

AGENDA
VENETA ECONOMIC DEVELOPMENT COMMITTEE
WEDNESDAY, OCTOBER 12, 2016 – 2:00 P.M.
Veneta Administrative Center, 88184 8th Street, Veneta, Oregon

- 2:00 **I. CALL TO ORDER**

- 2:01 **II. PUBLIC COMMENT**
 - a. Speakers will be limited to 3 minutes each.

- 2:05 **III. ADMINISTRATIVE**
 - a. Approval of Minutes for August 10th, 2016 (pgs. 3-5)
 - b. Approval of Minutes for September 12th, 2016 (pgs. 7-12)

- 2:10 **IV. IMPLEMENTATION OF ACTION PLAN**
 - a. Reprioritized Action Plan (pgs. 13-14)
 - b. Introduction of the Downtown Market Analysis project
 - i. Review of “Next Steps Strategy” 2008 (pgs. 15-21)
 - ii. Case study review
 - iii. Rural Development Initiatives presentation

- 2:40 **V. PROGRAM/PROJECT UPDATES**
 - a. Community Broadband Demand Survey

- 3:05 **VI. SUBCOMMITTEE UPDATES**
 - a. Meeting summaries
 - i. Business Connect
 - ii. Workforce Development
 - iii. Business Infrastructure

- 3:20 **VII. OTHER**
 - a. November Newsletter
 - b. Ford Foundation Community Vitality Newsletters (pgs. 23-24)
 - i. Subscribe at: www.tfff.org/community-vitality

- 3:25 **VIII. NEXT MEETING**
 - a. November 9th 2:00 p.m. and the Second Wednesday of Every Month

- 3:30 **IX. 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, Marina Brassfield, via phone (541) 935-2191, email mbrassfield@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>

MINUTES
Veneta Economic Development Committee
Wednesday, August 10, 2016 – 2:00 p.m.
Veneta Administrative Center, 88184 8th Street, Veneta, Oregon

Present: Jason Alansky, Linda Boothe, Thomas Cotter, Ryan Frome, Len Goodwin (Chair), Charles Ruff, Herb Vloedman (Vice Chair)

Absent: Dave D'Avanzo, Gina Haley-Morrell

Others: Sandra Larson, Mayor; Ric Ingham, City Administrator; Claudia Denton, Economic Development Specialist; Stephen Dobrinich, Program Specialist; Leif Hansen, Director of Engineering & Operations (LS Networks); Bryan Adams, Director of Sales & Marketing (LS Network).

1. Call to Order

- a. Chair Len Goodwin called the meeting to order at 2:03 p.m.

2. Public Comment

- a. No public comment.

3. Administrative

- a. Approval of Minutes:

Motion: **Herb Vloedman made a motion to approve the minutes from July 13, 2016. Jason Alansky seconded the motion which passed with a vote of 5-0.** Tom Cotter and Linda Boothe arrived after the vote.

4. Implementation of Action Plan

- a. LS Networks Presentation

Leif Hansen and Bryan Adams introduced themselves and LS Networks to the Committee. Leif Hansen said LS Networks is working to push their services and infrastructure into smaller, rural areas across Oregon. Bryan Adams showed a PowerPoint presentation which mainly outlined LS Networks' Cooperative-ownership business model, the Connected Community Program, a case study from Maupin, OR, existing conditions in Veneta, and opportunities for public-private partnerships for fiber telecommunications service.

Adams specified that LS Networks is not interested in becoming a monopoly provider, and consistently works with other providers for an open infrastructure model. Adams went into more detail regarding LS Networks' existing conditions in Veneta, stating that partnership would focus on expanding distribution from the existing core network.

Adams and Hansen answered questions from the Committee and participated in discussion.

Len Goodwin asked what LS Networks would need in order to make Veneta part of their expansion plan. Adams said they would need a confirmation of interest, an idea of what the program, infrastructure, and service area would look like, and a

discussion about costs and funding options. A dedicated subcommittee for LS Networks to work with would help. Adams said that being transparent and pursuing this project together is the best approach. Hansen added the need for a basic needs assessment through a survey, as well as a map of all existing infrastructure. Len Goodwin said that part of the Veneta Business Connect surveys collected data about businesses' need for high speed internet. Ric Ingham added that the City's utility billing system can send out information in the monthly water bills, including newsletters and surveys.

There was consensus to continue this effort to the next level. Hansen asked if the Committee would like LS Network to drive some next steps. Goodwin said yes, and the Committee would think about its own next steps, including the possibility of forming a smaller group of the Committee to work on this.

5. Program/Project Updates

a. Economic Incentives and Related Projects

Claudia Denton informed the Committee that the Economic Incentive Programs work, including the Business Assistance Program and Economic Development Incentives Resource Guide, was completed. The Business Assistance Program was adopted by resolution by City Council during the August 8th meeting. She said she was in the process of adding the documents to the City website.

b. Veneta Business Connect

Claudia Denton said there was not a lot of new information, but that the subcommittee work has started which would be discussed later in the agenda. She said the follow-up was going along well.

c. Incoming RARE participant

Ric Ingham announced that the new RARE participant Marina Brassfield will start on September 12th. Ric Ingham and Len Goodwin said the City interviewed five great candidates, and Marina brings great energy and skills, and specifically requested to work with Veneta. Ingham said the Committee will get to meet her during the September 14th Economic Development Committee meeting.

6. Subcommittee Updates

Claudia Denton shared draft work plan handouts relating to each subcommittee. She said Steve Dobrinich is the main contact for the subcommittees until Marina starts in September. Denton and Dobrinich explained the components of the draft work plans and reported on the recruitment activities. Len Goodwin said it's important to make it clear that the subcommittees should clarify and refine their own purpose and activities, and should feel informed, not restricted, by the draft work plan and Veneta Business Connect final report.

Steve Dobrinich said he was aiming for subcommittees to start meeting in August, but it depends on everyone's schedules. Len Goodwin said realistically, subcommittee meetings may not be able to be scheduled until September.

7. Other

a. Len Goodwin reported on the State Joint Committee on Transportation meeting on July 20th and the testimony from community members. He said the committee members he spoke to were impressed by the work done by Veneta. He was told

by Ric Ingham that the ODOT Area Manager had put in a request for funds for a NEPA process and preliminary engineering work for the Fern Ridge Corridor Plan to be included in the upcoming Transportation Package. He said he feels that Veneta has the legislators' attention, and now needs to continue to push for this to be addressed and funded.

Ric Ingham said the City and the Committee needs to continue this work with a more detailed plan.

8. Next Meeting

- a. The next meeting was confirmed for Wednesday September 14th, 2016 at 2 p.m. with a regular meeting schedule of the second Wednesday of the month.

9. Adjourn

- a. Chair Len Goodwin adjourned the meeting at 3:34 p.m.

MINUTES
Veneta Economic Development Committee
Wednesday, September 14, 2016 – 2:00 p.m.
Veneta Administrative Center, 88184 8th Street, Veneta, Oregon

Present: Jason Alansky, Linda Boothe, Thomas Cotter, Len Goodwin (Chair)Herb Vloedman (Vice Chair)

Absent: Dave D'Avanzo, Gina Haley-Morrell, Herb Vloedman (Vice Chair), Charles Ruff

Others: Ric Ingham, City Administrator; Claudia Denton, Economic Development Specialist; Stephen Dobrinich, Program Specialist; Marina Brassfield, Economic Development Specialist

1. Call to Order

- a. Chair Len Goodwin called the meeting to order at 2:05 p.m.

2. Administrative

- a. Approval of Minutes:
Not at quorum. Motion to approve minutes from August 10, 2016 at next meeting.
- b. Introduction of New RARE Participant: Marina Brassfield

3. Public Comment

- a. Ron Osiboy, director of West Lane Tech since March 2016, would like to join the Workforce Development Subcommittee.

4. Implementation of Action Plan

- a. Review & Revise Work Plan (pgs. 7-8)
Ric Ingham reviewed the work plan approved by the Committee in 2015 to see if there was any desire to reprioritize actions.
 - After the last meeting with LS Networks, there is more interest in broadband development. Expansion and installation of fiber optics remains a top priority. Ingham will meet with LS Networks to move forward with the discussion.
 - Lane Metro Partnership, an agency the Committee has worked with frequently to recruit industry, transitioned into Greater Eugene, Inc. The Executive Director will begin in October and the Committee hopes to wrap up Action 2 around the same time.
 - Improvements to Highway 126 are still priority, and the EDC will continue to advocate ODOT for funding.
 - Toolkits and incentives have been developed to help fund potential projects. The resources target businesses that come to the City asking for

help. There may be another step in having an even more targeted focus for these programs, such as fiber optics.

- Veneta Business Connect was a huge success and will hopefully continue into a second and third year.
- Collaboration with Lane Workforce Partnership will hopefully be a project for the Workforce Development Subcommittee.
- Work with ODOT on wayfinding and signage will begin this year as part of Brassfield's work plan.
- Upgrades to downtown infrastructure are in progress. St. Vincent de Paul will hear within the next month whether they will receive a full allocation of new market tax credits to build a retail facility and two stories of veteran housing on the empty lot between 2nd and 3rd Streets. The proposed project will include many infrastructure upgrades.
- Work is underway with Travel Lane County to support any local business that wants to have a presence in the visitor's guide. The City has agreed to pay for 50 percent of the cost from its Rural Tourism Marketing funds to support advertisements. Community Development Director Kay Bork is working on a bike studio project to promote bike tourism in the area. The City will apply for funds to build a disc golf course at Perkins Peninsula Park.
- A list of "shovel ready" properties is on hold because most commercial/industrial property owned north of Highway 126 is owned by one LLC. Ownership is being transferred, and the new owner is hesitant to market the property until that happens. Once it does, the Committee will be in a better position to move forward.
- Beautification efforts on the northwest corner of Territorial and Highway 126 are complete. There were high hopes for a Grocery Outlet and other retail outlets to replace the old pawn shop by BiMart but those plans have fallen through. The City will work with property owners to improve this corner. Tracy Robertson has acquired the red barn property and is submitting plans for the southeast corner.
- The Urban Renewal Agency would like to complete sidewalk connectivity through downtown area. Sidewalks on 2nd and 3rd Streets are being built.

Goodwin closed the discussion by noting that the Committee may need to focus

its priorities on a smaller subset for more immediate action. A discussion is needed regarding what the Committee has implemented and what it is near implementing, and what the next steps should be. Cotter said it may be useful to develop criteria to how EDC prioritize actions.

Ingham said the City Council recently updated the work plan for City staff, and that staff can weave some Committee priorities into the plan. Ingham will speak with City staff about key opportunities that currently exist and bring back a revised priority sheet for the Committee.

b. High Speed Internet Community Survey (pgs. 9-10)

Dobrinich provided the Committee with a “Community High Speed Internet Demand Survey” developed by Wasco County. Dobrinich connected with Carrie Pipinich, a project manager at MCEDD in the Dalles. Pipinich administered the survey to residents in South Wasco County to evaluate satisfaction with their current internet provider and to find opportunities to bring high speed internet service to the community. Dobrinich said that Questions 7, 8, and 9 are the core of the survey. He reported that the survey was administered online and in print.

A quick two-page survey could be adapted for Veneta and sent to residents in the monthly water bill. Ingham said a separate survey for Veneta and the Fern Ridge area may be necessary. He explained that there is infrastructure in place within city limits for a company like LS Networks to use, but it may be a different model to deliver services to Elmira, Noti, and other outside areas. Goodwin mentioned there is a significant community outside of Veneta city limits, and that this population could increase the market size substantially if LS can reach the greater Fern Ridge area.

Ingham said the City can create one free internet-based survey with Lane Council of Governments. Ingham said people should be encouraged people to do it online, but a hard copy is needed as well. Jason Alansky asked if the City would survey only high density areas outside of city limits. Goodwin explained that while density is important, different models can allow for Wi-Fi in non-core areas. The Committee agreed that it would be smart to ask LS for feedback on survey content and service areas before sending a survey. Goodwin asked if LCOG could retrieve outside addresses for the Committee. It was explained that LCOG has ability to retrieve addresses of property owners but not names of tenants. Ingham explained a scenario in nearby rural areas where Emerald Fiber was able to connect residents to Wi-Fi. This scenario could work for people living outside Veneta city limits. If LS extends fiber to certain point, another entity could develop Wi-Fi from that infrastructure. Emerald Fiber is a potential provider for the City and will visit Veneta.

Dobrinich will develop a survey to send to residents. Ingham will work with LCOG to utilize their survey instrument and work with LS to get feedback on their likely capabilities. Cotter suggested providing a service area map with the survey.

Goodwin noted Veneta satellite providers include Dish, Exceed, and HughesNet which will be important for creating the survey. Ingham suggested Dobrinich defining what survey means by “internet service.”

The City is currently on a year to year lease with Charter Communications until December 31, 2017. The facility Charter utilizes includes a microwave as well as a fiber optic transmitter. Ingham said fiber optics would provide reliable broadband service and likely a bundle for residents with cable, telephone, and internet.

c. Highway 126: Joint Legislative Committee Follow-up

Ingham reported that many Veneta and Fern Ridge area citizens provided testimony and caught the attention of legislators at the Joint Legislative Committee on Transportation Preservation and Modernization. Staff of Oregon Department of Transportation for Region 2 included a NEPA and preliminary design for the Highway 126 buildout in project mock ups for the area. The NEPA is a necessary first step, is a multimillion dollar project, and has a lifespan of five years. City staff and the Committee want to remain a “squeaky wheel” to ensure the NEPA is funded as part of the 2017 legislative package. The Committee will decide upon next steps to continue to advocate to ODOT. Ingham said that the NEPA has a possibility of being funded at \$300,000,000 level but if that project cost falls below, it will likely not receive funding. Goodwin said that if the City receives the funding for NEPA, the City will be in a position to apply for federal money to continue construction. If the NEPA were funded, Veneta would be able to use as a tool to continue attracting businesses.

Goodwin noted that the stories of individuals who have been affected by the accidents on Highway 126 made a strong impression on legislators. ODOT maintains a database of accidents, but does not capture the last 24 months. He suggested the City and committee members keep track of when events occur on 126 and that the Committee build its own, less formal, and more “human sensitive” documentation so the Committee is prepared to share a story that addresses the impact the road has on the community and farther west toward the coast. He said picture boards might be effective.

d. EDC Newsletter Proposed Articles & Timeline

Denton reported that the last newsletter was published in April 2016 and that Marina Brassfield will create the November newsletter. Brassfield will have a draft complete by the October meeting. There will be two articles, a message from the

Chair, and a feature on two EDC members. Ingham said it is important to bring up the Veneta Business Connect findings again. Ingham said the testimony on the Joint Legislative Committee may be an option and that an article was already written for the City newsletter. Goodwin suggested a listing of new businesses or new construction. He noted that the Veterinary Clinic is doing well. Ingham noted the Frost Queen as a new home-based bakery that has been doing well at the Farmer's Market, and FCR is in need of space for training purposes. Ingham said FCR has taken on unique customers, they are now one of main suppliers for Google Plus.

5. Subcommittee Updates

a. Recruitment Efforts to Date

Dobrinich has been recruiting members for the three subcommittees of the Committee.

Workforce Development Subcommittee: Dobrinich has reached out to Sweet Creek and Ray's Food Place. He tried calling FCR but has had trouble touching base with the owner. He is waiting on FCR's response to pick a date for the meeting, but has received other members' availability. The first meeting will narrow down the draft work plan and members will decide what they want to focus on.

Business Tools, Resources, and Relationship Building Subcommittee: Ingham, Brassfield, and Dobrinich went to the Fern Ridge Chamber of Commerce board meeting and discussed overlap between the BTRRB Subcommittee and the Chamber. Ingham suggested labeling this as a Chamber of Commerce Subcommittee, because it already entails activities the Chamber has been doing and follows their mission. The subcommittee will meet on September 27th. During this meeting, members will decide where to focus their energies and the work plan will be flushed out into two to four immediate actions, and one to two larger, long term projects. A major issue is that the Chamber has tried for years to connect businesses to each other, and no one showed up to events and meetings. The Subcommittee will need to define what exactly businesses want when they say "connections with other businesses."

Business Infrastructure Subcommittee: The subcommittee will be mostly City staff led, and much of its focus will overlap with the downtown market analysis and the work the Urban Renewal Agency has been doing.

6. Other

- a. Three Committee membership terms are ending as of September 14th, 2016. Jason Alansky, Charles Ruff and Dave D'Avanzo will need to reapply if they wish to continue service. An advertisement will be published calling for applicants to submit application by September 30th. Mayor Sandra Larson will review the applications and appoint members for a three-year term at the City Council Meeting on October 10th.

7. Next Meeting

- a. The next meeting was confirmed for Wednesday October 12th, 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 3:08 p.m.

Economic Development Committee Work Plan Update

Rank	Old Rank	Action	Description	Current Status	Notes
1	5	2.1.2	Develop an outreach program to better understand and meet the needs of local businesses (launching of subcommittees).	Ongoing	Accomplishing through Veneta Business Connect
2	6	1.1.5	Collaborate with Lane Workforce Partnership to demonstrate the City's commitment to supporting workforce development in the community.	Forthcoming	Included as part of Workforce Development subcommittee work plan
3		3.2.1	Conduct a market analysis to evaluate and address the inadequacy of retail services within the downtown area.	Forthcoming	Downtown Veneta Retail Market and Development Strategy
4	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.	Ongoing	Committee members and citizens spoke to State Joint Transportation Committee on July 20 th about need for Hwy 126 improvements
5	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. (May include recommending code changes to require CAT 5 wiring).	Ongoing	Ongoing conversation with project partners; developing household survey
6		2.2.1	Develop a quarterly newsletter highlighting City of Veneta's economic development initiatives.	Ongoing	Newsletter launched, ongoing editions
7		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.	No Current Action	
8	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.	Forthcoming	This item is on the RARE work plan
9	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.	Ongoing	Building on relationships established through Veneta Business Connect and other economic dev. efforts.
10	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.	Completed	Completion of Redevelopment Toolkit, Business Assistance Program, & Economic Incentives Program Guide
11	8	3.1.2	Continue to upgrade existing downtown infrastructure.	No Current Action	
12	9	2.1.3	Work with regional tourism associations and wine industry to increase tourism activity in the area.	No Current Action	
13	10	4.2.3	Continue to monitor "problem properties" through code enforcement and nuisance ordinances.	Ongoing	Code enforcement activities
14	11	2.2.2	Develop a program to identify and document sites that are "shovel-ready" and can accommodate development.	Forthcoming	Inventory of commercial and office space in progress
15	14	4.1.1	Focus improvements on pedestrian and streetscape infrastructure as needed.	No Current Action	
16	15	1.2.2	Provide regular updates to real estate agencies on availability of developable sites.	Ongoing	
17	16	2.1.1	Create a business registry database that inventories all current businesses located in Veneta.	Completed	

18	18	4.2.4	Incorporate local art into downtown streetscape improvements.	No Current Action	
19	19	1.1.1	Allocate economic development funds to support the hiring of a RARE placement or Economic Development Intern in Year 1.	PREVIOUSLY COMPLETED	
20	20	1.1.2	Amend Veneta Comprehensive Land Use Plan and Zoning Code.	PREVIOUSLY COMPLETED	
21	21	1.1.3	City leadership and staff support and assistance with implementation of the strategic plan.	PREVIOUSLY COMPLETED	
22		1.1.6	Establish an Economic Development Committee	PREVIOUSLY COMPLETED	

Order by action #	
1.1.4	4
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4.2.4	18
4.3.1	12

IMPLEMENTATION MATRIX

This section of the *Next Steps Strategies* plan addresses ‘what happens next and how it happens’ for downtown Veneta. The project list that follows is based upon identified categories ranked by strategic priority. It is tailored to Veneta’s unique redevelopment situation at this point in time. The list identifies the order for this complex set of activities - - with the understanding that several of these initiatives will be occurring simultaneously. Careful balancing of the complex array of projects along with leadership and flexibility to adjust course if necessary (or advantageous) will be critical to the success of downtown development efforts.

Developing actions plans are never easy. This one was complicated due to ‘chicken’ or ‘the egg’ issues such as:

- Should the City/Urban Renewal Agency construct improvements to Broadway, the side streets (2nd – 5th) and Waldo prior to redevelopment occurring? The case could be argued either way as there is value in a developer seeing a City invest in its infrastructure prior to redevelopment occurring. However, if infrastructure improvements can be timed to coincide with redevelopment, all the better for both the City and developer. Complicating the issue further is the fact the City will most likely need to reacquire the rights-of-way for 2nd and 3rd Streets from the developer rather than from the current owners.
- Timing and other opportunities: priorities for project implementation may shift if the project for transit improvements moves forward or other strategic opportunities arise. It will be important to have flexibility built into the decision-making process so that priorities can be adjusted if needed.
- ‘Tipping points’ could change. In order for the Urban Renewal Agency to focus on opportunity sites that offer the best chances for redevelopment success, they need to concentrate on properties with prices based in redevelopment reality or those of strategic importance (gateway locations, etc.). Asking prices and the stock of available properties are bound to change. Keep an eye out for these changes; they may change downtown ‘tipping points’.

Undertaking wholesale redevelopment of a downtown district is both an art and science. It also depends on leadership, timing and flexibility. The implementation matrix that follows is a roadmap to help guide the City and Urban Renewal Agency in its decision-making and investments. It should be updated on an

annual basis as projects are implemented and new opportunities arise. The decision-making criteria for the Urban Renewal Agency were outlined in the Downtown Master Plan and include:

- Projects must be in the public interest
- Target a ROI (Return on Investment) ratio of 1:5 - - so that for every Urban Renewal dollar spent, it will leverage \$5 worth of reinvestment within the district
- Support quality economic growth
- Increase the value of adjacent properties
- Encourage greater marketability of the district
- Encourage better community design
- Provide for a greater intensity and mix of uses, including downtown housing
- Provide a gain in ground-floor retail
- Support the recommendations in the Downtown Master Plan, Market Readiness Report, and Code Audit/Proposed Updates.

Using these criteria to continually 'sift projects' will keep the Agency and City on track - - especially if new (unforeseen) opportunities arise.

PROJECT CATEGORIES BY PRIORITY:

- 1. POLICY**
- 2. REDEVELOPMENT OPPORTUNITIES**
- 3. PUBLIC IMPROVEMENTS**
- 4. ADDITIONAL PLANNING**

POLICY										
Strategy 1	Affirm Next Steps plan document to guide redevelopment efforts.					Phase I		Phase II		
1.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-13		
Adopt plan as roadmap.	City of Veneta and the Urban Renewal Agency will adopt the Next Steps Strategies document.	Urban Renewal Agency	City Council	n/a	H	●				
						*				
Strategy 2	Make the permitting process easier.									
Sign on for state's streamlined e-permitting program.	Help make permitting easier through Oregon's on-line permits for building services. Visit: https://buildingpermits.oregon.gov/ to learn more.	City of Veneta	State of Oregon's Building Codes Division	n/a	M	●				

- ☉ Project phasing: Ongoing process
- Project phasing: Single project
- * Completed

REDEVELOPMENT OPPORTUNITIES

Strategy 1		Secure 'pioneering' developers.				Phase I			Phase II			
1.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-2013			
Nurture and grow relationships with local developers (both for-profit and non-profit).	Build on existing relationships with developers who are interested in downtown. Cultivate and nurture new relationships, as well.	City of Veneta	Urban Renewal Agency	n/a	H	➡						
Strategy 2		Monitor available 'opportunity sites'				Timeline			Timeline			
2.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-2013			
Track downtown properties.	Track 'opportunity site' properties listed on page 38 and update on a regular basis. Watch for price drops and new properties coming on the market of strategic importance.	City of Veneta	Urban Renewal Agency	n/a	H	➡						
Strategy 3		Market downtown as an opportunity.				Timeline			Timeline			
3.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-2013			
Attractive and informational materials to sell downtown as an opportunity.	Develop marketing packet for developers that includes vision and design concepts for the redevelopment of Broadway, information on market strengths and opportunities, permitting, tools and incentives, etc.	City of Veneta	Urban Renewal Agency	City	H	●						
Strategy 4		Upgrade existing properties.				Timeline			Timeline			
4.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-2013			
Improving the appearance of existing properties will help sell the rest of downtown.	Work with existing property and business owners to improve their facades - - using local incentives to assist.	Urban Renewal Agency	Property Owners	Urban Renewal Property Owners	H	➡						
Strategy 5		Assemble properties for redevelopment.				Timeline			Timeline			
5.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-2013			
Larger tracks of land are desirable to developers.	As strategic opportunities arise, acquire and assemble properties to RFP out for redevelopment.	Urban Renewal Agency	City of Veneta	Urban Renewal	H	➡						

- ➡ Project phasing: Ongoing process
 - Project phasing: Single project
- Veneta, Oregon • Feb. 2008

PUBLIC IMPROVEMENTS

Strategy 1		Key acquisitions for public improvements.					Phase I		Phase II	
1.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013		
Work deal with developer to purchase key rights-of-way.	Reacquire 2nd & 3rd Streets' rights-of-way to create grid, circulation and parking north of Broadway.	Urban Renewal Agency	City of Veneta Private Developer	Urban Renewal	H	●	*			
Strategy 2		Timed Improvements: Broadway, 2nd - 5th Streets & Waldo					Timeline		Timeline	
2.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013		
Time street and streetscape improvements to development projects.	Coordinate improvements to Broadway, side streets, and Waldo with private redevelopment projects.	Urban Renewal Agency	City of Veneta Developer	City	H	↻	*			
Strategy 3		Timed Improvements: Territorial					Timeline		Timeline	
3.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013		
Time street and streetscape improvements to Lane Transit District project.	Coordinate improvements to Territorial with transit project.	City of Veneta	Lane Transit District ODOT Urban Renewal Agency	Urban Renewal Connect Oregon Grant	H	●	*			

- ↻ Project phasing: Ongoing process
- Project phasing: Single project
- * Completed

ADDITIONAL PLANNING

Strategy 1		Next Steps Planning: Transit Improvements					Phase I			Phase II		
1.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-13			
Next Step planning & development for transit.	As opportunities allow, move efforts forward to develop a detailed plan for transit improvements to transit stop and surrounding area	City of Veneta	Lane Transit District ODOT Urban Renewal	Connect Oregon Grant Urban Renewal	H	●	*					
Strategy 2		Next Steps Design: Streetscape Improvements					Timeline			Timeline		
2.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-13			
Create next phase construction documents with budgets.	Take designs for Broadway, side streets, Waldo and Territorial improvements to next phase development.	City of Veneta	Urban Renewal Agency	Urban Renewal	H	●	*					
Strategy 3		Next Steps Discussions: Gateways					Timeline			Timeline		
3.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-13			
Create gateway / entry signage.	Continue working with ODOT on discussions regarding ROW issues and opportunities to develop key gateway signage that is attractive and effective.	City of Veneta	Urban Renewal Agency	Urban Renewal ODOT Grant?	M	●		*				

- ➡ Project phasing: Ongoing process
- Project phasing: Single project

CONCLUSION

This *Next Steps Strategies* report has examined both public and private redevelopment opportunities and projects for downtown Veneta. They range from highly visual design concepts to strategies for attracting 'pioneering' developers.

TIPS FOR SUCCESS

This Next Step Strategies Plan has outlined projects and strategies to help achieve a viable and vibrant downtown. The multi-faceted approach to redevelopment outlined throughout this plan is complex. It will take coordination, partnership and a stubborn 'stick-to-it' attitude to complete the wide array of projects described.

The following are strategies to employ that will help ensure success in creating a new downtown core for Veneta. They address a range of topics, yet each is important and will contribute to achieving long-term and sustainable success.

1. COMMIT TO SUCCESS

This sounds simple, but it is important that each group who will be involved in any part of the plan's implementation officially affirm and adopt it. It is too easy to stray from the vision if it is not adopted and used as the official 'road map'.

2. UNDERSTAND HOW A COMMUNITY DEALS WITH CHANGE (ESPECIALLY BIG CHANGE)

In every community, you will hear people say, "We just don't want things to change." And the people who say this are often the most vocal opponents to new initiatives. That said, it is important to understand that change is difficult especially when it is not crisis-driven. The more primitive parts of our brains are wired to avoid stress, fend off uncertainty and steer clear of change and people who let the amygdala control their actions are the ones who hate and fear change.



In this email we offer you four articles from the Fall 2016 issue of *Community Vitality*, a publication from The Ford Family Foundation. We hope we provide you with some inspiration and insight. To unsubscribe, see the bottom of this e-mail.

Vital rural communities take a long-term view, invest locally

Incentive-based business attraction strategies like the ones employed by Prineville to attract Facebook data centers are a favorite economic development tool. Data centers may well be a win for some rural areas, but there are not enough to bring prosperity to all. Plus, incentives don't always work out. In 2002, Dell opened a much-anticipated call center in Roseburg, drawn by generous incentives. Five years later, the call center abruptly closed its doors, leaving 220 Douglas County residents without jobs. [Read More.](#)



Still in circulation: Libraries adapt

"Everybody likes to talk about the demise of the book and how our society has gone beyond the need for public libraries," says Harold A. Hayes, director of the Douglas County Library System. "But from the time of Benjamin Franklin onward, public libraries have contributed to a viable and working democracy." [Read More.](#)



The Umpqua Story Project captures kindness

The Umpqua Story Project was formed in the weeks after the shooting on Oct. 1, 2015, at Umpqua Community College. The project sought ways to provide healing to affected communities through story. Volunteers trained in



compassionate listening collected hundreds of stories, both written and recorded. The stories are being shared in a variety of ways, including an exhibit at UCC during October and [a live event](#) (October 8, 2016) at UCC Jacoby Auditorium." [Read More.](#)

Coordination for home visiting

When it comes to strengthening families and improving the health of women and young children, home visiting is a proven strategy. Programs are voluntary and serve families from diverse backgrounds and with a variety of needs. By participating in home visiting programs, families can receive support from a variety of professionals, including health, social service, and education professionals. [Read More.](#)



Get this book for free: The Local Economy Solution

Growing evidence has proven that economic development's current cornerstone - incentives to attract large businesses - is a dead end. This book suggests an alternative approach: nurture a new generation of enterprises that help local businesses launch, grow and create jobs in self-financing ways. The book includes two dozen successful case studies. It also shows how the right public policy can encourage this growth at virtually no cost. [Learn More.](#)

