased levels of development resulting in jobs that pay no less than 150% of the median wage. Collaboration and active involvement of numerous partners has been and will continue to be crucial to achieving this goal, including but not limited to, Goshen property owners, the state Departments of Land Conservation and Development (DLCD), Transportation (ODOT), and of Environmental Quality (DEQ); Lane Metro Partnership; the City of Springfield; the City of Eugene, Lane Livability Consortium, the Army Corps of Engineers, Business Oregon and the Governor's Regional Solutions Team. The choice of Goshen, as opposed to alternative sites, was based on the governor's office's initiative to identify Regionally Significant Industrial Areas to utilize prime industrial sites within the State and Goshen's high degree of alignment with the desired characteristics.

In April 2012, the County initiated a legislative post-acknowledgement plan amendment (PAPA) to amend the Lane County Rural Comprehensive Plan (RCP) and take a reasons exception to the Statewide Planning Goal 14, Urbanization, in order to allow urban levels of development on the existing Rural Industrial (RI) zoned lands in Goshen. More specifically, the proposal is seeking an exception to the Goal 14 limitations that are implemented through OAR 660-022-0030 for unincorporated communities. These limits restrict new and expanded industrial uses to, among other things, "small scale, low impact uses". These and other rule limitations prohibit the existing Industrial designated lands in Goshen from being utilized for uses larger than 40,000 square feet in size.

The County's Goal 14 exception proposal is the first step toward realizing the BCC's Strategic Plan Goal of transforming Goshen. The proposal includes the following elements.

- A. A Goal 14 reasons exception to allow urban levels of industrial use (>40,000 sq. ft.) on rural land.*
- B. Amend the text of the RCP to establish the policy language in support of the urban level of development in Goshen. Only minor RCP text changes are necessary to support the proposed amendment.*
- C. Adopt amendments to the Lane Code (LC) Chapter 16 to establish new zoning code provisions to regulate new urban level development in Goshen.*
- D. Adopt zoning map amendments to reflect the new proposed zones for the Goshen Industrial land.*

PART OF A LARGER STRATEGY

The Cities of Eugene and Springfield, and Lane County jointly adopted the Regional Prosperity Economic Development Plan in February 2010. The Plan reflects collaboration on regional economic goals and actions. The goal of the regional plan is:

By 2020, create 20,000 new jobs in 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 Plan includes the following two strategies to help attain this goal.

- Providing basic business needs: this strategy includes meeting the basic infrastructure and siting needs of business in order to encourage development, expansion and job creation. It includes promoting and building on the region's transportation, distribution and logistical advantages.
- Strengthen key industries: this strategy includes identifying unique site and logistical needs of existing and emerging industries and pursuing opportunities to expand and recruit these businesses.

The GREAT plan is working toward achieving the coordinated regional economic development goal.

The City of Eugene is undertaking a comprehensive evaluation of their 20 year land need for residential, commercial, and industrial land supplies. This Envision Eugene project includes Seven Pillars, or major objectives, that have been put in place to ensure that Eugene's growth will be in line with community values. The first Pillar for this effort is "Provide ample economic opportunities for all community members". One of the specific strategies under this pillar is to "Support the development or redevelopment of industrial sites that are and will remain outside the UGB as part of a regional strategy." Goshen is specifically called out in the strategy which recognizes the need to "support Lane County's efforts in establishing an employment center in Goshen".

Lane County's ultimate goal is to create at least 2,800-3,100 jobs in Goshen that pay no less than 150% of the median wage. This is based upon the accepted industrial/manufacturing job density of 9 to 10 jobs per acre, and the total industrial acres in Goshen of 316 acres. Lane County is pro-actively readying those lands for redevelopment by 2017. While Lane County and partner agencies will take action to ready large tracts of flat, industrial lands in Goshen for redevelopment, the jobs must ultimately be created by private sector partners.

Lane County has met and will continue to meet with and coordination with the Governor's Regional Solutions Team, which includes the regional representative from Business Oregon, as well as Michael Williams, Industrial Lands Specialist with Business Oregon, to work toward obtaining the decision ready designation and ultimately the Industrial Site Certification for the industrial lands in Goshen.

Leadership from Lane County, Eugene and Springfield have met and discussed coordination and partnering on the GREAT plan, and these efforts will continue.

NEXT STEPS

The proposed Goal 14 exception is currently going through the public hearings process in front of the Lane County Planning Commission (LCPC). After the conclusion of this hearings process, the LCPC will make a recommendation to the Board of County Commissioners (BCC). Once the LCPC has finalized its recommendation, a new public hearings process will begin in front of the BCC for consideration of the proposal and the LCPC recommendation. It is anticipated that the LCPC process will wrap up by the end of 2012, and the BCC process will begin in early 2013.

FOR MORE INFORMATION

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