



ELEVATE 2028

2024-2028 CATALYTIC REGIONAL ECONOMIC GROWTH INITIATIVE



Eugene Area
Chamber of
Commerce

ONWARD >>>>
EUGENE

Serving the Eugene-Springfield region and beyond

ELEVATE 2028

We are delighted to announce the official launch of *Elevate 2028*, a new five-year regional economic and community development initiative of the Eugene Area Chamber and its economic development division, Onward Eugene. The Chamber and Onward developed *Elevate 2028* in consultation with private and public sector leaders and partners in the Eugene-Springfield region, Lane County, and the state of Oregon. We thank all those who have helped shape this effort to date.

Our region is fortunate to have a number of strong economic sectors, such as technology, bio science, food and beverage, wood products, tourism, sports and recreation, and higher education. **And yet, when it comes to driving economic growth and prosperity, we lack concerted intentionality, meaningful progress, and results.**

In the Chamber's recent pre-campaign feasibility study, **nearly 100% of business and community leaders interviewed characterized the regional economic trend as "flat" or "down," and 100% said there is a need to take proactive action to grow the economy NOW.**

The Chamber has identified – and leaders across the region have validated – a number of specific challenges that stand in the way of our community fully thriving:

- ◆ **Inadequate foundational elements supportive of business investment** – no unified regional vision or target set of economic growth / prosperity metrics; anti-economic growth rhetoric and policy; and a dearth of available / "shovel ready" commercial space;
- ◆ **Too few existing and new businesses are choosing to invest in our region**; wages in Lane county are markedly lower than state and nation averages;
- ◆ **Our employers struggle to find talent; workers depart the region** in search of better job opportunities and an affordable cost of living; and
- ◆ **Significant economic barriers** – inadequate housing at all income levels, inadequate childcare capacity, and a substantial homeless population.

What is clear to Chamber and Onward leadership is that **we need a reversal in trend** – and that will take focused, collaborative, properly resourced action. **It's time to elevate our game.** Accordingly, we have developed the *Elevate 2028* Regional Economic and Community Development Initiative:

- 1. Strengthen Our Competitive Foundation (PRO-BUSINESS)**
- 2. Grow Businesses, Jobs, and Investment (JOBS)**
- 3. Retain, Align, and Attract Talent (TALENT)**
- 4. Break Down Barriers to Quality of Life and Place (PLACE)**

Importantly, these goals are not sequential in nature – they are interconnected, mutually supporting, and must all be pursued simultaneously if we are to elevate our competitiveness and ensure the thriving community and region we all want. In *Elevate 2028*, we have a great plan. And we believe – and many others have expressed – that the Chamber (and Onward Eugene) is the right organization to catalyze and lead its implementation in collaboration with essential private and public sector partners. NOW we need to fully fund the initiative and get to work implementing it.

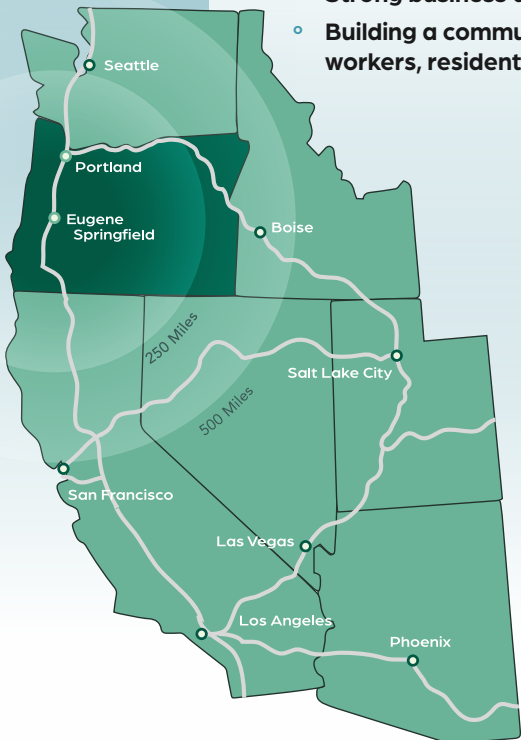
NOW is the time for ACTION. It is the time for leaders to lead. Join us! *Elevate 2028*



Fast Facts: Chamber, Onward Eugene & *Elevate 2028* Initiative

Eugene Area Chamber (and its economic development division, Onward Eugene)

- **Vision:** A prosperous community where all people live happy, healthy lives
- **Mission:** Catalyze a vibrant, diverse economy that drives opportunity and well-being
- **Award-winning private-public economic and community development organization** serving Greater Eugene / Lane County
- **Efficient, combined entity:** chamber of commerce AND economic development organization
- **Lead convener and catalyst for making Greater Eugene a location of choice** for businesses and workers by:
 - **Directly supporting growth and expansion of existing employers**
 - **Attraction of new companies and workers**
 - **Strong business advocacy**
 - **Building a community attractive to businesses, workers, residents, students and tourists**



Increased Regional Problem Solver and Economic Development Role

- **The Chamber:**
 - **Founded** its economic development division, “**Onward Eugene,**” in early 2020 **as a vehicle for the private sector to proactively drive next level business attraction, expansion and other efforts to grow jobs and talent – in partnership with the public sector**
 - ◆ At the start of Covid, Onward Eugene and the Chamber **pivoted from ramping up new business attraction to providing increased support to small businesses** navigating Covid and government actions taken to slow the spread
 - Has taken the lead on a **community-wide effort to address the growing homeless crisis** in our region **and initiated work to address the lack of workforce housing and childcare**
 - **Provided critical business support programs throughout the pandemic** (e.g., Back-to-Work toolkit, Connected to Community webinar series, and Support Local campaign) that have been expanded and scaled across the region and state
- **The Elevate 2028 Strategic Initiative:**
 - **NOW**, volunteer and staff leadership believe the **Chamber and Onward are well positioned to take a stepped-up leadership role** in addressing the biggest challenges and opportunities facing the regional business community
 - **The Chamber and Onward will staff and operate Elevate 2028** in support of the Eugene-Springfield region; in doing so they will **accelerate the business attraction and economic development work for which Onward was founded to accomplish**

“With this initiative, the Chamber and its economic development division, Onward Eugene, are better positioned to first recruit a new business AND then help the business fully integrate into our community and region. This would include building relationships, accessing talent, engaging civically, and so forth. This seamless approach is not only preferred, it is a necessity to help us achieve a ‘one stop shopping experience’ that will attract the top business and talent to Greater Eugene!”

— DR. TODD SALNAS | CEO | Slocum Center for Orthopedics & Sports Medicine





Dusk to Dawn homeless camp in Eugene

Lane County
AVERAGE WAGES
approximately
20% LESS
than state and national averages

Our Region's Key Challenges

1. Uncompetitive Economic Development Foundation

Lack of foundational elements supportive of business investment

- **Lack of regional vision and plan** – we have a long-standing need for a data-driven, well-conceived regional economic development plan supported by the public and private sectors
- **Lack of a regional website fueled by a regional brand**
- **No target set of economic growth / prosperity metrics** to serve as a regional reference and accountability point

Sub-optimal policy environment; local and state public policy negatively impact business and talent location decisions

- **Local**
 - **Lack of pro-business voice among elected officials** – current elected officials undervalue the role businesses play in creating a vibrant and prosperous community
 - **A no-growth attitude** that impedes housing and business development across the region
 - **Business voice outweighed by activists** – a growing activist community brings out large crowds of support on targeted issues and outweighs the business community voice
- **State**
 - **Oregon's tax systems ranks #31 on the State Business Tax Climate Index** (Tax Foundation)
 - **In 2022, Oregon ranked #34 for the Cost of Doing Business Category** (data compiled for CNBC)

Lack of commercial space to which businesses can expand or land

- **Our only large-site industrial lands (600 acres in the Clear Lake area) are not "shovel ready"** (e.g., lack of roads, wastewater, electricity), additional medium/ small vacant industrial and commercial lots (roughly 380 acres) need infrastructure investments as well
- **Lack of new office development**

2. Intense Competition for Investment

Too few existing and new businesses are choosing to invest in our region

Substantial competition from other communities and regions throughout Oregon and across the nation **that are hard at work pursuing the same companies, jobs, and growth opportunities as we want here** in Eugene-Springfield

Relative lack of awareness nationally and internationally **about the desirability of the Eugene-Springfield region as a location for businesses to invest and grow**

No proactive marketing underway to raise our region's profile and attract businesses in our target industry sectors

Very few business location leads are being generated; no real "pipeline" of prospective businesses that actively are or might consider locating headquarters or other operations in the Eugene-Springfield region

Markedly lower annual wages in Lane County (approximately \$54,000) compared to Oregon (\$64,000) and the U.S. (\$67,000) (JobsEQ); this has a substantial, negative ripple effect through our economy

Small size of Chamber / Onward staff limits our ability to:

- **Provide direct support to existing businesses and entrepreneurs** (businesses request assistance related to talent, location, compliance, marketing, funding and much more)
- **Proactively pursue / recruit new businesses** that might consider locating in the region



“With this initiative, the Chamber has done an excellent job honing in on some of the most complex challenges our businesses face and developing strategies to attack these head-on. The talent development and other supportive strategies in the initiative directly complement and enhance the business retention, expansion, and attraction work that is happening within the City of Eugene.”

— RANDY GROVES | Eugene City Council President, and Ward 8 Councilor | City of Eugene



3. Lack of Available Talent

Our employers struggle to find talent; workers depart the region in search of better job opportunities and an affordable cost of living

Chamber members recently **ranked “recruiting a talented workforce” as the top / biggest challenge** facing their business

Demand exceeds the supply of qualified workers – factors:

- **High employee turnover and resignations** during and post pandemic
- **Declining number of women** in the workforce
- **Declining birth rates** and population growth
- **College graduates / young professionals depart the community** due to a perceived lack of job opportunities, high housing costs and declining quality of life

No formal efforts to:

- **Connect students**, young professionals or trailing partners to jobs in our region
- **Market our region** to attract talent
- **Significant local barriers impede talent availability**
- **Housing availability / high housing costs and inadequate childcare options** (see next section)
- **Declining quality of life** – homelessness and public safety issues

4. Barriers to Quality of Life and Place

Significant economic barriers – inadequate housing at all income levels, inadequate childcare capacity, a substantial homeless population, growing crime and a declining downtown

Inadequate income-aligned housing (insufficient stock and cost prohibitive)

- Individuals across the economic spectrum struggle to find housing that is affordable and adequate for their needs
- **Cost prohibitive**
 - Lane County’s **February 2024 home value of \$439,519 represented an almost 40% increase from February 2020**; by contrast, prices increased by just 33% statewide (Zillow Home Value Index)
 - Median home value in Lane County in March of 2024 was \$440,000
 - ◆ Average income needed to purchase a home is \$140,000+
 - ◆ Median household income in Lane County is \$61,288

Inadequate childcare capacity

- Employers cite **inadequate childcare as a barrier to recruitment**, hiring, retention, attendance and productivity
- **Worsening situation – only 21% of children** (ages 0–5 years) have access to a childcare slot in Lane County; this is a 4% decrease from pre-pandemic availability
- **Care is expensive** – locally, the **average monthly cost of full-time childcare is \$886 per child**
- **Low worker pay** – in 2023, the **average pay for childcare workers in Lane County was \$16.40 per hour**, 46% less than an average worker

Homelessness & Public Safety

- **Growing number of individuals living on streets** – Eugene and Lane county have one of the largest unhoused populations per capita in the United States; between 2020 and 2023, the number of people experiencing homelessness increased by 17%
- **Growing crime** – increase in property crime, vandalism across the community
- **Negative impact on businesses** – our business community faces significant financial and workforce impacts due to the growing homeless population and increased crime downtown and across the region
- **Loss of hope** – many in the community have lost hope that improvement in the situation is possible

Economic state of downtown is declining

- The number of **people traveling downtown for work has declined** by 25% between 2019 and 2023
- **Numerous ground floor retail and office vacancies** exist in the core



The *Elevate 2028* Catalytic Regional Economic Growth Initiative

In response to key challenges impacting the Eugene–Springfield region, the Chamber has developed the following five–year strategic initiative, which is segmented into **four mutually supporting primary goals** and supporting strategies, tactics and performance metrics. **Once implemented, the initiative will be the main community / region–wide focus of the Eugene Area Chamber and Onward Eugene** and will be supported by both private and public investments.

GOAL



Strengthen Our Competitive Foundation (PRO-BUSINESS) [ROLE: Leader]

CHALLENGE / PROBLEM:
Uncompetitive economic development environment – lack of regional economic development strategy, website to market the region, shared prosperity metrics, pro-business policy environment, and commercial space to which businesses can expand or land

KEY RESPONSIVE STRATEGIES:

- 1 Improve regional collaboration and economic development performance
- 2 Advance a business-friendly environment
- 3 Develop infrastructure supportive of business investment

STRATEGIC OUTCOME:

Increased internal and external awareness of the Eugene–Springfield region as a place for business to thrive

GOAL



Grow Businesses, Jobs, and Investment (JOBS) [ROLE: Leader]

CHALLENGE / PROBLEM:
Intense competition for investment – and there is no proactive marketing underway to raise our region's profile and attract businesses in our target industry sectors; annual wages are markedly lower in Lane County compared to OR and the US – this has a substantial, negative ripple effect through our economy

KEY RESPONSIVE STRATEGIES:

- 1 Directly support expansion and growth of our businesses
- 2 Promote the region and attract new business locations
- 3 Level-up engagement and incorporation of our education partners

STRATEGIC OUTCOME:

Abundant economic opportunity and resiliency for all

GOAL



Retain, Align, and Attract Talent (TALENT) [ROLE: Tenacious Catalyst]

CHALLENGE / PROBLEM:
Lack of available talent – demand exceeds the supply of qualified workers – due to various factors – some local, some national

KEY RESPONSIVE STRATEGIES:

- 1 Support employers in retaining and attracting talent
- 2 Connect students and young professionals to employers
- 3 Catalyze solutions to fill talent gaps

STRATEGIC OUTCOME:

Employers can find the skilled workers they need; workers can find the quality jobs they seek

GOAL



Break Down Barriers to Quality of Life and Place (PLACE) [ROLE: Tenacious Catalyst]

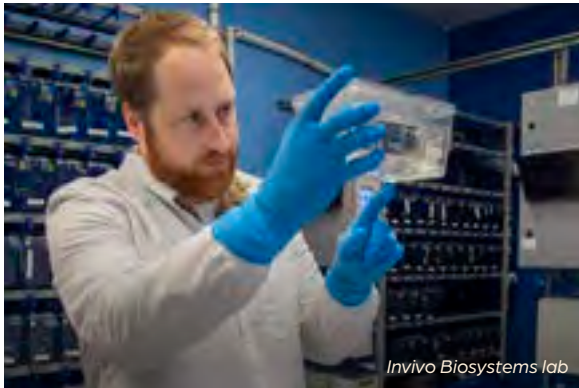
CHALLENGE / PROBLEM:
Significant barriers to quality of life and place exist – inadequate housing at all income levels, inadequate childcare capacity, a substantial homeless population, growing crime and a declining downtown

KEY RESPONSIVE STRATEGIES:

- 1 Increase childcare capacity
- 2 Increase stock of workforce housing
- 3 Reduce homelessness and increase public safety
- 4 Revitalize downtown core

STRATEGIC OUTCOME:

A community / region that is attractive to business, workers and residents



Invivo Biosystems lab



Nikaski Brewery in Whiteaker District



World Athletics Championships 2022

TARGET INDUSTRIES

In implementing the Initiative, the Chamber will focus on selected “target industries” that present a strong fit with the region’s strengths, have notable growth potential, and can provide considerable economic development benefits to the region.



Advanced Manufacturing

- Sustainability/Green
- Semiconductor



Bio Science

- Precision Medicine Technologies
- Human Performance



Food & Beverage

- Organic Products
- Craft Beer / Wine



Healthcare

- Medical Practices
- Hospitals



Sports & Recreation

- Sports and recreation product manufacturing
- Sporting events



Technology

- Software
- Data Science



Wood Products

- Advanced manufacturing (mass timber)
- AgTech (grow and harvest technologies)

GUIDING PRINCIPLES

DATA DRIVEN

Employ robust data to drive strategy; the Chamber will maintain an online information hub that will enable the Chamber and its partners to identify challenges, respond effectively, and track progress

MEASUREABLE RESULTS

Pursue objective measures and ensure transparency; the Chamber has identified performance measures and will track and report progress in transparent fashion

COLLABORATION

Engage and collaborate with the City of Eugene, the City of Springfield, the Springfield Chamber of Commerce, Lane County, Lane Workforce Partnership, Lane Community College, Travel Lane County, University of Oregon, and other partners to **pursue regional economic priorities;** when we collaborate in our economic development activities, we are stronger and more competitive

ACCESS AND OPPORTUNITY

Focus on improving equality of access and opportunity; the Chamber views equality of access and opportunity as an economic issue, and is committed to connecting financially challenged individuals and families to education and employment opportunities

CREATIVE APPROACHES

Seek and deploy creative approaches to driving economic and community growth; the Chamber will seek out local and national best practices, convene key regional partners, and catalyze creative economic and community growth solutions



Strengthen Our Competitive Foundation (PRO-BUSINESS)

To increase internal and external awareness of the Eugene–Springfield region as a place for business to thrive (GO FAST ON A FAST TRACK)

[ROLE: Leader]

KEY STRATEGIES

1.1 Improve regional economic development performance

Vision and plan

- **Regional Economic Development Plan.** Develop an ambitious but achievable regional economic development plan (NEW!)
- **Economic research and analysis.** Conduct economic research and analysis to understand the evolving regional economy (NEW!)
- **Incorporate data and experience.** Search (regionally / nationally / internationally) for and adopt best practices (NEW!)

Brand and website

- **Regional website.** Maintain a dynamic regional website targeted to businesses considering locating or expanding in the region, including (NEW!):
 - **Links with partners' websites**
 - Repository of **business location data** important to prospective investors

- Database of **foreign companies** operating in the region
- Database of region's most **marketable buildings and sites**
- **"Soft landing guide"** for foreign and domestic prospective investors

Data-driven and accountable

- **Regional data dashboard.** Include a regional data dashboard on the GreaterEugene.org website (see subsequent Goals for more details on the total website); examples of data to be included (NEW!):
 - **Jobs created** in target sectors
 - **# of unfilled high-demand positions**
 - **Changes in average wages** in target sectors
 - **Trends from business climate surveys**
 - **Average cost of housing**
 - **Childcare slots available** at target rate



“Greater Eugene’s business community must make a stronger impact on the legislative process at every level of government. Our business and community’s growth rates are directly tied to successfully making the case for policies that benefit everyone in our community.”

— JOHN BAROFSKY | Owner | Beppe and Gianni’s Trattoria



1.2 Advance a business – friendly environment

Communicate the business story to the broader region

- **Marketing / Communications Campaign.** Develop and implement a multi-media marketing campaign to educate and change the perception of residents through tactics such as **(NEW!)**:
 - Social and earned media campaigns
 - “Story-telling” toolkit for businesses
- **Neighborhood business coalitions.** Establish neighborhood business coalitions in order to properly represent and address neighborhood-specific issues and build support among neighbors **(NEW!)**

Strengthen knowledge sharing and relationships between business and policy leaders

- **Representation, proactive advocacy at public meetings.** Regularly attend City Council, County Commission, and relevant state meetings to represent the voice of business **(EXPANDED!)**
- **“Get-to-know industry” program for elected leaders.** Develop and implement a program to share with our elected officials and community leaders the challenges and regional value / impact of our targeted industries
 - **Business Tours and Round Tables.** Host tours at businesses so elected leaders can see day-to-day operations and host industry round table discussions focused on business challenges and areas of success **(NEW!)**
- **Business climate surveys.** Implement an annual poll to measure community member and business community sentiment (as a tool to identify issues and influence policymakers) **(NEW!)**

- **Quarterly briefings.** Publish quarterly Business Briefing (report) for elected officials, candidates and policy leaders communicating challenges faced by business, with data supporting business challenges **(NEW!)**
- **“Voice of Business” liaison program.** Build coalition of business leaders who are educated on issues and can be deployed to meet with leaders about issues impacting business and quality of life **(EXPANDED!)**

Advance pro-business policies and regulatory environment

- **Policy analysis.** Identify key legislation / policies being considered by local / state bodies, conduct rigorous analysis and communicate recommendations to decision-makers and stakeholders **(EXPANDED!)**
 - **Time sensitive policy briefings.** Provide briefings to elected officials and business leaders about the impacts of policies under consideration **(EXPANDED!)**
- **Regulations simplification.** Proactively put forward policy solutions to simplify business engagement with local government and reduce the regulatory burden faced by local businesses **(EXPANDED!)**
- **Issue summits, policy forums, and white papers.** Host issue summits and policy forums to educate and engage more businesses in policy work; develop and distribute white papers to provide relevant history, policy details, impact on community and business, and Chamber position **(NEW!)**

- **Activate business advocates.** Alert key constituencies about actions being considered by local / state officials and mobilize business community around important issues **(EXPANDED!)**
- **Federal engagement.** Lead a DC fly-in event to connect regional businesses to policymakers at the federal level **(NEW!)**
- **Advocacy-specific software.** Utilize advocacy-specific software to target and track grassroots activity on key economic and quality of life issues **(NEW!)**

Elect candidates supportive of business

- **Candidate recruitment and support.** Execute a formal pro-business candidate identification, recruitment and development strategy; endorse and provide campaign support to these candidates (volunteers, communication, fundraising guidance) **(NEW!)**
- **Positions / platform consultations.** Equip candidates with information and tools to build their respective platforms (key positions on the issues, etc.) incorporating pro-business policies **(NEW!)**
- **Political Action Committee.** Explore the creation of a PAC to fundraise in support of pro-business issues and candidates **(NEW!)**
- **Election cycle communications.** During election cycles, communicate the economic implications of candidates’ positions to Chamber members and the public **(NEW!)**

1.3 Develop infrastructure supportive of business investment

New sites

- **Site identification.** Identify potential sites for development and assist with marketing efforts to expose developers to new opportunities **(NEW!)**
- **Construction ready.** Focus on shovel-ready and construction ready property **(EXPANDED!)**
- **Infrastructure.** Drive plan to address infrastructure needs in commercial and industrial zoned properties in order to convert to "shovel ready" **(EXPANDED!)**

New and redeveloped buildings

- **Office / commercial redevelopment.** Identify underutilized and / or vacant office and commercial space and assist with marketing efforts to redevelop existing buildings **(NEW!)**
- **Key developers.** Focus marketing and relationship building on key developers of mixed-use/ office in the regional market and elsewhere **(EXPANDED!)**
- **Quarterly meetings with targeted commercial developers.** Provide quarterly updates on developments in the region such as identified parcels for mixed-use/office development or changes in local incentive offerings **(NEW!)**
- **New product site viewing.** Schedule developer visits to the region to view new sites **(NEW!)**

Creative incentives. Develop creative, **non-traditional local incentives** for expansion and recruitment of businesses in target sectors; examples include: discounted land, economic development incentive fund for infrastructure and other designated costs, Urban Renewal Districts, Opportunity Zones, more aggressive property tax abatements, fee waivers (e.g., building permit fees), and expedited permitting **(NEW!)**

Supportive land use and zoning policy. Collaborate with local government to ensure land use and zoning plans encourage future office, commercial, and industrial development in identified areas of the region **(EXPANDED!)**



Eugene Chamber advocating for new housing at state legislature



Business Leaders visit state capital



Leadership Eugene Springfield Government Day

PERFORMANCE MEASURES:

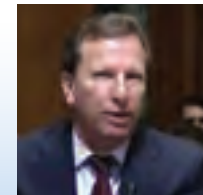
- Pro-business majorities on City Council, County Commission, and representatives of Lane County in the State legislature (based on use of a legislative scorecard)
- Annual increase in positive community perception of business (assessed via annual survey)
- Strengthening positive trend in annual business climate survey of target industries
- Regional website and regional data dashboard complete

PRIMARY BUDGET ITEMS:

- VP, Policy & Community Development
- Director, Business Advocacy (NEW!)
- Research / data contracts
- Marketing and communications implementation

“Our company has been working on a large public/private partnership that would have major economic and sustainability impacts for the region. As a trusted community partner, engagement by the Chamber was critical in bringing together the business community and elected officials to get this project approved.”

— STEVE MILLER | CEO | Bulk Handling Systems



Grow Businesses, Jobs, and Investment (JOBS)

To ensure abundant economic opportunity and resiliency for all

[ROLE: Leader]

KEY STRATEGIES

2.1 Support business expansion / growth

Next-level Business Retention and Expansion (BRE).

Implement a proactive Business Retention and Expansion program to engage and assist companies in target industries and other high impact employers driving our economy (EXPANDED!)

Business visitation

- **250 visits.** In collaboration with problem solving partners (City of Eugene, Lane Community College, etc.), **conduct 250 (50 per year) one-on-one meetings** with area businesses to identify individual and collective challenges and opportunities (EXPANDED!)
- **Business Roundtables.** Conduct **4–5 roundtable meetings** per year with **businesses in the same industry or geographic area**; provide an update on key issues and gather input on challenges businesses in the area are facing; provide information on how to access incentives, talent-related resources and other support available to businesses (NEW!)

Quick Action and Solutions

- **Connect.** Connect employers with local, state and federal resources as well as prospective customers/ buyers to help their business grow.
- **Database of local suppliers.** Develop database of local suppliers that serve a variety of industries and needs; raise awareness among the business community of these local suppliers; this will create more opportunities for area businesses and reduce extended / vulnerable supply chains (NEW!)
- **Labor market and industry data.** Provide to area employers valuable labor market and other data (NEW!)

- **Rapid Response Team.** Partner with the City of Eugene, Lane County and other regional service providers to form and maintain a formal “Rapid Response Team” to intervene in situations involving a company’s possible expansion or departure (NEW!)
- **Macro emergencies.** Respond with agility to time-sensitive / emergency situations (e.g., 2020–2021 pandemic); the Chamber is well situated to lead and bring partners together to achieve expedited results (EXPANDED!)

Direct support to entrepreneurs and small businesses

- **Connect.** Connect entrepreneurs and small businesses to varied support services (business planning, marketing, capital, workforce solutions, etc.) on a continuing basis (EXPANDED!)
- **Target sector connect.** Maintain a network of experienced industry partners within targeted sectors who can vet new business ideas / opportunities, provide business model coaching, and support launches with local vendors (NEW!)
- **Support minority owned business growth**
 - **Women entrepreneurs.** Implement workshops, mentoring and regional competition that connects women entrepreneurs with venture capitalists (NEW!)
 - **BIPOC & minority-owned businesses.** Curate Black Business and Latino Business Roundtables and provide other targeted support (EXPANDED!)
- **Endowment.** Explore development of endowment to offer grants to entrepreneurs (consider seeking funding from private individuals and families) (NEW!)

GOAL

2.2 Promote the Eugene–Springfield region and attract new business

Proactive marketing of Eugene–Springfield.

Promote Eugene–Springfield globally in collaboration with the cities of Eugene and Springfield, Lane County, University of Oregon, State of Oregon **(NEW!)**

- **Brand refinement.** Refine and articulate the Greater Eugene brand and value proposition (advantages) to external and internal audiences **(NEW!)**
 - **Brand toolkit.** Create a digital brand toolkit with content for downloading by partners; use to synchronize messaging across Greater Eugene / Lane County **(NEW!)**
- **Regional website and marketing materials.** Build a regional economic development website and marketing materials that can be used by businesses and economic development partners to target outreach to targeted sectors and talent **(NEW!)**

• Recruitment events and activities

- **External.** Promote Greater Eugene / Lane County strengths via events for site selectors and similar opportunities **(NEW!)**
- **Inbound.** Conduct inbound marketing visits showcasing Greater Eugene to domestic and international business leaders and their representatives (site selectors, etc.) on behalf of the region **(NEW!)**
- **Business promotion and support.** Encourage and provide resources to support business leaders' promotion of the region at industry / trade events **(NEW!)**
- **Site selectors.** Build and maintain relationships with site selectors that specialize in target sectors **(NEW!)**

Prospect leads. Generate prospect leads and capitalize on direct inquiries from statewide partners, brokers, site selection consultants, and other partners **(NEW!)**

Key supplier identification and recruitment.

During visits with businesses, identify key suppliers the Chamber might recruit to the region; work with existing industry partners to successfully recruit these suppliers **(NEW!)**

Competitor analyses and learning from others

- **Competitors.** Monitor Greater Eugene / Lane County competitors **(NEW!)**
- **Best practice communities.** Benchmark Greater Eugene against other innovative communities **(NEW!)**

Knight Campus



2.3 Level-up engagement and incorporation of our education partners

Commercialization and startups

- **Resource navigator.** Co-develop resource navigator for university and community businesses **(NEW!)**
- **Sciences ecosystem.** Advocate with public partners to build out ecosystem for “Sciences” – to include expansion of infrastructure in the research park (e.g., wet lab space) **(EXPANDED!)**
- **Startup bootcamp.** Host startup bootcamp (pre company formation) in partnership with University of Oregon **(EXPANDED!)**

Additional “voice” and connector for higher education

- **Economic impact.** Partner with University of Oregon to measure and communicate the University’s economic impact on the region **(NEW!)**
- **Connection to public partners.** Work as conduit between public partners and higher education partners to integrate higher education priorities into regional economic development plans **(EXPANDED!)**
- **Housing initiatives.** Represent higher education partner needs in regional housing initiatives **(EXPANDED!)**
- **Downtown revitalization.** Integrate the University of Oregon and Lane Community College into the downtown revitalization plans **(NEW!)**

- **Increased experiential learning opportunities.** Build bridge between private sector and higher education partner experiential learning programs **(EXPANDED!)**

Attraction and retention of graduates and faculty

- **Formal study.** Conduct formal study to identify opportunities to make the region more attractive to graduates **(NEW!)**
- **Quality of place and life improvements.** Improve public safety, increase housing at all income levels, reduce homelessness, and increase childcare capacity (see other portions of this initiative for details) **(EXPANDED!)**



PERFORMANCE MEASURES:

- (#) Direct new jobs
- (#) Total new jobs (includes indirect and induced jobs)
- (\$) New capital investment
- New target sector business locations
- Improvements to employment growth, median income, etc.
- Increased commercial tax base to lessen burden on residents and support community development / amenities

PRIMARY BUDGET ITEMS:

- VP, Economic Development / Onward Eugene Managing Director
- Director, Business Retention & Expansion (**NEW!**)
- Regional economic development website and data dashboard (**NEW!**)



View over Springfield



Retain, Align, and Attract Talent (TALENT)

To ensure employers can find the skilled workers they need, and workers can find the quality jobs they seek

[**ROLE: Tenacious Catalyst**]

KEY STRATEGIES

3.1 Support employers in retaining and attracting talent

Next-level, tangible tools for employers. Provide tangible resources and tools for employers to succeed in training and retaining current talent as well as recruiting new talent to their business.

Tools for employers

- **Recruitment resources.** Provide employers with information to assist with employee recruitment – such as 1–2–page PDF and / or video content on the benefits of working and living in Greater Eugene, and information on schools, neighborhoods, and social activities **(NEW!)**
- **Talent Summit.** Host summit focused on culture and “retaining top talent” **(EXPANDED!)**
- **Retention toolkit.** Provide a toolkit of programmatic and partnership strategies to assist with employee retention **(NEW!)**

Connect Trailing Partners. Provide direct support to employers to help connect partners of relocating employees to potential employers in the region **(NEW!)**

“Work in Greater Eugene” website and campaign. Create a website targeted to graduates and other desirable talent and implement **multi-media marketing campaign targeting high-demand talent** – especially in target sectors

3.2 Connect students and young professionals to employers

Work-based learning

- **Employer recruitment.** The Chamber will recruit employers offering high-demand careers to provide internships / apprenticeships, mentorship, and other forms of work-based learning **(NEW!)**
 - Connect 50 businesses to work-based learning opportunities in Lane County
- **Toolkits for employers.** Develop and promote work-based learning toolkits focused on successfully exploring, engaging and expanding work-based learning opportunities across the region **(NEW!)**

Young Professionals

- **Young Professionals Advisory Council.** Operate a Young Professionals Advisory Council comprised of 24–35-year-olds to understand and integrate their preferences in support of young professionals choosing Greater Eugene as their long-term home **(EXPANDED!)**
- **Mentor program – Young Professionals.** Develop and implement mentor program that connects young professionals with business professionals, with a focus on tech, healthcare, bioscience, food and beverage, and manufacturing **(NEW!)**

Retention of graduates. Partner with University of Oregon, Lane Community College, and Bushnell University as well as local high schools to implement programs that ensure students are aware of the career and social opportunities in the region **(EXPANDED!)**

3.3 Catalyze solutions to fill talent gaps

Employee training

- **Leadership & Culture Training.** Assist employers in developing their current managers and executives with a workshop series focused on building strong company culture, increasing operational efficiencies, and improving team dynamics **(EXPANDED!)**

Upskilling and aligning the talent pool

- **Skills gap analysis.** Collaborate with workforce partners to ensure a current skills gap analysis that captures anticipated employer demand and the talent pipeline for target sector high-growth occupations; **identify potential gaps and catalyze changes to area education and training offerings (EXPANDED!)**

- **Align training to match employer needs.** Align local employee upskilling opportunities to current employer needs and work with local providers (Lane Community College, Bushnell University, and the University of Oregon, etc.) to develop programmatic solutions **(NEW!)**

Re-entry into the workforce

- **Caregiver reentry.** Evaluate launching a community-wide campaign focused on engaging individuals who departed the workforce during the pandemic to care for their children and recommend action steps employers can take to ease caregiver reentry into the workforce **(NEW!)**
- **Unhoused individuals.** Collaborate with targeted employers to fill workforce gaps **(NEW!)**
 - **Warehouse training.** Partner with Food for Lane County to deliver warehouse training programs and connect graduates with existing warehouse employment opportunities
 - **Industrial sewing.** Work with Viking Textiles and manufacturers to develop training programs and job opportunities in industrial sewing positions

PERFORMANCE MEASURES:

- **Decrease in the number unfilled high-demand career positions and open jobs in target sectors within the region**
- **Increased number of students participating in work-based learning opportunities**
- **Increased retention rates for college graduates**
- **Strengthening talent-related data (to be tracked via a public dashboard on regional website): net migration, educational attainment, and unemployment rate**
- **Completion of “Work in Greater Eugene” webpage and campaign**

PRIMARY BUDGET ITEMS:

- **Talent Manager (NEW!)**
- **Research / data contracts**
- **“Work in Greater Eugene” regional webpage and other digital and other marketing (NEW!)**

“There is a tangible gap between students and employment. Prioritizing work-based learning and fostering workforce retention will address a crucial need within our community. This focus seamlessly integrates with our initiatives here at LCC.”
— DR. STEPHANIE BULGER | *President* | Lane Community College



Break Down Barriers to Quality of Life and Place (PLACE)

To ensure our community / region is attractive to business, workers and residents

[ROLE: Tenacious Catalyst]

KEY STRATEGIES

4.1 Increase childcare capacity

Catalyze a coordinated regional approach to increase affordability and accessibility to high quality childcare

- **Assessment & Data.** Assess current childcare availability in Lane County and publish results and demand data **(NEW!)**
- **Partner engagement.** Engage and align with regional and state partners to implement a regional action team; identify opportunities for public-private partnerships **(NEW!)**
- **Funding solutions.** Identify and promote funding solutions for increasing childcare capacity, including government funding, grants, private-sector investments, etc. **(NEW!)**

Build community support and advance policy solutions

- **Policy agenda.** Develop and implement a policy agenda focused on mitigating barriers (potential barriers include zoning, licensing, and other regulatory aspects related to physical space) **(NEW!)**
- **Case studies.** Publish case studies on successes to foster additional investment in childcare systems across the region / state **(NEW!)**
- **Speakers Bureau.** Develop a team of business leaders to speak to / champion policy decisions that drive an increase in capacity and quality of childcare programs **(NEW!)**
- **Public awareness.** Implement communications strategies to build public awareness and support for childcare solutions **(NEW!)**



Take direct action

- **Support to employers**
 - **Toolkits.** Develop an Employer Toolkit for supporting employees with childcare needs and increasing family-friendly workplace strategies **(NEW!)**
 - **Database.** Develop and share with employers a database of childcare availability in and around the region for employers to offer to employees **(NEW!)**
 - **Proactive engagement of industry.** Engage companies with significant childcare needs and under-utilized spaces in effort to create new on-site childcare options **(NEW!)**
- **Childcare business startups.** Identify founders of childcare businesses, and partner with Quality Care Connections to implement a childcare-specific accelerator **(NEW!)**
- **Stabilization of at-risk childcare businesses.** Coordinate business mentoring (one-on-one and peer-to-peer) of struggling childcare businesses **(NEW!)**
- **Childcare staffing.** Align Talent efforts to address shortage of staff in the childcare sector; the objective is well-trained, appropriately compensated childcare professionals / teachers **(NEW!)**
- **Real estate solutions.** Work with employers and programmatic partners to audit non-traditional and available real estate solutions for facilities **(NEW!)**
- **Retention, expansion, recruitment**
 - Retain and support expansion efforts of existing childcare facilities (assist in securing staffing, etc.) **(NEW!)**
 - Recruit childcare facilities; pursue national chains like Goddard and Primrose; activate unused churches, etc. **(NEW!)**



“Having high quality, affordable childcare options in our communities gives us an advantage as we recruit and retain top talent. We are excited to work with Onward Eugene to address this significant challenge for our region.”

— SUSAN BLANE | Community Health Director | PeaceHealth

4.2 Increase housing stock

Partner for a coordinated regional approach

- **Target middle income earners.** Target development of housing for middle-income earners (earning 60–120% of the Area Median Income) as these are commonly left out of federal and state programs, which incentivize housing projects for earners making less than 60% of AMI **(NEW!)**
- **Stakeholders.** Convene a council of **business and community leaders and development practitioners** (e.g., architects, engineers, developers, builders, realtors, and key government staff), research best practices, and drive policy, funding and development action **(NEW!)**
- **Income-aligned housing study.** Assess regional housing availability through a number of “lenses” – housing availability for public safety (fire, police, ambulance, etc.), health and education workers, high-demand positions, and within a commute time of less than 30–minutes from high density clusters of regional businesses **(NEW!)**
- **Private-sector viewpoint.** In developing and implementing strategies, **ensure that development incentives take into account developer and owner costs** (e.g., amount of lost rent) related to development of workforce housing; we must acknowledge the risk that developers (already struggling with scarce labor and materials) will choose to work outside the region if they can’t make the necessary profits to make projects in the region worthwhile **(NEW!)**

Build community support and take direct action

- **Hearts and Minds.** Work with partners like Better Housing Together to develop and implement a marketing / communications campaign with the goal of changing “hearts and minds” regarding workforce / affordable housing **(EXPANDED!)**

- **Educate the community regarding the challenges to economic growth** (business retention, expansion, and attraction) **posed by inadequate workforce housing** (and related talent uncertainty) **(EXPANDED!)**
- **Engage local governing bodies (EXPANDED!)**
- **Public policy.** Our nation’s lack of affordable housing has the attention of local, state and national leaders, and a variety of proposals and policies are under discussion and under development; now is the time for our region to be fully “in the game”; the Chamber will:
 - **Drive public policy changes** that will lead to a more favorable environment for new construction (e.g., construction defects regulation) **(EXPANDED!)**
 - **Advocate for appropriate zoning** policies to ease the development process and stimulate investment **(NEW!)**
- **Employer-led solutions.** Provide to employers education and turn-key solutions to help candidates and employees find appropriate housing; for example, provide **resource database and annual bootcamp for HR professionals**; content may include available subsidy-related programs, down payment assistance programs, cash incentives for buying or renting near a company, notable rental inventory, assistance finding and paying real estate professionals, etc. **(NEW!)**
- **Funding solutions.** Identify, promote and assist development partners in securing funding for increasing the stock of workforce housing – possible sources include government funding, foundation grants, private-sector investments, etc. **(NEW!)**





Opening of Peace Village Housing project



Opening of Peace Village Housing project

4.3 Reduce homelessness & increase public safety

Regional alignment, transparency, and accountability

- **Regional strategy.** Convene a cross-sector coalition of public and private partners to develop and implement a regional strategy for addressing homelessness
 - **Include clear goals and measurable outcomes for new housing,** shelter, wrap-around services and public safety (e.g., # housing units built, # shelter beds increased, community court/ jail capacity, etc.)
 - Publish the strategy, targeted outcomes, and progress toward same on a dedicated website **(NEW!)**
- **Data driven.** Develop and publish data and analysis to guide regional investment to the most effective strategies and tactics **(NEW!)**
- **Public polling.** Conduct public polling on potential policy and financial solutions to public safety issues and homelessness **(NEW!)**
- **Action Teams.** Lead or support action teams focused on specific outcomes related to housing, shelter, wrap-around services, and public safety **(NEW!)**
- **Central regional website.** Develop a website that will serve as the central location for accessing regional data and information regarding efforts to end homelessness, including a dashboard that will track progress on shared goals and outcomes **(NEW!)**

Direct action

- **Clean Streets.** Launch “clean streets” initiative to partner with shelter organizations and neighborhoods to clear litter and debris from commercial and residential neighborhoods **(NEW!)**
- **Public Safety resources for employers.** Connect employers and property owners to safety training and support (e.g. Eugene Police Department de-escalation training, EPD property assessments, etc) **(EXPANDED!)**
- **Connect to jobs.** Work with shelter providers and employers to connect 100 unhoused individuals to training and employment opportunities **(NEW!)**
- **Increased capacity for service providers.** Work with nonprofit homeless service providers to increase their capacity to deliver outcomes (e.g. financial oversight, board development, staff benefits and training, etc.) **(NEW!)**
- **New funding.** Leverage public / private partnerships to obtain local, state and federal funding **(NEW!)**
- **Advocacy.** Develop a legislative agenda outlining policy solutions and lead shared advocacy among community partners **(NEW!)**
- **Build public trust.** Re-build community trust by increasing transparency and accountability with a communications campaign that shares broadly the regional strategy and communicates outcomes as they are accomplished **(NEW!)**



4.4 Revitalize downtown

Drive downtown development strategy.

- Collaborate with partners to develop and implement a downtown revitalization strategy that attracts investment and supports economic growth **(EXPANDED!)**

Increase downtown housing units

- **Development incentives.** Work with the City of Eugene to curate a package of incentives available to housing developers **(NEW!)**
- **Site marketing.** Identify key “shovel-ready” sites and proactively present those opportunities to potential developers **(NEW!)**

Recruit new businesses to fill vacancies

- **Product inventory.** Keep inventory of vacant properties and connect potential tenants to commercial brokers **(NEW!)**
- **Marketing materials.** Develop marketing materials that highlight the current commercial and office building vacancies in the downtown core **(NEW!)**
- **Recruitment trips.** Lead outreach and engage businesses who would be a good fit for downtown Eugene **(NEW!)**

Draw public downtown

- **Public spaces.** Lead advocacy efforts to ensure investments in our public spaces improve safety and activate underutilized spaces; prioritize reimagining of Kesey Square **(EXPANDED!)**
- **Geographic connections.** Drive plan to invest in infrastructure that will better connect Downtown, the 5th Street Market District, Riverfront and University of Oregon **(NEW!)**
- **Activate and promote.** Support creation of an Arts & Culture District that will elevate cultural organizations and drive residents and visitors to our downtown core **(NEW!)**

PERFORMANCE MEASURES:

CHILDCARE

- Increased number of childcare slots available to meet the needs of residents and businesses – and at an accessible price
- Decrease in the number of unfilled childcare staff positions

HOUSING

- Increased quantity of income-aligned workforce housing
 - Housing targets will be aligned with average salaries of:
 - ◆ High-demand career positions
 - ◆ Public safety (fire, police, ambulance, etc.)
 - ◆ Health and education workers

HOMELESS

- Decrease in number of homeless and crime statistics

DOWNTOWN

- Increased downtown activity:
 - Increased quantity of downtown housing units
 - Decreased number of vacant commercial spaces

PRIMARY BUDGET ITEMS:

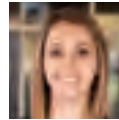
- Strategist, Childcare
- Strategist, Homeless & Housing
- Coordinator, Homeless & Housing **(NEW!)**
- Research / data contracts
- Marketing and communications implementation



ORGANIZATION CHART: Chamber, Onward Eugene & *Elevate* 2028



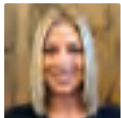
President & CEO
Brittany Quick-Warner



Chief Operating Officer
Amanda Kinsella

INITIATIVE DIVISION: *ELEVATE* 2028

PRO-BUSINESS



VP, Policy & Community Development
Tiffany Edwards



Director, Business Advocacy
Tiffany Monroe

JOBS



VP, Economic Development & Onward Eugene Managing Director
Dana Siebert



Director, Business Retention & Expansion, Onward Eugene
To Be Filled



Manager, Programs & Events, Onward Eugene
Skye Ten Eyck

TALENT



Manager, Talent Development
To Be Filled

PLACE



Strategist, Childcare Onward Eugene
Holly Mar-Conte



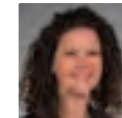
Strategist, Homeless & Housing
Sylvia Barry



Coordinator, Homeless & Housing
To Be Filled

CHAMBER DIVISION

MEMBERSHIP



Director of Membership
Cassie Stoner



Membership Development Manager
Jim Arscott

PROGRAMS & EVENTS



Programs & Events Manager
To Be Filled

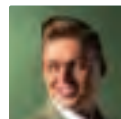
MARKETING



Director of Marketing & Communications
Samantha Roberts



Graphic & Web Designer
Eric Keskeys

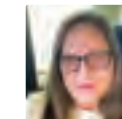


Marketing Manager
Joe Liebersbach

ADMINISTRATION



Office Administrator
Christie Ferris



Executive Assistant
Heather Bliss

Program Divisions / Allocation of Resources

CHAMBER MEMBER SERVICES DIVISION

Eugene Area Chamber of Commerce is funded by member dues, sponsorships, events, products and services, which supports the Chamber's plan of work.

Eugene Area Chamber of Commerce Members Fund:

- Member Support and Business Connections
- Regular Communications About Business and Community Issues
- Monitoring and Advocacy on local policy issues
- Access to Business Education and Professional Development
- Business Exposure and Marketing
- Networking Events
- Relocation and Community Information
- Organizational Operations
- Member Recognition and Signage
- Member Directory and Listings
- Annual Meetings
- Networking Access with Elected Officials
- Committee Opportunities

ELEVATE 2028 DIVISION

Elevate 2028 is funded by private business and other partners to level-up our impact and achieve the following goals:

1. Strengthen Our Competitive Foundation

- Improve regional collaboration and economic development performance
- Advance a business-friendly environment
- Develop infrastructure (land / sites / buildings) supportive of businesses and talent

2. Grow Businesses, Jobs, and Investment

- Directly support expansion and growth of our business
- Promote the region and attract new business locations
- Level-up engagement and incorporation of our education partners

3. Retain, Align, and Attract Talent

- Support employers in retaining and attracting talent
- Connect students and young professionals to employers
- Catalyze solutions to fill talent gaps

4. Break Down Barriers to Quality of Life and Place

- Increase childcare capacity
- Increase stock of workforce housing
- Reduce homelessness & increase public safety
- Revitalize downtown core

Implementation Priorities / Phasing

STAGE 1 | End of 2024 – 2025 GAIN TRACTION

- 5-year *Elevate 2028* Initiative developed and fully funded
- Develop strategy and begin recruiting and supporting business friendly candidates for office
- Mobilize businesses to help elected and public leaders get to know industry
- Launch expanded business retention and expansion efforts to proactively help businesses solve problems and connect them to opportunities
- Develop tangible workforce recruitment and retention tools to help employers fill their talent needs
- Continue momentum with childcare, homelessness and housing initiatives

STAGE 2 | 2026 – 2027 ACCELERATE RESULTS

- Develop & advocate for incentives for business expansion
- Identify new sites and redevelopment opportunities across community
- Recruit new businesses and investors to downtown and the greater region
- Partner with higher education institutions to retain graduates in our region

STAGE 3 | 2028+ WIN / EXCEED EXPECTATIONS

- New business locations begin as a result of proactive business attractive efforts
- Measurable progress in reducing the region's largest barriers to quality of life
- Key marketing assets and messages deployed and gaining visibility for our region
- Business community energized and considering, "What's next?" to take the region to the next level

Elevate 2028 (2024–2028) Projected Economic and Community Impact



The **Elevate 2028 economic and community development initiative is expected to will result in a variety of tangible and intangible benefits** to the Eugene–Springfield region and beyond, including, most significantly, economic growth through **new and expanded businesses and jobs, a strengthened workforce, reduced barriers to economic prosperity, and an overall enthusiasm and appreciation for business.**

The following primary economic outcomes will result from / be associated with successful implementation of the Initiative:

- **Improvement in the business climate** that signals to area businesses that they are a valued part of the community
- **Increased awareness of the Eugene–Springfield region** as a place for business to thrive
- **Expanded and new businesses throughout** the region
- **Improvement in the area’s workforce** quality, quantity, and alignment



The **ripple effect** of these outcomes will include:

- **New capital investment** (land, buildings, machinery)
- **New quality jobs** in target industries – “direct” jobs will trigger additional “indirect” (supplier-type) and “induced” (service sector) jobs
- **New annual payroll** associated with direct, indirect, and induced jobs
- **New disposable personal income** to be spent throughout the Eugene–Springfield region, benefitting all local businesses
- **New loan and deposit potential** for area financial institutions
- **New sales and property tax revenue** paid to governments throughout the area; **increased tax base to meet community development goals**
- **Reenergized downtowns / high-density areas and enhanced amenities** that help retain and attract top talent
- **Improved quality of life for residents and workers** throughout the region and Lane County



“The ROI identified in this plan is something that should make every business leader sit up and take notice. The sound reasoning and analysis done by EACC to craft a plan of this caliber makes *Elevate 2028* a good investment.”

— ERIK PARRISH | CAO | Depoloyed Logix



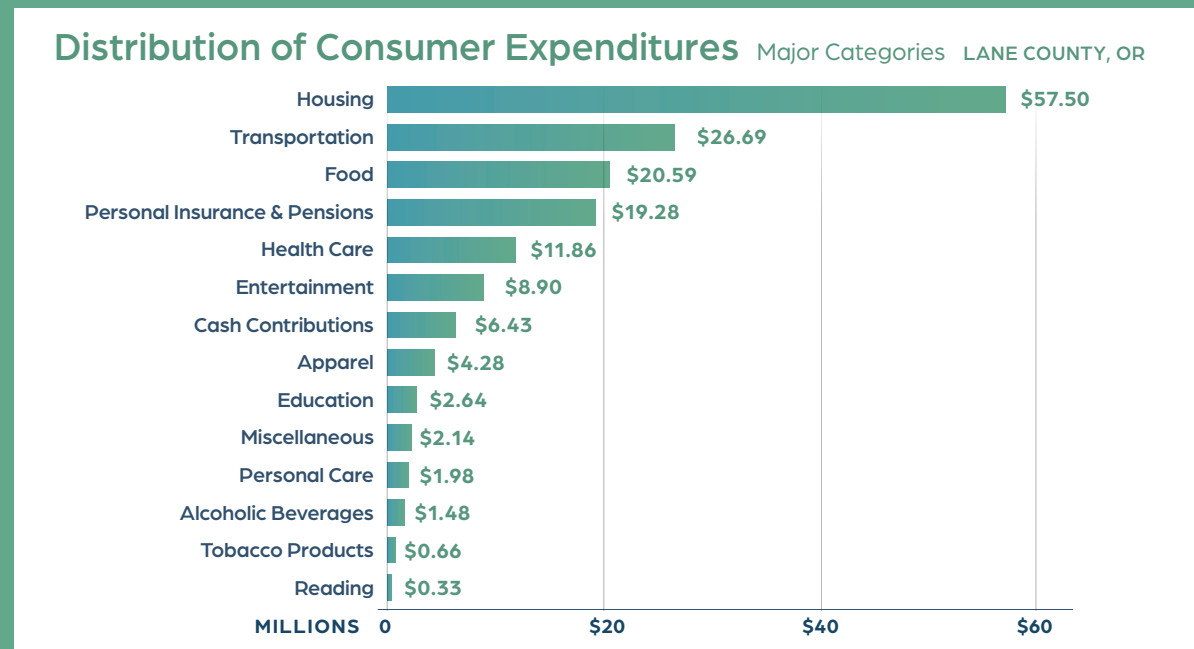
PROJECTED 2024-2028 Distribution of Consumer Expenditures

To capture the measurable benefits / impact of the initiative, Georgia Tech's Enterprise Innovation Institute, the nation's largest and most comprehensive university-based program of business and industry assistance, technology commercialization, and economic development, working in collaboration with Henry Fields, Workforce Analyst and Economist for Lane and Douglas Counties, analyzed the *Elevate 2028 Initiative* and quantified its overall impact (both direct and indirect).

Elevate 2028 is targeting the creation of **1,500 jobs directly through business expansion and recruitment in its target industry sectors.**

The ripple effect of the new jobs is computed based on regional multipliers. These multipliers show the effect of the addition of one job or one dollar in any given industry to the employment and earnings for all industries.

- Increase employment by **3,800 total jobs**
 - **1,500 "direct" jobs** in target industries
 - **2,300 "indirect" jobs** and "induced" (service sector) jobs
- **\$299.36 M** in new labor income
- **\$164.76 M** in new personal consumption expenditures
- **\$88.71 M** in new bank deposits per year



1=2.53
JOBS For every
 1 direct job created by
 the Elevate 2028 Initiative,
 another 1.53 jobs
 will be created
 in the county's economy

Initiative Budget, Funding Strategy, and Campaign Stretch Goal

PROGRAMMATIC GOAL	ANNUAL BUDGET NEEDED	5-YEAR BUDGET NEEDED
1 Strengthen Our Competitive Foundation (PRO-BUSINESS)	\$180,000	\$900,000
2 Grow Businesses, Jobs, and Investment (JOBS)	\$285,000	\$1,425,000
3 Retain, Align, and Attract Talent (TALENT)	\$100,000	\$500,000
4 Break Down Barriers to Quality of Life and Place (PLACE)	\$335,000	\$1,675,000
Opportunity Fund (contingency)	\$25,000	\$125,000
TOTAL Budget / Funding Need	\$925,000	\$4,625,000



“ This is about more than writing a check. When you support this capital campaign, you are making an active investment in our community – one that we can expect to generate a return in the form of a more vibrant business community, expanded opportunity, and higher quality of life for everyone. If I didn’t think we could achieve this, I wouldn’t be on board. But I am all in and excited about what we can accomplish together. ”



— JENNY ULUM | Director | Two Oak LLC

Investor Engagement Opportunities

Investor confidence in the **Elevate 2028** strategic initiative will be maintained through transparency, communications and accountability.

Specific oversight of the initiative will be vested in an advisory committee (“Investor Council”), comprised of individuals whose financial investment identifies their commitment to the program’s success, as well as representatives of the Chamber and Onward Eugene Boards charged with implementation.

Elevate 2028 will offer the following engagement opportunities based on level of investment in the following categories:

PLAN IMPLEMENTATION, INFORMATION, AND NETWORKING

- Invitation to **Initiative implementation meetings – QUARTERLY**
- Invitation to **Investor summit and economic forecast – ANNUAL**
- **Exclusive briefing with Eugene Area Chamber CEO – ANNUAL**
- **Invitation to VIP / exclusive events** with elected and appointed local and state leaders, existing companies, and newly relocated or expanding companies
- Early access to **Elevate 2028 research and analysis**
- **FLASH emails**, texts, or calls prior to major initiative announcements

LEADERSHIP

- Consideration for service on **Elevate 2028 Investor Council**
- Consideration for service on **Elevate 2028 Implementation Committees**

MARKETING

- **Listed on Preferred Vendor List** which is shared with other investors
- **Listing recognition on Eugene Area Chamber website, the Elevate 2028 page (and / or website if one is developed), and other digital and print communications**

CUSTOMIZED INFORMATION


- **Business intelligence – access to customized reports** (company talent profiles, occupation wage data, and trends of interest)

Governance

EUGENE AREA CHAMBER OF COMMERCE BOARD OF DIRECTORS



John Barofsky
CHAIR
Beppe & Gianni Trattoria




Jenny Ulum
VICE CHAIR –
BUSINESS ADVOCACY
Two Oak, LLP



Jenifer Jordan
Kaiser Permanente



Darcy Phillips
Cornerstone Community
Housing



Amanda Walkup
PAST CHAIR
Hershner Hunter, LLP



Jameson Auten
Lane Transit District



Anne Marie Levis
Funk/Levis & Associates



Tim Inman
University of Oregon



Justin Freeman
VICE CHAIR – ECONOMIC
DEVELOPMENT
Bagel Sphere



Stephanie Bulger
Lane Community College



Deleesa Meashintubby
Volunteers in
Medicine Lane County



Todd Salnas
Slocum Center for
Orthopedics and
Sports Medicine



Erik Parrish
VICE CHAIR – TREASURER
King Estate Winery



Brian Craner
G Group LLC



Mark Miksis
DeChase Miksis
Development Services



Allison Straub
Burley Design



Denise Thomas
VICE CHAIR – MEMBERSHIP
Healthy Moves



Jennifer Evans
Trio Property Management

ONWARD EUGENE BOARD OF DIRECTORS



Erik Parrish
CHAIR
King Estate Winery



John Barofsky
Beppe & Gianni Trattoria



Susan Blane
PeaceHealth
Medical Center



Joy Pendowski
Chambers Construction



Katherine Moyer
VICE CHAIR
Hershner Hunter



Allan Benavides
Eugene Emeralds



Nigel Francisco
Merete Hotel
Management Group



Brittany Quick-Warner
Eugene Area Chamber
of Commerce



Denny Braud
City of Eugene



Jenny Bennett
Summit Bank



Steve Mokrohisky
Lane County



Matt Roberts
University of Oregon



 **Eugene Area Chamber of Commerce**

