Creswell Economic Development
Strategic Plan
Virtual Open House

March 23 – April 1, 2022
Presentation Overview

• Project Overview
• Stakeholder Engagement Summary
• Strategic and Work Plan Concepts
• Next Steps
Strategy Development Support

Advisory Group
Aqsa Khan                Jessica Landstra                Shelly Clark
Bobby Ladley             Jim St. Clair                  Susan Bennett
Dr. Matthew Bahen        Josh Knudsen                   
Jenna Cusimano           Melissa Murphy

Project Management Team
Michelle Amberg          Shelley Humble                 Jacob Callister
Maddie Phillips          Curtis Thomas                 Rachel Dorfman

9 Focus and Interview Groups
(Statutory) Economic Opportunities Analysis

Quantitative

Qualitative

Economic Development Strategic Plan
Economic Development Strategic Plan

5-Year Economic Development Work Plan

Creswell Economic Opportunities Analysis

Buildable Lands/Housing Needs

UGB Analysis

Urbanization/Comp Plan Amendments
“Creswell is resolute to adopt and implement this Economic Development Strategic Plan to address an economic opportunity gap. A lack of economic diversity, an imbalance between wages and cost of living, and a mismatch of business needs and available vacant land can diminish quality of life, reduce employment opportunities, and prevent businesses from growing and thriving to their fullest potential.”
Stakeholder Engagement
Engagement Groups

Focus Group Themes:
• Developers/Builders/Lenders
• Recruitment/Retention/Desired Industry Sectors
• Entrepreneurship/Education/Skill Development
• Business Climate
• Local Production/Agriculture
• Tourism/Recreation/Hospitality
• Sites/Infrastructure/Needed Services
• Creswell Management Team

Peer Communities Interviews:
• City of Estacada
• City of Independence
• City of Madras
• City of Sisters
SWOT Summary: Strengths
SWOT Summary: Weaknesses
SWOT Summary: Opportunities
Regional Airport
Developable Land
Infrastructure
Business
Local Workforce
Securitization
Population Growth
Local Financing
Local Markets
SWOT Summary: Threats
Safety Security
Political Ideological Division
Housing Crisis
Infrastructure
Lack of Buildable Land
Small Town Challenges
Peer Community Interview Themes

• Having a community-defined vision is a useful tool.
• Local champions and continuity in leadership
• Getting SOMETHING done is important.
• Building relationships with the local business community is important.
• The City should be ready to take some risks.
• Good timing has a lot to do with success.
• Work with your assets and build on what you have.
• Downtown revitalization and support for businesses are both important.
• Economic development is one of many priorities.
• Strong partnerships are important.
Strategic Plan Elements and Considerations

Vision
Vision

Core Values

- Sustainable
- Competitive
- Opportunity
- Entrepreneurial
- Livable / Quality of Life
“Creswell has a competitive and self-sustaining economy, supports entrepreneurs, provides access to economic opportunity, creates an environment for businesses to be successful, and encourages a high quality of life for residents.”
Goals, Objectives, and Action Concepts

**Goals** are guiding statements that set local priorities for achieving the Vision. Describe the desired result.

**Objectives** are a means to meeting a Goal. Focused on one particular aspect of a Goal. Met through a variety of actions.

**Actions** are action-oriented strategy statements that are understandable, specific, attainable, measurable, and time-sensitive.
Goals

• Goal 1: Economic Resilience
• Goal 2: Business Climate
• Goal 3: Entrepreneurship & Workforce
• Goal 4: Leverage Assets & Opportunities
• Goal 5: Vibrant Downtown
• Goal 6: Infrastructure & Land Use
Economic Development Strategic Plan & 5-Year Work Plan
Creswell Economic Development Strategic Plan

TECHNICAL MEMORANDUM 2: PRELIMINARY VISION, GOAL, OBJECTIVE, AND ACTION CONCEPTS

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5-Year Work Plan Example

Goal 1: Economic Resilience—Creswell has a resilient, diverse, self-sustaining local economy that supports local businesses and enables residents to achieve a quality of life.

Objective 1.1: Actively Encourage and attract family-wage jobs for the market as a whole.

- Identify, incorporate, and manage support for employers and industries that are community partners that offer high quality employment with living wage, flexibility, and benefits to residents; have good working relationships with City government; and are integrated into the community.

- Support landowners by marketing the city's available employment land to industries/investors best able to provide living wage employment opportunities.
1. ECONOMIC RESILIENCE
Creswell has a resilient, diverse, self-sustaining local economy that supports local businesses and enables residents to achieve a quality of life.

**Actively encourage and attractive family-wage jobs for the market as a whole.**

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<tr>
<th>Action</th>
<th>Applicability</th>
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<tr>
<td>Identify, incorporate, and manage support for employers and industries that are community partners that offer high quality employment with living wage, flexibility, and benefits to residents; have good working relationships with City government; and are integrated into the community.</td>
<td>City – EDSP Work Plan</td>
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<tr>
<td>Support landowners by marketing the city’s available employment land to industries/investors best able to provide living wage employment opportunities.</td>
<td>City – EDSP Work Plan</td>
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**Additional Actions?**

**Encourage industry sectors that play to Creswell’s strengths and contribute to the diversity of Creswell’s economy.**

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<td>Prioritize business recruitment within Airport dependent sectors (<em>e.g.</em> Avionics, flight training, aircraft innovation, etc.)</td>
<td>City – EDSP Work Plan</td>
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<tr>
<td>Prioritize business support around “local flavors and local gems.” This could include targeting support to local “makers,” reaching out to vineyards (<em>e.g.</em> tasting rooms in Creswell), or growing existing restaurant, food, and beverage operations.</td>
<td>Other Agency – Chamber of Commerce</td>
</tr>
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<td>Communicate regularly with Lane County Economic Development and Business Oregon to identify growing industry sectors or specific recruitment opportunities.</td>
<td>City – EOA</td>
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<td>Develop a community profile that responds to key information needs of site selectors and appeals to development prospects.</td>
<td>Other Agency – Travel Lane County</td>
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<td>Respond, in collaboration with partners, to business leads and companies whose targets include the Creswell area.</td>
<td>City – EOA</td>
</tr>
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<td>Inventory available shovel-ready sites and market them on Oregon Prospector.</td>
<td>City – EDSP Work Plan</td>
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Next Steps
Schedule and Next Steps

- Kickoff
- AG Meeting #1
- Stakeholder Outreach
- Stakeholder Outreach Summary
- Vision, Goals, Strategies Concept Development
- Vision, Goals, Strategies Concepts Report
- AG Meeting #2
- Virtual Open House
- Draft Strategic Plan and Work Plan
- PC/CC Work Session
- Final Draft

July, 2021

June, 2022