

DATE: June 15, 2016
TO: Talent EOA: Community Advisory Committee and Technical Advisory Committee
CC: Zac Moody
FROM: Beth Goodman
SUBJECT: DRAFT: ECONOMIC DEVELOPMENT STRATEGY

The City of Talent contracted ECONorthwest to develop an economic opportunities analysis (EOA). The EOA will determine whether the City has enough land to accommodate 20-years of employment growth. The EOA will provide the basis for an update to the City's Comprehensive Plan Economic Element, as well as development of an action plan to implement the Economic policies.

This memorandum presents a draft of Talent's Economic Development Strategy, which was built from the Community Economic Development Objectives. The Policies and Objectives are based on the existing policies in the Economic Element of the Comprehensive Plan, updated based on feedback from the CAC at the April 27th and May 25th meetings.

In addition, draft implementation strategies have been added for some Objectives, based on suggestions from the CAC or discussions between ECONorthwest and City staff. These implementation strategies will be reviewed and revised through discussion with the TAC and CAC at the May meeting. The next version of the Strategy will present implementation strategies for each Objective.

POLICY 1: Land Availability: The City will plan for a 20-year supply of suitable commercial and industrial land on sites with a variety of characteristics (e.g., site sizes, locations, visibility, and other characteristics).

Objective 1.1: Provide for an adequate supply of commercial and industrial land to accommodate the types and amount of economic development and growth anticipated in the future, as described in the City's most recent Economic Opportunities Analysis. The supply of commercial and industrial land should provide a range of site sizes and locations to accommodate the market needs of a variety of commercial and industrial employment uses.

Implementation Strategy 1.1a: Identify changes in zoning or plan designation necessary to provide for an adequate supply of commercial and industrial land.

Implementation Steps: (1) Monitor development of commercial and industrial areas. As development or re-zoning occurs, identify the point at which the City no longer has sufficient commercial or industrial land. (2) Develop an economic opportunities analysis every five to ten years.

When: On-going

Partners: City Planning Department

Implementation Strategy 1.1b: Work with property owners and their representatives to ensure that key development and redevelopment sites are known, ready to develop, and marketed.

Implementation Steps: (1) Maintain communication with key property owners and their representatives to assess site availability for development or redevelopment. (2) Maintain a list or map of key development sites that are available for development or redevelopment. (3) Work with the Economic Development Commission (from strategy 4.1a) to make key development opportunities in Talent known.

When: On-going

Partners: City Planning Department; Economic Development Commission

Implementation Strategy 1.1.c: Develop and implement a system to monitor the supply of commercial and industrial lands. This includes monitoring commercial and industrial development (through permits) as well as land consumption (e.g. development on vacant, or redevelopable lands).

Implementation Steps: (1) Develop a monitoring system for land development based on development applications, starting with the inventory of buildable lands completed for the 2016 economic opportunities analysis. (2) Update the inventory of buildable lands on an annual basis.

When: 1 to 2 years

Partners: City Planning Department

Objective 1.2: Provide for an adequate short-term supply of suitable commercial and industrial land to respond to economic development opportunities as they arise.

“Short-term supply” means suitable land that is ready for construction usually within one year of an application for a building permit or request for service extension. “

Implementation Strategy 1.2a: Identify commercial and industrial land that is in the short-term supply of land.

Implementation Steps: (1) Identify sites with existing access to key infrastructure, including water, wastewater, stormwater, and transportation. (2) Identify sites that could be reasonably serviced with key infrastructure in the next year. Together, these sites are the short-term supply of land.

When: 1 to 2 years

Partners: City Planning Department and Public Works Department

Implementation Strategy 1.2b: As commercial and industrial land is developed, actively plan to replenish the short-term supply of land through coordinating land use planning with capital improvement planning.

Implementation Steps: Update the inventory of short-term land supply in Strategy 1.2a with monitoring in Strategy 1.1c.

When: On-going

Partners: City Planning Department

POLICY 2: Infill and Redevelopment: The City will support and encourage infill and redevelopment, especially in in downtown, as a way to use land and existing infrastructure more efficiently.

“Infill” is additional development on the vacant portion of a tax lot with existing development (i.e., putting a new building on a 2-acre tax lot where the existing building occupies one-half of an acre). “Redevelopment” is when an existing building is demolished and a new building is built, adding additional capacity for more employees. Redevelopment could also include substantial renovations of an existing building that increases the employment capacity of the building.

Objective 2.1: The City will develop policies and programs to encourage commercial and mixed-use development in downtown.

Implementation Strategy 2.1a: Establish a goal to survey Talent residents about the types of businesses they want in downtown and what changes are needed to draw them to downtown.

Implementation Steps: (1) Work with the City Council to establish this goal. (2) Identify partners to work with on the survey and sources of funding to implement the survey, such as the Economic Development Commission (from strategy 4.1a). (3) Identify a funding source and a process to implement the survey.

When: 2 to 3 years

Partners: City Planning Department and Economic Development Commission, City Council

Implementation Strategy 2.1b: Identify sites for redevelopment, especially in commercial areas such as downtown, and work with landowners to address issues preventing redevelopment (e.g., needed zoning change, infrastructure investments, etc.).

Implementation Steps: Continue to work with property and business owners in the downtown area, conducting surveys and one on one meetings aimed at providing information on barriers to redevelopment.

When: 1 to 3 years

Partners: City Planning Department

Implementation Strategy 2.1c: Review and update commercial design standards emphasize building maintenance as part of an effort at improving the appearance in downtown.

Implementation Steps: (1) Work with Planning Commission to review, identify opportunities to change the design standards, and develop new commercial design standards. (2) Adopt revised design standards through a public process.

When: 1 to 3 years

Partners: City Planning Department and Planning Commission

Implementation Strategy 2.1d: Work with the Talent Irrigation District to relocate their headquarters. If relocated, develop plans for redevelopment of the site, as described in the West Valley View master plan.

Implementation Steps: Zac – This is on-going and you probably know the steps

When: Within 1 year

Partners: City Planning Department

Implementation Strategy 2.1e: Develop master plans to guide development of the following areas: (1) Valley View Road from OR 99 to I-5 and (2) OR 99 from Rapp Rd to Creel Rd.

Implementation Steps: (1) Identify funding sources for developing master plans for these areas. (2) Develop scope of work and hire consultants to develop the master plans.

When: 2 to 5 years

Partners: City Planning Department

Implementation Strategy 2.1f: Identify and plan for investments and infrastructure necessary to support redevelopment of key sites.

Implementation Steps: (1) As part of the master plans in Strategy 2.1e, identify investments necessary to implement the master plans. (2) Work funding for the infrastructure investments into the Capital Improvements Plan.

When: 5 to 10 years

Partners: City Planning Department and Public Works Department

Objective 2.2: The City will develop policies to encourage residential development in downtown and other commercial areas, such as policies that allow ground-floor spaces that can be used for residential or commercial uses.

Implementation Strategy 2.2a: Evaluate opportunities to rezone undeveloped commercial land on streets that are not adjacent to Talent Avenue to meet identified residential land needs.

Implementation Steps: (1) Develop a housing needs analysis to identify the City's housing needs. (2) Based on the City's housing deficits, if any, identify undeveloped commercial land in areas compatible for development of the types of housing the City has deficits of.

When: 1 to 2 years

Partners: City Planning Department

Implementation Strategy 2.2b: Develop policies to allow ground floor residential use as a temporary use in commercial mixed-use buildings. These policies should include provisions such as: design standards to ensure that the ground floor in new commercial buildings is designed for commercial use and zoning districts or overlay areas these uses are allowed.

Implementation Steps: (1) Work with Planning Commission to review, identify opportunities to implement policies to allow floor ground residential use as a temporary use in commercial mixed-use buildings. (2) Adopt revised design standards through a public process.

When: 2 to 3 years

Partners: City Planning Department and Planning Commission

Objective 2.3: The City will develop policies to identify industrial areas that are more appropriate for other uses (e.g., residential uses) based on their site characteristics (e.g., location, size, configuration, or transportation access).

Implementation Strategy 2.3a: Identify sites appropriate to re-zone for low- and medium-density residential uses in industrial areas.

Implementation Steps: (1) Develop a housing needs analysis to identify the City's housing needs. (2) Based on the City's housing deficits, if any, identify undeveloped industrial land in areas compatible for development of the types of housing the City has deficits of.

When: Within 1 year

Partners: City Planning Department

POLICY 3: Infrastructure Support: Provide adequate infrastructure efficiently and fairly to support employment growth.

Objective 3.1: The City will coordinate capital improvement planning to ensure infrastructure availability on employment land and continue to pursue funding for needed infrastructure to support economic development activities. (Specific infrastructure Goals and strategies are included in the Public Facilities and Services and Transportation Elements.)

Implementation Strategy 3.1a: Coordinate capital improvement planning at minimum every 5 years, with land use and transportation planning to coincide with the City's Economic Development Strategy.

Implementation Steps: (1) When the City next updates the capital improvement plan, work with the Public Works Department to ensure that infrastructure investments necessary to support economic development are reflected in the plan.

When: 1 to 2 years

Partners: City Planning Department, Public Works Department, Parks Commission, and City Administration

Implementation Strategy 3.1b: Ensure that public-private development agreements to recover costs are in effect prior to financing public improvements.

Implementation Steps: (1) Evaluate each public-private development agreement to ensure the agreement includes necessary cost recovery agreements.

When: On-going

Partners: City Planning Department

Implementation Strategy 3.1c: Efficiently use existing infrastructure by promoting development, infill, re-use, and redevelopment for commercial and industrial uses.

Implementation Steps: This will be accomplished with implementation of the strategies under Policy 2.

When: On-going

Partners: City Planning Department

Implementation Strategy 3.1d: Complete development of the transportation infrastructure (i.e., roundabout and road) adjacent to the Talent Irrigation District's site, once the headquarters has been relocated.

Implementation Steps: City Planning Department will work with Public Works, Urban Renewal and City Administration to ensure infrastructure is located in a manner that will promote orderly development of the core downtown area, including location of alleys and public parking areas.

When: Within 1 year

Partners: City Planning Department and Public Works Department

Implementation Strategy 3.1e: Support development of citywide high-speed internet access and other telecommunications infrastructures to support business development.

Implementation Steps: Work with existing providers or seek new providers to provide expanded high-speed internet access in all areas of town.

When: On-going

Partners: City Planning Department, Public Works and City Administration

Implementation Strategy 3.1f: Provide information on infrastructure availability on a site-by-site basis so that developers are able to readily assess infrastructure availability on any given site.

Implementation Steps: This strategy should be implemented in conjunction with 1.1b, 1.2a, 1.2b, 2.1b, 2.1e, and 2.1f.

When:

Partners: City Planning Department and Public Works Department

POLICY 4: Existing Business Support and Assistance: The City will support, and encourage retention and expansion of existing business that align with Talent’s other community development goals.

Objective 4.1: Retain and encourage growth of existing businesses in Talent.

Implementation Strategy 4.1a: The City should work with local stakeholders and businesses to establish an Economic Development Commission.

Implementation Steps: City Planning Department will work with City Council and local Chamber to establish the Economic Development Commission.

When: Within 1 year

Partners: City Planning Department, Chamber, and City Council

Implementation Strategy 4.1b: Working with the Economic Development Commission (4.1a), reach out to businesses in Talent and identify problems and barriers to economic development.

Implementation Steps: (1) Identify a process for reaching out to business owners for discussions, including how the outreach will be done and who will do the outreach.

When: 2 to 3 years

Partners: City Planning Department and Economic Development Commission

Implementation Strategy 4.1c: Revise land use and other City policies to address local barriers to economic development for existing businesses, where appropriate.

Implementation Steps: (1) Based on the results of discussions with businesses in Talent in Strategy 4.1b, the City should review its development policies to identify barriers to economic development. (2) Work with the Planning Commission to revise land use policies to lower or eliminate barriers, where possible.

When: 1 to 2 years

Partners: City Planning Department and Planning Commission

Implementation Strategy 4.1d: Refine existing processes to assist businesses with complying with city regulations. In addition to existing pre-application conferences staff will work to establish a user’s guide for development and to develop an expedited land use application process for commercial and industrial developments.

Implementation Steps: (1) Based on feedback from businesses in Strategy 4.1b, City staff will develop information about obtaining building permits in an expeditious manner, such as “how to” guides or other documents. (2) Work with the Economic Development Commission to determine if the documents address the issues identified by businesses.

When: 1 to 2 years

Partners: City Planning Department and Economic Development Commission

Objective 4.2: Support existing businesses by sharing technical resources, maintaining open communications with local business people, and providing available staff support for economic development projects initiated by the business community.

Implementation Strategy 4.2a: Evaluate whether the City has sufficient staff capacity to accomplish the proposed economic development project.

Implementation Steps: Staff will develop a program that local business owner or potential business owners can access that provides additional technical resources to projects with a significant economic impact.

When: 2 to 3 years

Partners: City Planning Department and City Administration

Objective 4.3: Support development of a maker eco-system to support economic growth and educational and cultural opportunities.

Implementation Strategy 4.3a: Support development of a maker space and business incubator in Talent to support growth of local artisans and small-scale manufacturers.

Implementation Steps: (1) The city should evaluate opportunities to support development of a maker space and business incubator through programs such as low-interest loans other programs. (2) Act as a convener of stakeholders interested in developing a maker space and business incubator. (3) Provide assistance with obtaining building permits for a maker space or business incubator. (4) Encourage development of buildings that would provide opportunities for small business growth, such as buildings with multiple small business space.

When: Ongoing

Partners: City Planning Department and Economic Development Commission

POLICY 5: Business Development: The City will plan for and nurture a favorable environment to attract and maintain new businesses.

Objective 5.1: Further downtown development and redevelopment to support employment growth and further other City development goals.

Implementation Strategy 5.1a: Complete a market readiness analysis including an in-depth visitor readiness report that addresses branding and marketing.

Implementation Steps: (1) Establish a workgroup to manage and implement this analysis, including stakeholders such as City decision makers and members of the Economic Development Commission. (2) Identify funding sources for developing this analysis. (3) Develop scope of work and hire consultants to develop the analysis.

When: 3 to 5 years

Partners: Economic Development Commission and City Planning Department

Implementation Strategy 5.1b: Develop an incentive program to encourage downtown housing developments with a range of housing options and commercial support services.

Implementation Steps: (1) Develop a housing needs analysis to identify the City's housing needs. (2) Based on the City's housing deficits, if any, identify the housing types most likely to locate in commercial areas. (3) Identify the range of incentives that might best be used to encourage downtown housing and evaluate the benefits and costs of each incentive. (4) Work with the Planning Commission to determine which incentive(s) (if any) are appropriate for Talent. (5) Identify funding sources to support the incentives.

When: 2 to 5 years

Partners: City Planning Department and Planning Commission

Implementation Strategy 5.1c: Develop a 5-year Economic Development Strategy using data on local and regional economic trends gathered through the Economic Opportunity Analysis, from goals established in the Comprehensive Plan and from interviews and surveys with local citizens and professionals.

Implementation Steps: (1) Work with the Economic Development Commission to identify a process for developing a broad economic development strategy. (2) Consider coordinating this strategy with the results of Strategies 2.1a and 5.1a.

When: 5 years

Partners: Economic Development Commission and City Planning Department

Objective 5.2: Encourage development of commercial and industrial land and develop plans for areas newly brought into the Talent UGB for employment uses.

Implementation Strategy 5.2a: Develop zoning policies to allow retail sales as a component of an industrial business in the City's industrial zones.

Implementation Steps: (1) Work with Planning Commission to review, identify opportunities to implement policies to allow retail sales as a component of an industrial business in industrial zones. (2) Adopt revised standards into the Zoning Code through a public process.

When: 1-2 years

Partners: City Planning Department and Planning Commission

Implementation Strategy 5.2b: Incorporate the existing Master Plan Development requirements into the Zoning Code establishing development standards for both industrial lands currently within the UGB and lands newly brought into the UGB.

Implementation Steps: (1) Work with Planning Commission to incorporate existing master plan development requirements into the Zoning Code. (2) Adopt updates to the Zoning Code through a public process.

When: 1-2 years

Partners: City Planning Department and Planning Commission

Objective 5.3: Promote and support diversification of Talent’s economic base through growth, such as the types of businesses identified in the economic opportunities analysis.

Implementation Strategy 5.3a: The City should work with the Economic Development Commission to market commercial and industrial sites in Talent to encourage economic growth.

Implementation Steps: (1) Implementation of this Strategy is dependent on the Economic Development Commission.

When: Depends on the timing of the Economic Development Commission

Partners: Economic Development Commission and City Planning Department

Implementation Strategy 5.3.b: Coordinate economic development efforts with local and regional economic development organizations, including SOREDI, the Talent Chamber of Commerce, and Business Oregon.

Implementation Steps: (1) This Strategy is on-going and will be the results of continuing discussions with economic development partners.

When: On-going

Partners: Economic Development Commission

Objective 5.4: Ensure that the City’s building permitting and land use entitlement processes support business growth.

Implementation Strategy 5.4a: Identify changes to Talent’s Zoning Code or entitlement process to simplify the development process.

Implementation Steps: City will compare building permit and land use processes with other cities and work to establish an expedited process for commercial and industrial developments in key areas within the City.

When: Ongoing

Partners: City Planning Department

Implementation Strategy 5.4b: Review commercial and industrial systems development charges as part of renewal of the Capital Improvement Plan. Systems development charges should be adjusted (increasing or decreasing) to provide adequate funding for infrastructure improvements.

Implementation Steps: When the Capital Improvement Plan is next updated, evaluate opportunities for adjusting systems

development charges to ensure that the City is able to provide adequate funding for infrastructure improvements and, if possible, to lower systems development charges. Coordinate this task with Implementation Step 3.1a.

When: Following the review and update of a Capital Improvement Plan.

Partners: City Planning Department, Public Works Department, and City Administration

Implementation Strategy 5.4c: Update the Capital Improvement Plan to determine if there is an opportunity to temporarily reduce systems development charges on commercial or industrial lands to stimulate economic growth.

Implementation Steps: This task is an extension of Strategy 5.4b and should be coordinated with that task.

When: At next update of Capital Improvement Plan.

Partners: City Planning Department and Public Works Department

Implementation Strategy 5.4d: Support development of a downtown business district, either by as a specific zoning district or by drawing a specific geographic boundary for the district. The downtown business district would provides incentives for development in downtown. The incentives for development within the business district may be financial, such as reduced land use permit fees, or non-financial, such as expedited land use permit processing.

Implementation Steps: (1) Working with a stakeholder group, identify the geographic are where the downtown business district should be. (2) Identify the range of incentives that might best be used to encourage business development in downtown and evaluate the benefits and costs of each incentive. (4) Work with the Planning Commission to determine which incentive(s) (if any) are appropriate for Talent. (5) Identify funding sources to support the incentives.

When: 2 to 5 years

Partners: City Planning Department and Planning Commission

POLICY 6: Higher Paying Jobs: Promote and support businesses that bring jobs with wages above the Jackson County average to Talent.

The Oregon Employment Department provides information about average wages in Jackson County in the Quarterly Census of Employment and Wages on an annual basis. In

2015, the average wage for all jobs in Jackson County was \$39,300.

Objective 6.1: Increase the number of jobs with wages above the County’s average in the City of Talent.

Implementation Strategy 6.1a: Develop incentive programs to encourage businesses that provide jobs at or above the County average wage.

Implementation Steps: (1) Working with the Economic Development Commission, develop a process and evaluation criteria to implement the program. The criteria should describe where incentives would be used (i.e., in a limited geography or across the city), the amount of job growth that will qualify for incentives, what types of businesses would qualify for incentives and under what conditions, what types of incentives would be available to businesses, the funding sources to support the incentives, and expectations of businesses given incentives. (2) Work with the City Council to adopt the program through a public process.

When: 2 to 5 years

Partners: City Planning Department and Economic Development Commission

Implementation Strategy 6.1a: Provide flexible zoning code language that encourages businesses that provide jobs at or above the County average wage.

Implementation Steps: City will work with the Planning Commission to establish planned development code to encourage businesses with above average wage jobs to locate in Talent. For example, the planned development code might include reduced setbacks, increased building height, or other standards that would normally require a variance.

When: 3 to 5 years

Partners: City Planning Department, Planning Commission, and Talent Chamber

POLICY 7: Livability: The City recognizes that livability is an important factor in the location choices of some types of businesses, and the policy of maintaining livability for the benefits of City residents is further reinforced by the potential for economic benefits.

Objective 7.1: Create a community where people want to spend time beyond the exigencies of daily life.

Implementation Strategy 7.1a: Encourage businesses providing personal services to residents, businesses, and visitors to locate in Talent, such as financial services.

Implementation Steps: (1) Work with businesses and stakeholder to identify opportunities to attract these types of businesses. Coordinate this task with the work of the Economic Development Commission.

When: On-Going

Partners: City Planning Department and Economic Development Commission

Objective 7.2: Support development of urban amenities that contribute to Talent’s livability, such as the Parks Master Plan.

Implementation Strategy 7.2a: The Parks Commission should work with Community Development to review and update the Talent Parks Master Plan.

Implementation Steps: (1) Identify a process and funding to update the Talent Parks Master Plan. (2) Work with a consultant to update the Talent Parks Master Plan through a technical and public process.

When: 1 to 2 years

Partners: City Planning Department and Parks Commission

Objective 7.3. Support development of pedestrian, bicycle, and transit facilities based on recommendations from the Talent Transportation System Plan.

Objective 7.4. Promote education and cultural opportunities for all Talent residents.

Implementation Strategy 7.4a: Partner with the Talent Public Arts Commission (TPAC) or similar group to develop a policy that encourages public art whenever a public project is proposed.

Implementation Steps: (1) Work with the Talent Public Arts Commission to develop a policy to encourage public arts with public projects. The policy should identify the process for selecting public arts projects and funding sources to pay for the art.

When: 2 to 5 years

Partners: City Planning Department and Talent Public Arts Commission