

DATE: May 18, 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 meeting.

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 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 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).

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 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.

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.

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

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

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 a collector street to meet identified residential land needs.

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, time limits on residential uses on the ground floor of commercial buildings, or a monitoring program to ensure that ground floor spaces transition to commercial uses over time.

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.

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 with land use and transportation planning to coincide with the City's Economic Development Strategy.

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

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

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

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.

POLICY 4: Business Development: The City will plan for and nurture a favorable environment to attract and maintain new businesses.

Objective 4.1: Further downtown development and redevelopment to support employment growth and further other City development goals.

Implementation Strategy 4.1a: Complete a market readiness analysis including an in-depth visitor readiness report that addresses branding and marketing.

Implementation Strategy 4.1b: Develop an incentive program to encourage downtown housing developments with a range of housing options and commercial support services.

Implementation Strategy 4.1c: 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.

Objective 4.2: Encourage development of industrial land and develop plans for areas newly brought into the Talent UGB for employment uses.

Implementation Strategy 4.2a: Develop zoning policies to allow retail sales as a component of an industrial business in the City's industrial zones.

Implementation Strategy 4.2b: 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.

Objective 4.3: Promote and support diversification of Talent's economic base through growth of the types of businesses identified in the economic opportunities analysis.

Implementation Strategy 4.3a: The City should work with local stakeholders to establish an Economic Development Commission.

Implementation Strategy 4.3b: The City should work with the Economic Development Commission to market commercial and industrial sites in Talent to encourage economic growth.

Implementation Strategy 4.3c: Coordinate economic development efforts with local and regional economic development organizations, including SOREDI, the Talent Chamber of Commerce, and Business Oregon.

Objective 4.4: Ensure that the City’s building permitting and land use entitlement processes support business growth.

Implementation Strategy 4.4a: 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 Strategy 4.4b: Support development of a downtown business district that 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.

POLICY 5: 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 5.1: 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 5.1a: Evaluate whether the City has sufficient staff capacity to accomplish the proposed economic development project.

Implementation Strategy 5.1b: Support development of a maker space and business incubator in Talent to support growth of local artisans and small-scale manufacturers.

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

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.

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

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.