



WEST LINN

ECONOMIC DEVELOPMENT COMMITTEE

Agenda

December 13, 2018
6:30 PM – 9:30 PM
Willamette Room, City Hall

1. Review of Agenda
2. Approval of October 11, 2018 Minutes
3. Presentation
 - A. Clackamas County Water Based Tourism Study – presentation by Samara Phelps, Clackamas County Economic Development
4. Old Business
 - A. Economic Development Committee Ideas and Strategy- Continued discussion
5. New Business
 - A. Annual Report
6. Other items of interest:
 - A. From EDC members (5 minutes)
 - B. From Council or Staff liaisons (5 minutes)
7. Public comments on Economic Development matters not on the agenda (3 minutes per speaker)
8. Announcement of next meeting - 6:30pm, January 10, 2019
9. Adjourn



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West Linn
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22500 Salamo Rd.
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WEST LINN

ECONOMIC DEVELOPMENT COMMITTEE

Meeting Minutes

October 11, 2018
6:30 PM
Willamette Room, City Hall

Members Present:

Kazi Ahmed
Jennifer Harmon
Shannen Knight
Matt Lorenzen
Amanda Stein
Rachael Vidin

Members Absent:

Russel Williams

Staff Present:

John Morgan Staff Liaison
Richard Sakelik Council Liaison

Citizen Present:

Noelle Brooks
Keisha Brewster
Andrew Mallory

Call to Order

The meeting was called to order at 6:30 pm

Approval of Minutes

Shannen Knight made a motion to approve the minutes of September 13, 2018. Kazi Ahmed second. Motion approved as corrected of the spelling Rachael and good. Approved 6-0.

Rachael Vidin announced that Gail Holmes submitted her resignation, she was valuable member and will be missed. Welcome to new member Matt Lorenzen, he gave a brief history of his history in West Linn, he moved to the Sunset Neighborhood 5 years ago and volunteered for Historic Willamette for a couple years. He stated he is the Economic Development Manager for the City of Estacada. He is here to listen and learn and offer insight when the timing is right. Kazi Ahmed requested information on how Matt Lorenzo is helping the City of Estacada. Matt Lorenzen gave a brief overview of his position and explained economic development looks different in Estacada where the focus is industrial improvement, business retention and expansion.

Old Business

Economic Development Committee ideas and strategy continued discussion and development of an action plan:

Rachael Vidin summarized last month's discussion and thanked John Morgan for bringing the retreat conclusion handout. She thinks the committee could narrow down the list that they can't tackle or are too general or too broad, she opened, is this tangible. Rachael stated she had put out an email to the Council asking met for the question "what can the EDC do to better serve the City". She met with Councilors Teri Cumming and Richard Sakelik, kind of pseudo the Mayor by attending his Happy Hour. An email also went out to the Neighborhood Association Presidents and heard back from no one. Rachael want to pick three or items that the Committee can tackle and get back with the Council. Guest Andrew Mallory apologized for the Willamette NA for not responding and he stated the EDC is hugely important. Kasi Ahmed stated that the committee does not what their role is, his perspective is that the role is provide advice and guidance from the committee experiences and to form policies and procedures for the Council to adopt and believes the list does not provide answers on how to come up with policies and procedures. John Morgan stated the list of issues the EDC identified two years ago and was approved by Council. John suggested reviewing the list and revise to what is relevant and needs attention; what are you trying to achieve, the committee need to have a report to Council by the end of the year. Amanda Stein suggested doing a survey of business owners to collect data to support the committee's objectives. She also suggested putting together the committee's top three objectives and supporting them with data for presentation. Discussion around the survey done a year ago and how the data was not hashed out between brick and motor vs. home based business, making it irrelevant as answers were mixed together. Amanda Stein volunteered to contact businesses to put together a story on what is important to business owners. Decided to revisit the survey, need to ask with strategic questions and directives.

Kazi Ahmed asked Councilor Sakelik what is the Council looking for, he believes that the committees job is to come up with polices for adoption across the board. Councilor Sakelik stated the committees job is to convey to Council what the committee feels is important to move the City forward in economic development. He stated the goals for 2018 integrated the committee's ideas on zoning and mixed use. Process was discussed, recommendations vs. policy and how some items were worked on some not as circumstances have changed and the City cannot or have not been able to move forward. Councilor Sakelik stated the goal of the EDC is to compliment City Council Goals; mixed use was one goal, old City Hall could be another, and there are probably a few other items on the list or new items that could be added to accomplish this. He stated the Council does not want to direct the committee, the committee is to direct

Council on ideas. Kazi Ahmed wants the committee to identify what are the priorities on the list, agreement by the committee. Discussion around local transportation as a priority that could benefit everyone. Yes it is one of Council goals this committee and this could help drive Council to move forward with this item. Discussion around the roles of staff and liaisons, Shannen Knight suggested a subcommittee that creates questions for the survey that could go to staff for distribution. Additional questions on roles; Councilor Sakelik defined the roles and reminded the committee they are the ones to facilitate meetings and create ideas. John Morgan stated this committee has not had a lot of direction for itself, making it difficult to know where he can productively serve time for the committee; getting the list nailed down will help. Rachael Vidin stated that she will contact the new Councilors after the election and hopefully the neighborhood association will be listening to this meeting and reach out as well, or Rachael will connect with them.

Shannen Knight asked if IT Director Shane Boyle will be coming back to speak with the committee regarding business license surveys; he will be coming back. John Morgan will follow up with Shane.

Kazi Ahmed suggested picking a long and short term project on the priority list; we can harvest low hanging fruit, doing projects that are short term that leads to long term, all the better. Shannen Knight stated number one is done, number two is software that can be discussed when Shane Boyle attends the meeting. Developing relationships with commercial brokers died out, the committee cannot influence rent prices; it is obsolete. Kazi Ahmed stated he believes Council could influence brokers with policies on empty facilities not being empty for a long period of time. The administrative overhead to police this would not be worth it. Discussion around incentive, what can we do to encourage business. Richard Sakelik suggested looking at the City of Canby on a public/private partnership they have established, urban renewal. Let's look again at zoning, to make recommendations to Council. John Morgan discussed the Water Front plan will be coming down the road and this committee should be deeply involved. He also stated urban renewal, we need to establish a district and this group could guide that.

Shannen Knight brought up red tape. John Morgan stated, regulatory reform has been high on the list, process in West Linn is extensive delays and uncertainty; some citizens like it this way to stop development. The cost of SDC's in West Linn is very high, the highest in the Metro area. It is worthy to take a look in this area, stay progressive and current.

Tourism another item on the list could be a priority, and it ties to transportation. Water tours could be a major part of this, and could be competitive for grants. John Morgan would like water based tourism on the next agenda and would like the committee to hear the study on this. Water based tourism besides boat ramps encompasses the infrastructure, such as hotel rooms and brew pubs, etc., that support a tourism economy that could be a lot larger.

The committee chose three items to focus on. One would be including zoning and coding review, a good short term focus. Discussion regarding water front zoning, waiting to hear from PGE what their intent is. Zoning in the whole area need to be a focus, and the infrastructure of that narrow area; let's look at target properties, what are the barriers, how does the City address. Councilor Richard Sakelik suggested the EDC come forward with some recommendation for the GO bond money for something that will work in that area. John Morgan will bring a map to the next meeting. Needs a subcommittee.

Transportation, combining water tourism and shuttle bus would be another priority. Needs a subcommittee.

Urban renewal discussed again, need assessment which would require hiring a consultant. This will cost a lot of money to do a study and plan. There needs to be boundaries defined for the district. What can the EDC do to help get this off the ground? Shannen Knight moved to ask Council to look at the formation of an Urban Renewal District. Jennifer Harmon seconded, passed unanimously. There are special Districts that need to be a part of this.

Matt Lorenzen asked John Morgan about how the committee can move forward on the SDC and fee structure. John replied to present it to Council as a goal. Discussion around 1 year vacant properties and what are new business subject too; they are subject to new transportation analysis and be responsible for transportation impact fees.

John Morgan stated he will come up with a new and updated project list which he will bring to the next meeting for final review and formal action. This list can be edited as needed and prioritized.

New Business

No new business, back to early discussion with Amanda Stein suggesting every month look at the local economy, let's use the business license data to get information, this could change our priorities. A majority of West Linn business is home based that does not provide goods and services, different from brick and mortar. A brochure for starting a home based business would be beneficial.

Other items of interest EDC Members:

Jennifer Harmon asked about the Albertson property, where the lease is up and is available. Nothing is happening.

Shannen Knight discussed the grant for water transportation, the Willamette area's plan for Halloween for children and an added adult event of a Pub crawl on the Friday night before Halloween. Main Street open house on the 11th and 25th of November.

Rachael Vidin announced the Advisory Appreciation night is October 26th, 5:30 to 8:30.

Other items of interest Staff/Council Liaison:

Councilor Richard Sakelik reminded the committee year end reports are likely due in December. Four open seats on the committee for next year.

John Morgan stated West Linn Paper Company is actively for sale, the owners are working in close concert with PGE and have hired the same consultant to do an inventory of interest. The old Blue Heron Mill Pond owned by WES, would sell it if someone comes in with something viable for the community. Clackamas County has budgeted several million dollars for a level one remediation. A developer would need to pay to get to level three remediation to make it usable for a building. May come to the table sooner than later, and expected to be a big controversial issue for community.

Public comments on Economic Development matters not on the agenda

Noelle Brooks asked for a reallocation of funds for the grant awarded to the Chamber through Clackamas County. The grant is November 1st through the 24th, she is requesting a shift of time frame to coincide with the Holiday season of November 24th to December 24th. Noelle wanted to nix money allocated for t-shirts supporting shop local, by getting free merchandise from the national shop local campaign and using the funds for advertising which is very expensive. Discussion around what meets the requirements. This grant was done through the Budget Committee so the EDC cannot reply to this.

Noelle Brooks is also asking for the EDC's help in promoting the Chamber and moving the organization forward. Noelle would like to attend the EDC meetings, contribute where she can, share assets, and add value to members and this committee. Stated board seats are opening up, as Noelle is not a resident of West Linn she is welcome to attend any meeting. Thank you to Noelle from board members.

Andrew Mallory stated the City is about to change radically and this group is important in what it can do to bring the community together and support initiatives. Andrew questioned the goals the purpose and mission of the EDC. Rachael responded, the committee is here to serve the City, Council, and the community and are in the process of honing in on what is important and developing goals. Andrew still has concerns and will submit questions to the committee in writing for discussion at possibly the next meeting.

Next meeting November 6, 2018 at 6:30pm.

Adjourn

Meeting adjourned at 8:29 pm.

West Linn Economic Development Committee

Retreat Conclusions Summary – June 14, 2018

- ☐ Identify hurdles, identify opportunities, prioritize, merge with Council goals, create plan
- ☐ Fees are an issue in encouraging economic development
- ☐ Delays are an issue in encouraging economic development
- ☐ Very high commercial rents
- ☐ Penalties for excessive vacancies/rewards for fully-leased complexes
- ☐ What are the rewards for having a business in West Linn? Need to identify.
- ☐ How to incentivize businesses
- ☐ High-speed broadband as a city service like other city services
- ☐ Maybe take tour of other cities with successful economic development efforts, i.e. McMinnville
- ☐ Tourism
- ☐ Try again to meet with commercial property owners
- ☐ Educational sessions for small-business owners
- ☐ Meet with Chamber Board to look for mutual opportunities
- ☐ Annual strategic retreat
- ☐ Invite City Manager and Department Heads to future meetings to talk about collaboration

West Linn Economic Development Committee – Committee Mission and Strategy

Mission

To advise and assist the West Linn City Council in improving the economic development of West Linn.

Goals

- Focus on projects that can add revenue to the City
- Preserve the lifestyle valued by the citizens.
- Careful listening and analysis thus leveraging revenue to enhance the quality of life in West Linn.

Why?

- West Linn is a predominantly residential community located within the larger metropolitan area.
- It is an enclave of residential neighborhoods with limited commercial activity and very limited industrial use.
- It has relatively little employment reflecting people choosing to live in West Linn for its high quality of life while finding employment in other communities.
- As is typical for bedroom communities, a high percentage of shopping takes place outside of the city at locations near employment.
- A relatively small percentage of total assessed property value is found in high density housing, commercial, and industrial areas leaving the tax burden predominately on the owners of single-family homes.

The Potential

West Linn has potential for economic growth, as discussed in the City's Economic Opportunity Analysis in 2016 and as augmented by discussions by the City's Economic Development Committee. That potential rests in five economic arenas:

- Continued industrial use of the paper mill site along the north shore of the Willamette River.
- Growth and increased health of retail and service businesses within the existing commercial districts.

West Linn Economic Development Committee – Committee Mission and Strategy

- Redevelopment of the Arch Bridge district to allow for future new commercial development coupled with additional housing along with public improvements including an improved street network and public spaces. Expanded focus on the whole riverfront area and in particular on the economic potential and path to reopen the Locks.
- Fostering an environment supporting and encouraging home based businesses.
- Potential development of focused business centers for medical services, educational facilities, and other concentrated, high-wage, low-impact employment.

The City, through the efforts of the Economic Development Committee, the City Council, and the Staff, has the potential to resolve the economic issues facing the community leading to greater prosperity and livability. This work is intended to create an environment where private parties are attracted to make new investments in buildings, equipment, businesses, and employment.

The Strategic Initiatives

Six major initiatives are identified by the Economic Development Committee and City Council for specific action by the City. These are intended to address the five economic priority areas listed above and are presented in priority order. These are:

1. Foster and assist to implement Broadband Fiber throughout the community assuring the highest quality and speed of Internet access. Assist and participate in City efforts, including project task forces. This will support existing and new business development and will also encourage the establishment of home-based businesses.
2. Assist the City in business retention and development strategies including identifying and recruiting new businesses.
3. Develop and undertake implementation strategies for business development along the highway 43 corridor.
4. Developing an economic and regulatory framework encouraging the development and continuing success of home based and other small businesses.
5. Focusing on tourism development creating opportunities for the development of tourist facilities taking advantage of the proximity to I-205, the location in the Clackamas County “Mt. Hood Territory” tourism area, and proximity to the Willamette River especially the Willamette Falls.

West Linn Economic Development Committee – Committee Mission and Strategy

6. See a plan is completed for the Arch Bridge district. Assist and participate as requested. This redevelopment area is key to creating a new community-center based commercial district taking advantage of the land available, the access to major transportation corridors, and the proximity to the Willamette River and the Falls.

These six initiatives will each need to be implemented through a detailed action plan. This plan will lay out the needed tasks, steps, resources of money and personnel, and relationships with other organizations needed to successfully achieve the goals.

After the Council accepts this initial strategy, the Economic Development Committee working with the City staff will develop the specific Economic Action Plan for Council approval.

West Linn Economic Development Committee Mission and Strategy ACTION PLAN - UPDATE

Initiative	Objective	Action	Priority	Responsibility	Status
1. Research and Foster Broadband					
	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.	DONE PROJECT CANCELED BY COUNCIL
2. Business Retention and Development					
	Inventory existing businesses	Develop dynamic inventory from business license records.		John – in process	PROJECT DESIGNED – NEED TO INITIATE WITH VOLUNTEERS
		Classify businesses by type within inventory		John – in process	PROJECT DESIGNED
		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 – WAITING FOR NEW LICENSE PROGRAM
		Track changes in businesses by type and general location			NOT INITIATED YET– WAITING

West Linn Economic Development Committee Mission and Strategy ACTION PLAN - UPDATE

Initiative	Objective	Action	Priority	Responsibility	Status
					FOR NEW LICENSE PROGRAM
		Analyze data to develop understandings of forces, trends, and implications.			NOT INITIATED YET– WAITING FOR NEW LICENSE PROGRAM
		Where possible, inventory new and closing business owners to assess reasons for their actions.			NOT INITIATED YET– WAITING FOR NEW LICENSE PROGRAM
	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	DISCUSSED BY EDC BUT NOT INITIATED YET
		Develop channels of trustworthy communication allowing confidential conversations with staff.			DISCUSSED BY EDC BUT 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.			DISCUSSED BY EDC BUT NOT INITIATED YET
		Refine those systems so information is always current and readily available in an attractive and useable format.			DISCUSSED BY EDC BUT NOT INITIATED YET

West Linn Economic Development Committee Mission and Strategy ACTION PLAN - UPDATE

Initiative	Objective	Action	Priority	Responsibility	Status
	Develop and implement business retention and development role	Learn from other cities which have successful business retention and development programs			DISCUSSED BY EDC BUT NOT INITIATED YET
		Learn from Brokers what the City can do to augment and support them in their work, and what the City can do that will stymie their work			DISCUSSED BY EDC BUT NOT INITIATED YET
		Implement business retention and development program			DISCUSSED BY EDC BUT NOT INITIATED YET
3. Highway 43 Corridor and Willamette Falls District Economic Plan					
		Receive briefing on the Highway 43 Improvement Plan		John will arrange updates as project progresses.	ONE BRIEFING BY LANCE SO FAR
4. Regulatory framework reform to encourage businesses					
	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	ROADMAP PROJECT COMPLETED FOR WATERFRONT AREA
	Understand regulatory constraints	Identify the City's regulatory framework from fees to zoning		PC is working on potential full update of Code. This	NOT INITIATED

West Linn Economic Development Committee Mission and Strategy ACTION PLAN - UPDATE

Initiative	Objective	Action	Prior ity	Responsibility	Status
		which constrains business activity and development		action is consistent with that effort.	
		Analyze the regulatory framework to understand the public value represented by each element and the costs and benefits of changing or eliminating the element.			NOT INITIATED
		Develop better sense of the desired outcomes			NOT INITIATED
		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			
		Partner with the Planning Commission to develop a package of recommended code amendments.			EDC PARTICIPATED IN MIXED-USE ZONE PROJECT – NOW ADOPTED
5. Tourism Development					
	Understand tourism framework	Inventory existing tourism assets			NOT YET INITIATED
		Inventory and understand other regional tourism efforts			JOHN IS PARTICIPATING IN REGIONAL TOURISM MEETINGS

West Linn Economic Development Committee Mission and Strategy ACTION PLAN - UPDATE

Initiative	Objective	Action	Prior ity	Responsibility	Status
	Understand market potential	Explore demand for hotel type and space		Being generally covered in Economic Roadmap	COMPLETED IN ECONOMIC ROADMAP. MORE REFINEMENT TO BE DONE IN THE WATERFRONT PROJECT
		Explore demand for tourism support businesses i.e. restaurants, etc.			COMPLETED IN ECONOMIC ROADMAP. MORE REFINEMENT TO BE DONE IN THE WATERFRONT PROJECT
		Explore demand for recreation and experiential tourist activities and programs i.e. boating, museum, etc.			COMPLETED IN ECONOMIC ROADMAP. MORE REFINEMENT TO BE DONE IN THE WATERFRONT PROJECT
	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.
	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 County's Water Tourism Study is being released which will help inform this discussion	NOT YET INITIATED

West Linn Economic Development Committee Mission and Strategy ACTION PLAN - UPDATE

Initiative	Objective	Action	Priority	Responsibility	Status
	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			REPORTS PROVIDED ANNUALLY BEFORE ANNUAL GRANT APPLICATION PROCESS
6. Arch Bridge District Plan					
	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 WATERFRONT PLAN
		Engage discussions with area property owners to develop better understanding of situations, needs, plans, and aspirations		Under way - John	STAFF MEETS REGULARLY WITH PROPERTY OWNERS. COUNCIL MEMBER MEETINGS WITH OWNERS UNDERWAY
		Expand the study area to include all of the riverfront west of the I-205 bridge		Under way - John	ACCEPTED BY COUNCIL

West Linn Economic Development Committee Mission and Strategy ACTION PLAN - UPDATE

Initiative	Objective	Action	Prior ity	Responsibility	Status
		Design the project to better integrate into the Willamette Falls Heritage project		Invite project manager to August meeting - Done	ACCEPTED BY COUNCIL. PROJECT IS BEING PROACTIVELY INTEGRATED INTO REGIONAL EFFORTS

West Linn Economic Development Committee Strategy and Action Plan – 2019-2020

Initiative	Objective	Action	Responsibility	Status
West Linn's Waterfront Project	Assure the Waterfront Project Plan and implementing Codes and Projects leads to a successful redevelopment of the Waterfront District consistent with community needs and values	EDC regularly review status reports, proposals, and drafts as the project progresses to advise the property owners, the Planning Commission, the City Council, and city staff.		
Business Retention and Development	Implement business inventory and use for tracking changes in the business community	Develop dynamic inventory from business license records.		
		Classify businesses by type within inventory		
		Maintain current copies of Employment Department Data		
		Update inventory monthly with both additions and deletions		
		Track changes in businesses by type and general location		
		Analyze data to develop understandings of forces, trends, and implications.		
		Where possible, inventory new and closing business owners to assess reasons for their actions.		

West Linn Economic Development Committee Strategy and Action Plan – 2019-2020

Initiative	Objective	Action	Responsibility	Status
Improve the Business Climate	Understand the impediments to developing land for businesses, establishing new business, and staying in business. Use this information to explore and advocate system changes to improve the climate for business success	Proactively meet with developers, commercial brokers, and business owners actively working in the West Linn market to better understand needs, issues, and the framework for their decision making and success.		
		Develop regular working relationship with the Chamber of Commerce finding ways to leverage each organization's mission.		
		Work with the staff and Planning Commission to identify regulations, standards, fees, and processes that are seen as impediments to economic development. Understand the need and value for each process as it is and what public value, if any, can be created by making changes.		
		Analyze the regulatory framework to understand the public value represented by each element and the costs and benefits of changing or eliminating the element.		

West Linn Economic Development Committee Strategy and Action Plan – 2019-2020

Initiative	Objective	Action	Responsibility	Status
		Develop changes in regulations, standards, fees, and processes to propose to the community, Planning Commission, and City Council		
	Provide help to brokers, investors, and potential and existing businesses in being successful in West Linn	Inventory the assets, resources, and information the City can provide to help with market assessments and actual marketing.		
		Refine those systems so information is always current and readily available in an attractive and useable format.		
	Encourage economic growth in existing and future commercial districts	Work with Willamette Main Street to help expand economic success as the area develops and redevelops		
		Work with the existing shopping district businesses and owners to help expand economic success as the areas develop and redevelop		
	Understand market potential	Develop a market analysis of West Linn and its commercial and industrial districts. Determine market potential within these districts.		

West Linn Economic Development Committee Strategy and Action Plan – 2019-2020

Initiative	Objective	Action	Responsibility	Status
Encourage Economic Development Through Tourism	Understand tourism framework	Inventory existing tourism assets		
		Inventory and understand other regional tourism efforts		
	Understand tourism's market potential	Work with Clackamas County Tourism to explore demand for tourist focused businesses		
		Explore demand for recreation and experiential tourist activities and programs i.e. boating, museum, etc.		
	Leverage other tourism assets	Forge working relationships with Clackamas County Economic Development, Clackamas County Tourism, Travel Oregon, Chamber of Commerce, etc.		
	Create Tourism Strategy	Develop tourism strategy for Council approval based on needs, opportunities, and assets. Tie into and leverage other tourism efforts and resources especially on the Waterfront.		
	Implement Tourism Strategy	Create needed local resources to advocate for		

West Linn Economic Development Committee Strategy and Action Plan – 2019-2020

Initiative	Objective	Action	Responsibility	Status
		and carry out the tourism strategy		
Increase EDC's impact	Stimulate more active economic development activity and success.	Provide quarterly report to the City Council		
		Develop stronger working relationships with the Chamber of Commerce, Willamette Main Street, and other groups promoting business success and economic development.		
		Invite City Manager and Department Heads to future meetings to talk about activities, ideas, and collaboration.		



2017 Advisory Group & Neighborhood Association Annual Reports

Advisory Group/Neighborhood Association
Economic Development Committee

Group Leadership

Chair: Gail Holmes

Vice Chair: Rachael Vidin

Meeting Times, Dates & Location –

1/26/17	6-8 pm	City Hall-Willamette Room
2/9/17	6:30-8:30 pm	City Hall-Willamette Room
3/9/17	6:30-8:30 pm	City Hall-Willamette Room
4/13/17	6:30-8:30 pm	City Hall-Willamette Room
5/11/17	6:30-8:30 pm	City Hall-Willamette Room
6/8/17	6:30-8:30 pm	City Hall-Willamette Room
7/13/17	6:30-8:30 pm	City Hall-Willamette Room
9/19/17	6:30-8:30 pm	City Hall-Willamette Room
10/12/17	6:30-8:30 pm	City Hall-Willamette Room
11/9/17	6:30-8:30 pm	City Hall-Willamette Room
12/14/17	6:30-8:30 pm	City Hall-Willamette Room

2017 Accomplishments

1. Enacted, guided re-design of City of West Linn website.
2. Assisted in the successful implementation of new business licensing software for improved tracking capabilities. This solution bore out of our surveys conducted last year.
3. Enacted solutions for updating and further consideration of outdated zoning, building codes, business codes and generating revenue by implementing a tax on AirBNB properties, etc.
4. Consistently working on solutions for the business vacancy issues and additional barriers for attracting new businesses to West Linn.
5. Requested City Council set up a Task Force to review Mixed Use Zoning around the City.

2017 Challenges

- Inefficient communication between City Council, City Staff and EDC, it would be helpful to receive feedback from Council to know if EDC is achieving City Council goals for EDC.
- Lack of complete information/documentation on items, issues brought to the committee.
- Lack of follow-up after work sessions as to: progress, additional feedback, timelines for goals to be met, stakeholder responsibility.
- City Staff has no time to work on EDC projects and no follow up on EDC action items.

2018 Goals

1. To hold an EDC retreat to work on a strategic plan, vision & mission statement.
2. Improve communication between Council, Staff and EDC.
3. Establish a protocol for Council liaisons to bring items of interest to the committee, supply approved solutions, questions, etc. then outline a brief for both parties.
4. Share meeting minutes between ALL committees.
5. Establish a working relationship with Business Land Owners to understand occupancy rates, vacancies and create solutions to keep our current businesses and increase the services we don't have. Possibly establish information on WL website to assist future businesses.
6. Led a recruitment team of EDC members to analyze what businesses we have in West Linn and to bring new businesses to give our residents more services and a variety of shopping opportunities. (This was a goal of City Council's for 2017)
7. Continue to be active in the "West Linn Waterfront Project", encouraging residents to share their hopes and dreams, so we are creating a team effort with residents, City Council and Staff all working for a vital economic and tourism destination.
8. Be involved with the city website to have current and welcoming information to foster a strong economic future for West Linn, this would include actions to engage our Neighborhood Associations to build a dynamic economic community.

Any additional feedback to share with the City Council?

Please include any additional information you would like the City Council to be aware of as they review your group's report.

- Need a budget for EDC to attend trainings or have a membership in Oregon City Business Alliance or other regional organizations so West Linn can be a better economic partner.

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

2nd and 4th 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?