# Creswell Economic Development Strategic Plan

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

## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Purpose</td>
<td>2</td>
</tr>
<tr>
<td>II. Introduction</td>
<td>2</td>
</tr>
<tr>
<td>Stakeholder Engagement Overview</td>
<td>2</td>
</tr>
<tr>
<td>Stakeholder Engagement Key Themes</td>
<td>3</td>
</tr>
<tr>
<td>III. Core Values, Vision, Goal, Action Concepts</td>
<td>10</td>
</tr>
<tr>
<td>Core Values</td>
<td>10</td>
</tr>
<tr>
<td>Strategic Planning Purpose</td>
<td>10</td>
</tr>
<tr>
<td>Vision Statement Concept</td>
<td>11</td>
</tr>
<tr>
<td>Goal, Objective, and Action Concepts</td>
<td>11</td>
</tr>
<tr>
<td>IV. Work Plan</td>
<td>17</td>
</tr>
<tr>
<td>V. Appendices</td>
<td>20</td>
</tr>
<tr>
<td>Appendix A: Advisory Group Meeting #1 Summary</td>
<td>20</td>
</tr>
<tr>
<td>Appendix B: Focus Group &amp; Interview Engagement Summary</td>
<td>20</td>
</tr>
<tr>
<td>Appendix C: Creswell Staff Work Session Summary</td>
<td>20</td>
</tr>
</tbody>
</table>
I. Purpose

The purpose of this technical memorandum is to present initial concepts for Creswell-specific economic development core values, vision, goals, objectives, and actions that reflect and incorporate stakeholder feedback, research into best practices, and the Creswell community context.

II. Introduction

The preliminary vision, goal, objective, and action concepts presented in this memo are drawn from themes and recommendations that emerged from stakeholder engagement activities, including focus groups, interviews, and a work session with City of Creswell management staff.

Stakeholder Engagement Overview

Stakeholder engagement for Creswell’s Economic Development Strategic Plan consisted of an Advisory Group convened to represent community economic interests, provide technical assistance, and guide development of the plan, and broader stakeholder outreach, including focus groups and interviews, which took place in September and October of 2021. Stakeholder feedback has been analyzed and incorporated into the vision, goal, and action concepts discussed in Section IV of this memo.

The Advisory Group will meet three to four times throughout the development of the Strategic Plan to provide key input at critical points in the process. The purpose of broader stakeholder outreach activities was to engage local businesses, civic leaders, subject matter experts, community members, and other stakeholders to help identify Creswell’s Strengths, Weaknesses, Opportunities, and Threats (SWOT) as they relate to economic development; develop a list of Creswell’s competitive advantages and disadvantages that make it more or less attractive as a place to do business; and learn from the examples of peer communities with similar economic contexts, or otherwise of interest.

Advisory Group—The Advisory Group is made up of individuals representing a diverse range of backgrounds, including business owners, civic leaders, state and local subject matter experts, decision making body representatives, and County and State regional partners.

Focus Groups—Seven focus groups were conducted. Each focus group addressed a distinct topic:

- Developers/Builders/Lenders
- Local Production/Agriculture
- Recruitment/Retention/Desired Industry Sectors
- Entrepreneurship/Education/Skill Development
- Tourism/Recreation/Hospitality
- Business Climate
- Sites/Infrastructure/Needed Services
Interviews—Four peer communities with similar economic contexts to Creswell were interviewed to provide additional insight into successes and challenges relating to economic development efforts:

- City of Estacada
- City of Independence
- City of Madras
- City of Sisters

City of Creswell Staff Work Session—City of Creswell staff engaged in a work session to conduct a gaps analysis of feedback received through other stakeholder engagements and provide critical feedback about the feasibility, impact, and potential for success of strategies discussed by stakeholders and peer communities from the City’s perspective.

Public Open House (upcoming)—A public open house will be held in winter/spring 2022 to review draft goal and action concepts. A summary of that engagement will be added to this summary following the event.

See Appendix A: Advisory Group Meeting #1 Summary, Appendix B: Focus Group & Interview Engagement Summary, Appendix C: Creswell Staff Work Session Summary for full summaries of each engagement, including participants, key takeaways, and detailed engagement notes.

Due to the ongoing COVID-19 pandemic, all engagements were held remotely via Zoom.

Stakeholder Engagement Key Themes

SWOT ANALYSIS RESULTS

The following SWOT summary list reflects some of the key themes that were brought up by participants in the seven focus group discussions and includes context and insight provided by Creswell staff. More detailed responses from each individual focus group and staff can be found in Appendices B and D.

Strengths

- Location, location, location
  - Benefits of proximity to metro area but still being a small town
  - Proximity to Eugene and metro area, UO, southern region
  - Access to I-5, Highway 99 corridor and amenities
  - Autonomous – Have a Main Street and community feel but still close to larger population
  - Access to markets, outlet for products, processors for local producers
  - Access to wine country, covered bridges
- Small town community feel – offer something Eugene-Springfield cannot
- Loyal citizens
  - Strong community support for local businesses, especially during COVID
• Excitement/pride around agriculture
• City government is efficient, accessible, easy to work with
  o Awesome staff
  o Small government structure
  o Helpful, accessible to businesses (bigger fish in small pond)
  o Proactive with business
  o Business friendly environment
• Strong small businesses in community, entrepreneurial strength
  o Support for small businesses
  o Mentors for other small businesses/entrepreneurs
  o Many young entrepreneurs who care about the community, know and support each other
• Housing is more affordable
• Destination attractions and local gems
  o Airport
  o Championship-level golf course
  o Award winning places to eat
  o Lodging, places to eat
• Downtown has a lot of potential – some good businesses and opportunity for more
  o Public Works notes that downtown revitalization was completed in 2005 – widened sidewalks, put in planter strips, increased attractiveness of a four-block area of downtown. Could be stretched farther east to make downtown area a little stronger.
• Staff note that parking is accommodating and adequate.
• Public Works notes that the water plant and water system is a strength. Water is safe to drink. State of the art plant still in its prime. Just received Outstanding Performer for plant and system from Oregon Health Department survey. Recently received 2nd in the state in best tasting water competition. Quality does cycle through the year (temperature). Finished water is exceptional/high quality.

**Weaknesses**
• Location a weakness as well as a strength – hard to show comparative advantage with bigger markets
• Lack of real estate & developable land limits growth
  o Lack of large parcels – what exists is wet or constrained by ownership dynamics
  o Not enough opportunities to accommodate needs of growing businesses
• East-west divide
  o Rail traffic, I-5 inhibit connectivity
  o Lack of ability to develop on east side of freeway (lack of infrastructure)
• Chamber of Commerce could be stronger
• Creswell as a commuter/bedroom community
  o People spend their $ before coming home
  o Lack of jobs in town
• Infrastructure limits development, especially on east side
  o Internet connectivity
  o Consistent energy (outages)
  o Wastewater challenges
    ▪ Public Works notes that sewer treatment plant is not able to accommodate amount of growth projected in next 20 years. Plant itself has been upgraded and is not old, but treatment technology is old. City has outgrown system. Looking to upgrade in near future. Is a genuine challenge.
    ▪ Fix is very expensive. Key element of challenge is funding.
    ▪ “Dry industry” model is more economic (“wet industries”—like meat processing plant—are typically located in municipalities with greater wastewater capacity)
  o Lack of infrastructure at the airport impedes activities that could occur there
• Lack of branding/storytelling
  o Not a big external draw to Creswell
  o Lack of visibility/web presence of local businesses
• Resource limitations (small town)
• Lack of clear center in Creswell
• “Drive-by” community
• Intro to Creswell right off I-5 is highway commercial/truck stops
• Lack key services/amenities needed to attract more business, fulfill needs of workforce (no franchise grocery store)
• Political challenges – divisiveness
• Vibe of downtown – something missing that gives people a reason to park, get out, and walk around
• Evening food and beverage options could be stronger

**Opportunities**
• Surrounded by beautiful farmland – opportunity for farm to table, local flavors, agricultural processing
  o Local market/vendors/products
  o Value-added meat processing facility to address supply chain bottleneck, support farmers and homesteaders. Some of these customers come up from Douglas County and far-reaching areas to Mohawk Meats in Springfield (have the market cornered – no true competition). Opportunity for lower scale processing? City role in this?
    ▪ Public Works notes that meat processing would be a challenge (live animal to finished product – processes generate very heavy loading in the wastewater system that we could not accommodate).
    ▪ Public Works has looked into wet industry and dry industry – wet industry not feasible even after upgrade; would make an upgrade even more expensive (would need to oversize wastewater treatment system to accommodate).
Restricted by not having a larger volume waterway to discharge into; requires a much higher treatment process to accommodate effluent stream.

- Foster Farms previously had their own treatment facility. Perhaps that model could work. They haven’t operated in many years – DEQ and EPA have changed rules, that approach might be restricted today. Foster Farms facility also outside UGB.
  - Permanent infrastructure for farmer’s market
  - Food and beverage works as an alternative to wood industry
  - Incubator spaces for food and beverage (like Bohemia Food Hub in Cottage Grove)

- Leverage outdoor recreation, culinary food trails, arts/culture/heritage – products in these areas supported at state and regional level
- Opportunities around tourism (e.g. golf, river, access to outdoors, wine country, covered bridges, airport)
- Fiber and tech industry could grow
- Medicine and bio-med/tech
- People moving to smaller towns, Creswell projected to grow
  - COVID
  - Tight housing markets in other cities
  - Livability, affordability

- Enhancement of downtown
  - Build on successful businesses (e.g. Creswell Bakery)
  - Concentration of businesses downtown to draw people
  - Mixed use, residential converting to commercial – catalytic
  - Livability

- Stronger Chamber of Commerce
- Marketing Creswell and its businesses
- More support for entrepreneurs needing support/incubation
  - Provide spaces for entrepreneurs and businesses to grow so they can stay in Creswell
  - Mentorship
  - Focus on Creswell as a good place for entrepreneurs, starting business

- Unique opportunities relating to COVID
  - Opened opportunity for entrepreneurship
  - Elevated importance of local food systems

- Integrate locals into local workforce
  - Avoid brain drain, keep hometown talent at home
  - Partner with schools to provide mentorship opportunities, career pathways – give students the opportunity to think about their future in their hometown
  - Teach students how to start businesses

- Embrace bedroom community dynamic, connection to Eugene-Springfield
  - Regional economy/workforce – Creswell can offer people a great place to live and raise their family while they work somewhere else or from home
o Livability, affordability but still access to higher wage jobs in the metro area  
o Synergies with other metro satellite communities  
o Other small communities have had success focusing on housing  
o Must have employment within the City if we want to grow economically.  
  ▪ Employees (regardless of where they live) will patronize businesses.  
  ▪ City Finance Director notes the property tax benefits – with employment  
    usually comes big equipment. More property tax than residential property  
    would bring in. More payback for the amount of services it uses.

• Capture overflow from Eugene (e.g. hospitality/lodging for events, people looking for housing)  
• Provide more developable land (e.g. Bald Knob) for future employment  
• Airport represents big potential/opportunity for aviation-related employment – needs infrastructure  
• Infrastructure bill could present significant opportunities to fulfill infrastructure needs  
  ▪ Now is the time to communicate needs with legislators  
  ▪ Make sure elected officials and Regional Solutions Team know priority projects
• Revitalization is a key piece which could be emphasized – could be extended east to make it stronger. Entry to town could be strengthened. Banner or “Gateway.”
• Lodging

**Threats**

• Ideological division/sensitivity can make or break a business (risk of alienating customers)  
• Lack of real estate (serviced buildable land)  
• Local money spent elsewhere (in Eugene/Springfield)  
• Natural hazards – climate change, drought, wildfire, earthquake/seismic impacts to reservoirs (need to be anchored) and transmission water lines (fairly old line needs to be moved).  
• Safety/security concerns (local contract police services)  
• Inconsistency in business traffic  
• Infrastructure is expensive and there’s not a lot of state or federal funding (but more important than incentives)  
• More attractive jobs (wages/pay) in more dense areas (metro)  
• Changes in federal regulation (e.g. FEMA floodplain, environmental regulations)  
• Smaller cities particularly vulnerable to economic downturns  
• Sewer challenges with privately held entity on east side – tension with DEQ, DEQ won’t allow expansion/extension until resolved.
  ▪ Public Works provided context on east side sewer challenges – Emerald Valley Golf Course treatment facility installed on east side of the City in the late 60s/early 70s.  
  City did not have infrastructure on east side – it was in the County at that time. Still in place. City still has no infrastructure, but City has expanded. New private entity runs system. Under injunction not to allow new extensions until they have met requirements through DEQ’s permitting. No plans for City to take over. Lack of
control is a real challenge, potentially limits development. Regional Solutions Team and other efforts have not been able to get over the private ownership challenge.

- Airport does not have water or sewer presently. Septic tanks on field and wells (3 of each).
  - Developer seeking opportunity was unable to move forward due to lack of water/sewer service.
  - Plan being developed to install an onsite wastewater treatment system (separate from existing private entity and City system).
- Transportation challenges beyond Creswell’s control (e.g. challenges with rail, difficult/unsafe intersections, access to businesses limited by ODOT)
- Housing crisis – not enough available land to meet Creswell housing needs

**INTERVIEWS**

The following themes arose from the four interviews with peer agencies. Detailed notes from each of those discussions can be found in Appendix A.

- **Having a community-defined vision is a useful tool.**
  - Present to agencies/foundations/partners that can provide funding or capacity – shows that everyone is on the same page, now just need support to get it done
  - Community engagement/buy-in – helpful to be able to point to a plan to respond to questions or pushback

- **Getting everyone swimming in the same direction/on the same page is key.**
  - Leadership and community have ownership over implementation steps
  - Also helps to have consistency in leadership/local champions

- **Getting SOMETHING done is important.**
  - Even small wins gain momentum – little projects along the way add up over time
  - Need to actually follow through on the work – start moving forward, put resources behind it and make sure staff is completing the work under deadline
  - If projects are too nebulous or take too long, it can be hard to sustain high level of energy and enthusiasm – might lose champions

- **Building relationships with the local business community is important.**
  - Meet with businesses, understand their needs, find state grants to help them
  - “Get to yes” approach – build trust in business community that you want to work with them

- **The City should be ready to take some risks.**
  - City can be creative & entrepreneurial, active in implementing projects
  - Show business community that City is putting skin in the game
• **Good timing has a lot to do with success.**
  o Where the community is, who’s championing it, how it aligns with everything else
  o City should be nimble and ready to capitalize on unexpected opportunities
  o Leverage success into additional success

• **Work with your assets and build on what you have.**
  o Don’t take small ones for granted (e.g. businesses that could grow)
  o Smaller communities offer quality of life benefits over bigger cities
  o People leaving major metro areas because of COVID – home in on the fact that you can have urban rural lifestyle in communities like Creswell

• **Downtown revitalization and support for businesses are both important.**
  o Create appearance that it’s a nice community and also work on systemic changes to help out new and existing businesses
  o URA & Main Street Program have proven effective tools in many peer communities.
  o Livability vs. incentives

• **Economic development is one of many priorities.**
  o May be a priority that’s second to (or part of) others like livability, parks, transportation, essential infrastructure, public safety, tourism
  o Economic development vision is most effective when it follows a broader, balanced community vision.

• **Strong partnerships are important.**
  o Increase City capacity to implement the vision
  o Find the right partners (public and private) aligned with goals.
III. Core Values, Vision, Goal, Action Concepts

Core Values

The Core Values (also frequently referred to as “guiding principles”) succinctly define the organization’s culture and belief system, thus providing a foundation in an environment that is always changing. The project management team referenced stakeholder insights to advance five draft core values for economic development in Creswell (see Figure 1). These core values become the core components of a vision statement for economic development in Creswell. Every stakeholder of Creswell’s economy should empower themselves with the core values; they are the basis for accomplishing the strategic initiatives, goals, objectives, and day-to-day tasks.

Figure 1: Creswell Core Values

Strategic Planning Purpose

The Strategic Planning Purpose acknowledges that Creswell has room to improve to achieve its economic Vision and identifies gaps that are targeted through specific Goals, Objectives, and Actions.

*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.*
Vision Statement Concept

The Vision Statement provides a future view with a clear sense of purpose that incorporates Creswell’s Core Values and describes a Creswell that has achieved its economic Goals. Following are draft alternative concepts for a Vision Statement:

*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.*

Goal, Objective, and Action Concepts

**Goals** are guiding statements that set local priorities for achieving the Vision by describing the desired result. Goals establish the overall policy direction and organizational philosophy.

**Objectives** offer a means to meeting a Goal that are focused on one particular aspect of a Goal. Objectives can be met through a variety of actions.

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

The intent of this Economic Development Strategic Plan is to create an actionable Work Plan for the City of Creswell that provides a roadmap for progress in the next five years. The following Goal, Objective, and Action concepts address the full breadth of feedback received from stakeholders throughout the engagement process. In some cases, specific Action items may be outside the purview of the Work Plan, either because another agency may be the appropriate lead for that Action item, or because the City may consider an Action item as part of other longer-term economic development work.

In the tables below, the “Applicability” column notes whether the City or another agency would be the appropriate lead for each Action item. City Action items are further separated into Economic Development Strategic Plan (EDSP) Work Plan items and the City’s longer-term economic development work associated with Goal 9 of the Creswell Comprehensive Plan, also referred to as the Economic Opportunity Analysis (EOA). Action items outside the purview of the five-year Work Plan are highlighted in yellow; these Action items are important considerations for achieving Creswell’s long-term economic development Vision, to be included in Goal 9 policy recommendations.
### 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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<th>Action</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>
</tr>
<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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<tr>
<td>Additional Actions?</td>
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**Encourage industry sectors that play to Creswell's strengths and contribute to the diversity of Creswell's economy.**

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<tr>
<td>Prioritize business recruitment within Airport dependent sectors (e.g. Avionics, flight training, aircraft innovation, etc.)</td>
<td>City – EDSP Work Plan</td>
</tr>
<tr>
<td>Prioritize business support around &quot;local flavors and local gems.&quot; This could include targeting support to local &quot;makers,&quot; reaching out to vineyards (e.g. tasting rooms in Creswell), or growing existing restaurant, food, and beverage operations.</td>
<td>Other Agency – Chamber of Commerce</td>
</tr>
<tr>
<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>
</tr>
<tr>
<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>
</tr>
<tr>
<td>Respond, in collaboration with partners, to business leads and companies whose targets include the Creswell area.</td>
<td>City – EOA</td>
</tr>
<tr>
<td>Inventory available shovel-ready sites and market them on Oregon Prospector.</td>
<td>City – EDSP Work Plan</td>
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### 2. Business Climate:

Creswell’s business climate attracts new businesses and enables existing businesses to grow, thrive, and remain in Creswell through a “get to yes” approach.

**Become an active economic development partner that is efficient, proactive, accessible, and easy to work with.**

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<tr>
<td>Proactively work to identify a 20-year supply of employment lands and target initiatives to increase market-ready certified sites.</td>
<td>City – EDSP Work Plan</td>
</tr>
<tr>
<td>Actively build relationships and trust with Creswell’s business community. Schedule regular meetings with top employers and provide timely follow-up on identified needs and concerns.</td>
<td>City – EDSP Work Plan</td>
</tr>
<tr>
<td>Evaluate and refine land use and permitting processes, where needed, to increase efficiencies and predictability and ensure a user-friendly experience.</td>
<td>City – EDSP Work Plan</td>
</tr>
<tr>
<td>Create and manage a business retention and expansion program.</td>
<td>City – EDSP Work Plan</td>
</tr>
<tr>
<td>Survey businesses to track changes in business practices and program awareness to better inform program and policy responses.</td>
<td>City – EOA</td>
</tr>
</tbody>
</table>
Identify growing companies and facilitate their ability to remain in Creswell as they scale up.  
Budget prepared by Staff supports economic development priorities.

**Connect small businesses with information and resources to help them endure tough initial and ongoing cycles.**

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<tr>
<th>Action</th>
<th>Applicability</th>
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<tr>
<td>Maintain a close partnership with Oregon RAIN.</td>
<td>City – EDSP Work Plan</td>
</tr>
<tr>
<td>Disseminate and maintain information, technical assistance, programs, initiatives, and incentives that support small business growth and operations.</td>
<td>City – EDSP Work Plan</td>
</tr>
<tr>
<td>Provide high-quality customer service and facilitation to help new businesses navigate the state and local permitting process and access the tools and resources they need to grow and stay in Creswell.</td>
<td>City – EOA</td>
</tr>
<tr>
<td>Convene resource partners and small businesses to better understand existing resources and the needs and challenges faced by businesses, and address priorities.</td>
<td>City – EOA</td>
</tr>
<tr>
<td>Encourage organization/integration of business owners to form a resilient core for the local business community.</td>
<td>City – EDSP Work Plan</td>
</tr>
</tbody>
</table>

3. **ENTREPRENEURSHIP & WORKFORCE**

Creswell supports local entrepreneurship to encourage home-grown businesses and provide resources to help meet their needs as they grow.

Support and encourage the next generation of entrepreneurs to help young people see a future in Creswell.

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<th>Applicability</th>
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<tbody>
<tr>
<td>Facilitate connection between RAIN and local entrepreneurs.</td>
<td>City – EDSP Work Plan</td>
</tr>
<tr>
<td>Support innovative curriculum, distinctive programming, community-based initiatives, and mentorship opportunities in Creswell schools through staff time, access to City facilities/assets, or funding assistance.</td>
<td>City – EDSP Work Plan</td>
</tr>
<tr>
<td>Study opportunities with partners to establish an accelerator, incubator, or maker space to support entrepreneurship and innovation.</td>
<td>Other Agency</td>
</tr>
<tr>
<td>Support connections with Lane Community College and the University of Oregon to enhance training and professional development opportunities for local students and entrepreneurs (e.g. participate in class projects, innovation studios, workforce training placements, specialty employment outlets like ties to aviation, etc.)</td>
<td>Other Agency</td>
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Integrate Creswell residents into the local workforce.

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<tbody>
<tr>
<td>Partner with existing state and local programs to bring workforce training to Creswell community members.</td>
<td>Other Agency</td>
</tr>
<tr>
<td>Work with local business to communicate, advocate, define and create new internships for school students, fostering their transition to the workforce and future.</td>
<td>Other Agency – Small Business Administration &amp; Lane Community College</td>
</tr>
<tr>
<td>Connect businesses with hiring and training resources.</td>
<td>Other Agency</td>
</tr>
</tbody>
</table>
Where opportunities to influence local housing policy and regulations exist, leverage the Economic Development Strategic Plan to promote a diverse mix of housing types that are affordable at different price levels to meet the housing needs of Creswell’s workforce.

City – EOA

4. LEVERAGE ASSETS & OPPORTUNITIES
Creswell builds on existing assets and remains nimble enough to seize new economic opportunities that arise.

**Showcase Creswell's strength as a regional hub for entrepreneurship and innovation.**

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<tbody>
<tr>
<td>Establish a clearer brand for Creswell, conveying its values and aspirations, telling its story and piquing curiosity. This could include a tagline such as “Creswell, Open for (Your) Business.”</td>
<td>City – EDSP Work Plan</td>
</tr>
<tr>
<td>Support a “Maker’s Fair” and other grassroots initiatives. Provide opportunities to help others create something and share their process.</td>
<td>Other Agency – Chamber of Commerce</td>
</tr>
<tr>
<td>In coordination with the Chamber, celebrate business achievements and consider an annual awards program.</td>
<td>Other Agency – Chamber of Commerce</td>
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**Effectively tell Creswell’s story to attract visitors and businesses.**

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<th>Applicability</th>
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<tr>
<td>Form a task force to consider practical steps to increase “Stop in” traffic in Creswell, including ideas to entice visitors to stay longer (stretch their legs).</td>
<td>Other Agency – Chamber of Commerce</td>
</tr>
<tr>
<td>Engage with tourism partners to explore Creswell’s potential as a tourism destination, including as portal to Lane County opportunities.</td>
<td>Other Agency – Chamber of Commerce</td>
</tr>
<tr>
<td>Market, promote, and increase the visibility of existing Creswell events and activities. Consider the potential for new opportunities.</td>
<td>Other Agency – Chamber of Commerce</td>
</tr>
<tr>
<td>Support efforts to expand bicycle and hiking trails throughout Southern Lane County and beyond, connecting unincorporated rural communities with Downtown, linking Creswell to other communities, and facilitating safe multimodal access to recreational areas.</td>
<td>Other Agency – Chamber of Commerce &amp; Travel Lane County</td>
</tr>
<tr>
<td>Use social and other media to maintain messaging and reach a broader audience.</td>
<td>Other Agency – Chamber of Commerce</td>
</tr>
<tr>
<td>Strategically engage with University of Oregon and Lane Community College to promote tourism and lodging opportunities for campus/event visitors.</td>
<td>Other Agency – Chamber of Commerce</td>
</tr>
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</table>

**Cultivate and leverage partnerships strategically to extend Creswell's capacity for economic development.**

<table>
<thead>
<tr>
<th>Action</th>
<th>Applicability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance connection to the regional economy with self-reliance in a way that ensures Creswell can enjoy the benefits of its proximity to the metro area without becoming overly reliant.</td>
<td>City - EOA</td>
</tr>
<tr>
<td>Prioritize trust building and common goals in relationship with regional public and private partners including continuity, transparency, and accountability</td>
<td>City – EOA</td>
</tr>
</tbody>
</table>
Maintain a strong relationship between the communities of Creswell and Cottage Grove, including joint community calendars and events, coordination between local government plans and programs, and regional economic development and tourism initiatives. Other Agency – Chamber of Commerce

5. **VIBRANT DOWNTOWN**

Creswell has an active, human-centered, walkable downtown that is the economic and cultural center of the community and a draw for visitors.

Consider tools available for catalytic outcomes to transform downtown and achieve the vision established in the Downtown Plan.

<table>
<thead>
<tr>
<th>Action</th>
<th>Applicability</th>
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</thead>
<tbody>
<tr>
<td>Improve downtown wayfinding/signage (e.g. key destinations and resources, digital event sign).</td>
<td>City – EDSP Work Plan</td>
</tr>
<tr>
<td>Expand pedestrian-friendly amenities in Downtown, encouraging residents and visitors to get out of their cars and walk, including during the evening hours.</td>
<td>City – EDSP Work Plan</td>
</tr>
<tr>
<td>Identify opportunities for public/private partnership related to beautification.</td>
<td>City – EDSP Work Plan SP</td>
</tr>
</tbody>
</table>

Promote a mix of commercial and residential uses oriented to pedestrians.

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<td>Encourage infill development of Downtown properties by providing and maintaining accessible parking, parks, and other gathering spaces.</td>
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</tr>
<tr>
<td>Promote development of a mix of retail, service, office, civic and residential uses that benefit from and enhance the Downtown pedestrian-oriented environment.</td>
<td>City – EDSP Work Plan</td>
</tr>
<tr>
<td>Build out the Downtown streetscape to enhance the value of Downtown spaces/real estate.</td>
<td>City – EOA</td>
</tr>
<tr>
<td>Consider collaboration to develop an affordable housing/mixed use project in the Downtown Commercial zone.</td>
<td>City – EOA</td>
</tr>
</tbody>
</table>

6. **INFRASTRUCTURE & LAND USE**

Creswell’s infrastructure and land use framework facilitate economic development and do not inhibit it.

Strengthen responsiveness to timing-sensitive opportunities. (If a business wants to build something, are we nimble enough to respond to support it?)

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<td>Identify a clear staff lead for economic development opportunities and a checklist for inquiries to ensure thorough evaluation and response to opportunities</td>
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<tr>
<td>Facilitate access to “immediate opportunity” funding provided by State agencies (ODOT, Business Oregon).</td>
<td>City – EDSP Work Plan</td>
</tr>
<tr>
<td>Promote opportunities to space out payments for typical development costs assessed by the city.</td>
<td>City – EDSP Work Plan</td>
</tr>
</tbody>
</table>

Address barriers to infrastructure connectivity.

<table>
<thead>
<tr>
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<tr>
<td>Consider economic development impact in prioritization of capital improvements.</td>
<td>City – EOA</td>
</tr>
<tr>
<td>Ensure that all master/facilities planning efforts carefully account for near- and long-term economic development needs</td>
<td>City – EOA</td>
</tr>
<tr>
<td>Prioritize opportunities to make progress on infrastructure related to wastewater capacity and the airport.</td>
<td>City – EDSP Work Plan</td>
</tr>
</tbody>
</table>
Develop and structure opportunities to facilitate developers receiving eligible credits for infrastructure improvements that have community-wide benefit. | City – EDSP Work Plan
---|---
Utilize Urban Renewal as a financing tool to address identified infrastructure deficiencies to employment lands within the District. | City – EDSP Work Plan

<table>
<thead>
<tr>
<th><strong>Use finite employment lands within Creswell to their full potential.</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action</strong></td>
</tr>
<tr>
<td>Request and utilize analysis from Creswell’s Economic Opportunities Analysis to better understand existing employment land potential to map better land use strategies.</td>
</tr>
<tr>
<td>Maintain and/or establish relationships with owners and jointly define and reduce barriers to achieving a property’s highest and best use.</td>
</tr>
<tr>
<td>Respond to development interest within the Urban Renewal district where infrastructure deficiencies present a barrier to creation of employment.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Prioritize and pursue actions that increase the availability and affordability of high-speed internet in Creswell.</strong></th>
</tr>
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<tbody>
<tr>
<td><strong>Action</strong></td>
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<tr>
<td>Identify and take advantage of existing broadband resources (e.g. Regional Fiber Consortium fiber) to establish leverage with private providers/partners.</td>
</tr>
<tr>
<td>Remain active in the Regional Broadband Consortium and inquire about and pursue opportunities for funding and projects of both regional and local significance.</td>
</tr>
<tr>
<td>Investigate federal funding opportunities and evaluate the range and possibility of City-owned/eased resources to promote more equitable access to internet.</td>
</tr>
<tr>
<td>Identify opportunities to support geographic reach/coverage to expand access to high-performance broadband by existing and potential business users, employers, and employment lands.</td>
</tr>
<tr>
<td>Include broadband service expansion in roadway modernization projects.</td>
</tr>
</tbody>
</table>
IV. Work Plan

The following Work Plan includes Action items pulled from the larger universe of Goal, Objective, and Action concepts presented in Section III. The Work Plan represents those actions Staff believes are feasible to accomplish within a five-year time horizon, within the capacity of near-term resources of the City.

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.

Objective 1.2: Encourage industry sectors that play to Creswell’s strengths and contribute to the diversity of Creswell’s economy

- Prioritize business recruitment within Airport dependent sectors (e.g. Avionics, flight training, aircraft innovation, etc.)

- Inventory available shovel-ready sites and market them on Oregon Prospector.

Goal 2: Business Climate—Creswell’s business climate attracts new businesses and enables existing businesses to grow, thrive, and remain in Creswell through a “get to yes” approach.

Objective 2.1: Become an active economic development partner that is efficient, proactive, accessible, and easy to work with.

- Proactively work to identify a 20-year supply of employment lands and target initiatives to increase market-ready certified sites.

- Actively build relationships and trust with Creswell’s business community. Schedule regular meetings with top employers and provide timely follow-up on identified needs and concerns.

- Evaluate and refine land use and permitting processes, where needed, to increase efficiencies and predictability and ensure a user-friendly experience.

- Create and manage a business retention and expansion program.

- Budget prepared by Staff supports economic development priorities.
Objective 2.2: Connect small businesses with information and resources to help them endure tough initial and ongoing cycles.

• Maintain a close partnership with Oregon RAIN.

• Disseminate and maintain information, technical assistance, programs, initiatives, and incentives that support small business growth and operations.

• Encourage organization/integration of business owners to form a resilient core for the local business community.

Goal 3: Entrepreneurship & Workforce—Creswell supports local entrepreneurs to encourage home-grown businesses and provide resources to help meet their needs as they grow.

Objective 3.1: Support and encourage the next generation of entrepreneurs to help young people see a future in Creswell.

• Facilitate connection between RAIN and local entrepreneurs.

• Support innovative curriculum, distinctive programming, community-based initiatives, and mentorship opportunities in Creswell schools through staff time, access to City facilities/assets, or funding assistance.

Goal 4: Leverage Assets & Opportunities—Creswell builds on existing assets and remains nimble enough to seize new economic opportunities that arise.

Objective 4.1: Showcase Creswell’s strength as a regional hub for entrepreneurship and innovation.

• Establish a clearer brand for Creswell, conveying its values and aspirations, telling its story and piquing curiosity. This could include a tagline such as “Creswell, Open for (Your) Business.”

Goal 5: Vibrant Downtown—Creswell has an attractive, human-centered, walkable downtown that is the economic and cultural center of the community and a draw for visitors.

Objective 5.1: Consider tools available for catalytic outcomes to transform downtown and achieve the vision established in the Downtown Plan.

• Improve downtown wayfinding/signage (e.g. key destinations and resources, digital event sign).

• Expand pedestrian-friendly amenities in Downtown, encouraging residents and visitors to get out of their cars and walk, including during the evening hours.

• Identify opportunities for public/private partnership related to beautification.
Objective 5.2: Promote a mix of commercial and residential uses oriented to pedestrians.

- Encourage infill development of Downtown properties by providing and maintaining accessible parking, parks, and other gathering spaces.
- Promote development of a mix of retail, service, office, civic and residential uses that benefit from and enhance the Downtown pedestrian-oriented environment.

Goal 6: Infrastructure & Land Use—Creswell’s infrastructure and land use framework facilitate economic development and do not inhibit it.

Objective 6.1: Strengthen responsiveness to timing-sensitive opportunities. (If a business wants to build something, are we nimble enough to respond to support it?)

- Identify a clear staff lead for economic development opportunities and a checklist for inquiries to ensure thorough evaluation and response to opportunities
- Facilitate access to “immediate opportunity” funding provided by State agencies (ODOT, Business Oregon).
- Promote opportunities to space out payments for typical development costs assessed by the city.

Objective 6.2: Address barriers to infrastructure connectivity.

- Prioritize opportunities to make progress on infrastructure related to wastewater capacity and the airport.
- Develop and structure opportunities to facilitate developers receiving eligible credits for infrastructure improvements that have community-wide benefit.
- Utilize Urban Renewal financing to address identified infrastructure deficiencies in the network.

Objective 6.3: Use finite employment lands within Creswell to their full potential.

- Request and utilize analysis from Creswell’s Economic Opportunities Analysis to better understand existing employment land potential to map better land use strategies.
- Maintain and/or establish relationships with owners and jointly define and reduce barriers to achieving a property’s highest and best use.
- Activate employment lands and remedy deficiencies of properties identified within the Urban Renewal district to make them shovel ready and responsive to economic development interests.
**Objective 6.4:** Prioritize and pursue actions that increase the availability and affordability of high-speed internet in Creswell.

- Identify and take advantage of existing broadband resources (e.g. Regional Fiber Consortium fiber) to establish leverage with private providers/partners.
- Identify opportunities to support geographic reach/coverage to expand access to high-performance broadband by existing and potential business users, employers, and employment lands.
- Include broadband service expansion in roadway modernization projects.

V. Appendices

Appendix A: Advisory Group Meeting #1 Summary
Appendix B: Focus Group & Interview Engagement Summary
Appendix C: Creswell Staff Work Session Summary