

# **WEST LINN**

## **ECONOMIC DEVELOPMENT COMMITTEE**

### **Agenda**

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**December 22, 2016**  
**6:00 PM**  
**Bolton Room, City Hall**

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1. Review of Agenda
2. Approval of Minutes
3. Old Business
  - Business survey
  - West Linn's Waterfront project - work program, etc.
  - Annual Report
4. New Business
  - Prepare for February 6 joint work session with City Council to discuss the citizen and business surveys, etc.
5. Other items of interest:
  - from EDC members (5 minutes)
  - from Council or Staff liaisons (5 minutes)
6. Public comments on Economic Development matters not on the agenda (3 minutes per speaker)
7. Announcement of next meeting
  - Next regular meeting 6:00pm, January 12, 2017
8. Adjourn

# West Linn Economic Development Committee

## September 22, 2016

### Minutes

**Meeting Started:** 6:08pm

**Present:** Chair Troy Wolfe, Vice Chair Gail Holmes, Bev Burke, Kazi Ahmed, Jennifer Harmon, Richard Sakelik, Staff John Morgan, Student Youth Council representative.

**Minutes:** August 22, minutes were reviewed, Motion to accept by Richard, second by Jennifer, Passed unanimously. September 9 8 minutes reviewed, Motion to accept with corrections by Kazi, second by Bev, Passed unanimously.

#### **Old Business:**

- Citizen Survey; 595 were received and John passed out the results. EDC would like to have a joint meeting with City Council and John was going to see when this could be arranged, possibly 11/21/16 work session.
- Business Survey; John had received a database query of all the business licenses in West Linn. Richard questioned if the Secretary of State's office could have information/licenses on businesses in West Linn.
- Meeting operations; Bev brought up the discussion of who would take the minutes at EDC. Gail agreed to continue taking minutes emailing the draft minutes to committee within a week of the meeting and corrections to emailed to her by the following Monday, then submit them to staff to part of the next meeting's packet.
- Overall Economic Development strategy on West Linn Waterfront was discussed, Leland Consulting have been reviewing the public process and will be presented to City Council 10/10/16, EDC members were encouraged to attend.

**New Business:**None

#### **Other Items of Interest:**

- Mary's Wood expansion; Kazi discussed the future plans with a completion date of 2019, February, his concern was more traffic on Highway 43 and that West Linn had not been part of the planning. This is another example how land next to West Linn can impact our citizens. Gail mentioned this could be a good time to work with this development to encourage commerce that West Linn is missing to add to our possible services requested by our residents. Troy was going to check and see when a representative from Mary's Wood could come and present this project to EDC, possible dates were 10/13, 11/10.

Adjourned at 7:41pm

Submitted by Gail Holmes, 9/29/16.

# West Linn Economic Development Committee

## October 27, 2016

### Minutes

**Meeting Started:** 6:07pm

**Present:** Chair Troy Wolfe, Vice Chair Gail Holmes, Kazi Ahmed, Jennifer Harmon, Richard Sakelik, Staff John Morgan, guests; Keisha Brewster, Beth Smolens.

- Kazi left to go to the Neighborhood Presidents Meeting at 6:50pm.

**Minutes:** September 22, minutes were reviewed, Motion to accept by Jennifer, second by Kazi, Passed unanimously.

#### **Old Business:**

- Citizen Survey discussion; with this data EDC wants to use it in all future planning and recruiting of businesses.
- Business survey; John Morgan is reviewing with Megan Thornton to see if EDC can use the data collected for West Linn business license, this is processed by an outside company.
- Overall economic development strategy; John Morgan shared the WL Economic Action Plan and referred this as an ongoing task list.
- EDC annual report due to City Council by November 30, 2016. (added to the agenda 10/27/16)

#### **New Business:**

- John updated EDC on the City Council's Waterfront planning workshop, the council agrees. Some of the items to consider; Hotel, Housing, Gathering Place and Retail. It will cost \$23 million for street improvements and parking structure (\$10 million for parking structure). Council would like the area of study to be Old Pond in Willamette to the I-205 Bridge. Kazi was concerned with same plan and different faces, wants the Neighborhood Associations involved, which includes Businesses and Residents. EDC to work on scoping of the Waterfront plan. In January, EDC should go to City Council with suggestions on the possible options. One idea to finance this project is to do it in increments with a short time frame on a possible Urban Renewal.
- 11/21/2016, EDC to have a joint work session with City Council. A question to ask Council, "should we have a Recruiting Task Force"?

#### **Other items of interest:**

- Gail: code changes for Manufacturing of craft beer or cider in a General Commercial zone have been added to the code change packet going to Planning Commission, to support this type of business without needing a Conditional Use Permit.
- Troy: Is working on rescheduling the Mary's Wood presentation, may need to be in a few months.

**Public comments on Economic Development matters not on the agenda:**

- Beth Smolens: thanked our committee for letting her come and hear the items we are working on. She suggested EDC work with Icon Construction to have an air-B&B in the top floor of the future building on 11<sup>th</sup> and Willamette Falls Drive.
- Keisha Brewster: Stated she is interested in the process for the West Linn Waterfront Project.

**Adjourned:** 8:05 pm

Submitted by Gail Holmes, 11/10/16.

Draft

# 2016 Advisory Group & Neighborhood Association Annual Reports

Advisory Group/Neighborhood Association  
Economic Development Committee

## Group Leadership

Troy Wolfe, Chair  
Gail Holmes, Vice-Chair

## Meeting Times, Dates & Location

6:00 to 8:00  
2<sup>nd</sup> and 4<sup>th</sup> Thursdays of each month  
Bolton Room – City Hall

## 2016 Accomplishments

Developed Economic Strategy which was approved by the Council and which guides all of EDC's work  
Prepared and conducted a citizen survey on economic issues and preferences  
Prepared and currently conducting a survey of businesses on economic issues and preferences  
Received a briefing on the City's Broadband project and placed members on the Broadband committee  
Reviewed and participated in discussions on the initial phases of new work on the Waterfront project

## 2016 Challenges

Finding adequate staff or volunteer resources to carry out all identified Action Plan items

## 2017 Goals

- Develop more active business retention and development program using results from business survey to inform that process
- Monitor the Highway 43 Improvement Plan and support a Willamette Fall District Economic Plan to find ways to help economic development activities in these business districts
- Develop regulatory framework reform to encourage businesses
- Develop a tourism plan in concert with regional efforts
- Develop a new plan and program for development in the Waterfront area

Any additional feedback to share with the City Council?

## **Agenda Report**

Date: December 19, 2016

To: Russ Axelrod, Mayor  
Members, West Linn City Council

From: John Morgan, Community Development

Through: Eileen Stein City Manager Initials

Subject: Council worksession on waterfront planning project

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### **Purpose**

Provide the Council an update on the waterfront planning project, seeking input and concurrence on project direction

### **Public Hearing Required:**

None.

### **Background & Discussion:**

The City Council, at its October 10<sup>th</sup> Council work session, received a report on staff research and findings on the circumstances and opportunities surrounding West Linn's waterfront area, including an analysis of the 2014 Arch Bridge Concept Plan focusing on financial feasibility. The Council gave staff direction to proceed with planning for development of the area.

Tonight, staff will give an update on that process and work to date, and give a framework for specific planning in 2017.

Over the last two months, staff has focused on several core issues and opportunities. One key opportunity has been relationship building.

A key in relationship building is with the property owners in the study area. Councilors and staff have met with all the owners in the original Arch Bridge planning area. These conversations have been highly valuable in understanding the needs and positions of those property owners, and in engaging them positively in this planning work as it moves forward.

Several meetings have been held with representatives of West Linn Paper, which have been very important in laying a foundation for moving forward. Also, key officials with PGE, the largest property owner in the planning area, have been part of conversations and have been very helpful in providing background information and references to other resources.

The second part of relationship building has been with organizations and agencies in the region which will have both regulatory involvement in the work to be done, such as ODOT, and which are potential partners especially in projects involving the Willamette Falls. These groups have been given informal briefings and have been requested to help with materials, advice, and most importantly, working partnerships. The response in all these engagements has been extremely positive.

Key points from the earlier work sessions with the Council have been incorporated into Staff's work to craft a project design. These key points are:

- Plan for the entire waterfront area with redevelopment potential upstream from the I-205 Bridge
- Plan in the context of the Willamette Falls area and the several focused groups and projects actively involved in significant enhancement of the area and programs surrounding the falls.
- Integrate more public spaces and experiences in the project designs and plans
- Work to create transportation systems which minimize negative impacts on the development potential of the area
- Work within a framework of financial feasibility based on market and financing realities
- Broadly engage the community in establishing project values and direction and in developing plans and programs

To these ends, Staff is proposing these general frameworks and projects. Council is asked for its input and concurrence in this direction. Staff will come to the Council after the first of the year with more detailed plans and programs based on tonight's discussion.

1. The project area is expanded into the larger waterfront area extending from the Willamette Falls area on the west to the I-205 Bridge on the east.
2. Three sub-areas are established, the Old City Hall District (the focus area of the 2014 Arch Bridge plan), the Industrial Heritage District, and the Pond Redevelopment District. These are shown on the attached map.
3. Planning is focused on five major phases:
  - a. Continued detailed analysis of the findings of prior planning work. This primarily involves a review of the transportation plan from the 2014 Arch Bridge plan. To this end, the City's on-call Traffic Engineering firm, DKS Engineering, will be doing a peer review of the prior work and will be doing initial analysis and design on various alternatives. Leland Consulting will continue to look at economic opportunities and constraints for various options. All this work will be brought in as foundation information for the planning work outlined below.
  - b. An overall project direction and plan will be developed for the entire planning area focusing on values, vision, aspirations, themes, and policy. This will not be a detailed plan but rather an overall vision and policy direction which will guide detailed future planning for each of the three sub-districts. This essentially sets the "brand" and presence for the entire project.

- c. Concurrent with the overall plan development, the first sub-district plan will be developed. This will be for the Old City Hall District. Key elements of that will be development of the zoning standards which will guide development in the area, and a financing plan to provide needed funds in a timely manner for the required public investments in infrastructure and, perhaps, land.
  - d. The Industrial Heritage District plan will be developed after completion of the Old City Hall District plan.
  - e. The Pond Redevelopment Area plan will be the last area to be planned.
4. The engagement of citizens in this plan, both to help inform it, and more importantly, to make sure this work is fully owned and embraced by the whole community, is essential to its success. Staff has met with the Committee for Citizen Involvement and the Neighborhood Association Presidents to brainstorm how to best carry out an effective citizen involvement program for this project. Many ideas were put forward. The project team will be working with these groups again after the first of the year to formulate a specific citizen involvement program for recommendation to the Council.
5. Staff recommends a project steering committee be formed which will bring together a cross-section of involved property owners and businesses, neighborhood interests, and partner agencies. This group will be responsible for advising staff and the Council during the project phases and adoption processes. In accordance with the newly adopted ordinance standards for forming such committees, this will be worked through the CCI after the first of the year.

Again, Council is asked to comment on and help refine these various points. Staff will return early next year with more specific project strategies for adoption.

**Attachments:**

Waterfront project map with planning sub-districts  
Draft project schedule



## West Linn Economic Development Committee Mission and Strategy ACTION PLAN

Initiative	Objective	Action	Priority	Responsibility	Status
<b>1. Research and Foster Broadband</b>					
	Understand current initiatives	Coordinate with City's IT Department project. Receive presentation		Set up presentation for July 14 - John	DONE
	Determine role	Identify potential role in assisting with project.		Assign 2 members to sit on task force – committee volunteers	DONE
		Advocate with Council for the project		EDC kept aware of project process and provides input to Council when appropriate.	ONGOING
<b>2. Business Retention and Development</b>					
	Inventory existing businesses	Develop dynamic inventory from business license records.		John – in process	PROJECT DESIGNED – ASSIGNED TO NEW INTERN
		Classify businesses by type within inventory		John – in process	PROJECT DESIGNED – ASSIGNED TO NEW INTERN
		Maintain current copies of Employment Department Data		John – in process	UNDERWAY
	Track changes in businesses	Update inventory monthly with both additions and deletions		Business license monthly updates? Is there a database? – break down by type of business – home based businesses?	NOT INITIATED YET

## West Linn Economic Development Committee Mission and Strategy ACTION PLAN

Initiative	Objective	Action	Priority	Responsibility	Status
		Track changes in businesses by type and general location			NOT INITIATED YET
		Analyze data to develop understandings of forces, trends, and implications.			NOT INITIATED YET
		Where possible, inventory new and closing business owners to assess reasons for their actions.			NOT INITIATED YET
	Develop relationships with commercial real estate brokers	Proactively meet with commercial brokers actively working in the West Linn market.		Get Graymore newsletter – invite commercial brokers to come meet with EDC - John	NOT INITIATED YET
		Develop channels of trustworthy communication allowing confidential conversations with staff.			NOT INITIATED YET
	Determine how the City can help commercial real estate brokers market West Linn properties	Inventory the assets, resources, and information the City can provide to help with market assessments and actual marketing.			NOT INITIATED YET
		Refine those systems so information is always current and readily available in an attractive and useable format.			NOT INITIATED YET
	Develop and implement business retention and development role	Learn from other cities which have successful business retention and development programs			Winter 2017
		Learn from Brokers what the City can do to augment and support them in their work, and what the			NOT INITIATED YET

## West Linn Economic Development Committee Mission and Strategy ACTION PLAN

Initiative	Objective	Action	Priority	Responsibility	Status
		City can do that will stymie their work			
		Implement business retention and development program			NOT INITIATED YET
<b>3. Highway 43 Corridor and Willamette Falls District Economic Plan</b>					
		Receive briefing on the Highway 43 Improvement Plan		John will arrange updates as project progresses.	ONGOING
<b>4. Regulatory framework reform to encourage businesses</b>					
	Understand market potential	Develop a market analysis of West Linn and its commercial and industrial districts. Determine market potential within these districts		Make sure Main Street marketing study is available to committee. Short update on Economic Roadmap in August. Full report in September. John	INITIAL ROADMAP PRESENTED TO COUNCIL AND EDC IN OCTOBER. REFINED SCOPE OF WORK UNDER DEVELOPMENT. UPDATED ANALYSIS DUE MAY 2017
	Understand regulatory constraints	Identify the City's regulatory framework from fees to zoning which constrains business activity and development		PC is working on potential full update of Code. This action is consistent with that effort.	CCI WORKING ON CODE PROJECT FOCUSING ON CITIZEN INVOLVEMENT. DISCUSSIONS

**West Linn Economic Development Committee Mission and Strategy ACTION PLAN**

<b>Initiative</b>	<b>Objective</b>	<b>Action</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Status</b>
					ON-GOING WITH PC AND CC ON NEED FOR FULL CODE UPDATE
		Analyze the regulatory framework to understand the public value represented by each element and the costs and benefits of changing or eliminating the element.			TO BE PART OF CODE UPDATE
		Develop better sense of the desired outcomes			TO BE PART OF CODE UPDATE
		Revisit the “Red Tape” project to determine why it did not progress			
	Address regulatory reform	Partner with the Planning Commission to audit the Codes to find opportunities to needed reform		Maintaining contact with Staff – John. Audit is being considered.	TO BE PART OF CODE UPDATE
		Partner with the Planning Commission to develop a package of recommended code amendments.			EDC ASSERT ROLE WITH PC AND CC TO ASSURE INVOLVEMENT
<b>5. Tourism Development</b>					
	Understand tourism framework	Inventory existing tourism assets			NOT YET INITIATED
		Inventory and understand other regional tourism efforts			JOHN IS PARTICIPATING IN REGIONAL

## West Linn Economic Development Committee Mission and Strategy ACTION PLAN

Initiative	Objective	Action	Priority	Responsibility	Status
					TOURISM MEETINGS
	Understand market potential	Explore demand for hotel type and space		Being generally covered in Economic Roadmap	COMPLETED IN INITIAL ECONOMIC ROADMAP. MORE REFINEMENT TO BE DONE IN SUBSEQUENT WORK
		Explore demand for tourism support businesses i.e. restaurants, etc.			COMPLETED IN INITIAL ECONOMIC ROADMAP. MORE REFINEMENT TO BE DONE IN SUBSEQUENT WORK
		Explore demand for recreation and experiential tourist activities and programs i.e. boating, museum, etc.			COMPLETED IN INITIAL ECONOMIC ROADMAP. MORE REFINEMENT TO BE DONE IN SUBSEQUENT WORK
	Leverage other tourism assets	Forge working relationships with Clackamas County Economic Development (Mt. Hood Territory), Travel Oregon, Chamber of Commerce, etc.		Staff level contacts being made. Consider having representatives attend EDC meetings for presentations and discussion - John	STAFF CONTINUES MEETINGS. INVITATION TO PARTICIPATE IN WFHA PROCESS. CLACKAMAS

**West Linn Economic Development Committee Mission and Strategy ACTION PLAN**

<b>Initiative</b>	<b>Objective</b>	<b>Action</b>	<b>Priority</b>	<b>Responsibility</b>	<b>Status</b>
					COUNTY HAS BEEN INVITED TO MAKE PRESENTATION TO EDC
	Create Tourism Strategy	Develop strategic plan based on needs, opportunities, and assets. Tie into and leverage other tourism efforts and resources		Stems from strategic economic plan	NOT YET INITIATED
	Implement Tourism Strategy	Create needed local resources to advocate for and carry out the tourism strategy			TO FOLLOW STRATEGY DEVELOPMENT
	Tourism Grants – status – accountability?	Get report from County on grant progress and results – any way to promote the projects receiving grants		Ask Jim Austin about the status – John – Report provided to EDC in July.	REPORT PROVIDED IN JULY. WILL ASK FOR UPDATE IN JANUARY
<b>6. Arch Bridge District Plan</b>					
	Set a foundation for completing the Arch Bridge project	Develop a “financial road map” to analyze and guide on all economic factors		Under way - John	COMPLETED FOR INITIAL WORK. MORE REFINEMENT IN SUBSEQUENT PLANNING
		Engage discussions with area property owners to develop better understanding of situations, needs, plans, and aspirations		Under way - John	STAFF HAS MET WITH PROPERTY OWNERS. COUNCIL MEMBER MEETINGS WITH

**West Linn Economic Development Committee Mission and Strategy ACTION PLAN**

<b>Initiative</b>	<b>Objective</b>	<b>Action</b>	<b>Prior ity</b>	<b>Responsibility</b>	<b>Status</b>
					OWNERS UNDERWAY
		Expand the study area to include all of the riverfront west of the I-205 bridge		Under way - John	ACCEPTED BY COUNCIL
		Design the project to better integrate into the Willamette Falls Heritage project		Invite project manager to August meeting - Done	ACCEPTED BY COUNCIL AND BEING INCORPORATED INTO SUBSEQUENT PLANNING WORK