

Fern Ridge Area STRATEGIC PLAN

June, 2006

prepared for
**The Fern Ridge Area Strategic Planning
Committee**

facilitated by:

Rural Development Initiatives, Inc.
Helping Rural Communities Thrive



This report was funded by a grant by The Ford Family Foundation, the City of Veneta, and by members of the Fern Ridge Community

Rural Development Initiatives, Inc. (RDI)

Rural Development Initiatives, Inc. (RDI) is an Oregon based private, non-profit (501 [c] [3]) corporation dedicated to helping rural communities in the Pacific Northwest shape their futures by providing technical assistance, leadership training strategic planning and access to resources.

Established in 1992, RDI's mission is to "build the capacity of rural communities to make strategic decisions about their futures and to act on those decisions to ensure high quality of life and a vital sustainable economy."

RDI has regional community development coordinators throughout the State of Oregon.

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Table of Contents

I. Introduction Page 4

II. Community Profile Page 6

III. Community Vision..... Page 9

IV. Action Agenda: Goals, Strategies, and Action Steps Page 10

V. Implementation Plan..... Page 20

Appendix A Page 21

Appendix B Page 22

Appendix C Page 26

I. Introduction

A. Background

Initial planning for the update of the 1996 Fern Ridge Area Strategic plan began in November of 2005. The planning process consisted of four meetings in April, May and June, with the final plan presented at a meeting on June 16, 2006. The plan was funded through a generous grant from The Ford Family Foundation's Ford Institute for Community Building with matching funding provided by several local funding partners.

The strategic plan update builds upon the work done by the Fern Ridge Community Response Team and the foundation laid by the strategic plan completed in 1996. The impetus for the plan was a belief that the people of the Fern Ridge communities had a great deal of energy, and enthusiasm, but they would benefit from clarity of purpose, and the belief that factors influencing the community had changed dramatically since the plan written in 1996. In order to address those factors and plan for the future, the Strategic Planning Action Committee came together to begin the strategic planning process.

B. Strategic Planning Process

The Strategic Planning Action Committee (for list of member please see Appendix A) came together to decide on the merits of a plan update, to agree on a timeframe and to plan for the funding needed to engage in the strategic plan update process. These initial meetings that laid the groundwork for the strategic planning sessions also included brainstorming sessions that were designed to recruit as widely as possible from the Fern Ridge area, and to ensure that all those who were interested would have a voice in the process. The planning process consisted of four meetings in April, May and June, with the final plan presented at a meeting on June 16, 2006.

The first session included:

- ✓ A review of area demographics
- ✓ A session to identify existing area assets
- ✓ A review of the vision written by the 1996 Fern Ridge group and development of an updated vision that used three areas – the human environment, the natural environment and the built/business environment to frame the discussion.
- ✓ A review of goals and strategies from the 1996 plan with the option to retain/ retain and modify/ or discard existing goals

The second session included:

- ✓ A review of the community's vision as crafted by three volunteer members of the group
- ✓ Small group work to develop visionary goals framed around four areas
 - Quality of life
 - Workforce development
 - Business development
 - Infrastructure
- ✓ Review of strategies from the 1996 plan and development of new strategies
- ✓ An introduction to action planning

The third session included:

- ✓ Presentation and refinement of the vision
- ✓ Refinement of the goals and strategies
- ✓ Action planning of the top rated strategies

Session four included review by participants and in-depth talk of implementation plans.

Forty one people participated in the process (see Appendix A) representing civic organizations, non-profits, local businesses, environmental advocates, social service organizations, local school boards, the City of Veneta and private citizens. The group looked at their community and gave careful thought to what they thought it could and should look like in ten years.

C. Implementation

A meeting of the Strategic Planning Stakeholders Committee will be held on June 29th and will focus on completing an implementation plan for the Fern Ridge Strategic Plan Update.

II. Community Profile

The Fern Ridge Area encompasses Veneta, the largest town in the area and Elmira, Noti, Crow. For the purposes of Marketek market readiness analysis, Lorane, Triangle Lake, Walton and the surrounding rural areas have been included the Fern Ridge market area. Veneta, the Fern Ridge areas commercial hub is located on Highway 126, between Eugene and the Oregon coast. It represents the end of the Willamette Valley and the beginning of the Coast Range. Veneta was settled in 1912 by E.E. Hunter and was named for his five year old daughter.

Figure 1: Fern Ridge Area



Source: Marketek Inc.

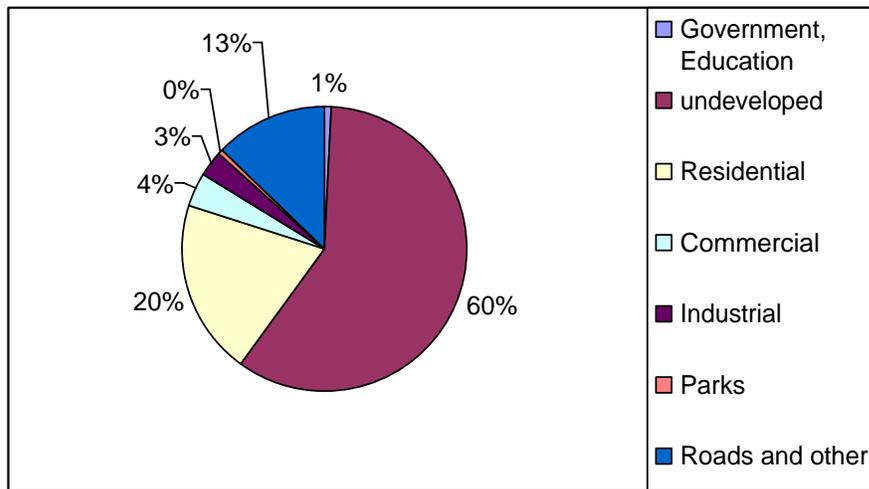
The Fern Ridge area has grown slowly since its inception with periods of growth often linked to the timber industry. Although growth in the Fern Ridge area from 1990 to 2005 was slower (0.72%) than the State of Oregon (1.91%) that pattern is not expected to continue. Forecasts call for the State of Oregon's growth rate to slow to 1.43% while Veneta is expected to see an average annual increase of 1.81% for the same period. According to data gathered by Marketek Inc. the population of the Fern Ridge Area in 2005 was 20,839 and should reach 22,724 by 2010.

The median age of residents in the area is 42.9, as compared to the State of Oregon which is 37.3. Of the area population 12% are over 65 years of age and 24% are 19 years old or younger. Educational information for the Lane County area shows that, as of 2004, 28.2% of the population has obtained a bachelor degree or higher, compared with 27.7% of the population at the State level. In addition, 9.3% of the population over 25 has not obtained a high school diploma, compared with 12.8% of the population at the State level.

Data on median household income collected by Marketek shows a 2005 median income of \$50,219 for the Fern Ridge Area. In comparison, Lane County's median income is \$42,601 and the State of Oregon's was 47,424. In 2004 15.3% of the Fern Ridge area's population lived below the poverty level, while the rate was 14.1% for the State. Unemployment rates for the area for 2006 stood at 6.6%, while Oregon's was 5.6%. The percent of students eligible for free or reduced-price lunches is often used as a measure of children's economic well-being. Data gathered by Fern Ridge School District 28J show that, in 2004, 42.3% of the children in the school district qualify for free and reduced lunch, based on income (<http://www.indicators.nwaf.org/>).

Housing Starts are up considerably in the Fern Ridge area. Single-family residential building permits totaled 116 in 2003, and 125 in 2004 (Marketek, Market Readiness Analysis). In addition, Hayden Homes a homebuilder based in the Redmond area is moving ahead with plans for the construction of 600 new homes. The increase in housing development is likely due to several factors. A new wastewater treatment plant was brought online in 2000, which allowed for the lifting of a development moratorium. Also the median housing prices in the nearby Eugene metropolitan area have escalated at a far greater rate than outlying areas. Land in the Veneta area is still available for different types of development. The chart (Figure 2) below illustrates land available within Veneta's urban growth boundary. The Northwest Employment Center is a large tract of undeveloped industrial land in the northwestern part of the Veneta. It is slated to open for development in the near future. The drinking water supply is the major infrastructure issue for the Fern Ridge Community. New well sites are under construction to supply water for future demands.

Figure 2: Land Uses in Veneta's UGB (June 2000)



Source: Region 2050: City of Veneta Profile, www.lcog.org

The community has, in the past, been dependant on jobs in established industries such as timber and wood products, and the decline in those industries has had a substantial impact on the economy. Nevertheless, the forest products industry will remain vital to the region, and employed 808 people in Lane County in 2004. The industry has become more efficient with mills that can handle a wider range of raw material, and has shifted towards secondary wood products. Lane County and the Fern Ridge area is also a large producer of agricultural products. Lane County's top commodities in 2004 were farm forest products, cattle, nursery crops, and Christmas trees (<http://www.qualityinfo.org/olmisj/OlmisZine>). In 2004, Lane County's annual agriculture employment was 1,820. The biggest employers in the Fern Ridge Community are government and retail establishments. Government employers include the Fern Ridge School District, Oregon Department of Forestry, Oregon Department of Transportation, and the City of Veneta (<http://www.dwassociates.com>).

Many other factors contribute to growth and prosperity in the Fern Ridge Area. The Country Fair, is an annual three-day festival offering entertainment, hand-made crafts, food and information sharing, which began in 1969. The three days event draws 40,000 to 50,000 participants, and the Fair boasts its own water and communication systems, security team, recycling service and much more. The people who take part in the Country Fair have worked hard to build a mutually cooperative relationship with their neighbors and have become a well established, anti-establishment event.

Wineries and vineyards have been blossomed in the fertile ground of the Fern Ridge Area. This industry will undoubtedly have an increasing impact on the area economy. This belief is bolstered by the Oregon Employment Departments listing of Viniculture as an emerging industry in this region. (<http://www.qualityinfo.org/olmis>) In the Fern Ridge Area wineries include; King Estates, Lavelle Vineyards, Hinman Vineyards, Secret House Winery, Chateau Lorane, and Silvan Ridge. These businesses are a relatively new and flourishing aspect of the local economy. Their presence brings needed economic diversity, and a cachet that burnishes the image of the area.

The Fern Ridge Reservoir continues to attract many visitors who sail, fish and camp along its shores. It will continue to provide an opportunity for outdoor activities and economic stimulus. According to the Army Corp of Engineers, the reservoir brings in 13.6 million dollars of tourism revenue annually (<http://www.findarticles.com/p/articles/mi>).

The Fern Ridge area will continue to deal with the challenges and reap the benefits of being in close proximity to the Eugene metropolitan area. It is likely that many people will continue to choose the options of living in the bucolic landscapes of the Fern Ridge area, while working in Eugene. This trend presents the benefits of population growth, but also the dual challenges of planning for that growth and providing amenities locally, so that dollars are spent in the local economy.

III. Community Vision

The members of the strategic planning group collaborated throughout the process to clarify a vision of the community for the year 2016. The group designed the vision to recognize and address existing limitations, but also build upon existing assets and successes to create a community that enhances what they value in their natural and built environment, and also recognizes that human assets are vital to any thriving community and that each individual must be valued and respected in order to the community to grow and prosper. The group also recognized the importance of a strong economy and the benefits of a strong economy that supports local businesses.

A Community Vision for Veneta – 2016

CORE VALUES

A community is a reflection of its citizens and their interactions. The Fern Ridge Community believes that a rich civic life, diverse educational opportunities, access to essential social services, recreational opportunities, and preservation of our local heritage are the lifeblood of a healthy, growing community.

The Fern Ridge community recognizes that trees, wetlands, waterways, and other natural features are vital to the identity and livability of the Fern Ridge Area.

We recognize that the built environment is also vital in the economy and to the social, educational, and environmental health of the community.

A vibrant community is not possible without a vibrant economy. To achieve an optimum quality of life for all citizens, the community must create a business environment that builds on local assets and provides the physical, economic, educational and social infrastructure necessary to support a sustainable community.

The people of the Fern Ridge Area envision a community in which:

- The natural diversity of the living environment has been preserved and enhanced
- Parks and other facilities provide access to natural areas for human interaction with civic, cultural and recreational activities increasing the economic potential of natural areas.
- Architecture reflects an approachable human scale that encourages pedestrian activity.
- The built environment reflects a sense of place, a strong community identity and exists in harmony with its natural surroundings.
- Community agencies collaborate to provide the best services for all its citizens.
- The community retains its small town character.
- Residents have the option of working in their own community with a mix of small and medium-scale business providing stable employment opportunities and rich support for entrepreneurship
- The transportation infrastructure provides safe, dependable regional commerce to other business, cultural and recreational centers while maintaining quiet residential streets.



- Business areas are clearly identifiable to persons traveling on local highways

IV. Action Agenda: Goals, Strategies, and Action Steps

The strategic plan developed by the Fern Ridge Area community builds upon the vision created by the group. The vision is a description of how the group envisions its community in the future. After developing the vision, the group set about creating the following framework for its work:

- Goals – the end point or condition you want to achieve
- Indicators. Of success– How you will know if you are being effective
- Strategies – Paths you can take to reach your goal
- Action plans – Tasks to move you along the path

In the goal development process the group used four areas as a framework to develop their goals. They included:

- Quality of life
- Business development
- Workforce development
- Infrastructure

During the strategic planning process the group also focused on existing community assets, so that the community could intentionally build on assets that already exist to enhance and improve their community. By defining goals and strategies and building off of existing assets the community of Fern Ridge is setting the stage for short-term successes that will help contribute to the realization of their long-term vision. The highest rated strategy in each of the four areas was action planned by the strategic planning group. Those results are listed in Section B below. Please see Appendix B for a complete list of other strategies developed by the group.

A. Measuring Success

Placeholder for success measures (one per goal).



B. Community Goals, Strategies and Actions

Business Development Goals

Business Development Goal

Develop a business community that provides diverse products and services that meet local market demands while attracting outside dollars

Business Development Strategy 1

Initiate a Business Assistance Team (BAT) that incorporates a volunteer service corps and a targeted business recruitment activity

| Action Step | Timeframe | Responsible Party | Collaborators | Budget | Success Measures |
|---|---------------------------|--------------------------------------|--|---------|---|
| Initiate a joint City /Chamber Committee | September, 2006 – ongoing | Tami Sakany and Sharon Hobart Hardin | Veneta City Council and Fern Ridge Chamber of Commerce | \$0 | The Committee is established |
| Recruit for volunteer service corps | January, 2007 – ongoing | Joint Committee | Fern Ridge Chamber of Commerce and City of Veneta | \$2,500 | 10 Volunteers secured and database established |
| Inventory skill sets needed for volunteer service corps | September – November | Tami Sakany | Business Community and City of Veneta | \$0 | Identify 5 – 10 specific skill sets |
| Promotion campaign for volunteers | January – March 2006 | Tami Sakany | Joint Committee | | Advertisement and letter created |
| Promotion campaign for BAT | April 2006 – ongoing | Fern Ridge Chamber of Commerce | Joint Committee | | 10 business customers |
| Explore funding sources | January – March 2007 | Committee | LCOG, OCEDD, Oregon Community Foundation | \$0 | Identification of grant and stable financial resource |



| Action Step | Timeframe | Responsible Party | Collaborators | Budget | Success Measures |
|--|----------------------|------------------------------|--------------------------------------|--------|---------------------------------|
| Feasibility Assessment | June – December 2006 | Gail Wilki and Kari Westlund | University of Oregon Business School | \$0 | The student complete assessment |
| Review Market Readiness Analysis and establish priorities for targeted recruitment | July – December 2006 | Joint Committee | Economic Development Committee | \$0 | Prioritized top 3 targets |

Business Development Strategy 2

Establish a Business Information Clearinghouse which includes an inventory of existing business and available resources

| Action Step | Timeframe | Responsible Party | Collaborators | Budget | Success Measures |
|---|---------------------------|---------------------|--|---------|---|
| Establish a Chamber library of both physical and online resources | September, 2006 – ongoing | Chamber of Commerce | Community Volunteers | \$1,000 | A designated area for business resources at Chamber |
| Collect and catalogue relevant economic development documents | September, 2006 – ongoing | Chamber of Commerce | Community Volunteers | \$1,000 | Library of business resources |
| Transfer printed material to electronic files | January 2007 – ongoing | Chamber of Commerce | Volunteers and Chamber Staff | \$0 | Database of all material |
| Establish ongoing communication with economic development organizations | October 2006 – ongoing | Chamber of Commerce | Economic Development Committee | \$0 | Receipt of data from contacted organizations |
| Integrate the City of Veneta, Chamber, West Lane News, and State of Oregon business databases | July 2006 – ongoing | Chamber of Commerce | City of Veneta, West Lane News, Chamber of Commerce, and State of Oregon | \$100 | An integrated business database |

Workforce Development Goals

Workforce Development Goal 1

The Fern Ridge Community will have a well skilled workforce with options for lifelong learning in order to recruit, retain and grow high value added businesses.

Workforce Development Goal 2

The Fern Ridge Community will develop volunteer opportunities for non-profit programs and essential services.

Workforce Development Strategy 1

Ensure delivery of quality programs for training unemployed and under employed people with skills needed for employment and career advancement

| Action Step | Time Frame | Responsible Party | Collaborators | Budget | Success Measures |
|--|-------------------|------------------------------|---|---------------|-------------------------|
| Develop a steering committee | 1 month | Strategic Planning Committee | Boards of schools, City of Veneta, West Lane Tech Center, LCC Advisory Committee, Chamber of Commerce, Economic Development Committee | \$0 | Committee Established |
| ID workforce needs survey | 3 months | Established committee | Same as above | \$8,000 | Survey analyzed |
| Look at other community training models. | 3 months | Same as above | Same as above | \$1,000 | Review of 3 models |



| Action Step | Time Frame | Responsible Party | Collaborators | Budget | Success Measures |
|--|------------|---------------------|---------------|--------|----------------------------|
| ID Community Resources High Schools, LCC, West Lane Tech. Center, Businesses | 5 months | Same as above | Same as above | \$0 | Acceptance By resources |
| Design programs to meet needs | 5 months | Same as above | Same as above | \$0 | Design completed |
| Coordinate & promote educational assets in the community | 5 months | Same as above | Same as above | | Acceptance by Resources |
| Deliver programs | 8 months | Agencies identified | Same as above | | Program in place |
| Evaluate & plan | 12 months | Steering committee | Same as above | | Evaluation plan designed |

Workforce Development Strategy 2

Develop a Community Volunteer Resource Coordinator to promote programs and provide services for Non-Profit groups and agencies

| Action Step | Time Frame | Responsible Party | Collaborators | Budget | Success Measures |
|---|------------|--------------------------|---------------|-----------------------------------|----------------------------|
| Develop a steering committee | 1 month | Strategic Planning Comm. | (see Goal 1) | \$0 | |
| Identify what the community needs by survey | 3 months | Established committee | Same as above | \$0 (with Goal 1) | Survey analysis |
| Look at other community models. | 3 months | Same as above | Same as above | " | Review 3 other communities |
| ID Community Resources - Budget/sustainability - In kind services | 5 months | Same as above | Same as above | \$10,000 Collaborator partners | Completed budget |
| ID funding strategies | 5 months | Same as above | Same as above | Grant | Grant written |
| Secure funding | 5 months | Same as above | Same as above | \$30,000 | Grant rcvd. |
| ID supervisor/agency | 5 months | Same as above | Same as above | \$0 | Committee established |

| Action Step | Time Frame | Responsible Party | Collaborators | Budget | Success Measures |
|-------------------------------------|-------------------|--------------------------|----------------------|---------------|-------------------------|
| Develop metrics for success | 5 months | Same as above | Same as above | \$0 | Metrics done |
| Develop a work plan/job description | 5 months | Same as above | Same as above | \$0 | Job description |
| Develop a recruitment plan | 6 months | Same as above | Same as above | \$300 | Position filled |
| Develop a work space | 6 months | Same as above | Same as above | (City hall) | Space provided |

Quality of Life Goals

Quality of Life Goal 1

To provide a quality of life, which allows people in the community to access the fundamental necessities and amenities of life.

Quality of Life Strategy 1

Develop and improve cultural, artistic and recreational amenities

| Action Step | Timeframe | Responsible Party | Collaborators | Budget | Success Measures |
|---|----------------------|--|--|-------------------------------------|-----------------------------------|
| Obtain a facility | 16 months | Larry Larson | City of Veneta/ Art. Inc. | \$800,000 and \$260,000 property | 501 (c) (3) and down payment |
| Grants, identify sources and resources in community | Past – 501 (c) (3) | Earle Ellson, City of Veneta, Ford Family Foundation | Earle Ellson, City of Veneta, Ford Family Foundation | | Grant applications in by deadline |
| Critical Path | | | | | |
| Identify and blend existing and future amenities | 1 year | City of Veneta, Art Inc., Senior Services | City of Veneta, Art Inc., Senior Services | | |
| Prioritize cultural activities for implementation | | | | | |
| Survey the Community | Done | | | | |
| Involve the School District | After-school program | Nick Russo | | | Network of communication |
| Bring in outside resources | | | | | |
| Identify a community champion OCF/ N4RG | | | | | |

| Action Step | Timeframe | Responsible Party | Collaborators | Budget | Success Measures |
|--|------------------|--------------------------|----------------------|---------------|----------------------------------|
| Explore OCF as a resource | | | | | |
| Promote activities with diverse draw | | | | | Staffing for booking |
| Catalogue cultural resources | | | | | Staffing for booking |
| Improve existing facilities to support these | | | | | Essential upgrades for occupancy |

Infrastructure Development Goals

Infrastructure Goal 1

To create a sustainable water system for the Fern Ridge Community that meets the potable, waste and storm water needs of the future.

Infrastructure Goal 2

Develop a multi-modal regional transportation system that moves people, goods and services efficiently and safely throughout the region.

Infrastructure Goal 3

Provide communication and energy infrastructure to support an economically sound and sustainable future.

Infrastructure Goal 4

Create and maintain facilities and open space and develop fully accessible regional, cultural, and recreational resources.

Infrastructure Strategy 1

Form a Fern Ridge park and recreation district

| Action Step | Timeframe | Responsible Party | Collaborators | Budget | Success Measures |
|--|---|---|---------------------------------------|---------------|-------------------------|
| Determine Proposed Boundary & Inventory Parks & Programs | 1 st Quarter- July, August, September 2006 | TSP, City and Members of Park Committee | TSP, City , FRMS, Senior Center | None | Park Inventory Finished |
| Needs assessment & Services Prioritized | 2 nd Quarter- October, November, December 2006 | City, Parks Committee | TSP, Fern Ridge School District | None | |



| Action Step | Timeframe | Responsible Party | Collaborators | Budget | Success Measures |
|--|---|---|--|---------------|---------------------------------------|
| Prioritize recreational services | 2 nd Quarter- October, November, December 2006 | City, TSP, Park Committee | TSP, Fern Ridge School District, Senior Center, Community | None | |
| Outline programs, services and facility | 2 nd Quarter- October, November, December 2006 | City, Parks Committee, TSP, Senior Center | Community | None | Programs that fit everyone's needs |
| Support Survey | 3 rd Quarter- January, February, March 2007 | City, Park Committee | TSP, Fern Ridge School District | None | Positive Feedback |
| Logistics, funding, and legal issues overview (research) | 3 rd /4 th Quarter – January to May 2007 | City, Parks Committee, TSP | Community | None | |
| Organizational structure research and outline | 3 rd /4 th Quarter – January to May 2007 | City, Parks Commission, TSP | Community | None | Have Chain of Command in place |
| Staff and facility | 4 th Quarter – April, May, June 2007 | City, Parks Commission | TSP, Fern Ridge School District | None | |
| Capital Programs and budgets | 1 st Quarter – July, August, September 2007 | City | TSP, Parks Committee, Senior Services | None | |
| Place on Ballot | 1 st Quarter – July, August, September 2007 | | | Community | Raise money to establish program |



V. Implementation Plan (1-2 pages plus the timetable)

Placeholder for implementation plan and conclusion

Appendix A – Strategic Planning Working Group Members

| |
|------------------------------|
| Brooker, Tim |
| Brownell, Hal |
| Chappell, Patricia |
| Cotter, Thomas |
| Coulson-Keegan, Cathy |
| Crinklaw, Rick |
| Demaline, Robert |
| Demaline, Shirley |
| Eagle Eye, James |
| Ellson, Earle |
| Esty, Marion |
| Freeman, Charles |
| Galioto, Gino |
| Garcia, Anthony |
| Hill, Heather |
| Hobart-Hardin, Sharon |
| Ingham, Ric |
| Issa, Brian |
| Kartub, Doug |
| Kaufman, Kim |
| Larson, Larry |
| Lesh, Mat |
| Lesh, Michelle |
| Mariner, Joan |
| McCoy, Robbie |
| Newton, Joseph |
| Noble, Eva |
| Palmer, Eileen |
| Paul, Pierrette |
| Pew, Sterling |
| Reha, Lois |
| Ruff, Charles |
| Russo, Nicholas |
| Sakany, Tami |
| Sanders, Scott |
| Savage, Joe |
| Scott, Leslie |
| Westlund, Kari |
| Wilkie, Gail |
| Williamson, Jon |
| Zavroz, Robert |

Appendix B - Prioritized Strategies for the Four Goal Areas

The material below is the full listing of strategies developed by the strategic planning group. After developing the strategies, each member of the group was given four dots and asked to apply them to strategies that they personally supported and would be willing to work toward. Thus the higher the numerical score the higher the support shown among the group. The numerical score received is shown to the right of the strategy. Actions were developed for the highest ranking strategy in each of the four groups and are listed below their respective strategy.

Business Development

Goal

Develop a business community that provides diverse products and services that meet local market demands while attracting outside dollars

| Strategy | Score |
|--|-----------|
| Initiate a Business Assistance Team (BAT) that incorporates a volunteer service corps and a targeted business recruitment activity | 18 |

| Actions |
|---|
| Initiate a Chamber of Commerce Committee |
| Initiate a joint City/Chamber Committee |
| Recruit for volunteer service corps |
| Inventory skill sets |
| Promotion campaign |
| Investigate why proposal was never started 12 years ago |
| Look at success models |
| Explore funding sources |
| Feasibility |
| Long term product |

| Strategy | Score |
|---|----------|
| Establish a business information clearinghouse which includes an inventory of existing businesses, available resources, etc | 2 |

Workforce Development

Goal

The Fern Ridge Community will have a well skilled workforce with options for lifelong learning in order to recruit, retain, and grow high value added businesses.

| Strategy | Score |
|---|-------|
| Ensure delivery of quality programs for training unemployed and under employed people with skills needed for employment and career advancement. | 3 |
| Coordinate and promote the educations assets in the community. | 3 |
| Foster quality job shadowing mentoring programs with high school. | 1 |

Goal

The Fern Ridge Community will develop volunteer opportunities for non profit programs and essential services.

| Strategy | Score |
|---|-------|
| Develop a community volunteer resource coordinator to promote programs and provide services for non-profit groups and agencies. | 7 |

| Actions |
|--|
| Find available funds |
| ID Community Resources /budget/in-kind |
| Develop a work plan / job description |
| Place an ad |
| Develop metrics for success |
| Develop a work space |
| ID a supervisor |
| Job description |
| Funding |
| Part time paid/volunteer |
| Recruitment Plan |
| Identify supervisor/ agency |
| Look at other community models |
| Feasibility study |
| Identification/ Clarification of services |
| What do the non-profits and agencies need? |
| Database of volunteer skills, interests and availability |

| Strategy | Score |
|---|-------|
| Promote and communicate the services and programs delivered by local social services, agencies and other local non-profit groups. | 7 |

| Strategy | Score |
|--|-------|
| Develop a community volunteer and non-profit informational fair to promote the need for volunteers | 2 |

| Strategy | Score |
|---|-------|
| Expand high school shadowing programs to plug into services provided by non-profit and volunteer groups | 1 |

Quality of Life

Goal

To provide a quality of life, that allows people in the community to access the fundamentals necessities and amenities of life.

| Strategy | Score |
|---|-------|
| Develop and improve cultural, artistic and recreational amenities | 11 |

| Actions |
|---|
| Obtain a facility |
| Grants, identify sources and resources in community |
| Develop a business plan |
| Critical Path |
| Identify and blend existing and future amenities |
| Prioritize cultural activities for implementation |
| Survey the Community |
| Involve the School District |
| Bring in outside resources |
| Identify a community champion |
| Explore OCF as a resource |
| Promote activities with diverse draw. |
| Catalogue cultural resources |
| Improve existing facilities to support these. |

| Strategy | Score |
|-------------------------------------|-------|
| Develop and support quality schools | 6 |

| Strategy | Score |
|--|-------|
| Maintain well staffed local law enforcement and programs | 4 |

| Strategy | Score |
|---|-------|
| Establish ongoing community issue forums to discuss issues and inform the community | 2 |

| Strategy | Score |
|---|-------|
| Develop social systems that allow a decent quality of life, i.e. : Health care, community centers which require operation staff and programs and telecommunication centers. | 3 |

| Strategy | Score |
|---|-------|
| Develop an ongoing support system promoting community funding of local activities | 1 |

Infrastructure Goals

Goal

Create a sustainable water system for the Fern Ridge Community that meets the potable, waste and storm water needs of future growth.

| Strategy | Score |
|--|-------|
| Develop a regional conservation and water management plan that addresses surface and subsurface water quality issues | 4 |

| Strategy | Score |
|--|-------|
| Develop a water conservation plan that encourages conservation rainwater harvesting and water reuse. | 4 |

Goal

Develop a multi-modal regional transportation system that moves people, goods, and services efficiently and safely throughout the region.

| Strategy | Score |
|--|-------|
| Develop an incentive program for alternative transportation. | 3 |

| Strategy | Score |
|--|-------|
| Identify, inventory, and integrate relevant elements of existing transportation plans. | 1 |

Goal

Provide communication and energy infrastructure to support an economically sound and sustainable future.

| Strategy | Score |
|---|-------|
| Develop an inventory, needs assessment and action plan for energy and communications. | 1 |

Goal

Create and maintain facilities and open space and develop fully accessible regional, cultural, and recreational resources.

| Strategy | Score |
|---|-------|
| Form a Fern Ridge park and recreation district. | 16 |

| Actions |
|--|
| Inventory Parks |
| Support Survey |
| Needs assessment |
| Staff and facility |
| Services Prioritized |
| Logistics, funding, and legal issues overview (research) |
| Outline programs, services and facility |
| Organizational structure research and outline |
| Capital Programs and budgets |
| Prioritize recreational services |
| Involve youth in all steps |

| Strategy | Score |
|--|-------|
| Develop and connect local and regional trails. | 1 |

Appendix C: Background Data

Community Assets as Identified by committee members
Meeting 1- April 6, 2006

| Professional Entities |
|--------------------------------------|
| Senior Center/ Services |
| Schools/ Lane County Learning Center |
| Non Profits |
| Wineries |
| Sports |
| Artisans |
| Medical/Dental/Chiropractor |
| Fire District |
| TSP |
| Lane Protect/ Community Chest |
| Santa Project |
| Pools-Teaching Swimming |
| Chamber of Commerce |
| Incorporated City |
| Oregon Country Fair Endowment |
| City Council |
| School Board |
| Midlane Community Chest |
| Long Tom Watershed Council |
| Library |
| Budget Committee |

| Physical Assets | Physical Assets |
|---------------------------------|------------------------------------|
| Proximity to County Parks | Fern Ridge Chamber of Commerce |
| Lake | Kiwanis |
| Trees | City Council |
| Air Quality | Oregon Country Fair |
| Sports/baseball fields | Culture Jam |
| Shovel Ready Property | Friends of Library |
| Community Pool | Garcia Senior Center |
| Wetlands- truffles/bird fly way | Veneta Planning Commission |
| Oregon County Fair | Neighbors for Responsible Growth |
| Long Tom River | Mid lane Community Chest |
| Utility Upgrades | Library Board |
| Water System | Library Foundation |
| Hiking Opportunities | Applegate Regional Theater |
| Close Proximity to Coast | High School Sports Teams |
| Bradshaw lonation acreage | Neighborhood Watch |
| Open Space | Booster Clubs |
| Vacant Commercial Opportunity | Mr. Flacon |
| Camp Lane | Parks Board |
| Lumber | Volunteer Fire Fighter Association |
| Wineries | Parent Teachers Association |
| Organic Farms | TSP |

| Physical Assets | Physical Assets |
|------------------------|-------------------------|
| Sunset | Wineries of Lane County |
| Wildlife | Theater Group |
| Skate Park | Church Groups |
| Camp Wilani | St. Vincent De Paul |
| Library | Knights of Columbus |
| Fire Station | Key Club |
| Fern Ridge Trail | National Honor Society |
| Wildlife Refuge | East Broadway Neighbors |
| Family Amusements | Granges |
| Garcia Senior Center | Community Bazaars |
| Old Growth Forest | Applegate Art Guild |
| Rail Spur | Applegate Museum |
| | Santa Project |
| | Liver Tree |
| | VFW |
| | Rebecca's |

| Economic Assets |
|---|
| Plentiful 2 nd Growth/ PCT Timber for retooled mills |
| Plenty of buildable lands |
| Reservoir |
| Open space |
| Opportunity for small business |
| Opportunity for more parks and recreations |
| Affordable housing |
| Good schools |
| Seasonal stimulus: OCF, Secret House and other events |
| Mix of Rural/City population/ farm |
| Wetlands |
| Horse people |
| Proximity to coast |
| Growing existing businesses |
| Franchise fees from utilities |
| Roads |
| Utility Programs which will assist energy efficient building and upgrades |
| Highway Crossroads (126 & Territorial) |
| Small town opportunities |
| OCF Endowment 10-12,000/ year for art , cultural and environmental activities |
| Arts and Crafts: Home based businesses |
| Willingness of City Council to "Grow Business" |
| LCC Learning Center |
| Bicycling and Boating |
| Entrepreneurs |
| New industrial |
| Oregon Dome |
| Frontier Resources |
| Bi-Mart |
| King Estate |
| Hinman Vineyards |
| Lavelle Vineyards |

| Economic Assets |
|------------------------|
| Railroad |
| Proximity to Airport |
| Parks and Pool |
| Gym |
| Rays Food Place |

Personal Assets

| Asset | Initials of Person |
|---------------------------------|---------------------------|
| Organizational Skills | EE |
| Coordinating Group Activity | EE |
| Good with Dogs | DK |
| Energy Conscious Skills | |
| Objectivity | |
| Accountability | |
| Honesty | |
| Volunteering | TB,LR, RJN |
| Flaming Extrovert | |
| Community Organizer | TB |
| Youth Advocate | TB |
| Enjoy being silly in public | RSN |
| Planning | TB |
| Birding | |
| Sense of Humor | DK, SHH, RJN |
| Marketing | DK, J, CCK |
| Organizational Skills | J, SHH, DK, LR |
| Baking Skills | Prof. GW |
| Good with Animals | GW |
| Looks for solutions | GW |
| Humor | GW |
| Teaching | EN |
| Computers | EN |
| Organization | EN |
| Accounting Business | |
| Management Skills | Pierrette Paul |
| Artist/Musician/Actor | T |
| Builder | |
| Gardening | T |
| Teaching Writing | RJN |
| Reading Aloud | JM |
| Public Speaking | RJN |
| Educator | |
| Organization and Administration | |
| Liberalism | CCK |
| Gardening | CCK |
| Networking | T |
| Good with Kids | DDK |
| Computer Troubleshooting | RJN |
| Software Development | RJN |
| Team Building | CF |

| Asset | Initials of Person |
|-----------------------------------|---------------------------|
| Expense Control | CF |
| Life time member of Community | Shirley |
| Computer Skill | Shirley |
| Spread Sheets | Shirley |
| Investments and Financial Markets | SS |
| Small Business Creation | SS |
| Finance and Banking | SS |
| Crisis Intervention | RJN |
| Mediation and Arbitration | RJN |
| City Planning | |
| Coaching/ Kids | |
| Public Relations | |
| Media Relations | |
| Rural Planning and Development | |
| Recreation Planning | |
| Machinist | |
| Crane operator | |
| Tool and Die Maker | |
| Truck Driver | |
| Work on Cars | |
| Boiler Tender | |
| Welder | |
| Organize | NR |
| Designer | NR |
| Family | NR |
| Public Speaker | NR |
| Event Management | |
| Mediation Skills | |
| Sustainability Skill | |
| Communications | |
| Psychic Neurosurgeon | |

Demographic Indicators group Discussion

Indicators seen as most important by the group

Veneta Strategic Plan Update
Demographic Indicators

- Income distribution: Too High
- Population: Age distribution
- Crime and Drugs
- Technology Services: Electric and Communication
- Education: Do we need more schools?
- Housing Costs: Median Housing Cost
- When people move here, do they stay?
- Lack of small businesses in community
- Lack of cultural activities, parks, etc.

More Data Needed for these Indicators

- Data addressing school age children
- More accurate crime data
- More accurate data regarding new houses, population, schools, children, etc.
- Air and water quality data

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