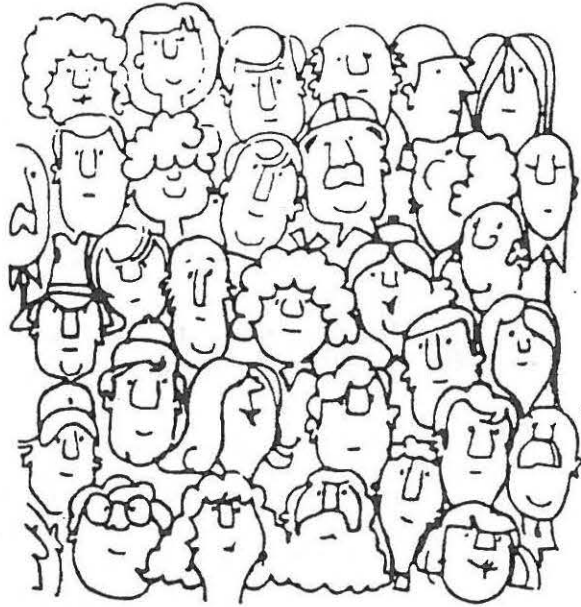


Greater
Florence
Area



Strategic Plan for Community Economic Development



Prepared By:

**Florence Area
Economic Development Committee**

**Representing Citizens of the
Greater Florence Area**

Florence Strategic Plan

Introduction

Background

In the Spring of 1995, the Greater Florence Area Chamber of Commerce's Economic Development Committee and the City of Florence jointly initiated a community-based strategic planning process. In early 1996, the Siuslaw Healthy Communities Alliance was welcomed into the partnership, ensuring an even stronger, more well-rounded team.

This partnership helped to elicit broad participation from throughout the community for the planning process. Initial goals for the effort were: economic diversification; better, more collaborative relationships among the local and regional players; and broader involvement in decision-making about the community's future. In addition, the City saw the process as providing important input to the Florence Comprehensive Plan update.

The overall strategic planning process was facilitated by Rural Development Initiatives, Inc. (RDI), a private, non-profit organization founded by the Oregon State Legislature and the Oregon Economic Development Department to promote rural community and economic development in Oregon. As part of the two-year process, Livable Oregon, a statewide non-profit organization which helps communities meet the concurrent challenges of enhancing community livability, promoting economic vitality, and accommodating growth, played the lead role in helping Florence develop a strategic vision for the year 2020. Funding was provided by the City of Florence and grants from the Oregon Economic Development Department, the Oregon Department of Land Conservation and Development, and the U.S. Forest Service.

By the end of Summer 1995, RDI completed an assessment of the community's strengths, weaknesses, opportunities, and threats (SWOT). In the community assessment, or SWOT analysis, the current economic situation of the Florence area was examined and the groundwork laid for developing community economic development strategies for the future. ECO Northwest also provided statistical data in its *Forecasts for Employment, Population, and Housing for the City of Florence* report. Their report was to serve as a common reference source for both the strategic planning and periodic review processes. Subsequently, Livable Oregon conducted focus groups, a community-wide survey, and several public meetings to develop the Citizen Draft Review Vision Statement, *Shaping a Future for Florence*. This draft vision statement was sent to all Florence households for their review and comment in early September 1996.

Over the Summer and Fall of 1996 and into the Winter of 1997, RDI facilitated two public forums on issues of transportation and property development followed by six public meetings to identify goals, strategies, and action plans to implement the vision.

Midway through the process, disagreements over the "product" resulting from the first of these meetings sparked an outpouring of community interest. A group of approximately 40 people spent many hours drafting an alternative vision statement and action agenda. These groups came together at the final three meetings, which were attended by group members much more closely paralleling the community, reflecting a broad range of civic, governmental, and business interests. Facilitators noted that these latter meetings were among the best attended meetings with which RDI had been involved.

This document, the Greater Area Florence Strategic Plan for Community Economic Development, represents the combined efforts of members of the Florence community; Jane Brass and Jennifer Pratt; RDI Community Development Coordinators; and Amber Cole and Brian Scott, Livable Oregon.

Florence's Strategic Planning Process

A core group of Florence residents representing a good cross-section of the Florence community met regularly with Livable Oregon and RDI staff to draft their strategic community economic development vision and plan. Other members of the community participated in the process by offering their ideas and support at various stages. The process has consisted of several steps designed to explore alternative development options, evaluate priority constraints, define measurable goals for the future, and develop strategies to reach these goals. The primary steps included:

- Creation of a **vision** for Florence in the year 2020 to serve as a framework for strategic decisions about Florence's future.
- Completion of a "force field analysis" to identify **critical constraints** to realizing each of the five main themes of Florence's vision and to determine which constraints were most problematic and which ones they, as community volunteers, could impact.
- Establishment of well-defined, measurable **goals** to overcome the constraints and achieve their vision. These goals were organized around five building blocks of development: business development, workforce development, physical infrastructure, quality of life, and physical environment (both natural and built).
- Development of **strategies** to reach these goals.
- Design of practical **action steps** to implement these strategies. Participants worked on a single strategy within each building block to learn how to do action planning. They will apply this technique to additional strategies as implementation of the plan progresses.

- Community agreement on how the plan will be implemented and its progress monitored.

The vision statement and strategic plan, as currently written, necessarily represent the work of those community members who chose to participate in the process over the past months. As additional community members get involved, bringing their interests, energy and resources to the table, Florence will need to revisit and revise these "living documents."

The final product of the RDI planning process ideally is a detailed implementation program that reflects the commitment made by a community to take action on an initial set of priority goals and strategies. In Florence's particular case, time spent on action planning was limited by the community's interest in reworking goals and strategies to better fit the needs and interests of the entire community. Many strategies are already underway by specific organizations in the community. For example, a group has become affiliated with the Boys and Girls Club of America to help build the desired youth program (see Quality of Life Goal #2). RDI encourages Florence citizens to create detailed action plans for the additional strategies they choose to pursue so that they truly are as "strategic" as possible.

Indeed, Florence has many effective community volunteer organizations working on many of the aspects of this strategic plan. Although they could carry out particular strategies in isolation of the other strategies, the results will be stronger if individual activities are connected to the whole.

In order to pursue strategic implementation of this plan, and also to guide the community through further discussion on specific unresolved issues, the community has established an Economic Development Committee (EDC). It is comprised of members of two of the three primary partners (the Chamber and the City; the Siuslaw Healthy Community Alliance no longer functions), School District 97J (replacing the Siuslaw Healthy Communities Alliance), the Port, and at-large community members. This team will support, monitor, and provide general guidance to the implementation effort. The EDC first met in September, 1997, and plans to meet at least quarterly. Annual meetings/celebrations are envisioned to share progress on the community's plan with all Florence residents. The strategic plan will be reviewed annually and updated under the leadership of this oversight board as projects are completed and needs change.

Charter members of the EDC included: Alan Burns, Chairman (representing the City of Florence); Mary Avila (Chamber of Commerce); Brian Cole (Port of Siuslaw); Tom Sneddon (School District 97J); and three community representatives: Delbert Phelps, Bruce Herbert, and Paul Cornett.

Community Profile

Overview

Located on coastal Highway 101 and only a little more than one hour from Eugene on Highway 126, the City of Florence offers great natural beauty with fairly convenient access to many urban amenities. This combination of amenities is highly valued by local residents who both enjoy and proudly showcase the sand dunes, rhododendrons, wetlands, old native trees, lakes, and Siuslaw River.

In addition to the natural amenities, Florence also boasts a local hospital, library, and new All-Events Center. Local citizens have put in many volunteer hours to make these community resources possible and of such high quality.

Many of these local volunteers are relatively new residents to the area. During the decades of the 1970s and 1980s, and again for the period from 1990 to 1994, the annual percentage change in population for the City of Florence outpaced that of Lane County. Growth expressed in these terms for Florence has consistently outpaced that of the state since 1970. The majority of population growth from 1980-1990 was a result of an immigration of people age 65 and over. However, since 1990, population growth has occurred more evenly across all age groups, except for those between the ages of 18-44. Among this group, a somewhat lower rate of population growth has been experienced. Projections for future growth vary considerably.

An important element of this recent growth has been Florence's retirement population. Retirees play a critical role in Florence's community and economic life. People who retire to the Florence area are drawn by its high quality of life. Until recently this included not only the natural beauty, medical services and unique atmosphere already mentioned, but also its relatively affordable housing prices and relative lack of traffic congestion.

While Florence as a community has experienced strong business growth due to retirement activity and tourism, these newer employment opportunities often do not pay as well as the jobs of yesterday. Over the last decade, protection of habitat for species such as the spotted owl and marbled murrelet has virtually eliminated logging activity in the Siuslaw National Forest on which area logging operators and lumber mills have largely been dependent. More recently, efforts to protect native fish runs have resulted in significant curtailments of commercial and recreational salmon fishing. This has reduced the size of the commercial fleet, particularly among those who pursue commercial fishing as a part-time vocation.

Expanding the number of new family wage jobs to offset ones lost in traditional sectors is a priority, and while the significance of timber/forest products has diminished, there may be future opportunities in secondary wood products and export oriented production. Florence already has a small number of manufacturing firms, and the City of

Florence is involved in efforts to attract additional manufacturing and other industrial related companies to the Florence Business Center (located adjacent to the airport) and another 70 acres off Kingwood Avenue.

Less readily visible is the tremendous diversity of entrepreneurs and small companies selling their services statewide, nationally, and globally. Software and high technology represent potential emerging opportunities – for both rural and urban areas in Lane County. Florence has a particular opportunity to attract firms that serve the emerging high tech complex in the Eugene-Springfield area.

Tourism has served as an economic mainstay of the Florence area dating back to at least the 1960s. The Florence Events Center, completed in late 1996 will undoubtedly be a catalyst for further enhancement of the Florence experience, as will the Port of Siuslaw's boardwalk. With ownership of much of the waterfront area, the Port plays a critical role in the community's tourist economy.

Florence has two distinctive areas of commercial development, the Bay Street/Old Town area and the Highway 101 corridor. While Old Town acts as a tourist and specialty shopping/dining district, the 101 corridor has attracted chain and franchise investment. As large discount oriented (or "big box") retailers are further attracted to coastal communities, demand for more extensive development along the Florence commercial strip corridor can be expected.

There is much to be proud of in Florence, and when asked, residents can quickly generate a list of items. But, Florence is not the same community it was a decade ago and change continues to occur. Changes in the economy and population have brought both challenges and new opportunities. How Florence residents and institutions respond to these current challenges and to each other will determine a great deal about its future. The history of a can-do attitude and neighborliness provides a solid foundation for the community to build upon during changing times.

Community Assessment (SWOT)

In the Spring of 1995 RDI initiated an assessment of the Florence area's *strengths, weaknesses, opportunities and threats* (SWOT) to assist the community in considering its economic future. Through personal interviews with representatives from a wide variety of business; social service; government; and civic interests, and analysis of secondary data such as that collected by the Census, RDI made a number of preliminary observations and recommendations that it presented for review by the community. Highlights of the assessment are offered below. Additional information can be found in the full report available at City Hall.

Strengths – community attributes or assets which make The Greater Florence area a good place to do business or invest, as well as to live, work and recreate.

These attributes may also serve as the basis for achieving a community's vision or strategic plan.

- The retirement industry is perhaps the primary source of economic growth and stability for Florence.
- Tourism represents a second economic anchor.
- Commercial retail business areas have expanded and diversified.
- Florence is developing an emerging export sector of diverse entrepreneurial service and industrial firms, and is working to provide land to accommodate business development.
- Florence has a workforce that is under-employed and in need of higher paying family wage jobs.
- Lane Community College in Florence offers opportunities for continuing education and specific workforce training.
- Florence offers the benefits of natural beauty, a coastal setting, mild climate and diverse recreation.
- A can-do attitude is buttressed by broad community volunteerism.
- The Siuslaw Public Library is a focal point for community education and outreach.
- Local media are supportive of community improvement.
- The Peace Harbor Hospital serves as both an economic and community anchor for Florence.
- Local organizations are changing their ways of conducting business in response to more diverse constituent interests.
- Florence has infrastructure adequate to handle current levels of development.
- There appears to be considerable cooperation between utility providers.

Weaknesses – reflect local conditions or liabilities that realistically may limit the extent or speed with which the local vision can be accomplished.

- Despite recent infrastructure improvements, Florence remains isolated from major markets.
- Traditional natural resource industries no longer represent as significant a source of economic activity for the community as in the past.
- There are no major tourist destination draws located directly in Florence.
- Lack of family wage jobs inhibits consumer spending and affordable housing development.
- The Bay Street and Old Town area may be vulnerable to fire and natural disasters.
- Labor force is relatively small and inadequately trained for emerging needs of high quality employers.
- Workforce on the job training opportunities are limited by lack of businesses that can offer good pay and career advancement.
- There may be resistance to retraining from some displaced members of the labor force.

- Housing is less affordable, particularly to a growing proportion of the working age population.
- Florence is not yet large enough to support the full range of services desired by retirees and elderly residents.
- Environmental and economic development values are often in conflict.
- Leadership in Florence is perceived by some to be resistant to alternative or dissident viewpoints.
- Expanding utility service to accommodate future growth may be costly.
- If growth occurs there is need for utility improvements to serve residential development.
- Despite improvements, traffic volumes on Florence roadways may be increasing faster than the ability to provide traffic capacity.
- Public transportation is inadequate to serve the needs of the transit dependent population, particularly elderly residents.
- Telecommunications systems are currently inadequate to serve the needs of high technology industrial and service employers.

Opportunities -- represent good bets for immediate action to improve business or community conditions based on market conditions and trends that are largely external to the local area.

- Businesses selling goods and services outside the immediate Florence area.
- Destination tourism.
- Comparison and specialty shopping.
- Retirement services.
- Long-term rebound of natural resource industries.
- Workforce education niche for LCC Florence.
- Cooperative workforce education programs.
- Affordable housing.
- Environmentally sensitive development.
- Recreational offerings
- Utility improvements and urban growth.
- Fiber optic telecommunications service.
- Transportation improvements.

Threats -- conditions external to the local community that could undermine local economic stability and therefore should provide greater incentive for local action.

- Environmental constraints.
- Shrinking federal and local budget resources.
- Reductions in discretionary income.
- Disappearance of family wage jobs

- Constrained funding for education.
- Unplanned development.
- Loss of community balance.
- Degradation of water supply.
- Declining funding for infrastructure improvements.

Community Vision

Florence citizens worked to formulate a vision of the community in the year 2020. They considered the unique aspects of their community and how these elements could best be preserved while the community grew and prospered. They offered their hopes and wishes for the Florence area and stated their preferences for how the community would look and feel in approximately twenty years. Citizen input gathered through focus groups, a community survey, and several initial public meetings was synthesized into a draft vision statement containing five themes.

As the process continued, three of these initial five themes were found to be lacking in community support, and were modified by the larger group to reflect a more accurate, broad-based, and acceptable group consensus. Individual and collective items within the Action Agenda suggested mitigation of several of the original themes. Deliberations of the larger group suggested the following five themes: Basic Services, Economic Opportunities, Diversified Development, Local Character and Attractions, and Future Orientation. Over several meetings, the EDC refined these themes, brought the document up to date, and polished the final document.

Together, these are meant to offer a framework for community decision-making, but are not set in stone. If it is to truly serve the community of Florence, the vision must be seen as a *LIVING DOCUMENT*. As such a document, it will need to be reviewed and refined by the entire community on an intermittent basis.

Basic Services

We value a community where people have access to what they need in order to lead productive and satisfying lives in our community. We recognize that health care, housing, clean water, and other basic needs should be available for everyone and that they are essential to the overall health of the community.

Economic Opportunities

We value economic independence and the employment (including family wage jobs) that will help people achieve it. We want our young adults to see economic opportunities in Florence that will allow them to stay in the community or return after college and earn a living if they choose to do so. We value year-round stability and growth in our economy.

Diversified Development

Different types and levels of development are appropriate in different geographic segments of the community. Development should be dispersed throughout the area, rather than focused in one part of town, in order to avoid traffic congestion and economic imbalance. We value convenience of getting quickly and easily from place to place. We want people of all ages to have reasonable transportation alternatives. Quality of life should be available throughout the community.

Local Character and Attractions

We value safety, familiarity, friendliness, and a supportive environment for children. Neighborliness is important to us. We want to maintain close, positive social relationships and a unique identity as we grow in population. We also value significant natural and built features of our community's physical environment. Our historic bridge, dunes, forests, river, and magnificent views, along with Old Town, the Events Center, and developing recreational and shopping attractions help draw visitors to our area. We want to maintain environmental quality and the coastal character of our town, while providing a mix of attractions that increase economic stability.

Future Orientation

We realize that nothing stays the same forever, and acknowledge that growth and change are signs of health. We value positive changes to our community which bring about an improved quality of life for our citizens. Promoting a successful future for the Florence area is among our most important responsibilities.

Action Agenda

Quality of Life

"A stable economy with prosperity offering educational, recreational, social and cultural opportunities while maintaining natural beauty, public security and safety, affordable housing and full health services."

Goal 1 - Internal Communications - By Summer 1999, sponsor at least three activities that improve communication at all levels of the community.					
Strategy 1 - Hold an annual Welcome/Civic Fair at the Florence Events Center with special invitations to new Florence area residents to discover history, issues, and opportunities to participate in town.					
	Potential Responsible Parties	Partners Involved in Action	Timetable	Funding	Success Indicator
Framework for Overall Strategy [Note: Explanation of acronyms can be found in glossary at end of this document.]	<ul style="list-style-type: none"> Florence Area Coordinating Council (FACC) Siuslaw Healthy Communities Alliance (SHCA) Self selected community members 	<ul style="list-style-type: none"> City Chamber Service Clubs Fraternal Orgs 	First Annual Fair held in Sept/Oct 1999	\$500 to be split among the event sponsors - free to public	Attendance of 500
Action Step 1 - Identify possible participants and invite them	<ul style="list-style-type: none"> Paul Cornett and Arol Salo 	<ul style="list-style-type: none"> Chamber Ambassadors Lane CC SHCA rep FACC rep Bill Porter 	By March 1, 1999	\$25 - source?	List of 40 + invitees
Action Step 2 - Draft plan including date	Interested organizations/possibly self selected committee	Remainder of above noted groups	Begin by April 1, drafted by May 1	\$25 or less - source?	Plan document in hand

Strategy 2 - Acquire CATV equipment and find volunteers to cover community meetings and events and broadcast on a local cable station. At a minimum, support 12 events in the first six months and survey for interest and response.

Strategy 3 - Establish an engaging monthly newspaper column and invite comments from agencies and individuals on specific topics.

Goal 2 - Activities for Youth - By the Summer of 1999, operate an on-going activities program for youth ages 5-- 18, based on findings of City's Youth Needs Report.

Strategy 1a - Support activities of Florence Boys and Girls Club of America to organize and sponsor at least x number of after school, evening, and summer activities for youth ages 5 - 18 during 1999.

Strategy 1b - Support efforts of the Florence Boys and Girls Club to establish a Youth Activities Center.

Strategy 2 - Support programs that work with at-risk youth in the community.

Strategy 3 - Increase youth/intergenerational involvement in Events Center activities.
• Lighting/stagehands • Ushers/Set-up

Strategy 4 - Create funding for work study and summer work programs.

Strategy 5 - Sponsor youth access to recreational opportunities.

Strategy 6 - Develop outdoor recreational activities.

Goal 3 - Provide 50 people access to community events who are now closed out because of cost.

Strategy 1 - Seek public and private organizations and individuals to sponsor 25 tickets for cultural events at FEC.

Strategy 2 - Seek public and private organizations and individuals to sponsor 25 tickets to school athletic events tickets.

Action Step 1 - Free tickets should be made available first to Florence city residents, next to residents of local areas located outside of the city but within the area immediately surrounding Florence, and finally to other residents of Western Lane County. Free tickets should be limited to four per individual.

Goal 4 - Improve the responsiveness of government to the needs of area residents.

Strategy 1 - Investigate the possibility of a new county out of Western Lane and Douglas counties that will be more responsive to the social and economical needs of people in the area.

Strategy 2 - Increase civic participation in city council, planning and budget meetings on a regular basis.

Natural and Built Environment

Goal 1 – Creating Parks - City work closely with agencies that have jurisdiction in the natural resource areas outside the urban growth boundaries i.e. Forest Service, County ODNRA, OSP, etc. to establish new parks and maintenance thereof.

Strategy 1 - Look to public lands for park development and usage.

Strategy 2 - Encourage quality over quantity.

Goal 2 – Maintaining Parks - By the conclusion of the current Comprehensive Plan Update process, quality maintenance for all existing parks will be assured.

Strategy 1 - Through an extensive public outreach process, community participation and support is successfully organized to maintain basic functions of our parks.

Goal 3 - Enhance and maintain Florence's feeling and beauty- By Summer of 1998, Florence will have significant beautification projects identified and prioritized in various areas of the city involving community organizations, government, private individuals and businesses with at least one project underway by Fall of 1999.

Strategy 1 - Negotiate win-win solutions to finance and carry out beautification projects with local business, community organization and resident involvement.

Strategy 2 - Establish a cooperative effort and attitude by city staff and official when dealing with developers and volunteers.

Strategy 3 - Participate in Scenic Byways and Corridor projects to gain ODOT policy and financial support.

Strategy 4 - Sponsor, on a regular basis, community forums to assist in identification and prioritization of beautification projects.

Strategy 5 - Build on the theme of "City of Rhododendrons" in development efforts.

Strategy 6 - The city will develop incentive programs to encourage businesses to upgrade storefronts and enhancing landscaping.

Goal 4 - Preserve and enhance the Old Town historic area.

Strategy 1 - Establish a specific plan for the ultimate development of the Old Town area by December 1999.

Strategy 2 - Develop supporting policies, programs and incentives to implement plan i.e. incentives for enhancing the character of Old Town.

Strategy 3 - Encourage deeper development of Old Town shopping district.

Strategy 4 - Include Siuslaw School District Middle School and football field properties as well as the Events Center in the ultimate development of Old Town plan.

Strategy 5 - Maintain and enhance physical aspects of the bridge.

Eco mic/Business Development

Defining Statement: Because of the serious loss of jobs in the forest and fishing industries over the past 15 years, this building block should have maximum priority.

Goal 1 - By Fall 2000, tourism revenues will have increased by a minimum of 25%, resulting in increased local income.

Strategy 1 - Determine what the next generation of tourist is looking for, and develop strategies to meet those demands.

	Potential Responsible Party	Partners Involved in Action	Timetable	Funding	Success Indicator
<p>Action Step 1 - Undertake secondary research – Gather good data and information about the next generation of tourists from:</p> <ul style="list-style-type: none"> • tourism commission • CVALCO • Chambers • Visitor industry leaders • Governor's Tourism Conference 	<ul style="list-style-type: none"> • Chamber/ Tourism Comm. 	<ul style="list-style-type: none"> • Oregon Tourism Commission (OTC) • Convention Visitors Assoc. of Lane County (CVALCO) 	August 1998	None needed	Document in hand - summary of research
<p>Action Step 2 - Survey visitors on origination/desires, etc. Including follow up survey with prior visitors.</p> <p>Targeted populations:</p> <ul style="list-style-type: none"> • State park visitors • Old town visitors • Hotels/restaurants • visitor center visitor 	<ul style="list-style-type: none"> • Chamber and Tourism Commission 	<ul style="list-style-type: none"> • State Parks • Old Town Merchants • Lodging Assoc. 	6-9 months - by May, 1999	Survey/design/ and production - \$1000	Completion and analysis of survey
<p>Action Step 3 - Create a marketing plan to guide promotion and management of tourism for the next 5 years</p> <ul style="list-style-type: none"> • designate target markets • designate tools and tactics • learn to package • design tours • types of training needed 	Chamber and Tourism Commissioner	<ul style="list-style-type: none"> • Business Assoc.'s • Hotel/motel Association • Business Community • City 	Source – Grants • Plan \$5-10,000 • Implement \$50-100,000	1 year	Plan completed, implementation begun

Strategy 2 - Develop training classes as needed to respond to the findings of Strategy 1.

Strategy 3 - Finance a marketing campaign to attract tomorrow's visitors.

Strategy 4 - Improve accessibility to tourist attractions (including addressing Old Town parking regulations).

Strategy 5 - Improve directional signage to Florence and to attractions once in Florence.

Strategy 6 - Encourage City and County support of anchor tourism destinations.

Strategy 7 - Promote recreational activities in the Florence area (to include golf, natural resources, alternative recreation).

Strategy 8 - Encourage private and public sponsorship of plays, conferences, cultural events, etc. at the Florence Events Center.

Strategy 9 - Encourage expansion of Old Town.

Strategy 10 - Encourage development of golf course resorts.

Goal 2 - By Fall 2000, Florence will achieve a minimum 25% increase of local expenditures in local market.

Strategy 1 - Organize an entrepreneurship training program (i.e. SCORE, LCC, etc.).

Strategy 2 - Assist existing and potential local businesses to create an improved mix of restaurants, clothing stores, and other suppliers/services which meets the diverse needs/tastes of residents and local businesses.

Strategy 3 - Embrace anchor shopping districts.

Strategy 4 - Assist a Buy Local Campaign.

Goal 3 - By Fall 2000, Florence will experience a minimum 25% increase in "family wage" jobs available to the local workforce.

Strategy 1 - Develop and market Industrial Park in new ways.

Strategy 2 - Create a formal local business response board for all business inquiries.

Strategy 3 - Develop and lobby for infrastructure to support targeted industries.

Strategy 4 - Develop and target knowledge based businesses, telemarketing firms, teleconferencing centers, manufacturing, high tech, and research companies.
Focus on clean industries.

Goal 4 - City and County support year round tourism business strategy.

Strategy 1 - Lobby for additional room tax dollars to be returned to the Florence community i.e. return on properties in greater Florence area.

Strategy 2 - Current and future room tax be equally divided to market to the two types of visitors - recreational and convention.

Goal 5 – Support Development of Port Property

Strategy 1 - Assist in Boardwalk development.

Strategy 2 - Assist and encourage Industrial Park development.

Strategy 3 - Build the sports fishing industry.

Strategy 4 - Work with Port Commission to develop unity in purpose.

Strategy 5 – Support dredging lobbying efforts.

Infrastructure

Goal 1 – Basic Services - By spring of 1999 Florence residents will understand basic infrastructure needs and have the opportunity to express their desired level of service (includes both physical and services, e.g., library and parks and recreation).

Strategy 1 - Hold interactive forums to create understanding and support for basic services.

	Potential Responsible Party	Partners Involved in Action	Timetable	Funding	Success Indicator
<p>Action Step 1 - Determine what an interactive forum will do and what it won't do</p> <p>In part, define basic services:</p> <ul style="list-style-type: none"> • sanitation/sewer (SDC) • police • storm sewer • fire • public safety • garbage disposal • transportation (roads, highways, bridges, bike paths, public transit) • water (Service Development Charge – SDC) • Other? (see goal - parks and rec too?) 					
<p>Action Step 2 - Figure out how to get people's attention (with a controversial statement?)</p>					List of 40 + invitees

<p>Action Step 3 - Brainstorm ways to get participation</p> <ul style="list-style-type: none"> • Crisis • Organized neighborhood groups • Could the city send out a newsletter/issue paper with each bimonthly billing statement? • Cable TV- could we make better use of this media - tv forums • Could the council televise meetings? 					
<p>Action Step 4 - Hold forum with Florentine Estates/ Munsel Creek covering Storm sewer (basic service), storm drainage, storm water runoff</p>	<ul style="list-style-type: none"> • affected property owners • homeowner groups • Nancy Walker, KOA president 	<ul style="list-style-type: none"> • developers • local governments • state and feds • special interests (who are these?) 	<p>1 week from technical report release (Feb. 13th)</p>	<p>Not necessary. Possible follow up, should we hire a facilitator?</p>	<ul style="list-style-type: none"> • Turn out. • Date set date for wider public forum. • Media coverage. • Letters to the editor
<p>Strategy 2 - Organize to get the voters behind bond measures when needed</p>					
<p>Strategy 3 - Work with public and private agencies to develop long-term drainage, sewer and water and utilities plans.</p>					

<p>Goal 2 - <u>Transportation</u> - By September 2000 , improve pedestrian traffic flow across 101.</p>
<p>Strategy 1 - By September 1998 select at least two Highway 101 pedestrian crossings and get commitment from ODOT for funding and construction. [NOTE: An initial action step will be to identify crucial locations for improvement.]</p>
<p>Strategy 2 - Form strategic committee of citizens and jurisdictions to work proactively with ODOT on design and implementation.</p>

Goal 3 – Transportation - Increase affordable public transit availability.

Strategy 1 - Retain subsidized taxi service and solidify long term funding prior to loss of grant at end of 1998.

Strategy 2 - Increase corps of volunteer drivers and vehicles through coordinated, structured effort by 50%.

**Strategy 3 - Secure an agent and bus stop for Greyhound by June 1998.
[NOTE: This strategy has been completed already!]**

Strategy 4 - Obtain private or subsidized bus system with interim stops at scheduled times.

Goal 4 - Improve airport to enhance utility for general and commercial uses.

Strategy 1 - Secure funding and explore alternate funding for maintenance and expansion of airport services businesses and individuals, too.

Strategy 2 - Extend and remark runways.

Strategy 3 - Explore FAA grant funding GPS approval.

Strategy 4 - Obtain full instrument approach system.

Strategy 5 - Research, recruit and motivate (\$) a small commuter air service to service Eugene, Portland, and Seattle.

Strategy 6 - Work with city to establish airport as FAA official weather reporting station.

Goal 5 - Improve access into and out of Florence.

Strategy 1 - Continue to work with ODOT to improve 126.

Strategy 2 - Actively pursue scenic by-ways grants.

Strategy 3 - Work with ODOT to improve highway access policies.

Goal 6 - Improve intra-city movement.

Strategy 1 - Improve north/south arterial traffic flow.

Strategy 2 - Make improvements to the 101- 126 intersection.

Goal 7 - Improve and maintain navigational waterways.

Goal 8 - Work with county to maintain commercial zoning access to rail.

Goal 9 - Increase telecommunications capacity.

Strategy 1- Work to get PUD's fiber optic band width available for telecommuting.

Strategy 2 - Work with PUD's to provide incentives for placing all utilities underground.

Strategy 3- Sell municipality on being hub for fiber optics cable.

Workforce Development

Goal 1 - By Fall 2003, 100% of local wage seeking residents will have the technical and employability skills needed for employment.

Strategy 1 - Work with schools and businesses to develop and enhance school-to-work and apprenticeship programs.

	Potential Responsible Party	Partners Involved in Action	Timetable	Funding	Success Indicator
<p>Action Step 1 - Answer critical questions which support the goal and strategy:</p> <ul style="list-style-type: none"> • What jobs should we be training for in Florence (current and future) • What skills do they need? • How do we keep the young here? • What's our workforce profile in 2002? 	???	<ul style="list-style-type: none"> • Head of local office of State Employment Div. • School district • OTC • CVALCO 	???	None needed	Documented answers in hand
<p>Action Step 2 - Develop entrepreneurial training programs and foster attitude that this is a valuable option.</p>	<ul style="list-style-type: none"> • LCC 	<ul style="list-style-type: none"> • Chamber • Telecommuters • Employment Div. 		Oregon Economic Development Department	
<p>Action Step 3 - Survey local businesses to determine existing and future competencies/skills needed</p>	Don Mankenberg and Juanita Kirkham	Chamber Ind. Park Steve Wadell	May 1999	Mailing Costs-possibly get help on this from Chamber	
<p>Action Step 4 - Survey 10th graders and older- what they'd like to be trained in (through process educate them on the Florence job market)</p>	Head of local office of State Employment Division	High School, Welfare people Juanita Kirkham	March 1999	0	
<p>Action Step 5 - Survey current workforce to determine under employment so that further training can be made available to move them into other positions which take advantage of their skills. What do you need on the job to get you in and stay in the training (daycare, other workforce issues)</p>					

Action Step 6 - Coordinate vocational training programs available Success Indicators:	Don Mankenberg	Chamb. CC, School districts, employment division	Spring 1999	0	Full attendance by 2nd meeting and still meeting in a year
Strategy 2 - Work with businesses to expand on-the-job training.					
Strategy 3 - Facilitate public and private workforce training efforts.					
Strategy 4 - Explore employer incentive programs.					

Goal 2 - Support development of expanded high school and college business courses.					
Strategy 1 - Increase opportunities for technical and business education programs at Siuslaw High School and the LCC Florence campus (including development of 2+2 linkages).					
Strategy 2 - Develop an entrepreneur training program.					
Strategy 3 - Assist LCC in developing a marketing program for local education opportunities.					
Strategy 4 - Work with youths to develop motivation for their further education.					

Addendum

Acronyms List

CVALCO - Convention Visitors Association of Lane County

DLCD - Department of Land Conservation and Development

FACC - Florence Area Coordinating Council

LCC - Lane Community College

LCOG - Lane Council of Governments

LO - Livable Oregon, Inc.

ODOT - Oregon Department of Transportation

ODNRA - Oregon Dunes National Recreation Area

OEDD - Oregon Economic Development Department

OSP - Oregon State Parks

OTC - Oregon Tourism Commission

RDI - Rural Development Initiatives, Inc.

SDC - Service Development Charge

SHCA - Siuslaw Healthy Communities Alliance