



SPRINGFIELD ECONOMIC DEVELOPMENT STRATEGY

EXECUTIVE SUMMARY

March 2018

Prepared for:
City of Springfield, Oregon

SPRINGFIELD ECONOMIC LOOK

I. PLAN PURPOSE

The purpose of the City of Springfield’s Economic Development Strategy is to define a clear plan of action for City staff to make the greatest impact on influencing Springfield’s economic growth. This strategic plan intentionally focuses efforts on traded-sectors and factors of importance to traded-sectors because they yield the largest economic impact for our community. By growing traded-sectors, external money flows into our community to residents and small businesses.

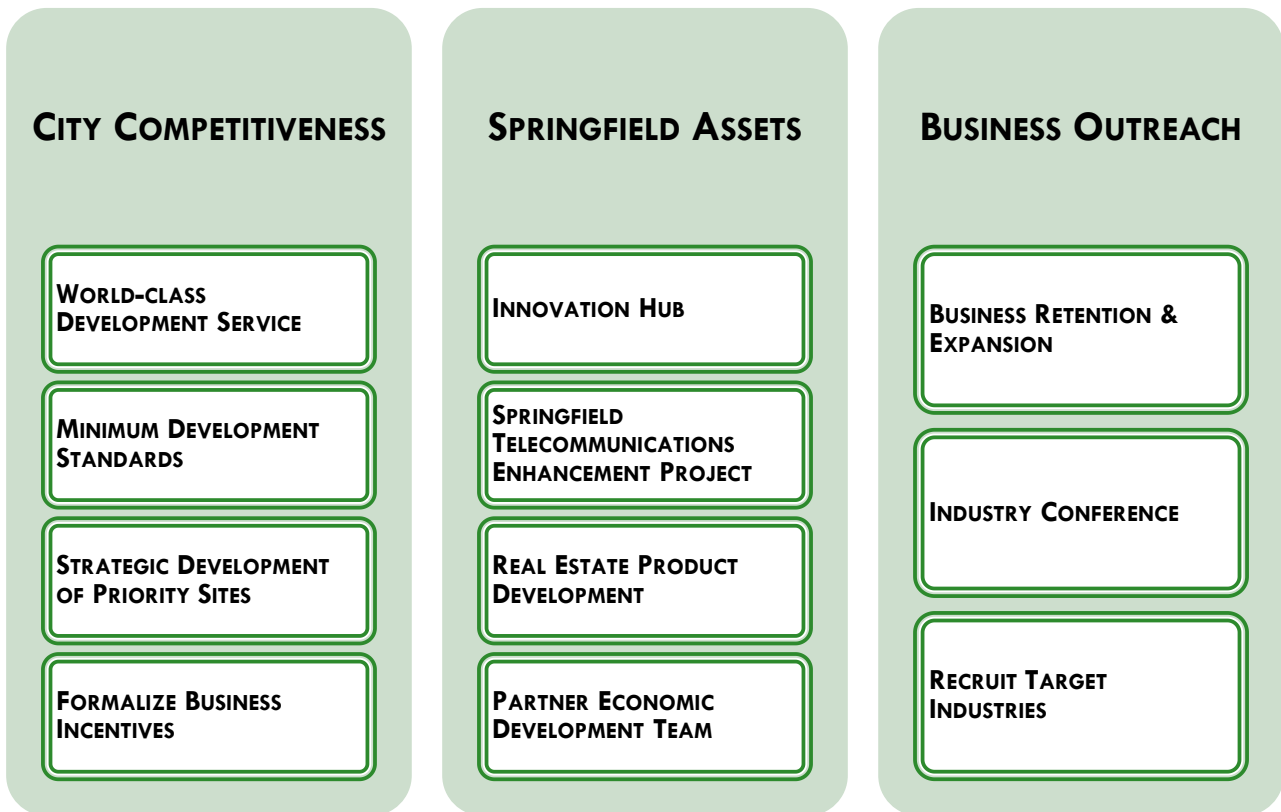
WHY THIS WORK IS IMPORTANT TO SPRINGFIELD

The goal of the Springfield Look Plan is to improve the lives of Springfield’s citizens by increasing the per capita income and the number of family wage jobs in Springfield while providing the tools to reduce poverty in our community. We are motivated by the understanding that the economic vitality of Springfield and the financial health of its public agencies are linked to healthy population growth and the number of quality jobs available in our community.

II. STRATEGIC INITIATIVES

The Springfield Economic Development Strategy addresses three main areas of work:

1. Enhancing **City Competitiveness** on things in direct control of city government;
2. Influencing the development of high-value **Springfield Assets** external to city government and important to traded-sector businesses; and
3. Proactive **Business Outreach** to intentionally drive economic growth into Springfield.



CITY COMPETITIVENESS

There are many factors where a community competitively supports the needs of a growing business. The following four strategic initiatives focus on factors within the direct control of city government:

- World-class Development Service
- Minimum Development Standards
- Strategic Development of Priority Sites
- Formalize Business Incentives

WORLD-CLASS DEVELOPMENT SERVICE

GOAL

Provide world-class service through the development approvals process in a consistent fashion that clarifies and expedites the development process. We aim to reduce the timeline for approvals by 1/3 to 1/2 the amount of time we currently process. We aim to demystify the process to quickly resolve conflicts. Not only do we strive to perform better and more thoroughly; we want to do a better job touting what we do well.

We want to achieve continuous improvements for City services to identify and resolve potential problems before they occur.

TACTICS

- | | |
|---|--|
| 1. Identify organizational culture for customer service | 6. Train on Process |
| 2. Assess current situation | 7. Take to Market for Input |
| 3. Best Practices Research competitors and aspirational cities for development approvals. | 8. Summary of Report Decisions |
| 4. Clarify Process and Timeline | 9. Build Relationships |
| 5. Establish Advocate | 10. Document Springfield Case Studies |
| | 11. Continued, Ongoing, Improvement |
| | 12. Organizational Culture for Service |

INITIATIVE LEAD ORGANIZATION(S)

City of Springfield

MINIMUM DEVELOPMENT STANDARDS

GOAL

Revisit and examine existing standards and triggers required via Minimum Development Standards.

TACTICS

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| 1. Internal Review | 5. Council Direction |
| 2. Assessment | 6. Public Input |
| 3. Benchmark to aspirational communities | 7. Codify changes with City Council Approval |
| 4. Solutions | 8. Take to Market |

INITIATIVE LEAD ORGANIZATION(S)

City of Springfield

STRATEGIC DEVELOPMENT OF PRIORITY SITES

GOAL

Strategic opportunity enhancements for priming development at Glenwood Urban Renewal District and other priority employment lands with near-term development (3 – 5 years) for traded-sector businesses.

TACTICS

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|-------------------------------------|------------------------------------|
| 1. Identify Sites | 5. Identify Barriers |
| 2. Site Owner Relationship Building | 6. Resources for Site Enhancements |
| 3. Site Readiness Assessment | 7. Assemble Land |
| 4. Industry Needs | 8. World-class Development Service |

INITIATIVE LEAD ORGANIZATION(S)

City of Springfield

FORMALIZE BUSINESS INCENTIVES

GOAL

Clearly defined business incentives that are intentional and strategically utilized to locate and expand traded-sector businesses in Springfield, while responsibly providing beneficial return-on-investment for Springfield’s economic and fiscal growth.

TACTICS

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|---|--|
| 1. Inventory & Assess Current Incentives | 6. Conduct Cost-Benefit Analysis of Potential Incentives |
| 2. Purpose - Define What City is trying to Achieve with Incentives | 7. Develop and Approval Incentive Policy |
| 3. Review Fee Structure and address Alignment to Competitiveness Goal | 8. Comprehensive Incentive Packaging |
| 4. Research Other Communities’ Incentives | 9. Document Springfield Case Studies of Springfield Businesses Utilizing Incentive |
| 5. Identify Potential Incentives | |

INITIATIVE LEAD ORGANIZATION(S)

City of Springfield

SPRINGFIELD ASSETS

Many factors for competitively addressing the needs of traded-sectors are outside the direct control of City Hall. Although not in direct control, it is important to influence the improvement of critical factors in order to strengthen Springfield's value proposition for companies to locate and grow here.

The following strategic initiatives focus on priority areas for competitiveness improvement outside of City Hall:

- Innovation Hub
- Springfield Telecommunications Enhancement Project (STEP)
- Real Estate Product Development
- Partner Economic Development Team

INNOVATION HUB

GOAL

Develop an Innovation Hub providing co-working space, anchor spaces, community meeting room space and mentoring.

TACTICS

1. Discovery Phase I: Research Models
2. Discovery Phase II: Stakeholder Engagement
3. Feasibility Phase I: Define Scope
4. Feasibility Phase II: Identify Site
5. Feasibility Phase II: Market Assessment
6. Feasibility Phase III: Financial Business Plan for Management Options
7. Implementation Phase I

INITIATIVE LEAD ORGANIZATION(S)

Springfield Area Chamber of Commerce, City of Springfield

SPRINGFIELD TELECOMMUNICATIONS ENHANCEMENT PROJECT (STEP)

GOAL

Leverage public assets to facilitate private competition. Public assets can include publicly owned infrastructure and publicly controlled space (e.g. right of way and public utility easement management, development standards, communication space on utility and city poles, etc.).

TACTICS

1. Enhance Foundation for Political Support
2. Current Situation
3. Task Force
4. Marketing
5. Engagement with Providers
6. Identify Internet Exchange Options for Springfield
7. Track Innovation Hub Strategic Initiative
8. Engagement with Property Owners
9. Engagement with Community & Tenants
10. Core Infrastructure Coordination
11. Outreach and education elements
12. Six/Fiber Study Plan
13. Public Build-out Location

INITIATIVE LEAD ORGANIZATION(S)

Springfield Utility Board, City of Springfield

REAL ESTATE PRODUCT DEVELOPMENT

GOAL

Increase the number of available (speculative) buildings for target traded-sector industries.

TACTICS

- 1. Criteria and Needs
- 2. Priority Site Identification for Spec Buildings
- 3. Outreach to Site Owner and/or Developer
- 4. Clarity & Communication of Partnership Criteria
- 5. Scorecard Site Assessment
- 6. Develop Concept Design for Site Plan
- 7. DIM for Virtual or Spec Building
- 8. Pre-submittal
- 9. Take to Market

INITIATIVE LEAD ORGANIZATION(S)

City of Springfield

PARTNER ECONOMIC DEVELOPMENT TEAM

GOAL

Effectively work with community and regional partners to strengthen our interdependent regional economy.

TACTICS

- 1. Partner Resources
- 2. Regular Meetings
- 3. Protocols
- 4. CRM Rollout Training.
- 5. Common Language and Messaging
- 6. Value Proposition

INITIATIVE LEAD ORGANIZATION(S)

City of Springfield

BUSINESS OUTREACH

Outreach and engagement with both existing local employers and business prospects is the fundamental work of economic developers.

Business Outreach strategic initiatives encompass:

- Business Retention & Expansion
- Industry Conference
- Business Attraction

BUSINESS RETENTION & EXPANSION

GOAL

Local traded-sector employers have confidence in Springfield as the right location for their business to maintain or grow operations here.

TACTICS

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|---|-------------------------------------|
| 1. Resource Toolbox | 7. Follow-up on Requests |
| 2. Industry Intelligence | 8. External Headquarter Visits |
| 3. Business Intelligence | 9. Contact Database |
| 4. Customer Service Engagement | 10. Informal Industry Meet-up |
| 5. Proactive Outreach Meetings | 11. Marketing Springfield Employers |
| 6. Proactive, Ongoing Communications with Springfield Employers | 12. Business Appreciation |
| | 13. Downtown Business Program |

INITIATIVE LEAD ORGANIZATION(S)

City of Springfield

INDUSTRY CONFERENCE

GOAL

Hold industry conference in Springfield aligned to industry of focus to add-value for existing employers and garner attention from business attraction prospects of related traded-sectors.

TACTICS

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|---------------------------|--|
| 1. Conference Information | 6. Research Conferences |
| 2. Target Industries | 7. Conference Location |
| 3. Asset Inventory | 8. Opportunity Window of Time |
| 4. Build Team | 9. Bid on Existing Conference (Plan A) |
| 5. Industry Focus | 10. Create a New Conference (Plan B) |

INITIATIVE LEAD ORGANIZATION(S)

Travel Lane County, City of Springfield

RECRUIT TARGET INDUSTRIES

GOAL

Diversify and strengthen Springfield's economic base with the recruitment of target traded-sector businesses. Springfield's target industries, determined in the Springfield Target Industry Analysis report dated, May 2017, include: value-added wood products, technology, specialty food and beverage, and medical technology.

TACTICS

1. Brand
2. Industry Intelligence
3. Competitor Intelligence
4. City Economic Development Website
5. Industry Business Cases
6. Real Estate Community Relationships
7. Industry Network & Memberships
8. Business Oregon
9. Lead Generation Contract
10. Targeted Marketing & PR
11. External Recruitment Trips
12. Inbound Marketing Events
13. Industry Tradeshows & Conferences
14. Site Selector Relationships
15. Sales & Proposals
16. Site Visits
17. Incentive Packaging and Negotiations
18. Celebrate Company Locations

INITIATIVE LEAD ORGANIZATION(S)

City of Springfield

The Springfield Economic Look planning project for the City of Springfield, Oregon was led by Courtney Griesel, Economic Development Manager, with consulting and facilitation assistance from TadZo L.L.C.



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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.

Tadzo

The Intersection of Site Selection & Economic Development