

AGENDA
VENETA ECONOMIC DEVELOPMENT COMMITTEE
WEDNESDAY, NOVEMBER 9, 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 October 12th, 2016
- 2:10 **IV. IMPLEMENTATION OF ACTION PLAN**
a. Northeast Employment Center (NEEC): Does the current NEEC code have constraints to development?
- 2:40 **V. PROGRAM/PROJECT UPDATES**
a. BR&E Program 2nd year activities: volunteers for business interviews
- 3:05 **VI. SUBCOMMITTEE UPDATES**
a. Meeting summaries
i. Business Connect
ii. Workforce Development
iii. Business Infrastructure
- 3:20 **VII. OTHER**
- 3:25 **VIII. NEXT MEETING**
a. December 7th at 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, October 12, 2016 – 2:00 p.m.
Veneta Administrative Center, 88184 8th Street, Veneta, Oregon

Present: Jason Alansky, Linda Boothe, Len Goodwin (Chair), Dave D’Avanzo, Gina Haley-Morrell, Charles Ruff

Absent: Thomas Cotter, Herb Vloedman (Vice Chair), Ryan Frome

Others: Ric Ingham, City Administrator; Kay Bork, Community Development Director; Stephen Dobrinich, Program Specialist; Marina Brassfield, Economic Development Specialist; Michael Held, Rural Development Initiatives; Mary Bosch, Rural Development Initiatives

1. Call to Order

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

2. Public Comment

- a. No public comment.

3. Administrative

- a. Approval of Minutes:
Charles Ruff made a motion to approve minutes from August 10, 2016. Linda Boothe seconded the motion which passed with a vote of 5-0. Jason Alansky arrived after the vote.
- b. Approval of Minutes:
Linda Boothe made a motion to approve minutes from September 14, 2016. Dave D’Avanzo seconded the motion which passed with a vote of 5-0. Jason Alansky arrived after the vote.

4. Implementation of Action Plan

- a. Reprioritized Action Plan
Ric Ingham introduced the reprioritized work plan reviewed by City Staff. Priority items are ones that are gaining momentum. Ingham discussed the top five on the list. The Committee feels the action plan is a valuable tool to mark milestones and keep resources focused where they need to be. Charles Ruff made a motion to approve the reprioritized action plan and Gina Haley-Morrell seconded the motion.
- b. Introduction of the Downtown Retail Market Analysis Project
 - i. Review of “Next Steps Strategy” 2008
Rural Development Initiatives is assisting the City in a Downtown Retail Market Analysis and helping to create a development strategy for the downtown business district. Kay Bork began the presentation by reviewing the City’s “Next Steps Strategy” adopted in 2008. It is an action plan that is specific in strategies and policies the City should undertake as part of the efforts to implement the Downtown Master Plan, developed a few years earlier through the Oregon Downtown Development Association. The strategies are listed in a table format and the document is a way to track the City’s progress. The retail market analysis is one strategy to find opportunities for economic development in Veneta.

Goodwin notes creating concept designs may be an area the Committee could assist and provide support. Bork explained that part of the work plan with RDI involves identifying key sites and hiring an architect to come up with concept plans, with input from the Committee. Ingham said the original Downtown Master Plan does have some conceptual designs.

Included in the Next Steps Strategy are plans to work on many downtown streets. One area that has yet not been addressed is Territorial Highway. Ingham explained that focus has not been on Territorial because when the transit center was moved from the Luther Lane site to the West Broadway site, there wasn't as immediate of a need to tie in that section of Territorial. In addition, the Territorial area will be very expensive and the City made a tremendous investment in West Broadway. Residents and the community want to see a return on their investment before beginning other projects. Bork noted that perhaps the time to start looking at some streetscape improvements on Territorial is when the corner begins redevelopment.

Goodwin said that as potential developments at the corner occur, the Committee should have some concept of what it wants and should be prepared with a list of improvements to seek. Ingham told the group some conceptual plans for the corner are already complete and they include the same type of lighting fixtures and planters on West Broadway. The challenge is working with ODOT because their right of way at the intersection is very large. Anything that would normally not be there, such as signage, must go through an approval process.

Bork continued to the next strategy which is to work on gateway signage. There has been a lot of discussion with ODOT about what the City can and cannot do in ODOT right of way and what type of signage rights the City has. Plans have not been created yet, but wayfinding and signage is part of Marina Brassfield's work plan for the year.

Goodwin noted as Territorial Highway does develop the Committee may want to advocate for the possibility of a special transportation area designation in the future. Bork explained there are standards cities can put in place to develop highways as a main street. Right now, the City is limited by the freight and mobility standards set by the State. The State's goal is to move traffic through efficiently. If the City had the designation, it can incorporate traffic calming designs, such as bulb outs and plantings. When the City updates its long-term transportation plan, it will work with ODOT and the Committee may have input on improvements to the highway.

ii. Case Study Review

Steve Dobrinich presented case studies on successful downtown redevelopment and urban renewal best practices in communities like Veneta. Dobrinich explained that vibrant downtown districts support local business, and contribute to quality of life by creating a center space and a sense of community around a main street area. The City and the Committee heard in Veneta Business Connect that there is limited retail

space available especially in West Lane Shopping Center. During BR&E interviews, the City learned there is demand for local retail space and interest around the downtown area and that a lot of residents do their shopping in Eugene-Springfield. Population growth over the last several years and future projections show that retail development is not matching residential development.

Dobrinich found case studies on the Association of Oregon Redevelopment Agencies. He reiterated the importance of public-private partnership, and the importance of community identity and placemaking in these case studies. Towns who had catalyst projects and projects that hit multiple goals were common in the case studies. He highlighted the importance of identifying what the regional attractor is and connecting local action with those trends. Through case study review, Dobrinich found that small towns who are proactive, future oriented, and take some risk saw some of the best outcomes. He also found that successful economic development strategies were ones guided by broadly held local visions.

Goodwin posed the question of how to encourage someone to build a hotel and noted Fern Ridge Reservoir as an attractor. Mary Bosch said that lodging feasibility should be looked at as part of the redevelopment plan, and could be used as a next step for the City. Ingham followed up by saying that the City posted a motel Request for Proposals (RFP) on City owned parcels and no one responded. Goodwin said the Committee needs to identify which “building blocks” the community has and use them to attract additional business. The Committee is correctly focusing on retention and expansion, but a critical focus also needs to be attracting new businesses. The established ones would benefit from additional economic activity and may be able to expand with more dollars in the area. Ingham said the Strategic Plan from 2005 had a stronger focus on tourism development than at present. The City worked with the Army Corps of Engineers around the Wings and Wine Festival to improve signage for birdwatching opportunities and to build additional platforms for birdwatching. There may be more activity that can be done with signage, brochures, and ongoing advertising. It is difficult to do more on Reservoir-based campsite information than Lane County Parks already does. Ingham said the City thought the Wineries Without Walls project would attract tourists coming through to look at different wineries but it did not gain the traction needed.

- iii. Bosch began a PowerPoint presentation to explain the downtown retail market analysis process. She noted the core of the work will take place over the next six to seven months and that it includes three phases. RDI and the City have launched Phase I, the opportunity analysis phase. Phase II is developing a marketing strategy. Finally, in Phase III RDI will use market data and reflections from the market place in its analysis to focus on a site for redevelopment.
- iv. Bosch explained Phase I, which will identify market tested business opportunities, as well as niches and gaps in the market. The City can then

connect possibilities in the marketplace through conversations with entrepreneurs, investors, existing businesses, and brokers. Key questions that will be answered in the market study include what are the perceptions of Veneta and how does the town compare to other satellite cities in the Eugene-area market. RDI and the City are already speaking with the brokerage community. RDI will look at the supply and demand balance to identify what the gap is and what types of businesses, services, and merchandise can realistically be captured in Veneta. RDI will look community wide but the focus is downtown. The City will then use the information gathered to tell a positive story about the potential here.

Bosch said the first step is looking at the market area. Interviews with key retail anchors will help discern where customers are coming from, what are they coming for, and which products they are missing. RDI will examine leakage to help understand what types of retail will be successful in Veneta.

Phase II follows the market study. RDI and the City will look carefully at downtown properties that are most ready for development or redevelopment. Conversations with property owners and inventory of what is on the site will occur. At that point, there may be a need for additional concept plans and data on how a site could be developed, as to put information in front of brokers and potential developers.

Phase III of the initiative is packaging the information and putting together a marketing plan to ensure the data, results, and recommendations get put in front of the right people in a succinct and understandable way. The hope is to depict what is found in the market study in a way that will point investors to opportunities and give them the specifics they need to make a good decision. Bosch thinks this stage is where the Committee could be very engaged and disseminate information using the contacts Committee members already have. The marketing plan will focus on key opportunities, key sites, how to help existing businesses, and how to attract new businesses. From there, RDI will come up with short term initiatives and actions.

Goodwin said the community will never have a Costco, but that many residents shop there regularly. Bosch said RDI will look at trends and what other small towns have done downtown, but most common successes are experiential retail, entertainment, and restaurants. It is community based, social locations and endeavors that cannot be found in big box retail or chain stores.

Michael Held noted that he and Brassfield were in an interview earlier and he asked what type of complementary businesses the manager would like to see in town. The response was specialty, niche businesses. It does not make sense to have a big box store, however, experiential businesses become a draw in a community. The business who was interviewed is not a niche retailer, and said that even a shop that may be a slight competitor would help him in the long term, because success comes from as much

foot traffic as possible.

Bork responded that in a broker interview she was told Veneta needs to focus on its strengths, such as wine and agriculture, and build retail around those strengths. Bork said focus needs to be on retail in Veneta that people cannot find elsewhere. Goodwin noted shopping local and supporting one's own community is an important social aspect the Committee can focus on and help improve.

Dave D'Avanzo said if there were a bigger restaurant base, providing community members with several options for dinner and a movie or show, more people would stay in town and shop on weekend evenings. He points out that those are the types of businesses that will complement one another. Goodwin shared an example from Cottage Grove. The Cottage Theater is full every performance, and he estimated that 90% of people either go out for dinner before or go out afterward.

5. Program/Project Updates

a. Community Broadband Demand Survey

Ingham told the group that Dobrinich drafted a survey which has been sent to Lane Council of Governments (LCOG). The goal is to gauge the demand for a new broadband project. LCOG has a contract with a company called Mindmixer which allows people to go online, complete a survey, and then tabulates the data. Outreach in November will include the utility bill, the City newsletter, Facebook, and the Committee's newsletter. Ingham encouraged everyone to take the survey and tell community members to do so as well.

6. Subcommittee Updates

a. Meeting Summaries

i. Business Connect

Brassfield said the subcommittee had two meetings and narrowed its focus on two projects. The group would like to hold an event in the spring like the Taste of Creswell, which is a fun community event where local vendors and businesses convene to network, share their products and services, and enjoy music and food.

Brassfield explained the second project the group is working on, which is a small business assistance center housed in the Veneta/Fern Ridge Chamber of Commerce. The Chamber is leading that project since they are the subcommittee sponsor. Business assistance resources such as brochures and business cards will be in the center, and at some point, the Chamber would like to have computers and other office equipment available to members of the Chamber to use. The next meeting is scheduled for November 8th.

ii. Workforce Development

Dobrinich said the first meeting was on October 6th and the group will meet again on October 20th. The group started by discussing challenges businesses face in hiring new employees. Dobrinich and Brassfield are

conducting case study research on workforce development best practices in other small communities.

iii. **Business Infrastructure**

Ingham said the subcommittee is composed of Economic Development Committee members and City Staff. Top initiatives are broadband survey work and then a community broadband project. The second is the downtown retail market analysis. The third priority is defining the availability of retail space in Veneta.

7. Other

a. **November Newsletter**

Brassfield handed out copies of a rough draft November newsletter for feedback. Brassfield is waiting picture and profile blurb from Alansky.

b. **Ford Foundation Community Vitality Newsletter**

Brassfield encouraged members to subscribe to the newsletter, as it has interesting articles on rural economic development. Ingham shared that the Foundation has many resources, including a library of books and materials available. If someone wants to read one, they can request it to be sent to their home. There is a link in the agenda packet to subscribe.

c. **Other**

Goodwin asked Ingham if there were updates on the report of transportation issues. Ingham responded that the Legislative Transportation Committee had their last meeting in Albany the previous week. The Transportation Committee stopped at sites across the state with the intent of developing a 2017 transportation package. One side of the committee is not optimistic for the outcome, as there are external factors pushing the committee in different directions. The City has heard that the Transportation Committee wants cities, counties, and economic development groups to tell legislators there is support for an increase of fees. If the State wants to invest millions of dollars in new transportation funding, the money must come from somewhere and it will likely come from gas taxes, vehicle registration fees, or a mix. Three of the cities in Lane County are increasing their gas tax to make vital street improvements. Veneta has incorporated the transportation utility fee to continue investing in the transportation system and street system. City councilors are interested in seeing what happens with gas increases in three cities. If all of them pass, Ingham noted four cities would have a six-cent tax, Eugene will have a five-cent tax, and Veneta and a few others will have a three-cent tax. If there is success in other cities, the Councilors would likely want to increase Veneta's tax to five cents or six cents.

8. Next Meeting

- a. November 9th at 2:00 p.m. and the second Wednesday of every month.

9. Adjourn

- a. Chair Len Goodwin adjourned the meeting at 3:20 p.m.

Northeast Employment Center Specific Development Plan

Adopted September 2000 by Ordinance No. 417 and amended August 2002 by Ordinance No. 432

1. Specific Development Plan Background

Link to Veneta Northeast Employment Center Specific Development Plan: http://www.venetaoregon.gov/sites/default/files/fileattachments/planning/page/1252/veneta_northeast_employment_center.pdf

The **Specific Development Plan (SDP)** for the **Northeast Employment Center (NEEC)** envisions a mixed-use employment center focused on industrial, industrial-commercial, commercial, residential, and open spaces. The document is more detailed than the City's Comprehensive Plan and outlines land use configurations, street and infrastructure layout, and development standards to be consistent with community goals.

The proposals in the SDP:

- Redistribute land uses efficiently to support transit and other alternative modes of travel, and to decrease auto dependency;
- Reallocate land uses to reflect projections and needs and preserve the project area primarily for employment-generating activities;
- Provide flexibility to respond to changing community needs and market demands;
- Improve circulation for vehicles, bicycles, and pedestrians and link the site with other elements of Veneta's transportation network;
- Use natural and built features to enhance the site's attractiveness and utility for developers and employers;
- Refine classifications of land uses and establish effective transitions between uses and promote uses responsively to community needs and desires.

Specific proposals and designations within the NEEC include:

- Approximately 90 acres of land available to develop.
- There are 68 acres of Industrial designated land, divided into three sub-categories: Light Industrial (I-1, +/- 43.1 acres), Medium Industrial (I-2, +/- 4.92 acres), and Industrial-Commercial (I-C, +/- 18.8 acres) to meet the needs of a range of potential employment-generating enterprises.
- Land designated Industrial-Commercial (I-C) to allow for light industrial and/or commercial, as market conditions warrant.
- 13 acres designated for Commercial, divided into two sub-categories: Highway-oriented Commercial (C-1, +/- 1.16 acres) and Community Commercial (C-2, +/- 12 acres).
- 10 acres designated for Open Space (O) for a greenway providing a development buffer and an off-street trail link, space for a potential neighborhood park and civic development (e.g., transit station).
- 9 acres designated for General Residential (M).
- Eventual relocation of direct access to Highway 126 eastward at New Hope Parkway.
- Entry monuments and landscaped medians.
- Orientation of building faces to promote walking and improve relationship between land uses and streetscape.

- Development of on-street bicycle lanes, sidewalks, off-street pedestrian trails, and a bicycle/pedestrian overpass across Highway 126.
- Preservation and enhancement of trees along Highway 126 to provide gateway appeal to the community and project area, while allowing “windows” of visibility for uses bordering Highway 126.
- Identification of future transit locations and routing through the project area.

The SDP proposes zoning overlays, development standards, and other measures within the NEEC to allow for successful implementation and to provide future development with a predictable, streamlined review process.

2. Current Standards

Land Development Ordinance 493 of 2002 implements the NEEC SPD.

Property owners involved in the SDP process expressed concern that overly restrictive design standards might exacerbate the Employment Center’s locational disadvantages and other constraints to development of job creating enterprises.

These standards include VLDO, Section 4.15(7)(a):

(a) Northeast Employment Center

1. Report Adopted.

The Northeast Employment Center Specific Development Plan Final Report, dated June 1999, and Thomas Alternative Veneta Mixed Use Employment Center map dated March 2000, is hereby adopted by reference

2. Permitted Uses and Conditional Uses.

All uses permitted under the base zoning districts are also permitted in the “/SDP” subzone. Other uses are allowed only in the area designated as the Northeast Employment Center on the zoning map as follows:

- a. Hotels and motels are allowed in the CC zone.
- b. In the I/C zone and CC zone, retail stores or shops limited to 60,000 square feet in one building.
- c. In the I/C zone, permitted uses are the same as in the HC. zone, but maximum building square footage is 60,000 square feet per building.

3. Streets and Pedestrian Path Standards.

Streets and paths shall be designed in compliance with the Circulation Plan and street sections.

4. Setbacks.

The following setbacks are shown on the Plan and supersede conflicting setback requirements elsewhere in Ordinance 493.

- a. East end landscape buffer: Thirty foot (30)’ building setback, twenty (20)’ landscaping consisting of evergreen plants forming a continuous hedge or treed

buffer reaching a height of at least 8' within 3 years of establishment. All plants must be watered with automatic irrigation systems until established.

b. Highway 126 tree preservation setback: thirty (30) foot building setback, twenty (20) foot tree preservation area in which trees greater than eight (8) inch diameter at four (4) foot from the ground will be preserved unless deemed to be impracticable. Cleared "windows" no greater than 100 foot in length are allowed. "Windows" shall be spaced to provide at least 300 foot of tree canopy between "windows," unless exempted as part of site review.

5. Signage.

Monument signs for Employment Center at the intersection of Hope Lane and Highway 126 allowed in addition to other signage allowed in the Highway 126 Corridor District. Monument signs for Employment Center at intersections of Jeans Road and Hope Lane allowed in addition to other signage allowed in the Business District.

6. Street Trees.

Deciduous street trees (minimum two (2) inch diameter at time of installation) shall be planted every 40 foot (or the equivalent number for each property) with ground cover or non-obstructing vegetation as under story.

7. Design Theme for Improvements.

As part of site review, Building and Planning Official or Planning Commission must approve plan for public improvements and site amenities to ensure they establish or support a design theme throughout the area. Relevant public improvements and amenities include signage, pedestrian crosswalks, lighting, transit stops, landscaping in public right-of-way, and on-street parking.

8. Parking Area Landscaping.

A minimum of one shade tree per sixteen (16) parking spaces shall be provided in planter islands distributed throughout the lot. A maximum of twenty (20) spaces shall be allowed between planter islands.

9. Building Facades.

The following design standards shall apply:

- a. Commercial and industrial front building facades must not extend for more than 300 feet without a pedestrian connection between or through the building.
- b. Commercial and industrial buildings facing a public street shall have no more than 100 feet without providing variation in building material or articulation.

10. Cross Connections.

Development sites shall be designed to allow for internal connections between parking lot drive aisles and between abutting developments without requiring access to a public street.

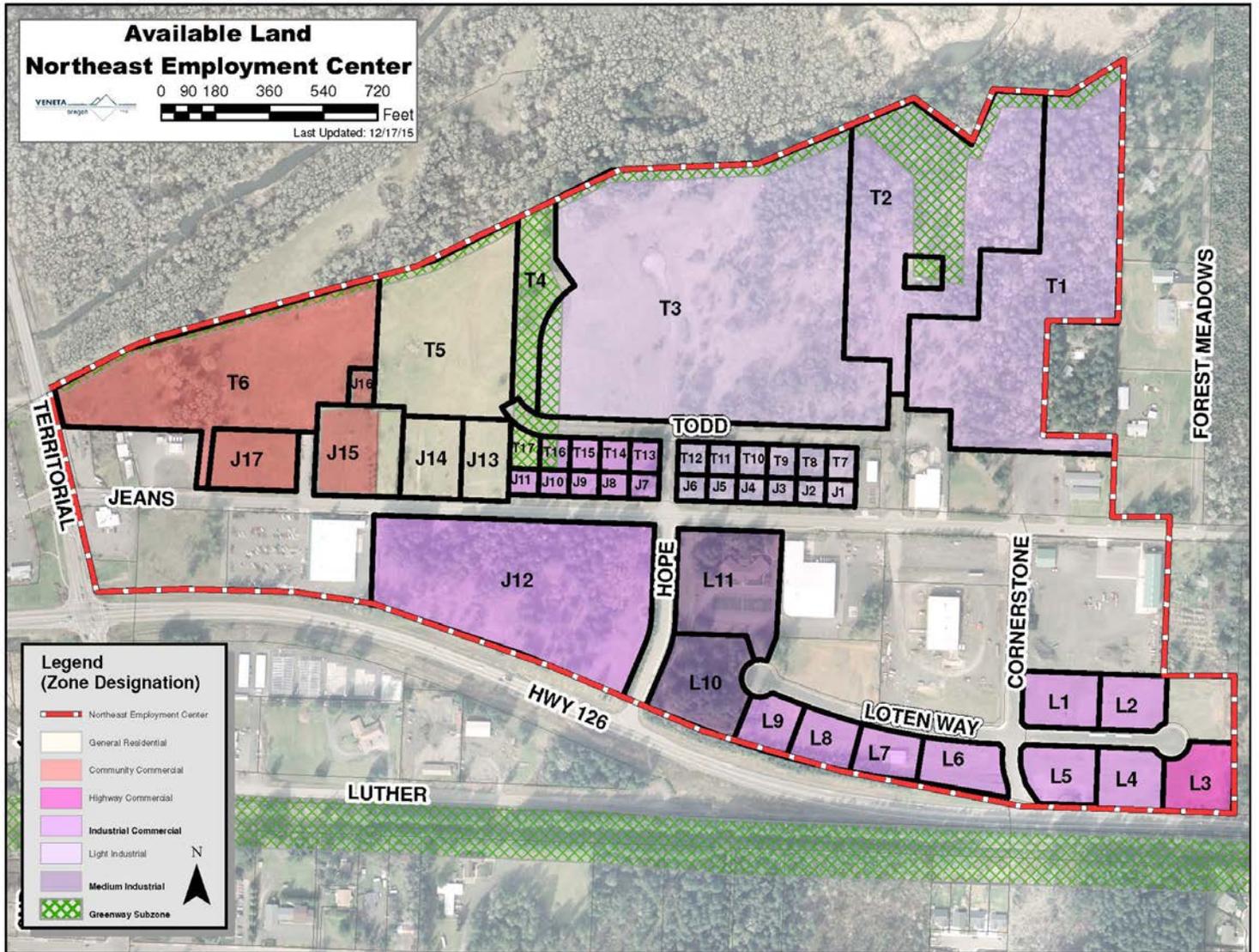
11. Exterior lighting.

All exterior lighting shall be shielded and reflected downward to minimize glare on adjacent parcels, other land uses, and street rights-of-way.

12. Transportation Impacts.

Prior to the City granting site plan approval or any other type of construction approval within the Northeast Employment Center, a Transportation Impact Study shall be conducted, if deemed necessary by the City's Building and Planning Official. The study shall identify traffic impact and needed mitigation measures to the impacted street intersections, and shall describe the location, type and thresholds (vehicle trips) for street improvements necessary to mitigate identified traffic impacts. The study assumptions, which shall be established on a case-by-case basis upon submittal of the application, shall meet all requirements of the City and ODOT. The study shall include a funding mechanism, approved by the City, to assure that adequate funding is available to pay the developer's proportional share of the state, county and city street improvements, as identified in the traffic impact study. Possible mechanisms may include: City adoption of transportation impact fees; a development agreement encompassing the funding mechanism set forth in the applicant's Transportation Impact Study must be entered between the City and the developer that will run with the land; formation of a local improvement district; or some combination of the above.

3. Zoning Map





2ND YEAR BUSINESS RETENTION & EXPANSION PROGRAM

CALL FOR VOLUNTEERS!

Beginning January 2017, City Staff and Rural Development Initiatives will begin the second year of the City's Business Retention and Expansion Program by interviewing 8-10 businesses. Businesses will be selected from a narrow set of industries: food/beverage, specialty agriculture, and tourism. We are looking for 8 volunteers to join our team. Volunteers will be split into pairs and given two businesses to interview. Participation requires volunteers to:

- 1) Contact Marina Brassfield by November 16, 2016;
- 2) Attend a 1-hour training session in December (date TBD);
- 3) Contact, schedule, and conduct at least two interviews;
- 4) Record responses and relay information to RDI;
- 5) Attend a Spring Open House event to hear findings.

THANK YOU!

FOR MORE INFORMATION CONTACT: MBRASSFIELD@CI.VENETA.OR.US