



Economic Development Committee



AGENDA VENETA ECONOMIC DEVELOPMENT COMMITTEE February 12, 2025 2:00 PM Veneta City Hall – J.W. “Bill” Smigley Room 88184 8th Street, Veneta, Oregon

City of Veneta Public Meetings can be accessed via teleconference. To listen to or participate in this meeting, call 541-935-2192 (Participant Code 793738#).

1. CALL TO ORDER
2. PUBLIC COMMENT
 - a. Speaker will be limited to 3 minutes each.
3. MINUTES APPROVAL
 - a. Approval of the January 8, 2025 Minutes (pgs.1-10)
4. COMMITTEE MEMBER UPDATES
 - a. General Updates from EDC Members (verbal)
5. STAFF REPORTS
 - a. Management Analyst Jacob Thode
 - (1) Economic Development Report (pgs.11-12)
 - (2) Real World Lane County Update (verbal)
 - (3) Proposed Changes to Economic Programming (pgs. 13-18)
 - b. City Management Intern Jillian Liebersbach
 - (1) Economic Identity Toolkit (pgs. 19-22)
 - (2) Update to the Five-Year Economic Development Plan (pgs. 23-64)
6. OTHER
 - a. UO Real World Student Presentation @ March EDC Meeting
 - b. City Council/BAC Work Session Scheduled for February 24 at 5:30 PM
7. NEXT MEETING
 - a. March 12, 2025 at 2:00 p.m.
8. ADJOURN

To access Veneta Economic Development Committee meeting materials please go to
<http://www.venetaoregon.gov/>

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: mmichel@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 mmichel@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.

CITY OF VENETA ECONOMIC DEVELOPMENT COMMITTEE

MEMBERS:

HERB VLOEDMAN (CHAIR)
BRITTANY LEHMAN (VICE-CHAIR)
JOHN TRIBOLET

MARK DAVIS

GINA HALEY-MORRELL
LEN GOODWIN
MAUREEN WRIGHT
(LIAISON)
LEWIS RUCKER

MINUTES

Economic Development Committee Meeting
Wednesday, January 8, 2025, 2:00 PM
Veneta City Hall — J.W. "Bill" Smigley Room
88184 8TH Street, Veneta, Oregon

Present: Chair Herb Vloedman, Vice Chair Brittany Lehman, Liaison Maureen Wright (phone), Member Gina Haley-Morrell, Member Lewis Rucker, Member John Tribolet, Member Len Goodman
Absent: Member Mark Davis (excused)
Staff: City Administrator (CA) Matt Michel, Management Analyst (MA) Jacob Thode, City Management Intern (CMI) Jillian Liebersbach
Other: Brian Brown, RAIN Catalysts

1. CALL TO ORDER/REVIEW AGENDA

Chair Vloedman called the meeting to order at 2:04 p.m. and reviewed the agenda.

2. PUBLIC COMMENT
There were none.

3. MINUTES APPROVAL

a. Approval of the December 11, 2024, meeting minutes.

MOTION: Member Haley-Morrell **made a motion to accept the December 11, 2024, minutes as presented.** Member Rucker seconded the motion. **The motion passed unanimously (7-0).**

4. New Business

a. URA Signage Grant Approval

Chair Vloedman asked MA Thode for the update.

MA Thode shared last month during the BAC meeting two signage grants were approved; one to Ho Ho's Chinese Restaurant in the amount of \$1,000 and the other to West Valley Dance Studio in the amount \$273.18.

MA Thode stated both businesses would improve their signage, Ho Ho's will be replacing the bulbs and updating the actual sign and West Valley Dance Studio needed some minor repairs to their signage.

Chair Vloedman asked members if they had any questions.

There were no further questions.

Liaison Wright shared that because of the approval of the signage grant to West Valley Dance Studio we may receive another application from the Farmers Insurance Agency which was also located in the same shopping center.

Member Rucker agreed the Farmer's Agency needed a new sign.

Chair Vloedman agreed, word of mouth about the availability of these grants, was a good for the program.

b. RAIN Catalyst Announcements

Chair Vloedman asked Brian Brown to introduce himself and address the members.

Mr. Brown stated Heather Blake sent some information to MA Thode about his new work with RAIN Catalysts. He further stated he would be replacing Ellyn Mole as she was out on leave for a few months.

Mr. Brown shared he was a web developer and designer by day and worked with RAIN Catalysts offering trainings to help entrepreneurs promote their businesses. He further stated that his role with RAIN Catalysts would continue to support entrepreneurs and take on a few other duties.

MA Thode thanked Brian for stepping into the Ellyn's role and shared a list of events RAIN Catalysts planned to host in January.

MA Thode related RAIN Catalysts scheduled events included two work sessions starting on January 21st and two entrepreneur meet-ups scheduled for the last Tuesday of each month.

Chair Vloedman asked members if they had any questions.

There were no further questions.

c. John Stephens Resignation

Chair Vloedman shared John Stephens notified MA Thode that he was resigning from the Economic Development Committee.

MA Thode shared Member Stephens believed he did not have the time to continue and was very appreciative of the learning opportunities he enjoyed with the committee and was enjoyed serving on a committee dedicated to the economic health of the city.

Chair Vloedman asked for more information about the mandated level of committee members.

MA Thode confirmed the EDC was a nine-member committee and there were currently eight members.

5. COMMITTEE MEMBER UPDATES

Member Goodwin shared the Planning Commission approved the Conditional Use Permit and Site Plan Review for the Bolton Hill Sports Complex.

Member Goodwin related it was approved in a very generalized state because there were elements that needed to be finalized in the design phase. He further stated this was fairly routine and by the time the design was completed it would comply with the city's code.

Member Goodwin concluded that this approval will help the city move forward and obtain funding and complete final design for the project.

Member Haley-Morrell stated the FR Chamber of Commerce was hoping to plan a Pickleball Tournament for later this summer, as well as, adding a Corn Hole Tournament at the Chili Cook Off during the Harvest Festival.

Member Tribolet shared his business was expanding to provide services from Florence to Eugene.

There were no further updates from members.

6. STAFF REPORTS

a. Management Analyst

i. Welcome -City Management Intern

MA Thode shared that after a robust recruitment process the City hired Jillian Liebersbach as the new Community Development and City Management Intern.

MA Thode stated CMI Liebersbach was a Senior undergraduate student majoring in Economics and minoring in Science Communication at the University of Oregon.

MA Thode was enthusiastic about CMI Liebersbach experience in data and communications and was excited to work with her on upcoming projects. Economic Development Report

MA Thode shared CMI Liebersbach would be supporting the City's Facebook page and would create a website for the Fern Ridge Advocates for the Unhoused Group, as well as, identify the economic development projects that fit with her goals.

CMI Liebersbach greeted the committee members and stated MA Thode covered all of the important information. She further stated that when she saw the opportunity posted she applied right away and was excited to learn and contribute to the City's mission.

Chair Vloedman asked if anyone had any questions.

The Committee welcomed CMI Liebersbach and thanked her for her work.

b. Economic Development Report

MA Thode stated there was a brief summary of the Economic State of the City as of January 8, 2025 and it provided more graphs and information about the housing statistics. He further stated the numbers were largely the same and the only addition this month those numbers were certified by Portland State University and they believe the City will grow by 2.4%.

MA Thode reported in addition to the population numbers he provided building permit information for the year 2024 which showed 41 commercial permits and 144 residential permits which totaled \$512,511 in fees to the city and an increase of 19 million in property values.

MA Thode shared employment numbers changed significantly this was due because we pulled from the Longitudinal Employment of Household Dynamics which provides a more accurate detail of commuter patterns along with employment

MA Thode highlighted that this report indicated there were 778 jobs in the city; down from 2,000 reported last month. He further stated the larger number counted residents who work outside of the City.

MA Thode concluded the top three industries also changed and were a combination of food services, retail/trade and public administration; he further noted 132 jobs of the 778 were workers that also lived in Veneta.

MA Thode turned the floor over to Chair Vloedman.

Member Rucker thanked MA Thode for his work and the clarified data.

Member Goodwin asked if there was a rationale for Veneta to grow faster in the decades beyond 2030.

MA Thode responded it was likely due to a higher number of natural deaths that were outpacing birthrates causing the next few years to be lower. Birthrate is expected to outpace natural deaths once again in Oregon by 2030.

Member Haley-Morrell asked if they could receive data on new businesses relocating into the city.

MA Thode responded he would work to provide that information.

Chair Vloedman asked if the current residential developments are the ones that are in planning or in process.

MA Thode stated it was a mixture and some of them were tentative.

Member Goodwin believed most of these developments had been reviewed by the Planning Commission.

Member Goodwin asked what the selection area was outside of the city.

MA Thode responded the commuting-employment data reported was limited to City limits. For someone residing outside of City limits, the data was not specific and could only indicate that these workers were anywhere in Lane County, excluding Veneta.

Member Goodwin believed it would be good to know where the City workers lived; if they lived close by, i.e. Crow, Elmira, it would be good to know the detail in order for the City to connect or engage with these workers.

Chair Vloedman asked MA Thode to share historical data so the members could have comparison numbers.

MA Thode confirmed Member Rucker's comment that there was job loss in the City over the last two years.

c. Economic Identity Update -Final Deliverables

MA Thode presented the deliverables Altar Media presented to businesses at the Fern Ridge Chamber of Commerce last month.

MA Thode related that Altar Media wanted there to be a "see, hear and feel" quality to the brand that speaks to the value of our community.

MA Thode showed members the final logo, work mark and variations of the taglines, Engage, Explore, Enjoy, created for the City. He further stated RAC cards, three videos, tourism and influencer plans and social media launch communication were also provided with the final deliverables.

MA Thode shared they discussed the next phase of the project with the Fern Ridge Chamber of Commerce and wanted to hear ideas from the Economic Development Committee.

MA Thode suggested drafting a survey to the community to ask how they were currently marketing themselves and if the new deliverables would work with their current promotions.

MA Thode turned the floor back to Chair Vloedman.

Member Haley-Morrell believed that surveying the constituents was a good idea and would lend to a better understanding of the strengths and weaknesses of the deliverables.

Chair Vloedman hoped that there could be samples shared for each deliverable and how businesses can use each one. He also liked the ideas of hearing from other Veneta businesses and partnering with them on these new marketing opportunities.

Member Lehman wondered how the map could be used with the word marks and if there were opportunities to envision a passport at each Veneta location.

Member Goodwin encouraged the City and the Chamber to make this logo a pervasive feature of their communications. He further stated that was how you persuade businesses to take advantage of it too.

Member Tribolet asked if it was possible for the city to do a mailing where each businesses submit their own flyer to be inserted in their own pages.

Member Haley-Morrell mentioned that they hoped to design a Welcome to Veneta webpage in the near future.

Liaison Wright agreed that the city needed to show businesses how to use these tools. She asked if Altar Media could provide a tool kit for these marketing pieces.

Member Haley-Morrell stated a tool kit was not included in the deliverables list.

Further discussion ensued about how best to educate businesses to implement the logo and the brand guides.

CA Michel shared that the Fern Ridge Chamber of Commerce contract was funded by Lane County and supported a part-time staff person to help facilitate activities that the Chamber sponsored.

CA Michel stated the Identity Program was at a critical point and our business community asked for these marketing pieces. He further stated the city and FRCC discussed surveying Veneta businesses to build the tool-kit from the ground up instead of building it at City Hall.

CA Michel believed the business feedback about how they were using the logo and guides was very important before we start building the tool kit.

Member Goodwin stated the City would need to show their commitment to the logo and word marks to encourage businesses to make it part of their business marketing.

MA Thode presented the RAC cards and showed how particular businesses fit into each word mark. He further stated businesses can be added to these cards as they get more involved with the brand guides.

Member Lehman wondered if this engagement could be more community based.

Chair Vloedman recommended that the city make it simple for businesses to use some of these marketing pieces, i.e. tagline or hashtag these word marks.

MA Thode concluded that the city would send a survey to businesses to ask what their current strategies are, weaknesses and strengths and their current identity and based on this discussion, some examples of how they would plug in their own business to this to this new brand.

CMI Liebersbach believed the brand guides was a good first start.

Liaison Wright believed that new businesses in Veneta should be given some kind of welcome kit and how to use the brand guide.

Chair Vloedman also wanted to have RAC cards, at his business, to help support other Veneta businesses. He asked how he could purchase the cards.

MA Thode stated he would add that information in the simple tool kit.

Member Lehman encouraged the City to send out an email about where these products can be purchased. She further stated the city should make this as simple as possible and have a sense of urgency about the communication.

d. Real World Lane County Update

MA Thode reported CA Michel and he would be traveling to the UO to work with the student team working on the “Real World Lane County” project with Veneta.

MA Thode shared the team will present to the EDC on March 12th and report out on their recommendation for the downtown blocks the city recently purchased.

7. OTHER

a. City Council/BAC Work Session Scheduled for February 24, 2025

Chair Vloedman stated the joint session with EDC/BAC would meet with City Council on Monday, February 24; after the next session.

Member Goodwin asked if there was an agenda or topics for this meeting.

MA Thode stated it would cover the same topics as last year

CA Michel stated last year we talked about purchasing the downtown block and the budget. He further stated to please let MA Thode know if you have other topic items.

Chair Vloedman asked members to bring their topics to the next meeting.

Member Goodwin asked to add the Identity Study survey and roll out to the agenda as a topic item.

Chair Vloedman directed MA Thode to add that topic to the list.

CA Michel added that the budget would be an important topic to discuss since the Urban Renewal Agency had allocated their funding to other projects.

b. CO.Starters Sessions starting in Late January

MA Thode reported that Member Mark Davis recommended this be added to the agenda for today and it was announced officially that CO. Starters Session was starting in late January.

MA Thode shared it was offered in other cities and that the program was not available in Veneta; he further stated when it was offered in Veneta there was low attendance.

MA Thode mentioned if members were interested they could find out more about it and register.

c. EDC Reappointments

MA Thode stated there were two representatives from the EDC appointed to the BAC and their terms were expiring. He further stated both members agreed to continue to serve on the BAC.

Motion: Chair Vloedman **made a motion to recommend reappointment of Members Haley-Morrell and Lehman as Liaisons to the Business Assistance Committee to the City Council.** Liaison Wright seconded the motion. **The motion passed unanimously (7-0).**

Chair Vloedman asked if there were any other items to address.

There were none.

8. NEXT MEETING

a. February 12, 2025, at 2:00 p.m.

9. ADJOURN

Chair Vloedman adjourned the meeting of the Veneta Economic Development Committee at 3:22 p.m.

Chair Herb Vloedman

ATTEST:

DRAFT

Veneta Economic Report—February 12th, 2025

Population and Housing

There have been no updates in research regarding Veneta’s population or projected growth. Population as of the most recent census was reported at 5,214. Housing units in Veneta were reported as 2,032 with a vacancy rate of 2.7% and average household size of 2.64. There have been minor updates to progress reports regarding Subdivision Development detailed in the table below.

Current Residential Developments in Veneta			
Subdivision/Project Name	Location	Number of Lots/ Units	Notes
Oakley Estates	NE Corner of City / Todd Way	180 Lots	Phase I done (12 lots up) Phase II under construction.
1st Addition to Forest Grove	East Hunter E of City Park	55 Lots	Under Construction
Blek’s Mill (Formerly Blake’s Mill)	Oak Island Dr. and Cherry Ln.	18 Lots	Under Construction (Public Improvements)
Applegate Landing Phases IV & V	SW Corner of City, N of Perkins and W of Territorial	98 Lots	Tentative Approval Only
Madrone Ridge Phases IV & V	W of Applegate Landing	58 Lots	Tentative Approval Only
Andrew Heights	W of Applegate off of Hawkview + Oaks Orchard	33 Lots	Tentative Approval Only
Cheney Drive Apartments	Cheney Dr. E of Strike W of Territorial	128 Units	Tentative Approval Only
Two Fourplexes (New)	Off of Perkins and Halceon	8 Units	New Development
Total:	442 Lots 136 Units		

Employment

There is no new updates regarding the existing analysis of employment within Veneta City Limits. But again using data from the US. Census Bureau’s 2022 LEHD Origin Destination Employment Statistics (LODES) adding a small buffer to the city limits impacts employment statistics, hopefully capturing a more representative sample of residents that live just outside of the legal City boundary. This is in the table under the 2022 (.25mi Buffer) column along with data from the previous Economic Report.

Median Salary (2023): \$61,929

Jobs: 778 (823)

Total Establishments: 141

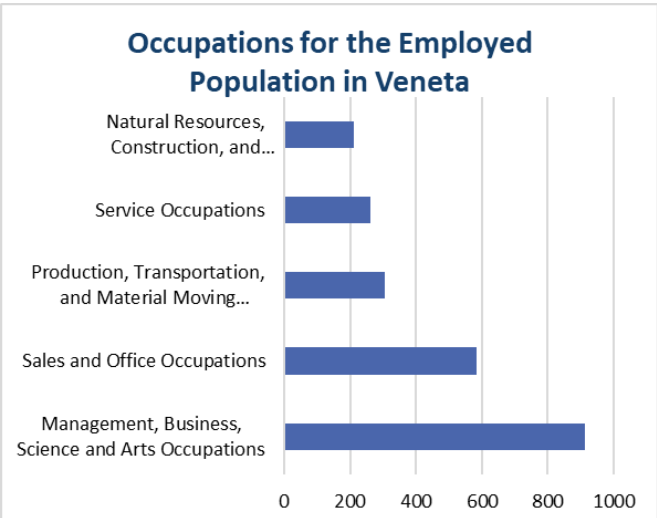
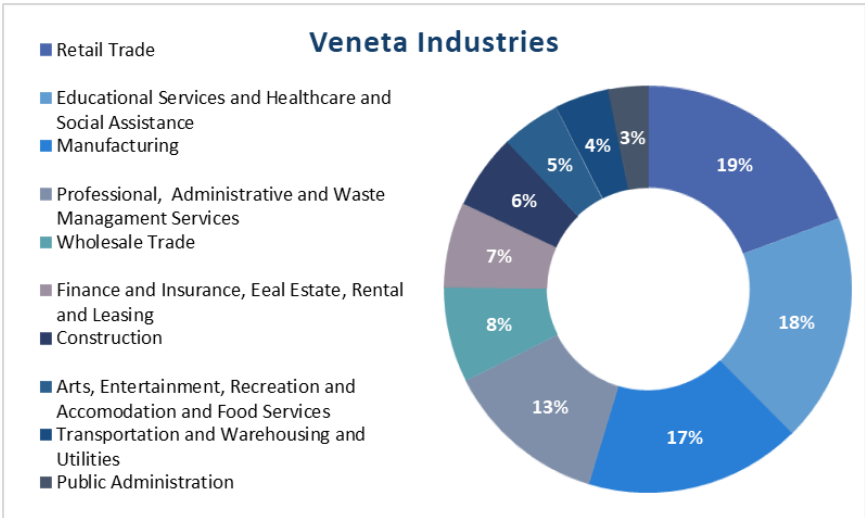
Total Jobs Within City Limits – All				
	2022 (.25 mi Buffer)	2022	2020	2010
Total	823	778	969	633
Percent Change			-19%	22%

Data provided by the Census Bureau, Longitudinal Employer Household Dynamics (LODES), 2022



In terms of total employment, LODES reports 778 jobs within the city of Veneta. When you add a buffer of .25 mi to include those who live just outside of city limits, but are in every other aspect of the term, residents of the city, that increases to 823. This includes an increase of both people working and living in Veneta as well as those that are commuting in. Using this buffer, the data indicates that only 141 individuals live and work in Veneta. The majority of workers, 682 employees, live outside Veneta and commute into the City for their jobs, while over 2,200 residents live in Veneta but work elsewhere.

Information about the industries and occupations of Veneta’s labor force are illustrated below. These are from the Employed Population 16 Years and Older. The Retail Trade industry makes up 19% of employment followed closely by educational services and healthcare/social assistance.



Data provided by U.S. Census Bureau. "Selected Economic Characteristics." American Community Survey, ACS 5-Year Estimates Data Profiles, Table DP03, 2022, <https://data.census.gov/table/ACSDP5Y2022.DP03?q=employment in Veneta city, Oregon>. Accessed on February 5th, 2025.

New Businesses

G. Street Integrated Health registered with the City of Veneta on January 28th 2025, and they are a medical facility that will employee 8 people. They will be located at 87983 Territorial Rd.

AGENDA ITEM SUMMARY



TITLE/TOPIC: Changes to Economic Incentives/Programs

Meeting Date: February 12, 2024
Department: Economic Development

Staff Contact: Jacob Thode
Email: jthode@ci.veneta.or.us
Telephone Number: 541-935-2191

ISSUE STATEMENT

Should the City move forward with the recommended changes to current economic development programming for discussion during the upcoming City Council work session with the Economic Development Committee (EDC) and the Business Assistance Committee (BAC)?

BACKGROUND

During the December 11th Economic Development Committee meeting, staff provided the members of the committee with a financial overview of the City of Veneta's and Veneta Urban Renewal Agency's (URA) combined economic programming. This outlined details on grant funding, budget allocations for the current fiscal year, and anticipated changes for the upcoming budget cycle. See Attachment 1.

The topic of funding for programs came up after staff informed the committee that funding for the URA's Redevelopment Toolkit, consisting of a total budget of \$90,000 for various development grants, would be unlikely to receive funding in the next fiscal year due to limited funding for other economic development projects and with the planned sunseting of the URA in 2030.

During the EDC's conversation in October, the committee recommended that staff try to preserve the Signage, Façade Improvement, and Streetscape Amenities programs of the URA by moving that into the City's general fund budget. This transition would require an increased budget request to City Council for economic development programming by either an expected \$16,000, or by \$41,000 to also retain the Redevelopment Grant program as well.

Since that discussion, staff has further reviewed all of the City's existing grant and incentive programs and proposes recommending the following changes for City Council's consideration:

Proposed Changes

1. Reallocating Funding from the Community Building Grant Program

The Community Building Grant Program (CBG), formerly called the Livability Grant Program, has historically supported events such as music in the park, Movies in the Park, Veneta 4th's, along with other notable events. In the past year, Veneta Park Board has decided to support many of these activities through their own budget.

Staff is proposing shifting the CBG program to the Park Board to oversee and fund additional community events outside of their own event programming. This transition would free up \$10,000 within the City’s economic development budget, which could then be redirected to support the redevelopment grants the EDC seeks to maintain, particularly the Signage, Facade Improvement, and Streetscape Amenities programs.

2. Eliminate Unused or Outdated Redevelopment Toolkit Grants.

Staff recommends discontinuing programs within the Redevelopment Toolkit that have historically never received an application, are no longer eligible to apply to, or are redundant to other funding opportunities. These include the following:

PROGRAM	REASONING
DESIGN ASSISTANCE	Program has historically received 0 successful applicants and is not currently not set up to be offered to new applicants.
LOAN RATE BUY DOWN	Program has historically received 0 successful applicants and is not currently not set up to be offered to new applicants.
FORGIVABLE DEBT	Program has historically received 0 successful applicants and is not currently not set up to be offered to new applicants.
SDC FEE REDUCTION	Program has historically received 0 successful applicants, and is similar to the Commercial Development Grant Program.
REDEVELOPMENT	Program has historically received 0 successful applicants, and is likely too broad of a program for businesses to identify potential redevelopment projects.

3. Categorizing and Reprioritization of the City’s Economic Incentives.

Staff recommends prioritizing and balancing funding across the EDC’s current economic incentives by recategorizing grant programs into three main objectives:

- Job Creation/Retention
- Commercial Development
- Placemaking

Given this recategorization, the City currently allocates \$50,000 each year for job and commercial development programs, along with an additional \$25,000 for placemaking activities. The URA currently allocates another \$90,000 for redevelopment, which staff has categorized as placemaking as well.

Staff proposes transferring the URA’s Signage, Façade Improvement, and Streetscape Amenities programs to be supported within the City’s general fund budget. This would increase City Council’s current economic development budget for placemaking activities by \$16,000 to total \$41,000, and ensure the City maintains a balanced budget across all of EDC’s identified priorities. See Attachment 2.

4. Revising the Commercial Development Program and Business Grant Program

The Commercial Development Incentive Program (CDIP) was designed to encourage commercial development within City limits. However, its name gives does not explain the purpose of the program, and the criteria to apply closely resemble the Business Grant Program’s job-creation requirements. Additionally, this program currently overlaps with the

Redevelopment Toolkit's SDC Fee Reduction Program.

Staff proposes revising the CDIP's name and eligibility criteria. These changes would clarify the purpose of the program and make it more effective towards incentivizing local, particularly for businesses deterred by high transportation SDC fees.

Regarding the Business Grant Program, staff have raised concerns about the ability of the Business Assistance Fund to sustain annual grant awards of up to \$50,000, given its yearly revenue. See Attachment 1.

Staff proposes reviewing levels of funding and establishing clear criteria for eligibility based on a project's output and expected job creation/retention.

Staff recommends moving forward with these proposed changes for discussion during the upcoming City Council work session with the Economic Development Committee and the Business Assistance Committee.

RELATED CITY DOCUMENTS

24-25 City of Veneta Adopted Budget

24-25 Urban Renewal Agency Adopted Budget

COMMITTEE CONSENSUS OPTIONS

- 1) Recommend staff move forward with the proposed changes to the City's economic development programming for discussion during the upcoming City Council work session.
- 2) Recommend staff move forward with the alternative changes [State Changes] to the City's economic development programming for discussion during the upcoming City Council work session.
- 3) Do not Recommend staff move forward with the recommended changes to the City's economic development programming for discussion during the upcoming City Council work session.

STAFF RECOMMENDATION

Recommend staff move forward with the proposed changes to economic development programming for discussion during the upcoming City Council work session.

SUGGESTED MOTION

"I make a motion to recommend staff move forward with the proposed changes to the City's economic development programming for discussion during the upcoming City Council work session."

ATTACHMENTS

Overview of Grant Programming and Funding

Grant Priorities and Categorization

Overview of Economic Incentives and Grant

Program	Awarding Agency	Fiscal Budget	Funded By	Grants Awarded to Date
Community Building Grant Program	City of Veneta	\$10,000	City General Fund	8
Vibrant Veneta	City of Veneta	\$15,000	City General Fund	3
Community Development Incentive Program	City of Veneta	\$50,000	City General Fund	1
Business Grant Program	City of Veneta	\$50,000	Business Assistance Fund	1
Design Assistance	Urban Renewal Agency		URA General Fund	0
Signage	Urban Renewal Agency	\$1,000	URA General Fund	8
Streetscape Amenities	Urban Renewal Agency	\$5,000	URA General Fund	1
Facade improvement	Urban Renewal Agency	\$10,000	URA General Fund	3
Environmental Assessment	Urban Renewal Agency	\$15,000	URA General Fund	0
SDC Fee Reduction	Urban Renewal Agency	\$25,000	URA General Fund	0
Loan Rate Buy Down/Forgivable Debt Redevelopment	Urban Renewal Agency	\$15,000	URA General Fund	0
	Urban Renewal Agency	\$15,000	URA General Fund	0

Summary of Resources, General Fund - City of Veneta

SUMMARY OF RESOURCES													
FUNDS BY TYPE	BEGINNING FUND BALANCE											TOTAL NEW REVENUE	TOTAL RESOURCES (Beginning Fund Balance + New Revenue)
	PROJECTED FUND BALANCE @ 7-1-2024	PROPERTY TAXES	GOVERNMENT AGENCIES	FRANCHISE FEES	USER FEES	TRANSFERS	LICENSES AND PERMITS	COURT FINES	INTEREST INCOME	GRANTS	ALL OTHER		
GENERAL FUND:													
General Fund	1,993,100	370,500	109,600	142,400	4,700	720,000	7,900	11,200	39,900	61,000	72,800	1,540,000	3,533,100
SPECIAL REVENUE FUNDS:													
Law Enforcement	498,100	970,000	33,800	17,800	152,100	6,600	300	-	15,200	-	-	1,195,800	1,693,900
Parks & Recreation	731,600	444,071	88,100	-	76,900	2,045,000	-	-	17,900	2,905,000	8,700	5,585,671	6,317,271
Parks & Recreation SDC	356,300	-	-	-	140,000	-	-	-	9,600	-	-	149,600	505,900
Planning	223,500	155,700	-	-	26,700	-	-	-	6,700	-	69,400	258,500	482,000
Streets	2,468,200	-	396,500	142,400	208,300	30,000	-	-	60,600	60,000	600	898,400	3,366,600
Streets SDC	988,238	-	-	-	99,800	-	-	-	14,000	-	17,200	131,000	1,119,238
Stormwater	292,900	-	-	-	72,700	-	-	-	8,700	-	100	81,500	374,400
Stormwater SDC	95,331	-	-	-	6,300	-	-	-	2,700	-	-	9,000	104,331
Building Inspection Program	295,900	-	-	-	158,200	-	-	-	1,600	-	100	159,900	455,800
Governmental SDC	-	-	-	-	-	-	-	-	-	-	-	-	-
Zumwalt	89,600	-	-	-	118,600	-	-	-	1,500	-	100	120,200	209,800
Business Assistance	134,000	-	-	-	-	-	-	-	3,100	-	-	3,100	137,100
Local Improvement	287,800	-	-	-	-	-	-	-	6,000	-	3,100	9,100	296,900
ENTERPRISE FUNDS:													
Water	3,802,500	-	-	-	1,114,400	-	-	-	89,700	-	23,600	1,227,700	5,030,200
Sewer	4,441,900	-	-	-	1,467,300	-	-	-	95,300	-	26,600	1,589,200	6,031,100
Water SDC	128,500	-	-	-	124,700	-	-	-	3,000	-	-	127,700	256,200
Sewer SDC	667,600	-	-	-	128,000	-	-	-	15,800	-	-	143,800	811,400
DEBT SERVICE FUND:													
Debt Service	228,562	94,880	-	-	-	-	-	-	8,100	-	-	102,980	331,542
RESERVE FUNDS:													
PW Equipment	92,800	-	-	-	-	20,000	-	-	2,700	-	-	22,700	115,500
Reserve - Governmental	195,300	-	-	-	-	-	-	-	3,800	-	-	3,800	199,100
Reserve - Enterprise	224,000	-	-	-	-	4,700,000	-	-	4,700	-	-	4,704,700	4,928,700
TOTALS	\$ 18,235,731	\$ 2,035,151	\$ 628,000	\$ 302,600	\$ 3,898,700	\$ 7,521,600	\$ 8,200	\$ 11,200	\$ 410,600	\$ 3,026,000	\$ 222,300	\$ 18,064,351	\$ 36,300,082

Summary of Resources, Business Assistance Fund - City of Veneta

SUMMARY OF RESOURCES													
FUNDS BY TYPE	BEGINNING FUND BALANCE PROJECTED FUND BALANCE @ 7-1-2024	PROPERTY TAXES	GOVERNMENT AGENCIES	FRANCHISE FEES	USER FEES	TRANSFERS	LICENSES AND PERMITS	COURT FINES	INTEREST INCOME	GRANTS	ALL OTHERS	TOTAL NEW REVENUE	TOTAL RESOURCES (Beginning Fund Balance + New Revenue)
GENERAL FUND:													
General Fund	1,993,100	370,500	109,600	142,400	4,700	720,000	7,900	11,200	39,900	61,000	69,400	1,540,000	3,533,100
SPECIAL REVENUE FUNDS:													
Law Enforcement	498,100	970,000	33,800	17,800	152,100	6,600	300	-	15,200	-	-	1,195,800	1,693,900
Parks & Recreation	731,600	444,071	88,100	-	76,900	2,045,000	-	-	17,900	2,905,000	8,700	5,585,671	6,317,271
Parks & Recreation SDC	356,300	-	-	-	140,000	-	-	-	9,600	-	-	149,600	505,900
Planning	223,500	155,700	-	-	26,700	-	-	-	6,700	-	3,100	258,500	482,000
Streets	2,468,200	-	396,500	142,400	208,300	30,000	-	-	60,600	60,000	-	898,400	3,366,600
Streets SDC	988,238	-	-	-	99,800	-	-	-	14,000	-	23,600	131,000	1,119,238
Stormwater	292,900	-	-	-	72,700	-	-	-	8,700	-	26,600	81,500	374,400
Stormwater SDC	95,331	-	-	-	6,300	-	-	-	2,700	-	-	9,000	104,331
Building Inspection Program	295,900	-	-	-	158,200	-	-	-	1,600	-	100	159,900	455,800
Governmental SDC	-	-	-	-	-	-	-	-	-	-	-	-	-
Zumwalt	89,600	-	-	-	118,600	-	-	-	1,500	-	-	120,200	209,800
Business Assistance	134,000	-	-	-	-	-	-	-	3,100	-	-	3,100	137,100
Local Improvement	287,800	-	-	-	-	-	-	-	6,000	-	-	9,100	296,900
ENTERPRISE FUNDS:													
Water	3,802,500	-	-	-	1,114,400	-	-	-	89,700	-	-	1,227,700	5,030,200
Sewer	4,441,900	-	-	-	1,467,300	-	-	-	95,300	-	-	1,589,200	6,031,100
Water SDC	128,500	-	-	-	124,700	-	-	-	3,000	-	-	127,700	256,200
Sewer SDC	667,600	-	-	-	128,000	-	-	-	15,800	-	-	143,800	811,400
DEBT SERVICE FUND:													
Debt Service	228,562	94,880	-	-	-	-	-	-	8,100	-	-	102,980	331,542
RESERVE FUNDS:													
PW Equipment	92,800	-	-	-	-	20,000	-	-	2,700	-	-	22,700	115,500
Reserve - Governmental	195,300	-	-	-	-	-	-	-	3,800	-	-	3,800	199,100
Reserve - Enterprise	224,000	-	-	-	-	4,700,000	-	-	4,700	-	-	4,704,700	4,928,700
TOTALS	\$ 18,235,731	\$ 2,035,151	\$ 628,000	\$ 302,600	\$ 3,898,700	\$ 7,521,600	\$ 8,200	\$ 11,200	\$ 410,600	\$ 3,026,000	\$ 222,300	\$ 18,064,351	\$ 36,300,082

Summary of Resources and Requirements - Urban Renewal Agency

SUMMARY OF RESOURCES							SUMMARY OF REQUIREMENTS						
FUNDS BY TYPE	BEGINNING FUND BALANCE PROJECTED FUND BALANCE @ 7-1-2024	PROPERTY TAXES	LOAN PROCEEDS	INTEREST INCOME	OTHER	TOTAL NEW REVENUE	TOTAL RESOURCES (Beginning Fund Balance + New Revenue)	MATERIALS & SERVICES	CAPITAL OUTLAY	DEBT SERVICE	TRANSFERS	CONTINGENCY	TOTAL EXPENDITURES
GENERAL FUND:													
General Fund	653,422	-	2,790,000	8,067	-	2,798,067	3,451,489	100,200	-	-	2,742,000	-	2,842,200
DEBT SERVICE FUND:													
Debt Service	3,014,835	928,869	-	24,810	2,168	955,848	3,970,683	-	-	2,792,500	-	-	2,792,500
TOTALS	\$ 3,668,257	\$ 928,869	\$ 2,790,000	\$ 32,877	\$ 2,168	\$ 3,753,914	\$ 7,422,171	\$ 100,200	\$ -	\$ 2,792,500	\$ 2,742,000	\$ -	\$ 5,634,700

CATEGORY/PRIORITY	GRANTS PROGRAMS	CURRENT FUNDING	EXPECTED FUNDING FY '26
<i>JOB CREATION/ RETENTION</i>	Business Grant program	\$50,000	\$50,000
<i>PLACEMAKING</i>	Vibrant Veneta Community Building Grant Program Redevelopment Toolkit	\$25,000 (CC) \$90,000 (URA)	\$41,000
<i>NEW AND COMMERCIAL DEVELOPMENT</i>	Commercial Development Incentive Program	\$50,000	\$50,000



Economic Identity Brand Toolkit

This page acts as a catch all for answering initial questions, providing information about this new branding and marketing, and to give you a starting point for how to start using this brand alongside your own marketing!

What Is This For?

This brand will unite Veneta's economic and business community around a shared brand, and to create a regional identity that can resonate with everyone. This is a three-pronged marketing slogan that is meant to encapsulate Veneta's wonders and the Fern Ridge area. We have created rack cards, brochures and a map that highlight Veneta's businesses through the lens of our Explore, Enjoy and Engage tagline! Please contact City Hall or Veneta Chamber of Commerce if you would like some copies or ideas on how to implement them.

Engage: [Engage Veneta Brochure.pdf](#)

Enjoy: [Enjoy Rack Card.pdf](#)

Explore: [Explore Rack Cards.pdf](#)

City Activity Map: [Veneta Map.pdf](#)

What Is the Brand?

explore
Veneta

- Encourages us to embrace the unique experiences and adventures that help give Veneta character.
- Aimed towards tourists, visitors, and outdoor adventure seekers.

enjoy
Veneta

- Highlights the importance of amenities that create spaces to gather and build a sense of belonging within the community.
- Aimed towards tourists, visitors, and community members.

engage
Veneta

- Challenges us to look critically at our role in connecting Veneta through intentional actions, big and small, that lead to reciprocal support and sustainability.
- Aimed towards business owners, community members, families and youth.

How Can My Business Use This Brand?

By creating an atmosphere that is inviting and exciting to both residents and visitors of the Fern Ridge area! Focus on what makes your business unique, and start to think how you can incentive and promote yourself to locals and tourists. Check out some of the ways that you can start to use this branding in line with your own marketing!

Explore Veneta

Be an ambassador of adventure!

Encourage residents and visitors to explore the events and attractions that make Veneta unique. Post on your story and tag @cityofveneta or #exploreveneta #enjoyveneta #engageveneta.

Remember: Your normal is someone else's extraordinary!

Adventure looks different for everyone. Contact with the head of the parks and rec board, Craig Soderberg at soderboy@outlook.com to see if you can volunteer!



Welcome adventurers!

People could choose a million different places to explore, so celebrate those who choose Veneta. Invite people in to see what the city has to offer.

Enjoy Veneta

Create a unique offer!

A unique dish, one-of-a-kind atmosphere, or novel service that will draw people to your business.

Elevate the experience.

Fresh, local products and quality service provide a positive customer experience. Be something they won't find anywhere else.

Give them a reason to come back!

You can offer perks, loyalty programs or unique events, depending on your business. Discover what your customer base values, and keep them coming back for it!



Engage Veneta (Businesses)

Focus outward.

See your customer's success as your own. Get to know your customers one-on-one, develop relationships and support their individual experiences as much as you would your own.

Live local.

Source supplies locally, support other local organizations, and champion local initiatives. You could try volunteering, donating good or attending community events.

Embrace small-town!

Remove barriers around communication, and show community pride.



Engage Veneta (Residents)

Be vocal.

Advocate for Veneta, speak on things you love and invite others to see what makes Veneta special.

Live local.

Try to look within Veneta for the things you need, volunteer in the community and attend events. Create a cycle of support across the business, philanthropic, and residential community.

Embrace small-town!

Know your neighbors, your business owners and city officials! Try to be active in the community to support each other in times of need and celebrate together in times of joy.



More Questions?

Veneta Chamber of Commerce will be holding brand sessions where they bring in people with experience in marketing, entrepreneurship and brand to give you ideas on how to implement this new branding. Keep on the lookout for community events like the Light Parade, Harvest Festival, and National Night Out that will utilize those info cards and connect Veneta businesses, and if you have any event ideas send them our way!

For more information about Veneta's new Economic Identity, check out at our brand guide here: [Veneta Economic Identity Brand Guide.pdf](#)

Who Can I Contact?

- Veneta Chamber of Commerce: 541-935-844
- City of Veneta: 541-935-2191

AGENDA ITEM SUMMARY



TITLE/TOPIC: Update to the 5-Year Economic Development Strategy

Meeting Date: February 12, 2024
Department: Economic Development

Staff Contact: Jillian Liebersbach
Email: Jliebersbach@ci.veneta.or.us
Telephone Number: 541-935-2191

ISSUE STATEMENT

Staff is seeking direction from the Economic Development Committee on whether there is a desire for redeveloping a 5-year work plan.

BACKGROUND

In 2015, The City of Veneta contracted with the University of Oregon's Community Service Center (CSC) to develop an Economic Opportunity Analysis that would estimate the types and amounts of industrial and commercial development that would be needed to accommodate forecasted economic growth. This was in line with the City's objective to update the City's Comprehensive Plan with a series of analysis' related to the City's Housing and Land Inventory, UGB Expansion, and Economic Opportunity.

The CSC's scope of work for the Veneta Economic Opportunity Analysis included an implementation strategy for the next five years, from 2015 to 2019, with the intended purpose of recommending actionable steps for the City to take to achieve the goals and aspiration of the City's economic development vision.

In 2020, the EDC reviewed the previous five-year plan and determined that some of the goals from the plan should be continued into the next five years, and that an update and reprioritization of goals was also needed. The resulting 2021-2025 plan is what staff are currently reevaluating and seeking direction on from the EDC regarding what the City's next steps should be. Specifically, staff would like the EDC's input regarding the following questions:

- 1) Does the committee have interest in continuing to use the current 5-year strategic plan or should staff prepare a new and updated economic development 5-year strategic plan??
- 2) If an update to the plan is needed, should staff focus on updating the plans current goals and tasks or are there enough changes to make that the EDC would recommend staff to update the plan entirely?
- 3) The current plan is comprised of an Introduction, Environmental Scan, Vision and Goal Setting, and Appendix of Relevant Economic Development Documents. Would the committee want to see the five-year plan retained in its current form or revised to include/exclude material for the new plan?

Attachment 1. Economic Development Incentives by City and URA Funds

4) Does the current Vision and Goal setting sections meet the needs of the committee? Or should it be updated to be better utilized by the committee?

RELATED CITY DOCUMENTS

Economic Opportunity Analysis

City of Veneta Economic Development Strategy 2015- 2019

City of Veneta Economic Development Strategy 2021 - 2025

COMMITTEE CONSENSUS OPTIONS

- 1) Direct staff to continue with the current Economic Development Strategy from 2021-2025.
- 2) Direct staff to update a new Economic Development 5-Year Strategic Plan focusing only on revising current goals and tasks.
- 3) Direct staff to update an entirely new Economic Development 5-Year Strategic Plan

STAFF RECOMMENDATION

Direct staff to update an entirely new Economic Development 5-Year Strategic Plan

RECOMMENDED MOTION

I make a motion to direct staff to update an entirely new Economic Development 5-Year Strategic Plan.

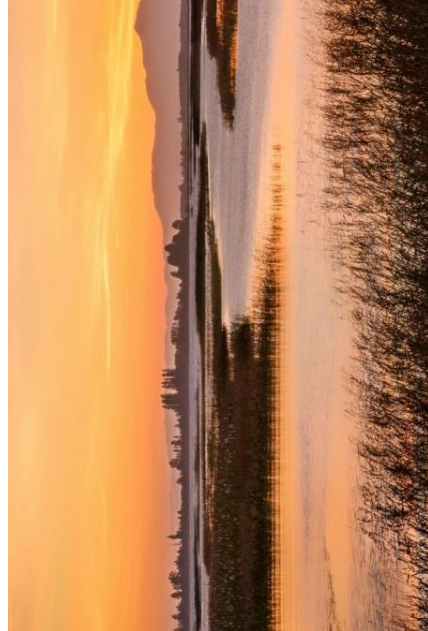
ATTACHMENTS

1. City of Veneta Economic Development Strategy 2021 - 2025

City of Veneta

Economic Development Strategy

2021 - 2025



Photos courtesy of City of Veneta

December 2020

Final Report



Institute for Policy
Research and Engagement

Prepared for
City of Veneta
88184 8th St
Veneta, OR 97487

Prepared by
The University of Oregon
Institute for Policy Research & Engagement
School of Planning, Public Policy, and Management

Acknowledgements

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Veneta Economic Development Committee

Thomas Cotter, City Council Liaison	Ryan Frome
Herb Vloedman, Committee Chair	Gina Haley-Morrell
Len Goodwin, Committee Vice Chair	Tulsi Elizabeth Strickland
Jason Alansky	John Tribolet
Dalen Corbett	

City of Veneta Staff

Matt Michel, City Administrator
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Olenka Warble, Research Associate

About the Institute for Policy Research and Engagement

The Institute for Policy Research & Engagement (IPRE) is a research center affiliated with the School of Planning, Public Policy, and Management at the University of Oregon. It is an interdisciplinary organization that assists Oregon communities by providing planning and technical assistance to help solve local issues and improve the quality of life for Oregon residents. The role of IPRE is to link the skills, expertise, and innovation of higher education with the transportation, economic development, and environmental needs of communities and regions in the State of Oregon, thereby providing service to Oregon and learning opportunities to the students involved.

About the Resource Assistance for Rural Environments

Resource Assistance for Rural Environments (RARE) is a unique AmeriCorps Program serving rural Oregon to strengthen communities, economies, food systems, and the natural environment. Housed at the University of Oregon’s Institute for Policy Research & Engagement in the School of Planning, Public Policy, and Management, we aim to link the energy, expertise, and innovation of the University of Oregon with rural Oregon communities’ most pressing needs.

RARE AmeriCorps’ mission is to assist Oregon’s natural resource-tied rural communities while providing supported, applied experience to college graduates from across the US.

RARE members live in rural communities for 11 months and serve cities, counties, non-governmental organizations, or state agencies to improve economic and environmental conditions in rural Oregon. Now in its 26th year, the RARE AmeriCorps Program has placed over 550 volunteers and served every Oregon County. Placement focus areas include:

- City, County, and Regional Planning
- Resilience Planning
- Main Street & Downtown Development
- Travel & Tourism
- Community & Economic Development
- Natural Resource Planning
- Food Systems
- Renewable Energy Planning

About the EDA University Center

The University of Oregon Economic Development Administration University Center (EDAUC) is a partnership between the Institute for Policy Research and Engagement, the UO Department of Economics, the Oregon Small Business Development Center Network, and UO faculty. The UO EDAUC provides technical assistance to organizations throughout Oregon, with a focus on rural economic development. The UO EDAUC seeks to align local strategies to community needs, specifically with regards to building understanding of the benefits of sustainable practices and providing technical training to capitalize on economic opportunities related to those practices. The UO EDAUC is partially funded through a grant from the U.S. Department of Commerce, Economic Development Administration. Additional EDA funding was provided via the Coronavirus Aid, Relief, and Economic Security (CARES) Act.

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Introduction

Veneta, Oregon is a small town with big ambitions. Veneta is a rural community with urban amenities. It finds itself on the banks of the Fern Ridge reservoir and in the middle of Oregon wine country – home to world class sailing opportunities and vineyards. The City of Veneta has pursued a forward thinking and innovative approach to economic development for the past five years. The City is bringing in new manufacturing jobs by partnering with brewers to create a vibrant downtown. Entrepreneurs have been swaddled in wraparound services by economic ecosystem builders at the City who are following the Kauffman Entrepreneurial Ecosystem Playbook.¹ The cultural landscape of Veneta and its economy has been forever changed by events like the PopUp Retail District and the Veneta / By Design workshop. The City is fully invested in connecting its residents to the digital future through private public partnerships with internet service providers and utility companies.

Recognizing all the momentous investments that are catalyzing change in its economy, the City of Veneta is reviewing its economic development strategy and the land use documents and policies that support that strategy in order to create a new Economic Development Strategy. This update leverages the 2015 Opportunities Analysis [EOA] (compliant with Goal 9 and OAR 660-009); reviewing the economic and land use trends of Veneta over the past five years and conversations with key stakeholders to guide the development of a strategy and five-year action plan to guide economic development policy and actions in Veneta over the coming years. The update also considers actions to help Veneta recover from economic damage from the COVID-19 pandemic and to create a more resilient local economy.

Background and Methods

The City of Veneta hired the Institute for Policy Research and Engagement [IPRE] to prepare an update and expansion to their 2015-2019 Economic Development Strategy. It has been five years since the previous strategy was adopted so the City and its public partners within the Veneta Economic Development Committee [EDC] wanted to reexamine the community's economic development vision, goals, and related strategies.

The updated strategy was informed by conversations with the City officials, experienced local economic ecosystem builders and the EDC, as well as a review of the following documents provided by the City:

- Veneta Comprehensive Plan (2000, amended 2019)
- Veneta Economic Development Strategy (2015-2019)

¹ The Kauffman Entrepreneurial Ecosystem Playbook is a living document meant to guide economic developers in the techniques that create sustainable economic growth, currently in its 3rd iteration: <https://www.kauffman.org/ecosystem-playbook-draft-3/>

- City of Veneta Economic Opportunities Analysis (2014)
- Economic Development Committee Workplan (2015 – 2020)
- Retail Market Analysis (2016)
- Downtown Action Plan and Redevelopment Toolkit (2017 – 2018)
- Broadband Strategic Plan and Open Access Report (2017 – 2019)

IPRE used an iterative, facilitated method to update the CEDIS. The process included: (1) convening the Economic Development Committee; (2) updating data related to characteristics and economic trends in the region; (3) collaborating with City officials; and (4) preparing draft and final plan material for review and comment.

City of Veneta's Role in Economic Development

The focus of this project was primarily on the City of Veneta's role; what resources can the City commit to economic development and what roles are most appropriate for the City. Following are foundational assumptions about the City of Veneta's role in economic development:

- The City plays a support role in business development;
- The City is one of several organizations that provide and maintain infrastructure;
- The City has limited staff and financial resources that can be invested in economic development activities;
- The City has an obligation to adopt an economic development strategy, policies to manage employment lands, and maintain a 20-year supply of commercial and industrial sites under Goal 9 and OAR 660-009;
- The City is not the appropriate organization to coordinate and deliver workforce programs; and
- The City's unique understanding of its economy empowers it to make strategic partnerships with regional stakeholders to deliver necessary economic development programming.

Because economic development is a team activity and involves multiple organizations, it is important for the City to clearly define its role. Moreover, the City should only lead in activities that directly fall within its organizational mission and staff capacity. Several organizations are working on economic, business, and workforce development in the region. These organizations include:

- City of Veneta
- Lane County
- Cascades West Economic Development District
- Veneta - Fern Ridge Chamber of Commerce
- Lane Community College Small Business Development Center
- Lane Workforce Partnership
- Business Oregon

The economic development vision, strategies, and actions that follow primarily focus on those activities for which the City would be the lead organization or relate directly to a defined City function. This approach is consistent with the intent of this project: to articulate the City's role in economic development. It does not, however, provide details on the activities of partner organizations, nor does it commit partner organizations to any specific activity.

Organization of this Plan

The remainder of this report is organized as follows:

- **Environmental Scan** presents an assessment of the strengths, weaknesses, opportunities, and threats (SWOT) of economic development in Veneta.
- **Veneta Economic Development Vision and Five-Year Action Plan** presents a summary of the City's economic vision and goals strategies, considerations, and indicators to achieve the vision over a five-year period.

This report includes one appendix:

- **Appendix A: Key document review and vision setting reference** provides the information that IPRE shared with the City and the Veneta EDC; the resulting conversations formed the backbone for this update.

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Environmental Scan

A SWOT (Strengths vs Weaknesses, Opportunities vs Threats) analysis is a tool used by organizations to identify internal and external factors relevant to that organization's future. An organization's strengths and weaknesses are internal factors that the organization has at least some control over. External to the organization are opportunities and threats, which are factors in the environment that are outside of the organization's control. Strengths and weaknesses can be fortified and addressed by internal changes, whereas opportunities and threats must be adapted to take advantage of a dynamic ecosystem.

To create a baseline assessment of the current state of Veneta's economic development programming, the IPRE team has conducted a SWOT analysis by:

- Analyzing economic development publications and plans related to Veneta
- Collaborating with City staff and stakeholders from the Veneta Economic Development Committee
- Reviewing current economic development programming

Strengths

Veneta's strengths arise from its unique blend of rural and urban lifestyles, with an emphasis on its citizens' progressive (defined as pro-change and pro-growth) mindset. These factors combine to create a community that is appealing to a range of people and businesses, lending itself to a diverse economy.

Geography

- Proximity to wineries, agriculture, and the Eugene/Springfield area
- Attractive, bucolic lifestyle opportunities
- Proximity to recreational opportunities in the Fern Ridge Area
- Last "urban" center between Eugene/Springfield and the Oregon Coast

Identity/Perception/Culture

- "Small town feel" with progressive attitude
- Placemaking and landscape architecture improvements to the downtown area are already underway
- Availability of "shovel-ready" industrial and commercial land

Infrastructure, Connectivity, and the Built Environment

- Adequate infrastructure to accommodate years of development at the Jeans Road commercial/industrial area and within Downtown Veneta
- Strong local identity related to the bioregion, agriculture, timber, and the Oregon Country Fair
- Public transportation connections between Eugene/Springfield and Veneta

Policy and Politics

- Political support of economic development from elected officials, engaged and supportive residents and City staff focused on economic development
- Willingness to adapt or change existing local government regulations to meet common development goals
- Growing culture of entrepreneurship ecosystem and economic development
- Robust partnerships with local economic development partners

Weaknesses

The community's weaknesses arise from its proximity to Eugene/Springfield, lack of accessible transportation infrastructure (except for the airport) and the chicken-and-egg problem of a lack of available retail/commercial space leading to a lack of diverse activities for consumers. Addressing weaknesses in the built environment and changing consumer habits will be crucial to growing Veneta's economy.

Economic Activity

- Limited local employers and employment opportunities
- Lack of diverse activities in the downtown
- Significant retail and service leakage to Eugene/Springfield

Geography

- Limited freight capacity via Highway 126 and Territorial Highway

Identity/Perception/Culture

- Branding efforts have not been established yet
- Weak regional awareness of the community, especially for the downtown

Infrastructure, Connectivity, and the Built Environment

- Fragmented utility service due to multiple utility companies serving the same small geography

- Limited stock of readily available commercial, retail, and industrial buildings
- Limited downtown visibility from Highway 126
- Limited bicycle and pedestrian infrastructure
- Vulnerability to power and internet service disruptions due to winter storms, earthquakes, and wildfire
- Incomplete access to community-wide broadband fiber internet

Opportunities

Veneta can continue to capitalize on its blend of urban and rural lifestyles. Aside from being surrounded by world class outdoor recreation and agritourism destinations, the community is well positioned to capture much of the growth in the Eugene/Springfield metro, due to lower costs of housing. Leaders should look to capitalize in the growing number of teleworkers and any resources that come because of COVID-19 relief stimulus policies.

Economic Activity

- Growth potential in Veneta small scale agriculture, wineries, breweries, and businesses where face-to-face interaction (e.g., retail outlets) is not required
- Population growth increases the demand for local service
- Local labor force that currently commutes out of the City could meet the needs of new or expanding businesses

Geography

- Recreational activities draw visitors to the area

Identity/Perception/Culture

- Accelerated interest in livable rural communities from remote workers due to the COVID-19 pandemic
- Ability to capitalize on local culture and events, like the Oregon Country Fair

Infrastructure, Connectivity, and the Built Environment

- Low-cost industrial land compared to nearby communities
- Proximity to the Eugene Airport (about a 10-minute drive) can be leveraged to attract potential industries based on proximity to airport
- Availability of lower-cost and moderately priced family housing in comparison to nearby communities, especially Eugene/Springfield area
- Expanding access to telecommunications infrastructure
- Compact downtown has the potential to be more bike or pedestrian friendly
- Ability to promote a small-scale boutique hospitality sector through formal “beds and breakfasts” and sharing economy services

- CapaCity enhancements underway along Highway 126

Politics and Policy

- Building on the success of redevelopment efforts in downtown Veneta
- Opportunity to leverage state and federal resources from COVID-19 response programs to invest in durable change
- Evolving the Management Analyst position role to include economic development programming makes Veneta capable of multi-tasking ED matters, and do so with increasing complexity over time

Threats

Veneta's long term economic health is threatened by a lacking built environment (housing, lodging, retail, manufacturing, and disaster resilient infrastructure) as well as the uncertain impact COVID-19 will have on state and local revenues. Veneta's leaders will need to find ways to draw positive attention and fiscal resources to sustain a growing economy.

Economic Activity

- Residents go to Eugene/Springfield for goods and services

Identity/Perception/Culture

- External perceptions of Veneta by the business community hinder the ability to recruit new industry to the area

Infrastructure, Connectivity, and the Built Environment

- Lack of hotels, temporary housing, and rental housing.
- Expected decline in taxable income and state support, due to the changing economic conditions caused by the COVID-19 pandemic

Politics and Policy

- Limited amount of private and public investment to support continued growth

Visioning and Goal Setting

This presents the core framework of Veneta’s Community and Economic Development Strategy. It builds from a vision statement and includes four goals that will guide the City’s efforts. Objectives articulate the goals, and actions describe specific steps to implement the plan.

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. This economic vision is informed by the public participation included with the 2015 – 2019 Economic Development Strategic plan,² and focuses the community’s economic development strategies for the next five years.

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 visitors alike. Providing for basic needs and creating a unique, healthy community is also at the forefront of Veneta’s economic development goals.

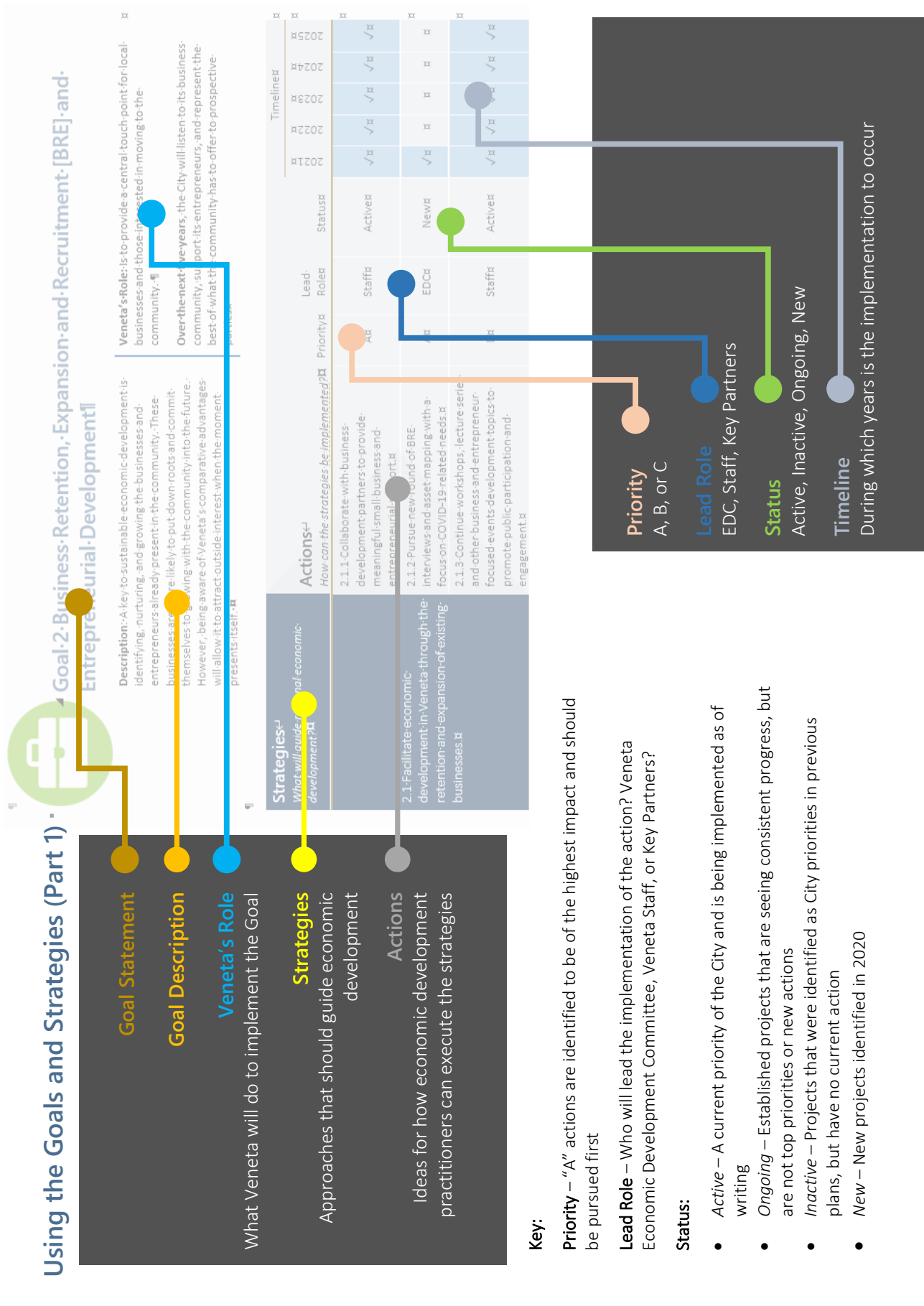
Vision

The City of Veneta vision is that it will 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.

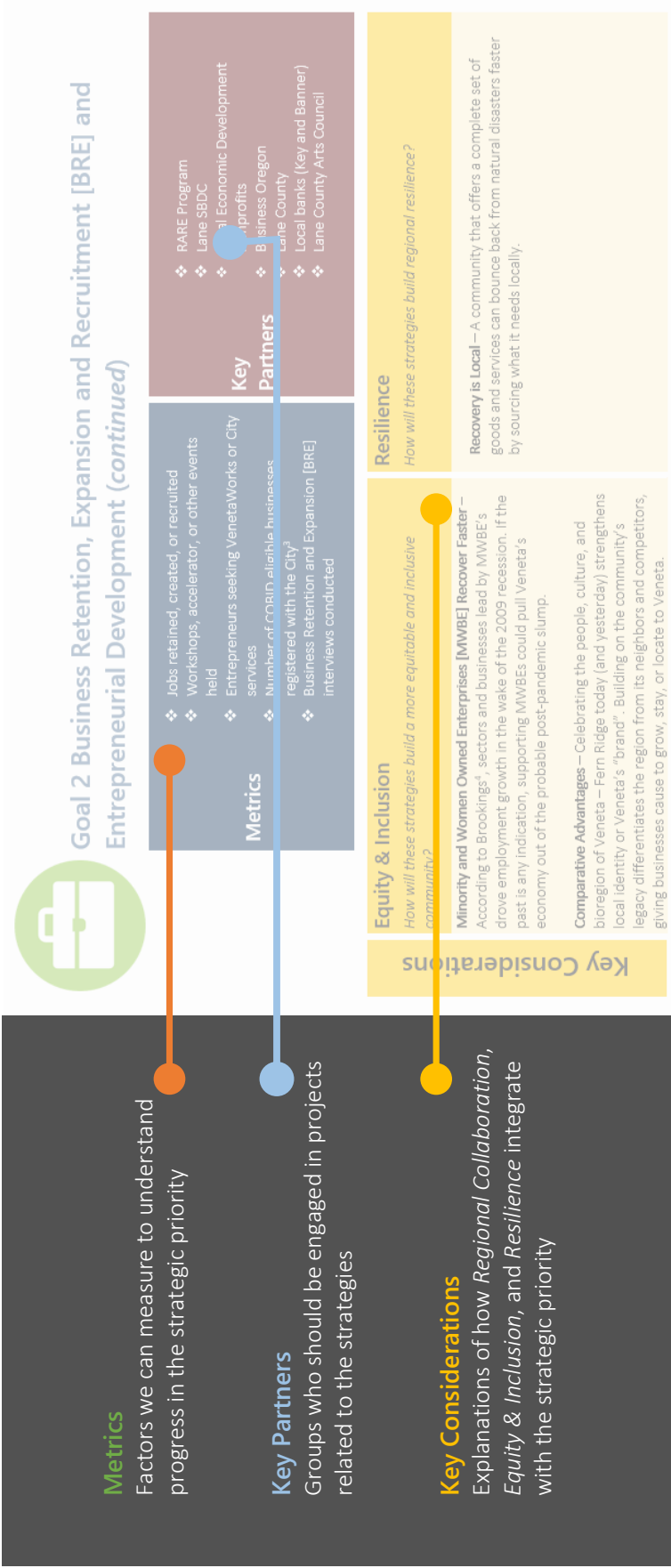
Additionally, the following “Key Considerations” have been included with each goal:

Resilience	Equity and Inclusion
<i>The City aspires to be a close-knit community that is prepared to respond to natural, economic, and manmade disasters</i>	<i>The City and its partners are committed to building an economy that works for all of its residents by curating resources and targeting activities that are accessible to people of all race, income levels and status.</i>

² Found in Appendix A: https://www.venetaoregon.gov/documents?field_microsite_tid=74&field_microsite_tid_1=All



Using the Goals and Strategies (Part 2)





Goal 1: Economic Development Commitment

Description: An effective economic development strategy requires that a community be transparent with its processes, take a collaborative approach toward delivering programs to foster growth and meaningfully engage local businesses in determining the future of Veneta’s economy.

Veneta’s Role: Is to be a coordinator of economic services through consistent communication with the public and by funneling the needs of its business community to relevant governments and providers.

Over the next five years, Veneta will identify ways to link and leverage regional, state, and federal resources to deliver services and connect businesses to specialist providers.

Strategies <i>What will guide regional economic development?</i>	Actions <i>How can the strategies be implemented?</i>	Priority	Lead Role	Status	Timeline				
					2021	2022	2023	2024	2025
1.1 Demonstrate consistent commitment and support for long-term economic development in Veneta	1.1.1 Continue to champion local entrepreneurs and small business owners by providing them promotion and small business support unique to their situation.	A	EDC	Active	✓	✓	✓	✓	✓
	1.1.2 Invest in temporary and permanent changes to the built-environment to illustrate the evolution of Veneta's economy.	A	Key Partners	New	✓	✓	✓	✓	✓
	1.1.3 Collaborate with economic development, entrepreneurial development and workforce training organizations to strengthen the local labor market.	C	EDC	Active	✓	✓	✓	✓	✓



Goal 1: Economic Development Commitment (continued)

Strategies <i>What will guide regional economic development?</i>	Actions <i>How can the strategies be implemented?</i>	Priority	Lead Role	Status	Timeline				
					2021	2022	2023	2024	2025
1.2 Establish and maintain relationships with business development partners and with local, state, and federal economic development organizations.	1.2.1 Collaborate with regional economic development agencies/groups and other communities to develop industry and businesses for the area.	A	EDC	Active	✓	✓	✓	✓	✓
	1.3.1 Promote and track the dissemination of federal, state, and regional COVID-19 recovery resources, including business loans and grants and personal protective equipment [PPE].	A	Staff	New	✓	✓	✓	✓	✓
1.3 Maintain transparency and open communication with the community on economic development topics to promote public participation and engagement.	1.3.2 Centralize economic and community development communications in a way that reaches most residents.	B	Staff	Active	✓	✓	✓	✓	✓

[illegible]



Goal 1: Economic Development Commitment (continued)

Metrics

- ❖ Social media and email impressions
- ❖ Groups worked with
- ❖ Workshops and events hosted
- ❖ Event attendance
- ❖ COVID-19 resources distributed

Key Partners

- ❖ Economic Development Committee
- ❖ Lane Workforce Partnership
- ❖ Business and property owners
- ❖ Chamber of Commerce
- ❖ Workforce and entrepreneurial development organizations
- ❖ Local banks (Key and Banner)

Key Considerations

Equity & Inclusion

How will these strategies build a more equitable and inclusive community?

Outreach – Effort should be made to expand outreach to more than just the “usual suspects” of local business leaders and community developers.

Access – Meetings and other events should be well advertised, scheduled, and recorded so that the entirety of the community, regardless of race income and status, can choose to participate in economic development. Opportunities like surveys, providing written comment and social media allow for asynchronous community development, and are more accessible for people who are not comfortable or able to speak in front of groups or at public meetings

Resilience

How will these strategies build regional resilience?

Networks – Tighter-knit communities fare better during and after disasters and recessions.

Emergency response – Local businesses and leaders will be the first responders in case of emergency. Establishing relationships with service providers, contractors, renters, and property owners can lay the groundwork for rapid response, rescue, repair, and cleanup.

Encouraging Resilience Strategies – Providing local businesses with natural hazard mitigation best practices during their regular interactions with the City can encourage long-term thinking and emergency preparedness.



Goal 2 Business Retention, Expansion and Recruitment [BRE] and Entrepreneurial Development

Description: A key to sustainable economic development is identifying, nurturing, and growing the businesses and entrepreneurs already present in the community. These businesses are more likely to put down roots and commit themselves to growing with the community into the future. However, being aware of Veneta’s comparative advantages will allow it to attract outside interest when the moment presents itself.

Veneta’s Role: Is to provide a central touch point for local businesses and those interested in moving to the community.

Over the next five years, the City will listen to its business community, support its entrepreneurs, and represent the best of what the community has to offer to prospective parties

Strategies <i>What will guide regional economic development?</i>	Actions <i>How can the strategies be implemented?</i>	Priority	Lead Role	Status	Timeline				
					2021	2022	2023	2024	2025
2.1 Facilitate economic development in Veneta through the retention and expansion of existing businesses.	2.1.1 Collaborate with business development partners to provide meaningful small business and entrepreneurial support.	A	Staff	Active	✓	✓	✓	✓	✓
	2.1.2 Pursue new round of BRE interviews and asset mapping with a focus on COVID-19 related needs.	A	EDC	New	✓				
	2.1.3 Continue workshops, lecture series and other business and entrepreneur focused events development topics to promote public participation and engagement.	B	Staff	Active	✓	✓	✓	✓	✓



Goal 2 Business Retention, Expansion and Recruitment [BRE] and Entrepreneurial Development (*continued*)

Strategies <i>What will guide regional economic development?</i>	Actions <i>How can the strategies be implemented?</i>	Priority	Lead Role	Status	Timeline				
					2021	2022	2023	2024	2025
2.2 Make the community more attractive to businesses and residents through marketing efforts.	2.2.1 Ensure local policies are supportive of sharing economy lodging (e.g., Airbnb, VRBO) and formal small-scale boutique lodging.	A	EDC	New	✓	✓			
	2.2.2 Work with regional tourism associations and wine industry to increase tourism activity in the area.	B	EDC	Inactive	✓	✓	✓		
2.3 Catalyze current business owners in and outside the downtown area to encourage retail and commercial development (i.e., zoning amendments, public-private partnerships).	2.3.1 Be responsive to developers and business owners sharing their experience with Veneta's development policies with the EDC, Council and City staff.	A	EDC	New	✓	✓	✓	✓	✓
	2.3.2 Identify sustainable policies to finance and lower the cost new development in Veneta, including but not limited to: urban renewal financing, grants from state and federal agencies, private-public partnerships, and offsetting fees for construction through waivers and long-term leasing.	A	EDC	New	✓	✓			



Goal 2 Business Retention, Expansion and Recruitment [BRE] and Entrepreneurial Development (*continued*)

Strategies <i>What will guide regional economic development?</i>	Actions <i>How can the strategies be implemented?</i>	Priority	Lead Role	Status	Timeline				
					2021	2022	2023	2024	2025
2.4 Leverage the Unique Bioregional and Cultural Assets of Veneta - Fern Ridge to celebrate local identity for current residents and differentiate the community to prospective businesses and workers	2.4.1 Establish an arts and culture working group to further the intersection of economic and community cultural development.	A	EDC	New	✓	✓			
	2.4.2 Identify key imagery and messaging associated with Veneta and the Fern Ridge bioregion.	A	EDC	New	✓				
	2.4.3 Create a guiding document that creates a "brand kit" for Veneta's identity.	B	EDC	New	✓				
	2.4.4 Reflect Veneta's identity in the built environment by working with artisans to install, showcase, and sell their art.	C	EDC	New	✓	✓	✓	✓	✓

[illegible]



Goal 2 Business Retention, Expansion and Recruitment [BRE] and Entrepreneurial Development (continued)

❖ Jobs retained, created, or recruited ❖ Workshops, accelerator, or other events held ❖ Entrepreneurs seeking VenetaWorks or City services ❖ Number of COBID eligible businesses registered with the City³ ❖ Business Retention and Expansion [BRE] interviews conducted Metrics ❖ RARE Program ❖ Lane SBDC ❖ Local Economic Development Nonprofits ❖ Business Oregon ❖ Lane County ❖ Local banks (Key and Banner) ❖ Lane County Arts Council Key Partners	
Key Considerations	Equity & Inclusion How will these strategies build a more equitable and inclusive community? Minority and Women Owned Enterprises [MWBE] Recover Faster – According to Brookings⁴, sectors and businesses lead by MWBE’s drove employment growth in the wake of the 2009 recession. If the past is any indication, supporting MWBEs could pull Veneta’s economy out of the probable post-pandemic slump. Comparative Advantages – Celebrating the people, culture, and bioregion of Veneta – Fern Ridge today (and yesterday) strengthens local identity or Veneta’s “brand”. Building on the community’s legacy differentiates the region from its neighbors and competitors, giving businesses cause to grow, stay, or locate to Veneta.
Resilience How will these strategies build regional resilience? Recovery is Local – A community that offers a complete set of goods and services can bounce back from natural disasters faster by sourcing what it needs locally.	

³ Business Oregon’s Certification Office for Business Inclusion and Diversity (COBID) – Leveling the playing field for business owners regardless of owner ethnicity, race or disability.

⁴ Brookings analysis, 2020: <https://www.brookings.edu/research/businesses-owned-by-women-and-minorities-have-grown-will-covid-19-undo-that/>



Goal 3: Retail and Commercial Development

Description: A business community cannot thrive without responsive land use policy and available real estate. Property owners in key districts, developers and entrepreneurs need to coordinate to create the kinds of spaces where business thrives.

Veneta's Role: Is to provide responsive and reasonable policy that will guide the development of a desirable, "livable" complete community by the private sector.

Over the next five years the City will work with landowners, developers, and business owners to create the conditions necessary for retail and commercial growth.

Strategies <i>What will guide regional economic development?</i>	Actions				Timeline				
	How can the strategies be implemented?	Priority	Lead Role	Status	2021	2022	2023	2024	2025
3.1: Encourage W. Broadway commercial property owners to envision a vibrant downtown core area that encourages residents and visitors to shop and spend time.	3.1.1 Collaborate with Oregon Department of Transportation (ODOT) to increase consistent and attractive wayfinding signage and direct traffic off Highway 126 into downtown Veneta and to Veneta businesses.	A	EDC	Inactive	✓	✓	✓		
	3.1.2 Solicit feedback and regular dialog with landowners and developers on how Veneta's various land use policies and practices effect potential development.	A	EDC	New	✓	✓	✓	✓	✓
	3.1.3 Work with consultants, government assessors, real estate agents and developers to determine the economic value of underutilized properties in and around downtown Veneta.	B	Staff	New	✓	✓	✓	✓	✓
	3.1.4 Continue to update vacant, blighted, abandoned, and underutilized (also known as "zombie") property ordinances.	C	EDC	Ongoing	✓	✓	✓	✓	✓



Goal 3: Retail and Commercial Development (continued)

Strategies <i>What will guide regional economic development?</i>	Actions <i>How can the strategies be implemented?</i>	Priority	Lead Role	Status	Timeline				
					2021	2022	2023	2024	2025
Strategy 3.2: Focus on quality retail and commercial development that will offer a full spectrum of products/services for the community.	3.2.1 Widely share market research on what sectors and industries are primed to thrive in Veneta.	A	EDC	Inactive	✓	✓	✓	✓	✓
	3.2.2 Make connections between local entrepreneurs/businesses and potential developers to help fill speculative commercial space construction.	A	Staff	Ongoing	✓	✓	✓	✓	✓
	3.2.3 Continue to update and publicize an inventory of available commercial and vacant real estate.	B	Staff	Ongoing	✓	✓	✓	✓	✓

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Goal 3: Retail and Commercial Development (continued)

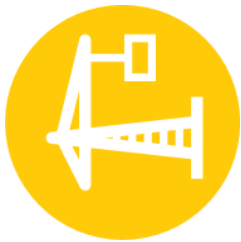
Metrics	Key Partners
❖ Social media and email impressions ❖ Groups worked with ❖ Workshops and events hosted ❖ Event attendance ❖ COVID-19 resources distributed	❖ Veneta Economic Development Committee ❖ Local landowners ❖ Developers ❖ Entrepreneurs and small business owners ❖ Local banks (Key and Banner)

Key Considerations

Equity & Inclusion
<i>How will these strategies build a more equitable and inclusive community?</i> Access for Existing Businesses – barriers to entry and promotion in business have been higher for some demographic groups than others, resulting in business ownership and leadership that is not representative of the general population.⁵ Programs and policies targeted at supporting groups that are underrepresented in business ownership and leadership will help bring representation back into balance.

Resilience
<i>How will these strategies build regional resilience?</i> Diversification of Industries – encouraging business growth, particularly growth into new sectors, will help the region weather shocks by ensuring the region does not have “all of its eggs in one basket.” Internal Coordination – facilitating connections between incubators, accelerators, and traditional business development support providers will lead to a better alignment of resources. Access for Entrepreneurs – start-ups require significant upfront resources and are more likely to gain traction if the entrepreneurs can leverage relevant social and investor networks. Some demographic groups and entrepreneurs in rural areas may have more limited access to resources and networks. When economic developers work specifically to assist underrepresented groups, they create a more representative pipeline of new business owners.

⁵ In 2018, 11% of Oregon’s small businesses (businesses with fewer than 500 employees, which make up 99.4% of all Oregon businesses) were minority-owned, according to the 2018 Small Business Profile from the US Small Business Administration. In 2019, 25% of Oregon’s population was not white alone and not Hispanic or Latino (American Community Survey, 2019: ACS 1-Year Estimates Data, Table DP05).



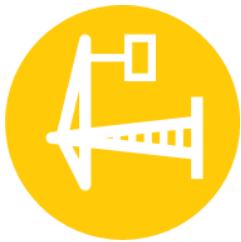
Goal 4: Infrastructure Improvements

Description: Cities provide pivotal and crucial infrastructure and services to residents and businesses. The built environment and available utilities create the conditions necessary for a productive economy and an attractive community. 21st century developments, like high-speed internet and interwoven communal greenspace will create a place where future industry can thrive.

Veneta's Role: Is to maintain a useful and attractive built environment, and to bridge the gap between private and public sector utilities.

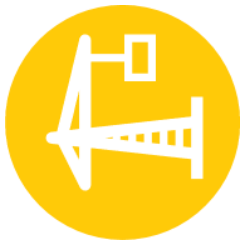
Over the next five years the City will continue with momentum it has gained through consistent infrastructure upgrades and new community amenities by connecting residents with high-speed internet through public and private partnerships and by implementing the community spaces that represent the bioregion.

Strategies <i>What will guide regional economic development?</i>	Actions <i>How can the strategies be implemented?</i>	Priority	Lead Role	Status	Timeline				
					2021	2022	2023	2024	2025
4.1: Prioritize making high-speed telecommunications accessible and affordable for every resident in the community.	4.1.1 Pursue the expansion and installation of a fiber optics line to, and throughout, Veneta to bring the City more fully into the communication age.	A	EDC	Active	✓	✓			
	4.1.2 Evaluate if it is cost effective for the City to own and construct Fiber to the home [FTTH] connections - otherwise critically engage with internet service providers to create FTTH connections.	A	Staff	Active	✓				
	4.1.3 Update building regulations to require that broadband cable, capable of at least "CAT 5" speeds of 100 mbps and faster to be installed in new developments.	B	Staff	New		✓	✓		
	4.1.4 Provide public high-speed internet access at publicly run community places.	C	EDC	New	✓				



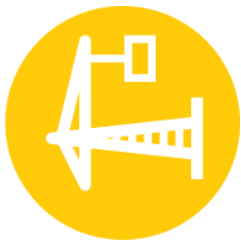
Goal 4: Infrastructure Improvements (continued)

Strategies <i>What will guide regional economic development?</i>	Actions <i>How can the strategies be implemented?</i>	Priority	Lead Role	Status	Timeline				
					2021	2022	2023	2024	2025
4.2: Continue infrastructure improvements to support the needs of current and future Veneta businesses.	4.2.1 Advocate for the City to implement projects outlined in the Parks Master Plan.	A	Staff	Inactive	✓	✓	✓	✓	✓
	4.2.2 Continue to upgrade existing downtown infrastructure including; streetscape improvements, stormwater, installing conduit, resilient infrastructure (undergrounding).	B	Staff	Active	✓	✓	✓	✓	✓
	4.2.3 Continue to advocate for ODOT to fund and construct the preferred alternative consistent with the adopted Highway 126 Fern Ridge Corridor Plan. Continue to make improvements along Highway 126.	B	EDC	Ongoing	✓	✓	✓	✓	✓
	4.2.4 Focus improvements on pedestrian and streetscape infrastructure as needed.	C	Staff	Active	✓	✓	✓	✓	✓
	4.2.5 Continue enhancing bicycle and pedestrian connections between Veneta, Elmira, and the Fern Ridge Reservoir.	C	Staff	Ongoing	✓	✓	✓	✓	✓



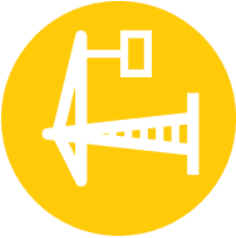
Goal 4: Infrastructure Improvements (continued)

Strategies <i>What will guide regional economic development?</i>	Actions <i>How can the strategies be implemented?</i>	Priority	Lead Role	Status	Timeline				
					2021	2022	2023	2024	2025
Strategy 4.3: Make aesthetic enhancements to make Veneta attractive to residents, visitors, and potential industries.	4.3.1 Make beautification improvements along Highway 126 and Territorial Highway on properties that are within the City of Veneta's jurisdiction to signal to visitors that they have entered a community that values its aesthetics.	B	Staff	Inactive	✓	✓	✓	✓	✓
	4.3.2 Continue to monitor commercial "problem properties" through code enforcement and nuisance ordinances.	C	Staff	Active	✓	✓	✓	✓	✓
Strategy 4.4: Create additional building ownership opportunities for industrial activities.	4.4.1 Work with Lane County, the EPA, and other federal agencies to conduct necessary site analyses on City-owned Lot 600 before sale to private industry.	B	Staff	New	✓	✓	✓	✓	✓
Strategy 4.5: Improve access and connectivity from neighboring cities and unincorporated communities to enhance employment activity.	4.5.1 Continue working with ODOT, Lane County, the Lane Council of Governments and Lane Transit District to provide multi-modal transportation options between the Fern Ridge community, Veneta and the Eugene/Springfield metro region.	C	EDC	New	✓	✓	✓	✓	✓



Goal 4: Infrastructure Improvements (continued)

[illegible]



Goal 4: Infrastructure Improvements (continued)

Key Considerations	
Equity & Inclusion <i>How will these strategies build a more equitable and inclusive community?</i>	Metrics ❖ Social media and email impressions ❖ Number of groups worked with ❖ Workshops and events hosted ❖ Event attendance ❖ COVID-19 resources distributed
Resilience <i>How will these strategies build regional resilience?</i>	Key Partners ❖ Economic Development Committee ❖ Lane Workforce Partnership ❖ Business and property owners ❖ Chamber of Commerce ❖ Local banks (Key and Banner)
Infrastructure Redundancy and Resiliency – focusing on projects that create redundant infrastructure (back-up systems that will take over if the primary system fails) and resilient infrastructure (systems that can withstand disruption for either natural or human-created incidents) will put Veneta in a strong position to bounce back quickly from disruption. Greater Mobility – Veneta businesses and residents will have multiple points of high-speed internet access privately and publicly. More Robust Infrastructure – Enhanced public infrastructure will provide greater options for use should another facility be unavailable.	

Appendix A: Review of Relevant Economic Development Documents

This appendix provides 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 Economic Development Strategy 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 its economic development efforts in the last two decades and its 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 its economic development plans.

Economic Development Key Documents

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

Veneta Comprehensive Plan

The Veneta Comprehensive plan (2000, 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 re-evaluation of economic trends every five to ten years, in line with the Economic Development Strategy process.

Veneta Economic Development Strategy 2015-2019

The current Economic Development Strategy, 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:

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

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 Economic Development Strategy process.

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 stores (Target, Walmart, etc.) or the economic activity of businesses within 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.

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.

Active projects:

4.1.2 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 Economic Development Strategy update project as well.

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 Economic Development Strategy 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.