AGENDA
CANBY CITY COUNCIL
Work Session 6:15 PM – Council Chambers
Regular Meeting 7:00 PM - Council Chambers
Meetings can be viewed on CTV Channel 5 or YouTube
May 6, 2020
222 NE 2nd Avenue, 1st Floor
Mayor Brian Hodson

Council President Tim Dale
Councilor Trygve Berge
Councilor Traci Hensley
Councilor Greg Parker
Councilor Sarah Spoon
Councilor Shawn Varwig

Work Session – 6:15 PM

1. **CALL TO ORDER**

2. **Review Requests for Expression of Interest for the former Library Building (292 N Holly Street)** Pg.3

3. **ADJOURN**

Regular Meeting – 7:00 PM

1. **CALL TO ORDER**

2. **COMMUNICATION**

3. **CITIZEN INPUT & COMMUNITY ANNOUNCEMENTS:** This is an opportunity for audience members to address the City Council on items not on the agenda. Each person will be given 3 minutes to speak. Staff and the City Council will make every effort to respond to questions raised during citizens input before the meeting ends or as quickly as possible thereafter. ***In order to speak, please email or call the City Recorder by 5:00 pm on May 6th with your name, the topic you'd like to speak on and contact information: bissetm@canbyoregon.gov or call 503-266-0733. Once your information is received, you will be sent instructions to speak virtually. Please note that Council will be attending this meeting virtually.**

4. **MAYOR'S BUSINESS**

5. **COUNCILOR COMMENTS & LIAISON REPORTS**

6. **CONSENT AGENDA:** This section allows the City Council to consider routine items that require no discussion and can be approved in one comprehensive motion. An item may be discussed if it is pulled from the consent agenda to New Business.
   a. Approval of Minutes of the April 15, 2020 City Council Regular Meeting and April 22, 2020 Special Called Meeting. Pg.45

7. **RESOLUTION & ORDINANCES**
   a. **Resolution No. 1333:** A Resolution adopting budget appropriation transfers for the 2019-2020 fiscal year. Pg.52

b. **Ordinance No. 1523**: An Ordinance Amending Canby Municipal Code Chapter 8.16: Fire Prevention Code. *(Second Reading)* Pg. 55

c. **Ordinance No. 1524:** An Ordinance authorizing the City Administrator to execute a contract with R.L. Reimers Company for the 2020 Wastewater Treatment Plant Primary Clarifier Improvement Project; and declaring an emergency. *(Second Reading)* Pg.60

d. **Ordinance No. 1525:** An Ordinance authorizing the City Administrator to execute a contract with Curran-Mcleod, Inc. Consulting Engineers for Engineering Services to complete improvements to South Ivy Street Sanitary Sewer Collection System; and declaring an emergency. *(Second Reading)* Pg.69

e. **Ordinance No. 1526:** An Ordinance authorizing the City of Canby to enter into a contract with FCS Group for the completion of an Economic Opportunities Analysis; and declaring an emergency. *(First Reading)* Pg. 71

f. **Ordinance No. 1527:** An Ordinance authorizing the Mayor and City Administrator to enter into a contract with Heard Farms for Wastewater Sewage Sludge Removal; and repealing Ordinance 1513. *(First Reading)* Pg.237

8. CITY ADMINISTRATOR'S BUSINESS & STAFF REPORTS

9. CITIZEN INPUT

10. ACTION REVIEW

11. ADJOURN

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*The meeting location is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours before the meeting to Melissa Bisset at 503.266.0733. A copy of this Agenda can be found on the City's web page at www.canbyoregon.gov. **City Council and Planning Commission Meetings are broadcast live and can be viewed on CTV Channel 5**. For a schedule of the playback times, please call 503.263.6287.

****We are requesting that rather than attending In person you view the meeting on CTV Channel 5 or on YouTube:** https://www.youtube.com/channel/UCn8dRr3QzZYXoPUEF4OTP-A

If you do not have access virtually, there are a small number of chairs provided inside to allow for physical distancing.

PO Box 930
222 NE 2nd Ave
Canby, OR 97013

Phone: 503.266.4021
Fax: 503.266.7961
www.canbyoregon.gov

City of Canby

City Council Staff Report

DATE: May 6, 2020
TO: Honorable Mayor Hodson and City Council
THRU: Amanda Zeiber, Interim City Administrator
FROM: Jamie Stickel, Economic Development Director
ITEM: Work Session – redevelopment proposals for the former Canby Public Library

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Summary

Discussion regarding redevelopment proposals received for the former Canby Public Library Building, located at 292 N. Holly Street.

Background

The City of Canby opened Request for Expressions of Interest (RFEI) for its former public library building in 2017 and 2018, receiving three and four proposals, respectively. After much discussion, the city chose to retain possession of the building, and redevelop the building into a public market with office space in the back corner.

The City contracted LRS Architects – who had completed previous façade renderings through a Clackamas County grant – to work on preliminary renderings for the redevelopment of the public market with office space. In addition to the renderings, the architects provided a cost analysis of the exterior and interior renovations necessary to upgrade the building. The estimates for the public market were substantially over budget. In January 2020, the City of Canby received an increase in interest for the former library building. The City Council determined it was best to reopen the Requests for Expressions of Interest for the month of February.

Discussion

The City of Canby opened the Requests for Expressions of Interest (RFEI) after the January 15th City Council Work Session. The Economic Development Department promoted the RFEI through the City of Canby and Canby Business Facebook pages, Business Oregon's online property database, and on the City's website. Additionally, it was sent to those who previously submitted proposals for the 2017 and 2018 RFEI.

Initially, the City received five proposals for the former library and were included in the March 18th, 2020 packet. On April 28th, 2020 Canby Brewing Company withdrew their proposal.

The four proposals under review are from the following:

- Neighborhood Health Centers
- OC Brewing Company (The Beer Library) | ***Revised April 25, 2020***
- Ray Kahut
- Thelma's Place

Attachments

- Neighborhood Health Centers Proposal
- Oregon City Brewing Co Proposal (The Beer Library)
- Ray Kahut Proposal
- Thelma's Place Proposal

Fiscal Impact

None.

Options

1. Review proposals and direct staff to enter into an exclusive negotiation agreement.
2. Review proposals and direct staff to reopen the Requests for Expressions of Interest.

Recommendation

None.

Direction

Direct staff to enter into an exclusive negotiation agreement with preferred proposal.

Former Canby Public Library

Proposals in response to Request for Expressions of Interest

Proposer	Price	Tenant Improvements	Proposed Use	Hours of Operation
Neighborhood Health Center	Open to Negotiation	Anticipate improvements of $100—$125 per square foot	Health Center with 12 exam rooms, 7 dental rooms, 3 offices, pharmacy, meeting room, reception area, resource room, meeting room, community room	Current clinic open Monday—Tuesday, Thursday—Friday, 8:00a—5:00p; Wednesday 7:00a—6:00p; expanded clinic would allow for more hours open
OC Brewing Co (the Beer Library)	$10,000 purchase	New owner funded: $1,495,000	Brewery, 3 indoor food carts, 2 retail spaces along NW 3rd, interior atrium with courtyard	Monday—Thursday, 11:00a—10:00p; Friday—Saturday, 11:00a—11:00p; Sunday, 11:00a—9:00p; open 363 days a year
Ray Kahut	$167.729, Outright purchase of land and building	Did not explicitly outline cost/ responsibility	Flex space with small retail businesses (build to suit) and interior space used for "Farmers' Market" type vendors	Dependent upon tenants
Thelma's Place	$25,000 Lease, Lease to Own	Did not explicitly outline cost/ responsibility	Respite care for memory-loss patients, child care, after school care, community-based uses for off hours	Monday—Saturday, Days and Nights

NEIGHBORHOOD HEALTH CENTER

YOUR HEALTH | YOUR CLINIC | YOUR NEIGHBORHOOD

PROPOSAL: 292 N. HOLLY ST. CANBY, OR

PREPARED FOR:

CITY OF CANBY

By: Jeri Weeks, CEO, Neighborhood Health Center
Blain A. West, CFO/COO, Neighborhood Health Center
Brad Christiansen, Sr. Vice President, Colliers International

Colliers INTERNATIONAL

Neighborhood Health Center

PROFILE

Industry: Healthcare

Type: Federally Quality Health Center (FQHC)

Status: Non-profit, 501c(3)

Employee: 166 FTE

Sites: 10 clinics
1 administrative

Revenue: $26.5M

Assets: $10.8 M

Funding:
64% Patient Revenue
18% Grants
9% Quality Incentive
9% Other

Service Area: Washington Co.
Clackamas Co.

Medical Payor Mix:
61% Medicaid
8% Medicare
22% Uninsured
9% Other

Patients:
17,502 2019
13,056 2018

Encounters:
50,313 2019
34,717 2018

DEMOGRAPHICS

Patients by Age Group
39.3% 0 to 18
6.4% 19 to 24
28.4% 25 to 44
25.9% 45 - Up

Patients by Ethnicity
76.8% White
13.1% Unreported
3.3% Asian
3.3% Black/African American
1.4% More than 1 race
1.0% American Indian/Alaskan
0.4% Other Pacific Islander
.01% Native Hawaiian

EXECUTIVE SUMMARY

Neighborhood Health Center (NHC) proposes to renovate the old Canby Library into a state of the art, fully integrated medical, dental, pharmacy and behavioral health clinic serving the healthcare needs of Canby and surrounding communities.

NHC is a not-for-profit, 501(c)3, Federally Qualified Health Center (FQHC) established in 2010 to provide a health home to residents of Clackamas and Washington County. We have outgrown our existing space with only 5 exam rooms and one shared restroom. NHC will create 12 patient exam rooms, 7 dental operatories, 3 behavioral health offices, a pharmacy, meeting room, community room, reception area, and resource room. The library is the perfect place to grow our organization. The old library building is uniquely located in the heart of downtown, making it ideal to link patients to services and the business community in Canby.

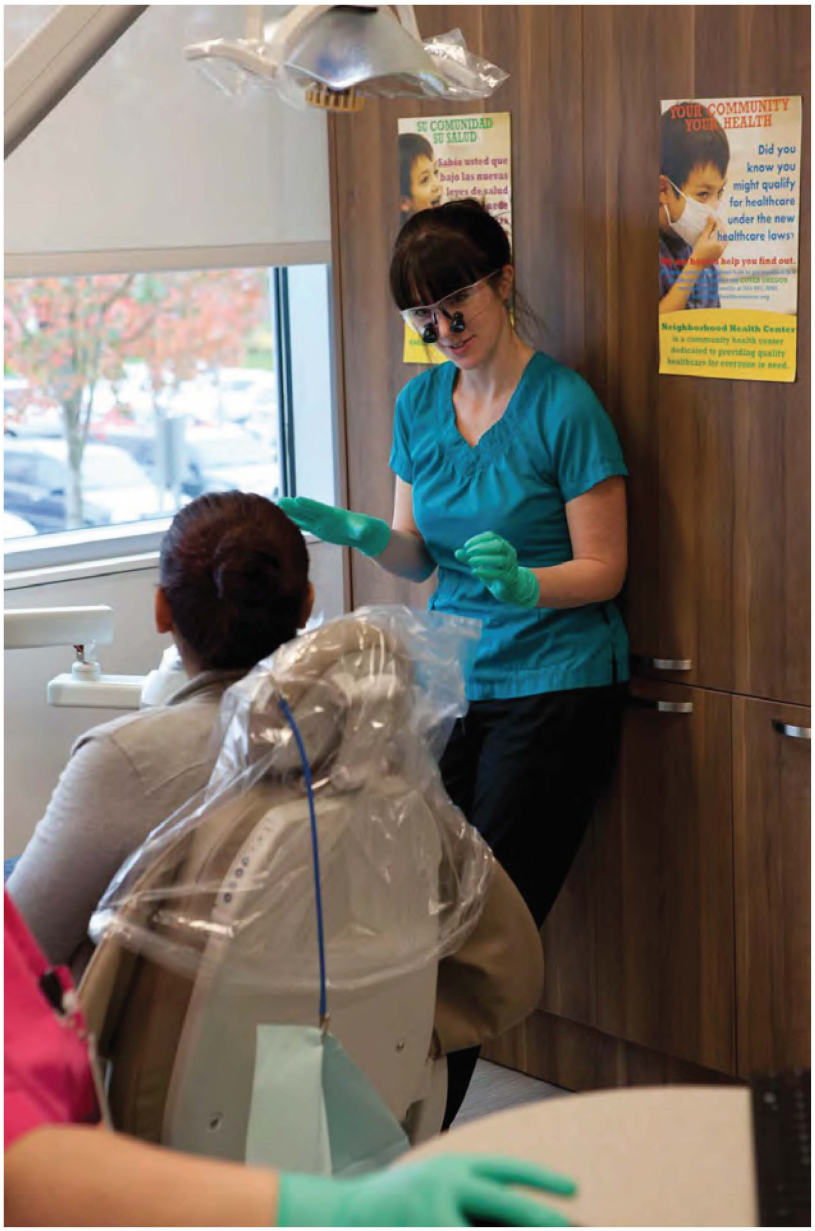
"The staff at NHC Canby Clinic are deeply committed to engaging with people across the diverse social groups in the Canby area. I have seen how Canby has grown over the last 25+ years of visiting my grandparents on Elm St (yes, the Krugers lived on Elm St) to now serving the community as a physician. I am passionate about improving the health of this community and look forward to expanded services. I envision our new clinic being a go-to place for a variety of health enhancing opportunities. We would be able to offer the community diabetes classes and meeting space for other educational activities. I have patients who are teachers, farmers, therapists, artists, business-owners; just starting out in life and others enjoying their retirement years. They are asking us for more services; classes, dental care, etc. and we want to give it to them! The Old Library would be ideal for our mission and NHC would be a positive presence in the heart of Canby."

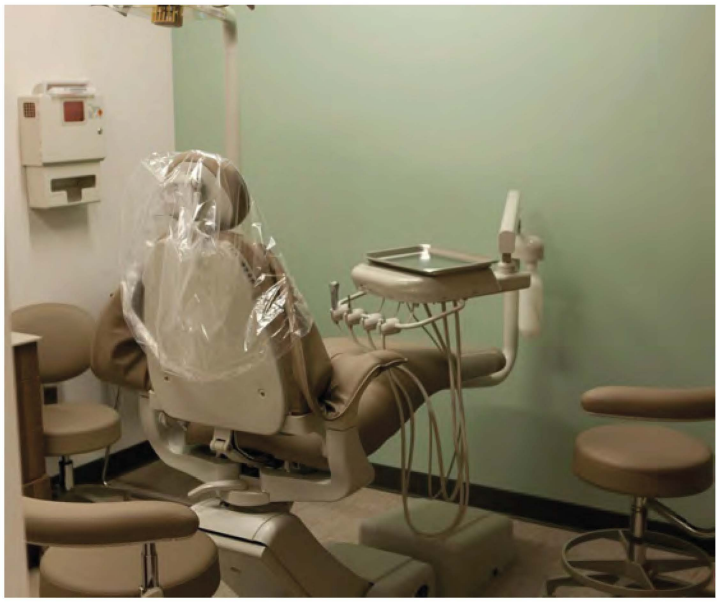
Kris Kruger, MD, NHC Canby Clinic

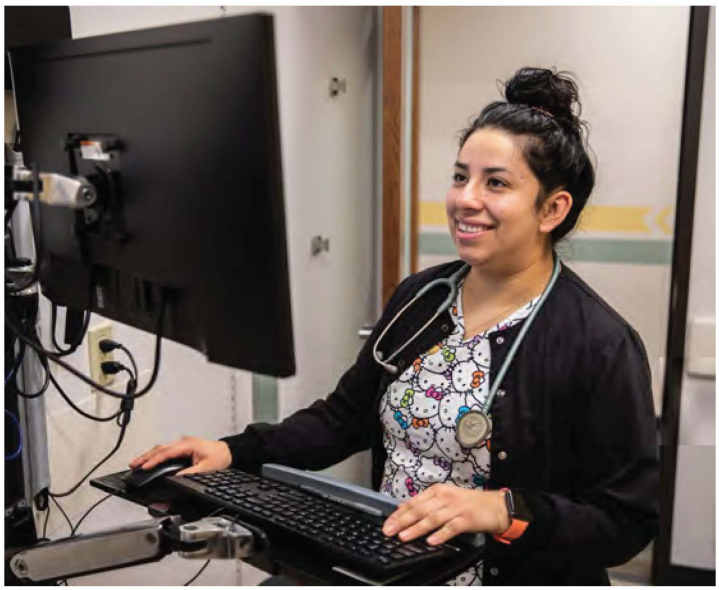
"The Canby community has warmly embraced the NHC Canby Clinic. Many days the waiting room is overflowing with patients waiting to receive care. Residents and organizations continue to reach out to NHC Canby for comprehensive medical care. Many are low income, elderly or uninsured with few medical resources available to them and NHC Canby is available to them. An enlarged clinic would provide continued availability and expanded medical services to the Canby Community."

Sandi Graves, LCSW, Behaviorist, NHC Canby Clinic

NEIGHBORHOOD HEALTH CENTER







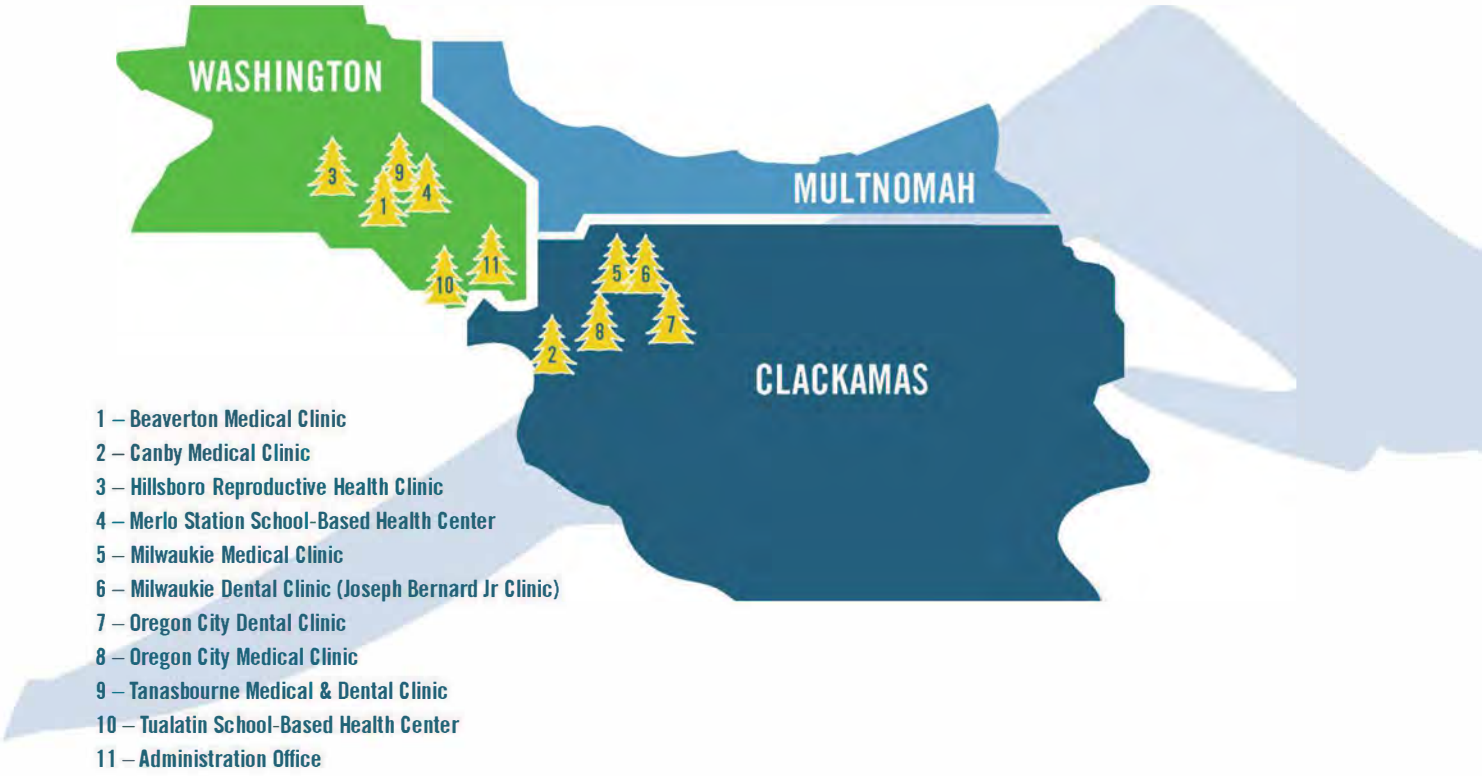
1 | Type of Business

Colliers INTERNATIONAL

NEIGHBORHOOD HEALTH CENTER

YOUR HEALTH | YOUR CLINIC | YOUR NEIGHBORHOOD

LOCATIONS



Who We Are

Neighborhood Health Center (NHC) is a 501(c)3, not-for-profit, that serves the underserved and at-risk patients in Washington and Clackamas Counties. An FQHC is a reimbursement designation from the Bureau of Primary Health Care and the Centers for Medicare and Medicaid Services of the United States Department of Health and Human Services. This designation is significant for several health programs funded under the Health Center Consolidation Act (Section 330 of the Public Health Service Act).

Our Mission

Building healthy communities - one neighbor at a time - through patient-centered healthcare, regardless of income or current state of wellness.

Our Goal to Our Patients

NHC strives to collaborate with community partners including state, county, and local officials, as well as other health-care professionals. We will continue to develop partnerships to offer quality healthcare services to individuals. As such, NHC focuses on meeting the healthcare needs of Medicaid, Medicare, uninsured and underserved patients. It is the policy of NHC that no patient will be denied services due to an inability to pay.

We have medical clinics in Beaverton, Merlo Station School, Oregon City, Tualatin School Based Health Center, Canby, Hillsboro, and Milwaukie, as well as dental clinics in Hillsboro, Milwaukie and Oregon City.

NHC BUSINESS FACTS

NEIGHBORHOOD HEALTH CENTER

est. 2010

to provide a health home to residents of Clackamas and Washington counties to serve Medicaid, Medicare, low income and underinsured members of the communites we serve.

11 CLINICS

6 clinics in Clackamas Co.

21,000

Number of patients NHC serves.

MEDICAID

Most of NHC patients qualify for Medicaid the largest insurance provider in the United States, covering

63,000,000 people

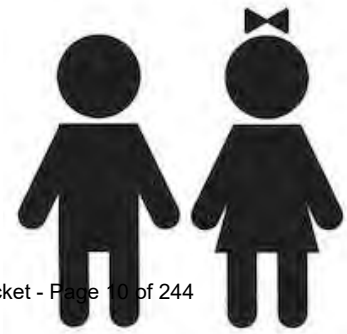
28,000,000 of those patients are served by Community Health Centers like NHC.

primary care
behavioral health
dental
pharmacy
community resources

OPEN Mon-Fri
8am-5pm
to 7:00 PM ONE EVENING PER WEEK

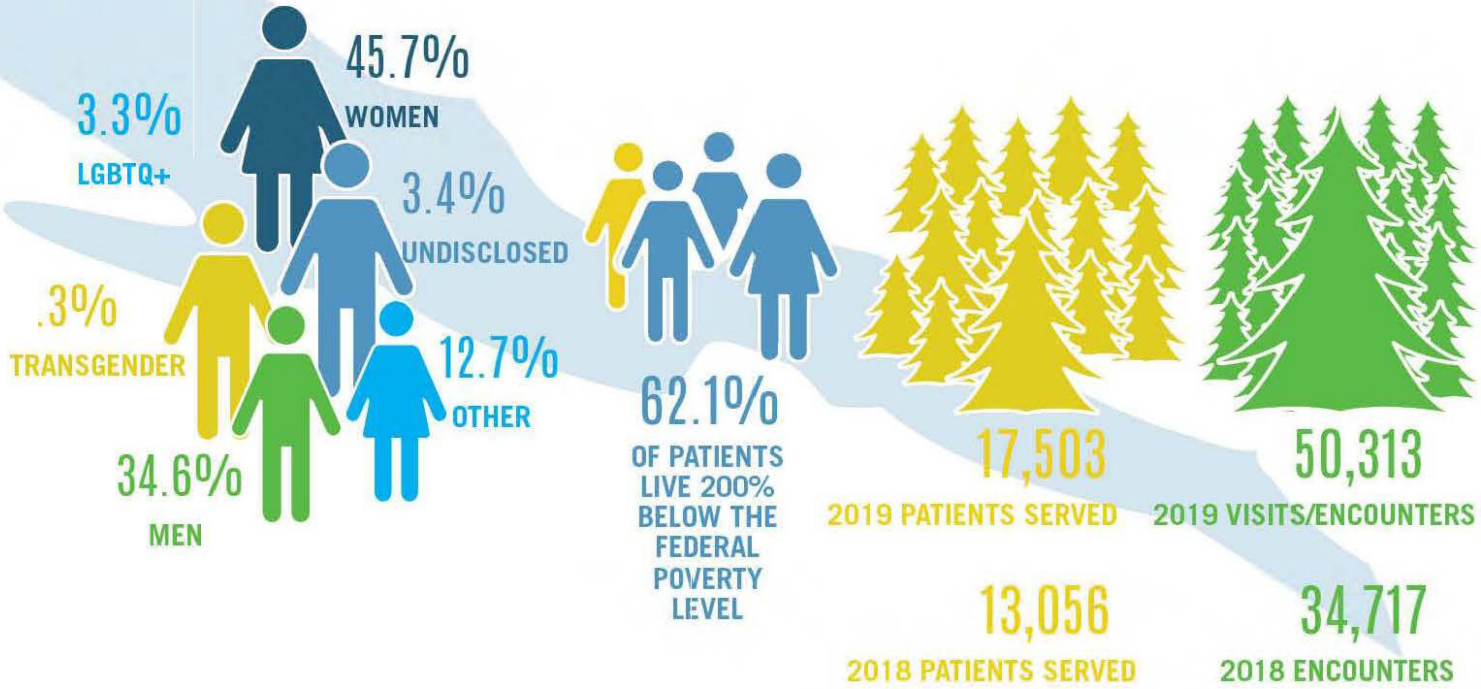
NHC is a not-for-profit, 501c3, Federally Qualified Health Center (FQHC)

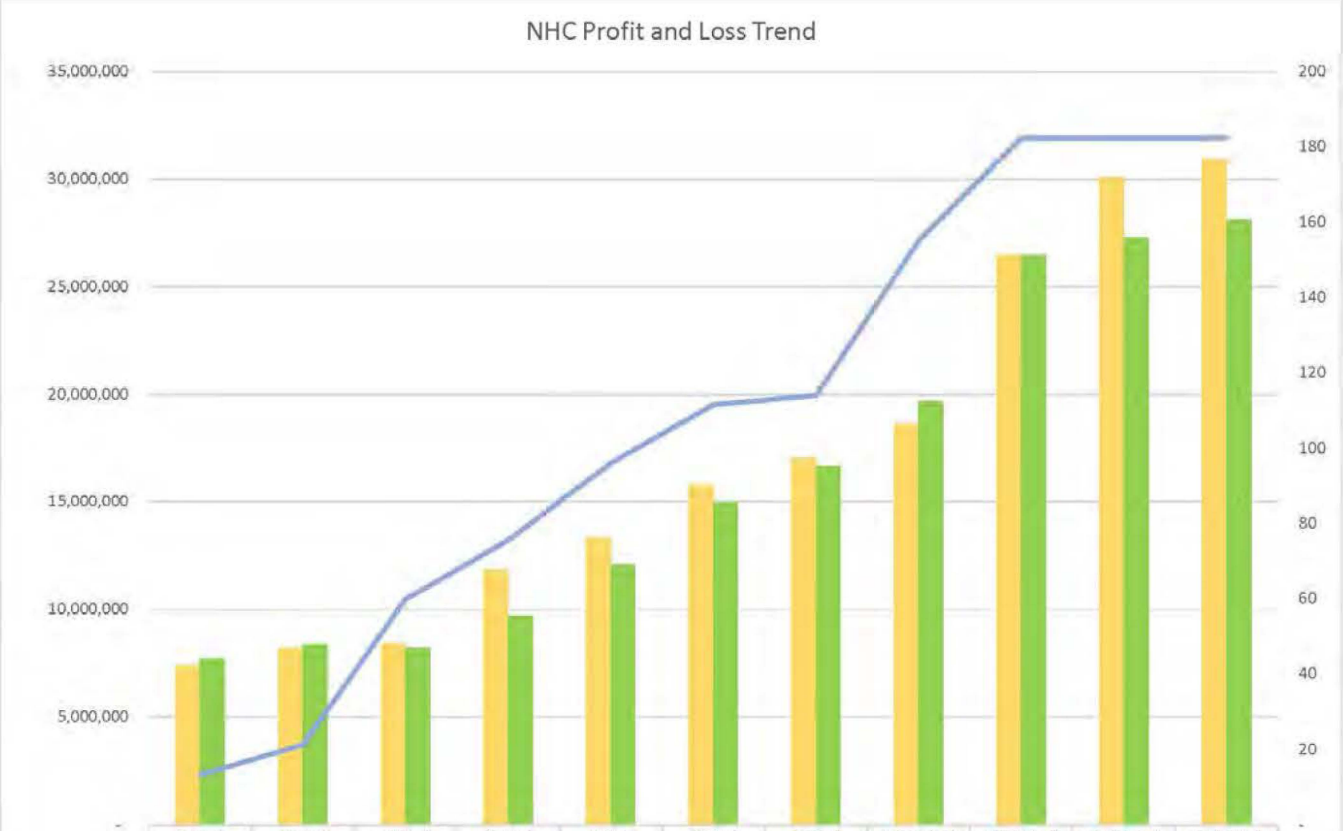
501 (c)3



Medicaid is the largest insurance provider for children in the country.

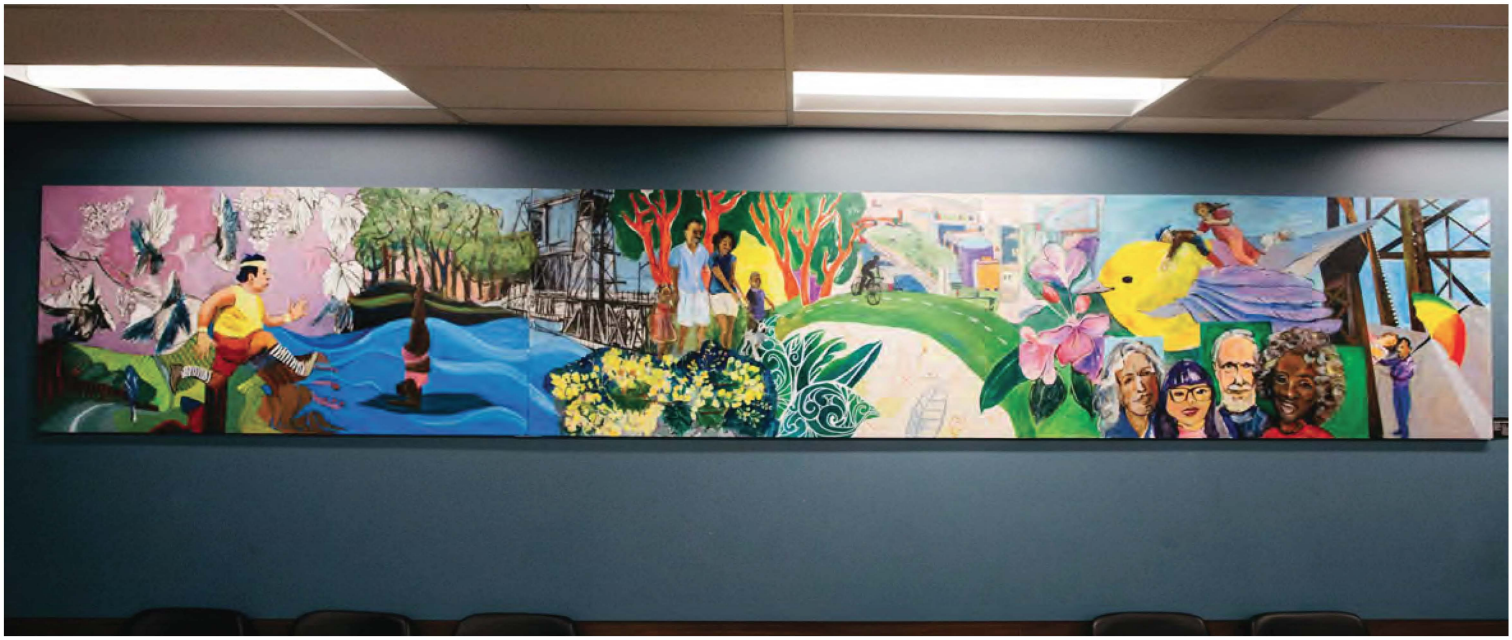
NEIGHBORHOOD HEALTH CENTER
PATIENT POPULATION

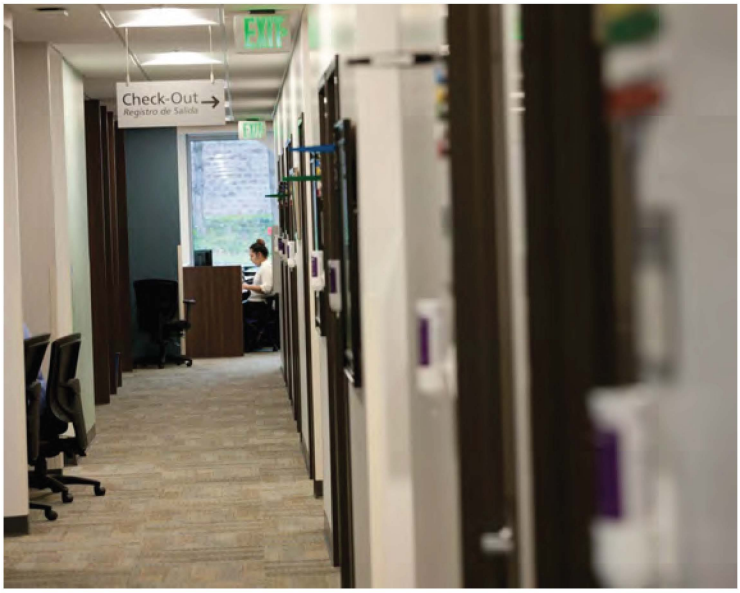




	Actual 2012	Actual 2013	Actual 2014	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Estimated 2019	Budgeted 2020	Budgeted 2021	Budgeted 2022
Revenue	7,404,747	8,195,675	8,404,034	11,850,827	13,322,088	15,806,734	17,051,364	18,610,828	26,504,640	30,090,692	30,921,796
Expense	7,721,120	8,399,645	8,212,731	9,713,593	12,098,144	14,982,429	16,688,891	19,684,160	26,464,435	27,268,553	28,097,307
FTE	13.24	21.24	59.85	75.50	96.06	111.60	113.99	155.10	182.40	182.40	182.40

	HEAD START	SCHOOL BASED SEALANT PROGRAM
PROGRAMS SERVED IN CANBY	Clackamas County Children's Commission *Contact: Darcee Kilsdonk, MSW* Head Start to Success (Clackamas ESD) *Contact: Leslie Arbuckle*	Baker Prairie Middle School Carus Elementary William Knight Elementary Philander Lee Elementary Cecile Trost Elementary *NHC serves the Title I elementary and middle schools in the district, which serve a higher percentage of low income and vulnerable students and their families.*
# OF YEARS SERVED	8.5 years (2011-12 School Year to Current)	1.5 years (2018-19 School Year to Current) *In past years, some of the schools received services by the state oral health program. This work was transitioned to NCH and expanded to middle school in 2018 because of our work with Head Start, the presence of our primary care medical home for many Canby children and families, and the dental home we provided to many of these families in our Oregon City dental clinic.*
SERVICES PROVIDED	oral health education dental screenings fluoride varnish dental referrals and navigation support for families of children with urgent and emergent dental issues	oral health education dental screenings dental sealants dental referrals and navigation support for families of children with urgent and emergent dental issues
# OF STUDENTS SERVED	120 students enrolled at time of screening in Fall 2019 *(Potential to serve up to 140 children in the 2019-2020 year (numbers vary from year to year depending on number of enrollment slots)* *42% of students screened were identified with oral health needs, ranging from children with small or moderately small cavities to children with abscessed teeth and need for urgent oral health care*	Screenings: 379 *(Kindergarten to 3rd grade, 6th, 7th and 8th grades)* Screened/Identified with treatment needs: 158 Received one or more dental sealants: 159 # teeth sealed: 468 *(Average of 2.96 teeth for students participating in sealants)*





2

Building Changes

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AAA NEIGHBORHOOD HEALTH CENTER

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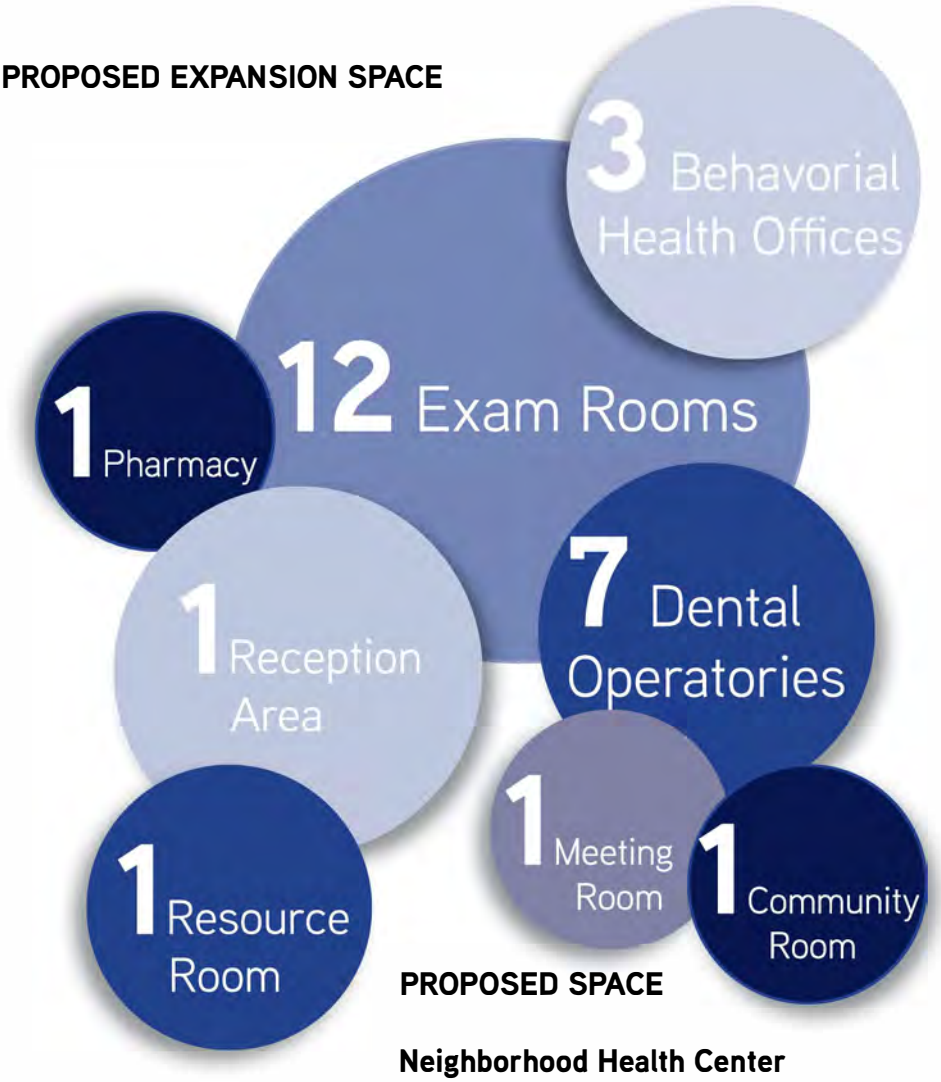
CURRENT SPACE

Neighborhood Health Center
Canby Medical Clinic
178 SW 2nd Avenue
Canby, OR 97013

Clinic Hours:
M-W-Th-F 8am to 5pm
Tuesday 7am to 6pm

PROPOSED EXPANSION SPACE



PROPOSED SPACE

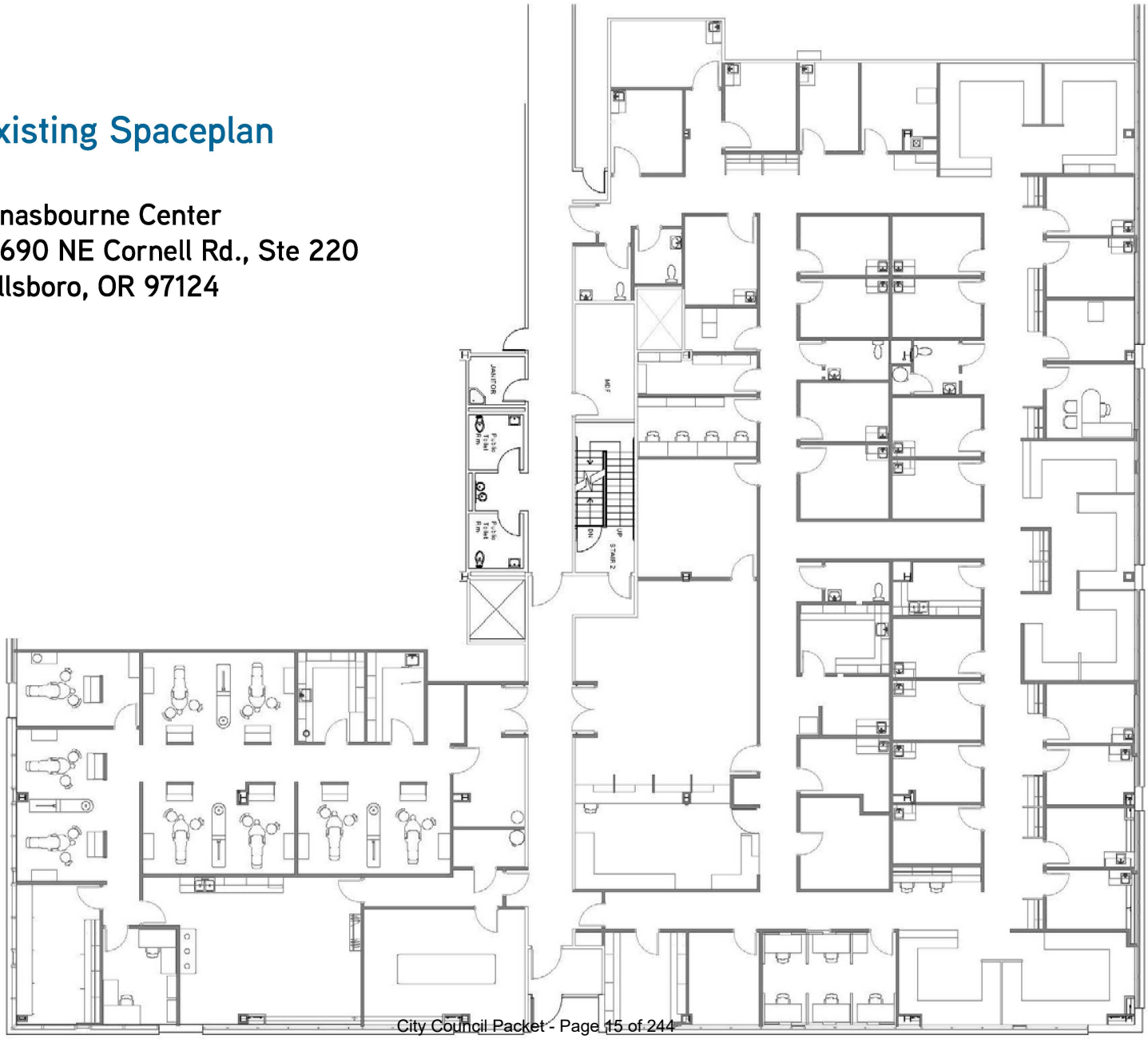
Neighborhood Health Center
Canby Medical Clinic
292 N. Holly Street
Canby, OR 97013

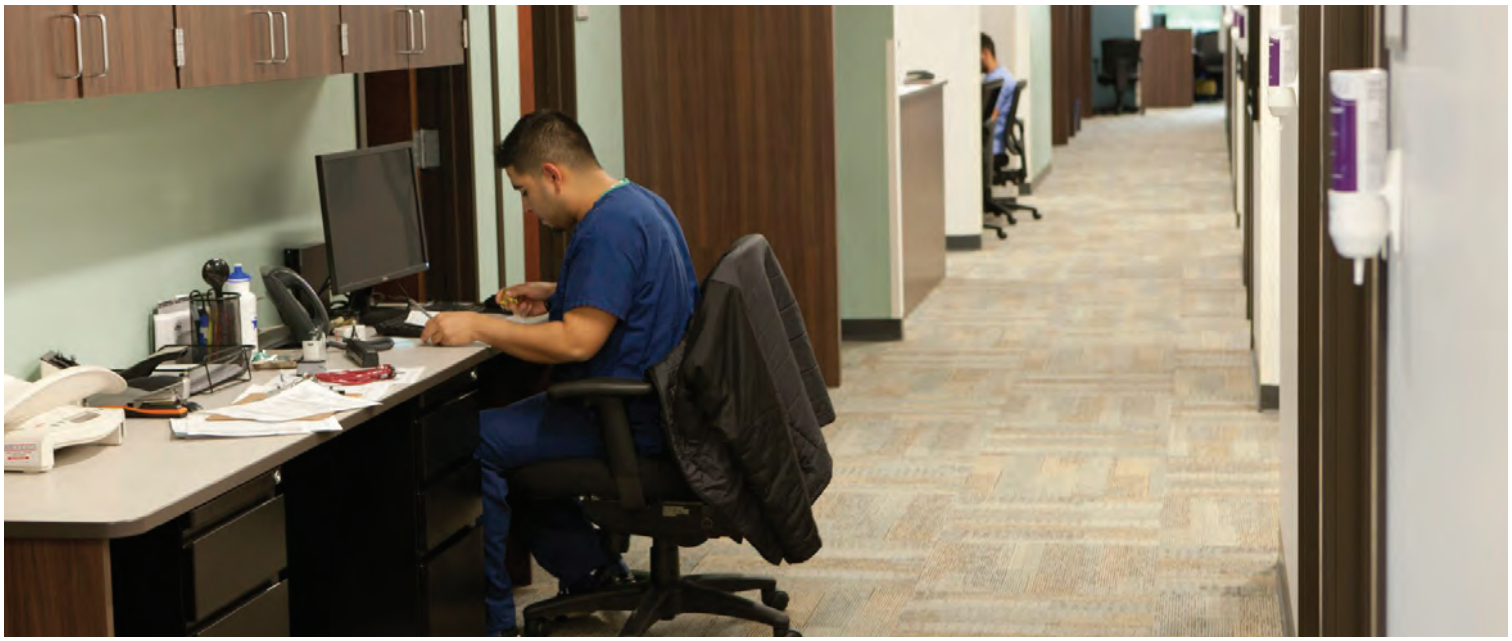
Additional space in new location would allow for expanded hours to include evenings and weekends

Neighborhood Health Center has determined that the old Canby Library is an ideal solution for its medical, dental, pharmacy and behavioral health clinic needs. Upon being selected as the chosen occupant for the premises, we will engage our architect and contractor to assist in completing a preliminary budget/scope of work. Current pricing for similar tenant improvement projects is between $100 per square foot and $125 per square foot. We have investigated solutions to fund/finance the changes to the old Canby library building. Our assumptions are subject to the current market conditions which we will study in greater detail once selected for the project.

Existing Spaceplan

Tanasbourne Center
10690 NE Cornell Rd., Ste 220
HIllsboro, OR 97124





3

Jobs: Numbers/ Type/Wages

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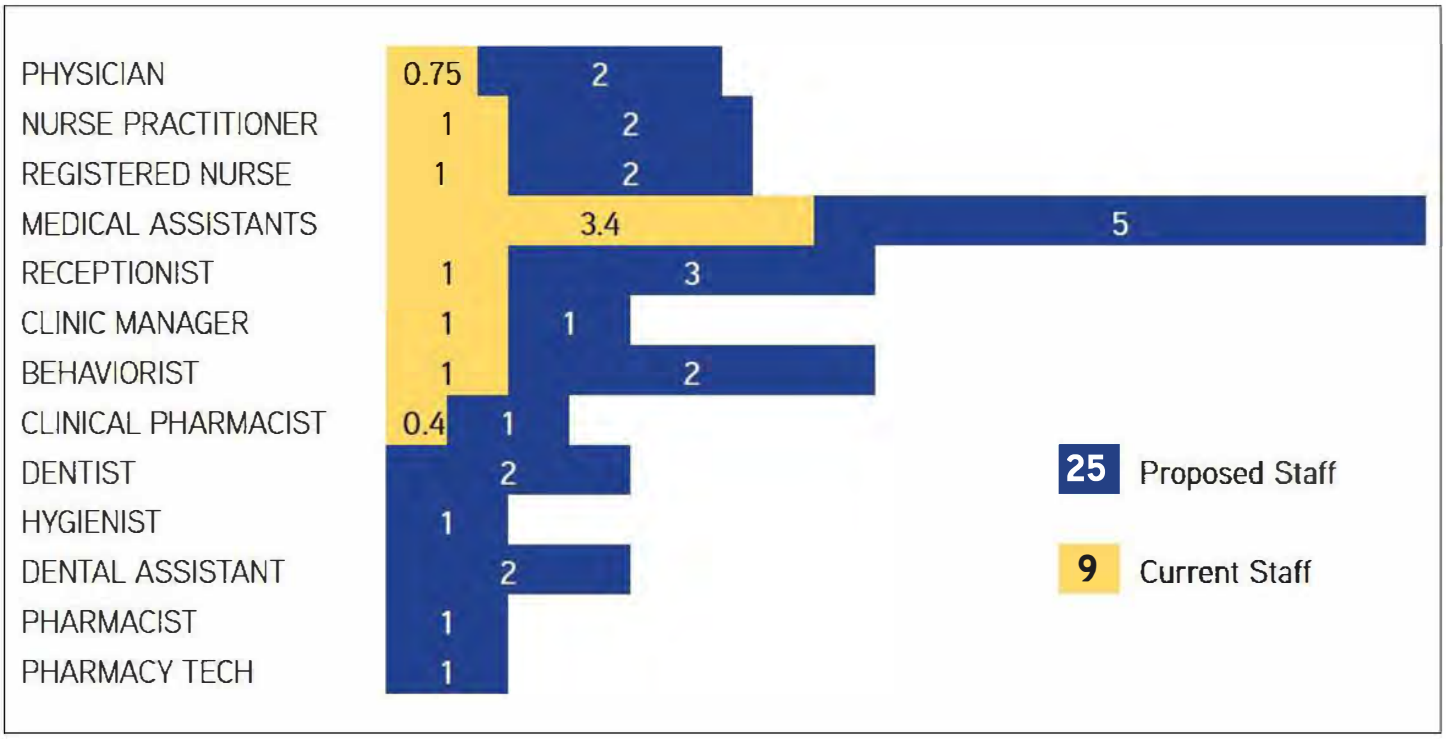
CURRENT AND PROPOSED STAFFING



Our clinic staff are committed to their patients and often live within the communities they serve.

The current Canby location has 9 staff members ranging from Front Desk/Medical Receptionist to Physician and Pharmacist, with highly specialized education and experience.

The number of staff members would increase to 25 and will include Front Desk/Medical Receptionist, Medical/Dental Assistant to Dentist, Physician, Nurse Practitioner, Dental Hygienist, Behavioral Specialist and Clinical Pharmacist, with highly specialized education and experience with salaries ranging from $50K to $200K per year.

In 2019, 1,364 patients were seen at both Canby Medical and the Oregon City Dental Clinic for a total of 4,886 visits/encounters. With additional space and staff, NHC would serve an additional 4,500 patients for an additional 15,750 visits.

NHC offers patient centered primary care to Canby and surrounding community members with a focus on creating a healthy community and providing care in the most cost effective manner.

NHC Canby patients are predominantly seen for hypertension, dental exams, child exams, diabetes, immunizations, obesity, nicotine dependence, substance abuse and mental health disorders.

4

Additional Benefits

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NEIGHBORHOOD HEALTH CENTER

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How does NHC bring uses, that are active during weekdays, evenings and weekends?

With a community resource room in the clinic, not only will NHC be able to offer healthcare related classes for our patients, but for community members as well. Classes can be held on days and times that allow for the most attendance. As part of the healthcare related classes, NHC will connect patients to the Canby Farmer's Market by partnering with vendors, to offer fresh produce to patients to address food deserts and food insecurity within the Canby community.

Explain how NHC is a financially strong buyer, tenant, or developer that has a record of success in the proposed use.

Since its inception, NHC has continued to increase the financial strength, growing the organization revenues from $6,000,000 in 2010 to projected revenues of $26,000,000 in 2020 by expanding medical, dental and mental health services in the communities we serve.

Describe a building renovation plan featuring a high quality design and construction standards.

Neighborhood Health Center has had the fortune of completing build outs at a number of locations, including administrative office space. We have a project manager and facilities leader on call. We are well-versed in the process of design from permit, to construction and move in. More importantly, we look at the old Canby library building and its architectural nature, as a great starting point to develop minor changes to the veneer of the building including exterior awnings and lighting. The tenant improvements will be of a standard and condition, that any medical clinic requirement would necessitate in this day and age. The federal commitments of their programs and support by the federally qualified health center standards will be implemented as part of the modifications to the site.

How does NHC help a Canby business expand or bring in a new business that offers well paying jobs and /or fills a missing market niche.

Given that Neighborhood Health Center currently resides within Canby and serves the market in its existing facility, we offer assistance in programs to both the grade school and middle school system. Our hope is that the new clinic entry would also serve as a multipurpose space to allow for community meetings. Given the population base, there isn't sufficient patient care available in the market at present. We look forward to providing that assistance.

Finally, given the staff's salaries/wages, it's quite clear that the neighboring businesses (including food venues, grocery and from businesses) will benefit from the day-to-day needs of our team.

What is NHC's capacity to have the project underway in a reasonable timeline?

Neighborhood Health Center as stated above, is quite capable of performing from concept to design to permit, con-struction and implementation of the build out at the library location. It's quite likely that it will take between 60 and 90 days to finalize the design and construction budget. We would hope to have permits pulled at that time. Given the permit timeframe of 2 to 4 weeks, we would hope to commence construction by mid to late third-quarter 2020 and move in by end of first quarter 2021.

What is the level or nature of the City's participation level in the project?

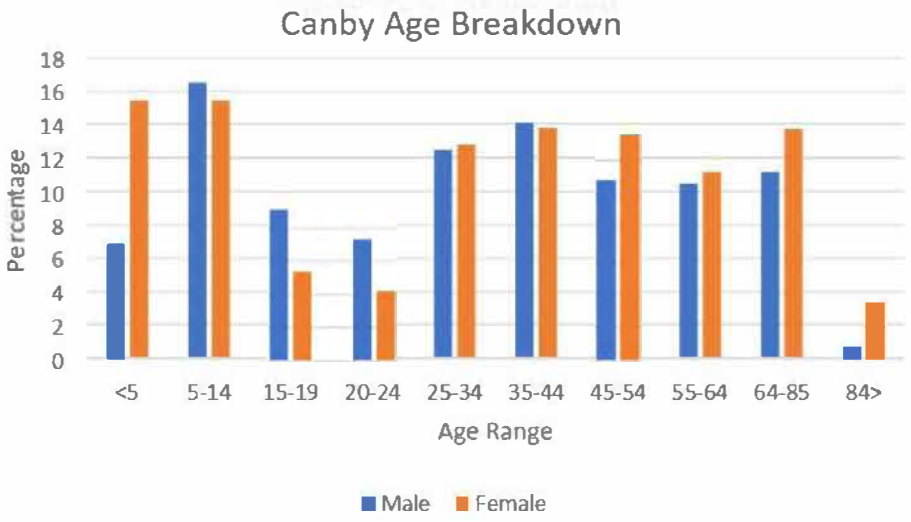
There is a need for assistance to complete due diligence on the building including the roof, mechanical, plumbing, electrical and structural conditions (any existing records on file would be greatly beneficial for review/ planning purposes). In addition, the ability to expedite permits and address any unexpected costs for site development or provide any assistance to reduce these costs will be welcomed.

From our earlier discussions with the head of Canby economic development, it's our understanding that we would sit down to review an economic solution that would provide for either a lease or purchase scenario, mutually acceptable to both the City of Canby and Neighborhood Health Center.

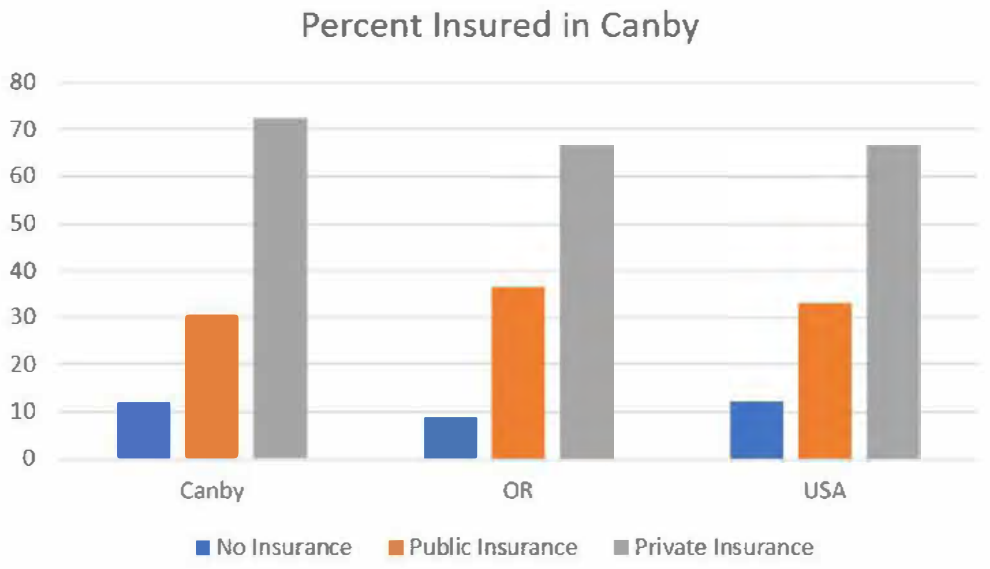
CANBY DEMOGRAPHIC PROFILE

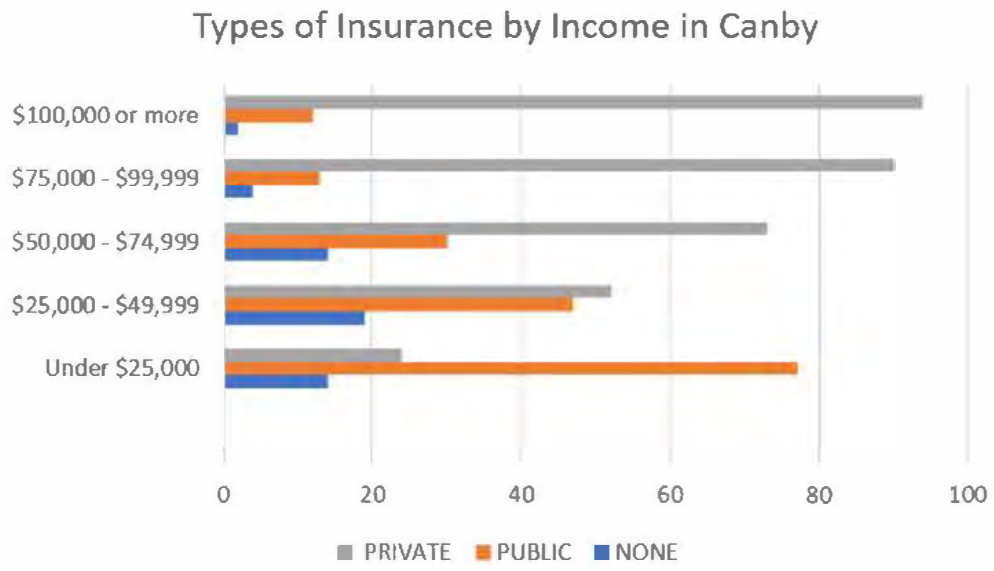
STATISTIC	CANBY	OREGON	NATIONAL
Population	17,218	3,982,267	318,558,162
Population Density per sq. mile	3,843	45	91
Median Age	36.1	39.1	37.7
Male/Female Ratio	1.0:1	1.0:1	1.0:1
Married (15 yrs & older)	62%	55%	55%
Families with Kids under 18	49%	42%	43%
Speak English	80%	85%	79%
Speak Spanish	17%	9%	13%

NHC also serves the Canby community through our Community Dental Program that has worked with local Head Start programs since 2011 serving Clackamas County Children's Commission and Head Start to Success of the Canby School District No. 86. Services offered include oral health education, screenings, flouride varnish, dental referrals and navigational support for families of children with urgent and emergent dental issues.



NHC also serves the Title 1 elementary and middle schools in the Canby area which serve a higher percentage of low income and vulnerable students and their families. Schools served include: Baker Prairie Middle School, Carus Elementary School, William Knight Elementary, Philander Lee Elementary and Cecile Trost Elementary.





According to QuickFacts:

26.6% of the population are under the age of 18
17% of the population are Hispanic or Latino
10.2% of the population are foreign born
18.2% homes speak languages other than English
10.3% of the population are at or below the poverty level

OREGON CITY BREWING COMPANY

Bryce Morrow
C: (503) 347-0399
bryce@ocbeerco.com

1401 Washington Street
Oregon City, OR
97045

Jamie Stickel
Economic Development Director
City of Canby
February 26, 2020

Dear Jamie,

Please see enclosed proposal for the former library located at 292 N. Holly Street.

Type of business or use (Description, hours of operation, etc.):

"The Beer Library" is a multi-use, family-friendly brewery that aims to be a living room for the community. By peeling back a portion of the roof, we will create an outdoor courtyard that is the heart of this project. Adjacent to the courtyard and bar are three indoor food carts offering diverse cuisines. The food carts will be permanent fixtures with grease traps, electrical, direct ventilation, and will provide an incubator opportunity to fledgling restaurateurs. Our brewery has won a total of seven medals within the past two years in renowned national and local competitions, including the Great American Brewfest, Best of Craft Beer Awards, and Oregon Beer Awards. Our full selection of small-batch beers and non-alcoholic sodas will be on tap from the bar positioned in the center of the building. The brewery production area will be the permanent home for our burgeoning barrel aging and blending operations. The production area can transform into an event space reserved for non-profits, community organization, and private parties. Adjoining

the courtyard are three light-filled retail spaces with factory-style windows and rollup doors connecting to NW 3rd Ave. One retail space will house an arcade that connects directly to the brewpub atmosphere. We will seek complementary businesses to lease the remaining two remaining retail spaces. Business hours will be similar to our other location: 11am to 10pm Monday - Thursday, 11am to 11pm Friday - Saturday, 11am to 9pm Sunday, open 363 days per year. The interior design will embrace the building's former use with simple, durable, and honest materials that will change over time. Lest they forget they are in an old library, an extensive collection of books will be available for patrons to browse.

Terms: ****UPDATE 4/25/20**** It is amazing how much has changed in the two months since I drafted this proposal. We have been forced to temporarily lay-off 13 of 15 staff since our forced closure due to COVID-19 on March 17. We had to pivot our business to selling canned beers and while we are finding some success, it is far from business as usual. Due to the uncertainty going forward of consumer confidence, local / national recession, high unemployment, tightening of lending, we respectfully offer Ten-Thousand Dollars ($10,000) for 292 N. Holly Street. We anticipate the project will still cost approximately $1,500,000, but the time horizon of when the project could be completed is unclear. One thing we are certain of is that humanity will continue, and people will again gather for food and drink. As to when this will happen is anyone's best guess. We remain bullish on Canby.

Building changes, investments, or tenant improvements needed: Please see enclosed preliminary drawings.
We estimate total soft costs of $311,543, hard costs of $832,779, FF&E of $226,195, contingencies of $124,917. Total project cost of $1,495,434. In 2019, the city of Canby was awarded a matching Oregon Main Street grant of $200,000 to assist in the redevelopment of the former library building. It is important that this grant be applied to this project to defray costs.

Describe the number, types and wages of jobs to be created: An estimated six full-time and seven part-time employees will be employed as part of the brewery and bar operations. Average wages for our front of the house employees in 2019 was $24.85 per hour. Medical/dental insurance and retirement matching contributions are offered to all full-time employees. Approximately six full-time and three part-time employees will be employed by the food carts that will lease space from us. The two micro-retail spaces will provide a terrific opportunity for similarly aligned entrepreneurs and their employees.

How does this proposal fit the selection criteria? Other additional details?
We are an experienced and organized team that has a proven track record of adaptive reuse projects and successful hospitality operations. In Oregon City, we transformed an abandoned carpet store into a gathering place for the community after a 78-day

construction period.

In 2019 alone, we donated $12,234 to local non-profit and community organizations. Giving back to our community is central to our purpose.

You will likely receive other proposals from speculative developers that can offer a higher price, but none that will provide such a lasting impact to downtown. We will provide the certainty of an established owner-operator who will become a fixture in Canby for decades to come. We were the first brewery to operate in Oregon City since Jacob Mader's Oregon City Brewery closed in 1895. We relish the opportunity to be the first brewery in Canby. We exist for two reasons. To make excellent craft beer, and to build community.

Thank you for your consideration.

Sincerely,

Bryce Morrow

Oregon City Brewing Company - Managing Partner

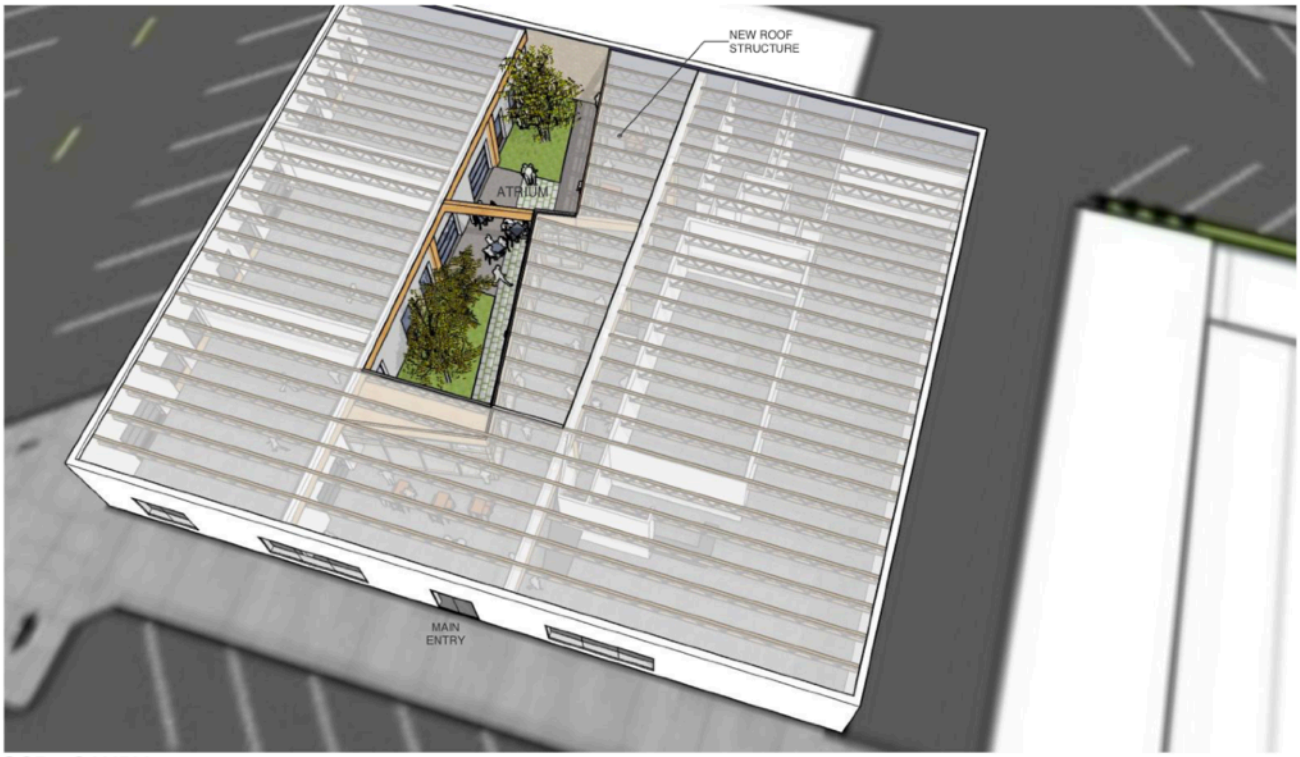
Enc: Building Concept Drawings

Beer Library Logo Exploration

Before / After Pics

OCB - CANBY

CONCEPT 1c
2/15/2020
PAGE 1 of 4



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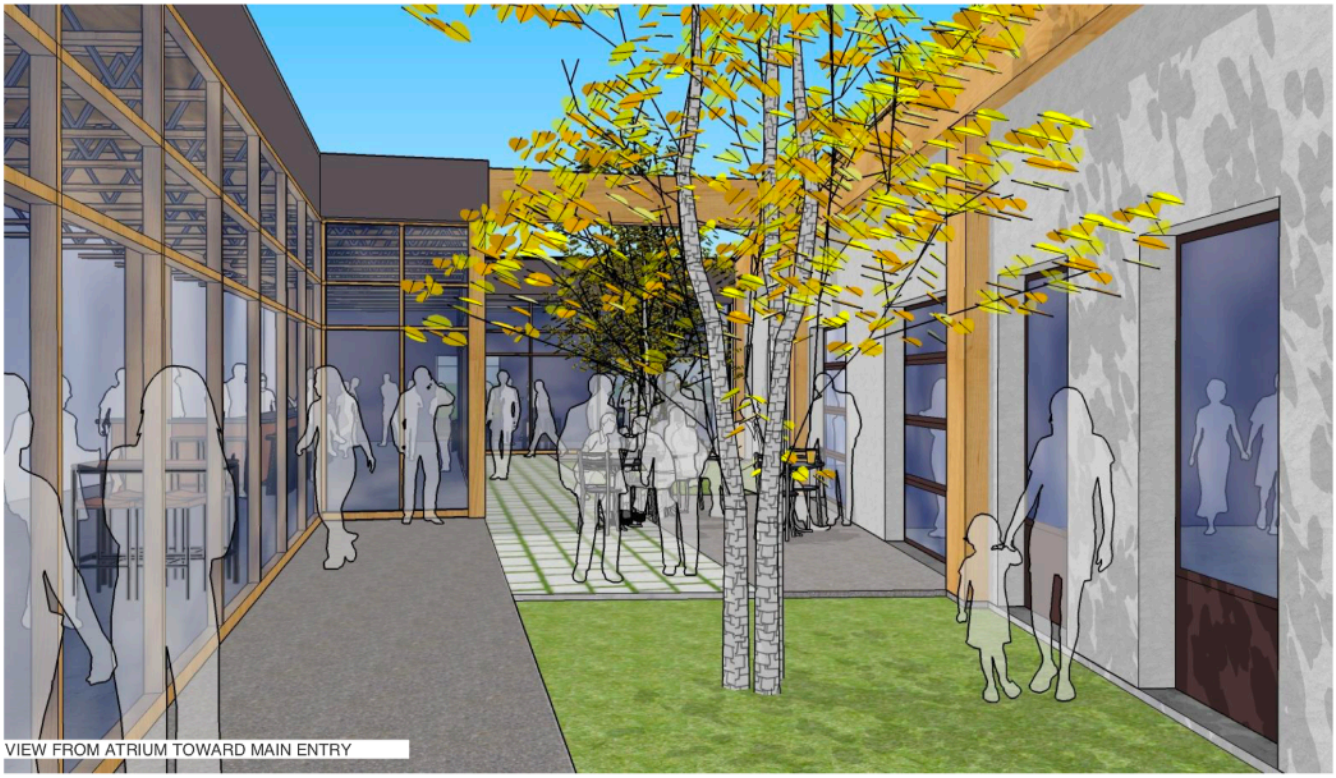

OCB - CANBY

CONCEPT 1c
2/15/2020
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Branding Exploration

A

THE BEER LIBRARY

B

THE BEER LIBRARY

C

THE CANBY BEER LIBRARY

D

THE CANBY BEER LIBRARY

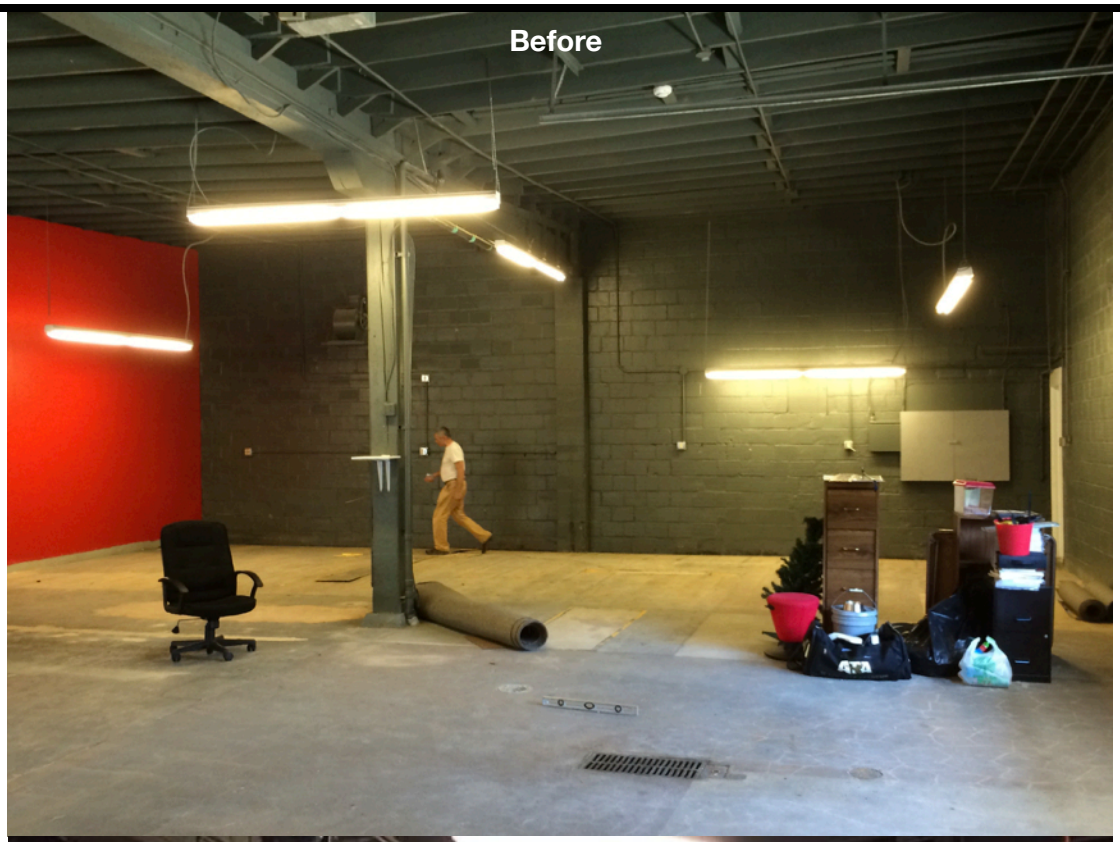
EST. 2021

July 2014
FLOORING
503.722.0095
FLOORING

July 2015
FREE BEER
ORE.CITY
BREWING COMPANY

Before

After


Before

After

Before

After
Beer for Pioneers

Cheers!

opportunity to "volunteer" and give back to others. The Whoopsy Daisy provides child care for working families for preschool-aged children.

Our Plans for the Space:

Childcare and After School Care

Canby and Clackamas County need more options for **childcare**. In Clackamas County, an estimated 16 child care slots are available for every 100 children under age 13, according to the Oregon Department of Human Services information updated every two years. In 2016, there were 22,379 children under the age of 5 in Clackamas County. In Clackamas County, 52% of children aged three and four years old are not enrolled in school or early education according to the American Community Survey 5-Year Estimates (compared to 42% in the state of Oregon in 2017). We have parents calling requesting for expanded ages of child care.

Additionally, there are low rates of early education enrollment. Too few children are getting the chance they deserve to grow up healthy, safe, secure and educated. The long-term benefits of early education are well-documented at the community and individual levels. Investing in education is associated with widespread economic benefits. According to an economic analysis of *Chicago's Child-Parent Centers* early education providers, evidenced returns of 7:1, benefits to dollars invested. *Oregon's County Data Book* explains that at the individual level, "early education prepares students for success at each stage of their academic and professional development. By 3rd and 4th grades, students from low-income households that attended early education programming record higher reading and math scores. The gains persist in middle and high school." Studies conducted in Illinois revealed that children with access to preschool had a high school graduation rate ten percent higher than those without the same early education opportunities.

Approximately 19% of children with working parents have a family income that was less than twice the federal poverty level according to the 2016 American Community Survey. Working families with children under the age of six, considered low-income, represent 21% of our community's labor force. In Clackamas County, 19% of children live in food insecure households where in the previous 12 months, there was an uncertainty of having, or an inability to acquire enough food for all household members because of insufficient money or other resources, according to the Feeding America, Map the Meal Gap report by County in 2015.

Afterschool Enrichment Program for School Age Children

A dire need exists for after school child care options currently in our community. There are no open enrollment options for children at this time, coupled with families in need of safe options for their children to receive supervision, nutrition, and academic enrichment opportunities. We see this space as a perfect venue to expand our services to meet the needs of children after school.

Additionally, only 50% of Clackamas County 3rd graders are reading proficiently. Reading proficiency is directly correlated with academic success. By providing early

child care with rich literacy programming, and after school care focusing on literacy efforts, we can help move the needle in helping children master literacy.

We would use the facility for not only academic enrichment opportunities, but also allow for intergenerational experiences between school age children and those with memory loss, as the two groups would have shared space to interact together after school.

Site for Afterschool Supper/Snack Program and possibly Summer Free Lunch via United States Department of Agriculture - We can help meet the critical hunger needs of Clackamas County children as serving as a site for after school free supper/snack programs and possibly the Summer Free Lunch program through the United States Department of Agriculture program. In Clackamas County, rates of persistent food insecurity increase at a time when families experiencing food insecurity declined across the United States (www.cffo.org). For many families, high child care costs lead directly to food insecurity. Over 16,990 children are participants in the Supplemental Nutrition Assistance Program in Clackamas County (Oregon Department of Human Services). For the State of Oregon in 2017, 49% of children under age 18 were eligible for free and reduced USDA lunches.

Thelma's Place Day Use Respite Care Expanded Space

Our day use respite program continues to grow, needing more space for expansion. Thelma's recently received Clackamas grants to outreach and transport more folks throughout Clackamas County to Thelma's. The demand for respite care for families afflicted with Alzheimer's and other memory loss issues, will increase with the Baby Boomer surge. With the expected projected population growth for the next decade as per the Leland Consulting Group June 2016 study, Baby Boomers, who are now 65 years and older are expected to increase in Clackamas County.

Facility uses that are active during weekdays, evenings and weekends.

We would love to maximize the use of the space to be used as a community hub during the hours that Thelma's Place and Whoopsy Daisy are not open during evenings and weekends. We would be able to keep Thelma's Place and Whoopsy Daisy items in separate locked rooms or storage so the open space would be fluid and easily morphed into community-friendly, multiuser space.

Hosting an **Indoor Saturday Farmer's Market** would continue the successful Saturday Summer Farmer's Market during the fall, winter and early spring months. Vendors would rent spaces for Saturdays for the same low-cost that they currently rent space in an effort to "expand and retain Canby businesses". This would fill a missing market niche during the non-summer season and help expand local business by extending the season for selling items such as eggs, honey, bread, beer, seasonal flowers and produce, salsa, baked goods, etc. The Farmer's Market will help take away barriers to accessing affordable, nutritious foods with fresh vegetables and fruits. Despite the increase in the online shopping options, items sold in a local Farmer's Markets are typically in high demand for those seeking fresh, local produce and goods. The growing millennial population, those seeking organic options, small format/small batch,

artisanal options, and ethnic specialties are in growing demand. Plans would consider expanding with a co-op style local shop in the future featuring local goods, maker and craft items or items specific to Canby and Clackamas County, pending the momentum of the Farmer's Market concept on Saturdays. With a market area with a population of 50,000+ extending beyond the city boundaries, we believe that the need for this year-round option that highlights the rich agriculture, garden and food options can create a unique option that has proven success in other small communities.

Items selling best at **Farmers Markets** include: honey and raw honeycomb, eggs, fresh and dried herbs, fresh cut flowers, seasonal decorations (pumpkins, fir boughs, wreaths, wheat, mistletoe, holly boughs, fresh floral wreaths), succulents, home roasted coffee beans, fresh guacamole, baked goods (Homemade breads, cookies, cupcakes, brownies, regional specialties, suckers, cake pops, fudge, homemade caramel/candies), fresh pesto and salsa, homemade bath and beauty products (beeswax lip balm, herbed soaps, essential oils, natural deodorant, oatmeal scrubs) smoked fish, jerky, dried fruit, heirloom seeds, olive oils, canned pie fillings, homemade apple cider vinegar, bee boxes, hand built window boxes, garden plant seed starters, home canned goods, new or vintage items, handmade items and crafts (aprons, quilts, baby items, pillow cases, doll clothes, hand-painted nativities, pottery, hand-carved honey dippers and spoons, pot holders/tea towels, hand-knit socks/hats, blankets), made to order foods (doughnuts, apple cider, fresh juices, crepes, popcorn/kettlecorn, gourmet dog biscuits, meat and seafood, herbal tea blends, kefir and kombucha starter, gift baskets, bonsai trees, dried sage smudges, herb and salt blends, lavender, homemade extracts, herbal salves, canned marinara, hanging baskets, potted medicinal herb plants such as aloe vera, sauces, jams, jellies, and fresh organic produce and vegetables.

Indoor Playground Option

With long winters and frequent rain showers, a recent community visioning forum community meeting stressed the dire need for year-round movement options for children (beyond a McDonald's play structure). Canby Area Chamber of Commerce Executive Director, Kyle Lang, shared that many, many people voiced the need for an indoor play place where parents and grandparents could take their kids to play. He proposed a dual-model business format with our formal preschool on one side and a more "drop-in style" on the other 'as the city and people would love it'. Our country is in a health crisis due to sedentary lifestyles with obesity claiming more than one-third of adults and approximately 17 percent of children. Our community needs a safe, accessible space in which children and their families can be active and this facility could provide the ideal open area for year-round play for children. Providing children with a playground environment stimulates minds and allows for cognitive, physical and social development with rich opportunities to grow, learn, socialize and develop. We would like to have a model in which parents would be required to supervise their children, while encouraging community interaction and a culture of wellness. We would look to outreach, collaborate, and explore options for service delivery with the community.

First and Third Friday Night Outs

During First Fridays and third Fridays of the month, the space could be used for evening coordinated, drop-in "child care" for parents to get a night on the town. Thelma's Place would provide High School groups such as FFA, Cheerleaders/Dance Team, Band, Sports Teams, Theater Programs, Church Youth Groups - all wanting to hold fundraisers, with the opportunity to provide the "babysitting" with their advisor/coaches for local parents. It would be a win-win as space would be utilized for "fundraising", free advertising for Whoopsy Daisy, support for local youth groups, and a huge service for families with younger children. Local businesses such as restaurants/bars could offer "specials" for Parents Night Out Nights on the third Fridays of the month and some of the proceeds could go to Thelma's Place. The high school groups would "request" specific nights for their babysitting nights that could also be used as workshops to teach a Theater workshop, cheerleading class, etc.

Evening facility for Classes, Workshops, Meeting Space
The space could also be utilized for community groups, classes and workshops such as Alzheimer's support groups that meet monthly to share strategies and comfort each other, to self-help groups (Mom's Clubs, AA/NA, Parents Without Partners, Cancer Support group, Latino Literacy), enrichment classes (painting classes, wreath workshops, literacy lessons/book clubs, food preservation classes, financial planning), movement workshops (yoga, Tai Chi, aerobics/stretching) - all serving as an opportunity for improving the quality of life through enhanced social, cultural, recreational, and integrated social services.

Hours of Operation
Monday - Saturday - days and evenings.

Typical Clients or Customers
This **Multiuse Facility** will appeal to multiple generations - young families, senior citizens, children, all ages that would be frequenting a Farmer's Market, an indoor playground and taking workshops and classes in the evenings. Customers will range from those accessing an "Indoor Play Park", parents needing a night out in Canby, millennials seeking healthy local food options, organic enthusiasts wanting fresh grown produce or handcrafted items to young families needing childcare, children needing after school academic enrichment and senior citizens needing respite care for family members.

Building Changes, Investment or Tenant Improvements Needed
We have an architect Bill Schertzinger, of Schertzinger's Architecture, that we plan to work with, who will be hired to rework the space according to our needs upon being selected as the future owner of this site.

Plans for building exteriors would include creating more charm, outdoor seating, bike racks, additional exterior lighting, flowering plants and potted trees or even a possible Intergenerational Mural on side of the building with depictions of the young and old interacting and laughing together. Seasonal displays would change at least quarterly to draw interest and appeal to the building. We would look to ensuring that

drop-off and pick-up spaces could be easily accessible for those needing extra assistance getting in and out of vehicles and safe areas for young children to enter and exit the building. The building would need to be welcoming and inviting to all ages with special attention for the very young and older generations (charming, old-fashioned appeal).

Plans for the building interiors would be to improve the space with modern updates to include new flooring, removing false ceilings and drop acoustical tiles for more spacious ceilings, updating lighting, capitalizing on the windows and making the space visually accessible from the sidewalk. The interior would also require renovations to create a commercial kitchen, updated restrooms, and areas conducive for childcare requirements as well as comforting spaces for Thelma's Place participants to feel as if they are home. Preparing the space to be "community multi-use space" will involve additional locking gates for safety measures after hours.

Describe the Number, Types and Wages of Jobs to be Created

Increased staffing for child care: depending upon the number of children that would be in need of child care and after school enrichment, we will hire accordingly. The ratio for kindergarten and older youth is factored at 1:15 ratio of adult to child, 1:12 for preschool children, for 36 month to Kindergarten a 1:10 ratio is needed, for those 24-35 months a 1:5 ratio is needed and for 6 weeks to 23 months a 1:4 ratio is required. Because of these variables, it is difficult to project how many additional staff will be required for Whoopsy Daisy and after school enrichment.

Increased staffing for Thelma's Place: With increased space, and a recent grant to extend transportation for those in need of day respite care at Thelma's Place, an additional six full-time staff would be needed. Additional program coordinators would be hired at an average wage of $17.00/hour.

A minimum of an additional ten full-time employees would be hired for the expansion efforts. Head teachers wages range from $28-$39,500/year.

Other positions that would need to be hired would include an on-site coordinator and collaborator to handle the indoor playground, Farmers' Markets, after hours facility use, an after-hours janitor, and/or site facilitator.

We would be welcoming countless small businesses to sell their wares at the local Saturday Farmers Markets.

How Does this proposal fit the selection criteria? Other additional details?

Through this expansion project Thelma's Place will take community assets and build on them to meet the needs of children, local families, elder caregivers, families seeking safe play and physical movement, constituents wanting year-round farmer's market accessibility, after school care options, evening class, meeting and workshop space, and a multi-use space that will evolve to meet the needs and interests of Canby.

Proven Success

We have a successful track record of serving Canby in the areas of elder care and child well-being, and we will expand our services to meet the growing needs of our community. Our proposal adds jobs, maximizes the facility usage attracting a wide variety of prospective customers/clients and community members as well as growing both Thelma's Place and Whoopsy Daisy programs.

Our proposed options for the space will also generate more "traffic" and economy to the downtown, especially with the use of the after school programming, Saturday Market, indoor play park, after hours evening, and weekend activities - that will all bring people downtown. We will be helping diversify the economic base and provide additional family wage jobs within the city, aligning with the Canby Urban Renewal Plan goals.

We are fluid, with plans to build collaborations and work with a vision to bring people together to harness the effective solutions to create the best use of space together. This proposal can help pivot our community toward solutions with investments in Canby as we propel children toward a brighter future with self-sufficiency, success, and positive contributions to their communities through intergenerational engagement while providing an environment where every child can thrive.

Erik Berkey, as a *financially strong buyer*, has been infusing the Canby economy with jobs and downtown traffic since 2001. Mr. Berkey has invested over 4 million dollars of improvements to the 390 NW 2nd and 406 NW 2nd Countryside Living sites, which were awarded the Downtown Revitalization Award in 2011. Thelma's Place at 352 NW 2nd was the latest construction project in Canby.
The Berkey family has a track record of helping support the local economy since 1936. We are active community members including the Canby Chamber of Commerce, Kiwanis, and we are partners with the Canby Senior Center.

Support from other stakeholders

- Countryside Living - transportation, facility use, administrative support, fiscal assistance, Registered Nurse assistance, and staff support
- Thelma's Place Non-profit with grant support from Clackamas County, and a recent Brodsky Award from the Alzheimer's Association of America
- Neighborhood Association involvement to promote collaboration and quality of life
- United States Department of Agriculture - will provide free suppers and snacks during the school year after school and summer lunches onsite.
- Department of Human Services - we are approved site for respite and childcare.
- Early Childhood Education initiatives such as the Pre-K - Bridges Math for Pre-schoolers, and Core Knowledge
- Community Members motivated for an "Indoor Park" type facility to serve as volunteers
- Potential collaboration with SMART - Start Making a Reader Today, Preschool Promise
- Current and prospective volunteers
- We will seek grant funding support to leverage with future expansion efforts with new programming, expanded staffing positions, equipment and program supply needs.

ORDINANCES

Ordinance No. 1523: An Ordinance Amending Canby Municipal Code Chapter 8.16: Fire Prevention Code. *(First Reading)*

City Attorney Joseph Lindsay explained that there were old date references in the code. The dates would be removed so that as new updates were made to fire code, it would be able to take place without having to make changes. As time moves on the most update to date best practices would be used.

****Councilor Varwig moved to adopt Ordinance 1523, AN ORDINANCE AMENDING CANBY MUNICIPAL CODE CHAPTER 8.16: FIRE PREVENTION CODE to come up for a second reading on May 6, 2020. Motion was seconded by Councilor Hensley and passed 6-0 on first reading.**

Ordinance No. 1524: An Ordinance authorizing the City Administrator to execute a contract with R.L. Reimers Company for the 2020 Wastewater Treatment Plant Primary Clarifier Improvement Project; and declaring an emergency. *(First Reading)*

Ms. Zeiber explained that the Primary Clarifier Project was listed for the next phased improvement to the Wastewater Treatment Facility. It had been identified in the Master Plan and would provide additional capacity and redundancy in the Plant. The Project was advertised and eight bids were received. The bids came in a little higher than expected and staff made some revisions with the Engineer during the design process and evaluated items that did not need to be addressed right away. R.L. Reimers was the winning bid and was a Canby company. The emergency clause was added because it was about safety and welfare and there were long lead times that Staff was concerned with.

****Councilor Hensley moved to adopt Ordinance 1524, AN ORDINANCE AUTHORIZING THE CITY ADMINISTRATOR TO EXECUTE A CONTRACT WITH R.L. REIMERS COMPANY FOR THE 2020 WASTEWATER TREATMENT PLANT PRIMARY CLARIFIER IMPROVEMENT PROJECT; AND DECLARING AN EMERGENCY to come up for a second reading on May 6, 2020. Motion was seconded by Councilor Spoon and passed 6-0 on first reading.**

Ordinance No. 1525: An Ordinance authorizing the City Administrator to execute a contract with Curran-Mcleod, Inc. Consulting Engineers for Engineering Services to complete improvements to South Ivy Street Sanitary Sewer Collection System; and declaring an emergency. *(First Reading)*

DRAFT

Public Works Lead Jerry Nelzen explained that Ordinance 1525 had the emergency clause as it was a full sewer rehabilitation on a sixty year system. It was in the Master Plan. It was important to complete the project and get out of the way so that the County and Canby Utility could get in to do their part of the project.

Councilor Parker asked if it meant that the road would not need to be dug up twice for the project. Mr. Nelzen stated that it would only be dug up once. All of the sewer would be repaired and not need to be dug up for a long time.

Discussion ensued regarding power poles. It would be a clean project when it was done.

Councilor Parker stated that it was a legacy project. It was a personal project for Councilor Parker. He stated that the reason he ran for City Council was that there were not sidewalks on Ivy when he first moved to town. He thought that the power should go underground and it was the right thing to do.

Discussion ensued regarding getting the power lines underground.

****Councilor Hensley moved to adopt Ordinance 1525, AN ORDINANCE AUTHORIZING THE CITY ADMINISTRATOR TO EXECUTE A CONTRACT WITH CURRAN-MCLEOD, INC. CONSULTING ENGINEERS FOR ENGINEERING SERVICES TO COMPLETE IMPROVEMENTS TO SOUTH IVY STREET SANITARY SEWER COLLECTION SYSTEM; AND DECLARING AN EMERGENCY to come up for a second reading on May 6, 2020. Motion was seconded by Councilor Spoon and passed 6-0 on first reading.**

CITY ADMINISTRATOR'S BUSINESS & STAFF REPORTS: Interim City Administrator Amanda Zeiber thanked City Staff for continuing to adapt to the new way of doing business. She appreciated how everyone was working together. She thanked Community partners for the unified EOC and watching everyone come together had been amazing to see.

Mayor Hodson thanked Ms. Zeiber for her tremendous leadership and keeping everything on track.

ACTION REVIEW:

1. Approved the Consent Agenda.
2. Approved Ordinance 1523 to come up for second reading on May 6, 2020.
3. Approved Ordinance 1524 to come up for second reading on May 6, 2020.
4. Approved Ordinance 1525 to come up for second reading on May 6, 2020.

The meeting adjourned at 7:46 p.m.

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Melissa Bisset, CMC
City Recorder

Brian Hodson
Mayor

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CANBY CITY COUNCIL
SPECIAL MEETING MINUTES
April 22, 2020

Due to COVID-19 Pandemic, the Mayor and City Councilors attended the meeting virtually. The public was asked to view the meeting live on CTV Channel 5 or on YouTube. Seating was available in the Council Chambers in compliance with the Governor's Executive Order.

PRESIDING: Mayor Brian Hodson.

COUNCIL PRESENT: Trygve Berge, Tim Dale, Traci Hensley, Greg Parker, Sarah Spoon, and Shawn Varwig.

STAFF PRESENT: Amanda Zeiber, Interim City Administrator; Joseph Lindsay, City Attorney; and Melissa Bisset, City Recorder.

OTHERS PRESENT: Phil McKenney, Peckham & McKenny, Inc. attended virtually (City Administrator Recruiter)

CALL TO ORDER: Mayor Hodson called the Special Called Meeting to order at 7:04 p.m.

Mayor Hodson explained that the agenda was noticed to include a statement about submitting comments or signing up to speak regarding the City Administrator hiring standards, criteria and policy directives including the profile. No comments were received and no one requested to speak.

Mayor Hodson stated there had recently been a City Council Work Session where Council directed Mr. McKenney to make some changes.

Mr. McKenney recommended changing the advertised salary from $135,000 -$175,000. He stated they contacted approximately twenty cities similar in size in Oregon and there were several comparable cities that were around the proposed salary range. If they changed the salary range it would place the City of Canby in the mid-quartile.

Councilor Spoon asked how many of the towns are in close proximity to in an urban area. She was concerned about the cost of living as the City requires the City Administrator to live within the City limits. She stated that the housing prices are higher in Canby than other cities that are not in an urban area.

Mr. McKenney targeted Happy Valley, Klamath Falls, Lake Oswego, Milwaukie, Sherwood, Tualatin, and Wilsonville. He stated that population does not always correlate with complexity noting that Canby has wastewater services and a police department.

Mr. McKenney stated there would be a lot of advertising and the presented candidate profile would become a major piece in the marketing campaign. There would be a direct invitation with the candidate profile that would go to approximately 350 - 400 people in the western United States. There would also be an electronic distribution. The position would be advertised in a

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newsletter. They have an email list with 4,200 recipients. Mr. McKenney also would do personal outreach.

Discussion ensued regarding the most recent City Administrator recruitment process.

Councilor Parker supported the proposed salary range of up to $175,000. It was noted that the salary range for Lake Oswego was $149,000 - $181,000.

Councilor Spoon asked if adjusting the price range would get a better pool of candidates. Mr. McKenney stated there were many unknowns especially with COVID-19 know and it was hard to tell. From his experience he has seen that having a higher price range typically increases the quality of the applicant pool.

Discussion ensued regarding the COVID-19 pandemic and what the recruitment process may look like.

Mr. McKenney assured the Council that they will make a significant effort and find the right candidate.

Mayor Hodson reviewed the schedule in the profile. The filing deadline would be June 1. Preliminary interviews would be conducted June 3 – June 12, 2020. Mr. McKenney would provide recommended candidates a few days prior to June 17 and the finalist interviews would be July 10, 2020.

Councilor Spoon was stated that it was important to her that the City Administrator would live in the City. Discussion ensued regarding what the process would look like based on the current stay at home orders. She expressed concern with potential candidates possibly not being able to physically visit Canby.

Mr. Kenney would keep the Council up to date on timeline and candidate pool and let them know if anything needed to change.

****Councilor Varwig moved to ADOPT THE CITY ADMINISTRATOR HIRING STANDARDS, CRITERIA AND POLICY DIRECTIVES INCLUDING THE CANDIDATE PROFILE. Motion was seconded by Councilor Spoon and passed 6-0.**

The meeting adjourned at 7:23 p.m.

Melissa Bisset, CMC
City Recorder

Brian Hodson
Mayor

DRAFT

PO Box 930
222 NE 2nd Ave
Canby, OR 97013

Phone: 503.266.4021
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www.canbyoregon.gov

City of Canby

City Council Staff Report

DATE: May 6, 2020
TO: Honorable Mayor Hodson and City Council
THRU: Amanda Zeiber, Interim City Administrator
FROM: Julie Blums, Finance Director

Summary

Adoption of Budget Appropriation Transfer Resolution for the 2019-2020 fiscal year.

Background

To maintain compliance with local budget law, an appropriation transfer resolution must be adopted to allow for the increase and decrease in expenditure appropriations between departments.

Discussion

The number of traffic studies that have been required for the development process exceeded the budget by approximately $50,000. There is revenue coming in to offset the majority of these costs.

Finance personnel services needs to be adjusted slightly to align with actual time allocations. There is also an unanticipated cost for an OPEB valuation and a small increase to audit costs.

Cemetery staff time needs to be increased as more time is being spent at the Cemetery to keep up the maintenance of the grounds and handle weekend burials.

Economic Development needs additional appropriations to accommodate grants that were awarded in FY18-19 and the work has crossed over into FY19-20.

Additional appropriation is needed in the Not-Allocated Personnel Services line to cover several Retirements of long-term employees.

The Not-Allocated Materials & Services line needs to be increased to cover the costs related to COVID-19 expenditures. The City will request reimbursement from FEMA, however the timing and amount of the reimbursement is not currently known.

All of these additions are covered by a reduction in appropriations in other General Fund departments due to vacancy savings, projects being rescheduled to FY20-21 and the use of Contingency funds.

Attachments
Resolution 1333

Fiscal Impact
None, spending authority is being transferred between departments with no increase to total appropriations.

Options
1. Approve the budget appropriation transfers and allow City operations to continue seamlessly as well as stay in compliance with Oregon Budget Law.
2. Do not approve the budget appropriation transfers resulting in significant constraints on service to the community. This could also result in having to give back grant funds as well as creating a situation where we would be breaking Oregon budget law and subject to an audit finding.

Recommendation
Staff recommends that Council adopt Resolution No. 1333

Proposed Motion
"I move to adopt Resolution 1333, A Resolution Adopting Budget Appropriation Transfers For The 2019-2020 Fiscal Year."

RESOLUTION NO. 1333

A RESOLUTION ADOPTING BUDGET APPROPRIATION TRANSFERS FOR THE 2019-2020 FISCAL YEAR.

WHEREAS, the City of Canby budget for the 2019-2020 fiscal year was adopted by the City Council at a regular meeting thereof on Wednesday, June 19, 2019; and

WHEREAS, the City of Canby has the need to transfer existing appropriations between departments; and

WHEREAS, a transfer appropriation is required.

NOW, THEREFORE, BE IT RESOLVED by the City of Canby City Council as follows:

Section 1. Appropriations for the 2019-20 budget year are transferred in the following amounts.

	Current Appropriation	Change	Revised Appropriation
General Fund			
Planning	$390,470	$50,000	$440,470
Finance	563,853	11,000	574,853
Cemetery	134,916	40,000	174,916
Economic Development	394,062	22,500	416,562
Not Allocated - Personnel Services	75,000	124,000	199,000
Not Allocated – Materials & Services	43,917	15,000	58,917
Court	533,897	(11,000)	522,897
Parks	1,527,640	(62,500)	1,465,140
Police	5,968,766	(100,000)	5,868,766
Contingency	200,000	(89,000)	111,000
	$9,832,521	$0	$9,832,521

This resolution shall take effect on May 6, 2020.

ADOPTED by the Canby City Council at a regular meeting thereof on May 6, 2020.

_____
Brian Hodson, Mayor

ATTEST:_____
Melissa Bisset
City Recorder

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City of Canby

City Council Staff Report

DATE: May 6, 2020
TO: Honorable Mayor Hodson and City Council
THRU: Amanda Zeiber, Interim City Administrator
FROM: Melissa Bisset, City Recorder
ITEM: Second Reading of Ordinance No. 1523: An Ordinance amending Canby Municipal Code Chapter 8.16

Summary

The current Fire Prevention Code references specific years of Fire Codes. Staff met with Canby Fire District Division Chief Matt English and reviewed the Fire Code.

Discussion

The proposed Ordinance removes references to specific dates of Fire Code. Removing the date specific references will allow for the code to stay current without having to amend the Canby Municipal Code each time the State of Oregon and International Fire Code changes.

Attachments

Ordinance No. 1523

Fiscal Impact

None.

Options

1. Approve Ordinance No. 1523.
2. Not approve Ordinance No. 1523.
3. Table Ordinance No. 1523.

Recommendation

Staff recommends Council approves Ordinance No. 1523.

Proposed Motion

"I move to approve Ordinance No. 1523, an Ordinance amending Canby Municipal Code Chapter 8.16, Fire Prevention Code."

ORDINANCE NO. 1523

AN ORDINANCE AMENDING CANBY MUNICIPAL CODE CHAPTER 8.16: FIRE PREVENTION CODE.

WHEREAS, Chapter 8.16 of the Canby Municipal Code contains the Fire Prevention Code for the City of Canby; and

WHEREAS, the Canby Fire District has proposed changes to Chapter 8.16 so it is current.

NOW, THEREFORE, THE CITY OF CANBY ORDAINS AS FOLLOWS:

Section 1. Chapter 8.16 of the Canby Municipal Code is amended to read as noted. All other sections, shall remain in full force and effect as they presently appear.

§ 8.16.010 Adoption of Fire Code.

There is adopted by the City Council, for the purpose of prescribing regulations governing conditions hazardous to life and property from fire or explosion, that certain code known as the State of Oregon ~~2004~~ Fire Code Amendments based on ~~2003~~ International Fire Code, save and except those portions of the code as are deleted, modified or amended in this chapter. Not fewer than 3 copies of the Fire Code as adopted in this section, are to be kept on file in the office of the city's Fire Department, and 1 copy of the Fire Code shall be kept on file in the office of the Building Official as a part of this chapter. The State of Oregon ~~2004~~ Fire Code Amendments based on International Fire Code are adopted by reference as if the same were fully set out at length in this chapter; and from the effective date of this chapter shall take effect, and the provisions thereof shall be controlling within the limits of the city.

§ 8.16.020 Establishment and duties of Bureau of Fire Prevention.

A. The Fire and Life Safety Code shall be enforced by the Bureau of Fire Prevention in the Fire Department of the city, which is established and which shall be operated under the supervision of the Chief of the Fire Department.

B. The Chief of the Fire Department may detail members of the Fire Department as inspectors as shall from time to time be necessary.

§ 8.16.030 Definitions.

For the purpose of this chapter, the following definitions shall apply unless the context clearly indicates or requires a different meaning.

Chief of the Bureau of Fire (Prevention) shall mean either Fire Chief or Fire Marshal.

Corporation Counsel, whenever used in the Fire and Life Safety Code, shall mean the attorney for the city.

Jurisdiction, whenever used in the Fire and Life Safety Code, shall mean the City of Canby, Clackamas County, State of Oregon.

§ 8.16.040 Storage of flammable or combustible liquids in outside, aboveground tanks; where prohibited.

A. The outside, aboveground storage of flammable or combustible liquids, as defined in the Fire and Life Safety Code, is prohibited in all areas of the city which are zoned for commercial development.

B. The development of new bulk plants for flammable or combustible liquids, as defined in the Fire and Life Safety Code, is prohibited in all areas of the city which are zoned for residential or commercial development.

§ 8.16.050 Bulk storage of liquefied petroleum gases; restrictions.

The limits referred to in the Fire and Life Safety Code, in which bulk storage of liquefied petroleum gas is restricted, are established as including all areas of the city which are zoned for commercial development.

§ 8.16.060 Storage of explosives and blasting agents; where prohibited.

The storage of explosives and blasting agents, as defined in the Fire and Life Safety Code, is prohibited in all areas of the city which are zoned for residential or commercial development.

§ 8.16.070 Penalty.

A. 1. Any person who shall violate any provision of this chapter, including the Fire and Life Safety Code adopted by reference, or who shall fail to comply therewith; who shall violate or fail to comply with any order made thereunder; who shall build in violation of any detailed statement of specification or plans submitted and approved hereunder, or any certificate or permit issued thereunder and from which no appeal has been taken; or who shall fail to comply with an order as affirmed or modified by the City Council or by a court of competent jurisdiction within the time fixed herein, shall severally for each and every violation and noncompliance, respectively, be guilty of a misdemeanor punishable by a fine of not less than $100 nor more than $500.

2. The imposition of 1 penalty for any violation shall not excuse the violation or permit it to continue; and all these persons shall be required to correct or remedy the violations or defects within a reasonable time.

3. When not otherwise specified, each 10 days that prohibited conditions are maintained or permitted to exist shall constitute a separate offense.

B. The application of the penalties prescribed in the foregoing paragraph shall not be held to prevent the enforced removal of prohibited conditions.

§ 8.16.080 Nonliability for damages.

The adoption of the Fire and Life Safety Code, ~~1994 edition~~ and any amendments thereto as the fire code for the city shall not be construed to hold the city, its officers, agents or employees responsible for any damage to persons or property by reason of the inspection or reinspection authorized by the Fire and Life Safety Code, or for failure to inspect or reinspect on a permit issued or denied for use of any equipment for which a permit is required.

SUBMITTED to the Canby City Council and read the first time at a regular meeting thereof on Wednesday, April 15, 2020, and ordered posted in three (3) public and conspicuous places in the City of Canby as specified in the Canby City Charter and scheduled for second reading before the City Council for final reading and action at a regular meeting thereof on Wednesday, May 6, 2020, commencing at the hour of 7:00 PM in the Council Meeting Chambers located at 222 NW 2nd Avenue, 1st Floor, Canby, Oregon.

Melissa Bisset

Melissa Bisset, CMC

City Recorder

PASSED on second and final reading by the Canby City Council at a regular meeting thereof on the 6th day of May 2020, by the following vote:

YEAS_____ NAYS_____

_____
Brian Hodson
Mayor

ATTEST:

_____
Melissa Bisset, CMC
City Recorder

AFFIDAVIT OF POSTING

STATE OF OREGON)
)
County of Clackamas) ss:
)
CITY OF CANBY)

I, Melissa Bisset, being first duly sworn, depose and say that I am the City Recorder for the City of Canby, Clackamas County, Oregon, a City duly incorporated under and by virtue of the laws of the State of Oregon.

That on the 15th day of April, 2020 the Council for said City of Canby held a Regular City Council Meeting, at which meeting Ordinance No. 1523 was read for the first time and passed by the vote of said Council and was then and there ordered posted in at least three (3) public and conspicuous places in said City for a period of five (5) days prior to the second reading and final vote on said Ordinance, as provided in Section 2 of Chapter 8 of the Charter of the City of Canby, and

Thereafter, on the 15th day of April, 2020, I personally posted said Ordinance in the following three (3) conspicuous places, all within the said City of Canby, to wit:

1. Canby Civic Building – Front Doors
2. Canby Post Office
3. City of Canby Web Page

That since said posting on the date aforesaid, the said Ordinance will remain posted in the said three (3) public and conspicuous places continuously for the period of five (5) days and until the very 6th day of May, 2020.

Melissa Bisset
Melissa Bisset, City Recorder

Subscribed and sworn to before me this 22nd day of April, 2020.

Erin E. Burckhard
Notary Public For Oregon
My Commission Expires: 9/4/2022

OFFICIAL STAMP
ERIN ELIZABETH BURCKHARD
NOTARY PUBLIC - OREGON
COMMISSION NO. 978242
MY COMMISSION EXPIRES SEPTEMBER 04, 2022

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City of Canby

City of Canby Staff Report

DATE: May 6, 2020
TO: Hon Mayor Hodson & City Council
THRU: Ms. Amanda Zeiber, Interim City Administrator
FROM: Curt J. McLeod, P.E.
CURRAN-McLEOD, INC

ITEM: Second reading of Ordinance 1524 authorizing the Interim City Administrator to execute a contract with R.L. Reimers Co. in the amount of $1,274,775 for construction of the 2020 Wastewater Treatment Plant Primary Clarifier Improvement Project and declaring an emergency.

Summary

On April 2nd the City of Canby received eight bids for construction of a new primary clarifier at the Wastewater Treatment Plant. This staff report is to request the City Council's approval for award of the construction contract to R.L. Reimers from Canby in the amount of $1,274,775.

Background

The City of Canby contracted for the design and construction of a new primary clarifier and support equipment in 2019 as a step in implementing the Wastewater Treatment Facility Capital Improvement Plan. Per the Plan, this clarifier structure was scheduled to be added to the treatment process when the service population reached 15,000, which occurred years ago. Since preparation of the Facilities Plan, the per capita flows to the treatment facility have decreased, but the total load has increased to where the new primary clarifier is now warranted.

The project includes a new clarifier similar to the existing that will increase capacity as well as provide redundancy. Support systems include new primary and secondary pumping equipment, waste sludge disposal facilities and associated electrical/mechanical improvements. The eight bids received on April 2nd are listed below:

1	R.L. Reimers, Co	$1,274,775.00
2	Stettler Supply Co	$1,516,775.00
3	Clackamas Construction, Inc	$1,529,427.00
4	Rotschy, Inc.	$1,531,099.33
5	Wildish Building Co.	$1,560,000.00
6	TEK Construction, Inc.	$1,765,000.00

7	Stellar J Corp	$1,818,000.00
8	McClure & Sons, Inc.	$1,937,800.00

R.L. Reimer Company recently constructed a new shop facility in the Canby Pioneer Industrial Park, and was the successful bidder on last major project at the Canby Wastewater Treatment Plant in 2018. There are no concerns listed on the Oregon Construction Contractors Board (CCB) records for this firm. Their bid was deemed to be responsive and responsible.

Discussion

This solicitation was advertised and completed in compliance with ORS 279C as a formal bid process. All but one of the bids received were responsive. The eighth bidder, McClure & Sons failed to submit the first tier disclosure form and as a result was deemed non-responsive. The bid from R.L. Reimers Company was the lowest responsive and responsible bid.

In addition to the clarifier construction, the design process included an evaluation of the primary and secondary sludge pumping equipment. Currently both pump stations use air operated pumps and operate on a single air compressor. An evaluation of cost and redundancy determined the best alternative was to abandon both of the old pumping systems and replace each with four new electric pumps that do not require an air source. The existing compressor was installed in the mid-1980's and is near the end of its service life and will be taken out of service with this current work.

The clarifier, pumping equipment and control panels have long lead time from order date. As a result, the ordinance includes an emergency clause to permit the project to proceed immediately upon second reading on May 6, 2020.

Fiscal Impact

This project was first listed in the 1992 Capital Improvement Plan, and the cost estimate has been escalated multiple times since. However, the bids received this month exceed the current estimate for this work by approximately $40,000. The final scope of work was modified generally with balancing additions and reductions from the original concept to address items identified during the design process, but the construction bids exceeded the current estimate.

The current budget needs to be adjusted to accommodate the additional $40,000 of construction cost and to provide a reasonable contingency of $60,000 for a total increase of $100,000. Additional funds should be made available from the Sanitary Sewer Capital Reserves with System Development Charge revenues to cover the contract amount and a contingency.

Options

1. Approve the contract as presented.

Recommendation

That the City of Canby approve Ordinance 1524 authorizing the City Administrator to execute a contract with R.L. Reimers Co. in the amount of $1,274,775 for construction of the primary clarifier Improvement project, and declare an emergency to allow the project to proceed immediately upon second reading.

Proposed Motion

I move to approve Ordinance 1524 authorizing the Interim City Administrator to execute a contract with R.L. Reimers Co. in the amount of $1,274,775 for construction of the 2020 Wastewater Treatment Plant Primary Clarifier Improvement Project and declaring an emergency.

Attachments

1. Ordinance 1524
2. Contract for Construction

ORDINANCE NO. 1524

AN ORDINANCE AUTHORIZING THE CITY ADMINISTRATOR TO EXECUTE A CONTRACT WITH R.L. REIMERS COMPANY FOR THE 2020 WASTEWATER TREATMENT PLANT PRIMARY CLARIFIER IMPROVEMENT PROJECT; AND DECLARING AN EMERGENCY.

WHEREAS, the City of Canby has heretofore advertised and received bids for the 2020 WWTP Primary Clarifier Improvement Project; and

WHEREAS, the notice of call for bids was duly and regularly published in the Oregon Daily Journal of Commerce on March 13, 2020; and

WHEREAS, eight bids were received by email at 2:00 PM on April 2nd which included the following bids:

1	**R.L. Reimers Co.**	**$1,274,775.00**
2	Stettler Supply Co.	$1,516,775.00
3	Clackamas Construction, Inc	$1,529,427.00
4	Rotschy Inc.	$1,531,099.33
5	Wildish Building Co.	$1,560,000.00
6	TEK Construction, Inc	$1,765,000.00
7	Stellar J Company Corp	$1,818,000.00
8	McClure & Sons Inc	$1,937,800.00

WHEREAS, the Canby City Council, acting as the City's Contract Review Board, met on Wednesday, April 15, 2020, and considered the bids and reports and recommendations of the City staff, including the staff recommendation that the low responsive bid be selected; and

WHEREAS, the Notice of Intent to Award as required by ORS 279C.375 was issued on April 3, 2020, and provided seven days notice before the contract award would be made, and

WHEREAS, the Canby City Council determined that the low responsive bid was that of R.L. Reimers Company; now therefore

THE CITY OF CANBY ORDAINS AS FOLLOWS:

Section 1. Having not received an appeal to the award within the statutory seven day period, the City Administrator is hereby authorized and directed to make, execute, and declare in the name of the City of Canby and on its behalf, an appropriate contract with R.L. Reimers

Section 2. Due to the need to provide continuous sanitary sewer treatment and effluent disposal, an emergency is hereby declared to exist, and this ordinance shall therefore take effect immediately upon its enactment after final reading.

SUBMITTED to the Canby City Council and read the first time at a regular meeting thereof on Wednesday, April 15, 2020 and ordered posted in three (3) public and conspicuous places in the City of Canby as specified in the Canby City Charter, and to come before the City Council for final reading and action at a regular meeting thereof on Wednesday, May 6, 2020, commencing at the hour of 7:30 PM in the Council Meeting Chambers located at 222 NE 2nd Avenue, Canby, Oregon.

Melissa Bisset

Melissa Bisset, CMC
City Recorder

PASSED on second and final reading by the Canby City Council at a regular meeting thereof on the 6th day of May 2020 by the following vote:

YEAS_____ NAYS_____

_____
Brian Hodson, Mayor

ATTEST:

_____
Melissa Bisset, CMC
City Recorder

AFFIDAVIT OF POSTING

STATE OF OREGON)
)
County of Clackamas) ss:
)
CITY OF CANBY)

I, Melissa Bisset, being first duly sworn, depose and say that I am the City Recorder for the City of Canby, Clackamas County, Oregon, a City duly incorporated under and by virtue of the laws of the State of Oregon.

That on the 15th day of April, 2020 the Council for said City of Canby held a Regular City Council Meeting, at which meeting Ordinance No. 1524 was read for the first time and passed by the vote of said Council and was then and there ordered posted in at least three (3) public and conspicuous places in said City for a period of five (5) days prior to the second reading and final vote on said Ordinance, as provided in Section 2 of Chapter 8 of the Charter of the City of Canby, and

Thereafter, on the 15th day of April, 2020, I personally posted said Ordinance in the following three (3) conspicuous places, all within the said City of Canby, to wit:

1. Canby Civic Building – Front Doors
2. Canby Post Office
3. City of Canby Web Page

That since said posting on the date aforesaid, the said Ordinance will remain posted in the said three (3) public and conspicuous places continuously for the period of five (5) days and until the very 6th day of May, 2020.

Melissa Bisset
Melissa Bisset, City Recorder

Subscribed and sworn to before me this 22nd day of April, 2020.

Erin Burckhard
Notary Public For Oregon
My Commission Expires: 9/4/2022

OFFICIAL STAMP
ERIN ELIZABETH BURCKHARD
NOTARY PUBLIC - OREGON
COMMISSION NO. 978242
MY COMMISSION EXPIRES SEPTEMBER 04, 2022

ORDINANCE NO. 1525

AN ORDINANCE AUTHORIZING THE CITY ADMINISTRATOR TO EXECUTE A CONTRACT WITH CURRAN-MCLEOD, INC. CONSULTING ENGINEERS FOR ENGINEERING SERVICES TO COMPLETE IMPROVEMENTS TO SOUTH IVY STREET SANITARY SEWER COLLECTION SYSTEM; AND DECLARING AN EMERGENCY.

WHEREAS, the CITY OF CANBY has heretofore advertised and received proposals for municipal engineering services, completed oral interviews and selected CURRAN-McLEOD, INC. for the City's Engineer of Record; and

WHEREAS, CURRAN-McLEOD, INC. has provided preliminary planning, preliminary engineering and cost estimates for engineering and construction for the needed improvements to the South Ivy Street Sanitary Sewer Collection System; and

WHEREAS, the City of Canby has budgeted expenditures for this work in FY 2019-2020 and 2020-2021; Now therefore,

THE CITY OF CANBY ORDAINS AS FOLLOWS:

Section 1. The City Administrator is hereby authorized and directed to make, execute, and declare in the name of the CITY OF CANBY and on its behalf, an appropriate contract with CURRAN-MCLEOD, INC for engineering services in an amount not to exceed $45,700 for design phase services in Fiscal Year 2019-2020, and $29,800 for construction phase services in Fiscal Year 2020-2021, for a total contract amount of $75,500.

Section 2. Inasmuch as it is in the best interest of the citizens of Canby, Oregon, to complete this project as soon as possible, an emergency is hereby declared to exist and this ordinance shall therefore take effect immediately upon its enactment after final reading.

SUBMITTED to the Canby City Council and read the first time at a regular meeting therefore on Wednesday, April 15, 2020; ordered posted as required by the Canby City Charter and scheduled for second reading on Wednesday, May 6, 2020 after the hour of 7:30 pm at the Council Chambers at the Canby City Hall, 222 NE 2nd Avenue, Canby, Oregon.

Melissa Bisset

Melissa Bisset, CMC
City Recorder

PASSED on second and final reading by the Canby City Council at a regular meeting thereof on the 6th day of May 2020 by the following vote:

YEAS_____ NAYS_____

_____
Brian Hodson, Mayor

ATTEST:

_____
Melissa Bisset, CMC
City Recorder

AFFIDAVIT OF POSTING

STATE OF OREGON)
)
County of Clackamas) ss:
)
CITY OF CANBY)

I, Melissa Bisset, being first duly sworn, depose and say that I am the City Recorder for the City of Canby, Clackamas County, Oregon, a City duly incorporated under and by virtue of the laws of the State of Oregon.

That on the 15th day of April, 2020 the Council for said City of Canby held a Regular City Council Meeting, at which meeting Ordinance No. 1525 was read for the first time and passed by the vote of said Council and was then and there ordered posted in at least three (3) public and conspicuous places in said City for a period of five (5) days prior to the second reading and final vote on said Ordinance, as provided in Section 2 of Chapter 8 of the Charter of the City of Canby, and

Thereafter, on the 15th day of April, 2020, I personally posted said Ordinance in the following three (3) conspicuous places, all within the said City of Canby, to wit:

1. Canby Civic Building – Front Doors
2. Canby Post Office
3. City of Canby Web Page

That since said posting on the date aforesaid, the said Ordinance will remain posted in the said three (3) public and conspicuous places continuously for the period of five (5) days and until the very 6th day of May, 2020.

Melissa Bisset
Melissa Bisset, City Recorder

Subscribed and sworn to before me this 22nd day of April, 2020.

Erin E. Burckhard
Notary Public For Oregon
My Commission Expires: 9/4/2022

OFFICIAL STAMP
ERIN ELIZABETH BURCKHARD
NOTARY PUBLIC - OREGON
COMMISSION NO. 978242
MY COMMISSION EXPIRES SEPTEMBER 04, 2022

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City of Canby

City of Canby Staff Report

DATE: May 6, 2020
TO: Hon Mayor Hodson & City Council
THRU: Ms. Amanda Zeiber, Interim City Administrator
FROM: Jerry Nelzen, Operations Supervisor
ITEM: Second Reading of Ordinance No. 1525 authorizing the City Administrator to execute a contract with Curran-McLeod, Inc. in the amount of $75,500 for design and construction phase engineering services for reconstruction of the South Ivy Street sanitary sewer and declaring an emergency

Summary

Clackamas County is preparing plans to complete street improvements to South Ivy Street in the near future. The City of Canby's sanitary sewer collection system along South Ivy Street is at the end of its design life and needs to be replaced prior to the street construction. This staff report is to request the City Council's approval to enter into an engineering contract with the City Engineer of Record, Curran-McLeod, Inc. for design and construction engineering of sanitary sewer improvements to S Ivy Street, in the amount of $75,500. The total cost of the project is estimated at $900,000.

Background

The collection system in S Ivy Street is approaching 60 years old and has multiple isolated pipeline deficiencies including cracks, misalignments, adverse grade sections from settlement, lateral deficiencies, and the main is generally undersized to support buildout of the Urban Growth Boundary. Small sections of this line have been upsized and replaced, but the remainder from SE 2nd Avenue to SE 13th Avenue need to be replaced and increased in size.

Clackamas County is currently preparing plans to improve sections of S Ivy Street and the City intends to complete a street overlay. The sanitary sewer line must be replaced prior to the street reconstruction project.

Discussion

The City Engineers are very familiar with the sewer system and the problems on South Ivy Street and have completed several project in the past in this area, including the collection system master planning. The engineering costs are very reasonable at approximately 10%.

The current business environment is good time to undertake construction. Utility construction can continue during this quarantine period as an essential service and will allow contractors to generate revenues. As a result, we are requesting this ordinance be approved with an emergency

clause to permit the work to proceed immediately. The City can be ready to solicit bids by mid-May.

Fiscal Impact

This project has been included in the budget in FY 2020 and FY 2021, and is funded through the Sanitary Sewer Capital Reserves with System Development Charge revenues.

Options

1. Approve the contract as presented.

Recommendation

That the City of Canby approve Ordinance 1525 authorizing the City Administrator to execute a contract with Curran-McLeod, Inc. in the amount of $75,500 for design and construction engineering services and declaring an emergency to allow soliciting bids as early as possible.

Proposed Motion

I move to approve Ordinance 1525 authorizing the City Administrator to execute a contract with Curran-McLeod, Inc. in the amount of $75,500 for design and construction phase engineering services for reconstruction of the South Ivy Street sanitary sewer and declaring an emergency.

Attachments

1. Ordinance 1525
2. Contract for Construction

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www.canbyoregon.gov

City of Canby

City Council Staff Report

DATE: May 6 and May 20, 2020
TO: Honorable Mayor Hodson and City Council
THRU: Amanda Zeiber, Interim City Administrator
FROM: Sandy Freund, AICP, Planning Director
SUBJECT: Ordinance No. 1526: An Ordinance authorizing the City of Canby to enter into a contract with FCS Group for the completion of an Economic Opportunities Analysis; and declaring an emergency.

Issue

To enter into a PSA contract with FCS Group for the completion of an Economic Opportunities Analysis (EOA) per the Technical Assistance Grant awarded to the City of Canby from DLCD on November 25, 2019.

Summary

The City has entered into an Agreement with the DLCD to complete an Economic Opportunity Analysis with the assistance of a consulting firm. The City has chosen to enter into a contract with FCS Group to conduct the identified body of work. The purpose of the project is to identify Canby's current and future economic market conditions, and to come into compliance with Statewide Planning Goal 9. Grant assistance is needed to retain professional consulting services for preparation of the EOA.

The EOA will provide the following six elements:

1. Community Economic Development Vision and Objectives: Develop policies that promote economic development and ensure sufficient availability of commercial and industrial lands to achieve desired balance of employment and housing availability.
2. Economic Trends Analysis: Provide an overview of the national, state, and local economic trends likely to expand or locate in Canby, including targeted industry typologies, as well as retail trends, employment growth, population projections, and demographic profile.
3. Site Suitability Analysis: Identify the types of sites needed to successfully implement Canby's economic development objectives. (Land Demand)
4. Inventory of Suitable Sites: Provide an inventory, mapped and documented, and assessment of suitable commercial and industrial land to determine whether supply meets the demand. (Land Supply)
5. Assessment of Potential (Reconciliation of Demand and Supply)
6. Recommendations: provide implementation policies and action measures.

For this agreement, the not-to-exceed price on the total amount of services is capped at $50,000, per the grant amount awarded by the Department of Land Conservation and Development (DLCD).

Attachments: Ordinance 1526, DLCD Award letter, and Exhibit A.

Recommendation: Authorize this contract.

Motion: ***"I move to approve Ordinance No. 1526, AN ORDINANCE AUTHORIZING THE CITY OF CANBY TO ENTER INTO A CONTRACT WITH FCS GROUP FOR THE COMPLETION OF AN ECONOMIC OPPORTUNITIES ANALYSIS; AND DECLARING AN EMERGENCY; to come up for second reading on May 20, 2020."***

ORDINANCE NO. 1526

AN ORDINANCE AUTHORIZING THE CITY OF CANBY TO ENTER INTO A CONTRACT WITH FCS GROUP FOR THE COMPLETION OF AN ECONOMIC OPPORTUNITIES ANALYSIS; AND DECLARING AN EMERGENCY.

WHEREAS, an Economic Opportunities Analysis (EOA) will provide an update the City's economic data to support the presence and scale of demand for industrial and commercial land based on anticipated employment growth rates by sector; and

WHEREAS, An Economic Opportunities Analysis will further identify employment trends and identify whether the City has the appropriate range of suitable employment sites to accommodate expected growth over the 2020 to 2040 planning period; and

WHEREAS, An Economic Opportunities Analysis will verify and summarize the City's inventory of vacant and partially vacant industrial and commercial land, as well as potential sites for redevelopment/reuse within the City's urban growth boundary; and

WHEREAS, An Economic Opportunities Analysis will assist in the development of policies for an updated Economic Element of the Comprehensive Plan to ensure identified employment needs are met; and

WHEREAS, An Economic Opportunities Analysis will assist with promoting economic development and job creation that is sustainable over the 20-year planning period for a diverse and inclusive workforce; now therefore

NOW, THEREFORE, THE CITY OF CANBY ORDAINS AS FOLLOWS:

Section 1. The City Administrator is hereby authorized on behalf of the City of Canby to enter into a contract with FCS Group for the completion of an Economic Opportunities Analysis (EOA), under the guidelines as approved by the Department of Land and Conservation (DLCD) Technical Assistance Grant for an amount not to $50,000. A copy of the EOA Proposal Summary from FCS Group is attached hereto and marked as Exhibit "A" and by this reference incorporated herein.

SUBMITTED to the Canby City Council and read the first time at a regular meeting therefore on May 6, 2020; ordered posted as required by the Canby City Charter and scheduled for second reading on May 20, 2020, commencing at the hour of 7:00 PM in the Council Meeting Chambers located at 222 NE 2nd Avenue, Canby, Oregon.

_____

Melissa Bisset
City Recorder

PASSED on second and final reading by the Canby City Council at a regular meeting thereof on the 20th day of May, 2020, by the following vote:

YEAS_____ NAYS_____

_____
Brian Hodson
Mayor

ATTEST:

_____
Melissa Bisset
City Recorder

Annual Canby GDP By industry Clusters (in Millions)

CANBY INDUSTRY CLUSTERS:

The city conducted an in-depth industry cluster analysis in 2012 that identified its key economic drivers. These types of companies have a natural affinity for what Canby offers. They tend to cluster together, represent more and larger companies and have strong growth potential.

Canby's clusters include:

- **Agriculture and Food Production** (1,046 jobs in 2011 up from 881 jobs in 2010, $58M GDP)
- **Wholesale Trade & Trucking** (839 jobs in 2011 up from 702 jobs in 2010, $131M GDP)
- **High Tech** (459 jobs in 2011 down from 510 jobs in 2010, $64M GDP)
- **Advanced Technology – Metals & Machinery** Manufacturing (419 jobs in 2011 up from 239 jobs in 2010, $44M GDP)
- **The Clean Tech** sector includes transportation, construction, energy and telecommunications. This emerging sector within the Canby area provides 1,061 jobs with an annual GDP of $102 million.

In Canby, these business clusters outperform other employment sectors as noted in the table below.

- Create $418 million in annual GDP (up from $391 M in 2010)
- Generate 64% of total direct GDP.
- Employ 54% of the Job base (50% in 2010)
- The average compensation of $42,250 in key clusters is nearly 20% above average for all jobs

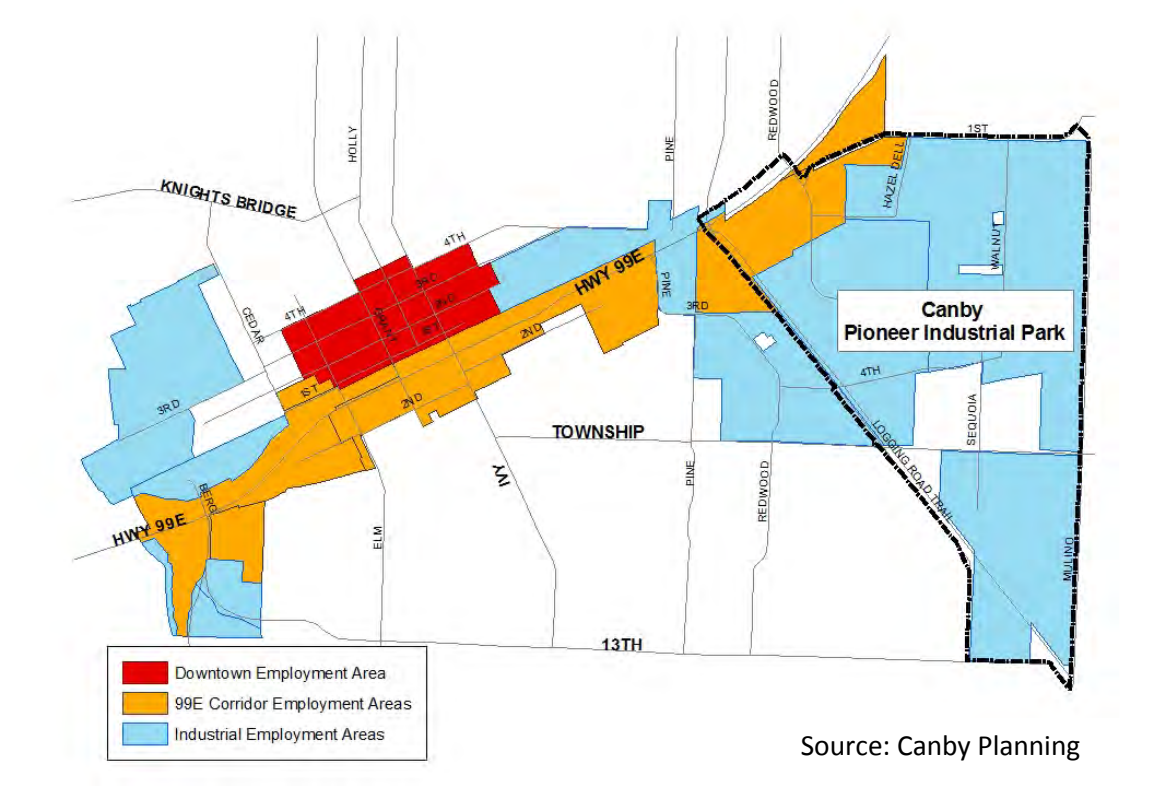
Canby Area Business Clusters Analysis

Sector Name	Count, Businesses Establish-ments	Estimated Employees*	Avg. Pay	Annual GDP (Value Added)	Share of Clackamas County GDP for this cluster	Share of Canby Area Jobs
Wholesale Trade & Trucking	64	839	$35,912	$119,240,000	7.3%	10.7%
Clean Tech	139	1,061	$53,355	$102,360,000	7.6%	13.6%
Advanced Tech. - High Tech	16	459	$54,921	$64,390,000	7.0%	5.9%
Ag., Nurseries & Food	66	1,046	$27,703	$58,270,000	6.4%	13.4%
Advanced Tech. - Metals & Mach.	24	497	$48,445	$43,730,000	7.8%	6.4%
Heath Care	28	154	$42,964	$14,840,000	1.4%	2.0%
Prof. & Business Services	46	122	$45,663	$12,220,000	1.3%	1.6%
Film & Media Production	11	32	$21,337	$2,780,000	1.3%	0.4%
Total Selected Clusters	**394**	**4,210**	**$42,250**	**$417,830,000**	**3.1%**	**53.9%**
Total in Canby Area*	**793**	**7,810**	$35,772			

** includes Canby, Hubbard and Aurora areas.*

Source: Oregon Emp. Dept. and IMPLAN model data; analysis by FCS GROUP.

CANBY EMPLOYMENT AREAS



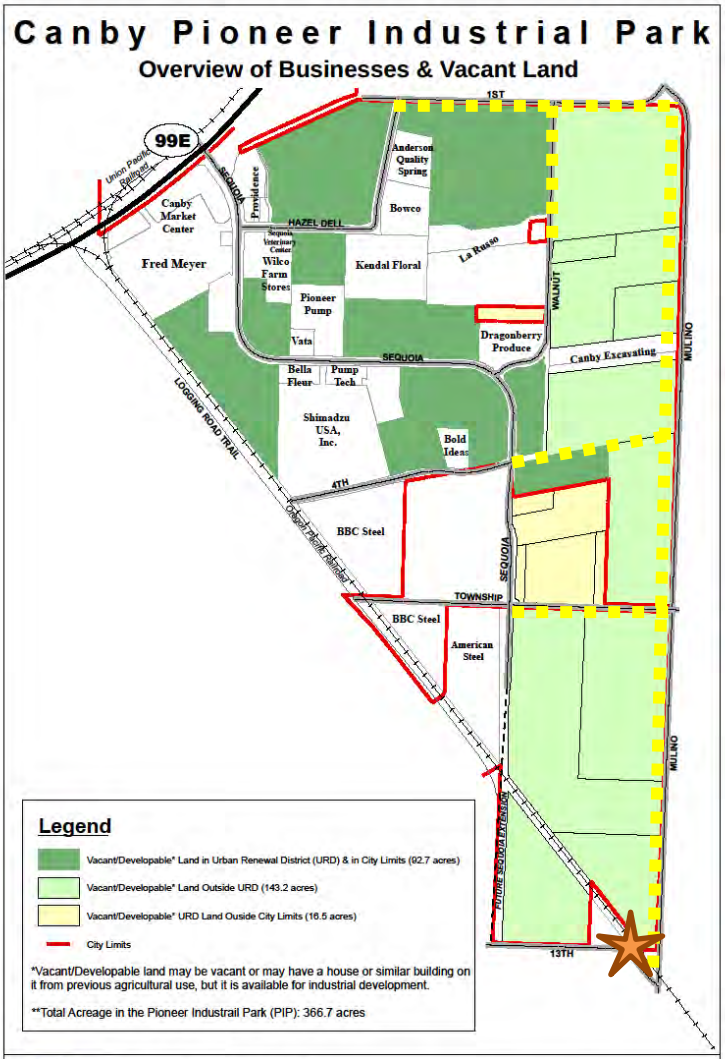
Source: Canby Planning

DOWNTOWN CANBY - Downtown Canby's commercial core is home to 104 establishments (11 of which are home-based businesses); the majority are personal, professional or health services (63 percent), followed by restaurants (11 percent) and retailers (8 percent). Recent downtown improvements, including construction of the Canby Cinema, redevelopment on 1st Avenue, plans for a new library and several other urban renewal projects, have increased its competitiveness with other retail centers in Canby. Second Avenue features summer flower baskets and planters and a new artistic banner program to make the downtown shopping district more appealing.

Issues/Challenges: Downtown businesses are spread out and a critical mass of retail is needed to encourage shopping and pedestrian circulation. Downtown has an older building stock with a number of properties conveying a tired appearance. Professional and personal services as well as second-hand stores have edged out high quality diverse retail options that draw more customer traffic. Visibility for OR 99E is poor.

Opportunities/Assets: There are approximately 440 employees who work in downtown businesses, including part-time and full-time employees. A City sponsored façade improvement program can assist businesses and property owners in upgrading their appearance. A Main Street program is focused on helping businesses revitalize downtown. First Avenue redevelopment will provide a much improved visible face of downtown to the well-traveled Highway OR 99E.

INDUSTRIAL AREA –The almost 367-acre Canby Pioneer Industrial Park was established in 1999 with the formation of the Canby Urban Renewal Agency and investment in roads and infrastructure to attract industrial investment and jobs for the community. It is one of the largest ready-to-develop industrial areas in the region. The park offers site sizes from 1 to 60 acres with high quality amenities, reasonable land prices and affordable utility rates. It is attractive to small and midsized manufacturers. Over the past 13 years new companies have developed about 1/3rd of its land area.



In 2012, there were seventeen businesses that generated 842 jobs and $74.5 million in assessed value. It is well positioned to attract new companies as the economy gains strength.

Other Industrial areas on the west side of Canby are well established with major employers. There are few sites and vacant buildings available for sale. Some redevelopment and business expansion opportunities exist.

Issues/Challenges:

- Small inventory of available buildings actively on the market.
- Some areas of the industrial park need road and infrastructure improvements over the long term including bringing the following roads and infrastructure up to industrial standards: Walnut to 1st Avenue, 1st Avenue from Hazel Dell Way to Mulino Road, Extension of 4th Avenue to Mulino Road, and improvements to Township Road between Sequoia Parkway and Mulino Road. Eventually a reconstruction of Mulino Road along the east side of the industrial park will be needed, especially if the Industrial Area expands to the east. A sewer lift station is needed near Mulino Road and 13th Avenue to serve the lower portion of the industrial park as it develops.
- Over the long term, another connection to Highway OR 99E may be needed to accommodate growth – possibly at Otto Road, Haines Road or other options.

Opportunities/Assets

- A variety of sites sizes that are zoned, served and available on the market.
- The park is in the Canby Urban Renewal District that supports its development.
- High development standards and attractive current development presents the park well.
- Proximity to two Interstate Highways – I-5 and I-205 as well as OR 99E.
- Access to the Union Pacific mainline and private railroad provider.
- The variety of small-to-midsized employers in diverse industries help buffer the community from economic downturns. Many of the employers are growing and choosing to invest in local expansion.

HIGHWAY OR 99E CORRIDOR - is the two-mile commercial spine that bisects the City of Canby diagonally from the northeast to the southwest. An estimated 7,700 residents and 280 businesses exist on the north side of the highway with 8,070 residents and 342 businesses on the south side.

Like many linear corridors developed over the span of decades, Highway OR 99E has many conflicting uses and a wide range of building conditions, formats and property values. It is often considered the most visible part of Canby. It has new and attractive gateway signage at each end of town, banners and the new Vietnam Memorial Plaza. Despite these efforts, many consider it somewhat unattractive. With trucks, transit, vehicles, and to some extent bikes and pedestrians sharing the right of way, travel offers many chances for conflict.

Highway OR 99E's pattern of retail development is as an auto-oriented commercial corridor with many vehicle trips generated by a single business destination or anchor. These businesses range from large box stores such as Canby Builders Supply to drugstores and restaurants – over a dozen national restaurant/fast food chains and several locally-owned sit down restaurants. Over 20 vehicle-oriented businesses are located along the road including numerous gas stations, auto repair shops, parts and tire shops and other services.

Some retail concentrations have occurred at cross roads or in segments along the highway that encourage pedestrian movement within a center. The most favorable locations for retail on Highway OR 99E are in these clustered developments. These centers represent the highest value, most desirable retail locations in the corridor. In recent years, national chains such as Rite Aid and Walgreen's have followed the trend of locating at key intersections enabling the drive-up, auto-oriented shopping experience.

Parts of Highway OR 99E are experiencing disinvestment with stagnant rents. This is particularly true with older freestanding buildings that may have outlived their useful life or have industrial/heavy commercial occupants that reflect an earlier period in time.

Landscaping and visual appearance of buildings varies with about 30 percent of the older buildings creating a cohesive and run-down first impression to potential shoppers traveling through Canby on Highway OR 99E.

Like other highway strips, Canby's Highway OR 99E will increasingly be challenged to serve shifting market preferences for concentrated development that encourages a mix of co-located uses and attractive walkable environments.

Issues/Challenges

- Conflicting land uses and transportation patterns.
- Disinvestment at some nodes as older buildings outlive their useful life.
- Lacking visual appeal in some areas.
- Inconsistent or poorly maintained landscaping along the highway frontage detracts from the image of "Canby the Garden Spot".

Opportunities/Assets

- Canby's largest retail anchors are on Highway OR 99E, helping to encourage retail spending by local consumers.
- Location of most national chains and brands that shoppers desire.
- Relatively high traffic volume flows well through town with few bottlenecks.
- City sign codes and design standards limit visual clutter and increase attractiveness of new development.
- Highway OR 99E provides good visibility, easy access and business opportunities along the corridor.
- Almost 920 residents in a retail survey conducted Spring 2012 identified a need for restaurants (steakhouse/grill, seafood, family dining, a brewpub, a bakery, and healthy or natural foods). Specialty merchandise needs include sporting goods, apparel, books, arts and crafts supplies, and pet supplies. Services they were looking for include daycare, computer repair, tailoring and alterations, dry cleaning and a copy center/pack and mail service. Existing businesses offering these services would benefit from more proactive marketing efforts.

Retail Overview

The Canby Retail Market Area is three times as large as the city and consists of 48,490 persons in 17,945 households as of 2011. Since 2000, its population grew moderately, at an average annual rate of 1.47 percent. The market area includes Aurora, Hubbard, Mulino and Molalla.

Canby is still viewed as a relatively small market by many brokers and the national chain stores that they represent. Canby's relatively small comparison shopping retail base is a function of its location. It is close enough to regional malls for shoppers to do comparison goods shopping there and yet far enough away from other retail centers that most shoppers will do all their convenience good shopping close to home.

Sales leakage is occurring in eight of ten store categories and totals $103.6 million. The largest leakages are in general merchandise ($46.8 million), restaurants ($20.0 million) and apparel ($15.4 million). Surpluses occur in home improvement and gardening ($6.6 million) and miscellaneous specialty retail ($3.7 million).

Within the Retail Market Area there is potential demand for 511,288 square feet of new or rehabbed retail space over the next five years. Of that, demand exists for 62,332 square feet of new store space. Potential demand is in five categories: shoppers' goods, convenience goods, restaurants, entertainment and personal services. The share of space that Canby can capture depends on retail outreach efforts, the availability of quality retail-ready space, and the performance of competitive shopping areas and the success of downtown's revitalization efforts to develop a variety of retail, service and entertainment uses.

Canby's Top Selling Points for Retail:

- A diversified and growing employment base with the top 20 businesses employing 1,657 people, the majority engaged in industrial activity.
- Public and private investment. In the last five years, almost ten million ($9.6 million) in urban renewal investment stimulated approximately $87 million in private development. Another $22.5 million in public/commercial/industrial investment is planned or underway through 2013.
- Residential construction. About 970 new residential units were permitted over the last decade.
- Very good population and job growth that demonstrates growing market demand.
- Strong incomes in the City and market area at or above the State of Oregon and the Portland region.
- Strong year-round visitor market largely due to events at the fairgrounds.
- Highway OR 99E has high traffic volumes, good business access and high visibility for adjacent businesses.
- Business-friendly, supportive local government that offers incentives including a Revolving Loan Fund and Façade Improvement/Storefront Signage Grants. First Avenue streetscape improvements are completed and Highway OR 99E gateway improvement projects have been planned.

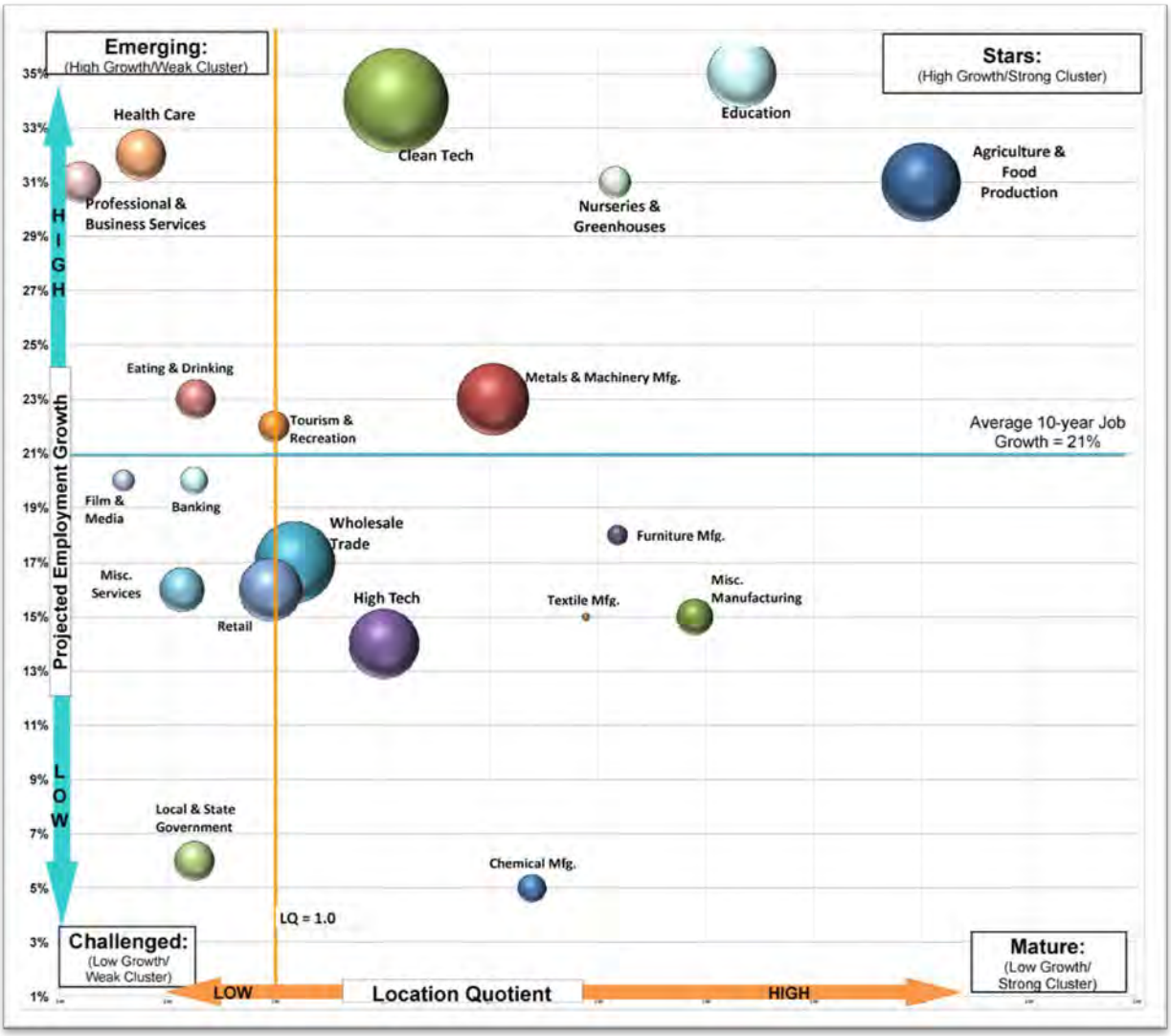
Canby's Top Challenges for Retail:

- Perceived as a small suburban market that cannot support national soft good (apparel, home accessories) chains.
- Except for newer retail centers, Highway OR 99E is perceived as rundown and unattractive.
- Canby's key market assets are not well known in the Portland commercial brokerage and development community and additional public relations is needed.
- Newer retail centers with quality space came online just before the downturn. Several centers have spaces that have been idle for two or more years.

Canby Industry Clusters

The Canby Area Industry Clusters Analysis identified existing and emerging market opportunities. It is a widely accepted among economic development professionals that "industry clusters" are the primary force driving local economic currents and business location decisions. Clusters of economic activity go well beyond mere concentrations of industry or employment types. They represent unique competitive market advantages with regard to employment, work force, creativity, entrepreneurship, business costs, and supporting natural resources.

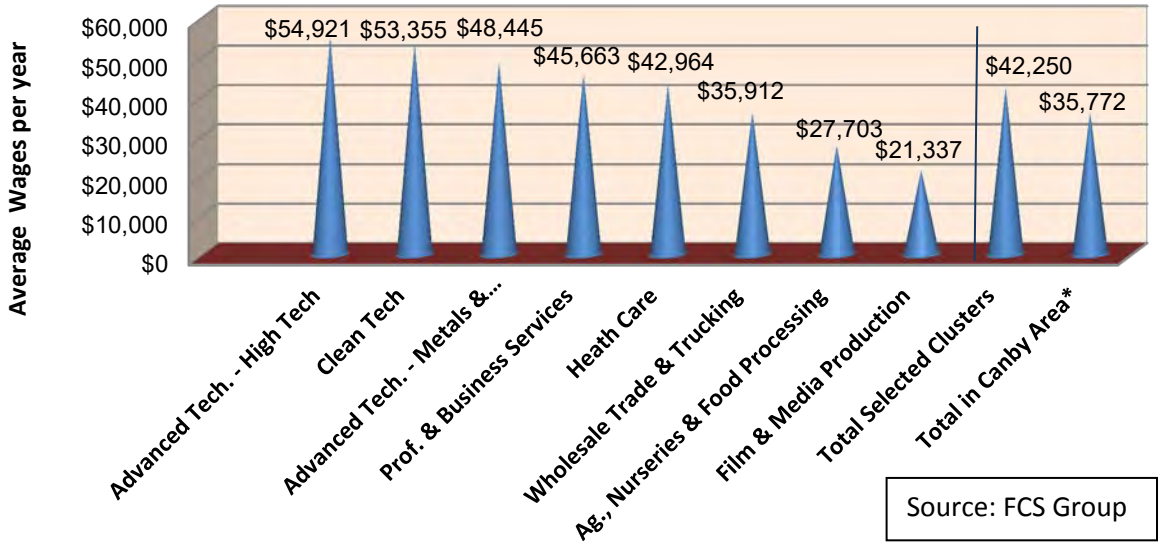
The chart below created by FCS Group shows Canby's industry clusters by their Location Quotient (LQ), size (aggregate wages paid annually) and 10-year growth forecast (derived from the Oregon Employment Department). A location quotient measures how concentrated each industry is here compared to Clackamas County and the region. If it is above "1" it lies to the right of the yellow line in the chart and has a greater concentration of similar business and supply chains and an increasing propensity to locate in Canby. A rapidly growing industry, with a growth rate of over 21% over 10 years falls above the blue horizontal line. Industry size is reflected in the size of the circle for each industry.



The chart on the previous page divides industry clusters into four categories. The table below describes the categories, identifies the most effective strategy and provides a list of Canby industries for each.

EMERGING: Industry Sectors with a Low Location Quotient and High Growth Potential	**STARS: Industry Sectors with a High Location Quotient and High Growth Potential**
Strategy – High Focus - Understand why they are not locating in Canby and work to address impediments. Help existing companies grow and work to attract similar companies.	Strategy – High Focus: Business outreach to make sure the industry can continue to expand and that their growth needs are met. Remove impediments.
• Health Care and educational services • Professional and Business Services Eating and Drinking Establishments • Tourism and Recreation	• Agriculture and Food Production; Nurseries • Clean Tech (defined as Transportation, Construction, Energy and Telecommunications) • Metals & Machinery Manufacturing • Education • Nurseries and Greenhouses
CHALLENGED: Industry Sectors with a Low Location Quotient and Low Growth Potential	**MATURE: Industry Sectors with a High Location Quotient and Low Growth Potential**
• Banking • Film and Media • Miscellaneous Services • Government	• Wholesale Trade • High Tech • Manufacturing – includes Misc.; Furniture and Chemical Manufacturing
Strategy – Less focus. There is less ability to have impact if market forces are against this industry. Support existing employers, if possible.	Strategy – Business outreach to support large and stable existing employers. Help identify new market opportunities or technologies to spur growth.

Average Wages For Canby Industry Clusters



Source: FCS Group

Overview of the Largest Canby Industry Clusters:

Related clusters: Agriculture and Food Processing / Nurseries and Greenhouses (STAR)
Agriculture and farming have been a mainstay of Canby's economy for over 100 years. Soils rich from sediment deposits along the Willamette River and Molalla River, and mild climate favors local agricultural activities, which have spun into value-added industries associated with nurseries and greenhouses, food production, and wholesale trade of food and floral products. Representative local businesses include: Willamette Egg Farms, J. Frank Schmidt & Son, Montecucco Farms, Terra Nova Nurseries, Rose Agri-Seed, Marks Meat, and Puddin' River Chocolates.

Clackamas County is ranked #1 among Oregon counties for the sale of nursery crops and Christmas trees; #2 in farm sales with $400 million in annual revenue and #1 in number of organically-certified farms. Canby accounts for over half of the county's current agriculture and food production employment. Canby is the ideal location for additional value-added agriculture businesses, as well as agri-tourism activities, which will expand as the region adds people over the next several years.

Sector	# of Enterprises	# of workers	Annual Economic Output
Entire Agriculture & Food Cluster	**66 enterprises**	**1,046 workers**	**$58 million**
• **Agriculture and Food Production**	56 enterprises	868 workers	$33 million
• **Nurseries and Greenhouses**	6 enterprises	155 workers	$13 million
• **Food and Beverage Processing**	4 enterprises	23 workers	$12 million

The future outlook is most promising for this cluster. Local growth in employment within agriculture and food production is expected to be above average over the next 10 years with strong growth in domestic and foreign exports (according to the Oregon Employment Department). The job outlook for food production and nurseries is improving as the regional economy and construction industry improves. Trends towards organic food production and "buying local" are helping to create a unique brand for Willamette Valley grown foods and food products.

Advanced Manufacturing: Metals & Machinery (STAR)
Metals & Machinery Manufacturing is also centered in the Canby area, with major employers such as JV Northwest, American Steel, BBC Steel, and Pioneer Pump, along with many other manufacturing operations. This cluster has approximately 497 "covered" workers and generated an annual economic output of nearly $44 million in 2010. New metals companies that have moved to Canby over the past year include Anderson Quality Springs, Bold Ideas, Inc. and Product Manufacturing.

Advanced manufacturing is expected to growth faster than the high tech cluster over the next 10 years, further strengthening this cluster's importance within Canby and Clackamas County. Favorable state tax policies (which does not include a state sales tax or corporate income tax on out-of-state sales) combined with strategic investment incentives, and Systems Development Charge Reimbursement programs, makes Canby a very attractive location for investment in business expansion and new companies seeking U.S. advanced manufacturing operations.

Wholesale Trade: (MATURE)
Canby's proximity to I-5 and the Portland International Airport and Port of Portland have benefited value-added wholesale trade operations, which is the second biggest cluster in the Canby area.

There are 64 business establishments engaged in wholesale trade in the Canby area with 839 "covered" workers at the beginning of 2011. Those businesses generated an estimated $119 million in economic output during 2010. Established wholesale trade businesses include Canby's largest private employer: Kendal Floral Supply. Other local wholesale trade operations include, OBC Northwest, Kahut Waste Services and Pacific Rim Ventures.

Canby is rolling out the welcome mat for another major wholesale trade business, Dragonberry Produce Distribution Center, an international fruit exporter, who is relocating and expanding into Canby from the Clackamas Industrial Area.

The future outlook for the wholesale trade cluster is positive for employment growth and income growth. A scarcity of developable large vacant industrial lots (over 20 acres in size) with good interstate and rail access will likely favor Canby as an emerging location for medium and large wholesale businesses over the coming years.

High Tech: (MATURE)
Long-time Canby employers: Johnson Controls Battery Group, MEC Northwest, Shimadzu USA Manufacturing are among 45 High Tech businesses in the Canby area. Canby's diverse high tech sector also includes software and aviation businesses, such as Pure Seed Testing and Advanced Flight Systems, Inc. As national and global trade increases, Canby has witnessed recent investments by expanding local high tech firms, including Shimadzu, which undertook a $5 million expansion that added 54,000 square feet to its production plant. These high tech businesses employ nearly 459 "covered" workers and generated an annual economic output of $64 million in 2010.

High tech is a mature cluster that has deep roots in Canby (and especially its neighbor Wilsonville), as members of the Silicon Forest. The growth of this cluster is supported by planned capital investment by Canby high tech companies and other nearby major regional employers; favorable Oregon manufacturing tax policies; and nearby Oregon Institute of Technology in Wilsonville.

Economic Development Vision, Mission and Goals

Vision:

- Canby is a stable community where existing businesses thrive and expand. New businesses bring attractive development and jobs for the community.
- It has an inviting downtown with innovative local businesses that meet the community's needs.
- Canby's industrial areas attract small to medium sized businesses that offer well-paying employment and bring strong investment.
- Highway OR 99E Corridor becomes a safe, attractive gateway that invites visitors to explore Canby.

Mission: Canby supports its local businesses, and attracts new businesses and development that provide well-paying jobs and goods and services that the community needs. It plans and invests wisely to supply land and infrastructure and fosters a healthy business climate to support future growth.

Economic Development Related City and Community Goals

City Council Goal #1	Urban Renewal District
ECONOMIC AND COMMUNITY DEVELOPMENT • To Stabilize the Economic Base of the City of Canby • Viable business community • Downtown and OR 99E • Fill industrial park • Prosperous downtown including businesses, residences, and government • Maintain Canby identity • Housing options • Comprehensive Plan	• To diversify economic base and family wage jobs within the district.
	• To maintain effective, efficient and safe traffic system for vehicular and pedestrian users.
	• To improve and retain existing businesses.
	• To improve attractive visual amenities for customers and community members throughout the district.

2013 Canby Community Vision
Aspiration: Industrial and Business Growth Affording Economic Prosperity and Quality Job Creation While Maintaining Quality of Life and Improving the Overall Tax Base for the Community: Priority Gaps include: • Foster a positive business building environment • Plan for longer term Industrial Urban Reserve areas to the east and north of Mulino Road for future employment land. • Attract high tech green industries
Aspiration: Keep a Vital Active Centralized Downtown Avoiding Sprawl throughout Canby, Specifically Along Highway OR 99E: Priority Gaps include: • Attract more small businesses, restaurants, a brewpub and night life options with a variety of price points and have the Chamber of Commerce downtown. • Further update relatively new design standards to ensure that new development has a similar historic flavor of the current downtown and to retain and develop a cohesive downtown look. • Integrate mixed use office and/or residential over retail within the Downtown Zone.

Note: The City Council will adopt updated goals soon but the spirit is very consistent with the current official goal.

Economic Development Strategies

Canby has committed to consistent economic development related goals over many years. As a result, the community has made significant strides and positioned itself well for future economic growth. Canby has successfully launched major initiatives including creating the 300-acre Canby Pioneer Industrial Park and investing in developing infrastructure to attract new businesses, jobs and investment, creating the Urban Renewal District to stimulate development and investment in major employment areas and investing in staff to support existing businesses and attracting new companies to Canby. This provides a strong foundation for the strategies proposed here to take the community to the next level.
The following pages outline three areas of focus and actions steps to guide economic development efforts over the next 4-7 years. These recommendations will be updated and revised as they are implemented and new priorities and opportunities emerge. Also, major shifts in the economic climate call for a different emphasis on these three areas.

Three major areas of focus for the City's economic development efforts are:

- **Support Existing Canby Businesses**
- **Recruit New Businesses and Development**
- **Ensure Canby Remains an Attractive Place to Do Business**

Each of these areas of focus include an overview of ongoing initiatives, resources and programs, recommendations for short term efforts and longer term strategies.

Support Existing Canby Businesses

Ongoing Initiatives, Resources and Programs

The City of Canby has been proactively working to bring more resources to support all of its businesses. Below is a summary of the tools, resources and programs available.

- **Business Support and Technical Assistance** – The City has professional economic development and Main Street staff available to work with Canby businesses to support their growth. They are available to meet one-on-one with businesses to overcome challenges, connect them to resources and clarify city processes. Staff also implements programs and develops resources to support the business community as a whole, or targeted areas such as downtown or the Canby Pioneer Industrial Park. They focus on supporting Canby's industry clusters, as well as fostering a vibrant downtown.

- **Shop Canby and Explore Canby** - A mobile app launched in 2013 and free customizable websites for all Canby businesses make it easy to "Shop Local". This program gives all businesses the ability to promote their products and services online for free and makes it easy for customers and suppliers to shop local. Businesses can provide product information, store hours, photos, menus, specials, and

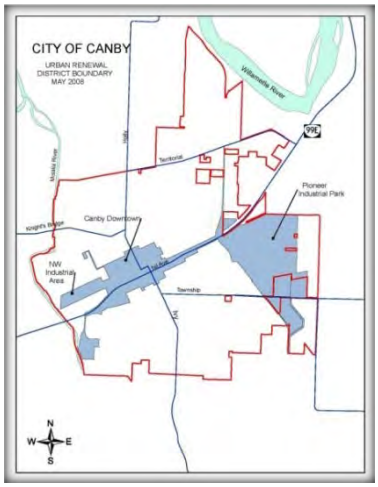
links to websites, and social media. The programs are searchable by name and category and include maps and phone numbers to make connecting easy. Businesses can upload or change the information at any time. Explore Canby is a free mobile app that lists businesses and links to visitor information, available commercial and industrial sites, library, police, schools, local newspaper and more. See www.canbybusiness.com or download the "Explore Canby" app on Android or Apple mobile devices.

- **Tools for Business Success** - This online resource is constantly updated with new information and links to important business advice for all types of business challenges. The online tool kit has resources on how to start a business, business planning assistance, financing, training, state and federal contracts, technology, marketing and selling, social media. Information for specific industries includes Manufacturing, Agriculture, Restaurants and Hospitality, Retail, Health care, Art, Wood Industry and food processing. The link is featured on the City's Economic Development websites – www.CanbyBusiness.com and www.CanbyMain Street.com on the new Explore Canby mobile App, and in flyers at the Development Services Office.

- **New Business Outreach** - New businesses can be great supporters of the community and are often eager to connect to the business community and resources. Staff delivers or sends new businesses with a physical Canby address "Welcome to Canby" information to making their transition easy.

- **Newsletters and Social Media** - The Canby Main Street Program develops a weekly e-newsletter to keep businesses and customers aware of events, resources and downtown-focused news. The City e-newsletter goes out monthly with city wide highlights with corresponding Facebook page updates.

- **Website Resources** - The Economic Development website can be found at **www.CanbyBusiness.com** and serves as a one stop shop for business related information. Highlights include business and development updates, information that makes a compelling case for locating in Canby, site and building inventories, incentives, demographics, links to programs, reports, contacts and information on the development process. The Canby Main Street website can be found at **www.CanbyMainStreet.com** and features a calendar of events, an overview of Main Street Committee initiatives, connections to visitor information and organizations, and more.



Businesses located in the Urban Renewal District have additional resources available to them:

- **Facade Improvement Program** - This program provides matching grant funds of up to $25,000 to businesses that would like to spruce up their facades. This could include new paint, awnings, doors and windows, accessibility improvements, masonry or other investments to make the front or visible parts of the building more attractive. Design grants are available to develop concepts and constructions drawing for up to $3,000.

- **Revolving Loan Program** - This program was launched in 2012 to provide additional financing for businesses in partnership with their banks. Loans for 40% of the project's costs ranging from $10,000 to $250,000 are available for building expansions, new construction, building code upgrades, seismic retrofits, and fixtures.

- **Downtown Redevelopment Gant Program** – helps property owners and developers to understand the redevelopment options for their site or building. The program can fund conceptual design and financial analysis, identify funding sources and develop preliminary concept designs. Owners can apply for 50% matching technical assistance grants of up to $3,000.

Ongoing Support for the Canby Economic Development and Main Street Programs that offer staff expertise, resources and initiatives to market Canby and support and grow Canby businesses.

Economic Development Highlights Include:

- Assistance to Canby businesses: determine needs, and connect them to resources and information that will help them grow.
- Develop programs and resources to promote and support Canby businesses (like Shop Canby, Explore Canby mobile app, Canby revolving loan fund, etc.).
- Recruit new businesses, jobs and investment to Canby.
- Promote vacant commercial and industrial sites and buildings and work to attract new development and redevelopment – Maintain a database of available properties in Canby quarterly and make the information widely accessible.
- Lead the Canby Community Response Team to be strong business recruitment ambassadors.
- Bring forums and workshops to the business community and let them know about others that might help them (such as the Canby Industrial Forum, regional exporting workshops, etc.).
- Serve as liaison with new businesses and developers in the siting and development process to ensure clear communication and a smooth process.
- Work with county, regional and state partners to leverage resources for Canby economic development initiatives.
- Advocate, plan and look for opportunities to support the long term economic growth of the community. This could include planning for future employment areas, transportation and other infrastructure, and amenities that attract businesses and investment.

Main Street Program Highlights include:

- The **Façade Improvement Program** provides matching grants for investments in commercial building façades in the urban renewal district. The City of Canby has approved 13 façade improvements over the last few years. Already in 2013, the City has had interest from three property owners who are looking to update the façades of their buildings.

- The Main Street program has 18 active volunteers supporting the **Promotion and Design** committees. They help implement initiatives and providing input on investments that improve building design and other public investments.

- **Events** will continue to promote downtown Canby including the ongoing First Friday and Cash Mob program, Halloween festivities and a new Halloween costume parade, and the annual Light the Night parade and tree lighting.

- **The downtown flower basket program.** During the summer, flowers decorate the downtown core area along First and Second Avenues. Huge flower baskets are created by the Canby High School, and locally grown dahlias beautify planters on Second Avenue that are donated by Swan Island Dahlias. Baskets and planters are maintained by the Canby Livability Coalition and Aurora Landscaping.

- **Artistic Banner Program.** The city**,** Canby Arts Association, and Canby High School partner to develop unique locally designed banners that showcase the talents of Canby artists. Banners celebrate the theme "Canby the Garden Spot" and bring color and character to Downtown Canby on 1st and 2nd Avenues.

- The Downtown **Vacant Properties Database** helps recruit new businesses and help existing businesses to expand downtown. It provides basic information including square footage, price, and the contact name and phone number. The database is updated quarterly to ensure that the information is current.

Coordinate Forums and Events

- Hold **Canby Industrial Forums** targeted to Canby manufacturers that feature knowledgeable presenter's discussion topics such as manufacturing excellence, operations, innovation, streamlining processes, and performance indicators. All Canby manufacturers are invited and factory tours are part of the program. The program provides three sessions each year and is co-hosted by the Canby Area Chamber of Commerce.

- Develop **workshops and training opportunities** on topics that businesses express interest in the Canby business and retail surveys. Workshops will be targeted to the specific needs of business sectors in Canby including manufacturing, downtown retailers, home based businesses, industry clusters, among others. A website makes past program information available.

- Support downtown through **Main Street First Friday, Light the Night, and other downtown events** that attract residents and visitors to experience, shop and discover downtown for future visits.

Engage the Canby Community Response Team as needed to recruit large business prospects and advise the city on economic development efforts. The Community Response Team was formed in summer 2012 and will meet quarterly and serve as business recruitment ambassadors for the City. The team consists of business, organizational and political leaders that can impact business recruitment decisions. They will work together to present Canby in the best light, and share their insights on economic development initiatives.

Short Term Initiatives

Convene Three Industry Cluster Groups to assess common needs and opportunities. Staff will focus outreach efforts first on Canby's largest clusters with the highest growth potential.
They include Clean Tech, Metals & Machinery, and Agriculture and Food Production.

- Meet business leaders individually or in small groups to gain a deep understanding of the industry cluster. Discuss factors and barriers to their success; work with companies to address challenges.
- Develop and implement initiatives to support each industry clusters growth
- Develop an Industry Cluster Overview that promotes the industry and highlights their efforts.
- Partner with Clackamas County and Greater Portland, Inc. on common industry cluster outreach and support efforts.
- Connect cluster companies to trainings, marketing opportunities, and initiatives that foster their growth (examples include the regional export initiative, Regional workforce initiatives among others.)

Launch the Canby Film and Video Production initiative. This industry raises the profile of Canby and supports local businesses. The City Council approved this program in March 2013 cementing a partnership with Clackamas County to:

- Promote film and video production in Canby.
- Streamline the permitting process.
- Make information and resources readily available on a targeted website.
- Provide a point of contact (the economic development director).

Continue Business Retention and Expansion Outreach to local companies. Meet with 15 - 20 firms annually including major employers, high growth companies, and industry clusters. Coordinate visits with Clackamas County, Business Oregon, Greater Portland Inc., Chamber of Commerce, etc.

Main Street short term initiatives include:

- Creating a downtown employee brochure.
- Launching a blade sign program.
- Creating a sign at the Event Center to attract visitors to the downtown core.
- Adding the two additional Main Street committees – Economic Restructuring and Organization.
- Forming a historic preservation board to promoting historic preservation through the Certified Local Government program.
- Pursuing additional funding sources such various county, state, and federal grants, and holding special events throughout the year.
- Developing community kiosks with visitor information designed to direct traffic to downtown Canby, and other Canby assets such as the Clackamas County Event Center, Swan Island Dahlias, and the Canby Ferry.
- The Promotions Committee is working on the May 4th Garden Spot Run – a fun run/walk 5K or 10K, with a kiddies' race and doggie dash. This will help to further the Canby Main Street mission to enhance Canby's identity through promotion of downtown.

Longer Term Strategies

Convene other Emerging and Mature industry clusters

- The strongest **emerging clusters** include: Professional and Business Services, and Health Care.
- **Mature clusters** include Miscellaneous Manufacturing, High Tech, and Wholesale Trade.

Reach out the existing companies to understand issues and work together to address them if possible. Recruit more companies in these industry clusters that are a fit for existing firms. Update the industry clusters analysis periodically to capture changes and identify new industry clusters as they emerge.

Support Entrepreneurs and Home Based Businesses
Provide networking opportunities, promote them on the Explore Canby mobile app and connect them to the "Shop Canby" micro websites to help them get a higher profile with potential customers. Promote the online resource - Tools for Business Success; provide business information, financing options, and resources. As businesses grow, encourage them to expand in available spaces and sites in Canby. Partner with the Canby Chamber of Commerce on workshops and other initiatives as appropriate.

Conduct Business Surveys every 3 years to assess changing business needs, trends and perceptions. Use information from business surveys to guide and refine City programs to better fit the needs and priorities of the Canby Business community.

Main Street Longer Term Initiatives:

- **Look for various funding sources to create long-term, stable funding for the program**. There are various projects that can bring funding for the Main Street program, one of the ways is to hold a special event that not only brings people to the community but also showcases the downtown, while also raising money for the Main Street program.

- **Expanding the wayfinding system in Canby**, specifically between the Clackamas County Event Center and downtown Canby. Every year, hundreds of thousands of people attend events at the Event Center and Fairgrounds, and a better wayfinding system between the two locations would complement the planned community kiosks and entice people to explore both centers.

Recruit New Businesses and Development

Overview of the Business Recruitment Process:

Economic Development staff brings together local community leaders and County, Regional and State partners in a strategic and long term business recruitment effort. Together we promote Canby as a great business location, work to generate prospects and highlight available industrial and commercial sites and buildings. Once there are active leads, City economic development staff develops detailed proposals for companies that are a fit for Canby. Later in the process, they will coordinate company visits and site tours and work closely with prospective companies through the planning, permitting and location process. The diagram below illustrates how business recruitment process works.

- Canby is under serious consideration.
- High level due diligence is underway.
- Planning, building and utility providers may be contacted.
- Decision timeline - 24 months or less

Canby's Compelling Advantages

Pro-Business Climate: The City of Canby works with developers and businesses to create a business-friendly city, with expedient permitting and investment incentives. Canby's Urban Renewal District, in partnership with property owners, has funded an extensive road and infrastructure network in the 367 acre Pioneer Industrial Park.

Incentives: Canby offers two incentive programs to attract industrial businesses and encourage local businesses to invest in business expansions, new construction, equipment, and provide well-paying jobs.

- **The Systems Development Charge Reimbursement Program** encourages industrial companies to create well-paying jobs. Companies can be reimbursed for Canby systems development charges at $500 to $200 per job depending on wages after two years of demonstrated performance.
- **The Strategic Investment Zone** program is designed to attract companies making substantial investments in buildings and equipment. It offers up to 15 years of property tax relief for traded sector companies on investments over $25 million. Traded sector firms sell their goods and services to national and international markets. In exchange, they commit to hiring locally first, and will pay a community service fee of 25% of tax savings up to $500,000 to Canby to mitigate impacts. The State of Oregon contributes a 50% rebate on the personal income tax revenue of the new jobs created.
- The State of Oregon provides incentives for private investment, workforce development and job creation. See: http://www.oregon4biz.com/The-Oregon-Advantage/Incentives/

Available Land: Canby's premier Pioneer Industrial Park offers acres of state-certified "shovel Ready" land. Canby has one of the largest supplies of large vacant industrial site in the Portland Metro area, with a variety of parcel locations and sizes. Canby also has developable commercial land along Highway OR 99E (daily traffic volumes of 24,900) and in the downtown core. City staff works with companies to find the right site. A current online inventory of available industrial and commercial sites and buildings can be found at www.canbybusiness.com/sites/htm.

Easy Freeway Access/Transportation: Canby is centrally located along the west coast: within a 3-hour drive of Seattle/Tacoma, Washington and a day drive to San Francisco, California, Vancouver, British Columbia, and Boise, Idaho. Local driving distances are:

- 5 miles from I-5
- 23 miles from downtown Portland
- 9 miles from I-205
- 28 miles from Portland International Airport

Ample Utilities: Canby's locally-owned utilities offer attractive rates, responsive customer service and system capacity. Canby Telcom provides technologically-advanced telecommunications. Canby Utility operates its own electric and water service enabling lower utility rates compared to surrounding areas. Power rates are generally 20-30% lower.

Available Workforce: Canby's market region provides a labor force of over 212,000 people within a 10-mile radius. State and regional workforce development initiatives can help businesses grow. The Canby High School Career and Technology Education builds local workforce skills in manufacturing, construction, marketing, accounting, agriculture, graphic design and early childhood education. The nearby Oregon Tech university campus offers ten degree programs focusing on manufacturing, technology, engineering and software among others. It partners with High School to enhance STEM proficient and certificate and degree programs.

Ongoing Strategies to Recruit New Business and Development

Respond to Appropriate Leads quickly that are a fit for Canby.

- The most promising leads will provide well-paying jobs, increase assessed value, do not strain available infrastructure, are a fit with existing sites, buildings and zoning requirements and compliment or expand on Canby's business mix.
- Develop an in-depth standard response to business leads in industry clusters that are a fit for Canby. This would include specific information about sites, infrastructure, zoning, and other basic information that is customizable to specific leads.
- Partner with Clackamas County, Greater Portland Inc, Business Oregon, real estate brokers and others to find promising business leads. Educate real estate brokers about Canby's sites, buildings and attributes on an ongoing basis.
- Identify supply chain opportunities important to local businesses and work to recruit them.
- Work with state, regional, county and local partners in the business location process.

Business Recruitment: Partner strategically with Greater Portland Inc., Business Oregon and Clackamas County in efforts to attract new companies in Canby's strategic industry clusters. Consider participating in trade missions, trade shows, outreach visits and other campaigns as needed to attract high investment, wage and growth potential industries to Canby. Combining efforts leverages impact and reduces costs and effort.

Promote Canby's Vacant Industrial and Commercial Buildings and Sites: Having an online inventory is more critical than ever as business executives and site selectors increasingly research communities and sites on the internet. It is important to have Canby location options available in the places that prospective businesses and site selectors are looking. The information needs to be current, accurate and in the format and level of detail they need if Canby is the stay on their short list.

- Maintain an inventory (updated quarterly) online or at the Development Services Office.
- Updated site information on state, county, regional and private sector real estate listing sites.
- Provide site tours and promotional materials.

Update Economic Development and Main Street Websites to promote Canby and link local businesses to a wide range of resources and provide information on doing business in Canby. Ensure that websites are optimized for search engines to easily find, provide mobile device friendly formats, keep program information current and link to other helpful resources.

Work with Vacant Property / Building Owners to help attract potential buyers and tenants that fit gaps in goods and services that Canby residents and businesses need.

- Work with them to develop broker sheets
- Determine what barriers might exist in attracting buyers
- Encourage appropriate building upgrades to make the space a better fit with current market demand
- Connect property owners with loans for building upgrades
- Encourage façade improvements as needed

Short Term Initiatives

Update Marketing brochures and flyers

- Additional flyers targeted toward specific industry clusters and retail targets may be needed. As changes occur, make sure all promotional materials are current and have a cohesive look.
  Flyers already exist for business incentives and programs, the Main Street program, a general industrial marketing flyer and one page overviews for sewer, water, and electrical capacity targeted toward industrial users. General retail flyers have also been developed to attract new stores to Canby. Staff will work with Clackamas County and Greater Portland Inc. to develop additional pieces that compliment and coordinate with their county and regional branding efforts.

Targeted Business Recruitment to key industry clusters and retail market niches.

- **Industrial clusters** include: Clean Tech, Metals & Machinery, and Agriculture and Food Production.
- **Retail Targets** may include sporting goods, brewpub, restaurants, and apparel identified in a recent retail market study.
- **Tactics** include – targeted mailings, tradeshows or outbound visits with state or regional partners. For retail recruitment, marketing materials and best practices are in the 2012 Retail Market Analysis.

Implement an Expedited Development Review Program for large industrial and commercial development projects. Work with the City planning department, Clackamas County building department and utility providers to develop marketing materials and a clear representation of the process, contacts, time and costs involved for projects in Canby. Evaluate processes for the customer's perspective and look for ways to make it shorter, easier and clearer. Meet with developers at a very early stage to advise on process, local standards and resources. The economic development director will serve as the main point of contact with the company throughout the process and troubleshoot challenges as needed. Staff will debrief with developers of larger projects afterward to identify what went well and what needs closer scrutiny.

Longer Term Strategies

- **Develop New Tools and Incentives** as needed. Creation of new tools will be based on information from business outreach visits, business surveys and industry cluster input. New incentives should be carefully evaluated to make sure they are attractive to the industries that are a fit for Canby, will make a difference in a location decision and benefit the community through additional investment and jobs. The ability to fund and sustain the incentive over time is also important. Provisions to protect the City's investment such as claw-back provisions or contracts should be developed.

- **Target Additional Industry Clusters** and emerging industries that fit Canby. As the community grows and technology and customer preferences change new opportunities will emerge that cannot be predicted now. In order to remain nimble, Canby economic development staff, leaders and the business community should routinely monitor changes in the local, regional and national environment to identify promising opportunities or threats.

Ensure Canby Remains an Attractive Place for Business

Ongoing Strategies

Downtown and Highway OR 99E Beautification - Explore options to make Canby a more attractive location for businesses, customers and residents.

- The **Main Street Design Committee** is actively engaged in making downtown attractive. Current programs include the banner and flower basket program and façade improvements.
- Past streetscape improvements on First and Second Avenue have transformed the appearance of downtown.
- The City **keeps public spaces clean**, attractive and in good repair and landscaping tidy.
- The City uses **code enforcement** measures to ensure all properties are up to code.
- **Businesses can contribute** to a beautiful downtown by keeping their storefronts visually appealing through façade improvements, attractive signage, flower pots, and interesting and changing window displays.
- **Art:** The community can work collectively to bring more art to Downtown and the Community – as identified in the Canby Community Vision. Create an Arts Commission and explore funding sources. Art plinths exist on 1st Avenue to accommodate sculptures. There may also be willing property owners that could host a mural on a visible surface of their buildings. Artistic or colorful banners can be created and maintained in the downtown area and along Highway OR 99E.
- **Encourage historic elements** in new development or redevelopment in the downtown core. Showcase Canby's rich agricultural history through plaques and interpretive signs. Assist property owners in preserving and enhancing the historic elements of existing buildings.

Encourage Downtown and Highway OR 99E Redevelopment

- Research, evaluate and share market trend information with prospective developers, business leaders, policy makers and real estate brokers.
- Develop an online atlas for employment areas with vacant land or redevelopment potential. Maps can feature information that developers need during the due diligence process. This could include aerial maps, zoning, infrastructure, natural features, environmental constraints (if known), tax lots, property owners, categories of uses, etc.
- Identify target development types and concepts that fit Canby and promote to developers.
- Promote and provide resources and technical assistance to local property owners and developers to meet market demand.

Address Workforce Training Needs

- Meet with employers to understand any workforce shortage challenges.
- Partner with Workforce Investment Council of Clackamas County (WICCO), the Canby High School, Clackamas Community College and the Oregon Institute of Technology (OIT) on developing the skilled workforce that is needed to address industry cluster challenges.
- Provide information on employer needs to workforce partners so they can develop strategies to meet them.
- Explore employer interest in Canby becoming a Certified Workforce Ready Community.
- Promote and/or provide online tools such as Explore Canby or iMatchSkills to connect potential workers to employers.

Short Term Initiatives

Expand infrastructure for Industrial Development: Complete Sequoia Extension to 13th in 2013. Funding has been bonded by the Urban Renewal Agency, designs are complete and construction is planned for the Fall of 2013. This road will extend from American Steel south to 13th. It includes the construction of a bridge over the railroad tracks and all utilities that are essential to serve an additional 60 acres of industrial area in the Canby Pioneer industrial Park.

Recertify and certify additional industrial sites in the Canby Pioneer Industrial Park. Partner with Business Oregon, property owners, the County and others in the process. Over the years the city has positioned two rounds of sites for this program. Each certified property has extensive information available that ensures that the site is or can be development ready in 6 months. Site Certification provides certainty to developers and companies that can expedite a siting decision. It is an additional marketing tool that can raise a site up ahead of competing sites.

Longer Term Strategies

Rail Access: Continue to explore demand, feasibility, and funding for a railroad public access team track in the Canby Pioneer Industrial Park. Demand for rail service will grow as gas prices continue to rise, traffic congestion adds to shipping costs and time, and sites with rail access are in short supply. A Team Track provides an access point to rail for all Canby businesses as needed without having to be adjacent to a rail spur. Partnership with the property owner and rail line operator is essential. The project would be well positioned to receive Connect Oregon Grants that support multi-modal projects. Having rail access will make all sites in the Industrial Park more marketable.

Build infrastructure in the Canby Pioneer Industrial Park
Work with property owners, local, county and state agencies to fund strategic roadway extensions, railroad bridge crossings, and water and sewer line extensions to serve existing industrial land. Projects can include, 1st Avenue from Hazel Dell to Mulino Road, the remainder of Walnut Road, Township Road to Mulino, Otto Road or other access to OR 99E, and Mulino Road along the east side of the industrial area over time (See map on page 6).

Conduct an Economic Opportunities Analysis
Funding is available from the Department of Land and Conservation Department (DLCD) Technical Assistance Program. This work paves the way for future Urban Growth Boundary (UGB) expansions when needed.

Support efforts to position Canby as an Agri-Tourism Destination
The Canby area has many nurseries, wineries and flower growers among others that are attractive tourism destinations. City staff could support Chamber of Commerce and County tourism efforts to market these attractions and assist in developing new ones. They could also be highlighted in the film and video promotion effort if property owners wish to participate.

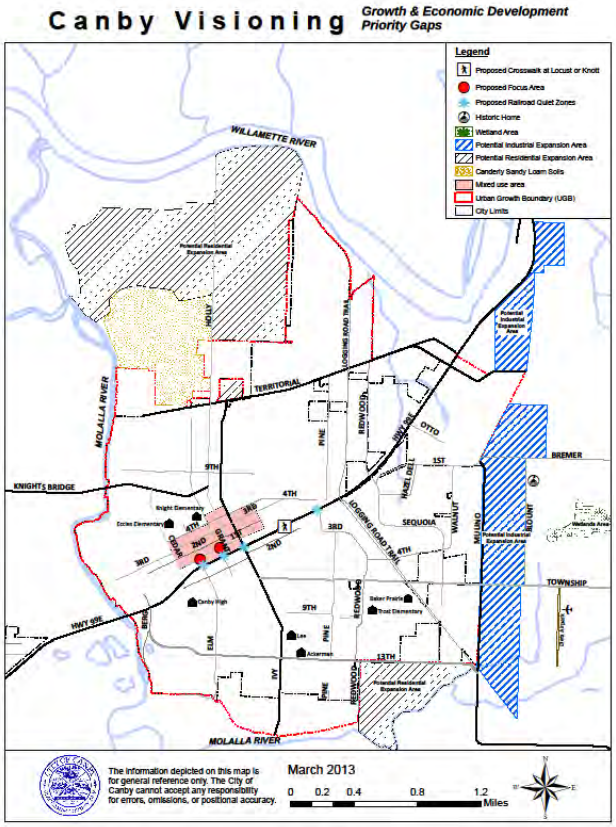
Future Industrial Land development

This includes Urban Reserve master planning (estimated to be in 2018), and or Urban Growth Boundary expansion and infrastructure development for land east of Mulino Road adjacent to the Canby Pioneer Industrial Park.

The planning process would identify locations for future infrastructure, wetlands, and historic resources, land trusts, environmental constraints and plan wisely to address and maximize these resources.

Development would happen in the longer term future. Land would need to be brought in to the city limits with voter approved annexation.

Existing property owners would control when and if their property is sold and redeveloped for industrial use.



Measures of Success

Progress toward Canby's economic development goals can be monitored using several measurable indicators. Moving these indicators in the desired direction requires implementing multiple actions, monitoring impacts and making adjustments as needed.

City Program Success Indicators:

- **Number of businesses participating** in city programs such as the Façade Improvement Program or the Revolving Loan Program. (Available from program managers, reported annually).
- **Private sector investment** leveraged by city programs. (Collected by program managers).
- **Increase in total assessed value** in the Canby Urban Renewal District Boundary. (Available from the Clackamas County Assessor's Office annually).
- **Attendance** at city sponsored forums and events. (Collected by event organizers).
- **Website analytics** reports that show the number of visitors, pages viewed and time spent. (Available from webmaster and webhosting vendors monthly).

Business Growth Indicators:

- **Growth in Canby Industry Clusters**, including an increasing number of firms and jobs.
- The number of new and closed businesses per year and trends in these numbers over time. (Available from City Business License Program monthly).
- **Reduction of vacant commercial and industrial space and land** for sale on the market. (Available from the city industrial and commercial land inventory quarterly).
- **Building permits volume** and time to issue by type such as commercial, industrial and residential. (Available from the City Planning Department).
- **The ratio of job growth to population growth** (Population growth statistics are available at The Center for Population Research and Census, and a custom job growth report can be provided by the Oregon Employment Department).
- **Business Survey responses** – evaluate changes over time (Conducted by the City approximately every 3 years).

General Economic Indicators:

- **Income** including per capita and median incomes.
- **School District education statistics** in comparison to region and state (Available from the Oregon Department of Education).
- **Increasing housing values, commercial lease rates and land prices**.

Canby Oregon

Canby is nestled in the heart of the Willamette Valley within the Portland metropolitan region. This Clackamas County community offers all the amenities of a larger city while maintaining a friendly, pro-business attitude. Residents and business owners enjoy the quality of life that Canby offers.

Sites to See with Room to Grow

Economic Profile

Canby is an important regional and international business location with small-town charm. Business activity in Canby is unprecedented, with nearly 800 businesses and over 7,800 workers and an annual GDP of over $650 million. Canby's leading business clusters (ranked by GDP) include:

- Wholesale Trade and Trucking
- Clean Technology (energy, transportation and construction)
- High Tech (manufacturing and software development)
- Agriculture and Food Production
- Advanced Technology – Metals and Machinery Manufacturing

5 Great Reasons to Bring Your Business to Canby

Pro-Business Climate and Incentives: The City of Canby works with developers and businesses to create a business-friendly city, with expedient permitting and investment incentives. Canby's Urban Renewal District, in partnership with property owners, has funded an extensive road and infrastructure network in the 300-acre Pioneer Industrial Park and also offers incentives for job creation and large capital investment. The State of Oregon provides additional incentives for private investment, workforce development and job creation.

Available Land: Canby's premier Pioneer Industrial Park welcomes your business with acres of state-certified "shovel ready" land. Canby has one of the largest supplies of large vacant industrial sites in the Portland Metro area, with a variety of parcel locations and sizes. Canby also has developable commercial land along Highway 99E (daily traffic volumes of 24,900) and in the downtown core. City staff will work with you to find the right site, whatever your needs. To see a current online inventory of available industrial and commercial sites and buildings see www.canbybusiness.com/sites/htm.

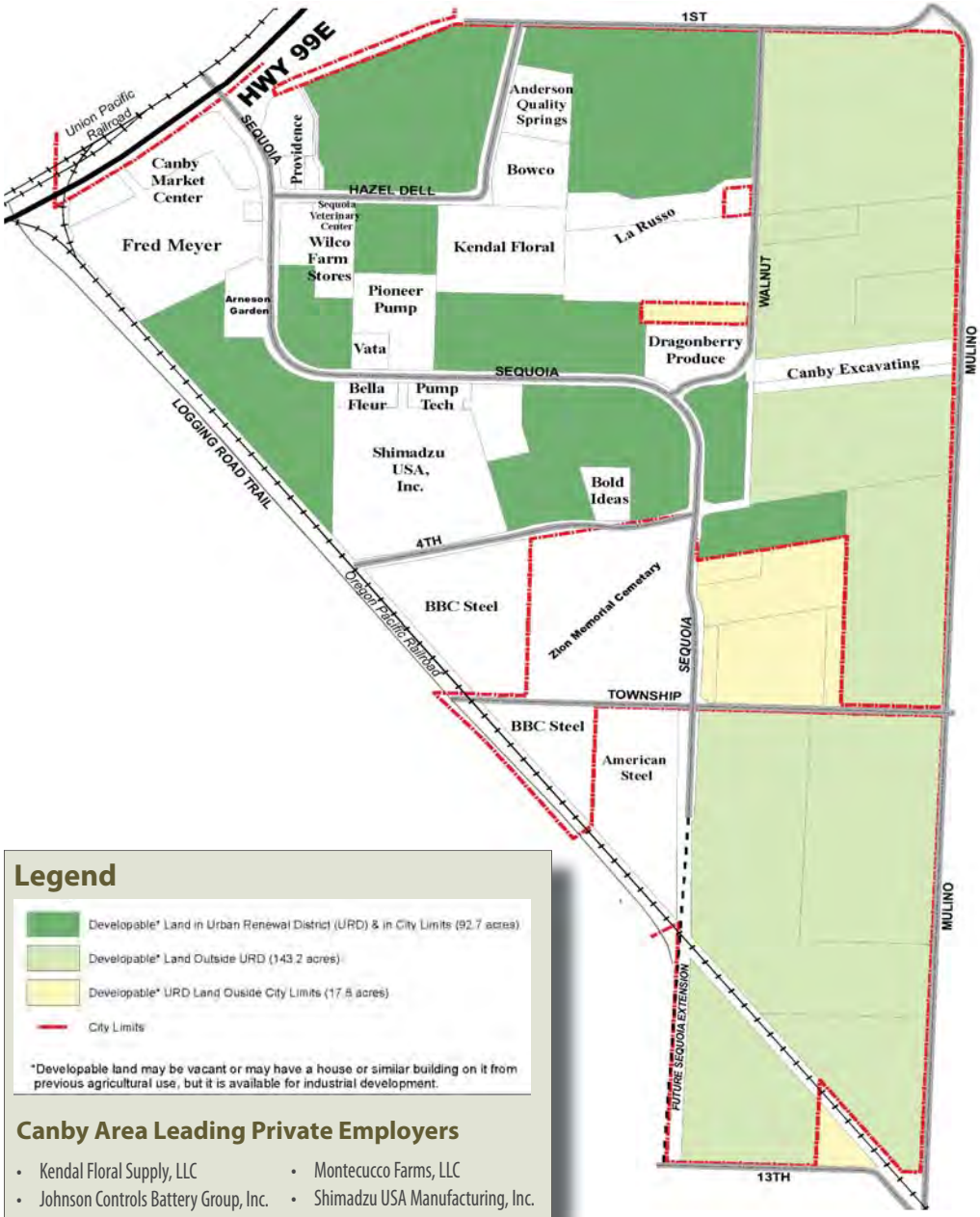
Easy Freeway Access/Transportation: Canby is centrally located along the west coast: within a 3-hour drive of Seattle/Tacoma, Washington and a day drive to San Francisco, California, Vancouver, Britich Columbia, and Boise, Idaho. Local driving distances:

- 5 miles from I-5
- 9 miles from I-205
- 23 miles from downtown Portland
- 28 miles from Portland International Airport

Ample Utilities: Canby's locally-owned utilities offers attractive rates, responsive customer service and system capacity. Canby Telcom provides technologically-advanced telecommunications. Canby operates its own electric and water service enabling lower utility rates compared to surrounding areas. Power rates are generally 20-30% lower. Detailed cost comparisons are available by calling 503-263-4322. Visit the Canby Utility website at http://www.canbyutility.org/.

Available Workforce: Canby's market region provides a labor force of over 212,000 people within a 10-mile radius. State and regional workforce development initiatives can help your business grow. The Canby High School Career and Technology Education builds local workforce skills in manufacturing, construction, marketing, accounting, agriculture, graphic design and early childhood education. The nearby Oregon Tech university campus offers ten degree programs focusing on manufacturing, technology, engineering and software among others. It partners with the High School to enhance STEM proficiency and certificate and degree programs.

Canby Pioneer Industrial Park



Legend

- Developable* Land in Urban Renewal District (URD) & in City Limits (92.7 acres)
- Developable* Land Outside URD (143.2 acres)
- Developable* URD Land Ouside City Limits (17.5 acres)
- City Limits

*Developable land may be vacant or may have a house or similar building on it from previous agricultural use, but it is available for industrial development.

Canby Area Leading Private Employers

- Kendal Floral Supply, LLC
- Johnson Controls Battery Group, Inc.
- Canby Fred Meyer
- Willamette Egg Farms, LLC
- Wilson Construction Company
- Cutsforth Thriftway
- Marquis Companies, Inc.
- JV Northwest, Inc.
- MEC Northwest
- J. Frank Schmidt & Son Company
- Canby Denny's, Inc.
- Montecucco Farms, LLC
- Shimadzu USA Manufacturing, Inc.
- American Steel
- Pioneer Pump, Inc.
- SR Smith, LLC
- First Student Management LLC
- G F Management Company
- Terra Nova Nurseries, Inc.
- Ruan Transport Corporation
- Canby Telcom
- Roth Heating and Cooling

Canby's Pioneer Industrial Park

Hawksoft, Inc.

Anderson Quality Springs

JV Northwest

Shimadzu USA

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CLACKAMAS COUNTY

Columbia City

Economic Opportunities Analysis

Final Report

October 2018

(Revised 12/10/2018)

www.fcsgroup.com

This entire report is made of readily recyclable materials, including the bronze wire binding and the front and back cover, which are made from post-consumer recycled plastic bottles.

FCS GROUP
Solutions-Oriented Consulting

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Section I. INTRODUCTION

The Columbia City Economic Opportunities Analysis (EOA) is intended to serve as a basis for the City to explore and document new information regarding the City's buildable land inventory (BLI), population and employment trends, and development policies and objectives aimed at strengthening the local economy. The Columbia City EOA will serve as a basis for the City to document and adopt local policies and actions that help make the City a more economically viable community for residents, businesses, and workers.

I.A. OREGON REGULATORY REQUIREMENTS

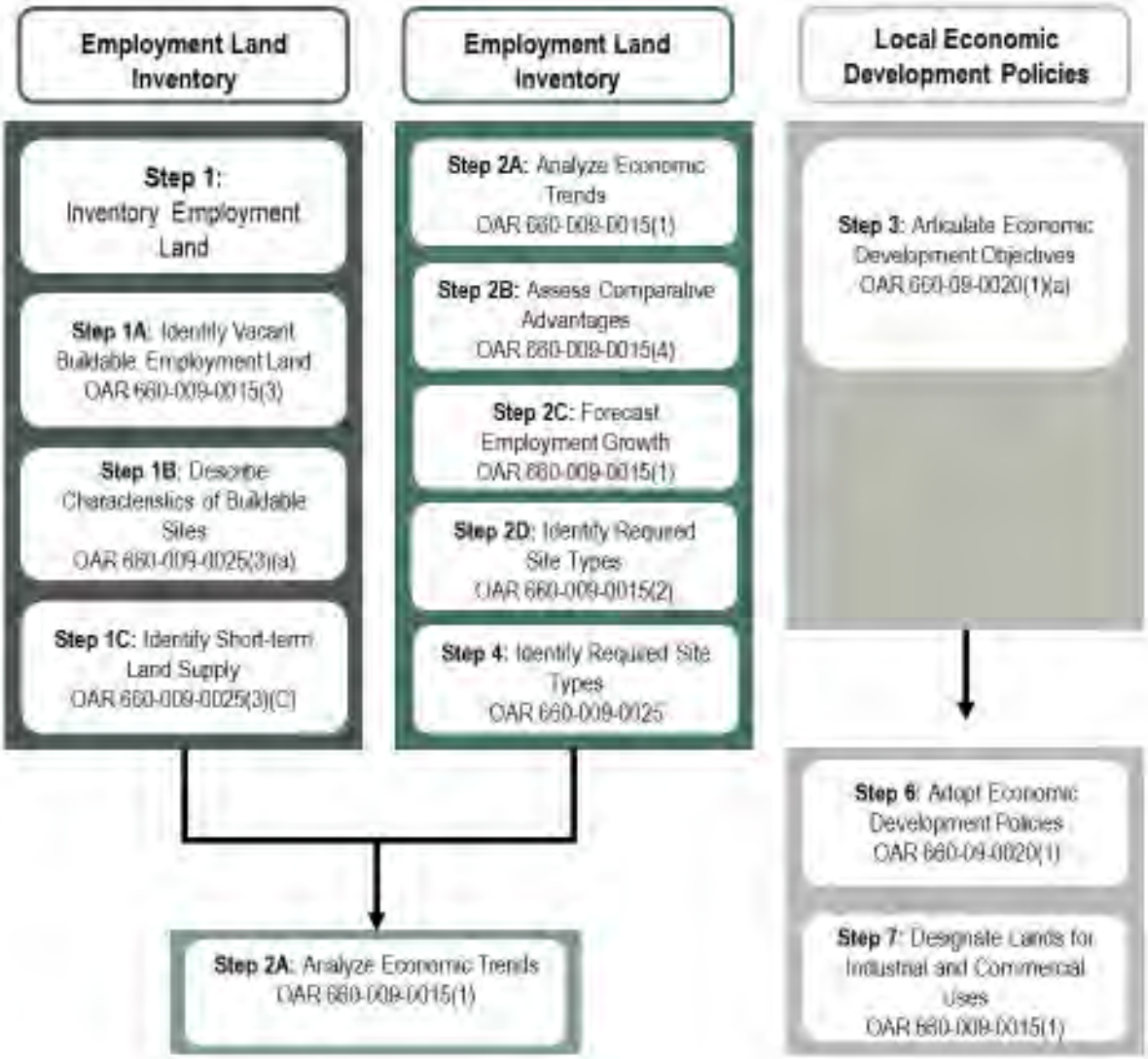
Columbia City is undergoing a review of its Comprehensive Plan per Oregon requirements. As part of the Comprehensive Plan update, the City must address the requirements of Goal 9 (Economic Development, OAR 660-009). Among other requirements listed in Appendix D, Goal 9 requires cities to periodically review and update the following:

- Local vision for strengthening local economies through the adoption of local economic policies that include community economic development objectives;
- Local urban growth requirements (land needs) for providing adequate land needed to accommodate 20-year employment growth forecasts. Land needs are to be based upon:
  - Current analysis of vacant and part-vacant buildable lands that are zoned or planned to accommodate job growth.
  - Forecast land needs based on an Economic Opportunities Analysis that considers global, national and local trends, and is generally consistent with regional growth forecasts or coordinated population growth forecasts.

I.B. METHODOLOGY AND APPROACH

The technical and political approach used for the Columbia City EOA and related steps are illustrated in Exhibit 1. This approach is consistent with the DLCD Goal 9 administrative rule, the supporting OAR 660 guidance, as well as other supporting guidance provided per the DLCD Industrial & Other Employment Lands Analysis Guidebook (2005) and the Economic Development and Employment Land Planning Guidebook (July 2010).

Exhibit 1: Columbia City EOA Methodology and Approach



Section II. EMERGING TRENDS

This section includes an analysis of economic trends and local competitive advantages according to prepared employment growth forecasts in accordance with OAR 660-009-0015(1-4). The analysis considers local economic development visions, goals, and objectives to inform the growth forecast.

II.A. ECONOMIC OVERVIEW

FCS GROUP conducted an economic overview and market analysis of office, commercial, industrial, and public government development for the Columbia City area. This analysis focused on the expected level of demand for new development related to job growth over the next 20 years.

The United States (U.S.) economy continues to expand since the Great Recession, which officially ended in June 2009. Trends indicate positive growth in the U.S. gross domestic product (GDP), which is the value of goods and services produced. The U.S. economy is expected to realize a 2.7% annual year-over-year GDP growth rate in 2018 and a 2.5% year-over-year growth rate in 2019, up from 2.3% in 2017 (**Exhibit 2**).

The U.S. Consumer Price Index (CPI) has increased consistently with an increase of 2.1% experienced in 2017 and an expected increase of 2.2% in 2018 and 2.1% anticipated in 2019.

Exhibit 2: Global GDP and CPI Growth Projections

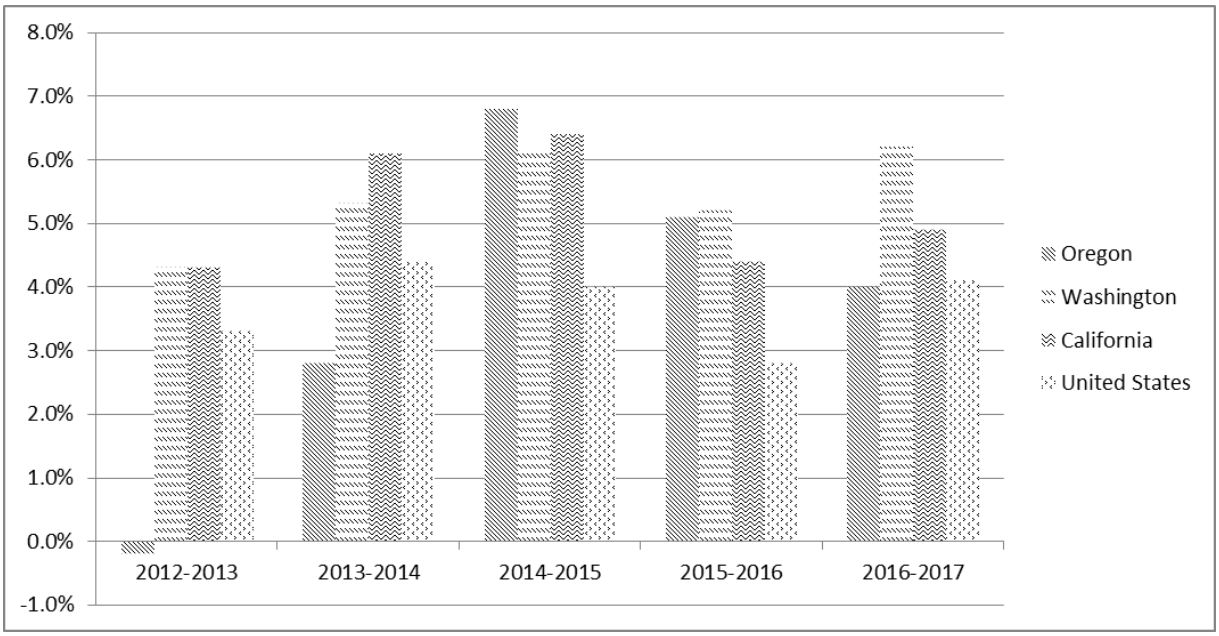
	GDP			CPI		
	2017	2018 est.	2019 proj.	2017	2018 est.	2019 proj.
Advanced Economies	2.4%	2.4%	2.2%	1.8%	1.9%	2.0%
United States	**2.3%**	**2.7%**	**2.5%**	**2.1%**	**2.2%**	**2.1%**
Eurozone	2.4%	2.1%	1.9%	1.5%	1.6%	1.8%
United Kingdom	1.5%	1.4%	1.8%	2.7%	2.3%	2.0%
Japan	1.5%	1.1%	1.0%	0.4%	0.9%	1.1%
Korea	3.3%	3.0%	2.6%	2.0%	1.8%	2.1%
Canada	2.9%	2.0%	1.7%	1.6%	2.0%	2.0%
Developing Economies	4.7%	4.5%	4.5%	4.4%	5.0%	5.1%
China	6.6%	6.4%	6.0%	1.6%	2.2%	2.2%
India	7.1%	6.7%	7.1%	3.3%	5.0%	4.7%
Mexico	2.0%	1.9%	2.9%	5.9%	5.0%	5.1%
Brazil	1.0%	2.6%	3.0%	3.5%	3.8%	4.4%
Russia	1.8%	2.1%	2.2%	3.7%	3.4%	4.5%

Source: Wells Fargo, forecast as of December 14, 2017.

Abbreviations: GDP = gross domestic product; CPI = consumer price index

Within the U.S., Oregon has one of the faster growing GDPs in the country. According to the U.S. Bureau of Economic Analysis, the Oregon economy grew at the 12th fastest rate in the U.S. in 2017 in terms of GDP growth (**Exhibit 3**).

Exhibit 3: GDP Growth in Oregon, the United States, and Selected States



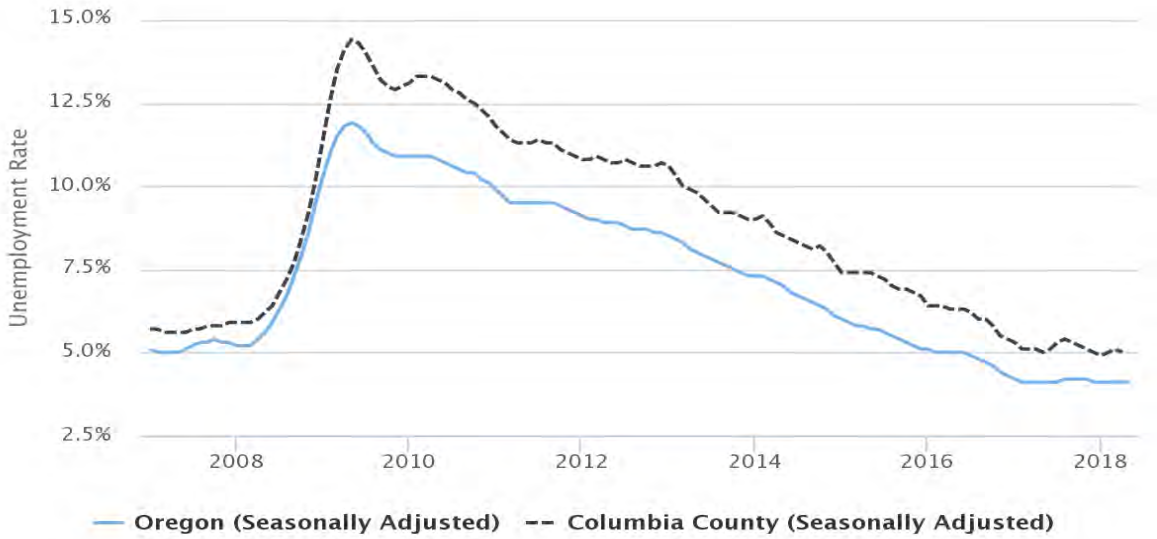
Source: Bureau of Economic Analysis.

Despite relatively strong GDP growth for the state, many of Oregon's counties are still recovering from the high unemployment brought on by the Great Recession.

Statewide unemployment rates peaked at a seasonally adjusted rate of 11.9% in May of 2009 before falling below 5% in July of 2016 then staying around 4.1% throughout 2017 and thus far into 2018 (**Exhibit 4**).

Columbia County has faced relatively higher unemployment levels than the state as whole since the early 2000's, according to the Oregon Employment Department (OED). In February 2018, Columbia County had an overall unemployment rate of 5% with a total employment of 23,360, about 758 jobs above the high recorded before the Great Recession.

Exhibit 4: Unemployment Rates for Columbia County and Oregon, 2007-2018



Source: Oregon Employment Department Qualityinfo.org

Since the unemployment rate is a measure of the percentage of workers between ages 15 and 64 that are actively looking for a job, it does not reflect factors regarding labor participation rates and underemployment (workers that have accepted low paying jobs since other jobs are not available locally). In 2017, labor participation rates (the share of civilian population that is employed or unemployed) were slightly lower in Columbia County (47%) compared with the state (51%).

Columbia County has recently joined with several agencies to host the Oregon Manufacturing Innovation Center (OMIC) which is detailed in section III.B. OMIC is expected to produce positive outcomes for the economy in Columbia County, creating spin-off business opportunities in manufacturing and research and development. Further, the Port of St. Helens continues to pursue major industrial tenants at its Port Westward site which would have a major impact on employment in the county.

II.B. POPULATION TRENDS

Population continues to increase in Columbia City, Columbia County, and Oregon as a whole. Over the last 17 years, Columbia City's population increased 26%, from 1,571 residents in 2000 to 1,985 in 2017. Columbia City's average annual growth rate (AGR) in population outpaced the growth rates by Columbia County and Oregon from 2000-2010, but then fell well behind the County and State since 2010 (**Exhibit 5**). A similar trend also occurred for the cities of Scappoose and St. Helens, which outpaced Columbia City but not the County nor State of Oregon.

Exhibit 5: Population Trends, 2000-2017

	2000	2010	2017	AGR 2000-2010	AGR 2010-2017
Columbia City	1,571	1,946	1,985	2.16%	0.28%
Scappoose	4,976	6,592	6,875	2.85%	0.60%
St. Helens	10,019	12,883	13,240	2.55%	0.39%
Columbia County	43,560	49,351	51,345	1.26%	0.57%
Oregon	3,421,399	3,831,074	4,141,100	1.14%	1.12%

Source: U.S. Census Bureau (2000 and 2010 Census) and Portland State Population Research Center.

Abbreviations: AGR = average annual growth rate

The long-term population forecast recently released by Portland State University anticipates a continuation of positive growth for Columbia County. The county is projected to have a 1.01% AGR between 2020 and 2040. Oregon is projected to grow by the same rate during that period (**Exhibit 6**).

Exhibit 6: Population Projections, 2020-2040

	2020	2025	2030	2035	2040	AGR 2020-2040
Columbia County	53,212	56,048	58,580	60,716	62,619	0.82%
Oregon	4,252,100	4,516,200	4,768,000	4,995,200	5,203,000	1.01%

Source: Office of Economic Analysis, Department of Administrative Services (State of Oregon), Portland State University Population Research Center (Columbia County)

In 2016, nearly 31% of Columbia City's population 25 years and over had graduated from high school, which was a larger percentage than that of the State (24%), but smaller than the County (33%) as shown in **Exhibit 7**. Additionally, 14% of Columbia City's population 25 years and over had obtained a bachelor's degree, which was a larger percentage compared with the County (13%), but smaller than the State (20%).

Exhibit 7: Educational Attainment of Population 25 years and over, 2016

	Columbia City	Percent	Columbia County	Percent	Oregon	Percent
Less than 9th grade	36	2.1%	946	2.7%	106,505	3.9%
9th to 12th grade, no diploma	116	6.6%	2,433	6.9%	169,993	6.2%
High school graduate (includes equivalency)	535	30.6%	11,396	32.5%	657,520	23.9%
Some college, no degree	566	32.4%	10,432	29.8%	721,059	26.2%
Associate's degree	88	5.0%	3,098	8.8%	234,336	8.5%
Bachelor's degree	246	14.1%	4,634	13.2%	538,977	19.6%
Graduate or professional degree	161	9.2%	2,085	6.0%	327,396	11.9%
Total	1,748	100%	35,024	100%	2,755,786	100%

Source: 2016 ACS 5-year Estimates.

Columbia City and Columbia County's residents are far more likely to be employed in manufacturing occupations as compared with the State. In 2016, nearly 22% of Columbia City's population 16 years and over was employed in manufacturing, compared with 17% in Columbia County and only 11% in Oregon. Educational services, health care, and social assistance as well as retail trade compose the two other largest shares, making up 19% and 13% of local occupations (**Exhibit 8**).

Exhibit 8: Occupations for the Employed Population 16 years and over, 2016

	Columbia City	Percent	Columbia County	Percent	Oregon	Percent
Agriculture, forestry, fishing and hunting, and mining	32	3.4%	578	2.8%	60,693	3.3%
Construction	48	5.1%	1,588	7.6%	103,772	5.7%
Manufacturing	204	21.6%	3,490	16.7%	208,442	11.4%
Wholesale trade	55	5.8%	639	3.1%	53,736	2.9%
Retail trade	119	12.6%	2,355	11.3%	219,299	12.0%
Transportation and warehousing, and utilities	56	5.9%	1,386	6.7%	76,661	4.2%
Information	18	1.9%	224	1.1%	34,090	1.9%
Finance and insurance, and real estate and rental and leasing	18	1.9%	1,038	5.0%	104,341	5.7%
Professional, scientific, and management, and administrative and waste management services	52	5.5%	1,988	9.5%	196,635	10.7%
Educational services, and health care and social assistance	182	19.3%	4,030	19.3%	421,502	23.0%
Arts, entertainment, and recreation, and accommodation and food services	64	6.8%	1,557	7.5%	182,571	10.0%
Other services, except public administration	58	6.1%	991	4.8%	88,784	4.8%
Public administration	39	4.1%	976	4.7%	82,094	4.5%
Total	945	100%	20,840	100%	1,832,620	100%

Source: 2016 ACS 5-year Estimates.

II.C. INCOME AND EMPLOYMENT TRENDS

Median household income and per capita income levels are much higher in Columbia City than in Columbia County, Oregon, and the United Sates. Additionally, Columbia City's per capita income increased at a faster rate than median household income. Increases in these metrics came despite two recessions occurring during the 2000-2016 timeframe (**Exhibit 9**).

Exhibit 9: Income Trends

	1999	2016	AGR
Median Household Income			
Columbia City	$59,545	$62,275	0.3%
Columbia County	$45,797	$55,146	1.1%
Oregon	$40,916	$53,270	1.6%
United States	$41,994	$55,322	1.6%
Per Capita Income			
Columbia City	$25,266	$30,973	1.2%
Columbia County	$20,078	$27,449	1.9%
Oregon	$20,940	$28,822	1.9%
United States	$21,587	$29,829	1.9%

Source: 2000 Census (in 1999 dollars) and 2016 ACS 5-year Estimates (in 2016 inflation-adjusted dollars)

Employment levels (as measured by workers covered by unemployment insurance) within Columbia County are showing strong growth in all sectors. As noted in **Exhibit 10**, since 2012, the industrial sector added 590 jobs and the services sector added 710 jobs, with an annual growth rate of 4.1% and 3.6%, respectively.

Exhibit 10: Employment Trends by Sector in Columbia County, 2012-2017

							2012-2017	
Sector	2012	2013	2014	2015	2016	2017	# of Jobs	AGR
Industrial[1]	2,620	2,700	2,860	3,000	3,040	3,210	590	4.1%
Retail[2]	1,310	1,310	1,280	1,320	1,440	1,490	180	2.6%
Services[3]	3,690	3,790	3,850	3,990	4,160	4,400	710	3.6%
Government[4]	2,040	2,020	2,070	2,110	2,150	2,250	210	2.0%
Total	9,660	9,820	10,060	10,420	10,790	11,350	1,710	3.3%

Source: qualityinfo.org, Oregon Employment Department.

[1]Industrial includes: Agriculture, Forestry, Fishing and Hunting (11), Mining, Quarrying, and Oil and Gas Extraction (21), Utilities 22, Construction (23), Manufacturing (31-33), Wholesale Trade 42, Transportation and Warehousing (48-49)

[2]Retail includes: Retail trade (44-45)

[3]Services includes: Information (51), Finance and Insurance (52), Real Estate and Rental and Leasing (53), Professional, Scientific, and Technical Services (54), Administrative and Support and Waste Management and Remediation Services (56), Health Care and Social Assistance (62), Art, Entertainment, and Recreation (71), Accommodation and Food Services (72), and Other Services (81)

[4]Government: Educational (61) and Public Administration (92)

Note, the "covered" employment estimates shown above tend to understate the total number of employees that work in Columbia County since they only include reported workers covered by unemployment insurance; as such they tend to exclude many small home-based workers that do not report unemployment insurance. As we compare the estimates of total jobs to covered jobs, we can see that the level of total jobs is about 1.6 times greater than the number of covered jobs (see **Exhibit 11**).

Exhibit 11: Comparison of Total Jobs to Covered Jobs

2016 Oregon Employment Department vs. IMPLAN Data

Sector	Oregon Emp. Dept Estimates (covered jobs)	IMPLAN Estimates (total jobs)	Difference	% Difference	Covered Worker Adjustment Factor
Industrial[1]	3,040	4,916	1,876	62%	1.6
Retail[2]	1,440	2,031	591	41%	1.4
Services[3]	4,160	8,178	4,018	97%	1.9
Government[4]	2,150	1,730	(420)	-20%	1.0
Total	10,790	16,855	6,065	56%	1.6

[1]Industrial includes: Agriculture, Forestry, Fishing and Hunting (11), Mining, Quarrying, and Oil and Gas Extraction (21), Utilities 22, Construction (23), Manufacturing (31-33), Wholesale Trade (42), Transportation and Warehousing (48-49)

[2]Retail includes: Retail trade (44-45)

[3]Services includes: Information (51), Finance and Insurance (52), Real Estate and Rental and Leasing (53), Professional, Scientific, and Technical Services (54), Administrative and Support and Waste Management and Remediation Services (56), Health Care and Social Assistance (62), Art, Entertainment, and Recreation (71), Accommodation and Food Services (72), and Other Services (81)

[4]Government: Educational (61) and Public Administration (92)

The top employment sectors within the Columbia City primary market area (includes Columbia City, Deer Island and St. Helens) includes 1,390 total jobs, which are primarily concentrated in services and manufacturing sectors, as shown in **Exhibit 12**.

Exhibit 12: Largest Job Sectors in Columbia City Area, 2016

2016 Columbia City Area Employment w/ Covered Worker Adjustment Factor				
	Columbia City	Deer Island	St. Helens	Total
Industrial[1]	56	168	155	379
Retail[2]	18	14	168	200
Services[3]	131	14	665	810
Total	205	196	988	1,390

Notes: The covered worker adjustment factors are 1.6 for industrial, 1.4 for retail, 1.9 for services.

Source: Oregon Employment Department, 2016. Compiled by FCS Group.

[1]Industrial includes: Agriculture, Forestry, Fishing and Hunting (11), Mining, Quarrying, and Oil and Gas Extraction (21), Utilities 22, Construction (23), Manufacturing (31-33), Wholesale Trade (42), Transportation and Warehousing (48-49)

[2]Retail includes: Retail trade (44-45)

[3]Services includes: Information (51), Finance and Insurance (52), Real Estate and Rental and Leasing (53), Professional, Scientific and Technical Services (54), Administrative and Support and Waste Management and Remediation Services (56), Health Care and Social Assistance (62), Art, Entertainment, and Recreation (71), Accommodation and Food Services (72), and Other Services (81)

II.D. TARGET BUSINESS CLUSTERS

An analysis of local business clusters is helpful in forecasting the level of job growth and related land attributes needed to retain/attract certain targeted industries. Location quotient (LQ) analysis (summarized in **Exhibits 13 and 14)** is a method of determining which business sectors are currently clustered in the local area (Columbia County) in comparison to the state average. LQ analysis reveals what makes the local economy "unique" in comparison to a broader geography. The LQ analysis indicates existing and potential emerging business clusters based on their size (as measured by employment) and average compensation. The data used for the cluster analyses were derived from the 2016 IMPLAN model for Columbia County.

The LQ analysis for Columbia County identifies several local business clusters for a very-high LQ (greater than 2 times the state average), including:

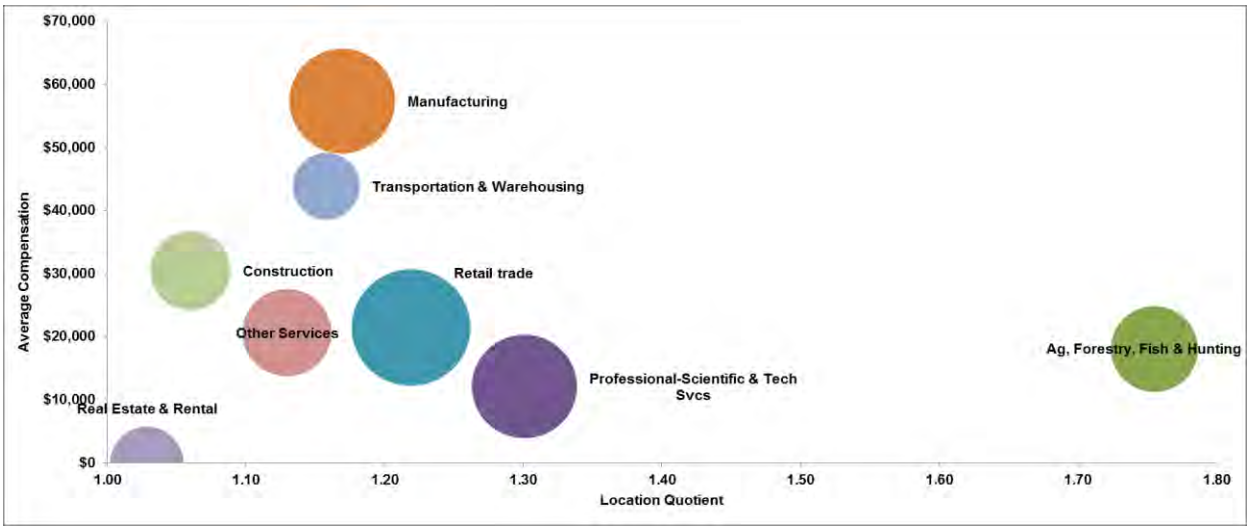
- Chemical Manufacturing
- Utilities (energy)
- Nonmetal Mineral Production
- Leather and Allied Products
- Plastic and Rubber Production
- Forestry, Logging and Wood Products
- Fabricated Metals and Machinery Manufacturing
- Marine Vessel Repair & Components

Exhibit 13: Columbia County Location Quotients, 2016

Description	LQ	Employment	Average Compensation
Mineral wool manufacturing	144.5	81	$71,932
Nitrogenous fertilizer manufacturing	78.0	82	$93,860
Concrete pipe manufacturing	68.3	36	$83,712
Gypsum product manufacturing	62.0	54	$77,996
Speed changer, industrial high-speed drive, and gear manufacturing	56.2	17	$104,222
Polystyrene foam product manufacturing	42.5	5	$41,105
Electric power generation - Fossil fuel	34.7	68	$167,319
Urethane and other foam product (except polystyrene) manufacturing	32.6	57	$46,016
Industrial truck, trailer, and stacker manufacturing	26.9	133	$58,457
Small arms, ordnance, and accessories manufacturing	24.6	24	$30,502
Sheet metal work manufacturing	24.5	193	$56,623
Turbine and turbine generator set units manufacturing	23.8	5	$87,005
Other clay, ceramic, refractory minerals mining	19.9	10	$33,412
Other cut and sew apparel manufacturing	19.2	29	$5,404
Motor vehicle steering, suspension component, and brake systems mfg	18.0	27	$65,815
Local government electric utilities	17.3	112	$122,170
Other basic organic chemical manufacturing	14.9	42	$102,307
Toilet preparation manufacturing	13.8	38	$39,964
Textile and fabric finishing mills	12.3	7	$6,504
Footwear manufacturing	12.3	29	$28,953
Wood container and pallet manufacturing	12.1	80	$41,382
All other miscellaneous wood product manufacturing	9.4	31	$43,761
All other miscellaneous manufacturing	9.1	69	$50,891
Cut and sew apparel contractors	7.1	28	$13,149
Commercial hunting and trapping	7.1	15	$0
Sand and gravel mining	7.0	62	$82,605
Optical instrument and lens manufacturing	6.9	50	$64,050
Aircraft manufacturing	6.5	41	$84,482
Small arms ammunition manufacturing	6.2	10	$30,747
Beef cattle ranching and farming	6.2	298	$1,721
Fabricated pipe and pipe fitting manufacturing	5.5	20	$38,322
Animal production, except cattle and poultry and eggs	5.0	27	$9,965
Electronic computer manufacturing	4.7	11	$191,343
Paper mills	4.5	37	$71,037
Wood preservation	4.3	18	$53,261
Sawmills	3.7	161	$61,960
Marketing research and all other misc. professional, scientific, and technical services	3.6	482	$1,934
Metal coating and nonprecious engraving	3.0	15	$40,110
Commercial logging	3.0	182	$45,919
Photographic services	2.8	86	$5,428
Electric power transmission and distribution	2.8	41	$145,197
Facilities support services	2.6	20	$11,700
Scenic and sightseeing transportation and support activities for transportation	2.6	157	$46,524
Doll, toy, and game manufacturing	2.5	5	$10,921
Breweries	2.4	42	$41,343
All other crop farming	2.4	361	$7,078
Other textile product mills	2.4	10	$22,988
Private households	2.3	353	$11,743
Retail - Gasoline stores	2.3	189	$20,294
Other plastics product manufacturing	2.0	51	$45,641

Source: IMPLAN model (2016) for Columbia County, compiled by FCS Group.

Exhibit 14: Columbia County Industry Cluster Location Quotients, 2016



Source: IMPLAN model (2016) for Columbia County, compiled by FCS Group.

As indicated above, the manufacturing cluster (which includes several sub-clusters) provides the highest annual compensation levels. In comparison, the agriculture and forestry cluster currently has the highest LQ but has relatively low compensation levels.

The most effective economic development strategy would provide policies that help retain and attract industry clusters that have a relatively high LQ and provide higher than average compensation.

II.E. EMPLOYMENT GROWTH FORECAST

The ability of Columbia City to accommodate or "capture" future employment growth will depend upon a number of market-related factors as well as land/infrastructure availability throughout the market region. For analysis purposes, the Columbia City EOA considers four general business and employment growth sectors: industrial, retail, services and government.

The retail, services and government sectors tend to be "local serving" with a defined market area that is mostly driven by *local* population and household buying power.

The industrial sector is more dynamic with a broader market area. Major investments in industrial facilities that require land and capital (buildings, machinery, etc.) consider multiple factors, such as transportation access (rail, sea, highway) to regional, national and international markets; business operating costs; access to skilled workforce; raw material inputs (for processing operations) and other factors. As such, industrial business location decisions often consider and compare multiple sites and regions across the U.S.A.

Within the Portland Metro Region (which excludes Columbia County and includes Clackamas, Multnomah and Washington Counties) industrial employment is expanding and industrial land supply is shrinking, particularly for large sites. A study for the Portland Business Alliance in 2017 showed

that the number of large industrial sites of 25 acres or more in the Metro region dropped from 54 to 47 between 2014 and 2017. During that time, 13 sites were developed and six were added to the inventory. At that pace, the Metro Region would require over 80 large industrial sites over the next 20 years, leaving an unmet need for an additional 33 large industrial sites.

Since Columbia County is part of the broader Portland-Vancouver-Hillsboro MSA[1], it is often considered by industrial businesses that are considering expansion or relocation inside the greater Portland region. The availability of large general industrial sites within Columbia County is limited at this time. While the Port of St. Helens provides a range of small, medium and large sites to meet demand throughout Columbia County, the Port prefers to lease land to specific types of industrial businesses that require unique transportation amenities (rail, river, airport related). As indicated in **Exhibit 15**, there are currently five "active listings" for industrial sites within east Columbia County ranging in size from 3.9 acres to 45 acres. The Port is currently negotiating with a prospective tenant for a large portion of the 40-acre site in Columbia City and developing half the McNulty site, and it is likely that the other available industrial sites will be absorbed over the next 5-10 years.

Exhibit 15: Listed Large Industrial Sites in Greater Columbia County

Site Address	City	Lot Size (acres)	Asking Price	Enterprise Zone	Notes
Hwy. 30	Columbia City	40	lease only	yes	Port-owned, rail/river dependent users preferred
777 Port Ave	Saint Helens	18	$ 3,600,000	yes	100,000 sf warehouse building and 16 acres of adjacent vacant land (heavy industrial), significant environmental issues possible.
777 Port Ave	Saint Helens	7.1	$ 850,000	yes	7.1 acres of vacant land (heavy industrial), significant environmental issues possible.
Mcnulty Way	Saint Helens	45	$ 6,141,960	yes	Vacant, Port-owned, zoned heavy industrial
777 Port Ave	Saint Helens	3.9	$ 1,000,000	yes	3.9 acres of vacant land (light industrial)

Source: Loop Net; and Port of St. Helens.

The long-term forecast for employment growth in Columbia City considers the expected (most likely) level of growth within Columbia County, and local job growth capture rates based upon the existing commercial and industrial vacant land inventory.

As indicated in **Exhibit 16**, the most likely growth forecast for Columbia County considers recent trends as well as forecasted 10-year job growth rates provided by the Oregon Employment Department for the Northwest Region (consisting of Clatsop, Columbia and Tillamook counties) and OED forecasts for the Multnomah/Washington County sub-region. The resulting average annual

[1] The census defined Portland-Vancouver-Hillsboro Metropolitan Statistical Area (MSA) consists of Clackamas, Columbia, Multnomah and Washington counties in Oregon, and Clark and Skamania counties in Washington.

growth rates (AGR) for Columbia County vary depending upon employment sector ranging from: 0.4% for government; 1.9% for retail; 3.0% for services; and 3.5% for industrial job classifications.

Exhibit 16: Columbia County Annual Employment Growth Rate Forecast

2014-2024 Forecasted Employment Growth Rates vs. Columbia County Trends (covered jobs)

	Northwest Region Forecast*		Multnomah & Washington County Forecast		Columbia County Trend (2012-17)	Most Likely Forecast**
	Change	AGR	Change	AGR	AGR	AGR
Industrial[1]	1,410	0.7%	21,600	1.2%	5.2%	3.5%
Retail[2]	460	0.4%	10,200	1.3%	2.5%	1.9%
Services[3]	4,090	0.9%	73,700	1.7%	4.0%	3.0%
Government[4]	1,110	0.4%	5,600	0.6%	0.3%	0.4%
Total	7,070	0.7%	111,100	1.4%	1.1%	1.1%
***Weights assigned to most likely forecast:*		*10%*		*30%*	*60%*	

Source: Employment growth rates based on Oregon Employment Department, 2014-2024 projections. AGR = annual average growth rate.

Notes: *Northwest Region includes Benton, Clatsop, Columbia, Lincoln, and Tillamook Counties

[1]Industrial includes: Agriculture, Forestry, Fishing and Hunting (11), Mining, Quarrying, and Oil and Gas Extraction (21), Utilities 22, Construction (23), Manufacturing (31-33), Wholesale Trade 42, Transportation and Warehousing (48-49)

[2]Retail includes: Retail trade (44-45)

[3]Services includes: Information (51), Finance and Insurance (52), Real Estate and Rental and Leasing (53), Professional, Scientific, and Technical Services (54) Administrative and Support and Waste Management and Remediation Services (56), Health Care and Social Assistance (62), Art, Entertainment, and Recreation (71), Accommodation and Food Services (72), and Other Services (81)

[4]Government: Educational (61) and Public Administration (92)

Extrapolating the most likely job growth rates for Columbia County would result in an overall increase of 13,562 jobs between 2018 and 2038. The ability of the City of Columbia City to "capture" a portion of the future job growth within Columbia County is currently limited at this time due to a number of factors, including:

- Lack of specific local economic development vision, goals or objectives;
- Limited supply of vacant commercial and general industrial sites (see Section IV);
- Limited commercial site availability, whereas a single property owner controls virtually all commercial sites;
- Limited industrial site availability, whereas a single property owner (Port of St. Helens) controls virtually all industrial land. Furthermore, this property owner desires long-term land leases vs. land sales transactions, which limits market/tenant prospects.
- Lack of large redevelopment sites/parcels.

As indicated in **Exhibit 17**, the base case growth scenario (Scenario A) for Columbia City assumes modest capture rates given the limiting factors noted above.

Baseline Employment Forecast Scenario A: assumes job growth is limited to current land inside the UGB. This scenario assumes that the Port of St. Helens allows some general industrial development to occur on the Port-owned parcel inside the UGB. This scenario assumes that there will also be additional non-Port related business activity that will occur as a result of the OMIC or Port Westward development initiatives.

Exhibit 17: Columbia City Employment Growth Rate Forecast

Columbia County Most Likely Growth Scenario, 2018-2038 (total jobs)

	2017 est.	2018 est.	2038 proj.	20-yr. change
Industrial	5,136	5,318	10,676	5,358
Retail	2,086	2,126	3,106	980
Services	8,360	8,614	15,662	7,048
Government/Other	2,250	2,258	2,434	176
Total	17,832	18,316	31,878	13,562

Source: derived from most likely forecast scenario shown in prior exhibit.

Projected Columbia City Capture of Columbia County Job Growth

	Current Estimate	Scenario A *Baseline forecast*
Industrial	1.1%	2.0%
Retail	0.9%	2.0%
Services	1.6%	1.8%
Government/Other	0.8%	0.8%

Columbia City Employment Growth Forecast

		2038 forecast	20-year change
	2018 est.	Scenario A *Baseline forecast*	Scenario A *Proj. job growth*
Industrial	61	214	153
Retail	19	62	43
Services	138	282	144
Government/Other	18	19	1
Total	**236**	**577**	**341**

Source: calcluated values based on capture rate assumptions.

Section III. Opportunities And Constraints Analysis

Current market trends regarding visitation, business openings & closures, and perceived market considerations are important factors to consider when evaluating the ability for Columbia City to retain or attract economic development. A summary of these considerations follows.

III.A. BUSINESS OPENINGS/CLOSURES

Columbia County has witnessed several notable business openings and expansions over the past five years. **Exhibit 18** summarizes the most significant openings and expansions in the area, ranging from the opening of a major manufacturing facility by Cascades Inc. (paper products) to two Japanese advanced manufacturing companies attracted to the Oregon Manufacturing Innovation District in Scappoose (see insert on next page).

Off-setting the listed business openings, was one major business closure, that of Armstrong World Industries, Inc. (ceiling tile manufacturer) in St. Helens was reported in March 2018.

Exhibit 18: Columbia County Business Openings and Closures May 2013-2018

Name	City	Date
Openings/Expansions		
OSG Tools*	Scappoose	10/19/2017
Mitsubishi Material and Tools*	Scappoose	10/20/2017
Cascades Inc.	St. Helens	6/6/2016
Rightline Equipment	Rainier	3/18/2016
Custom Fab Inc.	St. Helens	8/14/2015
OHSU	Scappoose	12/18/2015
Cascades Tissue Group	St. Helens	9/20/2013
Closures		
Armstrong World Industries Inc.	St. Helens	3/26/2018

* Pledged to take part in the Oregon Manufacturing Innovation District in Scappoose.

Source: Oregon Employment Department.

III.B. INDUSTRIAL LEADS

Over the years, the Port of St. Helens and Business Oregon have recorded numerous business leads that have or are currently expressing interest in the Port's property in Columbia City. These leads are generally listed below.

- Dong Chun (bumper manufacturer) – 15 acres – Possible maritime/rail access (now in due diligence phase)
- Molasses manufacture – 3 acres – Needed maritime/rail
- Deicing Co – Potash – 3-5 acres – Needed maritime/rail
- Foss Maritime – vessel service/construction (needed water access)
- Boat building – ½ acre (needed water access)
- Shipyard
- Biofuel – 5-40 acres – 30 employees
- Structural Moving Co looking for storage – 25-50 acres (wanted to purchase property)
- Pellet/coke chemical manufacturer – 20 acres
- Veneer Company – 20-40 acres
- Pacific Seafoods (seafood processing)

While some of these leads are still evaluating Columbia City industrial lands for new business investment, the vacant land offerings are very limited at this time as noted below.

Oregon Manufacturing Innovation Center

Located in Scappoose, the Oregon Manufacturing Innovation Center (OMIC), is a brand new workforce training and research facility for the manufacturing sector of the 21st century. Modelled after the Advanced Manufacturing Research Center in Sheffield, England, OMIC has received $21.5 million in state and business investment as well as a recent $3 million Federal grant. In addition, 19 business partnerships will translate to dues payments, equipment and job opportunities. Operations at the R&D facility are overseen by the Oregon Institute of Technology (OIT) while the workforce training facility will be run by Portland Community College. The academic partnership also includes Oregon State University and Portland State University.

Presently, OMIC's research and development facility (OMIC R&D) is operational and hosts industry partners, university staff and students collaborating on development of next generation manufacturing concepts. As advanced manufacturing principals are rolled out in their facilities, dues-paying industry partners such as Boeing and Daimler will benefit from rapid, cost-effective R&D and collaborative information sharing provided by the OMIC model. Students and faculty, meanwhile, are provided the opportunity to work with cutting edge technology and to pursue their research priorities in the manufacturing field.

Opening in 2020, the OMIC Training Center will focus on preparing a 21st century manufacturing workforce comfortable with the principals of next generation manufacturing. The training center will be located adjacent to the R&D facility and will provide apprenticeship programs combining technical instruction with on-the-job training. So far, OMIC as announced commitments from several companies, including Boeing, Daimler and Vigor to help develop production resources in Scappoose and the surrounding areas.

III.C. RETAIL TRADE

FCS GROUP conducted a spatial analysis of retail marketplace data to identify potential trade flows. The analysis examines the consumer retail demand and existing estimated sales within the city limits of Columbia City.

The retail trade flow analysis represents the difference between potential sales within the footprint of the analysis and the actual sales in the same area. An examination of the data suggests that Columbia City is leaking millions of dollars of demand to areas outside of the trade area. The retail trade analysis shown in **Exhibit 19** indicates that Columbia City has a net retail outflow of over $26 million in total retail sales annually, including $3.1 million in food and drink (restaurant) sales outflow. Assuming $250 in annual retail sales per square foot of space, if Columbia City succeeded in intercepting 25% of current trade outflow, the city could easily support at least 26,000 square feet of retail development (building floor area), which would require about 3 acres.

Hence, the market potential exists for Columbia City to accommodate a small community shopping center, with a 10-15,000+ SF food/drug store anchor along with 2-3 restaurants and miscellaneous business/personal service establishments.

Exhibit 19: Columbia City Retail Market Trade Area Profile, 2017

	City Limits
Population	1,927
Households	770
Median Disposable Income	$53,892
Per Capita Income	$34,766
Total Retail Demand and Supply	
Demand	$31,424,738
Supply	$5,371,785
Retail Trade Outflow	$26,052,953
Total Food & Drink Demand and Supply	
Demand	$3,144,505
Supply	$0
Retail Trade Outflow	$3,144,505

Source: ESRI and Infogroup, 2017.

III.D. VISITATION

Visitation spending reached a new record in Columbia County during 2017. As indicated in **Exhibit 20,** total visitor spending reached $30.6 million with the largest increases occurring in the food service category. As population levels increase throughout the Pacific Northwest, continued growth in the tourism/visitation market is likely in Columbia County over the long-term. In addition, Columbia County is working in conjunction with Travel Oregon to produce a tourism planning initiative to maximize visitation to the county. These factors may create new development opportunities within Columbia City, particularly for businesses that can capitalize on local amenities and recreational assets, such as river views and trails (e.g., restaurants, B&Bs, bike rentals).

Exhibit 20: Tourism Spending Trends in Columbia County

	2010	2011	2012	2013	2014	2015	2016	2017
Food Service	$8.2	$9.0	$8.8	$8.8	$9.6	$9.8	$10.3	$10.8
Food Stores	$4.7	$5.3	$5.2	$5.2	$5.7	$5.7	$5.8	$5.8
Retail Sales	$4.7	$5.2	$5.0	$4.9	$5.2	$5.1	$5.2	$5.3
Arts, Entertainment, and Recreation	$3.7	$4.0	$3.8	$3.7	$4.0	$4.0	$4.1	$4.2
Accommodations	$2.5	$2.8	$2.6	$2.2	$2.7	$3.1	$3.2	$3.3
Local Transportation & Gas	$3.2	$4.0	$3.8	$3.6	$3.6	$3.0	$2.9	$3.2
Visitor Air Transportation	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0
Total	$27.0	$30.3	$29.2	$28.4	$30.8	$30.7	$31.5	$32.6

Source: Oregon Travel Impacts, Dean Runyan Associates, Inc.

III.E. DEVELOPMENT OPPORTUNITIES AND CONSTRAINTS

To ascertain local development opportunities and constraints, FCS GROUP obtained input from the project's Technical Advisory Committee and conducted interviews with local and regional economic development specialists, commercial/industrial property owners and developers active in Columbia County. This work also entailed a community wide web-based survey that was completed by 46 separate local participants (see **Appendix A**).

A summary of identified local economic development strengths, weaknesses, opportunities and constraints has been identified based on stakeholder input (**Exhibit 21**). This assessment has been used as the basis for creating the two employment land needs scenarios described in the next section.

Exhibit 21: Columbia City Economic Development Assessment

Strengths	Weaknesses
Rural Historic City Character	Lack of general industrial sites inside City UGB
River Views & proximity to Portland Region	US 30 access in northwest quadrant
Port of St. Helens and regional agencies	Need for water/sewer distribution expansion
For-Lease Industrial Sites	Small existing rail spur (limited to 10 railcars)
Mix of Industrial Activities along US 30	Lack of deep water river access
Rail spur access	Lack of river dock with deep water/ocean going barge capacity
Columbia River access	Lack of vacant flex buildings for light industrial
Low Relative Cost of Living	Lack of internet broadband service
Low Relative Land Prices	City image as "bedroom community" only
Community Buying Power	
Opportunities	**Constraints**
Access to rail transportation	Lack of suitable, available industrial land inside the UGB
Retail Trade Leakage from City	
Oregon Manufacturing Innovation Center (OMIC)	Topography/drainage issues
Potential spin-off businesses from OMIC	Railroad issues
Number of home-based businesses	ODOT access permit issues
Adjacent buildable lands (willing property owners)	Limited vacant commercial sites with river view
Available water/sewer capacity	Limited vacant industrial sites (for sale)
Potential for "partnerships" to fund infrastructure	Funding for water/sewer expansions
Several industrial leads over past few years	

Derived from FCS GROUP interviews with stakeholders, Summer 2018

Section IV. EMPLOYMENT LAND INVENTORY & NEEDS

The goal of this section is to examine potential development sites within the Columbia City Urban Growth Boundary (UGB) that can meet the development opportunities identified in the prior section.

IV.A. BUILDABLE LAND INVENTORY

The City identified four specific employment sites that are within the Columbia City UGB. As shown in **Exhibit 22,** these sites include one commercial–zoned site; and three industrial-zoned sites.

The consultant team conducted site visits, reviewed transportation access and water/sanitary sewer master plans (as built facilities) and estimated the amount of buildable lands. The resulting analysis indicates that the current vacant employment land inside the existing UGB consists of:

- Commercial: 1 site with 4 acres (single ownership)
- Industrial: 1 small site (2.5 acres) and 1 large site (40 acres). The large site is owned by the Port of St. Helens, and is constrained in the sense that it is for-lease only and marketed to rail/water dependent users.

In addition, to these sites that are inside the UGB, one additional +/-40-acre site zoned as RIPD (Resource Industrial Planned Development) was identified adjacent to the current UGB in the northwest quadrant of the City along Hwy. 30. This site was inventoried since it is partly inside the current City limits and UGB (and under the same ownership as the 2.5-acre industrial site noted above).

Exhibit 22: Employment Land Inventory

Zoning	Size of Lot (gross acres)	Est. Buildable	In City Limits/ UGB?	Owner	Infrastructure
Commercial	4.03	4.00	Yes/Yes	Wayne Weigandt	Adjacent
Industrial	81.57	40.00	Yes/Yes	Port of St. Helens	Partially Served
Industrial	2.74	2.50	Yes/Yes	Iron Triangle Investments	Access Issues
RIPD*	48.38	40.00	No/No	Iron Triangle Investments	Challenged
Total	136.72	86.50			

Note: RIPD = Resource Industrial Planned Development. UGB = Urban Growth Boundary.

Source: City of Columbia City; and FCS GROUP, August 2018.

IV.B. EMPLOYMENT LAND NEEDS

In accordance with OAR 660-009-0015, an analysis of 20-year land needs for employment growth in the Columbia City UGB is required along with attention to unique site needs based on the identified employment types.

The analysis provided in Appendix B and summarized in **Exhibit 23**, indicates that the long-term baseline demand forecast for job growth and related land needs for the City of Columbia City given the current UGB and market factors described previously is: 4.2 acres for commercial land (retail, office and lodging); 16.1 acres for Port-related industrial land (primarily rail and/or marine dependent land-lease industrial tenants); and 13.9 acres for general industrial and "flex" tenants.

Exhibit 23: Columbia City 20-Year Employment Land Requirements

Gen. Land Use Classification	Scenario A
Commercial (retail, office, lodging)	4.2
Port-Related Industrial and Public Facility	16.1
General Industrial & Flex	13.9
Total	**34.1**

Assumptions based analysis provided in Appendix B.

The actual amount and timing of new development will vary from year to year. The range in development forecasts reflects several issues:

- Uncertainty regarding the ability to attract major industrial employers to available vacant land within the Columbia City UGB.
- The ability to accommodate industrial uses that generate significant levels of vehicle trips or high levels of water/sanitary sewer capacity.
- The ability to accommodate the general industrial growth noted above will be dependent in-part upon the factors that are outside the control of the City of Columbia City, such as the willingness of the Port of St. Helen's to sell some land for general industrial development, or the willingness of the U.S. Forest Service to allow redevelopment of its current site. This would require industrial subdivisions with 2-4 acre sites or speculative development of flex industrial buildings by a developer such as the Port or a private party on these properties.
- City's potential to amend zoning in designated locations to allow limited commercial uses.

IV.B.1. Commercial Land Needs

The findings indicate that the majority of commercial land needs can be accommodated within the existing UGB. In Scenario A, it is assumed that the existing 4-acre commercial site will be fully developed with commercial uses over the next 20 years. An additional 0.2 acres of vacant land will be required to accommodate demand for lodging, restaurant and/or service/office uses. This level of additional demand could be met through land use zoning amendments in R-2 or adoption of a mixed-use zoning, within designated areas, such as along the river front or 2nd street.

Based on the result of the community survey (see Appendix A) and the retail market analysis contained in this study, there is local support for a small grocery store, sit-down restaurant, and neighborhood shopping center in Columbia City today.

IV.B.2. Port-related Industrial and Public Facility Land Needs

Port-related industrial uses are expected to require approximately 16 acres of rail and/or water-dependent industrial uses over the next 20 years. It should be noted that additional land area may be needed for site circulation and/or outdoor warehousing/storage space. Port-related industrial land currently available within Columbia City's UGB possess characteristics that are difficult to replicate, such as access to marine and rail freight transportation infrastructure. These characteristics make Columbia City's port-related industrial lands well suited to certain traded sector industries. Potential tenants would include medium-size operations that rely upon infrequent rail service, such as wood product manufacturing, transportation component manufacturing, marine construction (logistics, supplies, staging), and public utilities (i.e., storage and maintenance shop). It is assumed that the port-related industrial and public facility land needs can be accommodated using the current port-owned industrial land contained within the current UGB.

IV.B.3. General Industrial Land Needs

The long-term demand for general industrial land is forecasted to be approximately 13.9 (net buildable) acres. The ability for the City to accommodate industrial land demand beyond the Port-related industrial user demand is partly dependent upon factors outside the control of the City, such as the Port's willingness to sub-divide and sell some of its land holdings.

The aforementioned industrial land study by the Portland Business Alliance indicates that the cost of serving industrial land areas can vary widely with a median cost of approximately $2 to $3 per square foot of land area. Generally, the larger the land area, the lower the public facility cost is per square foot.

The City of Columbia City may consider adopting local economic development policies aimed at attracting special or specific site users, such as large industrial businesses within defined clusters, like value-added wood product manufacturing. Recent "local" examples, include Cascades Tissue Group, which completed a $64M factor on approximately 40 acres in Scappoose in 2017. That facility helped retain 114 jobs in St. Helens and currently employs 70+ workers on site. Other types of general industrial businesses are likely to spin-off from the Oregon Manufacturing Innovation Center in the near future (see write up in Section III).

IV.B.4. Reconciliation of Land Needs

As shown in **Exhibit 24,** the commercial vacant land demand exceeds the available commercial zoned land inventory by approximately 0.2 acres. It is recommended that the City consider a development code amendment that allows limited commercial uses in designated areas, such as along

First Street (downtown riverfront), along 2nd Street, and /or I and E Streets between 2nd Street and Hwy. 30.

It appears that the amount of industrial land owned by the Port will be adequate to address long-term growth needs from rail/marine dependent industrial users at this time, especially in light of the fact that this land will be for-lease only, and is not suitable for large scale (unit train) rail/marine access/capacity.

The long-term (20-year) employment land requirements for achieving the employment growth forecast associated with Scenario A would at a minimum require strategic amendments to the Columbia City development code and zoning map, and could entail new Comprehensive Land Use Plan economic development policies and objectives to consider amending the UGB to provide additional industrial land in accordance with OAR 660-009-0025 (7) Availability (see **Appendix D**).

Exhibit 24: Columbia City Reconciliation of Employment Land Needs

General Land Use Classification	Scenario A Vacant Land Demand	Existing Vacant Land Supply in UGB	Net Vacant Land Need	Zoning and Parcelization Notes
Commercial (retail, office, lodging)	4.2	4.0	0.2	Consider allowing limited commercial uses in designated R-2 zones inside UGB to meet need
Port-Related Industrial and Public Facility	16.1	40.0	none	2 or 3 new rail/marine industrial tenants likely
General Industrial & Flex	13.9	2.5	11.4	Consider Policy Objective to evaluate UGB alts for general industrial sites; including at least one 25-acre site for a large user
Total	**34.1**	**46.5**	**11.6**	

Source: findings based on prior tables and assumptions provided in Appendix B.

Please refer to the community economic development objectives section for a recommended set of local policies that are intended to achieve the employment growth forecasts in line with Scenario A.

Section V. Community Economic Development Objectives

The draft goals and policies that are listed below are intended to serve as local community economic development objectives that guide positive economic development within the Columbia City UGB. The goals and policies are intended to replace the current Goal 9 policies for the City of Columbia City. Findings and results from the July 2018 community survey and list of stakeholder interviews were used to compile the Columbia City economic development vision, goals and objectives.

V.A. Overall Vision and Mission Statement

These community economic development vision statement, goals and objectives are intended to be consistent with the overall vision and mission statements that have been adopted by the City of Columbia City, which are summarized below.

Overall Vision Statement

Columbia City is the lower Columbia River's ideal small town-a city of beauty and livability.

- Residents connect in safe, attractive, and quiet neighborhoods.
- The city welcomes diverse community sustaining businesses.
- Engaged citizens and responsive local governments collaborate to preserve the city's distinctive identity and independence.

Overall Mission Statement

The City of Columbia City encourages community involvement and is committed to:

- Developing and ensuring the highest possible quality of life for our residents, businesses and visitors.
- Providing safe, secure and healthy community environment.
- Providing an efficient and effective government which is open and responsive to the needs of the community and works for the benefit of all.

V.B. Economic Development Vision:

In order to expand our local economy to its fullest potential, the City of Columbia City will work closely with local, regional and state economic development entities to create a positive environment that supports expansion of existing businesses and attracts new

living wage employers. We will accomplish this through strategic expansion of the Urban Growth Boundary for employment uses, and investments in marketing and infrastructure.

V.C. GOAL 1: INCREASE ECONOMIC VITALITY OF COLUMBIA CITY

Objective 1.1: Maintain vacant land inventory of vacant commercial and industrial-zoned sites to meet business expansion requirements for targeted industries that are identified in this EOA (Section II-D). City staff should upon request of city council provide annual updates to the vacant land inventory.

Objective 1.2: Support Port of St. Helens efforts to attract traded sector water/rail dependent businesses on Port-owned land that offer living wages (includes average wage rates higher than the statewide average median wage for all private business establishments), as appropriate.

Objective 1.3: Support environmental and cultural tourism efforts within Columbia City, as appropriate.

Objective 1.4: Support full utilization of buildable vacant lands within the City of Columbia City for multiple types of businesses, including commercial, boutique lodging, grocery store, office, and industrial.

Strategies:

- Consider local zone code amendment that allows limited commercial uses to occur along downtown riverfront (e.g., bed and breakfast, sit-down restaurant).
- Consider local zone code amendment that allows limited commercial (e.g., grocery store) uses along 2nd Street and/or I & E Streets between 2nd Street and Highway 30.

Objective 1.5: Monitor home-based business occupations.

Strategies:

- Upon City Council request, conduct annual survey of local businesses to determine local business expansion needs.

V.D. GOAL 2: BECOME A VISIBLE ECONOMIC DEVELOPMENT PARTNER IN COLUMBIA COUNTY

Objective 2.1: Support City, Port, County, regional, state, and federal projects and initiatives that may positively impact or influence business development in Columbia City (see following table of potential EOA partners).

Strategies:

- Maintain role in support of regional economic development associations, such as Columbia County Economic Team and Columbia Pacific Economic Development Districts.

Objective 2.2: Maintain relationship with local education establishments, such as the Oregon Manufacturing Innovation Center and local Worksource training networks.

V.E. GOAL 3: FACILITATE URBANIZATION OF NEW INDUSTRIAL EMPLOYMENT CENTER

Objective 3.1: Evaluate UGB expansion alternatives, impacts and costs. The City will support expansion of the UGB to increase industrial land availability and to accommodate future general industrial employers, including at least one site of 25+ acres in area.

Objective 3.2: Identify transportation, water, sewer and stormwater drainage issues, mitigation projects and costs associated with UGB expansion; and update transportation system plan (TSP) and public facility master plans, as appropriate to address local and state agency issues and to accommodate expected levels of development.

Objective 3.3: Work with Columbia County, ODOT and private developer(s) or prospective business tenants to obtain full funding commitments for the on- and off-site infrastructure required to serve UGB expansion area(s).

V.F. GOAL 4: ESTABLISH PARTNERSHIPS TO PROVIDE ADEQUATE INFRASTRUCTURE

Objective 4.1: Document the significance of local and state public and private investments in pursuing local business development.

Strategies:

- Monitor levels of private investment leveraged by the City of Columbia City, Columbia County, Port of St. Helens, Columbia County Economic Team, and regional/state/federal agencies.
- Utilize City, State and local public and private investments as a local funding match on state and federal grants, when allowed, in pursuit of grant funding for transportation, sewer and water improvements to serve City/UGB expansion areas.

V.G. GOAL 5: MONITOR PERFORMANCE AND PERIODICALLY ADJUST GOALS AND OBJECTIVES

Objective 5.1: Upon City Council request, city staff will periodically (every 3-5 years) monitor the overall completion and cost and benefits attributed to these aforementioned economic goals and objectives using key metrics such as: number of business establishments and covered workers within City limits; average wages per worker; assessed valuation levels (for tax lots) within city limits.

Potential Columbia City EOA "Partner" Agencies

Local Economic Development Support Organizations	Industry Retention	Site Development	Workforce Screening	Workforce Training	Financing	Industry Incentives	Small Business Counseling	Entrepreneur Services	Tourism & Marketing	Downtown Development	Community Development
City of Columbia City		✓								✓	✓
South County Chamber of Commerce									✓		✓
Columbia County Economic Team	✓	✓					✓	✓			
Columbia Pacific Economic Development District					✓	✓	✓	✓			✓
Worksource Oregon (St. Helens branch)				✓							
Port of St. Helens	✓	✓									✓
Oregon Employment Department			✓								
Business Oregon	✓	✓			✓	✓					

Section VI. APPENDIX

VI.A. APPENDIX A: STAKEHOLDER INPUT

Columbia City Economic Opportunities Analysis Community Survey

What are the top three types of local businesses most needed in Columbia City? (choose up to three)

Answer	Count	Percentage
Small grocery store (e.g., Dollar General, Trader Joes)	16	13.9%
Sit-down restaurant	16	13.9%
Recreational attractions (e.g., trails, river access, parks)	14	12.2%
Attract new "family wage" employers on "port-owned" industrial sites	14	12.2%
None, Columbia City is fine the way it is	13	11.3%
Small shopping center (grocery, restaurant, retail)	8	7.0%
Bed and Breakfast	7	6.1%
Attract new medium or large industrial businesses to other industrial sites	5	4.3%
Carry out restaurant	5	4.3%
Light industrial buildings for local artisans or "makers space"	5	4.3%
Other (please describe)	4	3.5%
Help existing home businesses grow locally	2	1.7%
Shared office space (multiple tenants with shared meeting and production areas)	2	1.7%
Assisted living/retirement housing	2	1.7%
Small hotel	1	0.9%
Event/meeting space	1	0.9%
Total	115	100.0%

What are the top three roles that the City should take in attracting economic development?

Answer	Count	Percentage
None, Columbia City is fine the way it is	19	19.0%
Allow limited commercial uses to occur along downtown riverfront (e.g., B&B, restaurant)	17	17.0%
Focus on partnerships with Port of St. Helens to attract businesses to port-owned industrial sites	17	17.0%
Allow limited commercial uses along 2nd Street and/or I & E Streets between 2nd Street and Hwy. 30	14	14.0%
Focus on providing road access, water, sewer service, storm drainage, etc.	7	7.0%
City should buy strategic properties and partner with developers to attract desired businesses	6	6.0%
Partner with schools and PCC to train under-employed workforce	6	6.0%
Other (please describe)	6	6.0%
Market Columbia City as a place to locate businesses in state and international publications	5	5.0%
Add additional industrial-zoned site(s) to City boundary	3	3.0%
Total	100	100.0%

Please tell us about yourself (check all that apply)

Answer	Count	Percentage
I am a resident	44	34.6%
I own property in Columbia City	37	29.1%
I am retired	25	19.7%
I work outside Columbia City	11	8.7%
I work inside Columbia City	5	3.9%
I own a small business	3	2.4%
I rent property in Columbia City	2	1.6%
Total	127	100.0%

Compiled by FCS GROUP. Number of responses (N)= 46.

Other input mentioned for Question 1 (local business needs word cloud)

Other input mentioned for Question 2 (city role in economic development)

List of Stakeholder Interview Participants

Chuck Daughtry, Manager, Columbia County Economic Development Team (TAC participant)

Rob Davis, Manager, Forest Energy Oregon

Scott Jensen, Planner, Port of St. Helens (TAC participant)

Mary McArthur, Executive Director, Columbia Pacific Economic Development Commission

Melanie Olson, Business Oregon, Regional Development Officer

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VI.B. APPENDIX B: COLUMBIA CITY UGB LAND NEED ANALYSIS

Columbia City Net New Employment Forecast (2018-2038)

	Scenario A
Retail	43
Services	144
Industrial	153
Government/Education/Other Public	1
Total	**341**

Source: derived from prior tables.

Employment Sectors to Building Type Assignment Assumptions

	Building Types					
Employment Sectors	**Office**	**Port Related or Public Facility**	**Flex/Bus. Park**	**Gen. Industrial**	**Retail**	**Total**
Retail	0%		10%	0%	90%	100%
Services	60%		10%	0%	30%	100%
Industrial		25%	20%	55%	0%	100%
Government/Education/Other Public		100%		0%		100%

Source: reflects local assumptions by FCS GROUP.

Net New Employment Forecast by Building Type, Scenario A Forecast for 2038

	Office	Port Related or Public Facility	Flex/Bus. Park	Gen. Industrial	Retail	Total
Retail	-	-	4	-	39	43
Services	86	-	14	-	43	144
Industrial	-	38	31	84	-	153
Government/Other Public	-	1	-	-	-	1
Total	**86**	**40**	**49**	**84**	**82**	**341**

Building Type to Land Needs Assumptions*

	Office	Port Related or Public Facility	Flex/Bus. Park	Gen. Industrial	Retail
Refill/Redevelopment Job Allocation [1]	0%	0%	0%	0%	0%
Jobs Needing Vacant Land Allocation [2]	75%	100%	90%	100%	95%
Building SF Per Job [2]	250	1,250	550	1,000	500
Floor-Area-Ratio [2]	0.35	0.10	0.25	0.20	0.30
Public Facility Net:Gross Adjustment [3]	1.15	1.40	1.15	1.20	1.15
Work at Home Adjustment [4]	25%	0%	10%	0%	5%

** assumptions are intended to reflect a long-term average.*
1/ Adjusts for building refill & vacancy allowances.
2/ Building density derived from Metro Urban Growth Report assumptions.
3/ Allowances take into account land dedicated to public/utility easements.
4/ Allowance based on local business license data; and is generally consistent with national statistics by US Dept. of Labor, Bureau of Labor Statistics.
Source: assumptions reflect local observations.

Net New Redevelopment Building Space Needs (Floor Area) - 2038 Forecast

	Office	Port Related or Public Facility	Flex/Bus. Park	Gen. Industrial	Retail	Total
Scenario A	-	-	-	-	-	-

Net New Building Floor Area Development on Vacant Lands (Floor Area) - 2038 Forecast

	Office	Port Related or Public Facility	Flex/Bus. Park	Gen. Industrial	Retail	Total
Scenario A	12,000	50,000	22,000	84,000	37,000	205,000

Vacant Land Need (gross buildable acres) - 2038 Forecast

	Office	Port Related or Public Facility	Flex/Bus. Park	Gen. Industrial	Retail	Total
Scenario A	0.9	16.1	2.3	11.6	3.3	34.1

Building to Land Use Assignment Assumptions

Land Use Classification	Office	Port Related or Public Facility	Flex/Bus. Park	Gen. Industrial	Retail
Commercial (retail, office, lodging)	100%	0%	0%	0%	100%
Mixed Use	0%	0%	0%	0%	0%
Port Related Industrial and Public	0%	100%	0%	0%	0%
General Industrial & Flex	0%	0%	100%	100%	0%
Total	100%	100%	100%	100%	100%

Assumptions by FCS GROUP and City staff based on local observations.

Vacant Land Needs Forecast by Zoning Classification, Scenario A Forecast for 2038

Land Use Classification	Office	Port Related or Public Facility	Flex/Bus. Park	Gen. Industrial	Retail	Total
Commercial (retail, office, lodging)	0.9	-	-	-	3.3	4.2
Mixed Use	-	-	-	-	-	-
Port-Related Industrial and Public	-	16.1	-	-	-	16.1
General Industrial & Flex	-	-	2.3	11.6	-	13.9
Total	**0.9**	**16.1**	**2.3**	**11.6**	**3.3**	**34.1**

VI.C. APPENDIX C: GOAL 9 ECONOMIC DEVELOPMENT LANGUAGE

(OAR 660-009-000)

660-009-0000
Intent and Purpose

The intent of the Land Conservation and Development Commission is to provide an adequate land supply for economic development and employment growth in Oregon. The intent of this division is to link planning for an adequate land supply to infrastructure planning, community involvement and coordination among local governments and the state. The purpose of this division is to implement Goal 9, Economy of the State (OAR 660-015-0000(9)), and ORS 197.712(2)(a) to (d). This division responds to legislative direction to assure that comprehensive plans and land use regulations are updated to provide adequate opportunities for a variety of economic activities throughout the state (ORS 197.712(1)) and to assure that comprehensive plans are based on information about state and national economic trends (ORS 197.717(2)).

Statutory/Other Authority: ORS 183 & 197
Statutes/Other Implemented: ORS 197.712
History:
LCDD 7-2005, f. 12-13-05, cert. ef. 1-1-07
LCDC 4-1986, f. & ef. 10-10-86

660-009-0005
Definitions

For purposes of this division, the definitions in ORS chapter 197 and the statewide planning goals apply, unless the context requires otherwise. In addition, the following definitions apply:

(1) “Developed Land” means non-vacant land that is likely to be redeveloped during the planning period.

(2) “Development Constraints” means factors that temporarily or permanently limit or prevent the use of land for economic development. Development constraints include, but are not limited to, wetlands, environmentally sensitive areas such as habitat, environmental contamination, slope, topography, cultural and archeological resources, infrastructure deficiencies, parcel fragmentation, or natural hazard areas.

(3) “Industrial Use” means employment activities generating income from the production, handling or distribution of goods. Industrial uses include, but are not limited to: manufacturing; assembly; fabrication; processing; storage; logistics; warehousing; importation; distribution and transshipment; and research and development. Industrial uses may have unique land, infrastructure, energy, and transportation requirements. Industrial uses may have external impacts on surrounding uses and may cluster in traditional or new industrial areas where they are segregated from other non-industrial activities.

(4) "Locational Factors" means market factors that affect where a particular type of industrial or other employment use will locate. Locational factors include, but are not limited to, proximity to raw materials, supplies, labor, services, markets, or educational institutions; access to transportation and freight facilities such as rail, marine ports and airports, multimodal freight or transshipment facilities, and major transportation routes; and workforce factors (e.g., skill level, education, age distribution).

(5) "Metropolitan Planning Organization (MPO)" means an organization designated by the Governor to coordinate transportation planning on urban land of the state including such designations made subsequent to the adoption of this division. The Longview-Kelso-Rainier MPO is not considered an MPO for the purposes of this division. Cities with less than 2,500 population are not considered part of an MPO for purposes of this division.

(6) “Other Employment Use” means all non-industrial employment activities including the widest range of retail, wholesale, service, non-profit, business headquarters, administrative and governmental employment activities that are accommodated in retail, office and flexible building types. Other employment uses also include employment activities of an entity or organization that serves the medical, educational, social service, recreation and security needs of the community typically in large buildings or multi-building campuses.

(7) "Planning Area" means the area within an existing or proposed urban growth boundary. Cities and counties with urban growth management agreements must address the urban land governed by their respective plans as specified in the urban growth management agreement for the affected area.

(8) “Prime Industrial Land” means land suited for traded-sector industries as well as other industrial uses providing support to traded-sector industries. Prime industrial lands possess site characteristics that are difficult or impossible to replicate in the planning area or region. Prime industrial lands have necessary access to transportation and freight infrastructure, including, but not limited to, rail, marine ports and airports, multimodal freight or transshipment facilities, and major transportation routes. Traded-sector has the meaning provided in ORS 285B.280.

(9) “Serviceable” means the city or county has determined that public facilities and transportation facilities, as defined by OAR 660, divisions 011 and 012, currently have adequate capacity for development planned in the service area where the site is located or can be upgraded to have adequate capacity within the 20-year planning period.

(10) “Short-term Supply of Land” means suitable land that is ready for construction within one year of an application for a building permit or request for service extension. Engineering feasibility is sufficient to qualify land for the short-term supply of land. Funding availability is not required. “Competitive Short-term Supply” means the short-term supply of land provides a range of site sizes and locations to accommodate the market needs of a variety of industrial and other employment uses.

(11) ”Site Characteristics” means the attributes of a site necessary for a particular industrial or other employment use to operate. Site characteristics include, but are not limited to, a minimum acreage or site configuration including shape and topography, visibility, specific types or levels of public facilities, services or energy infrastructure, or proximity to a particular transportation or freight facility such as rail, marine ports and airports, multimodal freight or transshipment facilities, and major transportation routes.

(12) ”Suitable” means serviceable land designated for industrial or other employment use that provides, or can be expected to provide the appropriate site characteristics for the proposed use.

(13) “Total Land Supply” means the supply of land estimated to be adequate to accommodate industrial and other employment uses for a 20-year planning period. Total land supply includes the short-term supply of land as well as the remaining supply of lands considered suitable and serviceable for the industrial or other employment uses identified in a comprehensive plan. Total land supply includes both vacant and developed land.

(14) “Vacant Land” means a lot or parcel:

(a) Equal to or larger than one half-acre not currently containing permanent buildings or improvements; or

(b) Equal to or larger than five acres where less than one half-acre is occupied by permanent buildings or improvements.

Statutory/Other Authority: ORS 183 & 197
Statutes/Other Implemented: ORS 197.712
History:
LCDD 7-2005, f. 12-13-05, cert. ef. 1-1-07
LCDC 4-1986, f. & ef. 10-10-86

660-009-0010
Application

(1) This division applies to comprehensive plans for areas within urban growth boundaries. This division does not require or restrict planning for industrial and other employment uses outside urban growth boundaries. Cities and counties subject to this division must adopt plan and ordinance amendments necessary to comply with this division.

(2) Comprehensive plans and land use regulations must be reviewed and amended as necessary to comply with this division as amended at the time of each periodic review of the plan pursuant to ORS 197.712(3). Jurisdictions that have received a periodic review notice from the Department (pursuant to OAR 660-025-0050) prior to the effective date of amendments to this division must comply with such amendments at their next periodic review unless otherwise directed by the Commission.

(3) Cities and counties may rely on their existing plans to meet the requirements of this division if they conclude:

(a) There are not significant changes in economic development opportunities (e.g., a need for sites not presently provided for in the plan) based on a review of new information about national, state, regional, county and local trends; and

(b) That existing inventories, policies, and implementing measures meet the requirements in OAR 660-009-0015 to 660-009-0030.

(4) For a post-acknowledgement plan amendment under OAR chapter 660, division 18, that changes the plan designation of land in excess of two acres within an existing urban growth boundary from an industrial use designation to a non-industrial use designation, or an other employment use designation to any other use designation, a city or county must address all applicable planning requirements, and:

(a) Demonstrate that the proposed amendment is consistent with its most recent economic opportunities analysis and the parts of its acknowledged comprehensive plan which address the requirements of this division; or

(b) Amend its comprehensive plan to incorporate the proposed amendment, consistent with the requirements of this division; or

(c) Adopt a combination of the above, consistent with the requirements of this division.

(5) The effort necessary to comply with OAR 660-009-0015 through 660-009-0030 will vary depending upon the size of the jurisdiction, the detail of previous economic development planning efforts, and the extent of new information on national, state, regional, county, and local economic trends. A jurisdiction's planning effort

is adequate if it uses the best available or readily collectable information to respond to the requirements of this division.

(6) The amendments to this division are effective January 1, 2007. A city or county may voluntarily follow adopted amendments to this division prior to the effective date of the adopted amendments.

Statutory/Other Authority: ORS 183 & 197
Statutes/Other Implemented: ORS 197.712
History:
LCDD 7-2005, f. 12-13-05, cert. ef. 1-1-07
LCDD 4-2001, f. & cert. ef. 10-2-01
LCDC 4-1986, f. & ef. 10-10-86

660-009-0015
Economic Opportunities Analysis

Cities and counties must review and, as necessary, amend their comprehensive plans to provide economic opportunities analyses containing the information described in sections (1) to (4) of this rule. This analysis will compare the demand for land for industrial and other employment uses to the existing supply of such land.

(1) Review of National, State, Regional, County and Local Trends. The economic opportunities analysis must identify the major categories of industrial or other employment uses that could reasonably be expected to locate or expand in the planning area based on information about national, state, regional, county or local trends. This review of trends is the principal basis for estimating future industrial and other employment uses as described in section (4) of this rule. A use or category of use could reasonably be expected to expand or locate in the planning area if the area possesses the appropriate locational factors for the use or category of use. Cities and counties are strongly encouraged to analyze trends and establish employment projections in a geographic area larger than the planning area and to determine the percentage of employment growth reasonably expected to be captured for the planning area based on the assessment of community economic development potential pursuant to section (4) of this rule.

(2) Identification of Required Site Types. The economic opportunities analysis must identify the number of sites by type reasonably expected to be needed to accommodate the expected employment growth based on the site characteristics typical of expected uses. Cities and counties are encouraged to examine existing firms in the planning area to identify the types of sites that may be needed for expansion. Industrial or other employment uses with compatible site characteristics may be grouped together into common site categories.

(3) Inventory of Industrial and Other Employment Lands. Comprehensive plans for all areas within urban growth boundaries must include an inventory of vacant and developed lands within the planning area designated for industrial or other employment use.

(a) For sites inventoried under this section, plans must provide the following information:

(A) The description, including site characteristics, of vacant or developed sites within each plan or zoning district;

(B) A description of any development constraints or infrastructure needs that affect the buildable area of sites in the inventory; and

(C) For cities and counties within a Metropolitan Planning Organization, the inventory must also include the approximate total acreage and percentage of sites within each plan or zoning district that comprise the short-term supply of land.

(b) When comparing current land supply to the projected demand, cities and counties may inventory contiguous lots or parcels together that are within a discrete plan or zoning district.

(c) Cities and counties that adopt objectives or policies providing for prime industrial land pursuant to OAR 660-009-0020(6) and 660-009-0025(8) must identify and inventory any vacant or developed prime industrial land according to section (3)(a) of this rule.

(4) Assessment of Community Economic Development Potential. The economic opportunities analysis must estimate the types and amounts of industrial and other employment uses likely to occur in the planning area. The estimate must be based on information generated in response to sections (1) to (3) of this rule and must consider the planning area's economic advantages and disadvantages. Relevant economic advantages and disadvantages to be considered may include but are not limited to:

(a) Location, size and buying power of markets;

(b) Availability of transportation facilities for access and freight mobility;

(c) Public facilities and public services;

(d) Labor market factors;

(e) Access to suppliers and utilities;

(f) Necessary support services;

(g) Limits on development due to federal and state environmental protection laws; and

(h) Educational and technical training programs.

(5) Cities and counties are strongly encouraged to assess community economic development potential through a visioning or some other public input based process in conjunction with state agencies. Cities and counties are strongly encouraged to use the assessment of community economic development potential to form the community economic development objectives pursuant to OAR 660-009-0020(1)(a).

Statutory/Other Authority: ORS 183 & 197
Statutes/Other Implemented: ORS 197.712
History:
LCDD 7-2005, f. 12-13-05, cert. ef. 1-1-07
LCDC 4-1986, f. & ef. 10-10-86

660-009-0020
Industrial and Other Employment Development Policies

(1) Comprehensive plans subject to this division must include policies stating the economic development objectives for the planning area. These policies must be based on the community economic opportunities analysis prepared pursuant to OAR 660-009-0015 and must provide the following:

(a) Community Economic Development Objectives. The plan must state the overall objectives for economic development in the planning area and identify categories or particular types of industrial and other employment uses desired by the community. Policy objectives may identify the level of short-term supply of land the planning area needs. Cities and counties are strongly encouraged to select a competitive short-term supply of land as a policy objective.

(b) Commitment to Provide a Competitive Short-Term Supply. Cities and counties within a Metropolitan Planning Organization must adopt a policy stating that a competitive short-term supply of land as a community economic development objective for the industrial and other employment uses selected through the economic opportunities analysis pursuant to OAR 660-009-0015.

(c) Commitment to Provide Adequate Sites and Facilities. The plan must include policies committing the city or county to designate an adequate number of sites of suitable sizes, types and locations. The plan must also include policies, through public facilities planning and transportation system planning, to provide necessary public facilities and transportation facilities for the planning area.

(2) Plans for cities and counties within a Metropolitan Planning Organization or that adopt policies relating to the short-term supply of land, must include detailed strategies for preparing the total land supply for development and for replacing the short-term supply of land as it is developed. These policies must describe dates, events or both, that trigger local review of the short-term supply of land.

(3) Plans may include policies to maintain existing categories or levels of industrial and other employment uses including maintaining downtowns or central business districts.

(4) Plan policies may emphasize the expansion of and increased productivity from existing industries and firms as a means to facilitate local economic development.

(5) Cities and counties are strongly encouraged to adopt plan policies that include brownfield redevelopment strategies for retaining land in industrial use and for qualifying them as part of the local short-term supply of land.

(6) Cities and counties are strongly encouraged to adopt plan policies pertaining to prime industrial land pursuant to OAR 660-009-0025(8).

(7) Cities and counties are strongly encouraged to adopt plan policies that include additional approaches to implement this division including, but not limited to:

(a) Tax incentives and disincentives;

(b) Land use controls and ordinances;

(c) Preferential tax assessments;

(d) Capital improvement programming;

(e) Property acquisition techniques;

(f) Public/private partnerships; and

(g) Intergovernmental agreements.

Statutory/Other Authority: ORS 183 & 197
Statutes/Other Implemented: ORS 197.712
History:
LCDD 7-2005, f. 12-13-05, cert. ef. 1-1-07
LCDC 4-1986, f. & ef. 10-10-86

660-009-0025
Designation of Lands for Industrial and Other Employment Uses

Cities and counties must adopt measures adequate to implement policies adopted pursuant to OAR 660-009-0020. Appropriate implementing measures include amendments to plan and zone map designations, land use regulations, public facility plans, and transportation system plans.

(1) Identification of Needed Sites. The plan must identify the approximate number, acreage and site characteristics of sites needed to accommodate industrial and other employment uses to implement plan policies. Plans do not need to provide a different type of site for each industrial or other employment use. Compatible uses with similar site characteristics may be combined into broad site categories. Several broad site categories will provide for industrial and other employment uses likely to occur in most planning areas. Cities and counties may also designate mixed-use zones to meet multiple needs in a given location.

(2) Total Land Supply. Plans must designate serviceable land suitable to meet the site needs identified in section (1) of this rule. Except as provided for in section (5) of this rule, the total acreage of land designated must at least equal the total projected land needs for each industrial or other employment use category identified in the plan during the 20-year planning period.

(3) Short-Term Supply of Land. Plans for cities and counties within a Metropolitan Planning Organization or cities and counties that adopt policies relating to the short-term supply of land must designate suitable land to respond to economic development opportunities as they arise. Cities and counties may maintain the short-term supply of land according to the strategies adopted pursuant to OAR 660-009-0020(2).

(a) Except as provided for in subsections (b) and (c), cities and counties subject to this section must provide at least 25 percent of the total land supply within the urban growth boundary designated for industrial and other employment uses as short-term supply.

(b) Affected cities and counties that are unable to achieve the target in subsection (a) above may set an alternative target based on their economic opportunities analysis.

(c) A planning area with 10 percent or more of the total land supply enrolled in Oregon's industrial site certification program pursuant to ORS 284.565 satisfies the requirements of this section.

(4) If cities and counties are required to prepare a public facility plan or transportation system plan by OAR chapter 660, division 011 or division 012, the city or county must complete subsections (a) to (c) of this section at the time of periodic review. Requirements of this rule apply only to city and county decisions made at the time of periodic review. Subsequent implementation of or amendments to the comprehensive plan or the public facility plan that change the supply of serviceable land are not subject to the requirements of this section. Cities and counties must:

(a) Identify serviceable industrial and other employment sites. The affected city or county in consultation with the local service provider, if applicable, must make decisions about whether a site is serviceable. Cities and counties are encouraged to develop specific criteria for deciding whether or not a site is serviceable. Cities and counties are strongly encouraged to also consider whether or not extension of facilities is reasonably likely to occur considering the size and type of uses likely to occur and the cost or distance of facility extension;

(b) Estimate the amount of serviceable industrial and other employment land likely to be needed during the planning period for the public facilities plan. Appropriate techniques for estimating land needs include but are not limited to the following:

(A) Projections or forecasts based on development trends in the area over previous years; and

(B) Deriving a proportionate share of the anticipated 20-year need specified in the comprehensive plan.

(c) Review and, if necessary, amend the comprehensive plan and the public facilities plan to maintain a short-term supply of land. Amendments to implement this requirement include but are not limited to the following:

(A) Changes to the public facilities plan to add or reschedule projects to make more land serviceable;

(B) Amendments to the comprehensive plan that redesignate additional serviceable land for industrial or other employment use; and

(C) Reconsideration of the planning area's economic development objectives and amendment of plan objectives and policies based on public facility limitations.

(d) If a city or county is unable to meet the requirements of this section, it must identify the specific steps needed to provide expanded public facilities at the earliest possible time.

(5) Institutional Uses. Cities and counties are not required to designate institutional uses on privately owned land when implementing section (2) of this rule. Cities and counties may designate land in an industrial or other employment land category to compensate for any institutional land demand that is not designated under this section.

(6) Compatibility. Cities and counties are strongly encouraged to manage encroachment and intrusion of uses incompatible with industrial and other employment uses. Strategies for managing encroachment and intrusion of incompatible uses include, but are not limited to, transition areas around uses having negative impacts on surrounding areas, design criteria, district designation, and limiting non-essential uses within districts.

(7) Availability. Cities and counties may consider land availability when designating the short-term supply of land. Available land is vacant or developed land likely to be on the market for sale or lease at prices consistent with the local real estate market. Methods for determining lack of availability include, but are not limited to:

(a) Bona fide offers for purchase or purchase options in excess of real market value have been rejected in the last 24 months;

(b) A site is listed for sale at more than 150 percent of real market values;

(c) An owner has not made timely response to inquiries from local or state economic development officials; or

(d) Sites in an industrial or other employment land category lack diversity of ownership within a planning area when a single owner or entity controls more than 51 percent of those sites.

(8) Uses with Special Siting Characteristics. Cities and counties that adopt objectives or policies providing for uses with special site needs must adopt policies and land use regulations providing for those special site needs. Special site needs include, but are not limited to large acreage sites, special site configurations, direct access to transportation facilities, prime industrial lands, sensitivity to adjacent land uses, or coastal shoreland sites designated as suited for water-dependent use under Goal 17. Policies and land use regulations for these uses must:

(a) Identify sites suitable for the proposed use;

(b) Protect sites suitable for the proposed use by limiting land divisions and permissible uses and activities that interfere with development of the site for the intended use; and

(c) Where necessary, protect a site for the intended use by including measures that either prevent or appropriately restrict incompatible uses on adjacent and nearby lands.

Statutory/Other Authority: ORS 183 & 197
Statutes/Other Implemented: ORS 197.712
History:
LCDD 7-2005, f. 12-13-05, cert. ef. 1-1-07
LCDC 4-1986, f. & ef. 10-10-86

660-009-0030
Multi-Jurisdiction Coordination

(1) Cities and counties are strongly encouraged to coordinate when implementing OAR 660-009-0015 to 660-009-0025.

(2) Jurisdictions that coordinate under this rule may:

(a) Conduct a single coordinated economic opportunities analysis; and

(b) Designate lands among the coordinating jurisdictions in a mutually agreed proportion.

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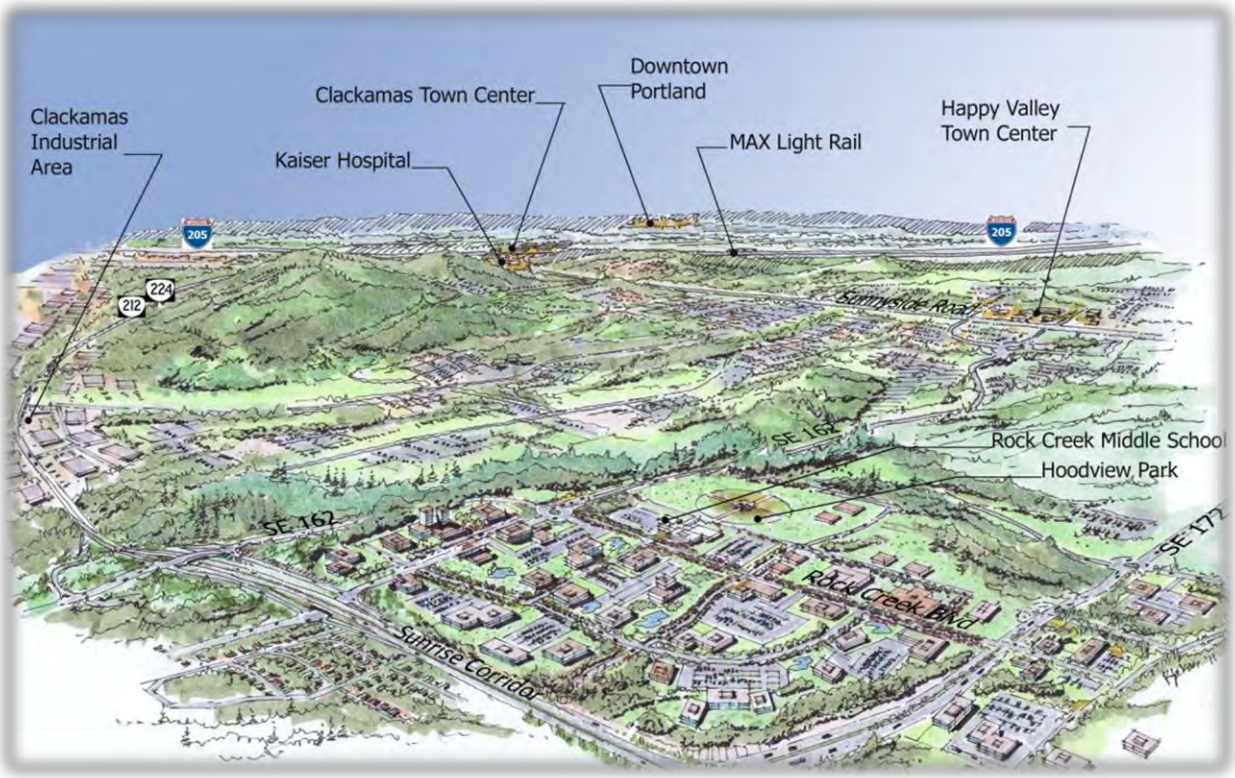
CITY OF HAPPY VALLEY
ECONOMIC OPPORTUNITIES ANALYSIS



May 31, 2011

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- Tom Andrusko, Council Member
- Michael Morrow, Council Member
- Tom Ellis, Council Member

Happy Valley Planning Commission

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SECTION I: INTRODUCTION

The Happy Valley Economic Opportunities Analysis (EOA) provides a basis for the City of Happy Valley (City) to document current trends and adopt local policies and actions for the future. The EOA gives the City options to make the City a "more economically viable" community, while maintaining excellent quality of life for its residents, businesses, visitors, and workers.

A. OREGON REGULATORY REQUIREMENTS

The City is undergoing a periodic review of its Comprehensive Plan according to State of Oregon requirements. As part of the Comprehensive Plan update, the City must address the requirements of Goal 9 (Economic Development, Oregon Administrative Rules [OAR] 660-009) that mandates cities periodically review and update the following:

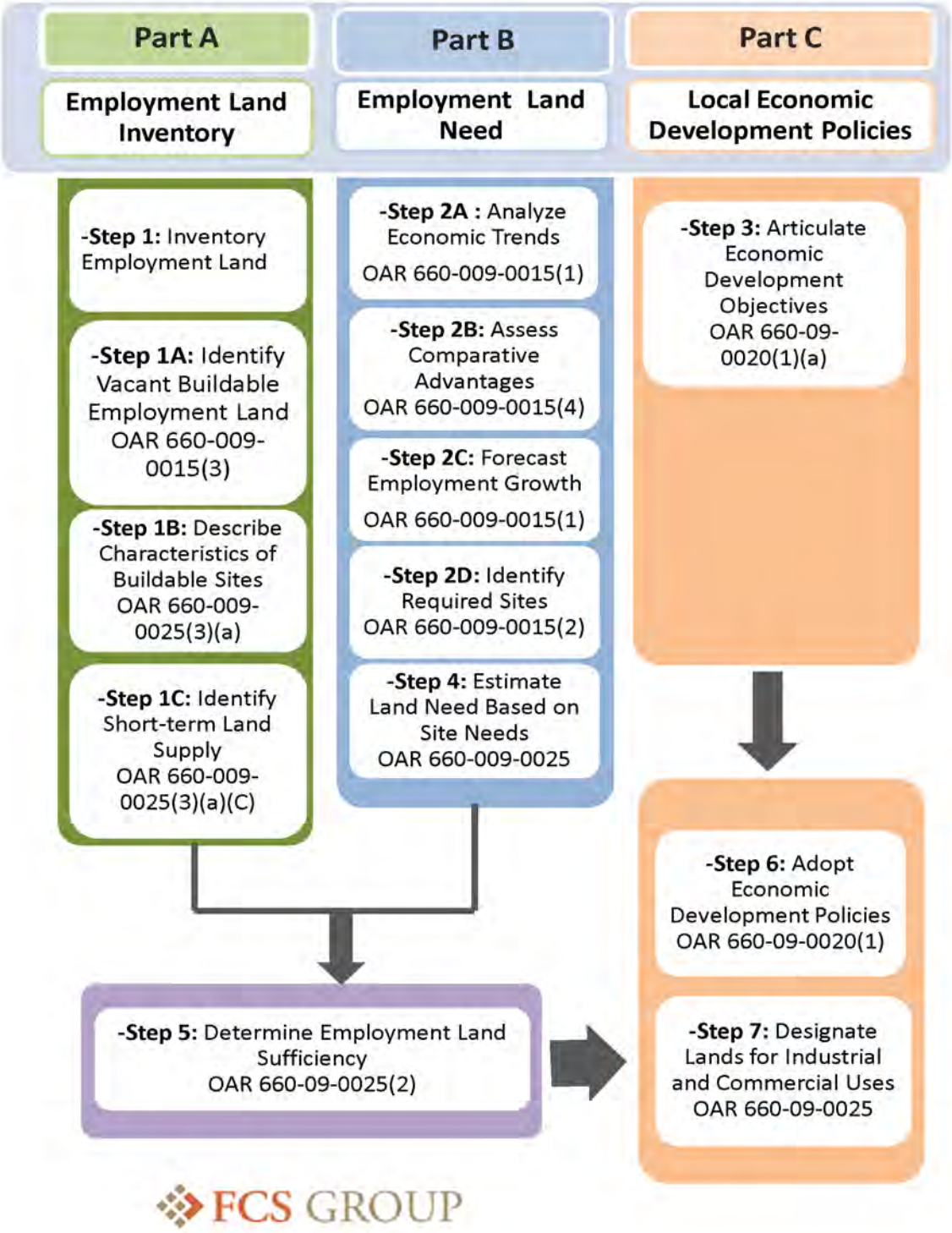
- Local vision for strengthening local economies through the adoption of local economic policies that include community economic development objectives (CEDOs).
- Local urban growth requirements (land needs) for providing adequate land needed to accommodate 20-year employment growth forecasts. Land needs are to be based upon:
  - A current analysis of vacant and part-vacant buildable lands zoned or planned to accommodate job growth; and
  - An EOA that considers global, national, and local trends, and is generally consistent with regional growth forecasts or coordinated population growth forecasts.

B. METHODOLOGY AND APPROACH

Figure 1 illustrates the technical and political approach used for the Happy Valley EOA and related steps. This approach adheres to the Department of Land Conservation and Development (DLCD) Goal 9 administrative rule, and the supporting OAR 660 guidance, and other supporting guidance provided by the *DLCD Industrial & Other Employment Lands Analysis Guidebook (2005),* and the *Economic Development and Employment Land Planning Guidebook (July 2010)*.

To assist the City and consultant team with creating the EOA and refining key assumptions, the City formed the Happy Valley EOA Business Advisory Taskforce (BAT) comprised of several leading community members. The EOA also included a cross-section of City, Clackamas County, and local private business and citizen representatives. During the preparation of the EOA, the BAT met on three separate occasions. BAT meeting notes are provided in the **Happy Valley EOA Technical Appendix.**

Figure 1. Happy Valley EOA Methodology and Approach



SECTION II: BUILDABLE LAND ANALYSIS

FCS GROUP inventoried and evaluated the existing supply of buildable employment zoned land within the Happy Valley Urban Growth Boundary (UGB) in accordance with OAR 660-009-0015(3) and OAR 660-009-0025(3)(a)(C). The Happy Valley EOA includes a recent buildable land inventory completed by the City of Happy Valley and consultant team members using Geographic Information Systems (GIS) data consistent with current land use development characteristics.

A. BUILDABLE LAND INVENTORY (BLI) METHODOLOGY

The buildable land inventory (BLI) analysis focused on the land use classifications that support employment uses, including commercial, employment, industrial, and mixed-use zones. The subsequent BLI analysis includes the zone classifications listed in **Table 1**, and the EOA includes an aggregate analysis of land needs for three general land use classifications: commercial, employment/mixed-use, and industrial/institutional/other.

Table 1. Existing Employment Zone Classifications in Happy Valley Area

Zoning Classification	General Classification Assignment
CCC-Community Commercial Center	Commercial
EC-Employment Center	Employment/Mixed Use
FU10 - Future Urban	Industrial/Institutional/Other
I2-Industrial Light	Industrial/Institutional/Other
IC-Industrial Campus	Industrial/Institutional/Other
MCC-Mixed Commercial Center	Commercial
MUC-Mixed Use Commercial	Commercial
MUE-Mixed Use Employment	Employment/Mixed Use
OC-Office Commercial	Employment/Mixed Use
RC-ME- Rock Creek Mixed Employment	Industrial/Institutional/Other
VC- Village Commercial	Commercial
VO - Village Office	Employment/Mixed Use
RRFU - Future Urban	Industrial/Institutional/Other

The BLI analysis includes existing vacant and part vacant (sub-dividable) tax lots with adjustments made to deduct any current building and related parking development. The GIS analysis contains all significant environmental constraints to estimate buildable land area within the Happy Valley area. The buildable land area was derived by deducting environmental features that would constrain the amount of potential site development on vacant and part vacant areas. This analysis calculated the environmental constraints for each site using estimates based on the following:

- Environmentally constrained areas (waterways, wetlands, riparian buffers)
- Slopes over 10 percent for industrial zones

- Slopes over 25 percent for other land use zones
- Other known site development constraints identified by City or BAT members

The City's community development and public works staff conducted an additional infrastructure analysis to ascertain known infrastructure conditions and related capacity constraints (if any) to providing adequate transportation, water, sewer, and stormwater requirements associated with future development. In accordance with OAR 660-009-025(3)(a)(C), City staff also provided estimated time frames and preliminary capital cost estimates for planned infrastructure improvements.

B. LONG-TERM EMPLOYMENT LAND INVENTORY

The existing vacant and part vacant land inventory for Happy Valley includes 123 tax lots with a total buildable land area of 521.2 buildable acres, as indicated in **Table 2**. The City's vacant land supply consists of 25 small (less than 1 acre) tax lots and 68 tax lots between 1 to 5 acres in size. The larger tax lots include 17 lots between 5 to 10 acres (123.3 acres total) and 13 tax lots over 10 acres in size (230.5 acres total).

Table 2. Happy Valley Vacant and Part Vacant Lands by Parcel Size and General Zone Classification

	0.5 to 1 acre		1 to 2 acres		2 to 5 acres		5 to 10 acres		10 or more acres		Total Gross Buildable	
Land Use Classification	**Tax lots**	**acres**	**Tax lots**	**acres**	**Tax lots**	**acres**	**Tax lots**	**acres**	**Tax lots**	**acres**	**Tax lots**	**acres**
Commercial/Mixed Use	10	7.7	5	6.1	7	26.8	4	22.7	1	12.5	**27**	**75.8**
Employment/Mixed Use	4	3	5	7	12	37	9	75	6	116.0	**36**	**238.6**
Industrial/ Institutional/ Other	11	8.3	19	20.5	20	50.4	4	25.2	6	102.4	**60**	**206.7**
Total	25	19.5	29	33.8	39	114.1	17	123.3	13	230.5	**123**	**521.2**

Source: Metro RLIS, adjusted by city of Happy Valley and Real Urban Geographics to April 11, 2011.

The **Happy Valley EOA Technical Appendix** contains a map of the current vacant and part-vacant land inventory.

C. SHORT-TERM EMPLOYMENT LAND INVENTORY

In addition to the long-term land supply, OAR 660-009-0005 also requires the identification of a short-term supply of land meaning "suitable land that is ready for construction within one year of an application of a building permit or request for a service extension." OAR 660-009-0025 also requires that cities must provide "at least 25 percent of the total land supply within the urban growth boundary designated for industrial and other employment uses as short-term supply."

In Happy Valley's case, all of the land supply currently included within Eagle Landing and the tax lots in the East Happy Valley area south of Hagen Road, within 0.5 mile of 172nd Avenue, are considered to be within the short-term supply category. The employment land north of Hagen Road on both sides of SE 172nd Avenue consists of approximately 127 net acres of unconstrained land area. Therefore, the City has existing roads, water, sewer, and other infrastructure facilities appropriately sized to handle some level of new development on the vacant tax lots in Happy Valley, excluding Hagen Road.

The amount of vacant and part-vacant, employment-zoned land area within the East Happy Valley Rock Creek Employment Center varies depending upon the actual use that occurs on the land. The Rock Creek Employment Center includes approximately 192 net buildable acres of vacant unconstrained land area when slopes over 10 percent are deducted from the buildable land inventory. Approximately 77.6 net acres of land area may be gained if additional development occurs on the moderately sloped lands (land with 10 percent to 25 percent slopes), as indicated in **Table 3**.

Table 3. Rock Creek Employment Center, Vacant Unconstrained Land Area (net acres)

Current Zone Designation	Net Unconstrained Vacant Acres Less Slopes over 10%	Net Unconstrained Vacant Acres Less Slopes Over 25%	Variation (net acres)
CCC	15.2	15.2	0.1
EC	59.2	69.6	10.4
IC	54.1	82.1	28.0
RC-ME	54.7	86.8	32.1
RRFU*	8.9	16.0	7.1
Total	**192.0**	**269.6**	**77.6**

** intended for RC-ME zoning per East Happy Valley land use plan.*
Source: Real Urban Geographics, April 15, 2011 GIS analysis.

With approximately 428 net vacant unconstrained acres of buildable industrial, employment, and commercial land area in the City, the commercial and industrial properties clearly meet the statutory requirements for short-term land supply. Industrial and commercial properties appear to be well served by an adequate infrastructure with an abundant supply of vacant industrial and office land area being actively marketed in the City's Urban Services Boundary (USB) today**.**

D. SUBREGIONAL EMPLOYMENT LAND CONSIDERATIONS

In addition to documenting existing vacant and buildable land area within the Happy Valley UGB, the City also considered the development potential within the adjacent Clackamas Industrial Area. The analysis of the Clackamas Industrial Area supply shows approximately 226.3 acres of unconstrained land area with employment zoning, as indicated in the **Happy Valley EOA Technical Appendix.**

Within the Clackamas Industrial Area, the Clackamas County Development Agency currently owns and actively markets approximately 48 developable acres of industrial land area, referred to as the Clackamas Industrial Area Opportunity Site. All of the land supply within the Clackamas Industrial Area is considered to be adequately served by public roads, water, sewer, and power and telecommunications infrastructure, and part of the short-term land supply.

SECTION III: EMPLOYMENT TRENDS

FCS GROUP completed an analysis of economic trends and local competitive advantages to prepare employment growth forecasts for the Happy Valley UGB in accordance with OAR 660-009-0015(1-4). Local economic development visions, goals, and objectives were also considered in this process to inform the growth forecast scenarios.

A. EMPLOYMENT TRENDS ANALYSIS

FCS GROUP conducted an economic overview and real estate market analysis of office, commercial retail, industrial, and public government space development for the Happy Valley market area. This analysis focused on the expected level of demand for new commercial, industrial, and public development, and related gross buildable land needs over the next 20 years (2011 to 2031).

The U.S. and Oregon economies are currently mired in the aftermath of a national economic recession that began in December 2007. While the current economic slowdown ranks now as the longest on record since the Great Depression, some economic expansion is beginning to occur. According to the U.S. Bureau of Economic Analysis, real Gross Domestic Product increased in 2010 at an annual rate of 3.7 percent during the first quarter, 1.7 percent during the second quarter, and 2.5 percent during the third quarter of 2010. GDP measures the value of all goods and services in the U.S.

Consumers still remain very cautious as unemployment remains at a higher level in Oregon than the nation, and home foreclosures continue to mount. Oregon posted a year-over-year overall job gain of 16,200 jobs between November 2009 and November 2010. At the same time, the state's unemployment rate held relatively unchanged at 10.6 percent in November 2010, compared to 10.7 percent in November 2009. It should be noted that the Oregon also is experiencing a high level of under-employment that is not reflected in these data trends.

The Oregon economy appears to be poised for a slow economic recovery. The July 2010 survey of the National Association of Business Economists reported expectations of slow growth in GDP during the coming years as industry demand, profit margins, employment, capital spending, and credit conditions improve.

Population levels continue to increase in both Oregon and Happy Valley due to population migration patterns, increases in immigrant population levels, and natural population increases. Population in Happy Valley increased to 13,903 residents in 2011, up from 4,519 residents in 2000 (U.S. Census). The average annual growth rate (AAGR) for population exceeded that of the county, state, or nation with a 10.1 percent average annual growth between 2000 and 2010.

For comparison, the population of the Portland-Beaverton-Vancouver PMSA increased from 1,928,000 to 2,185,000 between 2000 and 2008, a 1.58 percent annual growth rate. According to

Metro, the regional government, PMSA population is forecast to add between 346,500 and 467,300 people over the next 10 years.[1]

B. HAPPY VALLEY EMPLOYMENT GROWTH FORECASTS

Metro prepared forecasts for households and employment for all local jurisdictions in the Metro Urban Growth Planning Area. The most recently adopted Metro growth forecasts are referred to as the Metroscope Generation 2.3 model, and include a forecast period from 2005 to 2030. FCS GROUP extrapolated the Metro forecasts to year 2035 using Metro's forecasted growth rate from 2005 to 2030. While Metro currently prepares updated growth forecasts for the region, FCS GROUP used the Metroscope Generation 2.3 forecasts for this EOA, since they are the only set of officially adopted forecasts at this time. As indicated in **Table 4**, the 2005 to 2035 forecasts anticipate that Happy Valley will add approximately 11,854 households and 11,298 jobs over the 25-year period.

As noted in **Table 4**, the Metro job growth forecasts indicate Happy Valley's "bedroom community" nature with a low ratio of 0.5 jobs per household, well below Metro regional average of 1.5 jobs per household. Happy Valley's concentration of limited residential land base supports these findings given that only recent expansion included the East Happy Valley area west of Damascus.

Three employment growth forecast scenarios were formulated for the Happy Valley EOA:

- **Scenario A (Low Growth Scenario):** Assumes actual growth over the next 20 years is 25 percent below the Metro growth forecast for the Happy Valley area
- **Scenario B (Medium Growth Scenario):** Assumes consistency with the current adopted employment forecast by Metro for the Happy Valley area
- **Scenario C (High Growth Scenario):** Assumes actual growth over the next 20 years is 25 percent higher than the Metro growth forecast for the Happy Valley area

The three job growth scenarios translate into net new employment growth forecasts over the 2011 to 2031 timeframe ranging from 5,908 jobs in the Low Growth Scenario; 7,877 jobs in the Medium Growth Scenario, and 9,847 jobs in the High Growth Scenario (see **Table 5**).

[1] *The Portland-Beaverton-Vancouver Primary Metropolitan Statistical Area (PMSA) consists of seven counties, including: Clackamas, Columbia, Multnomah, Washington and Yamhill (Oregon), and Clark and Skamania Counties (Washington).*

Table 4. Metro Growth Forecasts for Households and Employment, 2005 to 2035

	Households			Projected Change 2005-2035	Projected Avg. Annual Change (%)
	2005	2030	2035		
Happy Valley	4,746	14,665	16,600	11,854	4.2%
Clackamas County	140,415	241,821	269,594	129,179	2.2%
Multnomah County	288,926	372,913	392,439	103,513	1.0%
Washington County	189,925	272,998	293,545	103,620	1.5%
Total 3 County Region	***619,266***	***887,732***	***955,578***	**336,312**	***1.5%***

	Employment			Projected Change 2005-2035	Projected Avg. Annual Change (%)
	2005	2030	2035		
Happy Valley	2,471	11,886	13,769	11,298	5.9%
Clackamas County	145,581	251,286	280,273	134,692	2.2%
Multnomah County	493,671	705,721	758,005	264,334	1.4%
Washington County	269,660	450,970	499,820	230,160	2.1%
Total 3 County Region	***908,912***	***1,407,977***	***1,538,098***	**629,186**	***1.8%***

	Jobs Per Household Ratio			Projected Happy Valley Capture of Region HHs	Projected Happy Valley Capture of Region Jobs
	2005	2030	2035		
Happy Valley	0.5	0.8	0.8	**3.5%**	**1.8%**
Clackamas County	1.0	1.0	1.0		
Multnomah County	1.7	1.9	1.9		
Washington County	1.4	1.7	1.7		
Total 3 County Region	***1.5***	***1.6***	***1.6***		

Source: Metro adopted housing and employment growth forecasts, 2007; Metroscope Gen. 2.3; extrapolated to 2035 by FCS GROUP.

Table 5. Happy Valley Employment Growth Forecasts, 2011 to 2031

	Low	Medium	High
Retail Trades	315	419	524
Services	3,904	5,205	6,507
Industrial/Other	1,431	1,907	2,384
Government	259	345	432
Total	**5,908**	**7,877**	**9,847**

Source: Medium forecast consistent with Metroscope 2.3 and related traffic analysis zone forecast assumptions for the Happy Valley area adopted by Metro Council in 2005; medium and high forecasts vary the medium forecast by 25%.

C. OPPORTUNITIES AND CONSTRAINTS ANALYSIS

The consultant considered input from the BAT and local stakeholders to help evaluate the local desire and ability to achieve the low, medium, and high growth employment forecasts and to ascertain potential issues regarding meeting unique site requirements for small, medium, and large employers. The overall findings from an opportunities and constraints analysis are summarized in the **Happy Valley EOA Technical Appendix**.

D. TARGET BUSINESS CLUSTERS ANALYSIS

The business cluster analysis summarized in **Figure 2** identifies the business sectors within the Happy Valley region by their size and growth potential using their North American Industrial Classification System (NAICS) code. This code is used by the federal government to classify types of businesses for tax accounting and economic research purposes. The data used for the clusters analyses were derived from the OED wage and salary employment statistics for the year ending in 2008. The size of the bubbles in the following charts provides a relative comparison within each jurisdiction of the current location quotients (LQ) and the total direct wages paid to workers within each industry sector. LQs represent the propensity of an industry to locate in Happy Valley (please refer to the Appendix for more detailed description on the approach used in this analysis).

Figure 3 provides a similar comparative analysis of business clusters within Clackamas County.

The clusters analysis classifies the existing business sectors in Happy Valley area into four general categories:

Industry Sectors with Large LQ/High Growth Potential ("Stars")

- Educational Services (private or non-profit)
- Leisure and Hospitality (includes restaurants)
- Retail Trade

Industry Sectors with Small LQ/High Growth Potential ("Emerging")

- Health Care
- Professional and Business Services
- Miscellaneous Services

Industry Sectors with Large LQ/Low Growth Potential ("Mature")

- Construction
- Financial Activities and Services
- Natural Resources
- Transportation & Warehousing

Industry Sectors with Small LQ/Low Growth Potential ("Challenged")

- Manufacturing
- Wholesale Trade
- Information
- Government

In addition to evaluating existing *local* business clusters, the City may also consider the expected *regional* growth in business sectors and emerging clusters. According to the Oregon Employment Department, the job sectors with the highest potential for new growth in the greater Portland metropolitan region include: health care; hotel/motel accommodations and food services; business administration and waste management; professional; scientific and technical service (such as computer science and engineering); state and local government; wholesale trade; finance and insurance; retail trade; transportation; and utilities (includes warehousing, distribution and energy research, and private utilities).[2]

While manufacturing of durable goods does not make the list of the top growth sectors, certain subsectors within manufacturing show faster growth than others. The manufacturing sectors with the greatest net new job growth potential in the greater Portland metropolitan region include: computer-related parts manufacturing; transportation equipment; other miscellaneous durable goods (such as solar panels); and miscellaneous non-durable goods (such as apparel research and design). Health-related medical devices and biomedical research, and organic food and beverage processing are also growing business sectors within the broader economy.

Focused marketing and business recruitment efforts are being made by the State of Oregon and regional economic development stakeholders to attract certain established and emerging business clusters. The business and industry clusters currently targeted by the Oregon Business Development Department, Portland Business Alliance, and the Portland Development Commission include advanced manufacturing; clean technology (with sustainability sub-clusters in green building, solar, and wind power); active wear/outdoor gear; and software.

Recommended Business Clusters

In light of these findings, we recommend that Happy Valley focus on retaining and attracting a mix of existing and emerging business clusters that pay above average wages. This includes a mix of existing **established and emerging clusters**, such as:

- Health services and biomedical research and development
- Professional and business services
- Advanced manufacturing (metals, machinery, testing devices, etc.)
- Advanced learning (public and private higher education establishments)

[2] *These emerging business clusters are documented in the regional WIRED (Workforce Innovation and Regional Economic Development, Global Development Strategy, prepared by FCS GROUP et.al, 2008.*

Figure 2. Existing Business Clusters in Happy Valley, 2008

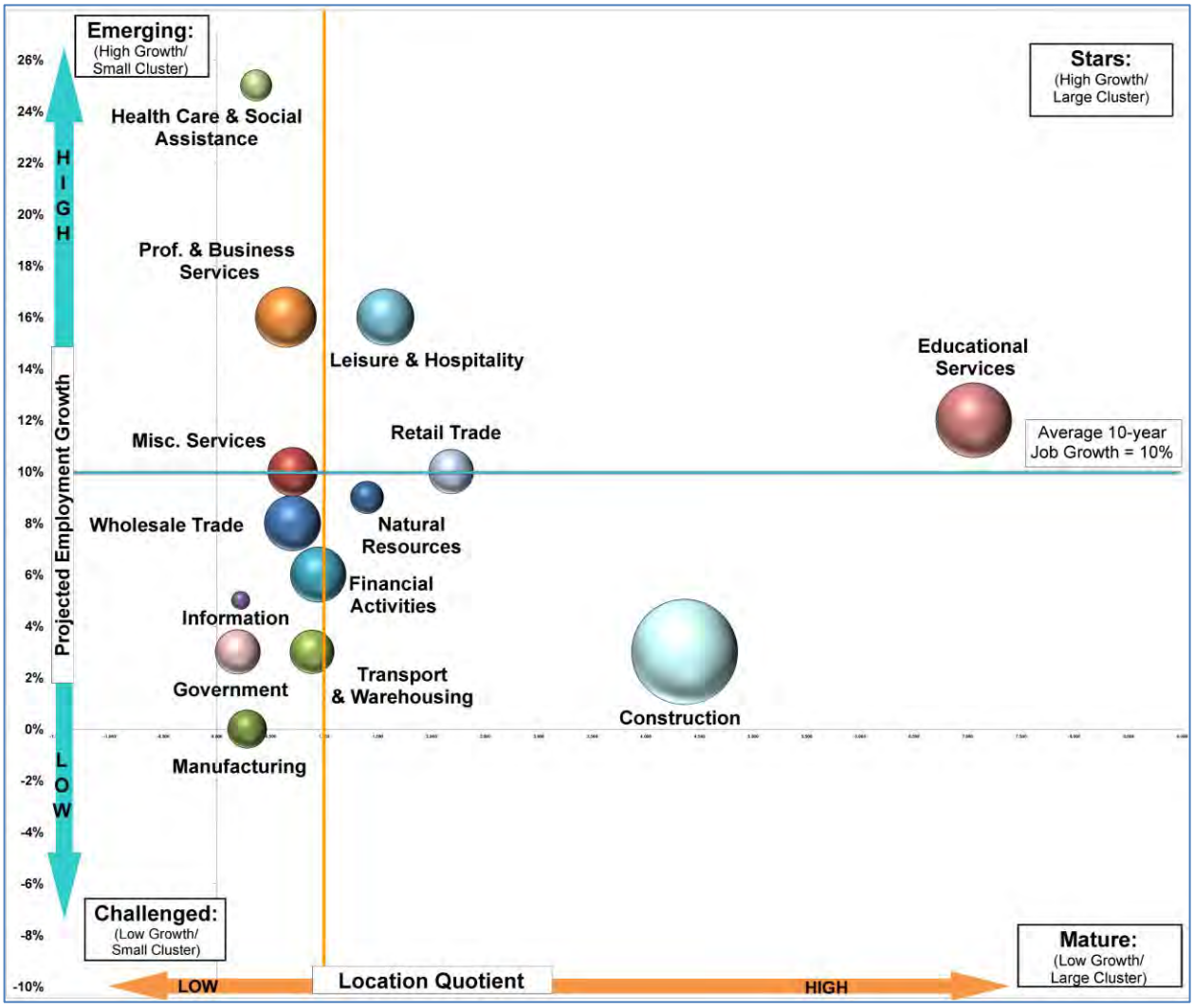
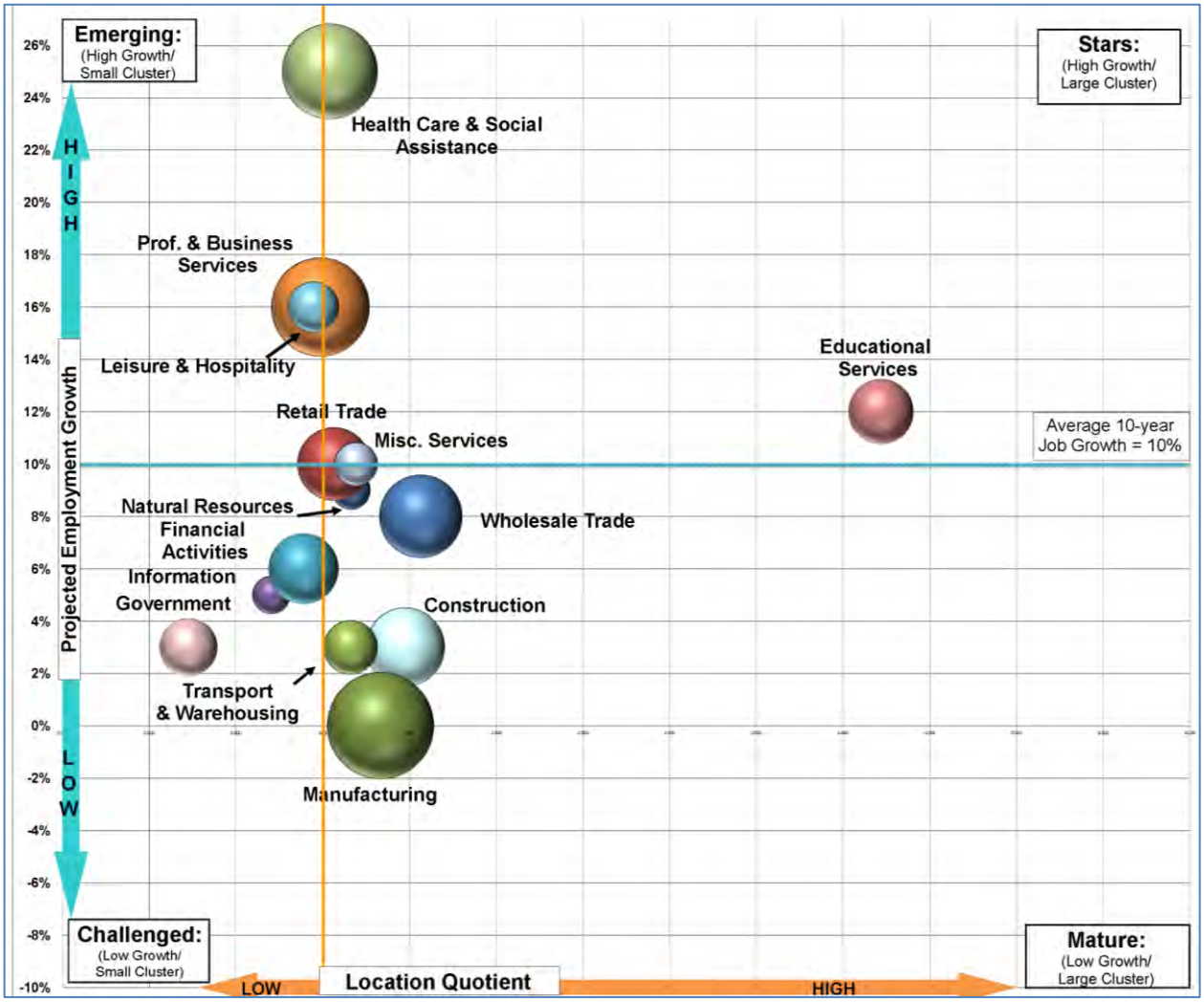


Figure 3. Existing Business Clusters in Clackamas County, 2008



SECTION IV: EMPLOYMENT LAND NEEDS

OAR 660-009-0025 requires an analysis of 20-year land needs for employment growth in the Happy Valley UGB along with attention to unique site needs based on the identified employment types.

A. EMPLOYMENT SPACE NEEDS ANALYSIS

After accounting for the level of expected redevelopment activity, the amount of vacant land demand in the Happy Valley UGB for employment uses over the next 20-years is expected to range from 200 acres (Low Growth Scenario), 266 acres (Medium Growth Scenario), and 333 acres (High Growth Scenario). Preliminary estimates for vacant lands needs in Happy Valley UGB by general land use zone classification are provided in **Table 6.** Please refer to the **Happy Valley EOA Technical Appendix** for more detailed methodology and supporting assumptions.

Table 6. Happy Valley UGB Vacant Land Needs by General Land Use Zone Classification, 20-year Forecast (buildable acres)

Land Use Classification	Low	Medium	High
Commercial	55	73	91
Employment & Mixed Use	53	71	89
Industrial/Government/Other	92	122	152
Total	**200**	**266**	**333**

Assumptions based on Dec. 2009 Metro 2009-2035 Urban Growth Report assumptions and local observations described in Appendix A; compiled by FCS GROUP.

The actual amount and timing of new development will vary from year to year. The range in development forecasts reflects several issues:

- The current uncertainty regarding the region's ability to retain and attract major employers.
- The City's potential to stimulate redevelopment of the Rock Creek Employment Center.
- The City's ability to work with ODOT to fund and construct required transportation and infrastructure improvements (particularly the Sunrise Corridor segment to 172nd Avenue) that can accommodate new commercial and industrial development on vacant lands, particularly in the Rock Creek Employment Center.

B. OVERALL EMPLOYMENT LAND NEED REQUIREMENTS

This Happy Valley EOA indicates that the existing Happy Valley UGB contains adequate industrial and employment land area to accommodate the forecasted level of employment growth that is expected to occur under all of the growth scenarios. The amount of commercially-zoned land also appears to be adequate under the low- and medium-growth scenarios, but may not be adequate under the high-growth scenario to accommodate 20-year demand without policy changes or land use code

amendments. Therefore, we recommend that the City pursue policies that implement the job growth consistent with the medium growth forecast, and develop policies that can help the city accommodate high levels of employment growth over time. Other issues with respect to achieving the job growth forecasts are described in **Section V, Policy Actions**.

Industrial Land Need and Parcel Requirements

As indicated in **Table 7**, the medium land need scenario assumes 122 acres of net new industrial vacant land demand, which is above the estimated vacant industrial land supply of 207 acres. If market conditions improve and the high land need scenario is achieved, the industrial land demand is expected to be about equal with the buildable industrial supply.

Table 7 also provides a preliminary expected forecast of demand by parcel size. The forecast assumes that about one-third of the remaining vacant industrial tax lots within the Happy Valley UGB will be absorbed over the next 20 years under the medium land use scenario.

Table 7. Happy Valley 20-Year Industrial Land Demand Forecast and Vacant Land Supply

Industrial Land Demand and Supply	Low Growth Scenario (acres)	Medium Growth Scenario (acres)	High Growth Scenario (acres)
Demand (acres)	92	122	152
Supply (acres)	207	207	207
Land Surplus (supply less demand)	**115**	**85**	**54**
Preliminary Parcel Distribution, Medium Land Use Scenario	**Existing Supply (tax lots)**	**Forecast of Parcel Demand (tax lots)**	**Surplus (tax lots)**
Less Than 1 acre	11	0	11
1 to 2 acres	19	2	17
2 to 5 acres	20	4	16
5 to 10 acres	4	6	(2)
10+ acres	8	4	2
Total	**60**	**16**	**44**

Source: Analysis by FCS GROUP based on land demand and supply findings.

Employment/Office Land Need and Parcel Requirements

As indicated in **Table 8**, with an employment/ mixed-use land supply of 239 acres, Happy Valley appears to have a more than adequate existing vacant land supply to meet the land demand forecasts for all employment land need scenarios. The medium land need scenario assumes 71 acres of net new commercial and mixed-use land demand, which equates to about one-quarter of the vacant commercial and mixed-use land supply. Under the high land need scenario, 89 acres of land demand is expected, which leaves approximately150 acres of vacant land after the 20-year planning period.

Table 8. Happy Valley 20-Year Employment/Office Land Demand Forecast and Vacant Land Supply

Employment Land Demand and Supply	Low Land Use Scenario (acres)	Medium Land Use Scenario (acres)	High Land Use Scenario (acres)
Demand	53	71	89
Supply	239	239	239
Land Surplus (supply less demand)	**185**	**167**	**150**
Preliminary Parcel Distribution, Medium Land Use Scenario	**Existing Supply (tax lots)**	**Forecast of Parcel Demand (tax lots)**	**Surplus (tax lots)**
Less Than 1 acre	4	0	4
1 to 2 acres	5	1	4
2 to 5 acres	12	2	10
5 to 10 acres	9	5	4
10+ acres	6	2	4
Total	**36**	**10**	**26**

Source: analysis by FCS GROUP based on land demand and supply findings.

Commercial Land Need and Parcel Requirements

As indicated in **Table 9**, with a commercial/mixed-use land supply of 76 acres, Happy Valley appears to have a somewhat limited existing vacant commercial land supply to meet the commercial/retail land demand forecasts under the medium and high land need scenarios. The medium land need scenario assumes 73 acres of net new commercial land demand, which would result in a 3-acre surplus of commercially zoned land supply. Under the high land need scenario, 91acres of commercial land demand is expected, which leaves a 16-acre deficit of commercial land needs at the end of the 20-year planning period.

Table 9. Happy Valley 20-Year Commercial Land Demand Forecast and Vacant Land Supply

Land Demand and Supply	Low Land Use Scenario (acres)	Medium Land Use Scenario (acres)	High Land Use Scenario (acres)
Demand	55	73	91
Supply	76	76	76
Land Surplus or Deficit (supply less demand)	**21**	**3**	**(16)**
Preliminary Parcel Distribution, Medium Land Use Scenario	**Existing Supply (tax lots)**	**Forecast of Parcel Demand (tax lots)**	**Surplus or (Deficit) (tax lots)**
Less Than 1 acre	10	2	8
1 to 2 acres	5	6	(1)
2 to 5 acres	7	5	2
5 to 10 acres	4	4	0
10+ acres	1	1	0
Total	**27**	**18**	**9**

Source: analysis by FCS GROUP based on land demand and supply findings.

C. SITE REQUIREMENTS

Happy Valley's vacant land supply can become well positioned within the greater Portland Metropolitan Region to attract a mix of small, medium, and large employers over the coming decades. The majority of the targeted businesses considering expansion or relocation into Happy Valley consist of small to medium business operations (less than 50 employees). These small to medium businesses can locate within existing professional office or industrial buildings, or within new office or flex/industrial buildings developed on vacant sites with less than 5 acres in size.

Most small and medium business establishments (less than 100 workers) prefer to initially lease space in office or industrial/flex buildings, and/or could locate into redevelopment sites in downtown locations or employment centers (e.g., Rock Creek Employment Center). No special vacant land requirements are identified for future small or medium businesses. However, the City could pursue more proactive policies and investments aimed at incubating and growing self-employed and small business establishments locally.

The City can also provide a variety of medium and large sites (5 to 10+ acres) that meet the targeted business and industrial requirements. As the region's remaining land supply of large contiguous industrial and employment sites over 10 acres diminishes, these sites will be especially needed and highly valuable for retaining and attracting large businesses.

Once the remaining larger vacant sites are developed or acquired by businesses for future expansion (likely to occur within 20 years), large business establishments (over 100 employees) will have site size and infrastructure service requirements that cannot be easily met within the Happy Valley Town Center or the Rock Creek Employment Center. Typical site requirements for the targeted business types are described in **Table 10.** Please refer to the **Happy Valley EOA Technical Appendix** for a matrix of typical site infrastructure and related site selection criteria.

Table 10. Typical Site Size Requirements for Targeted Business Types

	Small Users	Medium Users	Large Users
	Less than 10 jobs per business	**10 to 99 jobs per business**	**100+ jobs per business**
Industrial ■ Advanced Manufacturing ■ Biomedical R&D	Building tenants in office or flex buildings. Can be accommodated in Happy Valley Town Center or Hwy. 212 corridor	2 to 6 acres per user. Prefers industrial or business park settings. Could be accommodated within Rock Creek Employment Center	6 to 20 acres per user. Prefers industrial zoned areas. Can be accommodated in Rock Creek Employment Center
Office ■ Professional Services ■ R&D component of Mfg. or Clean Tech	Tenants in offices in Happy Valley Town Center or flex buildings in Hwy. 212 corridor.	1 to 2 acres per user. Prefers commercial centers or light industrial/business park settings. Could be accommodated in Happy Valley	2 to 4 acres per user. Prefers business park setting with transit service. Could be accommodated in Happy Valley.
Health Services	Growth likely to cluster along Sunnyside Road, and new campus at Rock Creek Employment Center in planned locations.		
Advanced Education/Training	Growth likely to occur along Sunnyside Road at Eagle Landing or Town Center. Transit access is a plus.		

Source: Assumes site development requirements shown in Happy Valley EOA Technical Appendix.

SECTION VI: POLICY ACTIONS

OAR 660-009-0020(1)(a) and OAR 660-09-0025 require adoption of local economic development objectives and policies with special attention to designating lands for industrial and commercial use.

A. POLICY ACTIONS

Consistent with EOA documentation requirements, the economic trends analysis, stakeholder interviews, Business Advisory Taskforce input, and the target industry clusters analyses, the City of Happy Valley is uniquely positioned within the greater Portland Region to experience continued success in retaining and attracting businesses and economic development. The ability to accommodate or exceed the level of employment growth expected under medium or high growth forecast requires the City to undertake proactive steps (adopt new policies) to mitigate the following risks:

- **Risk of Losing Large Commercial and Industrial Sites**

  The City depends on vacant land supply of large parcels (over 5 acres) and recent local investment in roadways and infrastructure to serve planned development areas at Eagles Landing and Rock Creek Employment Center. The City could risk economic growth potential if ODOT/County transportation investment on the Sunrise Corridor connection between Carver Junction and 172nd Avenue is delayed. Until this investment is made, major employers, including Providence Heath Care and others, will likely put off current business investment and job creation.

- **Risk of Not Adequately Preparing for Targeted Commercial Development and Redevelopment**

  As the City's population and employment levels increase with time and vacant commercial land diminishes, it will need to rely more upon redevelopment areas. The City should consider adopting new performance zoning standards that allow ancillary commercial development to occur within industrial and employment zones. New economic and community development plans should be formulated to allow the City to leverage desired mixed-use development at the east end of the Happy Valley Town Center.

- **Need to Retain and Nurture Existing Employers within Happy Valley and Nearby Areas**

  Within one mile of the existing Happy Valley city limits, there are several major health care and industrial businesses that may expand on at their current locations or relocate to other more suitable locations within the local market area. If the City continues to provide superior development planning and permitting services, excellent police/emergency services, and relatively low property tax rates on infrastructure, it may be able to provide businesses with a competitive location to conduct regional, national, and international activities.

- **Planning and Permitting Risks**

  The City may opt to review its land use development code to ensure that it preserves sites for their intended use, yet is flexible enough to accommodate a full diversity of commercial and light

industrial uses consistent with public safety, public facilities, and positive urban design characteristics. The ability to provide streamlined and predictable permitting process outcomes can be a challenge as the City relies more on smaller infill and redevelopment sites to accommodate business growth.

- **Advance Sunrise Corridor ROW Purchase Risks**

  Future investment along the planned Sunrise Corridor risks being hindered until adoption of the actual alignment. We recommend that ODOT and/or Clackamas County establish a rights-of-way (ROW) easement reserve fund to advance purchase ROW and easements from property owners interested in developing their land along the planned Sunrise Corridor alignment.

Most of these risk factors may be addressed by the City of Happy Valley, but will require partnerships with regional and state regulatory agencies, such as Metro, Clackamas County and ODOT. The City can take a leadership position by providing a local planning and permitting environment that is favorable to business investment and more proactive economic marketing to raise awareness of Happy Valley's strengths as the emerging high employment generator for the East Metro Region and urban Clackamas County.

B. HAPPY VALLEY ECONOMIC DEVELOPMENT OBJECTIVES

OAR 660-009-0020 stipulates requirements for industrial and other economic development policies. Local comprehensive plans are required to provide community economic development objectives, a commitment to providing a competitive short-term land supply, and commitment to providing adequate sites and public facilities to serve new development.

Happy Valley's prior existing adopted economic development policies are provided in **Happy Valley EOA Technical Appendices, Appendix XX**. It is recommended that new implementation policies be adopted as part of this EOA update that focus on the following issues areas. The outline of new Community Economic Development Objectives that should be adopted as implementation policies cover the following issues areas:

- Commitment to Provide a Short-Term Land Supply
- Commitment to Provide Adequate Sites and Facilities
- Policies that Provide for Prime Industrial Land Development on Large Lots
  - Assist Property Owners with Oregon Industrial Site Certification Process
- Policies that Promote Targeted Redevelopment in the Town Center and Other Areas
- Policies that Work with ODOT and Clackamas County on the Sunrise Corridor
- Policies that Provide Proactive Economic Development Marketing and Incentives Directed Towards Strategic Clusters

This section describes the goals, objectives, and strategies that support a new economic development mission for the City of Happy Valley.

Mission Statement:

In order to expand our local economy to its fullest potential, the City of Happy Valley will work closely with local, regional and state economic development entities to create a positive environment that supports expansion of existing businesses and attracts new living wage employers. We will accomplish this through strategic investments in economic development marketing and infrastructure.

Goal 1: Establish and Strengthen Public/Private Partnerships

Objective 1.1: Document the significance of local and state public and private investments in pursuing local business development.

Strategies:

- Continue to monitor and research levels of private investment leveraged by the City of Happy Valley, Clackamas County, and regional/state/federal governments.
- Utilize City and local public and private investments as a local funding match on state and federal grants, when allowed in pursuit of grant funding.
- Leverage City and county resources with other public and private funds where feasible and equitable.

Goal 2: Increase Economic Vitality of Happy Valley

Objective 2.1: Increase marketing exposure of shovel-ready development sites, including a mix of site sizes (i.e., 5-acre to 10-acre) to meet business expansion requirements.

Strategies:

- Work with Clackamas County and Business Oregon to provide web-based links that provide information pertaining to the Rock Creek Employment Center. This would include, but not be limited to the *Oregonprospector* website: (www.oregonprospector.com).

Objective 2.2: Recruit businesses that offer living wages that are higher than the statewide average for all private business establishments.

Strategies:

- Focus on targeted business clusters for more proactive marketing outreach efforts. The targeted business clusters identified in the Happy Valley EOA include: health services and biomedical research and development; advanced manufacturing (including metals and medical devices/ equipment); and professional business services (including consultants, engineers, etc.).
- Market the Rock Creek Employment Center to targeted business sectors that provide wages equal to or better than statewide average.

Objective 2.3: Support urban agricultural and environmental tourism efforts within Happy Valley, as appropriate.

Strategies:

- Continue to work with local private enterprises and North Clackamas Parks to expand local use of these resources to provide off-peak visitation and related business spending impacts and to improve the quality of life for local residents and employees.

Goal 3: Become a Visible Economic Development Leader in the Greater Portland Region

Objective 3.1: Support local, county, regional, state, and federal land use, environmental, and transportation projects and initiatives that may positively impact or influence business development in Happy Valley.

Strategies:

- Use available City staff and/or a designated non-profit (e.g., North Clackamas Chamber of Commerce) to attend key land use, transportation and economic

development forums, meetings, and hearings; and/or provide local resolutions of support for specific initiatives.

- Monitor projects and networks to decide which venues are most important to staff/attend.

Objective 3.2: Maintain and improve the working relationship with secondary education establishments, and local Worksource training networks.

Strategies:

- Strive to improve outreach and partnership opportunities with other agencies, such as OIT, Clackamas Community College, and Worksource Oregon.
- Expand community outreach, including regular communications to ensure the City's economic development mission, activities and operations are conveyed through press releases, public forums, and one-on-one communications.

Goal 4: Facilitate Development of Rock Creek Employment Center and Happy Valley Town Center Infrastructure

Objective 4.1: Work with Clackamas County and local residents and businesses to solidify a vision and preliminary design plan for a new Rock Creek Employment Center and Happy Valley Town Center.

Strategies:

- Conduct planning sessions, public workshops, and/or joint meetings with the City of Happy Valley Planning Commission and City Council to identify appropriate building scale and use orientation as a basis for a vision and preliminary design guidelines.
- Reach out to potential tenants to fully understand any potential interest in locating business operations into the Rock Creek Employment Center or other portions of Happy Valley, and what types of buildings and site layouts, amenities, and infrastructure are desired.

Objective 4.2: Work with Clackamas County, ODOT and potential site tenants to obtain full funding commitments for the on- and off-site infrastructure.

Strategies:

- Identify local, state, and federal grant and loan funding programs, and designated amounts of local funding match from designated city and county resources.
- Identify prospective tenants that may consider locating into the planned business park. Obtain letters of intent from tenant prospects.
- Work with the County to apply jointly for regional, state, and federal grant and loan programs to leverage designated local funding amounts.
- Obtain funding agreements from non-local entities and prepare full-funding agreements for final design and construction of SE 162nd Avenue and Rock Creek Bridge improvements.
- Update the City and County capital facilities plans to reflect the capital cost outlays and funding resources to be dedicated to the project.
- Ensure that adequate funding reserves are designated by the City and County to ensure project completion within desired time frame.

Objective 4.3: Optimize Overall Site Development Potential

Strategies:

- Evaluate locations with relatively steep slopes (i.e., over 10%) that are not conducive to industrial development, and implement zoning amendments that allow more flexible mixed-use development types that are compatible with adjacent industrial and/or employment areas.

Objective 4.4: Oversee Development Regulations

Strategies:

- Adopt clear and objective design standard, including identification of key design elements, and permitted and conditional uses allowed.
- Include energy efficient design standards that are obtainable and include controls on night sky light pollution.
- Include aesthetically pleasing, low-maintenance landscaping, signage, and site amenities, with an estimated cost estimate for annual operations and maintenance costs.
- Ensure that new sources of operating revenues are established to cover appropriate O&M expenses.

Goal 5: Monitor Performance and Periodically Adjust Goals and Objectives

Objective 5.1: Monitor the overall completion and cost and benefits attributed to these aforementioned economic goals and objectives.

Strategies:

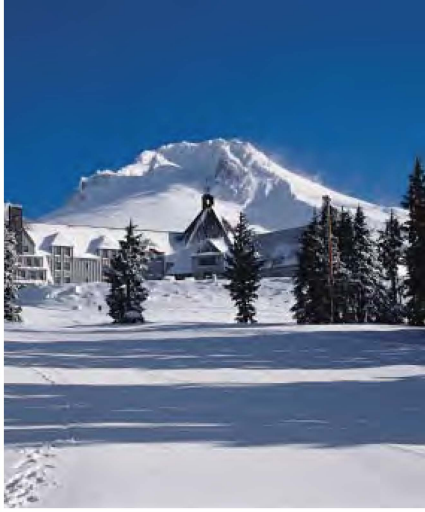
- Prepare annual review of local success in achieving each of the aforementioned goals and objectives. Indicate whether the goal has been initiated, level of staff resources and budget expended, percent completion, and anticipated completion date.
- Identify direct investments leveraged by City resources, including amounts of public and private investment leveraged, direct jobs retained or created, and other measures of public benefit.
- Revise economic development mission, goals, and objectives annually, as appropriate to reflect ongoing success, and fiscal issues, constraints, and new opportunities.

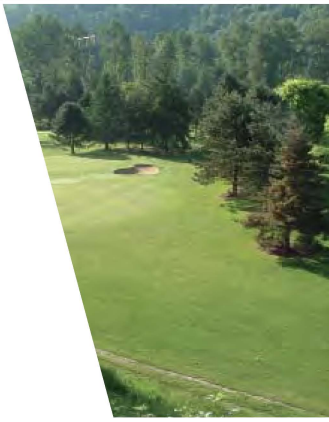
The draft goals and policies that are listed above are intended to serve as local community economic development objectives that guide positive economic development within the Happy Valley UGB. The goals and policies are intended to replace the current Goal 9 policies for the City of Happy Valley. Please refer to the **Happy Valley EOA Technical Appendix** for the prior adopted Happy Valley economic development policies.

Clackamas County
Business and Economic Development

Where All Jobs Count!

CLACKAMAS COUNTY





CLACKAMAS COUNTY

BOARD OF COUNTY COMMISSIONERS
PUBLIC SERVICES BUILDING
2051 KAEN ROAD | OREGON CITY, OR 97045

Welcome to Clackamas County – where all jobs count!

Thank you for thinking of Clackamas County, a place where there is unity between jobs, the environment, and high quality of life. Our diverse Mt. Hood Territory has something for everyone, including a competitive business environment. For example:

- No business tax
- No business license fee in unincorporated areas
- (most Clackamas County communities charge a modest fee)
- Multiple interstate access (I-205, I-5, and proximity to I-84)
- Close proximity to the Portland International Airport via I-205
- Quick access to the Port of Portland

The Business and Economic Development Team provides a wide array of free services and information designed to promote Clackamas County as a world class destination for corporations, manufacturers, professional firms, small businesses and innovative industries. Experienced economic professionals work with corporate decision makers from small companies to major industries interested in locating or expanding operations in Clackamas County

Businesses are flourishing here. Industry leaders can be found in Metals, Machinery, Aerospace, Defense, Healthcare, High-tech, Forestry, Food & Beverage Processing, Film & Media Production, Nursery/Agriculture, and Software Development.

Clackamas County is also fostering economic development programs and coalitions designed to benefit our business community for years to come.

We look forward to working with you!

Sincerely,

John Ludlow, Chair
Clackamas County Board of Commissioners

P. 503.655.8581 | F. 503.742.5919 | WWW.CLACKAMAS.US

Contents

Clackamas County Map
Clackamas County Key Industry Clusters
Business & Economic Development Programs

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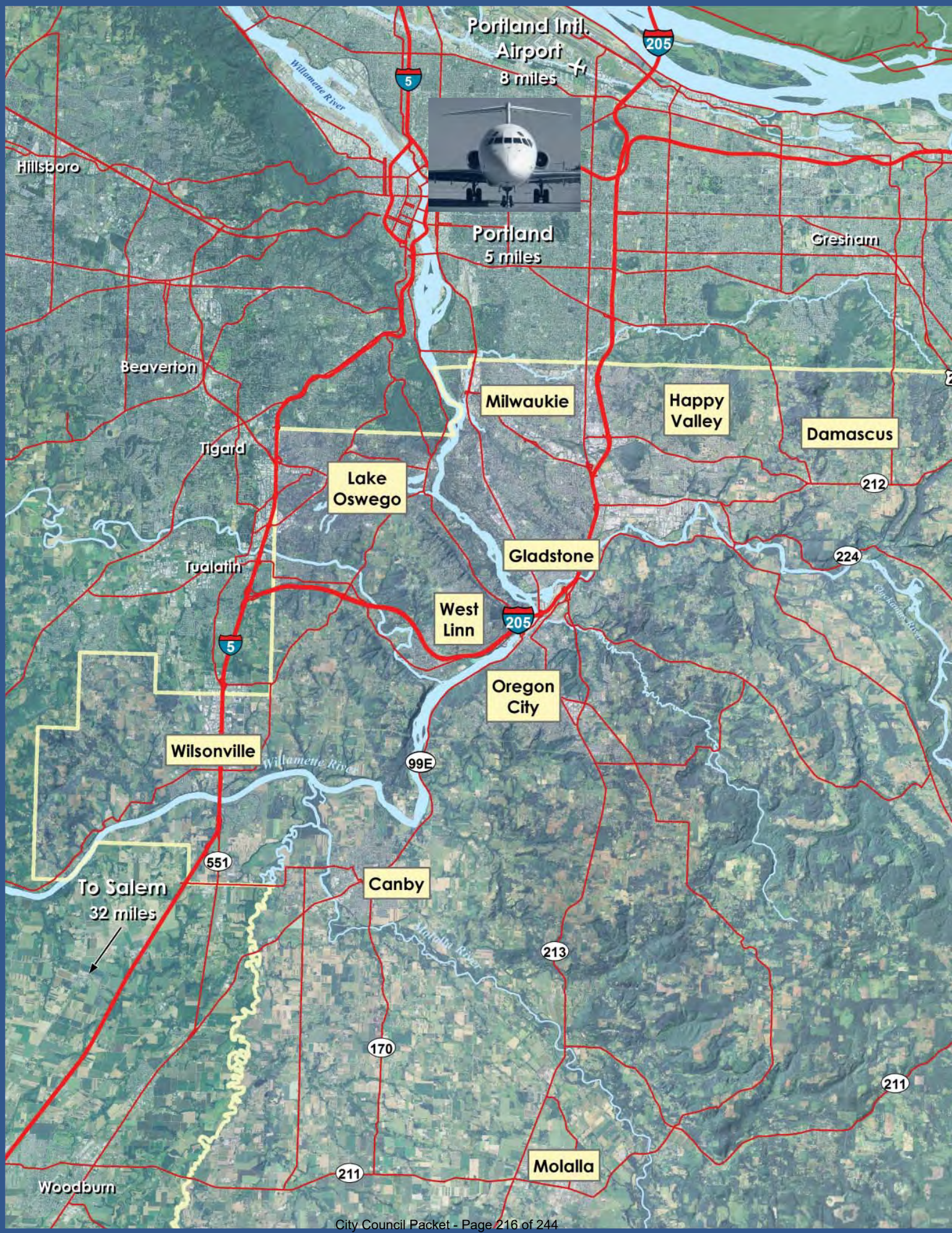

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Professional Business Services is the largest cluster in Clackamas County. The service sectors that make up this cluster include accounting, asset management, business consulting, financial management, wealth management, insurance, law, architecture, engineering, planning, computer systems and management consulting. Establishments within this cluster range in size from small independents to large consulting practices.

Wholesale Trade businesses favor Clackamas industrial locations with convenient highway, rail, and airport access. Key advantages of this cluster include above average wage levels, with opportunities for entry level, and advanced trade logistic and sales representatives. This cluster also includes several of the County's largest employers, which supports hundreds of small and medium size suppliers.

Health Care as an industry cluster is a vital element of the Clackamas County economy, and has grown measurably over the past several years. Health care jobs tend to pay above average wages, and many of Clackamas County's largest employers are in this cluster. Significant levels of planned investment by private and non-profit health providers in Clackamas County are underway.

Advanced Technology – High Tech cluster includes dozens of industries that manufacture a variety of electronic components and software systems for computer, energy, transportation, aerospace, motor vehicles and defense-related products. Global demand for high tech exports is expected to expand in the future.

Advanced Manufacturing – Metals and Machinery has mature roots in Clackamas County and is undergoing a transformation in the age of global competition. Companies are located in both the urban and rural areas and they produce a wide range of goods including computer components, jet engines, turbines for wind power generators, streetcars, rebar and multipurpose tools.

Trucking and Distribution cluster is prominent in Clackamas County with access to several major metropolitan markets within Oregon, Washington, Idaho, and northern California within a one-day drive. Expanding global and domestic trade and "just in time" shipping logistics require an efficient and reliable freight transportation network.

Key Industry Clusters

Food and Beverage Processing is a natural fit in Clackamas County with access to organically grown food produced locally and throughout the Pacific Northwest. Clackamas County food and beverage processing businesses capitalize on the proximity to agricultural products grown locally and highway, rail, and port transportation facilities.

Film and Media Production is a key cluster as Clackamas County continues to be a preferred location for the film and media production sites. The natural scenic beauty of the Cascade Range dominated by Mt. Hood provides a rugged landscape with wild & scenic rivers, unique small town settings, and convenient access to Portland and urban locations.

Nurseries and Greenhouses are a successful cluster because Clackamas County has the favorable climate, good soils, long growing season and talent necessary to expand this well-established "green industry." Increasing consumer demand, combined with global opportunities to feed a world population is creating new opportunities in the nursery and greenhouse cluster.

Agriculture and Food Production is flourishing because there is a growing trend towards buying locally produced food and organic products for all types, which is benefiting the Clackamas County agriculture and food production cluster. Agriculture and food production is on the rise in Clackamas County with the increasing demand for locally and organically grown food for domestic and international consumption.

Wood Products Manufacturing as one of Clackamas County's most mature industry clusters, continues to play a prominent role in the local economy, particularly in rural areas, such as Estacada, Sandy, and Molalla. Clackamas County's beneficial location includes convenient access to local timber harvests combined with excellent proximity to wholesale and export markets and workers.

Where All Jobs Count!

Business and Economic

BUSINESS ASSISTANCE, RETENTION, EXPANSION, RECRUITMENT

We work with communities throughout the County to assist with new and expanding existing businesses in order to promote traded-sector industries to create jobs and increase the County's overall gross domestic product.

How we can assist your business:

- Track Available Industrial/Commercial Properties
- Serve as a liaison with county departments and state agencies
- Manage Incentive Programs: Enterprise Zones, Strategic Investment Zones, Rural Renewable Energy Development Zones
- Provide online assistance through our Tools for Business Success

CLACKAMAS COUNTY ECONOMIC DEVELOPMENT PRACTITIONERS PARTNERSHIP

Staff works closely with cities throughout the County to support economic development efforts by hosting meetings, trainings, events and bi-annual practitioners roundtable discussions.

Projects and Initiatives:

- Businesses can tie into a network of assistance

CLACKAMAS COUNTY STRATEGICALLY SIGNIFICANT EMPLOYMENT LANDS ASSET MAPPING PROJECT

We have mapped all available employment land throughout Clackamas County and developed an online mapping tool which provides prospective businesses, site selectors, project managers, investors and recruiters with a tool to search for land, buildings and development sites. A link to the Clackamas County Site Search tool is www.clackamas.us/business/assets.

This ongoing effort of identifying development ready employment lands includes an analysis of project ready land requirements; identification, assessment and GIS mapping of countywide employment lands and infrastructure; regional economic opportunities analysis; businesses cluster analysis and supply chain; and a strategic marketing plan.

Development Programs

CLACKAMAS COUNTY ECONOMIC LANDSCAPE

The project focuses on conveying the current economic forces that are driving the Clackamas County local economy by identifying economic output by key traded-sector industry clusters and keys to increasing the jobs-to-housing ratio.

Projects and Initiatives:

- Maintain Updated Data
- Reporting Key Performance Indicators
- Regional Partnerships: Portland State University, Metro, Greater Portland Inc.

CLACKAMAS COUNTY INDUSTRY CLUSTER DEVELOPMENT

Using the work of the Economic Landscape Project, staff is focusing on a variety of programs to expand business opportunities, job growth, and increase the County's overall gross domestic product.

Projects and Initiatives:

- **Industry Cluster Convening**

  Hosting of roundtable discussions with key industries in Clackamas County to review and confirm cluster focus/scope, definition and participants; identify needs, opportunities, obstacles and areas of strongest mutual interest.

- **Industry Supply Chain Project**

  Identifying supply chains of industries throughout the County to identify resources and opportunities for businesses to coordinate supply and demand of products and services.

COMMUNITY ECONOMIC PREPAREDNESS (CEP)

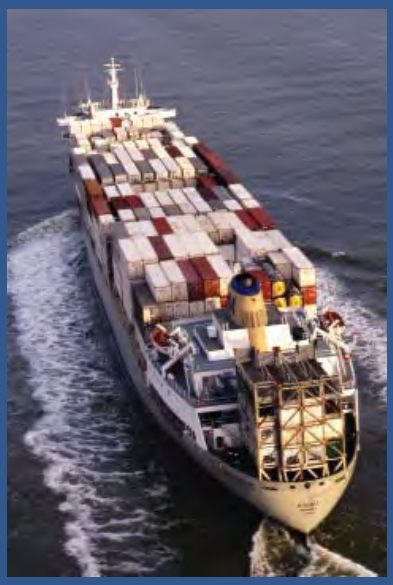
We provide technical assistance and subject matter expertise to communities with business retention, expansion and new business development. By participating in the CEP program, communities have the opportunity to learn the relevant needs for economic development success and how to strategically plan to address those needs.

Projects and Initiatives:

- Increase community marketability for economic development opportunities
- Strengthen the ability to retain and expand existing businesses
- Response Team Training – helping communities respond to business leads

Business and Economic

CLACKAMAS COUNTY EXPORT INITIATIVE



Clackamas County Business & Economic Development recognizes the importance of export activity to our business community and the local economy. The production of exported goods and services creates jobs both directly and indirectly in the supply chain. Clackamas County is actively engaged in the recently launched Metro Export Initiative (MEI), an export strategy developed by the Brookings Metropolitan Policy Program as part of the Greater Portland Export Plan.

Projects and Initiatives:

- Educational Seminars
- Business Outreach
- Regional Partnerships

CLACKAMAS COUNTY FILM & MEDIA PRODUCTION

In partnership with the Oregon Governor's Office of Film & Television, Business and Economic Development staff are promoting the regional development of the film, video and multimedia industry in order to increase the industry's revenues and investment in Clackamas County.

Projects and Initiatives:

- County-wide Online Film & Media Permit www.clackamas.us/business/film
- Lead Process
- Location Scout Assistance
- Databases: Filming locations (Reel Scout), Industry resources
- Marketing
- Analytics
- Industry Events

www.clackamas.us/business

Development Programs

CLACKAMAS COUNTY MAIN STREET

In collaboration with Oregon Main Street, Clackamas County serves as a coordinating Main Street program for participating communities providing assistance, training, technical services and resources in an effort to preserve, revitalize and establish their downtown commercial districts. In addition, Clackamas County Main Street serves as a clearinghouse of resource information and convenes regular meetings with partnering Main Street professionals.

Projects and Initiatives:

- **3D Downtowns**, a dynamic program offered to Clackamas County Main Street (CCMS) communities which provides an opportunity for a property owner to visualize design concepts to help promote revitalization of downtowns. The National Association of Counties (NACo) has granted this program an Achievement Award.

CLACKAMAS COUNTY AG INVESTMENT PLAN

This project is focused on creating new emergent markets for the County's agricultural base by exploring interconnections among activities and optimization of various land use within the agricultural sector. As a partnership with Business & Economic Development, Natural Resources, Sustainability and Tourism this program focuses on four key areas of opportunity, including renewable energies, regional food systems, regional impact from the equine industry, and agricultural tourism.

Let Us Know How We Can Help!

4biz@clackamas.us

Let Us Know How We Can Help!

CLACKAMAS
COUNTY

For more information please contact

Clackamas County Business & Economic Development

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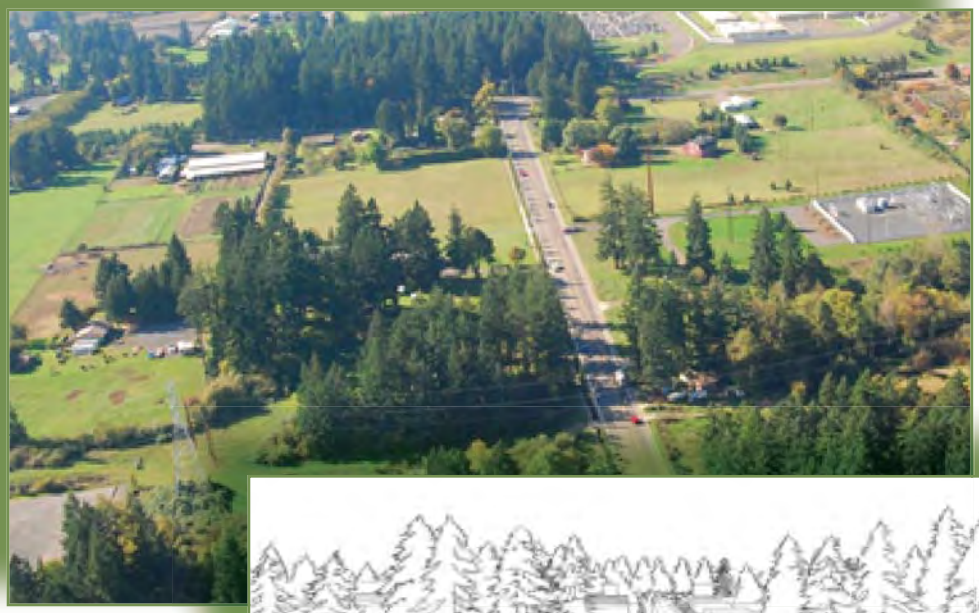
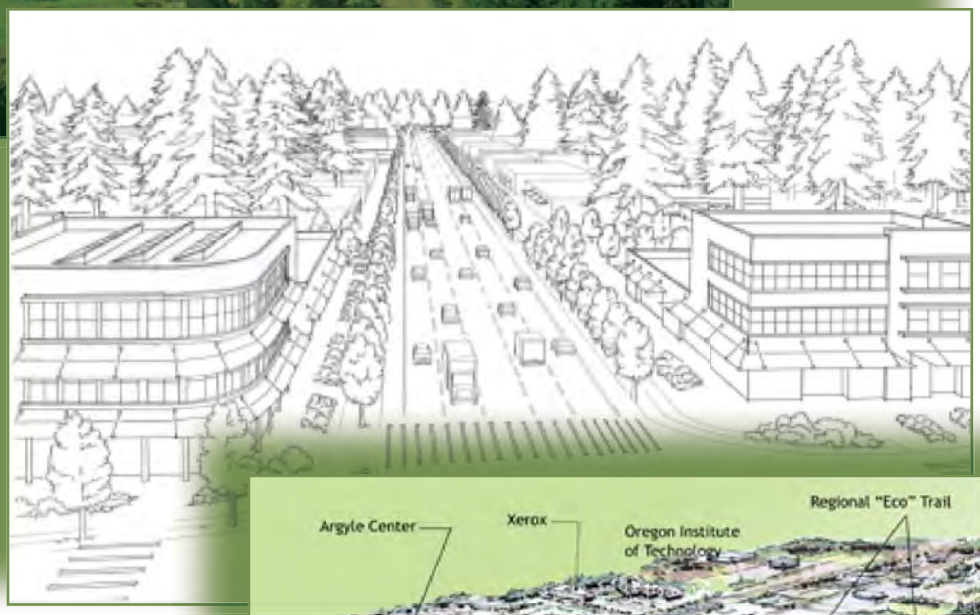
City of Wilsonville

Coffee Creek Industrial Area



Development Overview



City of Wilsonville
29799 SW Town Center Loop East
Wilsonville, Oregon 97070
503-682-1011
www.ci.wilsonville.or.us

This brochure was made possible in part by financial assistance provided by the Oregon Department of Land Conservation and Development Technical Assistance Grant Program.

The south Metro region has experienced rapid growth over the past two decades. The cities of Wilsonville, Tualatin and Sherwood have undergone significant increases in population, households and employment. In 2002, Metro added the Coffee Creek Industrial Area into the Urban Growth Boundary with the designation as a Regionally Significant Industrial Area (RSIA), which protects the area from competing commercial or residential development.

The Coffee Creek Industrial Area is located in an area of unincorporated Washington County that is within the City of Wilsonville's designated urban growth boundary. Washington County is currently the governing jurisdiction for activities in the area; however, future development of this area requires annexation into the City of Wilsonville. The City's Planned Development – Industrial Zone (PDI-RSIA) complies with the Metro RSIA designation.

Bing Maps

The Coffee Creek Industrial Area is free of commercial and residential encroachment.

A master plan for the Coffee Creek Industrial Area was completed by the city of Wilsonville in 2007. The master planned area includes 216 acres south of Day Road which provides a framework to guide the development of public facilities and private uses. A detailed infrastructure study was completed in 2011.

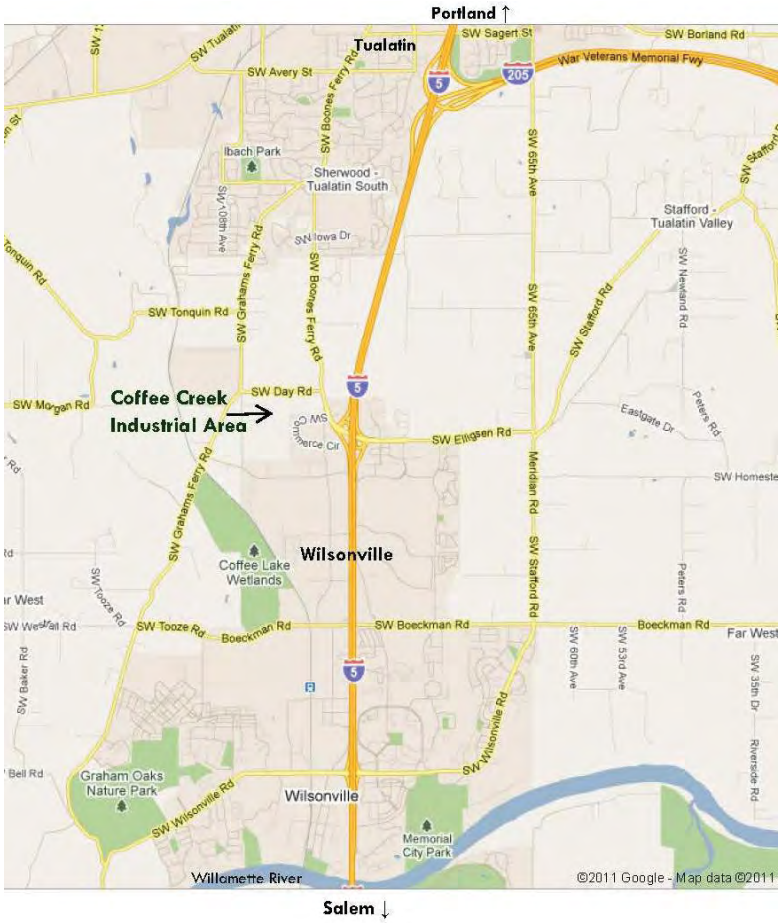
The Coffee Creek Master Plan envisions development of a new employment center in North Wilsonville for approximately 1,800 jobs. The Coffee Creek Master Plan features design standards that support multi-level industrial-office buildings along Day Road and a pedestrian/bicycle network that creates a transit and pedestrian-oriented "Class A" employment center. Green street design standards with a passive-solar building orientation/street grid are also incorporated into the employment center. New development is expected to serve general industrial, warehouse, flex, and research and development (R&D) functions. Pedestrian and bicycle facilities are to be provided along all collector and arterial streets for convenient and safe access to all modes of travel.

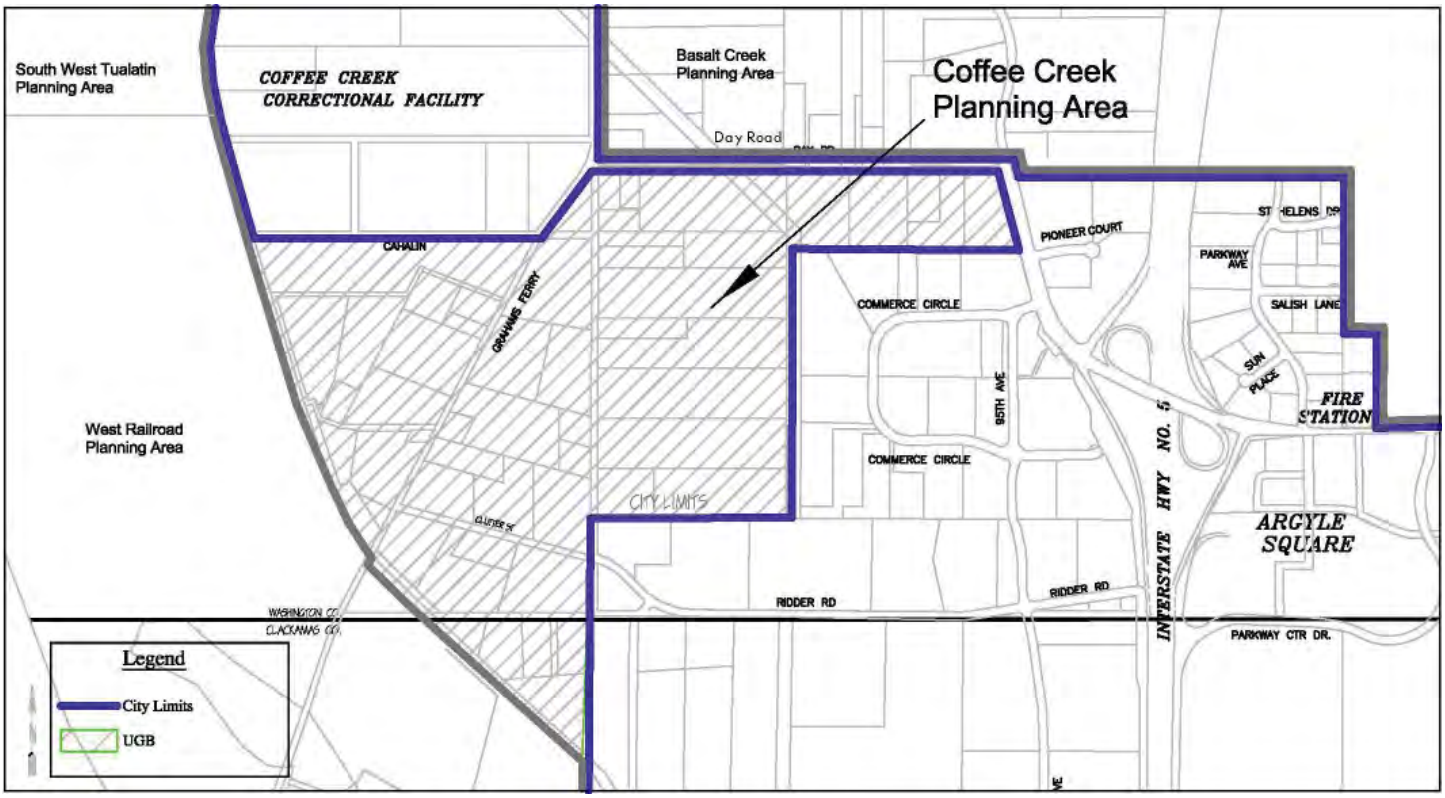
The Coffee Creek Master Plan allows for fast-track permitting and application processing from City departments that understand business needs for industrial development. One "pre-application" meeting with all of the key departments highlights any issues and provides a map forward.

Ideal location for business. Located along Interstate-5, the West Coast commerce corridor, Wilsonville is situated as a strategic 'dual gateway' between the southern edge of Portland metropolitan area and Salem (the state capitol).

Wilsonville has excellent I-5 freeway access to I-205 / I-84 and west to Oregon Highways 217 / 26 that make Wilsonville a transportation hub for interstate transport. Wilsonville's industrial zones are located immediately adjacent to I-5, helping to minimize truck and automobile traffic interaction on city streets and speed the delivery of freight.

New economic opportunities with Coffee Creek Industrial Area: The proposed Coffee Creek Industrial Area will be the City's next area of major business development that is projected to host over 1,800 family-wage jobs with an annual payroll of $55 million at build-out. The City has conducted additional studies and undertaking planning efforts for infrastructure requirements, which are estimated at $34 million, with the majority of costs for roads at $26 million.





The Coffee Creek Industrial Area includes approximately 216 acres south of Day Road. It is primarily located in unincorporated Washington County, with a small triangle (south of Clutter Road) located in unincorporated Clackamas County. The area is generally bounded by the Coffee Creek Correctional Facility and Day Road on the north, the Portland and Western Railroad to the west and south, and the existing Wilsonville city limits to the east.

The Day Road Design Overlay District is a special design zone for a portion of the Coffee Creek Industrial Area. The purpose of the Day Road Design Overlay District (Wilsonville Code Section 4.134) is to establish standards for site design and exterior architecture of all structures located along Day Road (also known as Day Street).

Buildings constructed in this area on the map, above, will have to comply with specific design standards. These standards are intended to ensure high-quality design of development and redevelopment at the Day Road gateway to the city of Wilsonville including:

- Coordinated design of building exteriors, additions and accessory structure exteriors.
- Preservation of trees and natural features.
- Minimization of adverse impacts on adjacent properties from development that detracts from the character and appearance of the area.
- Integration of the design of signage into architectural and site design.
- Minimization of the visibility of vehicular parking, circulation and loading areas.
- Improved pedestrian linkages and to provide for public transit.
- Encourage architectural design in relationship to the proposed land use, site characteristics, and interior building layout.

Day Road looking west from Boones Ferry Road intersection.

Statewide Planning Goal 9 Economic Opportunities Analysis (EOA)

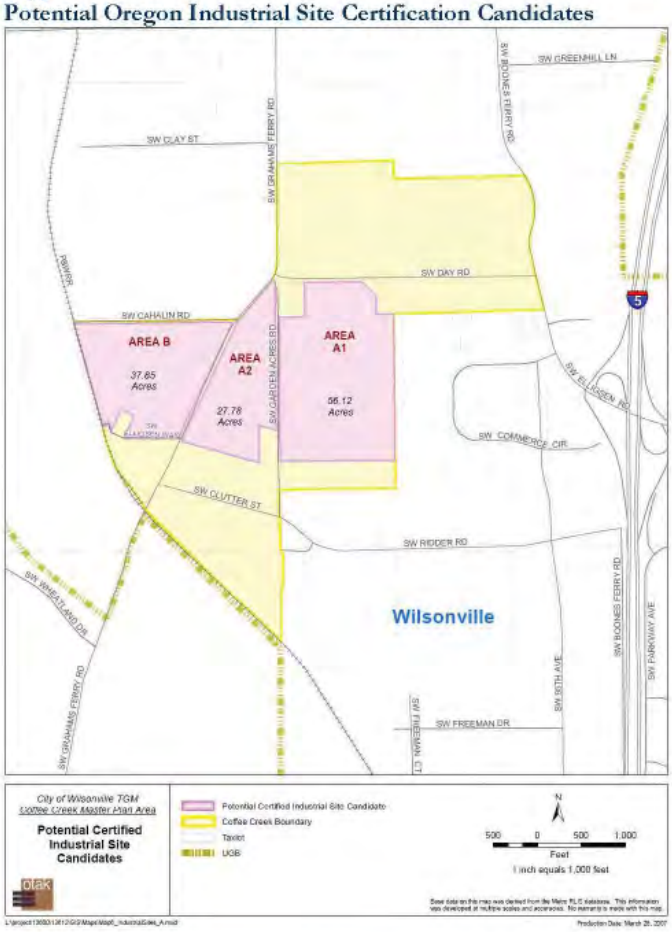
The City of Wilsonville completed a Statewide Planning Goal 9 Economic Opportunities Analysis (EOA) in accordance with Oregon Department of Land Conservation and Development (DLCD) requirements in January 2008.

Areas within Coffee Creek Industrial Area have been identified as "potential industrial site certification candidates" under the Oregon Business Development Department's Industrial Site Certification Program.

Given Wilsonville's strong existing cluster of industrial businesses, Wilsonville is competitive with the region and the state for expansion and attraction of industrial development. The potential availability of land, access to well-educated labor force, and relatively high-quality of life in Wilsonville, help retain and attract growing manufacturing and industry sectors.

Appendix F

Potential Oregon Industrial Site Certification Candidates



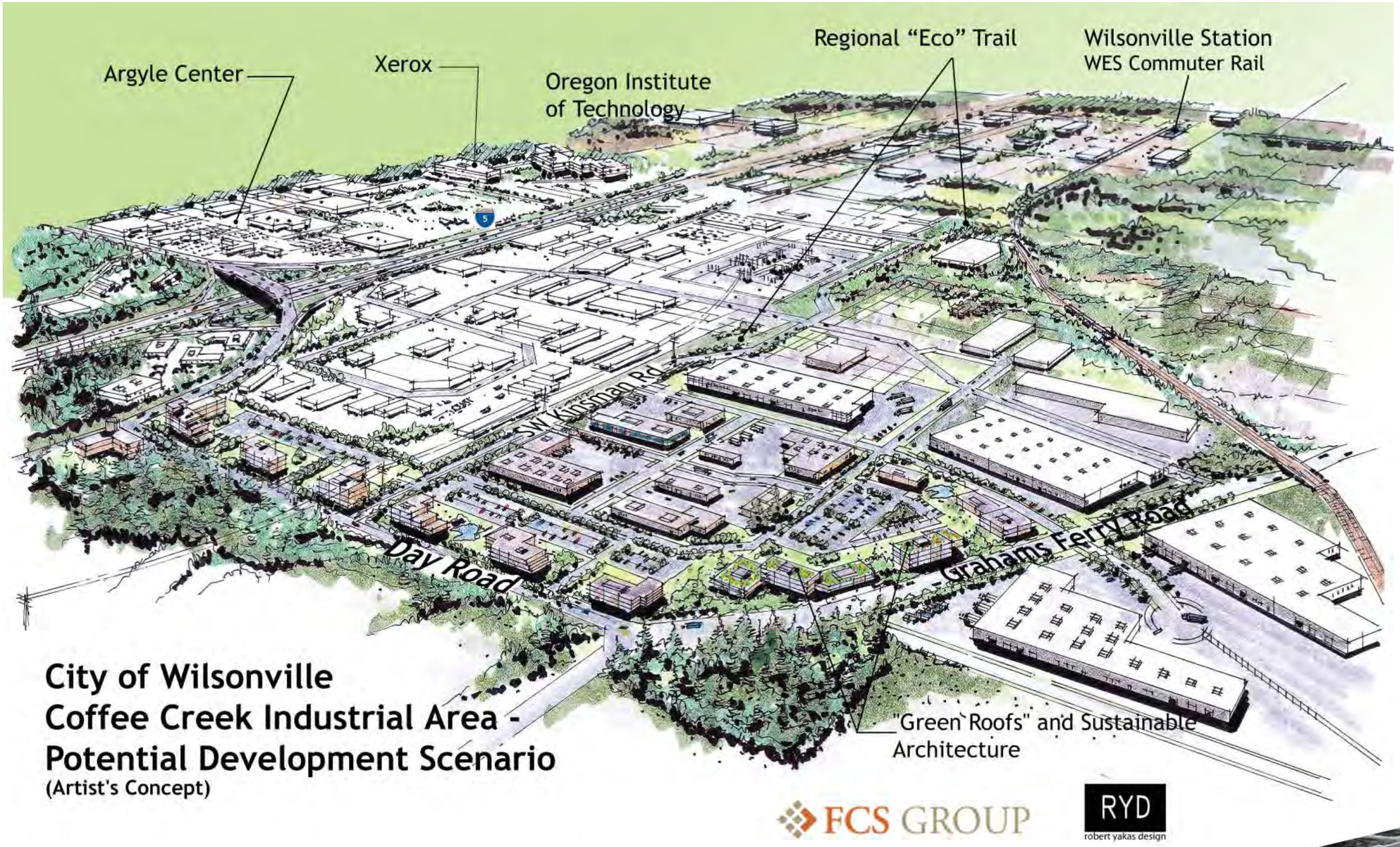
City of Wilsonville Economic Opportunity Analysis

COGAN OWENS COGAN · otak · FCS GROUP Solutions-Oriented Consulting

Wilsonville locational advantages coupled with incentives are intended to "level the playing field" as a great place to do business.

- **For Developed Industrial Properties:**
  - Most SDCs Already Paid: A majority of systems development charges (SDCs) associated with most existing industrial facilities in Wilsonville have been paid in the construction process.
- **For Undeveloped "Greenfield" Properties**
  - Development Agreements between the City and businesses can provide companies with credits against SDCs when a newly developed site expands public infrastructure.
  - Financing Agreements can lock-in current rates to prevent escalators (i.e., phased SDC rate increases) from kicking-in for a period of time as a company completes build-out.
- **Reduced Taxation**
  - Transit Tax Savings: Wilsonville has lower payrolls-tax costs due to reduced Wilsonville SMART transit tax when compared to all Portland-area cities Tri-Met payroll tax. Wilsonville's employer-paid payroll tax to subsidize public transit operations is one-third less (0.50% vs. 0.6818%) than that for businesses located in all other areas of Portland served by Tri-Met; for higher-wage or larger employers, this differential can produce considerable savings.
    - On $10 million in annual wages, a business would save over $18,000 in payroll tax by being located in Wilsonville.
  - No Business Income Tax: Unlike some jurisdictions, Wilsonville has no business income tax.
- **Relocation Assistance**
  - Wilsonville can work with the company and the Wilsonville Chamber of Commerce to create customized relocation packets for employees.

Wilsonville is a city well-accustomed to working with industrial firms in manufacturing and wholesale distribution. Over half of the 15,000 full-time employees who work in Wilsonville are employed in industrial occupations - principally in high-tech, healthcare products and distribution logistics.



The artist's rendering on the left depicts what the area might look like at buildout.

Target Development:

A mix of general industrial/flex and R&D/tech buildings totaling approximately 2.1 million square feet of industrial development floor area at build-out:

- Two-thirds general industrial/flex with floor-to-area (FAR) ratio of 0.30
- One-third Research & Development/Technology building types with a FAR ratio of 0.25

Wilsonville is a city well accustomed to working with industrial firms in manufacturing and wholesale distribution. Approximately two-thirds of the 15,000 full-time employees who work in Wilsonville are employed in industrial occupations — principally in manufacturing and distribution logistics.

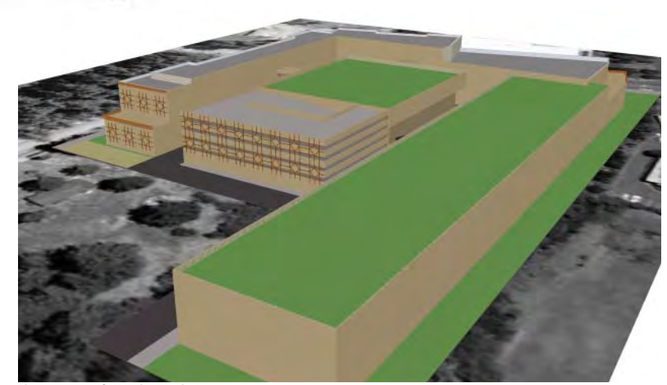
The city's leading industrial firms include Xerox, Mentor Graphics, Tyco Electronics, FLIR Systems, Rockwell Collins, SYSCO Food Services, Rite Aid Distribution, Coca-Cola Bottling and OrePac Building Products Inc.

Sustainable development practices (green streets, eco-roofs, eco-efficient employment techniques, low-impact developments, sustainable energy) are encouraged in the Coffee Creek Industrial Area, and will help to give the area a market edge over traditional industrial development.

Coffee Creek Concept Rendering (view looking southeast from corner of Day Road and Grahams Ferry Road)

The Planned Development Industrial – Regionally Significant Industrial Area (PDI-RSIA) is Wilsonville's newest industrial zone district. This zone designation applies to the Coffee Creek Industrial Area and is appropriate for most light manufacturing, warehousing, distribution, and flex uses. Corporate headquarters and technology campuses are also appropriate for the PDI-RSIA. The PDI-RSIA designation will help meet the Region's documented needs for high-wage, light-industrial development, and provide a land-use type that is compatible with surrounding industrial uses, and the Coffee Creek Correctional Facility.

The City has worked with Metro, the State and others to plan for a regionally significant 200-acre industrial development area in the northwest quadrant of Wilsonville in Washington County near the Oregon Coffee Creek Correctional Facility. The proposed Coffee Creek Industrial Area will be the City's next areas of major business and economic development that is projected to host over 1,800 family-wage jobs with an annual payroll of $55 million at build-out. The City is in the process of conducting additional studies and undertaking planning efforts for infrastructure requirements, which are estimated at $34 million, with the majority of costs for roads at $26 million.



Courtesy of Nathaniel Rotta

Employment: Family-wage industrial jobs.

Wilsonville's 800-plus businesses provide 15,000 full-time jobs (FTE), with over half of these positions in high-wage industrial occupations of manufacturing or wholesale distribution.

Total annual private-sector payroll in Wilsonville is approximately $800 million annually, a 63% increase since 2000 that generates a total direct/indirect regional economic impact of over $1.9 billion per year.

Top-30 Wilsonville Employers

Business	Type	FTE	Business	Type	FTE
Xerox Corporation	M	1,500	Vision Plastics Inc	M	130
Mentor Graphics Corporation	M	1,100	S S I Shredding Systems Inc	M	125
Tyco Electronics–Medical Prods.	M	550	Hartung/Oregon Glass Co.	M	120
Sysco Food Services of Portland	D	520	Costco Wholesale, Wilsonville	R	115
Oregon Dept. of Corrections	G	450	Coherent, Inc	M	105
FLIR Systems	M	440	Prograss, Inc	S	105
Rockwell Collins	M	430	Crimson Trace Corp.	M	100
Rite Aid Distribution Center	D	240	McKesson Drug Co.	D	100
Fry's Electronics, Inc	R	230	N T P Distribution Inc	D	100
Coca-Cola Bottling of the NW	M/D	170	Precision Countertops Inc	M	95
City of Wilsonville/SMART	G	160	Target Store, Wilsonville	R	95
Adecco USA Inc	S	155	Portland General Electric Co.	U	85
Houston's Inc	D	145	West Coast Bank Service Ctr	S	90
Kinetics Climax Inc	M	135	bioMérieux, Inc.	M	80
OrePac Building Products Inc.	D	135	Wilsonville Toyota/Scion	R	80

Business Type: D=Distribution; G=Government; M=Manufacturing; R=Retail; S=Service; U=Utility

Wilsonville-based businesses workforce composition by:

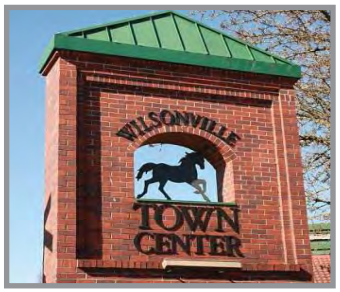
- **Occupation (job type)**

Occupation	# Jobs	% Jobs
Admin Support	2800	18%
Pro Specialty	2300	14%
Exec/Mgrs/Admin	2200	13%
Sales / Clerks	2100	13%
Other Services *	1700	11%
Precision/Craft*	1500	9%

* employment site-based workers

- **Economic sector (business type)**

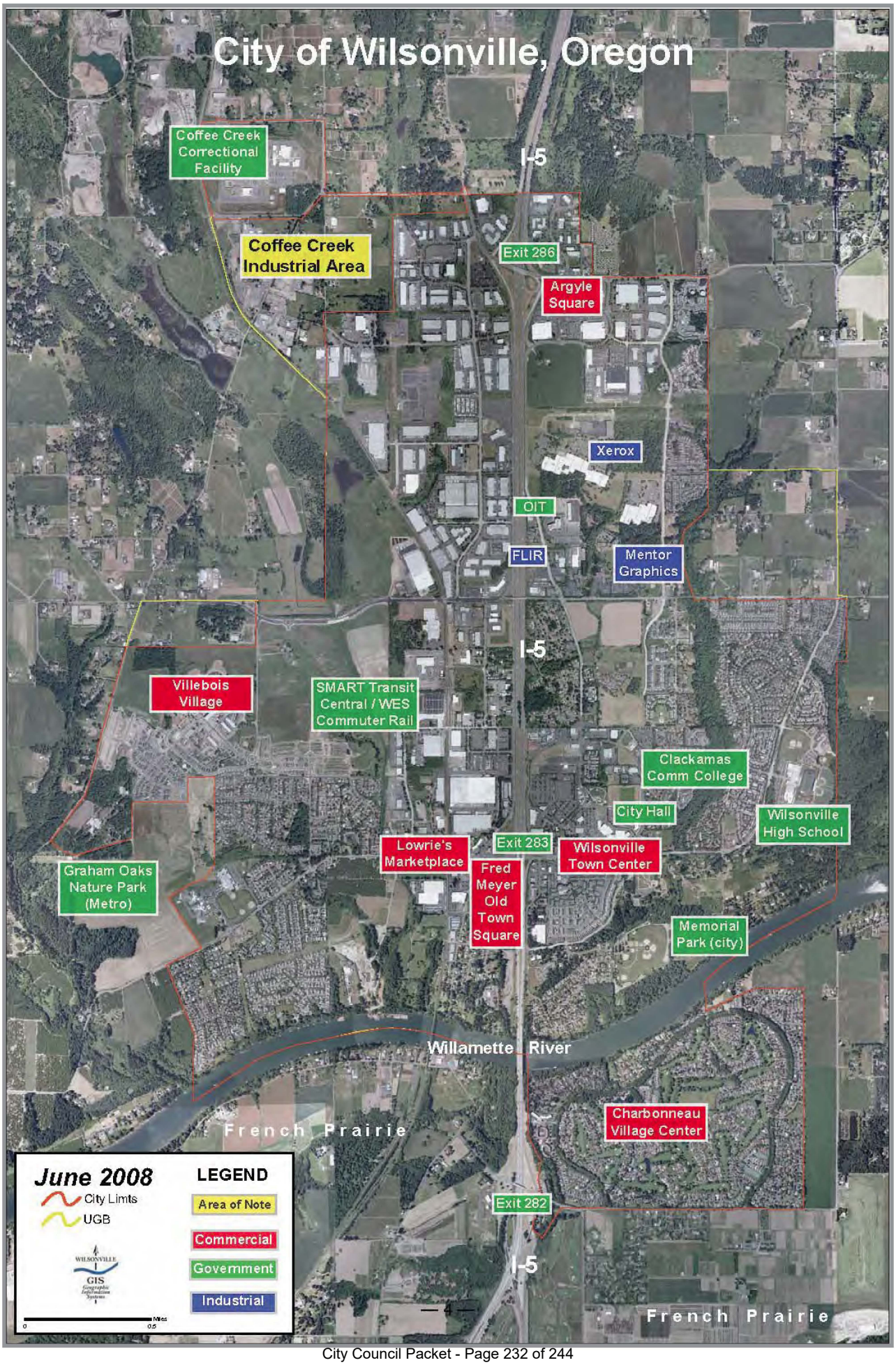
Economic sector	# Jobs	% Jobs
Manufacturing	4200	26%
Wholesale Trade	3600	23%
Services	3200	20%
Retail Trade	3200	20%
Construction	500	3%



Wilsonville businesses continue job growth in Great Recession

Despite the high-profile closure of businesses like Hollywood Video/Movie Gallery and Joe's Sporting Goods—each of which had both corporate offices and warehouses in Wilsonville—that resulted in the loss of nearly 1,000 jobs, a number of other businesses have either expanded or announced plans to increase employment. Some job gains in the past year and upcoming include:

- Coca-Cola Bottling of the Northwest: consolidated operations, going from 60 to over 170 jobs
- Rockwell Collins expanding employment from 250 to nearly 450 high-wage jobs
- Fred Meyer Stores constructed a 195,000 square-foot shopping center with about 450 positions


City of Wilsonville, Oregon
Coffee Creek Correctional Facility
I-5
Coffee Creek Industrial Area
Exit 286
Argyle Square
Xerox
OIT
FLIR
Mentor Graphics
I-5
Villebois Village
SMART Transit Central / WES Commuter Rail
Clackamas Comm College
City Hall
Wilsonville High School
Lowrie's Marketplace
Exit 283
Wilsonville Town Center
Graham Oaks Nature Park (Metro)
Fred Meyer Old Town Square
Memorial Park (city)
Willamette River
Charbonneau Village Center
French Prairie
June 2008
LEGEND
City Limits
UGB
Area of Note
Commercial
Government
Industrial
Exit 282
I-5
French Prairie

Water Treatment Plant

Water: *Long-term supply of high-quality water*

The city of Wilsonville enjoys high-quality, reliable water supplies with a stable rate structure due to major City investment of nearly $50 million in the Willamette River Water Treatment Plant, which began operation in 2002. The plant is capable of processing 15 million gallons per day (mgd).

Water tests show that the treated water is of some of the highest quality municipal water in the US. In 2010, Coca-Cola Bottling of the Northwest consolidated bottling of Coke-products, including Dasani-branded water, for distribution in Oregon and Washington to an expanded facility in Wilsonville.

Wastewater Treatment: *Commitment for sustained growth*

Wastewater Treatment Plant

The City has begun to undertake a major, $45 million capital investment to upgrade and expand the capacity of the wastewater treatment facility. This project will replace aged equipment and structures to handle the community's current needs and address future growth of residents and jobs over the next 20 years.

The plant expansion and rehabilitation project is expected to start in 2011 and be completed by January 2014.

Transportation & Transit: *Timely and reliable movement of freight and commuting workers*

The City works with partners at county governments, Metro, Oregon Department of Transportation and federal officials to acquire funds that improve the area's transportation and transit infrastructure. Over the 2009-10 period, over $68 million was invested in major infrastructure projects in and near Wilsonville, of which $53+ million was for road-related projects.

Excellent Public Transit Service. Wilsonville's efficient transit system facilitates employee recruitment from the greater Portland and North Willamette Valley labor-sheds. In order to provide our industrial employers with the most responsive transit service feasible, the City operates its own agency—SMART, South Metro Area Regional Transit—providing bus and commuter rail connections to Portland's TriMet, Canby Area Transit (CAT) and Salem Area Transit (Cherriots).

TriMet's Westside Express Service (WES) Commuter Rail, co-operated with SMART, provides train service to five stations from Beaverton to Wilsonville. North of Wilsonville, connections from the Commuter Rail stations are provided by TriMet serving Beaverton, Hillsboro, downtown Portland and the Portland International Airport. SMART's popular 10-minute "employee-delivery" service guarantees that commuting employees who use WES commuter train service are shuttled to Wilsonville worksites within 10 minutes of arrival of each WES train run.

Heavy-gauge Rail Access: Short-line Portland and Western Railroad, which runs along the western edge of Wilsonville, over the same tracks as WES, is a possible option for spur-line development.

Airport Access

Portland International Airport (PDX) is located 25 miles northeast of Wilsonville and offers commercial freight and passenger air service daily with direct flights to Europe, Asia, Mexico and cities throughout the United States.

Limited freight and charter passenger air service is available at Aurora State Airport located south of the beautifully planned community of Charbonneau on Airport Road.

Outstanding Power Reliability

A BPA transmission line corridor crosses Wilsonville with two major Portland General Electric substations; one is just across the road from Coffee Creek Industrial Area. Additionally, a PGE line service center and a PGE/PacifiCorp Western US linemen training center with Clackamas Community College are both located in Wilsonville

High Quality of Life for Wilsonville Residents

Wilsonville is a relatively young city that is a clean, uncluttered municipality with an attractive, upscale feel.

Residential living opportunities include private homes, townhomes, affordable housing, apartments, assisted living facilities, and condominiums in planned neighborhoods like the award-winning Villebois community. Named the 2010 Community of the Year by the National Association of Home Builders, Villebois feels like a classic village with timeless European-inspired architecture and 160 acres of parks and beautiful landscaping.

The Charbonneau community is a planned community nestled amid the beautifully maintained landscape of a 27-hole public golf course. This community includes ten swimming pools, indoor & outdoor lighted tennis courts, miles of walking and jogging trails, and a boat marina on the Willamette River.

Other neighborhood communities include Wilsonville Meadows, Canyon Creek North, Morey's Landing, Town Center, River Green and Old Town.

Higher Education with a Focus on In-Demand, Market-Ready Skills

Oregon Institute of Technology (OIT), the state's premier university of applied engineering and advanced technology studies, has recently announced their intent to consolidate four Portland area campuses to one campus in Wilsonville in 2012.

Graduates of the program are prepared for graduate study or for immediate employment as field engineers, energy auditors, renewable energy system integrators for homes and businesses, manufacturing engineers for component and subsystem manufacturers, designers for components and subsystems, local and state government renewable-energy inspectors, planners and other positions in the energy field. OIT already has relationships with a cluster of high-tech firms through internship programs.

Clackamas Community College (CCC) has a Wilsonville campus focused on electrical utility training in conjunction with Portland General Electric and PacifCorp. CCC works closely with the Workforce Investment Council of Clackamas County (WICCO) to develop vocational education and other technical training programs for specific industries and trades. Customized training classes for area businesses can be provided at the Wilsonville campus or at an employer's industrial site.

Pioneer Pacific College is a private vocational-education institution with two Wilsonville campuses, including one dedicated to healthcare-related training.

Four of the seven universities in the Oregon University System's main campuses are within an hour's driving time from Wilsonville. **Portland State University (PSU)** and extension campuses for **University of Oregon** and Oregon State University are located in downtown Portland and offer an array of advanced, university-level educational opportunities. OIT is consolidating its Portland campuses area to one campus in Wilsonville that is scheduled to open in 2012.

Strong Community Support for K–12 Education

West Linn-Wilsonville School District, one of Oregon's top-ranked school districts, serves Wilsonville with two elementary schools, a middle school, high school, special charter high school and an environmental studies center. The schools within this school district consistently achieve test-scores as one of the best-performing public school systems in Oregon.

Canby School District serves the Charbonneau area south of the Willamette River.

Wilsonville offers businesses and residents many amenities, including nearby shopping for all retail goods and services, wonderful city parks and recreation programs, an excellent public library, and a range of community events.

The provision of quality parks and recreation amenities are the centerpiece of a high-quality of life and community livability in Wilsonville. The residents of Wilsonville are active in a variety of sports and recreational activities, organized and offered through the City, schools and community organizations. Public and private golf courses are located in and near Wilsonville.

Wilsonville has been recognized as a Tree City, USA for over a decade. The community strives to maintain its natural beauty while accommodating new residents and businesses. For instance, the city has the good fortune of being home to three beautiful water features designed by the late Bob Murase, a world renowned landscape architect.

Relatively easy access to cultural events in Downtown Portland, the wine country of Oregon's Willamette Valley, many golf-course options, skiing and hiking in the Cascades mountain range, and beach play at the Oregon Coast.

Excellent schools, hundreds of acres of parks and hiking trails, sustainable communities with healthy neighborhoods and quality jobs make Wilsonville a desirable place to live and work. We look forward to talking with you about the City of Wilsonville.

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