

AGENDA
VENETA ECONOMIC DEVELOPMENT COMMITTEE
WEDNESDAY, SEPTEMBER 30, 2015 – 2:00 P.M.
Veneta Administrative Center, 88184 8th Street, Veneta, Oregon

- 2:00 **I. CALL TO ORDER**
- 2:05 **II. ADMINISTRATIVE**
- a. Introductions
 - b. Election of Chair and Vice Chair
 - c. Review of Bylaws (pgs. 3-5)
 - d. Set Meeting Schedule
- 2:35 **III. PURPOSE**
- a. Implementation of the Veneta Economic Development Strategy Five-Year Action Plan, 2015-2019 (pgs. 7-26)
 - b. Ranking of Work Prioritization Exercise (pgs. 29-31)
 - c. Draft Work Plan Format (pgs. 33-39)
 - d. Discussion about Committee Purpose and Mission
- 3:15 **IV. PROGRAM/PROJECT UPDATES**
- a. Information on Business Retention & Expansion (BRE) program (pgs. 41-42)
 - b. Lane County Hatfield Fellows
 - c. Comprehensive Economic Development Strategy (CEDS) by Lane Council of Governments (pgs. 45-49)
 - d. WealthWorks (pg. 51)
- 3:25 **V. OTHER**
- 3:30 **VI. ADJOURN**

Times are approximate. This meeting will be digitally recorded. Location is wheelchair accessible (WCA). Communication interpreter, including American Sign Language (ASL) interpretation, is available if notice is given at least 48 hours prior to the start of the meeting. Contact the City Recorder, Darci Henneman, via phone (541) 935-2191, Email dhenneman@ci.veneta.or.us, or TTY Telecommunications Relay Service 1-800-735-1232.

To access Veneta Economic Development Committee meeting materials please go to
<http://www.venetaoregon.gov/meetings>

VENETA ECONOMIC DEVELOPMENT COMMITTEE BYLAWS – ADOPTED

ARTICLE I - NAME

The Committee, being duly and officially established by the Veneta City Council, shall be known as the Veneta Economic Development Committee.

ARTICLE II - PURPOSE AND FUNCTION

The mission of the Veneta Economic Development Committee is to pursue the economic interest of the City of Veneta by constructing and implementing policy development and programs, including, but not limited to, the following functions:

1. Plan the responsible expansion and growth of business and industry in the Veneta, and Fern Ridge, ~~Applegate, West Lane~~ area.
2. Develop a working relationship with economic development-related public and private agencies, community groups and business organizations.
3. To engage in dialogue with interested third parties as it relates to the development of Veneta's industrial and commercially-zoned properties and to the general interest of Veneta's existing business community.
4. Implement the strategies and actions as outlined in the 2015-2019 Five-Year Economic Development Action Plan and Perform~~perform~~ other duties as assigned by the Veneta City Council.

ARTICLE III - MEMBERSHIP

Section I - General Membership. The Veneta Economic Development Committee shall consist of ~~ten-nine~~ (109) voting members and such non-voting ex officio members as may be approved by the members. Members shall include representatives of business, education, industry, finance, government, the professions, labor and related occupations. One (1) Planning Commission representative shall serve as a voting member of the Economic Development Committee.

Section II - Attendance at City Council Meetings. During regularly-scheduled Economic Development Committee meetings, the Chairperson, or the Chairperson's designees, shall appoint a member to report back to the Veneta City Council. The purpose of the report will be to communicate to the City Council projects and matters before the Economic Development Committee.~~shall appoint a member, on a rotating basis, to attend at least one~~

~~meeting a month of the Veneta City Council. The purpose of this attendance will be to communicate to the City Council projects and matters before the Economic Development Committee. In addition, this action is intended to improve the knowledge and understanding between various City commissions and committees.~~

Section III - Officers. Chairman and Vice-Chairman will be elected by a majority vote of the Economic Development Committee. Officers will be elected during the first meeting in the new-year and serve a one-year term.

Section IV - Duties of Officers. The Chairperson will be responsible for conducting the Economic Development Committee meetings and be the chief representative for the Committee. The Vice-Chairperson will act as Chairperson in the event the Chairperson is unable to fulfill duties.

Section V - Appointment. The members of the Veneta Economic Development Committee shall be appointed by the Mayor and ratified by a vote of the council.

Section VI - Tenure of Appointed Members. The term of office for a voting member shall be three years staggered terms except for initial appointments which shall be for one, two or three-year terms.

Section VII: Vacancies and Removal. Appointments to fill vacancies shall be for the remainder of the un-expired term. A member may be removed by the Chairman of the Economic Development Committee if the member is absent from three consecutive meetings without a prior excuse submitted to the Chair or the Chair's designee. Any member removed from the Committee can appeal their removal to the City Council.

ARTICLE IV - VOTING

Each member of the Committee shall be entitled to one vote on all issues presented at regular and special meetings at which the member is present. An ex officio member shall not have a vote.

ARTICLE V - MEETINGS

Section I - Regular Meetings. The Committee shall meet on a monthly basis. Meeting time and location is to be decided by the Committee.

Section II - Special Meetings. Special meetings may be held as necessary and may be called by the Chairperson, Vice-Chairperson, or a majority vote of the Economic

Development Committee. Persons calling a special meeting shall fix the time and location for the meeting.

Section III - Notice and Access to Meetings. Notice of all meetings shall be given to the City Recorder, all members and ex officio members in accordance with Oregon State law on open meetings and with the Americans with Disabilities Act.

Section IV - Conduct of Meetings. All formal actions shall require the vote of at least a simple majority. A simple majority shall consist of ~~fivesix~~ (56) voting members.

ARTICLE VI- SUB-COMMITTEES

Section I - Pro-Tern Sub-Committees. Pro-tern sub-committees may be appointed by the Economic Development Chairperson. Members of the pro tern sub-committee shall serve until the work of the sub-committee is complete or until their successors have been elected or appointed.

Section II - Sub-Committee Officers. Each sub-committee shall have a Chairperson appointed by the Economic Development Committee Chairperson. Sub-committee Chairpersons can appoint a sub-committee Vice-Chairperson as needed.

Section III - Sub-Committee Meetings. Meetings of each sub-committee may be called by the Chairperson of such a committee. Notice of such a meeting shall be given to all sub-committee members at least two days prior to such a meeting. A majority of all the subcommittee members shall constitute a quorum. An act of the majority of a quorum present at the sub-committee meeting shall constitute the act of the sub-committee.

ARTICLE VII - AMENDMENTS TO BYLAWS

These By-laws may be amended or repealed, or new bylaws may be adopted by a simple majority vote of the members of the Committee present at any regular or special meeting. Written notice of such proposed amendment and the nature thereof shall have been given to the membership of the committee at least seven days prior to the date of the meeting at which amendments are to be considered.

ARTICLE VIII - RATIFICATION

These Bylaws, and any amendments adopted by the Economic Development Committee, shall take effect after ratification and approval by resolution of the Veneta City Council.

Veneta Economic Development Strategy: Five-Year Action Plan, 2015-2019

April 2015

Final Report

Prepared for:
City of Veneta

Prepared by:
Community Planning Workshop
A Program of the Community Service Center
csc.uoregon.edu/cpw



UNIVERSITY OF OREGON



Special Thanks & Acknowledgements

Community Planning Workshop wishes to thank Ric Ingham, (City Administrator) and Kay Bork (Community Development Director), and Lisa Garbett (Associate Planner) for their assistance with this project.

City of Veneta Economic Development Strategic Planning Committee

Sandra H. Larson, Mayor
Brittany Boothe, Councilor
Thomas J. Cotter, Councilor
Victoria Hedenstrom, Councilor
Thomas Laing, Councilor
Kevin Conlin (Planning Commission)
James Eagle Eye (Planning Commission)
Len Goodwin (Planning Commission)
Calvin Kenney (Planning Commission)
Lily Rees (Planning Commission)
Jason Alansky, Business Representative
Joan Mariner, Community Representative
Phil Velie, Business Representative
Herb Vloedman, Business Representative

Community Planning Workshop Team

Bob Parker, Director
Michael Howard, Project Advisor
Amanda D'Souza, Project Manager
Aniko Drlik-Muehleck, Research Assistant
Nestor Guevara, Research Assistant
Leigh Anne Hogue, Research Assistant
Emily Kettell, Research Assistant
Evelyn Perdomo, Research Assistant

Table of Contents

- 1: Introduction..... 1**
 - Background.....1**
 - City of Veneta’s Role in Economic Development2**
 - Organization of this Plan3**

- II: Environmental Scan 4**
 - Strengths4**
 - Weaknesses4**
 - Opportunities5**
 - Threats5**

- III: Veneta Economic Development Vision and Five-Year Action Plan 6**
 - Economic Development Vision6**
 - Five-Year Action Plan6**

- Appendix A - Visioning Exercise Notes..... 15**

I: INTRODUCTION

The City of Veneta is reviewing its economic development strategy and the land use documents and policies that support that strategy. This update included two related parts: (1) developing an Economic Opportunities Analysis (EOA) complaint with Goal 9 and OAR 660-009; and (2) developing a strategy and five-year action plan to guide economic development policy and actions in Veneta. This report presents the Veneta Economic Opportunities Analysis (EOA). The economic development strategy was developed as a separate document.

Background

The City of Veneta hired the Community Planning Workshop (CPW) to prepare a Goal 9 compliant Economic Opportunities Analysis and implementation strategy. Specifically, the City of Veneta wants a study to identify an economic development vision and strategy, supported by a fact base about local and regional economic trends and data and an inventory of buildable employment lands. Therefore, this project focuses on a process to develop a cohesive economic development vision and supporting strategies (including, but not limited to, land use strategies) that considers the needs of the various stakeholder interests.

Developing an economic development *vision* involves identifying the City's economic development goals for the next 20 years. This process did not start from scratch: over the past 12 years, the City of Veneta has engaged in multiple visioning and goal-setting processes to facilitate economic development in the community.

CPW used the existing economic development plans, data on local and regional economic trends gathered through the EOA update, and interviews with local professionals to create (1) a working list of core economic development goals and strategies for Veneta's Economic Development Strategic Plan, and (2) a draft economic development vision for Veneta. The preliminary set of goals and strategies was then reviewed by the Veneta Economic Development Committee over the course of several meetings. CPW reviewed Veneta's economic development goals and target industries as articulated in the following studies:¹

- City of Veneta Comprehensive Plan (2004)
- Veneta Economic Development Strategic Plan (2003)
- Veneta Economic Development Implementation Plan (2004)
- Market Readiness Analysis and Report (2006)
- Next Step Strategies: Redevelopment Action Plan (2008)
- Downtown Master Plan (2006)
- Fern Ridge Visitor Readiness Report (2009)
- Urban Renewal Plan (2013)

¹ These reports can be downloaded from the City's website: <http://www.ci.veneta.or.us>

These plans focused on strategic recommendations with goals and objectives and Veneta's target industries. None of the plans, however, articulated an economic development vision. In total, Veneta identified 101 Strategies and 156 Actions in the seven economic development plans. These goals and strategies broadly covered eight categories:

- Economic Development Commitment
- Business Attraction, Retention, and Expansion
- Marketing
- Downtown Development
- Community Enhancements
- Retail and Commercial Development
- Tourism Opportunities
- Business Readiness

CPW's assessment was that the plans presented too many strategies and actions. Moreover, many of the activities identified in previous plans have already been implemented. Key successes include a water intertie to Eugene Water and Electric Board (EWEB), substantial improvements to the roads and streetscape in the downtown core, a market and feasibility assessment for overnight lodging facilities, and implementation of the urban renewal district in 1984 and the 2006 Downtown Master Plan.

Thus, a big part of the Committee's effort for this study was to focus on key priorities over the next five years. To support this focus, the Veneta Economic Development Strategy includes a five-year action plan.

City of Veneta's Role in Economic Development

A core objective of this project was to better define the City's role in helping to achieve community economic development aspirations through specific policies and implementation measures. Towards that end, articulating the city's role in economic development is important.

A number of organizations are working on economic, business, and workforce development in the region. These organizations include:

- City of Veneta
- Lane County
- Southern Willamette Economic Development Corporation (SWEDCO)
- Fern Ridge Chamber of Commerce
- Lane Community College Small Business Development Center
- Lane Workforce
- Business Oregon

The focus of this project was primarily on the City of Veneta's role; what resources can the City commit to economic development and what roles are most appropriate for the City. Following are foundational assumptions about the City's role in economic development:

- The City plays a support role in business development;
- The City is one of several organizations that provide and maintain infrastructure;
- The City has limited staff and financial resources that can be invested in economic development activities;
- The City has an obligation to adopt an economic development strategy, policies to manage employment lands, and maintain a 20-year supply of commercial and industrial sites under Goal 9 and OAR 660-009;
- The City is not the appropriate organization to coordinate and deliver workforce programs; and
- The City is not the appropriate organization to coordinate business recruitment and retention activities or house staff that are coordinating business recruitment and retention activities.

The economic development vision, strategies, and actions that follow primarily focus on those activities for which the city would be the lead organization, or relate directly to a defined city function. This approach is consistent with the intent of this project: to articulate the city's role in economic development. It does not, however, provide details on the activities of partner organizations, nor does it commit partner organizations to any specific activity.

Organization of this Plan

The remainder of this report is organized as follows:

- **II: Environmental Scan** presents an assessment of the strengths, weaknesses, opportunities and threats (SWOT) of economic development in Veneta.
- **III: Veneta Economic Development Vision And Five-Year Action Plan** presents a summary of the cities economic vision and goals and strategies to achieve the vision over a five-year period.

This report includes one appendix:

- **Appendix A: Visioning Exercise Notes** provides the notes that were created during the visioning exercise that were used to develop the vision presented in Chapter 3.

II: ENVIRONMENTAL SCAN

As a component of the economic development planning process, CPW conducted a SWOT (strengths, weaknesses, opportunities and threats) analysis with the Veneta Economic Development Committee. A SWOT analysis considers the internal factors (strengths and weaknesses) that influence economic development initiatives, as well as external factors (opportunities and threats) that may also impact these initiatives.

This SWOT analysis pertains specifically to economic development in Veneta. To gather input, CPW administered an electronic survey of committee members who were asked to list up to five items within each category. The Committee then reviewed the findings of each category and discussed how each item related to furthering economic development in Veneta. Following is a summary of the SWOT analysis.

Strengths

- Availability of serviced employment land;
- Downtown infrastructure improvements and street furnishings;
- Water intertie with Eugene Water and Electric Board;
- Proximity to wineries, agriculture, and Eugene/Springfield area;
- Supportive residents and City staff around economic and community development;
- Strong City government relationship with Fern Ridge School District;
- Adequate infrastructure to accommodate development in the Northeast Employment Center;
- Lower housing cost compared to nearby communities; and
- Close proximity to a variety of recreational opportunities in the Fern Ridge area.

Weaknesses

- Distance from Interstate-5;
- Limited public transportation;
- No rail access;
- Needed improvements on Highway 126 and Territorial Highway that require significant effort to process through the Oregon Department of Transportation;
- Limited stock of vacant commercial and industrial buildings ready for lease and occupancy;
- Limited local employment and no concentration of a business or industry to serve as a foundation for economic growth
- No downtown visibility from Highway 126;
- Limited workforce training opportunities in or near Veneta;
- No active, external communication about economic development efforts; and

- Retail and service sales leakage to the Eugene/Springfield area.

Opportunities

- Tourism and recreational activities draw visitors to the area;
- Growth potential in Veneta small scale agriculture, wineries, breweries, and businesses where face-to-face interaction (e.g., retail outlets) not required;
- Population growth increases the demand for local services;
- Building on the success of redevelopment efforts in downtown Veneta;
- Low cost industrial land compared to nearby communities;
- Proximity to the Eugene Airport (~10 minute drive) can be leveraged to attract potential industries based on proximity to airport;
- Local labor force that currently commute out of the City could meet the needs of new or expanding businesses;
- Availability of lower-cost and moderately priced family housing in comparison to nearby communities, especially Eugene/Springfield area; and
- Higher disposable household income compared to the Eugene/Springfield area.

Threats

- Local demand is not strong enough to bolster local retail and service businesses; retail and employment leakage continues unabated;
- City of Veneta staff have limited capacity and resources to support economic development;
- External perceptions of Veneta hinder the ability to recruit new industry to the area;
- Lack of a strong Chamber of Commerce for Veneta-area businesses;
- Limited ownership in the Northeast Employment Center reduces market choice for potential businesses that want to locate industrial activities in Veneta;
- Limited amount of private and public investment to support continued growth;
- Lack of vocational employment training in the area;

The results of the SWOT summarize the Committee's perceptions with respect to economic development in Veneta. These results were used to develop the goals and strategies the Committee chose to prioritize over the next 3-5 years. These strategies should take advantage of Veneta's strengths and opportunities while addressing or minimizing Veneta's weaknesses and external threats.

III: VENETA ECONOMIC DEVELOPMENT VISION AND FIVE-YEAR ACTION PLAN

A broad range of policies and actions are available to cities in achieving local economic development objectives. The effectiveness of any individual tool or combination of tools depends on the specific objectives the municipality wants to achieve. In short, local strategies should be customized not only to meet locally defined objectives but to recognize economic opportunities and limitations (as defined in the EOA).

Economic Development Vision

The foundation of the Veneta Economic Development Strategy and Action Plan is the vision statement. CPW developed the vision statement collaboratively with the Veneta Economic Development Committee. Following is the City's economic development vision statement:

The City of Veneta will be a “complete community” that provides an array of job opportunities and local services in addition to residential opportunities. The City will work collaboratively to develop partnerships to implement economic and community development activities.

To implement the vision, City decision makers and staff will work to:

- Make Veneta a vibrant, safe, and welcoming place for community members and tourists.
- Support community members through the creation of long-term, family wage jobs in Veneta.
- Provide services and shopping amenities for Veneta and Fern Ridge area residents and visitors.
- Provide for a majority of residents' basic needs.
- Create a healthy environment for supporting current and future businesses.
- Create a unique community identity that residents and businesses are proud to promote.
- Embrace a sustainable economic development approach that meets Veneta's current needs while anticipating future growth opportunities.

Five-Year Action Plan

This section presents the five-year economic development action plan for the City of Veneta. The the Veneta Economic Development Committee prioritized the following goals, strategies and actions as essential to facilitating economic

development in the area. A key principle in the development of the Action Plan was to focus on a limited number of activities that can realistically be completed by the City.

The Committee considered action items identified in economic development plans from the past 12 years, as well as the current economic environment including the strengths, weaknesses, opportunities, and threats identified in the SWOT analysis. The actions listed below focus specifically on what City staff can do to support economic development over the next 3-5 years. The actions take into account the limited resources available for public investment in infrastructure and efforts to support economic development.

Goal I: Economic Development Commitment

The first goal in the strategy is commitment to economic development. Commitment is important because without leadership, resources, and staff time, the action plan will not get implemented.

Strategy I.1: Demonstrate consistent commitment and support for long-term economic development in Veneta

Action Items:

- **Allocate economic development funds to support the hiring of a RARE placement or Economic Development Intern in Year 1.**
The RARE placement or intern will be tasked with initiating the actions outlined in this economic development strategic plan. Currently the City of Veneta allocates an amount of money in their budget for economic development projects. City staff should use these funds to support the hiring of a University of Oregon Resource Assistance for Rural Environments (RARE) placement or a skilled intern dedicated to economic development initiatives. The City of Veneta has had successful experience with the use of RARE placements in the past. This position should be hired for the first year of the strategic plan implementation.
- **Amend Veneta Comprehensive Land Use Plan and Zoning Code.**
Findings and policies in the Comprehensive Plan are outdated and should be updated for consistency with the 2015 Economic Opportunities Analysis (EOA) and this Economic Development Action Plan. The Veneta Planning Commission and City Council should consider recommendations presented in CPW's a review of the Economic Element of the Comprehensive Plan and the Veneta Development Code (see February 26, 2015 memorandum from Bob Parker to Kay Bork titled "Review of Veneta's Comprehensive Plan Economic Element and Land Development Ordinance").

- City leadership and staff support and assistance with implementation of the strategic plan.**
This consists of city leadership (e.g., Mayor and Council) and staff supporting the RARE/Intern outlined above, as well as ensuring there are resources committed to continuing the implementation of the plan in the longer term.
- Develop criteria used to determine how the City of Veneta prioritizes projects and allocates funding and other support for incentivizing economic development.**
Currently, the city’s strategy to allocate development incentive funds is to assess projects on a case-by-case basis. This action item aims to provide more structure and accountability with respect to how funds are allocated and used to support economic development. A key consideration is maintaining flexibility while articulating city values in the criteria. This action does not suggest that the City create a “formalized” process (e.g., formal Council votes) for choosing projects, but rather document how the city chooses to incentivize certain types of development projects in Veneta. If developed correctly, the criteria should be able to prioritize projects that may serve as a catalyst for additional development in Veneta.
- Collaborate with Lane Workforce Partnership to demonstrate the City’s commitment to supporting workforce development in the community.**
Lane Workforce Partnership is currently working to identify cities to become certified Workforce Ready Communities. City staff should work with the agency to determine what the City can do to demonstrate support, and how to connect local businesses and industries with Lane Workforce Partnership resources. Lane Workforce Partnership also works with job applicants to obtain their National Career Readiness Certificate (NCRC) which verifies each individual has three foundational and critical job-related skills. To further demonstrate their support for workforce development, the City of Veneta can submit a Letter of Support to Lane County Workforce Partnership indicating the City’s commitment to giving value to the NCRC during the hiring process.
- Establish an Economic Development Committee**
Economic development requires sustained commitment and input. Given the City Council’s workload, establishing a council-appointed committee to provide direction to staff as they implement this plan and review other economic opportunities as they arise.

Strategy 1.2: Establish and maintain relationships with business development partners and with local, state, and federal economic development organizations.

Action Items:

- Collaborate with regional economic development agencies and other local municipalities to recruit industry to the area.**
Dedicating staff time to recruiting new industry to the area is likely to be an inefficient approach to facilitating economic development in Veneta. City staff should focus their efforts on collaborating with agencies that focus on recruiting new industries around the region. City staff should actively

participate in conversations with potential industries and determining if there are any steps the City could take to improve its competitive position in attracting industries to Veneta. Agencies to collaborate with include Lane County Economic Development, South Willamette Economic Development Corporation, Business Oregon, City of Eugene, Lane Business Link, Neighborhood Economic Development Corporation, Economic Development Administration, Lane Council of Governments, and Lane Economic Committee.

- **Provide regular updates to real estate agencies on availability of developable sites.**

The City should help to connect real estate agencies that are experienced in recruiting developers to areas with landowners. The RARE/Intern should work in their first year to identify which agencies are most appropriate to collaborate with. The City should continue these relationships by communicating economic development updates in Veneta through the quarterly newsletter and sharing information about available “shovel-ready” properties, both discussed in Strategy 2.2.

Goal 2: Business Retention, Expansion, Recruitment, and Entrepreneurial Development

Economic development typically has four cornerstone strategies: (1) retention (strategies to retain existing businesses), (2) expansion (strategies such as Economic Gardening or other approaches focusing on helping existing businesses grow); (3) recruitment (attracting new businesses to the community), and (4) entrepreneurial development (assisting individuals with ideas turn those into businesses). The City of Veneta embraces all of these strategies and does not prioritize one over another.

Strategy 2.1: Facilitate economic development in Veneta through the retention and expansion of existing businesses.

Action Items:

- **Create a business registry database that inventories all current businesses located in Veneta.**

The development of a business registry would help to build relationships with local businesses in the Veneta area. The RARE/Intern discussed in Strategy 1.1 should develop a robust methodology for updating this database. This action should be implemented in conjunction with the outreach program. The long-term vision would be for the Fern Ridge Area Chamber to maintain the registry.

- **Develop an outreach program to better understand and meet the needs of local businesses.** This action item is based on building strong relationships with local businesses in the Veneta area. This action should be implemented in conjunction with the creation of the business registry. These discussions will help the City to understand business needs and whether there are any obstacles to development and expansion that the City could address. Outreach should be ongoing throughout the implementation of this plan.
- **Work with regional tourism associations and wine industry to increase tourism activity in the area.**
The Southern Willamette Valley is currently home to a number of wineries that generate a significant amount of economic activity for the region. Given that Veneta serves as a gateway for many of these wineries, there is potential to take advantage of the traffic that travels to the area and through Veneta and to the area to access these wineries. The City should work with existing groups such as Travel Lane County and the South Willamette Wineries Association, who are already working to support, grow, and market the existing wine industry. The discussion should determine what type of support the City can provide to encourage the expansion of the tourism industry in the area and how the groups can collaborate to increase economic activity within the City of Veneta.

Strategy 2.2: Make the community attractive to businesses and residents through marketing efforts.

Action Items:

- **Develop a quarterly newsletter highlighting City of Veneta’s economic development initiatives.**
This action item is based on marketing the community to potential industries and businesses. These newsletters will be distributed to parties that work with facilitating potential development, such as real estate brokers, land or building owners, and regional economic development agencies. It will highlight projects that would be of interest to potential industries such as new development and infrastructure updates. This action is key to providing current examples of how City staff is working to facilitate economic development in the Veneta and improving the perception of Veneta to becoming a business-friendly community.
- **Develop a program to identify and document sites that are “shovel-ready” and can accommodate development.**
Due to the small size of available land in Veneta, there are currently no sites that meet the criteria established by Business Oregon’s Industrial Land Certification program.

The City will work in partnership with landowners to develop dossiers on key sites in the Veneta urban growth boundary (UGB). Ideally, landowners would provide the information and in return the City would help market the properties. The city will develop a list of desired information to be included on

the dossier. The Business Oregon application is a good place to start, but requires far more detail than is necessary.

The City will use the information to create marketing packages of available properties that document the type of infrastructure already in place to accommodate potential development. The packages will make it easy for developers to quickly determine if there is land available to meet their needs. This action item will require working with property owners to determine the infrastructure already in place and what other steps could be taken to make property more marketable. This should happen in conjunction with other action items involving outreach with landowners.

Strategy 2.3: Increase capacity to recruit commercial, industrial, and traded sector businesses.

Action Items:

- **Collaborate with regional economic development groups and communities to recruit industries and businesses to Veneta.**
As the City does not currently have the resources to hire a long-term full-time staff member dedicated to economic development, the City should focus on developing collaborative relationships with regional entities that already focus on recruiting new development the area. The RARE/Intern proposed in Strategy 1.1 will work to develop the initial relationship which will be maintained by City staff upon completion of their term.

Goal 3: Retail and Commercial Development

A key concern is the amount of sales “leakage” that Veneta is losing to other communities. To reduce the amount of sales leakage, the City will work to offer a broader range of retail and commercial services, with emphasis on attracting businesses to the downtown area.

Strategy 3.1: Create a vibrant downtown core area that encourages residents and visitors to shop and spend time.

Action Items:

- **Collaborate with Oregon Department of Transportation to increase wayfinding signage and direct traffic off of Highway 126 into downtown Veneta.**
Given the significant amount of traffic that utilizes Highway 126, there is potential to direct more visitors into the downtown Veneta area. However, the downtown area is not visible from Highway 126 and there is a limited amount of signage dedicated to encouraging visits to Veneta-area businesses. The City will work with ODOT to increase the amount of signage located on Highway 126, directing potential

visitors to key business areas and educating the public about the businesses located in the area.

- **Continue to upgrade existing downtown infrastructure.** Developing a safe and walkable downtown will be key to encouraging visitors to spend time in the downtown area. Visitors will be more likely to spend time downtown if there is parking that is easy to access and they feel safe walking around the downtown area. Additionally, investing resources into infrastructure upgrades will demonstrate to existing and potential businesses the City's commitment to encouraging development in the downtown area.

Strategy 3.2: Focus on quality retail and commercial development that will offer a full spectrum of products/services for the community.

Action Items:

- **Conduct a market analysis to better understand the types of products and services desired by Veneta residents.**
The most recent analysis of Veneta's market was conducted in 2006. The City should work to replicate that methodology. The analysis results should be used in marketing the community to potential and communicate results to regional partners listed in Strategy 2.1.

Goal 4: Infrastructure Improvement

Infrastructure is a pre-requisite for economic development. While the City has made tremendous progress on infrastructure with the downtown street improvements and the water intertie, more work remains to be done.

Strategy 4.1: Continue infrastructure improvements to support the needs of current and future Veneta businesses.

Actions:

- **Focus improvements on pedestrian and streetscape infrastructure as needed.**
To meet evolving business needs, Infrastructure improvements should be focused on continuing pedestrian and streetscape upgrades as sewer connections and parking supply are adequate to meet anticipated needs over the next 3-5 years. Improvements should be based upon need determined by City staff as well as input collected through business outreach.
- **Pursue the expansion and installation of a fiber optics line to, and throughout, Veneta to bring the city more fully into the communication age.**
The buildout of a fiber optics network will help make Veneta more competitive in attracting development that rely heavily on telecommunication for their operations such as e-commerce, telework, and telehealth industries.

- **Continue to advocate for the Oregon Department of Transportation to fund and construct the preferred alternative consistent with the adopted HWY 126 Fern Ridge Corridor Plan.** The four-lane preferred alternative and ODOT spot improvements will provide corridor improvements to safely and efficiently accommodate the needs of all roadway users, as well as support the economic viability of the region including industrial, commercial, recreational, and tourist activities.

Strategy 4.2: Make aesthetic enhancements to make Veneta attractive to residents, visitors, and potential industries.

Actions:

- **Continue to make improvements along Highway 126.** The portion of Highway 126 that runs through Veneta provides the first impression for most potential visitors, therefore it is important that there is a positive appearance that does not discourage visitors from continuing to drive through the City. The City should work with ODOT to continue making aesthetic improvements to this portion of Highway 126.
- **Collaborate with ODOT to install consistent and attractive wayfinding signage directing drivers to Veneta businesses.** A significant obstacle to drawing visitors to the area is the lack of visibility of Veneta businesses from the Highway 126 corridor. Many visitors are unaware of the businesses located a short distance off of the highway. Installing wayfinding signage will inform potential visitors about downtown businesses as well as signal to potential industries the City's commitment to increasing economic activity in the area.
- **Continue to monitor "problem properties" through code enforcement and nuisance ordinances.** Properties that are not well-maintained can have a detrimental effect on recruiting new businesses to the area and impact the public perception of Veneta. The city should continue to implement its successful enforcement of established codes and issuance of nuisance citations to address these properties.
- **Incorporate local art into downtown streetscape improvements.** An additional way to aesthetically enhance the downtown area is to incorporate pieces from local artists into the streetscape. This will help to build relations with local artists in the community and can also serve as a draw for visitors to the area. The City can initiate this endeavor through connecting with the Oregon Country Fair and artists who are regularly associated with the event.

Strategy 4.3: Implement a community beautification program.

Actions:

- The City should continue making beautification improvements at key locations or along corridors that are not only appealing to residents and visitors, but signals to prospective businesses that the community invests in public aesthetics.

APPENDIX A - VISIONING EXERCISE NOTES

At the October 7, 2014 meeting, the Committee was asked to submit individual answers to the following question:

What are the most important things the City should be doing within the next 5 years to promote long-term economic development in Veneta?

The Committee submitted 47 individual actions, which CPW grouped into eight themes. The full list of action items can be found in Appendix A. The themes included:

- **Highway 126 improvements** – There is a need for improved access and visibility of Veneta from Highway 126.
- **Business recruitment and support** – Initiate outreach for new businesses and eliminate barriers that may impede efforts to initiate or expand industry in Veneta.
- **Commercial development** – Target efforts at facilitating commercial development in downtown or other high traffic areas through building availability.
- **Effective land use planning** – Promote actions through land use designations and efficient regulatory processes.
- **Infrastructure improvement** – Continue efforts to further enhance Veneta’s ability to accommodate economic growth including physical improvements, and communications upgrading.
- **Pursue variety of industries** - Focus efforts on industries that can capitalize on Veneta’s strengths and areas of opportunity.
- **Transportation improvements** – Support general road and transit enhancements in the Veneta area, including connection to other regional destinations.
- **Miscellaneous actions**

Highway 126 Improvements

- Open up visibility of downtown from Highway 126
- Advocate for Highway 126 improvements
- Address transportation limitations posed by Highway 126
- Secure funding for Highway 126 buildout
- Continue push for improved access to Veneta (via 126)

Business Recruitment and Support

- Outreach program – Reach out to desired business
- Develop business incentives
- Find incentives for businesses to locate here
- Allow builders to pay SDC charges as a final step rather than up front
- Business education and assistance
- Recruit businesses to West Broadway
- Secure one catalyst project in the business park

- Affordable property

Commercial Development

- Build commercial specialty building in the downtown business district
- Invest in commercial building stock (build space)
- Facilitate more move-in ready commercial buildings
- Increase commercial focus areas (high traffic areas)

Effective Land Use Planning

- Designate sites for small scale hi-tech development
- Encourage mixed use development
- Update land use code to be flexible for commercial/industrial uses
- Transparent and streamlined regulatory process
- Reconfigure commercial/industrial land
- Finish pending LID projects

Infrastructure Improvement

- Secure funding for a secondary fiber route to ensure redundant ring
- Increase ability to provide stable internet connectivity
- Sponsor/promote civic fix-up/clean-up beautification
- Continue development of infrastructure
- Complete fiber buildout to business park
- Downtown parking or update parking code

Pursue Variety of Industries

- Develop recreational capacity/utilization of Fern Ridge reservoir
- Attract manufacturing employers
- Pursue small scale medical businesses that rely on info
- Pursue wine industry
- Pursue other agricultural tourist businesses
- The pursuit of business info and upscale caller options
- Well planned hotel/motel complex

Transportation Improvements

- Compete connectivity of trails and paths
- Support transit improvements
- Road improvements

Miscellaneous Actions

- Continue to improve community amendments
- Continue to support school improvements
- Wayfinding branding
- Improving public safety
- Form the Veneta City Police Department
- “Overcome” the disadvantage of not having your High School and Middle School inside City limits

Agenda Item III b – Ranking of Work Prioritization Exercise
 Exercise was sent out to be completed and tallied prior to meeting and reviewed during the September 30, 2015 meeting.

VENETA ECONOMIC DEVELOPMENT COMMITTEE

Member name:

Ranking of Work Prioritization Exercise

Below are all of the Goals, Strategies, and Actions from the Veneta Economic Development Strategy: Five-Year Action Plan, 2015-2019. Please rank the actions as High, Medium, or Low importance **and return to Claudia by Monday, September 28th at 4:00 PM.** We will review the ranking exercise during the September 30th meeting in order to establish a Work Plan.

Please Rank

H = High, M = Medium, or L = Low

Goal	Strategy	Action	Ranking
1. Economic Development Commitment	1.1 Demonstrate consistent commitment and support for long-term economic development in Veneta	1.1.1 Allocate economic development funds to support the hiring of a RARE placement or Economic Development Intern in Year 1.	COMPLETED
		1.1.2 Amend Veneta Comprehensive Land Use Plan and Zoning Code.	COMPLETED
		1.1.3 City leadership and staff support and assistance with implementation of the strategic plan.	COMPLETED
		1.1.4 Develop criteria used to determine how the City of Veneta prioritizes projects and allocates funding and other support for incentivizing economic development.	—
		1.1.5 Collaborate with Lane Workforce Partnership to demonstrate the City's commitment to supporting workforce development in the community.	—
		1.1.6 Establish an Economic Development Committee	COMPLETED

S:\Rare & Interns\2015 Claudia\1 - Visibility and Relationships\EDC\EDC strategy prioritization exercise.docx 1

Agenda Item III b – Ranking of Work Prioritization Exercise
 Exercise was sent out to be completed and tallied prior to meeting and reviewed during the September 30, 2015 meeting.

	<p>1.2 Establish and maintain relationships with business development partners and local, state, and federal economic development organizations.</p>	<p>1.2.1 Collaborate with regional economic development agencies and other local municipalities to recruit industry to the area. 1.2.2 Provide regular updates to real estate agencies on availability of developable sites.</p>	<p>—</p>
<p>2. Business Retention, Expansion, Recruitment, and Entrepreneurial Development</p>	<p>2.1 Facilitate economic development in Veneta through the retention and expansion of existing businesses.</p>	<p>2.1.1 Create a business registry database that inventories all current businesses located in Veneta. 2.1.2 Develop an outreach program to better understand and meet the needs of local businesses. 2.1.3 Work with regional tourism associations and wine industry to increase tourism activity in the area. 2.2.1 Develop a quarterly newsletter highlighting City of Veneta's economic development initiatives. 2.2.2 Develop a program to identify and document sites that are "shovel-ready" and can accommodate development. 2.3.1 Collaborate with regional economic development groups and communities to recruit industries and businesses to Veneta.</p>	<p>—</p>
<p>3. Retail and Commercial Development</p>	<p>2.3 Increase capacity to recruit commercial, industrial, and traded sector businesses.</p> <p>3.1 Create a vibrant downtown core area that encourages residents and visitors to shop and spend time.</p>	<p>3.1.1 Collaborate with Oregon Department of Transportation (ODOT) to increase wayfinding signage and direct traffic off of Highway 126 into downtown Veneta. 3.1.2 Continue to upgrade existing downtown infrastructure.</p>	<p>—</p>

S:\Rare & Interns\2015 Claudia\1 - Visibility and Relationships\EDC\EDC strategy prioritization exercise.docx 2

Agenda Item III b – Ranking of Work Prioritization Exercise
 Exercise was sent out to be completed and tallied prior to meeting and reviewed during the September 30, 2015 meeting.

	3.2 Focus on quality retail and commercial development that will offer a full spectrum of products/services for the community.	3.2.1 Conduct a market analysis to better understand the types of products and services desired by Veneta residents.	—
4. Infrastructure Improvement	4.1 Continue infrastructure improvements to support the needs of current and future Veneta businesses.	4.1.1 Focus improvements on pedestrian and streetscape infrastructure as needed.	—
		4.1.2 Pursue the expansion and installation of a fiber optics line to, and throughout, Veneta to bring the City more fully into the communication age.	—
		4.1.3 Continue to advocate for ODOT to fund and construct the preferred alternative consistent with the adopted HWY 126 Fern Ridge Corridor Plan.	—
	4.2 Make aesthetic enhancements to make Veneta attractive to residents, visitors, and potential industries.	4.2.1 Continue to make improvements along Highway 126.	—
		4.2.2 Collaborate with ODOT to install consistent and attractive wayfinding signage directing drivers to Veneta businesses.	—
	4.3 Implement a community beautification program.	4.2.3 Continue to monitor “problem properties” through code enforcement and nuisance ordinances.	—
		4.2.4 Incorporate local art into downtown streetscape improvements.	—
		4.3.1 The City should continue making beautification improvements at key locations or along corridors that are not only appealing to residents and visitors, but signals to prospective businesses that the community invests in public aesthetics.	—

City of Veneta

ECONOMIC DEVELOPMENT COMMITTEE WORK PLAN

September 2015

OVERVIEW

Veneta's Economic Development Vision: The City of Veneta will be a “complete community” that provides an array of job opportunities and local services in addition to residential opportunities. The City will work collaboratively to develop partnerships to implement economic and community development activities.

The Committee: The City of Veneta Economic Development Committee is a working Committee established in September 2015. The mission is to pursue the economic interest of the City of Veneta by constructing and implementing policy development and programs, including, but not limited to, the following functions:

1. *Plan the responsible expansion and growth of business and industry in the Veneta and Fern Ridge area.*
2. *Develop a working relationship with economic development-related public and private agencies, community groups and business organizations.*
3. *Engage in dialogue with interested third parties as it relates to the development of Veneta's industrial and commercially-zoned properties and to the general interest of Veneta's existing business community.*
4. *Implement the strategies and actions as outlined in the 2015-2019 Five-Year Economic Development Action Plan and perform other duties as assigned by the Veneta City Council.*

MEMBERS

Committee members:

- | | |
|------------------------------|----------------------|
| ❖ Jason Alansky | ❖ Len Goodwin |
| ❖ Linda Boothe | ❖ Gina Haley-Morrell |
| ❖ Tom Cotter, City Councilor | ❖ Charles Ruff |
| ❖ Dave D'Avanzo | ❖ Herb Vloedman |

Staff: Claudia Denton, City of Veneta Economic Development Specialist (RARE participant)

RELATED DOCUMENTS

- Veneta Economic Development Strategy: Five-Year Action Plan, 2015-2019
- City of Veneta Economic Opportunities Analysis (2015)

ECONOMIC DEVELOPMENT GOALS

The Economic Development Goals were developed during the Economic Opportunities Analysis and Economic Development Strategy: Five-Year Action Plan process in 2015 through a SWOT analysis, visioning exercises, and prioritization exercises.

- ❖ **Economic Development Commitment**
- ❖ **Business Retention, Expansion, Recruitment, and Entrepreneurial Development**
- ❖ **Retail and Commercial Development**
- ❖ **Infrastructure Improvements**

GOAL 1 – ECONOMIC DEVELOPMENT COMMITMENT

1. Action
 - Subtask(s)
 - Lead:
 - Supporting members:
 - Partners and resources:
 - Timeline:
 - Budget:

2. Action
 - Subtask(s)
 - Lead:
 - Supporting members:
 - Partners and resources:
 - Timeline:
 - Budget:

3. Action
 - Subtask(s)
 - Lead:

- Supporting members:
- Partners and resources:
- Timeline:
- Budget:

4. Action

- Subtask(s)
 - Lead:
 - Supporting members:
 - Partners and resources:
 - Timeline:
 - Budget:

GOAL 2 – BUSINESS RETENTION, EXPANSION, RECRUITMENT, AND ENTREPRENEURIAL DEVELOPMENT

1. Action

- Subtask(s)
 - Lead:
 - Supporting members:
 - Partners and resources:
 - Timeline:
 - Budget:

2. Action

- Subtask(s)
 - Lead:
 - Supporting members:
 - Partners and resources:
 - Timeline:
 - Budget:

3. Action

- Subtask(s)
 - Lead:

- Supporting members:
- Partners and resources:
- Timeline:
- Budget:

4. Action

- Subtask(s)
 - Lead:
 - Supporting members:
 - Partners and resources:
 - Timeline:
 - Budget:

5. Action

- Subtask(s)
 - Lead:
 - Supporting members:
 - Partners and resources:
 - Timeline:
 - Budget:

6. Action

- Subtask(s)
 - Lead:
 - Supporting members:
 - Partners and resources:
 - Timeline:
 - Budget:

GOAL 3 – RETAIL AND COMMERCIAL DEVELOPMENT

1. Action

- Subtask(s)
 - Lead:

- Supporting members:
- Partners and resources:
- Timeline:
- Budget:

2. Action

- Subtask(s)

- Lead:
- Supporting members:
- Partners and resources:
- Timeline:
- Budget:

3. Action

- Subtask(s)

- Lead:
- Supporting members:
- Partners and resources:
- Timeline:
- Budget:

GOAL 4 – INFRASTRUCTURE IMPROVEMENTS

1. Action

- Subtask(s)

- Lead:
- Supporting members:
- Partners and resources:
- Timeline:
- Budget:

2. Action

- Subtask(s)

- Lead:

- Supporting members:
- Partners and resources:
- Timeline:
- Budget:

3. Action

- Subtask(s)

- Lead:
- Supporting members:
- Partners and resources:
- Timeline:
- Budget:

4. Action

- Subtask(s)

- Lead:
- Supporting members:
- Partners and resources:
- Timeline:
- Budget:

5. Action

- Subtask(s)

- Lead:
- Supporting members:
- Partners and resources:
- Timeline:
- Budget:

6. Action

- Subtask(s)

- Lead:
- Supporting members:
- Partners and resources:

- Timeline:
- Budget:

7. Action

- Subtask(s)

- Lead:
- Supporting members:
- Partners and resources:
- Timeline:
- Budget:

8. Action

- Subtask(s)

- Lead:
- Supporting members:
- Partners and resources:
- Timeline:
- Budget:

EXAMPLE

Business Vitality Services

Business Retention and Expansion Program Summary

What is Business Retention and Expansion?

Business Retention and Expansion (BR&E) is a proven economic development strategy designed to address the two following primary objectives:

1. Retain or keep businesses in a community
2. Provide assistance for businesses to expand

What is the Program Purpose?

- Help existing businesses grow and create new jobs in rural communities
- Stabilize jobs and retain businesses to provide economic security for local families
- Create a long-term outreach strategy that involves locally trained and skilled leaders
- Better connect local businesses with public and private resources to help them succeed
- Build capacity within a community to help its businesses

How does it Work?

BR&E programs can be implemented at the local, regional, or industry sector levels and are easily adaptable and tailored to address the unique dynamics facing every rural community. Though BR&E programs can vary from one place to the next, they typically are organized by following certain steps.

1. Assess local business climate and needs
 - Identify businesses with growth potential and commitment to resolving issues that affect their long-term success
 - Assess the condition of local businesses and the type and extent of assistance needed by using a customized outreach and visitation process
2. Develop business outreach and visitation process that includes the following:
 - Organize and train a local task force to conduct business visitations
 - Recruit and visit pre-determined firms
 - Develop immediate follow-up assistance strategies
 - Review and synthesize gathered business information
 - Formulate and implement strategies to address business needs
3. Leverage and deliver existing local and regional resources to businesses and connect to outside expertise. This may include the following:
 - Broker public and private sector resources to small businesses in a community
 - Help business owners obtain business planning assistance
 - Connect businesses to capital providers or other technical expertise



- Help businesses apply for financing
- Identify specific aspects of management or operations where business owners may be deficient and help them find appropriate assistance

How can RDI help you start a BR&E Program?

If you are considering launching a Business Retention and Expansion initiative and are confident in your ability to implement a long-term economic development strategy, we are here to provide guidance and support. Below is a summary of how RDI can help you build and sustain a BR&E program:

1. Provide information to community, businesses, and organizations about BR&E
2. Help advise and build program infrastructure that may include:
 - a. Organizing, assembling, and training business visitation teams
 - b. Reviewing strategies for engaging businesses
 - c. Developing information collecting methods and processes for review
 - d. Creating a business follow-up strategy
 - e. Assistance targeting and developing a funding plan
3. Help target and design priority projects to meet business needs
4. Connect businesses with capital providers and technical expertise where appropriate
5. Provide guidance on BR&E summary reports (if completed)

What does RDI's assistance look like?

Typically, BR&E programs take six months to launch. During this time, RDI will provide on-the-ground support from one of our technically trained BR&E professionals. As the program launches and becomes ingrained within the community, we will provide ongoing coaching and support. BR&E programs are most functional and productive when they are firmly ingrained within local infrastructures; therefore, RDI will provide a more hands-on approach in the beginning to help build momentum; and as the local community establishes itself, RDI will use a lighter touch. Direct support will include the following:

- Up to four day-long, in-person visits with a BR&E professional over a 6-month period
- Up to 200 hours of virtual coaching over a 12-month period; this includes helping conduct secondary research and analysis as needs arise
- Access to business financing expertise and counsel
- Up to four hours of program evaluation expertise

Getting Started

RDI has a simple three-step application process:

1. Review this two-page summary of RDI's Business Retention and Expansion Program.
2. Complete the Business Retention and Expansion application form.
3. Send the completed application to Michael Held: mheld@rdiinc.org

Questions? Call Michael Held at (541) 684-9077 ext. 22



Comprehensive Economic Development Strategy, 2015-2020

Cascades West Economic Development District



September 2015

Volume I: Basic Plan

Prepared for:
Cascades West Economic Development District

Prepared by:



EXECUTIVE SUMMARY

The Cascades West Economic Development District (CWEDD) is designated by the U.S. Department of Commerce Economic Development Administration to work on economic development efforts in Linn, Benton, Lane and Lincoln Counties. The CWEDD advocates for, supports and coordinates regionally significant economic development activities in the region. The District prepared this Comprehensive Economic Development Strategy to guide regionally significant economic development projects and activities over the next five years.

Regional Economic Vision

THE DISTRICT'S PREFERRED FUTURE INCLUDES A GROWING AND DIVERSIFIED ECONOMY WITH RANGE OF EMPLOYMENT OPPORTUNITIES THAT PROVIDE STABLE FAMILY WAGE JOBS, LIFELONG LEARNING AND TRAINING OPPORTUNITIES, SUSTAINABLE NATURAL RESOURCES, INTEGRATED INFRASTRUCTURE, AND COORDINATION AMONG ECONOMIC DEVELOPMENT EFFORTS THROUGHOUT THE REGION.

Goals

- Create partnerships needed for **REGIONAL COLLABORATION**
- Advance economic activities that **INCREASE** access to and provide a range of **EMPLOYMENT OPPORTUNITIES**
- **BUILD** on region's **ENTREPRENEURIAL CULTURE** and assets through collaborative means
- Identify and leverage internal and external funding sources to **FUND** projects that increase the resilience (diversity and redundancy) of **INFRASTRUCTURE** systems throughout the district
- Partner to **CONNECT WORKFORCE** training, education, and entrance opportunities **WITH** workforce **DEMAND**
- **ENHANCE VISIBILITY OF** community assets and accessibility of basic services in **RURAL AREAS**

What is a CEDS?

"...an economic roadmap to diversify and strengthen Regional economies."

- U.S. Economic Development Administration

Marketable Strengths

The following lists, grouped by category, present strengths identified during the SWOT analysis.

Connectivity:

- Direct access to interstate 5
- Multi-use ocean ports for fishing, research and trade
- Local, regional, national and international rail network
- Freight infrastructure

Culture of Innovation

- Business incubators and accelerators (e.g. Regional Accelerator & Innovation Network, FertiLab)
- Research institutes and higher education institutions
- Proven track record of successful business starts (e.g. Nike, Garage Games, Molecular Probes)

Supportive Business Climate

- Adaptive and attractive building code processes
- Small business support (e.g. chambers of commerce, Cascades West Financial Services)
- Workforce training centers

Technical Support

- Councils of Government (LCOG, OCWCOG)
- UO Economic Development Administration University Center
- Multiple economic development related non-profits and foundations

District-Wide Opportunities

The following lists present opportunities identified during the SWOT analysis.

- Quality of place for growing population segments (i.e. retirees, families, aging baby boomers, climate migrants, etc.)
- Growing trade between US and Asia
- Enterprise zones
- Access to available capital
- Increasing higher education enrollment
- Growing national and international economies
- Workforce training and education
- New and expanding markets (e.g. value-added forest products, marijuana, tourism, craft beer and wine, etc.)
- 'Green business'
- Renewable energy
- 'Lay-down' areas for multi-modal freight transfers
- California and Washington markets
- Growing national and international economies

Guiding Principles

Guiding principles provide structure for the plan update process. Figure S-1 shows the guiding principles agreed upon by the OCWEDD board for the 2015 CEDS update.

Figure S.1: 2015-2020 CEDS Guiding Principles



Source: Community Planning Workshop

Implementation Structure

The implementation structure outlines the District's approach to achieving its vision. The 2015-2020 CEDS Action Plan is structured as follows:

- **Goals:** The goals are broad statements that describe the District's overarching aspirations for economic development in the region.
- **Objectives:** Objectives are closely tied to goals. They describe specific and measurable milestone to work towards in order to achieve each goal.
- **Strategies:** A strategy describes a plan of action and approach designed to achieve each objective.
- **Actions:** Actions describe the specific steps needed to implement the listed strategy.

Figure S.2: 2015 CEDS Action & Implementation Plan



Source: Community Planning Workshop

Comprehensive Action Plan

The following table summarizes specific **priority** CEDS actions organized by plan Goal. Refer to the Strategic Action Plan section beginning on Page 13 for a complete list of actions categorized by Goal, Objective and Strategy. Volume II, Appendix A contains detailed information for all action items, including potential partners, implementation ideas, proposed timeline and estimated budget.

Figure S.3: 2015 High Priority CWEDD CEDS Actions

Goal	Priority Actions	Y1	Y2	Y3	Y4	Y5
Regional Collaboration	1.1.1.1: Create and maintain a CWEDD website to function as an information hub for the region by 2016 (1)	■				
	1.1.1.2: Create a regional economic development organization chart that clearly identifies the linkages and roles of all economic development agencies. (1)		■			
	1.2.1.1: Create and convene at least annually four working groups to be responsible for implementation and monitoring of each goal/priority area identified in this CEDS. (1)	■				
Economic Development	2.1.2.1: Coordinate the inclusion of regional branding language on local jurisdictions' and the State of Oregon's tourism promotion efforts. (1)		■			
	2.2.1.1: Create and promote a database of incubators, accelerators, capital sources and support services available in the region by 2016. (1)		■			
	2.2.2.1: Working groups agree on two to three of the following business clusters to focus business development efforts on over the next 5 years: software/technology; food and beverage; education technology and research; advanced manufacturing; value-added forest products; university-related spinoffs; health; marine; agriculture; bioscience; and natural textiles. (O)			■	■	■
Entrepreneurship & Innovation	3.1.1.1: Organize a forum on regional innovation networking by the end of June 2016. (A)			■	■	■
	3.1.2.2: The CWEDD will develop and implement a strategy for increasing business visibility, involvement, and entrepreneurial education into local schools by 2017. (O)				■	■
	3.1.2.3: Prepare and promote an inventory of resources available to entrepreneurs by December 2016 through a combination of mixed media such as a website, listserv, or social media. (1)				■	
Technical Support	4.1.1.1: Create a section in the CWEDD website to list current funding opportunities for local jurisdictions by December 2016. (1)		■			
	4.1.2.1: CWEDD will work with OCWCOG and LCOG to complete a Regional Needs Assessment by summer of 2016. (A)			■	■	■
Workforce Development	5.1.1.1: Assess the workforce development system in the region and make recommendations to the CWEDD Board about the CWEDD's role in supporting coordination among workforce development organizations. (1)		■			
	5.1.1.2: Partner with local workforce development programs, including WIBs, to increase participation of local businesses in apprenticeships, internships, and On-The-Job-Training programs, in order to build pathways to employment for persons entering the workforce. (O)			■	■	■
Rural Development	6.1.1.1: In partnership with local Main Street programs, identify and support downtown revitalization projects in rural communities each year. (O)			■	■	■
	6.1.3.1: The Rural Development Working Group will use the results of the regional needs assessment (from Action 4.1.2.1) to identify, prioritize, and recommend a set of rural area "projects of regional significance" to the CWEDD Board. (O)			■	■	■

Key: (1) one time project; (O) ongoing project; (A) annual project; (LD) limited duration project
 Source: Community Planning workshop



WealthWorks Northwest

WealthWorks Northwest (WWNW) improves rural livelihoods with an innovative approach to economic development that creates lasting wealth in rural communities. WWNW recognizes that, generally, building wealth is the goal of economic development. But building wealth is a lot more than growing the amount of money in a community. Simply creating jobs and generating income, however appealing as those goals may be, are never enough to build lasting wealth. WealthWorks aims to advance a region's overall prosperity and self-reliance, strengthen existing and emerging sectors, and increase jobs and incomes for lower-income residents and firms. The goal is to build wealth that can benefit community residents today and for generations to come while rooting value in local people, places, and businesses.

The rural Pacific Northwest, with its abundance of both natural and human resources, is primed to take advantage of the WealthWorks approach. Adopted and adapted by RDI, WealthWorks Northwest is not a cookie-cutter or a recipe; it is a framework that is intended to be strategically flexible for our region.