City of Creswell Economic Development Strategic Plan
Scope of Work
Lane Council of Governments

Project Area
The Project Area encompasses Creswell City’s Urban Growth Boundary.

Background/Context
As with all communities, economic development in the City of Creswell (population ~5,200) requires deliberate and coordinated planning. The City has a number of existing goals and objectives directed towards economic development planning:

Creswell Strategic Goal 2

*Build the City's capacity to support and attract businesses, create jobs, and position Creswell for sustainable growth.*

Objectives:
1. *Create and implement an economic development plan*
2. *Update the City's Comprehensive Plan*

A number of economic development plans/studies have been conducted for Creswell in the last 15 years. In 2004, an Economic Development Plan was developed. Several iterations of an Economic Opportunities Analysis (EOA) have also been conducted, including an incomplete EOA from 2019.

Different plans and studies have different approaches and focus. EOAs, for example, are focused on more quantitative analyses dictated by Oregon Administrative Rules and designed primarily to support UGB expansion. In contrast, an Economic Development Strategic Plan is aimed more directly at establishing a community vision, building stakeholder support and establishing clear and timely goals, strategies and implementation. Both benefit from characterization of existing dynamics and anticipated economic trends.

This scope will on strategic planning elements including working closely with stakeholders and establishing an economic vision and goals reflective of the Creswell community. The work will leverage existing studies, including those mentioned. The work will also result in clear policy, strategy and objectives recommendations, and incorporation of those recommendations into final adoption of an EOA addressing Creswell’s Goal 9 and Goal 14 objectives.

Project Objectives
The purpose of this project is to provide a foundation and serve as a tool for economic development activities in Creswell. The resulting strategic plan will improve opportunities for long-term, family-wage jobs in the Creswell region. It will address the following key elements:
• Generally describing Creswell’s vision for itself in the broad topic area of Economic Development
• Incorporating feedback and readily available demographic and economic data (including trends) to describe the community, its economic status and workforce.
• Summarizing existing information and local feedback on an array of factors employers may consider, including taxes and infrastructure, education and training, and quality of life factors;
• Describing the city’s assets, goals and strategies to achieve its vision in a way that would be useful in attracting and retaining businesses;
• Identifying selection criteria for industries and general types of employers that would be compatible based on these criteria.
• Outlining implementation steps (roles and responsibilities, timeframes and funding sources).
• Incorporating and broadly considering local feedback related to commercial and industrial land characteristics.

General Approach and Deliverables Overview
Lane Council of Governments (LCOG) shall perform the main portion of the technical work in coordination with the City.

City shall form an Advisory Group (AG). The role of the AG is to represent community economic interests, provide technical assistance, and guide development of the Plan. The AG will meet at least four times during the project. All AG meetings could be open to the public.

LCOG shall provide City’s Project Manager with any deliverable iterations for review one week prior to the deadline for mailing materials to members of the AG and one week prior to presentation of materials at any workshops/open houses.

The City shall be responsible for AG and Open House meeting logistics including meeting location and set up, notification, taking and distribution of meeting minutes, and distribution of materials to be reviewed. LCOG shall facilitate AG and Open House meetings, coordinate with the City on agenda items, and prepare presentation materials.

TASK 1 ENGAGEMENT

Objective: Identify, contact and engage key stakeholders, and form an Advisory Group (AG) to review project materials and guide development of the Creswell Economic Development Strategic Plan (the Plan). Initiate and introduce the project through public involvement. Maintain

Subtasks:
1.1 City shall identify and solicit stakeholders and form an AG, including business owners, civic leaders, state and local subject matter experts, decision making body representatives, regional partners (County and State). City shall provide an AG membership roster to LCOG and LCOG and the City shall work together to identify stakeholders outreach.
1.1.1 The AG will meet three to four times at intervals reviewing and providing feedback on strategy concepts and draft plan iterations.
1.1.2 Stakeholder outreach will involve at least one dedicated public open house, and required adoption hearings. It will also include seven to ten stakeholder interviews and up to three focus groups of business interests. At least three interviews will be with expert and partner consultation (i.e. County, OED, lenders, etc.). Interviews will address Strengths, Weaknesses, Opportunities and Threats (SWOT) and will inquire specifically about vision, goals and strategies.

1.2 The City of Creswell Planning Commission and City Council will engage in a joint work session. There will also be a formal public hearing.

1.3 City shall develop a webpage introducing the project. LCOG shall review and provide editing assistance. City shall use local outreach (newsletter, Facebook, utility billing) to promote webpage.

**City Deliverables:**
1.1 AG Membership Roster
1.2 Stakeholder roster (including contact information)
1.3 Meeting logistics. The City shall schedule, publicize, and arrange logistics for all public meetings. City shall provide legal notice for public hearing(s).
1.4 Participation in AG, decision maker and selective stakeholder outreach engagements
1.5 Project webpage with active updates and access to project resources.

**LCOG Deliverables:**
1.1 Assistance with AG development, facilitation of three to four AG meetings, and materials prep for the same.
1.2 Attend and present at at least one public open house.
1.3 Conduct seven to ten stakeholder interviews and up to three focus group interviews. Prepare notes.
1.4 Participation in one joint decision maker work session and adoption hearing(s).
1.5 Summaries for each engagement
1.6 Review and feedback on webpage content

**TASK 2  EXISTING ECONOMIC CONDITIONS, POLICY, PLANS**

**Objective:** To characterize Creswell’s existing economic profile, key City economic policy, plans and other documents, and key local, state, and national economic trends.

**Subtasks:**
2.1 Technical Memorandum #1: LCOG will prepare Technical Memorandum #1, including sections characterizing 1) Creswell’s existing economy, including key assets useful in attracting and retaining businesses, key factors including taxes and infrastructure, education and training, and quality of life factors, as well as recent key economic measures, 2) key City economic policies, plans and other documents and how they relate to community, state, and federal plans, policies, laws, and ordinances, and 3) key local, state, and national economic trends. This information will be derived from recent analysis and research readily available, including in the 2019 Economic Opportunities Analysis.
2.2 Document review for Technical Memorandum #1 could include analysis of, but not be limited to, the following:

- Existing City of Creswell Comprehensive Plan
- Statewide Planning Goals (9, 14)
- Creswell 2004 Economic Development Plan
- Creswell 2019 Economic Opportunities Analysis
- Key City Development Code Provisions

The City shall review Technical Memorandum #1 and provide written comments to LCOG. City shall distribute Draft Technical Memorandum #1 to AG.

City Deliverables:
2.1 Assembling of City documents
2.2 Written comments on Draft Technical Memorandum #1
2.3 Distribution of Draft Technical Memorandum #1 to AG

LCOG Deliverables:
2.1 Draft Technical Memorandum #1

TASK 3 VISION, GOALS, POLICIES AND STRATEGIES

Objective: To synthesize feedback from interviews, an open house, work session and other meetings and into a draft economic development vision and set of economic goals, policies and strategies.

Subtasks:
3.1 The City shall schedule, publicize, and arrange logistics for AG Kick-Off Meeting (Meeting #1) to review Technical Memorandum #1 and provide inquiry to support Technical Memorandum #2. LCOG shall prepare agenda and facilitate AG Meeting #1. The City shall prepare and distribute meeting minutes electronically to AG.

3.2 LCOG shall hold seven to ten stakeholder interviews and host up to three focus groups consistent with Task 1.1.2.

3.3 LCOG shall prepare Final Technical Memorandum #1

3.4 Technical Memorandum #2: LCOG shall prepare Draft Technical Memorandum #2

- City shall work closely with LCOG and feedback on preliminary synthesis of vision and goals from engagement meeting feedback.
- LCOG shall, with City concurrence, distill feedback, research and analysis into policy and strategy concepts, including prioritization.
• LCOG shall consult with the City to assist in gathering/obtaining any additional data relevant to this analysis.
• Based on preliminary goals and policies, LCOG shall advance preliminary selection criteria for industries and general types of employers that would be compatible based on these criteria.

3.5 City shall distribute Draft Technical Memorandum #2 to AG. City shall review Technical Memorandum #2 and provide written comments to LCOG.

3.6 The City shall schedule, publicize, and arrange logistics for a AG Meeting #2 to address Technical Memorandum #2. LCOG shall prepare agenda and facilitate AG Meeting #2. The City shall prepare and distribute AG Meeting minutes.

3.7 The City shall schedule, publicize, and arrange logistics for a Public Open House #1 to address Technical Memorandum #1 and provide inquiry to support Technical Memorandum #2. LCOG shall prepare agenda and facilitate Public Open House #1. The City shall prepare and distribute open house notes.

3.8 LCOG shall prepare and distribute Final Technical Memorandum #2 based on public and AG comments.

City Deliverables:
3.1 Meeting scheduling, publicity and logistics
3.2 Direct collaboration with LCOG in distilling initial vision, goals.
3.3 Written comments on Draft Technical Memorandum #2

LCOG Deliverables:
3.1 Prepare for, attend and present at AG#1, AG#2, Open House #1
3.2 Draft Technical Memorandum #2
3.3 Final Technical Memorandum #2

TASK 4 DRAFTING OF THE ECONOMIC DEVELOPMENT STRATEGIC PLAN
Objective: To incorporate key information contained in Technical Memoranda #1 and #2 into a draft of the Economic Development Strategic Plan (Plan) and obtain AG and decision maker feedback.

Subtasks:
4.1 Draft Economic Development Strategic Plan. LCOG shall prepare Draft 1 of the Plan. The Plan will include the following draft elements:
   1) A description of the public planning process.
   2) A profile of Creswell’s existing economy, including key assets, key factors and key measures.
   3) A summary of City economic policies, plans and other documents and how they relate to community, state, and federal plans, policies, laws, and ordinances, and
   4) A summary of key local, state, and national economic trends.
5) Selection criteria for industries and general types of employers that would be compatible based on these criteria.

6) An introduction to, and outline of Creswell’s economic vision goals and recommended policies and strategies.

7) Implementation plan outlining strategies and associated roles and responsibilities, priorities, target timeframes and potential funding sources.

4.2 LCOG shall prepare Technical Memorandum #3 outlining the implications from community engagement feedback for next steps related to employment lands planning, including economic analyses related to site suitability and including UGB expansion analysis.

4.3 LCOG shall prepare and distribute Draft 1 of the Plan to City and other partner staff. City and partner staff shall provide feedback in a redlined format to LCOG no later than a week after receipt.

4.4 LCOG shall prepare 2nd Draft of the Plan, incorporating suggested changes, and distribute to City. The City shall distribute 2nd Draft to AG.

4.5 The City shall schedule, publicize, and arrange logistics for AG Meeting #3. LCOG shall prepare agenda and facilitate AG Meeting #3. The City shall prepare and distribute meeting minutes electronically to AG.

4.6 The City shall distribute Draft Technical Memoranda #1 & #2 to Planning Commission and City Council.

4.7 The City shall schedule, publicize, and arrange logistics for a joint City Council and Planning Commission Work session to address Draft 1 of the Plan. LCOG shall present at and support the joint work session. The City shall prepare and distribute open house notes.

**City Deliverables:**
4.1 Review and comments on Draft Creswell Economic Development Strategic Plan
4.2 Draft distribution to AG and PC/CC
4.3 Review and comments Draft Technical Memorandum #3
4.4 Meeting scheduling, publicity and logistics

**LCOG Deliverables:**
4.1 First Draft Creswell Economic Development Strategic Plan
4.2 Second Draft Creswell Economic Development Strategic Plan
4.3 Draft Technical Memorandum #3
4.4 Final Technical Memorandum #2
4.5 Prepare for, attend and present at AG#1
4.6 Prepare for, attend and present at Joint Planning Commission and City Council Work session.
TASK 5 PROCESS/FINAL ECONOMIC DEVELOPMENT STRATEGIC PLAN/ADOPTION/INCORPORATION INTO FINAL POLICY ADOPTION

Objective: Take the Creswell Economic Development Strategic Plan through the public hearing and adoption process in the City of Creswell, and incorporate its findings into concurrent or successive policies adoption.

Subtasks:
5.1 LCOG shall develop final revisions to the Plan, incorporating updates and suggested changes, and distribute to City. The City will review revisions to the Plan and when the City determines it is satisfactory, the City shall distribute to the AG.

5.2 With City support, LCOG shall draft adoption findings and an adoption resolution for the Plan.

5.3 LCOG shall attend and otherwise support up to two public hearings to present the Plan for adoption, as well as support any successive or concurrent Comprehensive Plan amendments, to the public for adoption.

5.4 LCOG shall make up to one final revision to the Plan as decided through the adoption process and distribute electronically and in hard copy (three copies) to the City.

City Deliverables:
5.1 Support in the development of adoption findings and adoption ordinance
5.2 Any required noticing (including DLCD)
5.3 Notice, logistics for, and participation in 1 or 2 public hearings
5.4 Distribution of Final Creswell Economic Development Strategic Plan

LCOG Deliverables:
5.1 Adoption findings and resolution for Creswell Economic Development Strategic Plan
5.2 Attendance and support in up to two public hearings on the Creswell Economic Development Strategic Plan.
5.3 Support for any concurrent or successive process for related adoption of Comprehensive Plan amendments
5.4 Final version of the Creswell Economic Development Strategic Plan

Project Schedule and Budget

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<th>COST</th>
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<td>TASK 1: ENGAGEMENTS</td>
<td>Throughout</td>
<td>Distributed</td>
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<tr>
<td>TASK 2: EXISTING ECONOMIC CONDITIONS, POLICY, PLANS</td>
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<td>TASK 3: VISION, GOALS, POLICIES AND STRATEGIES</td>
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TASK 5: ADOPTION PROCESS

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Meeting Schedule

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<tr>
<td>INTERVIEWS AND FOCUS GROUPS</td>
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<td>ADVISORY GROUP MEETING 2 STAKEHOLDER</td>
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<td>OPEN HOUSE</td>
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<td>ADVISORY GROUP MEETING 3</td>
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<td>JOINT PLANNING COMMISSION AND CITY COUNCIL</td>
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<td>ADOPTION HEARINGS</td>
<td>~ Months 8,9</td>
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Proposed LCOG Staff, proportions and rates

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<th>PROPOSED STAFF</th>
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<tr>
<td>JACOB CALLISTER - PROJECT MANAGER</td>
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<td>KATE WILSON – ASSOCATE PLANNER</td>
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<td>JOEL DONNELLY – GIS ASSISTANT</td>
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*Rates are for FY 20 and are subject to change in FY 21*