

AGENDA
VENETA ECONOMIC DEVELOPMENT COMMITTEE
WEDNESDAY, APRIL 13, 2016 – 2:00 P.M.
Veneta Administrative Center, 88184 8th Street, Veneta, Oregon

- 2:00 **I. CALL TO ORDER**
- 2:01 **II. PUBLIC COMMENT** - Speakers will be limited to 3 minutes each.
- 2:05 **III. PRESENTATIONS**
- a. Introductions
 - b. Jackie Mikalonis, Governor’s Regional Solutions Team: Brief Overview
 - c. Lane County Rural Economic Development
 - i. Rural Prosperity Initiative Presentation (pgs. 3-23)
 - ii. Feedback from Economic Development Committee and Regional Solutions Team
 - d. City of Veneta
 - i. Veneta Economic Development Strategy: Five-Year Action Plan
 - ii. Feedback from Lane County and Regional Solutions Team
 - e. Group Discussion on How to Align & Leverage Efforts
- 3:35 **IV. ADMINISTRATIVE**
- a. Approval of Minutes for March 9th, 2016 (pgs. 25-29)
- 3:40 **V. PROGRAM/PROJECT UPDATES**
- a. New Action Prioritization Sheets (pg. 31-32)
 - b. Newsletter Update
- 3:45 **VI. OTHER**
- 3:45 **VII. NEXT MEETING**
- a. May 11th 2:00 p.m. and the Second Wednesday of Every Month
- 3:45 **VIII. 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 Economic Development Specialist, Claudia Denton, via phone (541) 935-2191, email cdenton@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>

Lane County Rural Prosperity Initiative (Draft)

Successful economic development emphasizes **community development, capacity building & collaboration.**

✓ **Community capacity building is economic development.**

Focusing on workforce training, building leadership skills from a young age, supporting entrepreneurship, ensuring community participation and buy-in, and maintaining adequate infrastructure create a strong foundation for growing the economy.

✓ **Partnerships and innovative governance are critical to successful economic development.**

Rural communities need to break from the traditional economic development model that emphasizes *competition* between areas and instead focus on *collaboration* between areas.

✓ **Think regionally and collaboratively.**

Rural communities don't exist in a vacuum; their economic development strategies must be woven into the regional framework and should support regional clusters.

✓ **Widely supported community visions lead to coordinated economic development efforts.**

Without buy-in from residents and the organizations they participate in, economic development strategies will be fragmented and short-lived.

✓ **Without risk, there will be little reward.**

Although it may seem scary, rural communities that take risks on non-traditional economic development activities often experience the greatest successes.

RURAL ECONOMIC DEVELOPMENT CHALLENGES



Communication & Coordination

Rural communities felt they were **not well connected** with County and other rural communities. This lack of coordination means **missed opportunities**.



Capacity & Expertise

Lane County's rural communities have **limited staff time** to dedicate to economic development and some communities have **limited expertise** in economic development best practices.



Infrastructure

Without reliable infrastructure, rural communities have trouble cultivating growth. Communities specifically mentioned the need to improve **roads, downtown streetscapes, and broadband speeds/availability**.



Quality of Life Factors

Quality of life is the heart of rural vitality. Many communities lack **consumer services** (like grocery stores), **basic human services** (like mental health care), and **affordable housing**.



Vision

Lane County (and the broader region) **lacks a clearly articulated strategic direction** for economic growth, making it difficult for rural communities to align local efforts with regional efforts.



Perception of Invisibility

Rural communities feel their needs are **consistently overlooked and overshadowed** by the Eugene/Springfield Metro Area.

Rural Prosperity Initiative Core Service Areas (Draft)

- ✓ **Regional Gatherings**
Convene quarterly, bi-annual, or annual gathering of rural community & economic development practitioners to facilitate information exchange, strategic visioning, and partnerships.
- ✓ **Monthly Newsletter**
Provide regular updates on the County's work and pass along funding opportunities.
- ✓ **Resource Fairs**
Organize community-hosted fairs where representatives of key County departments & County Commissioners answer questions about services and gather feedback.
- ✓ **Rural Working Group(s)**
Participate in the 4-county economic development district's rural working group.
- ✓ **Community Presence**
Participate in community meetings and planning as requested by communities.
- ✓ **Rural Advocacy**
To ensure Lane County policies work for rural communities, help communities navigate County processes, and lend legitimacy to funding requests.
- ✓ **Strategic Planning**
To support community & economic visioning processes.
- ✓ **Marketing & Outreach**
To help communities get their message out to the right audience.
- ✓ **Business Relationships**
To improve relationships with businesses & entrepreneurs and connect them with resources.
- ✓ **Training Opportunities**
To help communities build economic development skills.
- ✓ **Data Collection**
To improve the quality of information communities use to make decisions.
- ✓ **Community Marketing**
Gather and maintain an up-to-date library of communities' marketing materials and use in conjunction with County-developed materials at trade shows, conferences, and recruitment-related meetings.
- ✓ **County Marketing**
Develop promotional flyers for every rural Lane community and use as collateral at trade shows, conferences, and recruitment-related meetings.
- ✓ **Represent Communities**
Represent rural Lane communities' assets at annual trade shows and conferences. Connect rural Lane communities with any promising business recruitment leads.
- ✓ **Regular Updates**
Schedule regular check-ins with communities to learn about available land and other conditions relevant to business recruitment.
- ✓ **RTMP Funding**
Continue to allocate annual Rural Tourism Marketing Program funds (~\$195k) to communities for packaging, selling, and advertising rural Lane County to promote overnight stays.
- ✓ **Infrastructure and/or Staff Capacity**
The County is considering a mechanism to assist rural communities with infrastructure projects and/or staff capacity to promote community revitalization. A stable funding source has not currently been identified, but the County is working to do so. Funding support would likely require a community match.
- ✓ **Case-by-Case Needs**
Continue to work with communities to identify pressing needs and connect communities to funding, either through the County or external sources.

**Collaboration
& Connectivity**

Technical Assistance

Promotion

Funding

Lane County Rural Prosperity Initiative



**Lane County Community and
Economic Development
Department**

March 2016, *DRAFT*

Prepared by Aniko Drlik-Muehleck and
Stephen Dobrinich, Hatfield Fellows

Outline

Overview

- Rural Prosperity Initiative Purpose and Goals
- Rural Economic Development Philosophy
- Context
- The County's Strengths and Expertise
- The County's Limitations and Challenges

How Lane County can help: Rural Prosperity Initiative Framework

- Collaboration and Connectivity
- Technical Support
- Promotion
- Funding
- Internal Evaluation

Partnership Opportunities

- Local-level organizations
- Regional service providers
- Resources providers

Rural Prosperity Initiative Metrics (incomplete)

- What does success look like?
- Program Evaluation - Rural Prosperity Initiative Metrics
- Outcome Evaluation – Community Vitality Indicators

Action Plan

Appendices

- Appendix 1: Local-level Organizations

Supplements (not in this document – for internal use)

- Supplement A: Community Profiles and Input
- Supplement B: Literature and Best Practices for Rural Economic Development
- Supplement C: Rural Economic Development Liaison Employee Guide

Overview

The purpose of this document is to provide a framework for expanded economic development services in rural Lane County. The **Rural Prosperity Initiative** presented here outlines both the **process** the County (via the Lane County Community and Economic Development (CED) Department) will use to engage with rural communities, and a menu of **service options** the CED staff can provide. This document also includes information about **partnerships** the CED Department currently has or might develop to provide services. Finally, this document outlines how to **measure the effectiveness** of the Rural Prosperity Initiative and its desired outcomes.

This Initiative was developed by researching successful rural economic development programs in North America; engaging with community members throughout rural Lane County to identify needs and gather suggestions; meeting with and researching other local service providers to understand what resources already exist; and working with County staff to ensure the Initiative is feasible given the County's capacity.

Rural Prosperity Initiative Purpose and Goals

Limited staff time, funding, and technical expertise are barriers for rural communities seeking to strengthen their local economies. As such, the Rural Prosperity Initiative calls for the Lane County Community and Economic Development Department to dedicate additional time and resources towards "filling the gaps" for these communities. **The goal of the Initiative is to offer a coordinated support system which draws on local expertise, builds capacity, and caters to the individual needs of each rural community.**

The County's Rural Economic Development Philosophy

For rural communities with limited resources and deteriorating or nonexistent infrastructure, economic development means much more than business development. For these communities, successful economic development emphasizes **community development**. This includes support for infrastructure development and investment in human capital and networks, in addition to business development and recruitment.

Lane County's Community and Economic Development Department has adopted the following philosophy regarding rural economic development:

- **Community capacity building is economic development** – focusing on workforce training, building leadership skills from a young age, supporting entrepreneurship, ensuring community participation and buy-in, and maintaining adequate infrastructure create a strong foundation for growing the economy.
- **Partnerships and innovative governance are critical to successful economic development** – rural communities need to break from the traditional economic development model that emphasizes *competition* between areas and instead focus on *collaboration* between areas.

- **Think regionally and collaboratively** – rural communities don't exist in a vacuum; their economic development strategies must be woven into the regional framework and should support regional clusters.
- **Widely supported community visions lead to coordinated economic development efforts** – without buy-in from residents and the organizations they participate in, economic development strategies will be fragmented and short-lived.
- **Without risk, there will be little reward** – although it may seem scary, rural communities that take risks on non-traditional economic development activities often experience the greatest successes.

The "House" of Rural Economic Development
Foundations, Pillars, and Core Principles



Courtesy of Wayne Caldwell: "[A Guide to Rural Community Economic Development.](#)"

Context

This Rural Prosperity Initiative comes at a time when Lane County and the Cascades West Economic Development District (Linn, Benton, Lincoln, and Lane Counties) have committed to providing rural communities with more focused, intentional support. Both the 2016 – 2018 Work Plan for Lane County Community and Economic Development and the 2015 – 2020 Comprehensive Economic Development Strategy (CEDS) for the Cascades West Economic Development District specifically highlight rural economic development as a priority. Both plans also place rural communities in the context of the broader region, recognizing that success in

rural areas depends on communities' ability to build off of the regional economic framework and the ability of local and regional service providers to effectively share resources and information.

Lane County Community & Economic Development Work Plan (2016 – 2018)

"Rural Lane County" is the third strategic focus area of this work plan. It lists five priority actions:

1. Assist rural communities with decision ready and site certification designations.
2. Partner with Cascades West Council of Governments and Lane Council of Governments to develop the 2015 – 2020 Comprehensive Economic Development Strategy.
3. Assist rural communities with an economic development strategy and marketing.
4. Continue to facilitate Rural Tourism Marketing Program.
5. Continue to facilitate Transient Room Tax Special Projects Sponsorship/Grant Program.

The work plan also emphasizes infrastructure development, partnerships and coordination for effective service delivery, and a focus on business retention and expansion, all priorities that will contribute to sustainable rural development.

Comprehensive Economic Development Strategy (2015 – 2020)

The CEDS (administered by Oregon Cascades West Council of Governments and Lane Council of Governments for Linn, Benton, Lincoln, and Lane Counties) calls out Rural Development in Objective 6: "Increase the economic vitality and resilience of rural areas." To accomplish this objective, the CEDS outlines three strategies for partners to follow:

1. (6.1.1) Promote and expand rural economic efforts by adopting a regional approach to rural development.
2. (6.1.2) Connect rural entrepreneurs to innovation networks
3. (6.1.3) Help rural communities by diversifying and distributing basic services across the District

The CEDS also lists specific actions under each objective, but those participating in implementation of the plan are encouraged to work towards the objectives in ways that align with their organizations' priorities. Organizations are also encouraged to work closely with the two councils of governments and other economic development organizations – the CEDS stresses the need to improve regional collaboration to strengthen the four-county economic ecosystem.

The County's Strengths and Expertise

The Lane County Community and Economic Development (CED) Department brings a wealth of knowledge and resources to the table. In particular, the CED Department excels in the following areas:

- Regional coordination
 - Ability to develop and curate a regional vision

- Ability to facilitate connections between communities so their economic development activities aren't happening in a vacuum
- Technical expertise
 - Ability to provide resources/toolkits for economic development
 - Knowledge of and ability to further research what's working elsewhere
 - Access to and knowledge of the County's legal and organizational framework
- Promotion and exposure
 - Ability to market rural communities' assets to a broad audience
- Funding
 - With the only dedicated funding for Economic Development in the region, the County has the potential ability to support communities' economic development activities, particularly those related to tourism and community capacity building

The County's Limitations and Challenges

At most, the Lane County Community and Economic Development (CED) Department has 2.5 staff positions. In a county the size of Connecticut with a population of more than 350,000, CED staff are stretched very thin. In part due to staffing limitations, the CED Department has for many years provided only minimal assistance in rural communities. At the same time, budgetary shortfalls have caused other County departments to withdraw services from rural areas. Years of neglect in rural Lane County have damaged relationships between the County and rural communities – skepticism of the County's ability to offer anything positive and a general lack of trust underlie many interactions between rural communities and County staff.

The recent addition of on-the-ground CED staff support (via the Hatfield Fellows) has begun to improve the lines of communication between the County and rural communities. Slowly, relationships are improving, but significant work remains. With the staffing limitations in the CED Department, it will be challenging but important to maintain an active role in supporting the economic development efforts of rural Lane communities.

Based on the CED Department's strengths (and cognizant of its limitations), the following section outlines services and activities the Department will engage in as part of the Rural Prosperity Initiative.

How Lane County Can Help: Rural Prosperity Initiative Framework

The Rural Prosperity Initiative exists to address an identified need for supporting economic development efforts in rural Lane County. Lane County Community and Economic Development (CED) will offer assistance in four core service areas as part of the Rural Prosperity Initiative: **collaboration & connectivity, technical support, promotion, and funding**. These functions will be performed by the CED Director and a dedicated rural economic development staff person

(the Rural Economic Development Liaison)¹. Staff will provide these services in close coordination with local governments, Tribal councils, chambers of commerce, utility providers, community organizations, and other key stakeholders and service providers to minimize redundancy.

As the CED Department begins to offer more services to rural communities, it must also focus inward to understand how current County policies affect rural communities. The Rural Prosperity Initiative therefore includes a component of **internal evaluation**. By examining existing policies and evaluating their impact on rural economic development, the County can consider making internal changes that may benefit rural areas. Internal evaluation would affect multiple County departments that serve rural areas.

Collaboration & Connectivity

The 2015-2020 Comprehensive Economic Development Strategy (CEDS) serving the Cascades West Economic Development District emphasizes the need for regional collaboration and connectivity. The Rural Prosperity Initiative seeks to promote this goal by facilitating a regional network of ideas, information, and resources between rural communities, Counties, and Councils of Governments. Steps towards making this a reality, include:

- Hold quarterly, bi-annual, or annual gathering of community economic development partners from every rural Lane community. This will create an opportunity for:
 - Rural communities to share their economic development activities.
 - The Lane County Economic Development Director to give an update on the Lane County Economic Development Work Plan, provide information about economic development opportunities, and channel communities into regional efforts.
 - Everyone to ask questions, network, and develop regional connections.
- Circulate a monthly e-newsletter updating communities on the County's work and listing resources relevant to rural economic development.
- Assist with the planning and coordination of rotating County resource fair(s):
 - Resource fairs will take place in a different rural community time.
 - Resource fairs will happen at least once per year, if not more.
 - Representatives from every County department will participate to answer questions about their functions and provide face-to-face assistance.
 - All County Commissioners attend to answer questions and learn about the community's successes and challenges.
- Participate in ongoing regional conversations led by the CEDS Rural Development Working Group (as established by Cascades West Economic Development District Board).
- Have a regular presence at the meetings of rural Lane community and economic development organizations (as requested by organizations).
- Develop a resource bank of ideas and best practice (success stories, exemplary plans, model strategies - housed on the County website or another accessible location).

¹ The employee handbook in Supplement C of this document describes in detail the duties of the Rural Economic Development Liaison.

Technical Support

Many rural Lane County communities have limited staff and financial resources. The active promotion of economic development, when it happens at all, often comes from staff or volunteers with limited capacity. The Rural Prosperity Initiative will contribute to rural growth and prosperity by “filling the gaps” and addressing the need for additional support. In particular, CED staff are well positioned to advocate for rural communities within the County framework. CED Staff can act as navigators for communities that are struggling with complex County processes (such as land use regulations). The following list provides an overview of how CED staff will support rural economic development activities:

- Rural advocacy:
 - Advocate for rural communities' needs
 - Help rural communities access transportation and infrastructure funding.
 - Support rural communities by providing letters of support, acting as the funding conduit, or otherwise lending the legitimacy of a large, well-established organization to communities' efforts in applying for grant and other funding opportunities.
- Navigation of county codes, regulations, and procedures (particularly those related to land use and business development):
 - Be the point of contact for County-related business; direct rural communities to information and the appropriate County contacts.
 - Walk communities through County processes when appropriate.
- Strategic planning:
 - Support and contribute to community and economic visioning activities.
 - Help communities develop sound organizational models for promoting economic development (discuss range of options, help to set up a structure/organization).
- Information presentation and marketing/outreach (website content ideas, how to connect with prospective businesses, how to connect with existing businesses).
- Evaluation and improvement of business readiness/friendliness:
 - Assist communities with developing and implementing business retention and expansion programs.
 - Offer suggestions for addressing areas of concern identified by businesses.
- Access to training opportunities:
 - Refer rural economic development staff to local and regional training opportunities and workshop; possibly help cover the cost of trainings.
- Data collection (community stats, business stats, mapping of resources, available property inventories).

Promotion

CED staff represent Lane County's assets at conferences, trade shows, and through individual contacts. Staff will work with rural communities to identify specific assets that might be attractive to regional, state, and national audiences. Staff will then highlight these assets during promotional events and meetings, ensuring that appropriate connections are made between

rural communities and prospective investors. The CED Department's promotional strategy may change based on capacity, but currently the staff can:

- Gather and maintain an up-to-date "library" of recruitment materials communities have developed themselves.
- Develop recruitment flyers for each rural community that focus on the community's key assets (to be used as promotional material at conferences and trade shows).
- Represent rural communities' assets at annual trade shows and conferences; work with communities on any promising business recruitment leads.
- Check in with communities at least once per year to get updates on available land and conditions that might impact business recruitment.

Funding

The CED Department will continue to allocate tourism dollars (collected through transient room taxes) to rural communities through the Rural Tourism Marketing Program (RTMP). The approximately \$195,000 distributed each year is used to package, sell, and advertise rural Lane County in a unified effort to potential overnight visitors.

The CED Department is considering a mechanism to assist rural communities with community revitalization. The Department is interested in partnering with communities to support infrastructure projects and/or staff capacity that will contribute to improvement throughout the community. To be clear, a stable funding source has not currently been identified, but CED staff are working to do so. If identified, funding would likely be contingent on community matches (either monetary or in kind).

The CED Department also considers grants and loans for specific needs on a case-by-case basis. While no formal application process exists, CED staff will work with rural communities to identify pressing needs and connect communities to funding, either through County resources, or external funding streams.

Internal Evaluation

County rules and regulations create benefits (e.g. limited urban sprawl, preservation of wild & natural areas, etc.) and challenges (e.g. overlapping rules, outdated concepts, complex regulations) for rural economic development. The Rural Prosperity Initiative seeks to capitalize on these benefits and address challenges. CED staff will help communities encourage rural growth and prosperity by looking internally to understand and potentially adjust county policies.

The Rural Economic Development Liaison, in close coordination with County Administration, may recommend particular issues for consideration by County departments -for example, increased presence of Land Management and Health and Human Services staff in rural communities. Departments will be responsible for self-evaluating or hiring an outside evaluator, and will be held accountable to County Administration for improving the accessibility of their operations to rural communities. At a more general level, County Administration should

encourage all County departments to consider their accessibility to rural communities. As County employees' awareness of rural issues increases, policies will hopefully change to accommodate or address rural challenges.

Partnership Opportunities

In all likelihood, the Lane County Community and Economic Development (CED) Department will have limited “boots on the ground” contact with local businesses. This makes partnering with existing local-level organizations (e.g. local government, chambers of commerce, community groups, etc.) key to successfully establishing an integrated program and maintaining its value over time. Additionally, CED staff must work with other regional service and resource providers to ensure that efforts are coordinated and efficient.

Local-Level Organizations

At the local level, CED staff will primarily interact with City governments, other formal organizations that engage in economic development activities (such as chambers of commerce), and community groups whose missions encompass community and economic development. These "front-line" organizations are intimately familiar with their communities' opportunities, challenges, resources, and vision. The support systems offered through the Rural Prosperity Initiative will help these organizations capitalize on their local knowledge and community connections with the ultimate goal of building stronger, more vital rural communities.

Appendix 1 provides lists of local-level organizations and contacts, current as of February 2016. This list should be constantly updated and changed to reflect staff and community member turnover.

Regional Service Providers

Lane County is served by many governmental and non-governmental organizations whose work emphasizes community and economic development. The Rural Prosperity Initiative seeks to augment existing services without duplication. It is therefore imperative for the CED Department to understand the current landscape of service-providers and build strong, collaborative relationships with these entities.

The following list provides a summary of existing service providers, along with a brief description of their operations. CED staff must constantly work to maintain relationships with these organizations and seek out new relationships with other relevant groups.

- [**Rural Development Initiatives \(RDI\)**](#) - Technical assistance and leadership training for community-driven efforts in rural Oregon (as well as parts of Washington and Idaho).
- [**Nonprofit Association of Oregon \(NAO\)**](#) - Technical assistance for nonprofits, assistance with organizational development (including facilitation through development processes), and training opportunities.

- [Lane Council of Governments \(LCOG\)](#) - Contract-based assistance to local governments and other members in Lane County in the areas of administration, financial assistance (through business development loans and grants), planning, senior and disabilities services, and technology support.
- [Oregon Cascades West Council of Governments \(OCWCOG\)](#) - Contract-based assistance to local governments and other members in Linn, Benton, and Lincoln Counties in the areas of senior and disabilities services, community planning and development, economic development (including business development loans and grants), transportation programs and planning, and technology support.
- [Travel Lane County/Eugene, Cascades, and Coast \(TLC\)](#) - Direct assistance to travel-related businesses and their partners to promote coordinated tourism efforts across Lane County.
- [Travel Oregon \(TO\)](#) – Training and funding opportunities through Tourism Studios (Rural Tourism, Bicycle Tourism, and Culinary and Agritourism) and TO Matching Grants Program.
- [University of Oregon's Community Service Center](#)
 - [Resource Assistance for Rural Environments AmeriCorps Program \(RARE\)](#) - Technical assistance and added staff capacity for community and economic development projects in rural communities provided by an 11-month, full time AmeriCorps participant.
 - [Community Planning Workshop \(CPW\)](#) - Planning and economic development studies performed by teams of graduate students at a discounted rate; funding assistance from the CSC's EDA grant and OPDR grants occasionally available to cover project costs.
- [Portland State University's Center for Public Service](#)
 - [Oregon Summer Fellowship](#) – Technical assistance and added staff capacity for public and nonprofit agencies provided by a 10-week, full time graduate student fellow.
 - [Hatfield Resident Fellowship](#) – Technical assistance and added staff capacity for public and nonprofit agencies provided by an 8-month, part time (32 hours per week) recent masters or doctoral graduate.
- [Rural Community Assistance Corporation \(RCAC\)](#) - Technical assistance to communities of less than 50,000 in the areas of environmental infrastructure, affordable housing development, economic and leadership development, and community development financing.
- [Oregon Main Street Program](#) - Technical assistance with downtown revitalization and access to the state and national Main Street networks and training opportunities.
- [Neighborhood Economic Development Corporation \(NEDCO\)](#) - Assistance with business development and personal finance through classes and staff support (particularly through NEDCO's Community LendingWorks program).
- [Oregon Regional Accelerator and Innovation Network \(RAIN\)](#) - Support for entrepreneurs through accelerator programs, peer and mentor networks, and partnerships with local governments, higher education, and the business community that advance startups.

- [FertiLab Thinkubator](#) - Support for early-stage entrepreneurs through workshops, mentor assistance, and co-working space.
- [Small Business Development Center \(SBDC\)](#) - Technical assistance for small businesses through classes, toolkits, and consultation services.
- [Lane Workforce Partnership](#) - Support for Lane County's workforce through job training, youth training in schools, and funding/initiatives that promote business development.
- [University of Oregon's Business Law Clinic](#) - Free legal advice for businesses provided by law students.
- [Willamette SCORE](#) - Free coaching and consulting for owners and managers of both startups and existing businesses and non-profits (service housed at the Eugene Chamber).
- **Other regional economic development entities** - Lane County is served by many economic development entities, including the South Willamette Economic Development Corporation (SWEDCo) (formerly known as Lane Metro Partnership).

Resource Providers

In addition to direct service providers, many organizations provide financial and research-related resources to Lane County. The CED Department has the opportunity to harness these resources to more directly and intentionally serve rural Lane County. CED staff will continue to build relationships with resource providers and work with them to develop targeted assistance in the form of funding, research, and best-practices resources.

The following list provides a summary of existing resource providers and the relevant services they offer.

- **University of Oregon (UO)** - Research, strategic initiatives to promote the region and its economy (e.g. RAIN), opportunities to engage students in projects; departments/centers of particular relevance to economic development include:
 - [Department of Planning, Public Policy, and Management](#)
 - [Community Service Center](#)
 - [Lundquist Center for Entrepreneurship](#)
 - [School of Journalism and Communication](#)
- **Oregon State University (OSU)** - Research and data (e.g. Oregon Explorer), strategic initiatives to promote the region and its economy (e.g. RAIN), particular emphasis on rural issues, opportunities to engage students in projects; departments/centers of particular relevance to economic development include:
 - [Rural Studies Program](#)
 - [Extension Services](#)
- **The Ford Family Foundation (TFFF)** - Funding and staff support for grassroots empowerment in rural communities that aligns with TFFF's "Community-Based Change" model.
- **Business Oregon** – High level strategic support for economic development and funding for projects that further strategic priorities.

- [USDA Rural Development](#) - Federal funding, technical assistance, and research related to rural development.
- [Oregon Community Foundation \(OCF\)](#) - Management of community foundation funds and grant awards that support the arts, education, the environment, and health.
- [Meyer Memorial Trust \(MMT\)](#) - Grant awards that support affordable housing, the environment, equitable education, and community building (from February – mid-March 2016, MMT took a pause from grant-making to realign their strategic priorities; new priorities should be available sometime later in 2016).
- [Oregon State Chamber of Commerce \(OSCC\)](#) - Advocacy, professional development, and networking to benefit the Oregon business community and its allies.

Rural Prosperity Initiative Metrics

[Information to come.]

Action Plan

This Action Plan offers a proposed timeline for implementing the Rural Prosperity Initiative. Implementation will primarily be driven by the Lane County Community and Economic Development (CED) Department, but some action will be required or requested on the part of County Administration, the Board of County Commissioners, and rural communities themselves.

March 2016

- Formally incorporate the Rural Prosperity Initiative into the Community and Economic Development (CED) Department's 2016-2018 Work Plan.
- Incorporate Rural Economic Development Liaison duties into existing staff position descriptions.
- Join and begin to participate in Cascades West Economic Development District rural working group(s) and economic development practitioners working group.
- Begin sending out a monthly economic development e-newsletter.
- Hold an Economic Development work session with the Board of County Commissioners:
 - Invite rural communities to attend and give testimony about their needs.
 - Present the Rural Prosperity Initiative.
 - Explain how the Initiative has been incorporated into the CED 2016-2018 Work Plan.
 - Goal: get head-nods from County Commissioners for the Initiative, the updated CED Work Plan, and the budget required for implementation.

March 2016 – June 2016

- Retain and/or replace Hatfield Fellows to continue filling the role of Rural Economic Development Liaison.

- Continue to provide support and services to rural Lane communities through the Hatfield Fellow(s).
- Continue to share the Rural Prosperity Initiative proposal with communities.
- Continue to share the Rural Prosperity Initiative with partners and explore ways to deepen partnerships – meet with the following service and resource providers:
 - The Ford Family Foundation
 - Rural Development Initiatives
 - Nonprofit Association of Oregon
 - Oregon Cascades West Council of Governments
 - Travel Lane County
 - Lane Workforce Partnership
 - Rural Community Assistance Corporation
 - UO Community Service Center
 - NEDCO
 - RAIN
 - USDA Rural Development
 - OSU Rural Studies (Mallory Rahe)
- Develop Annual Rural Lane Communities Survey (for evaluating the Rural Prosperity Initiative).
- Administer Annual Rural Lane Communities Survey and gather other baseline data for the Rural Prosperity Initiative evaluation.
- Post for unfilled staff position that will take on Rural Economic Development Liaison duties and begin accepting applications.

July 2016

- Fill CED staff position.

July 2016 – August 2016

- Familiarize the Rural Economic Development Liaison with communities, partners, and the Rural Prosperity Initiative.
- Create detailed rural economic development work plan.

August 2016 – December 2016

- Continue to provide support and service to rural Lane communities.
- Prepare for roll-out of the Rural Prosperity Initiative:
 - Identify participants for the regular economic development regional gatherings and schedule up to 5 gatherings for 2017 (begin gatherings in 2016 if possible).
 - Plan content of regional gatherings.
 - Work with County Administration and other departments to plan County Resource Fair(s).
 - Explore ways to provide infrastructure and/or staff capacity funding.
 - Refine Community Vitality Indicators and gather baseline data.
 - Continue to work with communities to identify priority projects.

- Create detailed rural economic development work plan.

January 2017 – June 2017

- Create rural economic development vision, list of collaborative projects, and action plan for project implementation (consider using CPW to facilitate this process).
- Begin hosting regional economic development gatherings.
- Host at least one County Resource Fair.
- Continue to provide support and services to rural Lane communities as identified on the work plan and as community needs arise.

July 2017 – December 2017

- Begin to implement action plan to arise from the visioning process.
- Continue hosting regional economic development gatherings.
- Host at least one County Resource Fair in a different community.
- Continue to provide support and services to rural Lane communities as identified on the work plan and as community needs arise.
- Gather Year 1 data for Community Vitality Indicators.
- Check-in with communities to get feedback on the initial roll-out of the Rural Prosperity Initiative.
 - Gather in-person feedback.
 - Administer Annual Rural Lane Communities Survey.
 - Create a report for the Rural Prosperity Initiative evaluation.
 - Consider adjustments to the Initiative to make it more effective.

2018 and Onward

- Continue providing all support and services offered through the Rural Prosperity Initiative.
- Annual evaluations of the Rural Prosperity Initiative and Community Vitality Indicators.
- Five-year program evaluation and update in 2021.

Appendix 1: Local-Level Organizations

	ORGANIZATION	CONTACT NAME	CONTACT EMAIL & PHONE	LINK
COBURG	City of Coburg – Economic Development	Petra Schueltz, City Administrator	petra.schueltz@ci.coburg.or.us	http://www.coburgoregon.org/?q=ecodevo
	Coburg Area Chamber of Commerce		541-357-7055	http://www.coburgorchamber.com/
COTTAGE GROVE	City of Cottage Grove – Economic Development	Richard Meyers, City Manager	citymanager@cottagegrove.org	
	City of Cottage Grove – Community Development Department	Howard Schesser, Community Development Director	cdirector@cottagegrove.org	http://cottagegrove.org/comdev/
	Cottage Grove Community Development Corporation	Matt Parsons, Board Chair	matt@commonwealthoregon.com	http://www.cgcdc.org/
	Cottage Grove Chamber of Commerce	Travis Palmer, Executive Director	travis@cgchamber.com	http://www.cgchamber.com/
	Cottage Grove Main Street Program	Shauna Neigh, Main Street Coordinator	cgmainstreet@gmail.com	http://www.cottagegrove.org/commddev/mainstreet.html
	State of Oregon – Airport			http://www.oregon.gov/aviation/Pages/Cottage-Grove.aspx
CRESWELL	City of Creswell – Economic Development	Formerly Maia Hardy; in transition	(541) 895-2531 x304	http://www.ci.creswell.or.us/index.php?q=node/117
CRESWELL	City of Creswell –	Maddie Phillips, Planner	mphillips@creswell-or.us	http://www.ci.creswell.or.us/

(Continued)	Planning		index.php?q=node/117
	City of Creswell – Administration	Michelle Amberg, City Administrator	mdamberg@creswell-or.us
	City of Creswell – Airport	Shelly Humble, Airport Manager	http://www.ci.creswell.or.us/index.php?q=node/43
	Creswell Chamber of Commerce	Don Amberg, Director	Creswellchamber@gmail.com
	Creswell Community Foundation	Sheila Hale	sheilahale@gmail.com
FLORENCE	City of Florence – Economic Development	Kelli Weese, City Recorder/Economic Development	http://www.ci.florence.or.us/economicdevelopment (New website in the works)
	City of Florence – City Administration	Erin Reynolds, City Manager	erin.reynolds@ci.florence.or.us
	City of Florence Economic Development Committee		http://www.ci.florence.or.us/economicdevelopment/meet-team
	South Coast Development Council	Connie Stopher, Executive Director	http://sdcinc.org/
	City of Florence – Airport		http://www.ci.florence.or.us/airport/general-information
	Port of Siuslaw	Nancy Rickard, Commissioner	http://portofsiuslaw.com/about-the-port/
	Florence Area Chamber of Commerce	Cal Applebee, Executive Director; in transition	cal@florencechamber.com
	Siuslaw Pathways – Ford Family Foundation Leadership Group	Becky Goehring, Ford Fellow; Liz Vollmer-Buhl, contracted staff support	bravabecky@yahoo.com (Becky will be stepping back in 2016 due to health issues); liz.evconsulting@gmail.com (contract employee, the group will be seeking another coordinator for 2016)
JUNCTION	City of Junction City –	Jason Knope, City	http://www.junctioncityoreg.com/

CITY	Economic Development	Administrator	on.gov/
	City of Junction City – Council	Mike Cahill, Mayor	mcahill@ci.junction-city.or.us
	Tri-County Chamber of Commerce	Rick (?)	http://www.tri-countychamber.com/
	Energize Junction City		https://www.facebook.com/EnergizingJunctionCity/
MCKENZIE RIVER VALLEY	McKenzie Action Team – Ford Family Foundation Leadership Group	George Letchworth, Ford Fellow	geoletch@aol.com http://mckenziecommunity.org/ (website in progress)
	McKenzie River Valley Community Development	Ashley Adelman, RARE Participant (through July 2016)	mckenziecommunitydevelopment@gmail.com
	Blue River Community Development Corporation	Jim Baker, Executive Director	jbaker@efn.org
	McKenzie River Chamber of Commerce, Tourism Committee	Carol Tannenbaum, Treasurer and Committee Chair	caroltan@g.com
	McKenzie River Chamber of Commerce	Nadine Scott, President	http://mckenziechamber.com/
	McKenzie ClearWater Coalition	Marilyn Cross, Chair	mjacross@yahoo.com http://mckenzieclearwatercoalition.com/
	Willamette National Forest, McKenzie River Ranger District	Terry Baker, District Ranger; Tyson Cross, Ranger (primary liaison with Tourism Committee)	http://www.fs.usda.gov/details/willamette/about-forest/offices
OAKRIDGE/WESTFIR	City of Oakridge – Economic Development	Louis Gomez, City Administrator	http://www.ci.oakridge.or.us/business

Oakridge Economic Development Advisory Committee	George Custer, Member	georgecuster191@msn.com	https://www.facebook.com/Oakridge-Uptown-Business-Revitalization-Association-349484778531194/
Uptown Business Reinvestment Association		president@oakridgechamber.com	http://www.oakridgechamber.com/
Oakridge/Westfir Chamber of Commerce		541-782-2258	http://www.ci.oakridge.or.us/general/page/oakridge-airport
State of Oregon – Airport			
VENETA			
City of Veneta – Economic Development	Claudia Denton, RARE Participant (through July 2016)	cdenton@ci.veneta.or.us	http://www.venetaoregon.gov/ed/page/economic-development
City of Veneta – Administration	Ric Ingham, City Administrator	ringham@ci.veneta.or.us	
City of Veneta Economic Development Committee	Sandy Larson, Mayor	slarson@ci.veneta.or.us	
Fern Ridge Chamber of Commerce			http://www.fernrIDGEchamber.com/

MINUTES
Veneta Economic Development Committee
Wednesday, March 9, 2016 – 2:00 p.m.

Veneta Administrative Center, 88184 8th Street, Veneta, Oregon

Present: Jason Alansky, Linda Boothe, Thomas Cotter, Dave D’Avanzo, Ryan Frome, Len Goodwin (Chair), Gina Haley-Morrell, Charles Ruff, Herb Vloedman (Vice Chair).

Absent: n/a

Others: Ric Ingham, City Administrator; Claudia Denton, Economic Development Specialist; Karen Stewart, Local Government Affairs Director (CenturyLink); Stephanie Pinn, Manager of Engineering and Construction (CenturyLink); Chris Silva, Engineer (CenturyLink); Jason Johannesen, Operations Manager (CenturyLink).

Audience: Tracy Robinson, resident and business owner (Veneta Family Dental).

1. Call to Order

- a. Chair Len Goodwin called the meeting to order at 2:00 p.m.

2. Public Comment

- a. No public comment.

3. Administrative

- a. Approval of Minutes:

Motion: Linda Boothe made a motion to approve the minutes from February 10, 2016. Ryan Frome seconded the motion which passed with a vote of 6-0.

Jason Alansky, Thomas Cotter, and Charles Ruff arrived shortly after the minutes were approved.

4. Implementation of Action Plan

- a. Karen Stewart and Engineering Staff from CenturyLink
Len Goodwin introduced the guests from CenturyLink, and said he had invited them to present on the state of telecommunications and to discuss what the Committee could do to encourage the development of more, higher speed internet service in the area.

The Committee members and CenturyLink staff introduced themselves. CenturyLink staff in attendance included Karen Stewart, Local Government Affairs Director; Stephanie Pinn, Manager of Engineering and Construction; Chris Silva, Engineer; and Jason Johannesen, Operations Manager.

CenturyLink staff gave an update on the state of CenturyLink services in the Veneta area, in particular on the availability of fiber service within Veneta. Staff explained the opportunities and obstacles for upgrading service, and that they are in the process of replacing their copper wiring with fiber which will take time. Fiber is currently available at a limited number of locations but it’s possible to expand in a number of areas. Currently it is too cost-prohibitive for a wide upgrade of service.

In response to a question about fiber availability in the Northeast Employment Center, Chris Silva said that since it's an undeveloped greenfield, the contractor or developer would just need to call and schedule an appointment to discuss a plan to introduce fiber during construction.

Silva said it is also possible to provide aerial feed in addition to underground, and that the aerial cables would be inconspicuous and attached to existing cables.

Karen Stewart said it is much cheaper and easier to provide service to individual homes before construction is completed.

Stephanie Pinn said she and Jason Johannesen had met with Hayden Homes during construction of Applegate Landing (Phase 3) to partner with them and market fiber service but Hayden Homes were not interested. Ric Ingham said the meetings may have been more successful if they had included City staff in the conversation. Pinn said that they had talked to Kyle Shauer, Veneta's Public Works Director, but were still unsuccessful. Jason Johannesen said that since the homes were constructed without the necessary wiring and equipment installed, the individual homeowners will need to contact CenturyLink. One homeowner had already gone through the process and had sent Hayden Homes the bill. Since then, Hayden Homes has been more cooperative.

Ric Ingham said that the City may want to consider amending the Building Code. Stephanie Pinn said it would be very helpful to partner during the developers' permitting process. Len Goodwin said it could be a standard building requirement that new homes be constructed with the equipment and wiring necessary, even in areas where it's presently not feasible to provide the actual service.

Karen Stewart said that while they obviously represent their own interests, it would be laying the groundwork for all telecommunications providers, which would alleviate costs and time for both homeowners and service providers.

Herb Vloedman asked to discuss the areas with existing commercial buildings and other brownfield areas including the West Lane Shopping Center, Fern Ridge Center, and West Broadway. Ric Ingham said that First Call Resolution in the West Lane Shopping Center already has fiber through a different provider. Chris Silva said the equipment and service is available at the Veneta office (25042 W Broadway Ave.), and costs to connect would depend on distance from the nearest fiber wiring. He said if anyone is interested they can call him to schedule an inspection.

Jason Johannesen said that CenturyLink is reviewing which communities to expand service in through the Connect America Fund (CAF), and while Veneta is a potential candidate there are no guarantees if or when CAF funding would allow for CenturyLink upgrades and expansion in Veneta.

Ryan Frome asked about Franchise Agreements, and if that meant that CenturyLink are the only service providers allowed. Karen Stewart said that the telecommunications agreements are non-exclusive, meaning that cities are free to enter agreements with multiple service providers. She said the purpose of a

Franchise Agreement is to allow the service provider to have facilities in the right-of-way, to pay the city for doing so, and to establish terms and agreements including permitting and standards. Len Goodwin said one alternative to Franchise Agreements is to have all the requirements and standards in the municipal code, and simply have a licensing process to allow service providers to operate.

Ryan Frome asked if it was residences or businesses driving the demand for service. Karen Stewart said that it's both, but different features are more residential-driven or business-driven.

Herb Vloedman asked if there were any commercial areas with service faster than 1.5 Mbps. Jason Johannesen said yes, higher speeds are available and existing but due to the nature of copper wiring, it highly dependent on the business's distance from the node.

Ryan Frome asked if there is a limitation that Veneta has at this time, particularly if there are businesses not interested in locating in Veneta due to service speeds. Jason Johannesen said yes, as there are limitations in every town, but there are options for every limitation.

Len Goodwin asked if it was possible for the City to fund part of the costs of the extension of fiber in order to make costs more feasible for the business community. Karen Stewart said in theory there are opportunities for city-company partnerships and CenturyLink is always interested in that. However, in reality it's challenging to do so as CenturyLink is a publicly-traded company and are bound to various financial regulations, particularly in terms of liens. Ric Ingham said that it is in the interest of the City to be able to market the Northeast Employment Center as "fiber to the property" and would be willing to have a financial incentive for CenturyLink to do so. Karen Stewart said that would definitely be of interest and Chris Silva would be the best contact person to discuss that and see what the options are.

CenturyLink provided business cards and contact information. Karen Stewart said Chris Silva would likely be the best contact person to discuss questions and comments, and said this meeting was helpful to them. She said it is always easier to plan and budget well ahead of time especially since the budget is set before the year starts, and thus it is good to be aware of the city's plans for the future.

Len Goodwin said it seems like it would be beneficial to require new construction or significant remodels to install the necessary higher-quality wiring and equipment inside the home, so that when the service providers are ready to expand and upgrade service they just need to upgrade to the exterior of the home.

Len Goodwin thanked CenturyLink staff for their time.

b. Open House Follow-up and Suggested Work Plan Items

Claudia Denton asked the Committee to discuss and develop next steps after the Open House and how action items may fit into the Committee's work plan.

Len Goodwin said it was important to communicate what the Committee learned at the Open House and what the Committee wants to recommend, and asked the Committee about their thoughts on how to proceed. Herb Vloedman said it is

important to keep a presence, with newsletters and otherwise.

Ric Ingham asked the Committee to complete an exercise to prioritize next steps. After a voting session, the Committee ranked the follow-up items as follows:

High priority:

- Highway 126 problems
- Shortage of quality, affordable commercial and office space
- Problematic downtown (away from Highway, undeveloped, not visible, etc.) and Signage/visibility (of the City, downtown, Farmers Market, businesses, etc.)
- High development/permit fees (both residential and commercial)

Medium priority:

- No City focus point/driver for business, visitors, activity (“brand”)
- Need for networking/collaboration opportunities
- Need for incubator spaces
- Ideas on what services/businesses would do well or are needed in the area

Low priority:

- Role of Farmers Market

Ric Ingham said this prioritization will help guide the Committee’s newsletter and work plan. He asked Claudia Denton to add these rankings onto the Action Prioritization sheet.

c. Suggested Newsletter Articles

Claudia Denton asked the Committee to provide recommendations on articles so that she could provide a draft newsletter at the April Committee meeting. Len Goodwin said he would like to have the newsletter ready before the next meeting if possible. Ric Ingham said that the Business Retention & Expansion program is very time consuming at this time, and consequently the more content that the Committee members can provide the better, leaving staff to do formatting. Len Goodwin said he could provide a “Message from the Chair” article and a brief about various Committee meeting guests.

Claudia Denton described the ideas for newsletter articles based on previous meetings. Open House overview and System Development Charges (SDC fees) were at the top of the list. Denton said that researching SDC fees in other comparable cities in the area was already part of her work plan. Len Goodwin said that he would write an article about SDC fees as he had experience teaching about SDC fees. Claudia said she would provide the actual fees and how Veneta compares.

Ric Ingham said to target the release of the newsletter for mid-April. Ingham said he would write an article about Highway 126, what has happened in the last five years, and what the City is doing to move things along.

Claudia Denton asked who would be willing to write a “Business in the News” brief and who would be willing to be featured in the “Profiles about Committee Members”. Len Goodwin said that Ryan Frome had already provided profile information to him. Gina Haley-Morrell said she could also be featured.

Claudia Denton asked about events to include in the newsletter. Len Goodwin asked if there were any public events scheduled for the Business Retention & Expansion program (Veneta Business Connect). Claudia Denton said no dates were scheduled at this time.

5. Program/Project Updates

a. Urban Renewal Redevelopment Tool Kit: Presentation and Review

Ric Ingham gave a brief overview and history of the Redevelopment Tool Kit and its relationship to the Downtown Master Plan and Urban Renewal Agency. He asked for Committee members to provide comments to Claudia either during the meeting or via email.

Herb Vloedman asked about the scoring system. Ric Ingham said it had been tested informally, and that two businesses on West Broadway were interested in applying.

Claudia Denton presented the Redevelopment Tool Kit materials and asked if the Committee had questions or comments. Ric Ingham explained that the amount of information requested of the applicant is reflective of the grant amount they are requesting. If an applicant is requesting a small grant, they would not need to dedicate as much time or resources as applicants who are requesting larger grants.

After brief discussion with Committee members, Denton said she would likely remove the scoring matrix in the Business Application.

Ric Ingham said there are also two more economic incentive components that staff is working on. Claudia Denton will also update the Business Assistance Fund Loan-Grant Program as well as create a City-wide incentive program.

b. New BR&E Name: Veneta Business Connect

Claudia Denton said the new name for the Business Retention & Expansion program was decided after reviewing comments and suggestions from Committee members, and then reviewing the options during a staff leadership meeting. The name "Veneta Business Connect" is local, succinct, and self-explanatory.

6. Other

a. Ric Ingham gave a brief update on the status of Veneta Business Connect and thanked the Committee members participating in the visitation team.

b. Ric Ingham said the next Committee meeting would have several guests and presentations, and could possibly run long.

7. Next Meeting

a. The next meeting was confirmed for Wednesday April 13th, 2016 at 2 p.m. with a regular meeting schedule of the second Wednesday of the month.

8. Adjourn

a. Chair Len Goodwin adjourned the meeting at 3:47 p.m.

Economic Development Committee Action Prioritization

Rank	Action	Description	H	M	L
1	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.	8	1	0
2	1.2.1 2.3.1	Collaborate with regional economic development agencies/groups and other communities to recruit industry and businesses to the area.	7/7	1/1	1/1
3	4.1.3 4.2.1	Continue to advocate for ODOT to fund and construct the preferred alternative consistent with the adopted HWY 126 Fern Ridge Corridor Plan. Continue to make improvements along Highway 126.	6/6	2/1	1/2
4	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.	6	1	2
5	2.1.2	Develop an outreach program to better understand and meet the needs of local businesses.	4	4	1
6	1.1.5	Collaborate with Lane Workforce Partnership to demonstrate the City's commitment to supporting workforce development in the community.	4	3	2
7	3.1.1 4.2.2	Collaborate with Oregon Department of Transportation (ODOT) to increase consistent and attractive wayfinding signage and direct traffic off of Highway 126 into downtown Veneta and to Veneta businesses.	3/2	6/7	0/0
8	3.1.2	Continue to upgrade existing downtown infrastructure.	3	5	1
9	2.1.3	Work with regional tourism associations and wine industry to increase tourism activity in the area.	3	4	2
10	4.2.3	Continue to monitor "problem properties" through code enforcement and nuisance ordinances.	2	6	1
11	2.2.2	Develop a program to identify and document sites that are "shovel-ready" and can accommodate development.	2	5	2
12	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.	2	5	2
13	3.2.1	Conduct a market analysis to better understand the types of products and services desired by Veneta residents.	1	6	2
14	4.1.1	Focus improvements on pedestrian and streetscape infrastructure as needed.	1	5	3
15	2.2.1	Develop a quarterly newsletter highlighting City of Veneta's economic development initiatives.	1	2	6
16	1.2.2	Provide regular updates to real estate agencies on availability of developable sites.	0	6	3
17	2.1.1	Create a business registry database that inventories all current businesses located in Veneta.	0	6	3
18	4.2.4	Incorporate local art into downtown streetscape improvements.	0	6	3
19	1.1.1	Allocate economic development funds to support the hiring of a RARE placement or Economic Development Intern in Year 1.	COMPLETED		
20	1.1.2	Amend Veneta Comprehensive Land Use Plan and Zoning Code.	COMPLETED		
21	1.1.3	City leadership and staff support and assistance with implementation of the strategic plan.	COMPLETED		
22	1.1.6	Establish an Economic Development Committee	COMPLETED		

Order by
action #

1.1.4 4
1.1.5 6
1.2.1 2
1.2.2 16
2.1.1 17
2.1.2 5
2.1.3 9
2.2.1 15
2.2.2 11
2.3.1 2
3.1.1 7
3.1.2 8
3.2.1 13
4.1.1 14
4.1.2 1
4.1.3 3
4.2.1 3
4.2.2 7
4.2.3 10
4.2.4 18
4.3.1 12

Open House follow-up items: (January 14th 2016)

High priority:

- Need to address Highway 126 buildout/problems
- Shortage of quality, affordable commercial and office space
- Problematic downtown (away from Highway, undeveloped, not visible, etc.) and signage/visibility (of the City, downtown, Farmers Market, businesses, etc.)
- Research and make recommendations as necessary for perceived or actual high development/permit fees (both residential and commercial)

Medium priority:

- No City focus point/driver for business, visitors, activity (“brand”)
- Need for networking/collaboration opportunities
- Need for incubator spaces
- Ideas on what services/businesses would do well or are needed in the area

Low priority:

- Role of Farmers Market