

**AGENDA
VENETA ECONOMIC DEVELOPMENT COMMITTEE
WEDNESDAY, SEPTEMBER, 9TH 2020 – 2:00 P.M.**

PURSUANT TO GOVERNOR BROWN’S EXECUTIVE ORDER NO. 20-07, ALL CITY OF VENETA PUBLIC MEETINGS WILL BE LIMITED TO NO MORE THAN 10 PEOPLE ATTENDING, INCLUDING STAFF AND ELECTED/APPOINTED OFFICIALS.

PURSUANT TO GOVERNOR BROWN’S EXECUTIVE ORDER NO. 20-16, CITY OF VENETA PUBLIC MEETINGS CAN BE ACCESSED VIA TELECONFERENCE. TO LISTEN TO THIS MEETING, CALL 1- 978-990-5248, ENTER ACCESS CODE 8848223

- 2:00 **I. CALL TO ORDER**
- 2:05 **II. PUBLIC COMMENT** (Speakers will be limited to 3 minutes each.)
- 2:10 **III. ADMINISTRATIVE**
 - a. Approval of Minutes for Aug 12th, 2020
- 2:15 **IV. STRATEGIC PLANNING**
 - a. Introductions for University of Oregon Institute for Policy Research & Engagement (IPRE) members.
 - b. 5-Year Strategic Plan Action Priorities Process Overview
- 2:40 **V. VENETAWORKS UPDATES**
 - a. Shopfernridge.com Online Regional Marketplace (verbal)
 - b. Downtown Veneta Retail Pop-Up Market (verbal)
- 2:50 **VI. QUESTIONS FOR STAFF**
- 2:55 **VII. NEXT MEETING**
 - a. October 14, 2020 at 2:00 p.m.
 - b. Topics: Strategic Planning

- 3:00 **VIII. ADJOURN**

Times are approximate. This meeting will be digitally recorded. Location is wheelchair accessible (WCA). Individuals needing special accommodations, such as sign language or foreign language interpreters, should make such requests by contacting the City Recorder at 541-935-2191(voice) or by e-mail at: dhenneman@ci.veneta.or.us. Requests made after 10:00 a.m. two working days prior to a meeting may not be accommodated.

Los tiempos son aproximados. Esta reunión se grabará digitalmente. La ubicación es accesible para sillas de ruedas (WCA). Las personas que necesiten un alojamiento especial, tales como lenguaje de señas o intérpretes de idiomas extranjeros, deben hacer tales peticiones poniéndose en contacto con el registrador de la ciudad en 541-935-2191 (voz) o por correo electrónico a: dhenneman@ci.veneta.or.us. Las solicitudes hechas después de las 10:00 a.m. dos días hábiles antes de una reunión no pueden ser acomodadas.

MINUTES
VENETA ECONOMIC DEVELOPMENT COMMITTEE
WEDNESDAY, August 12, 2020 – 2:00 P.M.
Veneta Administrative Center, 88184 8th Street, Veneta, Oregon

Committee Members Present:

Len Goodwin (Vice Chair), Thomas Cotter (Council Appointee, Council President), Jason Alansky (Veneta – Fern Ridge Chamber President), Dalen Corbett (KEZI), Gina Haley-Morrell (Veneta – Fern Ridge Chamber), John Tribolet (Grateful Graffix)

Matt Michel, City Administrator and non-voting member

Absent: Herb Vloedman (Chair, Fern Ridge Self-Storage), Tulsi Elizabeth Strickland (In Your Heart Song Coaching & Training), Ryan Frome (Veneta Vet. Hosp.)

Staff: Jana Weaver, Management Analyst

Visitors: Jenna Cusimano (Lane County Economic & Community Development Management Analyst) by phone

I. CALL TO ORDER

Vice-Chair Len Goodwin called the Economic Development Committee (EDC) meeting to order at 2:00 p.m.

II. PUBLIC COMMENT

None.

III. ADMINISTRATIVE

a. Approval of June 10, 2020 Minutes.

- Gina Haley-Morrell made a motion to accept the minutes; seconded by Jason Alansky; passed unanimously.

b. 5-Year Strategic Plan Action Priorities Update

- Matt Michel explained that the green colored tasks are either active or ongoing. Changes since the last EDC meeting are noted by “8-12 Update.” Vice-Chair Goodwin commented on potentially including CAT-6 wiring in future code changes in addition to CAT-5.

c. Local development news

- Michel highlighted recent construction activities (Baxter Plumbing, Dollar General, planned subdivisions). Discussion occurred.

IV. VENETAWORKS UPDATES

a. Shopfernridge.com Online Regional Marketplace

- Jana Weaver shared the status of the website development. Launch date is expected to be late August instead of early August as hoped.

b. Downtown Veneta Retail Pop-Up Market

- Weaver reported on the logistics and timing for the Pop-Up Market. Discussion occurred including questions about determining what type of products sell well in downtown Veneta and other retail market data that could be gathered to make the case for new retail space in downtown Veneta.

- c. Oregon RAIN – Mentor Meet-ups
 - Michel reported that Veneta’s Venture Catalyst Raj Vable continues to host monthly mentor meet-ups that are well attended.

V. FERMENTATION INCENTIVE PACKAGE UPDATES

- Michel updated the EDC on the current brewpub team’s progress in finalizing construction numbers and business plan for City review.
- Michel asked for guidance on offering a lease or a sale of the W. Broadway property. Discussion occurred. Generally, the City should be open to paying for structural costs such as the sewer line, roof, etc. as improvements to a City-owned asset that will return value at sale. The brewpub team should be open to paying for brewpub related costs such as customized concrete floors for drainage, and other accessories. The City should come up with a timeframe for re-development and not-to-exceed cost number to manage risk such as determining what the City would pay for demolition and clearing of the existing building, a net lease value of the finished building’s square footage, or similar approaches that balance risk and the City’s goal to return the property to the tax rolls.

VI. MIDDLE MILE FIBER UPDATE

- Michel reported on the recent completion of a deal for Veneta to use 6.6 miles of 10 fibers from Cantrell Road to the southwest corner of Territorial Road and OR-126 for up to 44 years.
- Michel presented information about the remaining 1.75 miles of fiber needed to fully connect the Middle Mile fiber route. Discussion occurred about the Hunter Communication’s construction contract, Hunter’s interest in serving FCR on Veneta’s leased fiber in exchange for construction of the 1.75 miles of needed fiber. Michel will discuss with FCR next week their plans for the Veneta site in order to better inform a decision about leasing fiber to Hunter.

VII. 2021-26 STRATEGIC PLANNING PROCESS

- Weaver reported on the Pre-Kick-off meeting with U of O’s team to facilitate the planning. The first meeting with the EDC will be at the September EDC meeting and monthly thereafter potentially until January. The meetings will be held over video conferencing with City Hall available for up to four people.

VIII. OTHER

- a. New RARE Participant: Bradleigh Jenkins starts in late September
 - Weaver shared news about bringing Bradleigh Jenkins onboard. The EDC asked if Bradleigh could share a brief biographical introduction.
- b. Jenna Cusimano shared new information about State cultural trust matching grant money newly available.

IX. NEXT MEETING

- a. September 9, 2020 at 2:00 p.m. and the Second Wednesday of Every Month
- b. Topics:
 - i. Online Marketplace operation
 - ii. Pop-Up Retail operation
 - iii. Strategic Planning begins!

X. ADJOURN

Vice-Chair Goodwin adjourned the meeting at 3:23 p.m.



September 2, 2020

To Veneta Economic Development Committee
From Olenka Wrobel and Corum Ketchum
SUBJECT VENETA PLAN SYNTHESIS MEMO

PURPOSE

This memo is intended to provide an overview of Veneta’s current economic development plans, projects, and programs. In understanding the status of Veneta’s plans, projects, and programs, we are better able to provide recommendations for updates to the city’s economic development strategies. This document includes a summary of key economic development plans, a review of active and ongoing projects, and recommendations for how this document will inform the remainder of this Community Economic Development Strategy (CEDS) update project.

ECONOMIC DEVELOPMENT PLAN REVIEW

The main documents reviewed in this document are as follows:

- City of Veneta Economic Opportunities Analysis
- Veneta Economic Development Strategy
- Retail Market Analysis
- Downtown Action Plan and Redevelopment Toolkit
- EDC Workplan
- Veneta Comprehensive Plan
- Broadband Strategic Plan and Open Access Report

We assessed these documents along with associated projects and programs to understand specific strategies and goals Veneta is trying to achieve, the status of the projects, plans, and programs, and how the current economic climate has impacted them. While reviewing these plans, programs, and project, it is also important for us to understand Veneta’s broader economic development goals and visions that help shape the strategies and plans.

Veneta Economic Development Goals and Vision

Veneta’s economic development goals and vision are shaped by factors that influence the future of the city and available resources and opportunities including projected population growth, target industries, presence of entrepreneurship, and proximity to the Eugene/Springfield area. Veneta has significantly increased their economic development efforts in the last two decades and their active plans, programs, and projects support continued growth and development as the city flourishes.

The city’s economic development vision, according to the Economic Development Strategy plan, is to be a “complete community” that provides a variety of job opportunities, local services, and residential opportunities while focusing on collaboration and partnerships to implement community and economic development activities. With this vision in mind, Veneta has goals such as embracing a sustainable

economic development approach and providing a vibrant, safe place for community members and tourists alike. Providing for basic needs and creating a unique, healthy community is also at the forefront of Veneta's economic development goals. A summary of relevant documents and of the active and ongoing activities from the Economic Development strategy plan are included below to give us a better understanding of how Veneta can strengthen their economic development plans.

Economic Development Key Documents

The following section provides a brief description and impact of Veneta's important economic development documents.

Veneta Economic Development Strategy 2015-2019

The current CEDS, completed by CPW/IPRE in 2015, articulates broad action steps Veneta can take to grow its economy by leveraging community strengths and mitigating weaknesses. Included in the document are several broad action areas (including downtown development, industrial/sectoral development, and tourism) and initial steps economic developers can take to advance each. This document provides the basis for the Veneta EDC workplan and has contributed to several RARE workplans.

City of Veneta Economic Opportunities Analysis

This analysis, completed by CPW/IPRE in 2015, quantifies the economic resources available within Veneta. Many of the findings of the CPW team are supported by more recent investigations, including the Business Retention and Expansion (BRE) program, and the 2016 Retail Market Analysis conducted by Rural Development Initiatives (RDI).

Included in the report is an inventory of available buildable land, projected employment numbers, and an estimation of how much land needs to be developed to meet employment needs within the Veneta UGB. Additionally, the report recommends that economic developers focus on the following target sectors:

1. Food Processing – with a focus on specialty items
2. Professional, Scientific, and Technical Services – focus on high-tech
3. Secondary Wood Products – focus on niche markets
4. Small-scale or Specialty Agriculture including Greenhouse, and Floriculture Products
5. Tourism and Wine industry

The report finds that Veneta's proximity to Eugene/Springfield makes it difficult to encourage local consumption of goods and services. Likewise, the distance from I-5 makes Veneta unattractive to industrial employers who require more efficient and direct access to interstate travel routes.

However, Veneta's bucolic lifestyle and unique natural amenities make it an attractive place for workers to live. Veneta's easy access to Highway 126, the Oregon Coast and the Eugene Airport are potential economic development advantages depending on the employer or industry.

Retail Market Analysis

The Retail Market Analysis (RMA), completed by Rural Development Initiatives (RDI) in 2016, confirms the findings of the 2015 CPW team’s Economic Opportunities Analysis and Economic Development Strategy plan and quantifies the amount of “retail leakage” in lost economic activity to Eugene/Springfield (see below for a summary). The report provides consumer profiles of residents and likely shoppers, and what industries such people support.

The analysis estimated the consumer habits of residents and how much consumer spending (dollars) Veneta captured. “Retail leakage” is the amount of consumer spending that leaves the trade area. Retail leakage can be translated to square footage, which provides the amount of retail space that could be absorbed in Veneta. RDI found that the total retail leakage in 2016 was **\$89,425,868 with 397,260 square feet of retail potential – the approximate retail square footage and economic activity of two big box stores¹ (Target, Walmart, etc.) or the economic activity of businesses on a four-block stretch of a downtown main street.**

Downtown Action Plan and Redevelopment Toolkit

These 2017-2018 reports lay out a series of action steps to guide the creation of catalytic downtown developments, with the intent of spurring more growth. To do so, the report recommends the City lower the barriers to development by providing infrastructure, technical services and financial support to downtown developers. The Redevelopment Toolkit lays out projects that are eligible for urban renewal dollars, and guides City staff and businesses through the process.

Economic Development Committee Workplan

The Economic Development Committee (EDC) workplan lists the accomplishments and current action items of the Veneta Economic Development Committee. The workplan serves as a strategic framing device but needs updating and project reprioritization through the 2020 CEDS process.

Veneta Comprehensive Plan

The Veneta Comprehensive plan (2010, last updated 2019), instructs the City to invest in downtown infrastructure and manufacturing sites. Much of this work has been completed. The plan calls for a reevaluation of economic trends every five to ten years, in line with the CEDS process.

Broadband Strategic Plan and Open Access Report

These documents articulate the benefits of high-speed broadband internet, the costs of deploying such infrastructure, and strategies for doing so.

Active Economic Development Projects

The EDC’s most recent meeting minutes from the August 12, 2020 meeting show an update on economic development projects. As of this meeting, there are four active projects and five ongoing projects. Some of these action items and projects are referenced in the above section. The status updates below provide the most up-to-date information on the projects.

¹ Mitchell, Stacy. Key Studies: Why Local Matters. 24 June 2020, ilsr.org/key-studies-why-local-matters/.

Active projects:

4.1.2² Fiber-to-the-Home: This project is particularly important now as people have switched to remote work due to the pandemic. Having a stronger, more reliable internet connection will cause less disruptions in the workday, allowing for remote work to be a sustainable alternative to in-person work with the physical distancing practices implemented due to the pandemic.

1.2.1 and 2.3.1 Bringing new business to Veneta: Part of the city's BRE and development strategy is providing incentives for different industries, such as the Fermentation Incentive that provides access to loans, grants, and incentives for fermenters starting a new business in Veneta.

2.2.1 Economic Development Newsletter – The goal of this action item is to strengthen communication on economic development news and updates for the community. In addition to the quarterly newsletter, this communication action item includes regular updates to the EDC and VenetaWorks websites.

2.2.2 Buildable lands inventory map: The EOA summarized above mentions an inventory of buildable lands that can be referenced. This action item focuses on having a Developable Lands Map for industrial and commercial zones intended to be used as a guide for “shovel ready” lands available for new developments in the city.

Ongoing projects:

4.1.3 and 4.2.1 Highway 126 Fern Ridge Corridor funding: This includes communication with ODOT to advocate for funding for the project. This project is in its Proof of Concept phase and is working towards refining the conceptual design and finalizing an environment study to meet NEPA standards.

4.2.3 Code enforcement on “problem properties” in the city: These properties are being regularly monitored and updated via the Vacant Property Registration program.

3.1.2 Upgrade downtown infrastructure: These updates that currently include a 15-space parking lot and 4th street curb improvements are part of the Urban Renewal Agency (URA) infrastructure revitalization being done in the downtown area.

4.1.1 Streetscape and pedestrian infrastructure improvements: These improvements are also part of the URA in collaboration with the Public Works department.

1.1.5 Support workforce development: Collaboration between VenetaWorks and Lane Workforce Partnership provides a strong support system for Veneta's growing workforce.

The ongoing projects generally include activities such as monitoring and updating infrastructure. This is likely to continue as Veneta develops and strengthens its local economy. In addition to the projects above, there are six action items whose status is No Action. Of note is the Sister City program to enhance cultural activities that is intended to be included in the 2021-2025 EDC plan. This element will be of value to add to this CEDS update project as well.

² These numbers correspond with the action item in the Veneta Economic Development Strategy 2015-2019 document and the EDC Action Prioritization Update from the August 12, 2020 meeting minutes.

The active and ongoing projects show what Veneta is focusing on in terms of creating a vibrant, sustainable community and economy. With elements such as building and transportation infrastructure improvements as well as incentive programs for BRE and new business development, Veneta is setting itself up to have a diverse, strong economy as it continues to grow.

CONCLUSION

After reviewing Veneta's key economic development documents, it is evident where the EDC has placed their focus. As we begin this project, it will be beneficial to understand which actions and projects the EDC wants to prioritize. With the current economic climate, IPRE recommends including updates to the CEDS plan that include economic resilience measures to make it easier for the community to adapt to shocks such as the COVID-19 pandemic we are experiencing. Integrating these measures into the downtown revitalization projects is a way to prepare for current and future social and economic shocks. IPRE is interested in receiving feedback and guidance from the EDC on how they want this project to strengthen the current plans and projects in place.

Exhibit A

Scope of Work: Veneta Community Economic Development and Investment Strategy

This scope of work outlines research and public engagement activities related to an update of Veneta’s 2015 Community Economic Development implementation Strategy (CEDS). This will be an update of the strategy that IPRE prepared in 2015. The Scope of Work describes how the University of Oregon Institute for Policy Research & Engagement (IPRE) will approach the project, outlines specific tasks, and a project schedule and budget.

OVERVIEW

In 2015, IPRE assisted the City of Veneta with developing a Goal 9 compliant Economic Opportunities Analysis (EOA) and associated implementation strategy. Specifically, the study identified an economic development vision and strategy, supported by a fact base about local and regional economic trends and data and an inventory of buildable employment lands. The EOA was intended as more than a technical document—it intended to help the City define its role in achieving community economic development aspirations through policies and implementation strategies.

EOAs typically focus more narrowly on land use planning; the 2015 project took a broader view. The EOA—while important—was not the central focus of the project. The project focused on a process to develop a cohesive economic development vision and supporting strategies (including, but not limited to, land use strategies) that considered the needs of the various stakeholder interests.

This was, in part, because the City had a lot of projects that touched on economic development. The Lane Council of Governments (LCOG) prepared an economic development strategy in 2003, and a subsequent implementation strategy in 2004. Veneta received grant funding in 2006 to prepare the Downtown Master Plan and associated Market Readiness Analysis and Report. The Strategies for Next Steps Implementation addresses how the City will facilitate redevelopment. The 2015 Economic Development Implementation Plan considered the various actions listed in the various reports and distilled them into a set of manageable priorities. One of the goals of the Implementation Plan was to make it realistic and achievable. In short, a plan is only as good as the city’s ability to execute the plan.

All the previous work provides a solid foundation upon which to build a new action plan. IPRE’s objective is to execute a facilitated process to develop a detailed implementation strategy that is not only supported by the various stakeholders, but which clearly articulates coordinated roles for each of those stakeholders.

Achieving that objective will require considerable interaction with the various groups. We propose a range of process steps to accomplish that interaction, the core of which will be a series of meetings with a local advisory committee. Those steps are complicated by current conditions and requirements for social distancing.

Finally, we will explore developing an investment strategy alongside the economic development strategy. Economic development builds from a series of investments (time, resources, money). These investments are implicit in most Community Economic Development Strategies (CEDS); making them explicit better articulates the City's priorities.

Framing

IPRE believes that meaningful and respectful community engagement is the backbone of any planning process. Community engagement requires the development of relationships and trust building, activities which take time and effort. We therefore recommend that clear expectations about how the community's input will be incorporated into the plan are defined at the beginning of the planning process and that community engagement is ongoing throughout the planning process. These measures will ensure that Veneta develops a trusting and respectful relationship with its community members, which in turn will lead to useful insights about community members' needs and desires around economic development. The tasks proposed in this work program are designed to promote respect and transparency throughout the planning process.

SCOPE OF WORK

The IPRE research team will work under the direction of Michael Howard and will include Robert Parker of the IPRE faculty and graduate students at the University of Oregon. The scope of work outlines the key task and deliverables IPRE will produce.

Task 1. Project Kick-Off

After the execution of a service agreement, IPRE will meet with City staff, and the existing Economic Development Committee (Task 2) to review the Scope of Services. The purpose of the meeting is to (1) clarify project goals and objectives, adjusting the project approach and schedule accordingly, (2) gather relevant data and documents, and (3) identify values around community engagement (Task 3). To this end IPRE will work closely with Veneta staff to refine the scope to meet the needs of Veneta's unique context.

After the kickoff meeting, IPRE will produce a refined work program and draft a community engagement memo outlining how community input will be used in the planning process. The memo serves to ensure transparency throughout the planning process, giving those living and working in Veneta a clear understanding of how their contributions to the planning process will be considered as the plan is updated.

Desired Outcome: Shared understanding between the IPRE team and Veneta about project tasks and schedule; clarity for the public about how their input will be used in the planning process

Schedule: Within the first month

Product(s): Meeting minutes

Meetings: 1 with staff

Task 2. Economic Development Committee

IPRE proposes to work with the established Economic Development Committee to obtain input, review drafts, and engage in meaningful dialog about economic development priorities. IPRE proposes four meetings with the Committee as outlined below:

Meeting 1. Kick-off, progress assessment, review mission & goals. The initial meeting will orient the committee to the project – IPRE will provide an overview of the work program, objectives, intended outcomes of the project, and draft a community engagement memo. We will also engage the Committee in a discussion about the previous plan: What worked? What challenges did the City confront? How should we think about economic development in the COVID era? We will conclude the meeting with a discussion of the mission and goals of the previous plan with the intent of identifying what is still relevant and what should be changed.

Meeting 2. Refine mission & goals; brainstorm strategies & actions. IPRE will present a revised mission statement and set of goals for review and comment by the Committee. We will engage the Committee in a discussion about the mission and goals. At least half of the meeting will be devoted to brainstorming strategies and actions.

Meeting 3: Finalize mission & goals; refine strategies & actions. We will request formal approval of the revised mission and goals at this meeting and then present a refined list of strategies and actions based on input from Meeting 2.

Meeting 4: Review draft CEDS. IPRE will provide a draft of the plan to the committee in advance of Meeting 4. We will present the plan to the committee and devote the entire meeting to discussing the draft CEDS, including implementation and plan review.

IPRE will be responsible for drafting agendas and preparing all meeting materials. The City will be responsible for notifications, invites, and meeting minutes. IPRE will prepare materials and deliver them to the committee at least a week in advance of each meeting. IPRE proposes to host the meetings using the Zoom platform.

Desired Outcomes: Identification of key issues and opportunities as perceived by the public

Schedule: Ongoing – monthly committee meetings

Product(s): Meeting minutes/draft strategy sections

Meetings: 4 with the Committee; additional coordinating calls with staff/committee chair as necessary

Task 3. Community Input

Meaningful community input is important in preparation of an economic develop strategy. Our assumption is that in-person public engagement will not be possible before the end of the year.

If it is possible to have in-person public engagement IPRE will coordinate with Veneta staff on an appropriate location, methods, and protocol. We propose the following method of informing and engaging the community:

- **Project website.** IPRE will work with the city to develop a project website that can house an overview of the planning process, provide regular status updates (including meeting agendas and minutes), and offer an online platform for community members to submit comments, questions, and feedback. The website will be jointly maintained by IPRE and Veneta staff throughout the planning process. Our assumption is that the Committee meetings will be accessible to the public and that time will be made at each meeting for public input/comment. Written input or testimony will also be encouraged.

Desired Outcomes: Transparency and accessibility around the CEDS and identification of, and feedback on, key issues and opportunities by the public

Schedule: Website developed July/August 2020, maintained through adoption of the CEDS

Product(s): Veneta CEDS Website (landed on existing City page or linked from that page)

Meetings: None, coordinating calls with staff/committee chair as necessary

Task 4. Economic Development Vision and Five-Year Implementation Strategy

This task will result in the preparation of the economic development vision. This discussion will be grounded in current conditions, community input, staff input, and Committee engagement. The economic development vision will be refined based previous efforts and on feedback from the Advisory Committee.

The economic development strategy will include policy recommendations, strategies, and implementing measures to address the mission and goals as expressed by staff and the committee. The purpose of the economic development strategy is to recommend actions that will help the City achieve the aspirations and goals articulated in the economic development vision.

The process steps described in Task 2 primarily relate to the development of the Task 4 products. We proposed a range of potential options; we will work with city staff to identify the steps the city feels will add the most value to the overall effort while being respectful of the city's budget constraints.

Desired Outcomes: Updated economic development visions and implementation strategy

Schedule: Late Fall 2020

Product(s): Summary of community input

Meetings: 1 community forum

Task 5. Draft and Final Products

This project will result in a revised/updated economic vision, strategies, and implementation measures. We propose to develop the vision as a stand-alone document with the potential for adoption by the Veneta City Council by resolution.

Desired Outcomes: The development of an economic vision, strategies, and implementation that is responsive to the needs of the businesses and residents of Veneta.

Schedule: Draft products by mid-November 2020; adoption hearings in early 2021

Product(s): Community Economic Development Strategy

Meetings: One presentation at a Planning Commission or City Council Worksession

BUDGET AND SCHEDULE

IPRE proposes to complete the tasks outline in the scope of work for a fixed fee of \$10,000.

IPRE is available to initiate work on this project in July 2020 and proposes to submit draft products in late 2020 consistent with the schedule associated with individual tasks. Note that adoption hearings may be scheduled in early 2021.

Downtown Veneta Pop-Up Retail District Attendance and Sales			
	Date	Attendance	Sales
	Sat 8/15	302	\$1,066.00
	Wed 8/19	185	\$839.00
	Sat 8/22	218	\$1,026.00
	Wed 8/26	104	\$600.00
	Sat 8/29	244	\$808.00
	Wed 9/2	111	
	Sat 9/5		
	Wed 9/9		
	Sat 9/12		
	Wed 9/16		
	Sat 9/19		
	Total	1164	\$4,339.00

Calculating sales numbers