

City of

WILSONVILLE
OREGON



City of Wilsonville: Economic Development Strategy

August 2012

Table of Contents

Chapter 1. Background	1
1.1. What is an economic development strategy?	1
1.2. What is the focus of Wilsonville’s Strategy?	1
1.3. How was Wilsonville’s Strategy developed?	2
Chapter 2. The Context	3
2.1. What is economic development?	3
2.2. What factors affect Wilsonville’s economy?	6
Chapter 3. Vision for Economic Development	9
3.1. What is a vision statement?	9
3.2. What is Wilsonville’s vision for economic development	9
3.3. What are the directions for achieving the vision	10
3.4. What is different about this vision and strategy	10
Chapter 4. Action Plan	11
4.1. Summary of actions	11
4.2. Actions	14
4.3. Next steps	26
Appendix A. List of Community Participants	29
Appendix B. Summary of Focus Groups and Summit	33
Appendix C. List of Actions Considered	38

This document is the Economic Development Strategy of the City of Wilsonville. As a strategy, it focuses on a direction (a vision) and actions the City can take (policies) to move in that direction. Other documents provide technical information in support of the actions described here.¹

1.1 WHAT IS AN ECONOMIC DEVELOPMENT STRATEGY?

Economic information, on its own, is not an economic strategy. An economic *strategy* for a city or region is typically a document that describes what *actions* the public sector and business-interest organizations intend to take to improve economic activity.

Such a strategy builds from an understanding of past, current, and potential future economic conditions, but goes further. It considers, among other things: (1) existing legal requirements and policies; (2) values that different decision-makers, interest groups, and other stakeholders place on different possible policy outcomes; and (3) other aspects of City policy regarding quality of life, including land use, infrastructure, environmental quality, equity, and more.

1.2 WHAT IS THE FOCUS OF WILSONVILLE'S STRATEGY?

This project focused on:

People. Getting City decision-makers (members of the City Council and Planning Commission) and private sector representatives of economic development and business interests to agree on the product.

Product. An Economic Development Strategy that can:

Guide Actions. City investments and regulations, and private supporting efforts

Aimed at... Improving the efficiency of the City's efforts in recruiting, retaining, and expanding businesses within the City, in both the short run and the longer run.

¹ Appendices to this document provide greater detail about the process by which it was developed, information received from stakeholder groups and the public, and a longer list of actions considered. Concurrent with this project, the City updated its Economic Opportunity Analysis (EOA), which provides information about its economic conditions and prospects.

1.3 HOW WAS WILSONVILLE'S STRATEGY DEVELOPED?

To develop its strategy the City created an **Economic Development Advisory Committee**, composed of residents, business people, and other stakeholders involved in economic development in Wilsonville. The Advisory Committee met five times over a four-month-long period, from March through June 2012. The Committee developed and reviewed comments on the vision for economic development, potential actions, and priority actions.

The Advisory Committee considered input from the community that came from several sources:

- **Focus Groups.** More than 40 stakeholders participated, including business owners and managers, staff with Wilsonville's partner organizations in economic development, staff with public agencies, and other interested stakeholders.
- **Interviews with Business Leaders.** Primarily for large businesses that were unable to participate in the focus groups.
- **Economic Summit.** Wilsonville's public was invited to participate in conversations about the issues identified in the process of developing the economic development strategy. Over 60 attendees participated in the Summit event.
- **Public Comments.** The public has had opportunities comment throughout development of the Strategy, at the Economic Summit, during Advisory Committee meetings, and through giving input to City staff via email or the City's website.
- **City staff and decision-makers .** They provided insight into City policies and activities and helped develop the strategy.
- **Community survey.** The City recently completed a community survey, which asked questions about economic development issues.

2.1 WHAT IS ECONOMIC DEVELOPMENT?

The *traditional view* of economic development is that it is about retention and creation of jobs that offer competitive wages, meaningful and secure labor, and opportunity for advancement. The *emerging view* of economic development is that it is a process of improving a community's well-being through not only job creation, business growth, and income growth, but also improvements to the wider social and natural environment that strengthen the economy. These latter "quality of life" factors are important not only to the well-being of residents and workers. They also contribute to attractiveness of a place for businesses – in that sense, maintaining and improving these factors can legitimately be considered a strategy for business retention and attraction.

Every economic development strategy, including this one, has at its core the traditional focus on jobs and income. But this strategy is broader; it considers factors relating to quality of life for residents and employees that affect Wilsonville's ability to retain and expand existing businesses and attract new businesses.

Though economic development could be defined broadly to consider most activities of local government (e.g., including the provision of quality infrastructure, education, and recreation facilities and programs), *job growth and business growth are generally the primary objective of local government economic development efforts*. This growth comes from the creation of new firms, expansion of existing firms, and attraction of new firms or retention of existing firms. If economic development is about accommodating, creating, and expanding businesses, then it makes sense to think of how local economic development policies will affect factors that matter to business decisions about location and expansion. In the jargon of economics, any policy or action must affect a factor of production that influences business locations and expansion² The typical *direct factors of production* are:

- **Natural resources and supplies.** Businesses producing goods and some services need access to materials to develop products that they can sell. The quality, quantity, and cost of locally available natural

² The information in this section is summarized from the American Planning Association's Planning Advisory Service Report "An Economic Development Toolbox: Strategies and Methods," 2006.

resources and supplies are all relevant. Historically access to forests, water, and cheap electrical power have drawn several industry sectors to Oregon. For Wilsonville today, the natural resource issues are relatively unimportant; the access to suppliers remains important, however, and Wilsonville's access in the Portland region is relatively good.

- **Land and built space.** Businesses need land that is entitled, buildable, and development-ready. Land and buildings must be in the right locations, sizes, and configurations.
- **Labor.** The relative productivity and cost of labor is often the single most important factor for businesses, especially service businesses. Businesses want a trained and educated workforce that is reliable and, if possible, available at relatively lower costs. An important part of labor is entrepreneurship, which includes trained, creative, and effective management.
- **Access to markets and materials.** Businesses need to bring their supplies and labor to and from other locations. Business look for proximity to markets and connections to transportation systems to access markets and materials.
- **Local Infrastructure.** An important role of government is to increase economic capacity by improving the quality and efficiency of infrastructure (e.g., roads, water and sewer systems, or airports).
- **Business clusters.** One way for businesses to reduce their costs is to choose a location where there are other similar businesses or other businesses that share a common supply chain, constituting a business cluster.

Businesses locate in a city or region not only because of the quality and cost of these direct factors of production, but also because of the presence of factors that can have indirect but important effects on the costs and profitability of doing business:

- **Quality of life.** "Quality of life" includes all the factors and amenities that attract people to a community because it is a nice place to be: good schools, a clean environment, affordable housing, nice parks, and an exciting culture. Quality of life can affect costs for businesses. The wage and salary costs of attracting and retaining both management and labor can be reduced if they have a larger "second paycheck" from the amenities and quality of life factors in the community.
- **Government policies.** Government policies can affect the supply, cost, and quality of the factors above. Businesses want the public

sector's help with most of the items above, but they would like the costs of that assistance (e.g., taxes and fees) to be low.

Not all factors are equally important to businesses in general, and their importance differs by type of business. The *location* decisions of businesses are primarily based on the availability and cost of labor, transportation, raw materials, and capital. In the words of professional site selectors, businesses typically do a *regional* screening first ("Which are the two or three best regions for our business?") and then work down to sites in the region as part of the final selection process. The availability and cost of these production factors are broadly similar within a region. Most economic development strategies available to local governments affect the cost and quality of these primary location factors only indirectly.

Local governments can most directly affect the other factors in the list above – for example, tax rates (within the bounds of Measures 5 and 50), land supply and permitting, the quality of public facilities and services and their costs to businesses and their employees, and workforce training.

Wilsonville's economic development strategy is organized around these factors of production: factors that businesses care about when making decisions about where and how to grow.

2.2 WHAT FACTORS AFFECT WILSONVILLE'S ECONOMY?

Developing an economic development strategy for Wilsonville requires an understanding of the community's comparative advantages and disadvantages in the context of the larger regional economy. Some key considerations:³

- **Regional and Interstate Accessibility.** One of Wilsonville's primary competitive advantages for economic development is the City's proximity to and visibility from Interstate 5. I-5 interchange improvements at Wilsonville Road will be complete in 2012, expanding capacity to improve traffic flow and safety. The primary limitation for I-5 access in Wilsonville for most businesses is that the city has three connections to I-5, providing access to the highway from the city's industrial and employment areas, with two of the connections located north of the Willamette River.

The I-205 connection to I-5 is located just two miles north of Wilsonville. With the combination of I-5 and I-205, the City also has excellent access to I-84 and Highway 217, which in turn connects with Highway 26.

Other transportation-related economic development advantages for Wilsonville include:

The City's public transit system (SMART), which provides local cross-town bus service and commuter linkages to Portland in the north, Salem in the south, and Canby in the east.

TriMet's Westside Express Service (WES) commuter rail system, which provides inter-city transit service to Beaverton (via Tualatin and Tigard). SMART uses the local WES station as a hub for operations, delivering commuters from the train to local businesses within 10 minutes during morning and evening commute times.

Aurora Airport, owned and operated by the Oregon Department of Aviation, provides hangars, fueling and transient aircraft services and maintenance operations for general aviation, charters, and corporate aircraft. In this regard, the Aurora Airport

³ The charge to the Advisory Committee process did not include the collection, analysis, and reporting of economic data or a formal environmental scan of Wilsonville's economy. The overview in this section of Wilsonville's opportunities and constraints for economic growth over the next one to five years derives from the City's updated EOA, input from stakeholders in Wilsonville (Section 1.3), and staff and Committee knowledge of the economy in the Portland metropolitan region.

provides valuable support to local businesses and to corporate executives.

- **Vacant land base.** The City has opportunities for development of vacant land in the next one to five years in the Coffee Creek area and over the next 20 years in the Basalt Creek area.

Portions of the Coffee Creek Master Plan Area have municipal services available, but larger portions of the area will require the extension of services (e.g., water and sewer lines). The total cost of building out the Coffee Creek Master Plan Area is not yet estimated, and the timing of service extensions is unspecified, making developers hesitant to make investments in the area. There is no adopted concept plan for development of the Basalt Creek Master Plan Area, but the cities of Tualatin and Wilsonville have agreed to cooperatively develop a concept plan for that area.

The City has an advantage within the Portland region in that it has a vacant land base to build on. The disadvantage is that the City does not have specific funding plans for servicing the remainder of the Coffee Creek and all of Basalt Creek areas.

- **Vacant built space.** The City has a substantial stock of vacant commercial and industrial built space, which can provide opportunities for growth of new businesses. Vacant buildings, however, detract from the sense of place in Wilsonville and can contribute to a lower property-tax base due to lower assessments that are often applied to vacant structures.
- **Existing businesses.** Wilsonville's existing business base is an advantage for economic development. The City's mix of businesses includes established international and regional employers. Five businesses have 500 or more employees. In addition, Wilsonville has a large base of small businesses, in a wide range of industries including: computer and electronic product manufacturing; professional and technical services; wholesalers; health care; specialty trade contractors; retail; and food services.
- **Business clusters.** Wilsonville has established business clusters in wholesale trade, specialty trade contractors, computer and electronic manufacturing, non-metal mineral manufacturing, machinery manufacturing, medical products manufacturing and distribution, transportation and warehousing, and motor vehicle and parts dealers. Emerging business clusters in Wilsonville are: health care services and professional and business services.

- **New Oregon Tech campus.** Oregon Tech (or Oregon Institute of Technology (OIT)) is consolidating its regional campuses in Wilsonville. This relocation and consolidation will provide opportunities for enhanced workforce training and partnerships between OIT and businesses, and will be a catalyst for growth of technology businesses in Wilsonville.
- **Tourism.** Wilsonville has a growing tourism cluster, anchored by local motels with over 900 rooms and the third largest full-service hotel/conference center in Washington County, and supported by local restaurants. The Wilsonville Area Chamber of Commerce operates a Regional Visitor Information Center, which provides gateway directory information to the traveling public.
- **Similar number of residents and jobs.** Historically, Wilsonville has had more employees than residents. In 2006, prior to the recent recession, Wilsonville had about 16,900 residents and 19,935 workers, about 1.18 jobs per persons. By 2010, Wilsonville had about 19,500 residents and about 18,500 employees, about 0.95 jobs per persons. These ratios are about twice the average for the tri-county Portland metropolitan area (about 0.5 jobs per person). The relatively high number of jobs in Wilsonville suggest the City advantages of a relatively large and diverse economy, which contributes to a broad tax base.
- **Commuting patterns.** Businesses in Wilsonville are able to attract workers from across the Portland metropolitan region and from the Willamette Valley to the south. The U.S. Census' American Community Surveys show that over 90% of employees who work in Wilsonville commute from other locations. In addition, many residents of Wilsonville commute out of the City for work. While the ability of workers to commute into and out of Wilsonville is an advantage for businesses and residents, the large amount of commuting means that commuters use a large share of the capacity on Wilsonville's transportation system and I-5 interchanges.
- **Housing.** According to stakeholder input, Wilsonville's housing stock is generally high-quality, which is an advantage for attracting businesses that want access to high-quality housing for their workers. Stakeholders report that Wilsonville's housing is not affordable to lower- and some middle-income households. The need for more affordable housing may contribute to the City's large amount of commuting.

The basis for the Economic Development Strategy is the community's vision for economic growth. The vision is that Wilsonville will have sustained economic growth based on the City's competitive advantages in the Portland metropolitan region.

3.1 WHAT IS A VISION STATEMENT?

A vision is a broad statement about a desired future, usually expressed in a few sentences. The vision is made more specific with goals, though they are still relatively broad statements about desired outcomes. A broad vision for the future development of Wilsonville could address many topics: not just jobs and land for employment, but also housing options and quality, transportation and infrastructure development, and quality of life (e.g., a high-quality K-12 education system or great parks).

The following vision was prepared by members of the Advisory Committee with input from participants at the public Summit. The criteria for the vision, established by the Advisory Committee and participants in the Summit, were that it should:

- Be short, inspiring, and motivating
- Emphasize Wilsonville's advantages and focus on the unique qualities of Wilsonville
- Focus on outcomes and the end-results of the Strategy
- Support the values of maintaining and enhancing the City's quality of life, cultural values, and amenities
- Be inclusive of all businesses, not limited to selected industries
- Emphasize a variety of job opportunities through sustained growth.

3.2 WHAT IS WILSONVILLE'S VISION FOR ECONOMIC DEVELOPMENT

Wilsonville's sustained economic strength is fostered by a spirit of innovation and collaboration. Our residents and businesses wisely invest the time, energy, and money to assure that Wilsonville retains the quality of life we value. We leverage our excellent location, ample land supply, top quality infrastructure and transit system to deliver desired economic benefits.

3.3 WHAT ARE THE DIRECTIONS FOR ACHIEVING THE VISION

The City of Wilsonville will seek to achieve its vision through actions that address six categories of factors that influence the location and expansion decisions of businesses:

1. **Agreement on amount, type, location, and pattern of development.** The City supports and facilitates communication and cooperation among the many parties with an interest in these issues.
2. **Land and buildings.** The City strives to use land effectively, carefully planning for long-term economic development, urban development (including housing and civic spaces), and the protection and enhancement of natural areas and open space.
3. **Transportation and other infrastructure.** The City provides public facilities to efficiently service land and buildings within the City. Where the City is not the principal provider, it shall advocate for full and efficient service of properties within its boundaries.
4. **Workforce development.** The City supports education and workforce development that leads to opportunities for jobs, advancement, entrepreneurship, and increased income for residents, by collaborating with organizations whose mission is to provide workforce training and education.
5. **Quality of life and public services.** The City supports and welcomes the growth of existing businesses and new businesses that share the community's values and enhance Wilsonville's livability.
6. **Business communication and services.** The City supports business development through open communication, coordinating among stakeholders, and fostering a positive business climate.

3.4 WHAT IS DIFFERENT ABOUT THIS VISION AND STRATEGY

Wilsonville's fiscal problems are smaller relative to those of most cities in Oregon (see Section 2.2). The Advisory Committee believes *the City can and should take a long view*. The City's actions in economic development should be *deliberative* (wait for businesses that fit the plan), *balanced* (economic development and quality of life are both important – the City can have both), *efficient* (the City's priority should be to provide the land-use plan, and to provide adequate infrastructure and public services when needed) and *fair* (do not make incentives for new business a standard practice).

The economic development vision is achieved through a series of actions, which are organized by the factors that the location and expansion decisions of businesses. Each of the six factors has at least one action that the City will accomplish during the five year period.

4.1 SUMMARY OF ACTIONS

The Advisory Committee considered dozens of potential actions in the six categories described in Section 3.3 (see Appendix C, for a longer list of actions considered). Noting that strategies with a large number of actions are hard to explain and implement, the Advisory Committee set itself the task of pruning the many actions to about 10: ones that needed immediate attention, were necessary for other actions to occur, were specific, and could generally be accomplished in a year or two (certainly less than five years). Table 4-1 summarizes the Advisory Committee's recommendations for high-priority actions. The rest of the chapter gives more details.

Table 4-1. Summary of Actions

Action	Description	Timing
1. Agreement on amount, type, location, and pattern of development		
<p>Action 1.1. Describe business attributes and impacts that are supportive of Wilsonville’s economic and community development goals</p>	<p>A task force is formed to consider, make recommendations, and deliver a report to City officials and staff on the desired community impacts of businesses, without singling out the specific types of businesses that the City should try to attract to Wilsonville.</p>	<p>Immediately in Year 1</p>
2. Land and buildings		
<p>Action 2.1. Promote reuse of vacant buildings, infill development, and redevelopment</p>	<p>City staff members make recommendations to City Council on policies and locations to promote reuse of vacant buildings, infill development on underutilized properties, and redevelopment of underutilized properties or obsolete buildings.</p>	<p>In Year 1, continuing through Year 5</p>
<p>Action 2.2. Establish and master plan key development districts</p>	<p>The City will establish development districts with buildable land in places with a high priority for development, including developing land use policies to support the desired development forms.</p>	<p>Years 2 to 5 and continue beyond</p>
3. Transportation and other infrastructure		
<p>Action 3.1. Coordinate capital improvement planning to ensure infrastructure availability on employment land</p>	<p>City staff will continue coordinating capital improvement planning and funding with land use, transportation and other infrastructure planning to ensure that infrastructure is available for employment land, especially areas identified as having a high priority for development. City staff will investigate and recommend a funding plan for the capital improvements.</p>	<p>Year 1, ongoing</p>
<p>Action 3.2. Expand the hours of operation for SMART</p>	<p>SMART will expand hours of operation, as funds become available, in order to provide improved access to public transit. This will enable workers to get to and from their jobs and students to get to and from their place of education using public transit.</p>	<p>Year 1, ongoing</p>
4. Workforce development		
<p>Action 4.1. Connect businesses with organizations involved in workforce training and education</p>	<p>City staff will help businesses make connections with organizations that provide workforce training and education.</p>	<p>Year 1, ongoing</p>
<p>Action 4.2. Adopt a policy demonstrating support for Oregon Tech</p>	<p>The City Council will adopt a policy that expresses the City’s willingness to collaborate with Oregon Tech to help it succeed in its mission of training and education and also supporting other institutions of higher education.</p>	<p>Year 1</p>
5. Quality of life and public services		

Action	Description	Timing
Action 5.1. Ensure that regulations support quality of life	City staff will continue to review building and development policies and procedures to (1) ensure that regulations that guide economic development will lead to a better quality of life in a cost-effective manner, and (2) evaluate whether there are actions that the City should take to maintain and enhance the quality of life.	Year 1, continue in Years 2 to 5
6. Business communication and services		
Action 6.1. Develop a marketing plan	City staff will work with local partners in economic development to develop a marketing plan, including materials that document Wilsonville’s advantages and amenities that are attractive to businesses.	Year 2
Action 6.2. Develop criteria to guide the use of incentives to attract or retain businesses	Create a task force that will recommend criteria for the use of incentives to attract or retain businesses. The criteria should describe (1) where incentives would be used, (2) what businesses would qualify for incentives and under what conditions, (3) what types of incentives would be available to businesses, (4) the funding sources to support the incentives, and (5) expectations of businesses given incentives.	Immediately in Year 1
Action 6.3. Develop a program to assist existing businesses	City staff will develop a program to assist existing businesses. The program will include an outreach strategy to assess what assistance businesses want and need from the City and will evaluate the need for an economic development director at the City.	Year 2
Action 6.4. Streamline development code and permitting process	City staff will evaluate opportunities to streamline the development code and permitting process and will also identify changes in processes that can be made without revising the code.	Years 2 to 5

4.2 ACTIONS

1. LOCAL AGREEMENT ON AMOUNT, TYPE, LOCATION, AND PATTERN OF DEVELOPMENT

Action 1.1. Describe business attributes and impacts that are supportive of Wilsonville’s economic and community development goals

What is the action?	A task force is formed to consider, make recommendations, and deliver a report to City officials and staff on the desired community impacts of businesses, without singling out the specific types of businesses that the City should try to attract to Wilsonville.
Why is the City doing it?	<p>Wilsonville is in the rare position of being able to be selective about the types of businesses that locate in the City. It wants economic growth to enhance and maintain the high quality of life in Wilsonville. But what, exactly, does that mean?</p> <p>The Economic Development Advisory Committee concluded that the City should not pick specific industry sectors or clusters for special treatment. It believed, however, that the City would occasionally need to make decisions about land use designation, infrastructure investment, or fees and incentives that might have the effect of supporting some types of development over others. Thus, the City would benefit from drafting a description of what kind of attributes <u>any</u> business would have to be compatible with a general objective of “supporting community goals.”</p>
When will work begin?	Immediately in Year 1
How does it work?	City staff and elected officials will work with stakeholder groups to identify membership for the task force. The task force will identify and prioritize the kinds of attributes and impacts that businesses would have if they were to fit well into the economic and community development objectives of the City. The task force should coordinate with the work of the task force in Action 6.2 (criteria for incentives; the two task forces could be combined into one).
Who will implement?	City Economic Development Team
How will the action be funded?	Volunteer task force; existing budgets for staff time; no dedicated funding source
How will the City know when it is done?	At a minimum, the task force will deliver a report to City Council. The Council may simply accept the report as guidance to staff, or it may take more detailed action.

2. LAND AND BUILDINGS

Action 2.1. Promote reuse of vacant buildings, infill development, and redevelopment

What is the action?	City staff members make recommendations to City Council on policies and locations to promote reuse of vacant buildings, infill development on underutilized properties, and redevelopment of underutilized properties or obsolete buildings.
Why is the City doing it?	There are opportunities for making better use of areas with existing buildings in Wilsonville. Vacancies in buildings, especially those that have been long vacant, can be used by new or expanding businesses. Land with existing development can be more efficiently used by infilling or redeveloping underutilized space.
When will work begin?	Year 1, continuing through Year 5
How does it work?	City staff will identify high priority underutilized sites to target for reuse. The highest priority sites might be large or highly visible buildings and land. Working with local real estate professionals and property owners, City staff will evaluate the reasons that land is underutilized or buildings are vacant or underutilized. Staff will work with property owners to identify opportunities for reuse of the site.
Who will implement?	City Community Development Department; support from the City Economic Development Team
How will the action be funded?	Existing budgets for staff time; no dedicated funding source for developing the policies Additional budget may be needed to fund reuse or redevelopment, depending on recommended policies,
How will the City know when it is done?	At a minimum, City staff will deliver a report with recommendations to City Council. Council will adopt some of those recommendations with a commitment to fund any policies that require funding.

Action 2.2. Establish and master plan key development districts

What is the action?	The City will establish development districts with buildable land in places with a high priority for development, including developing land use policies to support the desired development forms.
Why is the City doing it?	<p>The majority of buildable employment land available for Wilsonville's growth is in the Coffee Creek and Basalt Creek areas, which are outside of the City limits. The City plans to develop the Coffee Creek area for employment, with development happening over the next few years.</p> <p>The City's long-term plans for accommodating employment growth focus on the Basalt Creek area, which contains at least a 20-year supply of employment land for the City, based on results of the EOA.</p>
When will work begin?	Years 2 to 5 and continue beyond
How does it work?	<p>The City has a master plan for the Coffee Creek area, which includes land use and essential infrastructure, but which lacks explicit strategies for annexation and consolidation of ownerships. Much of the Coffee Creek area still lacks infrastructure necessary to support the development of employment areas. City staff will need to identify areas with highest priority for development and then plan to provide infrastructure to those areas, as part of Action 3.1. Additionally, development in the Basalt Creek area will be partially dependent on infrastructure that will come through the Coffee Creek area.</p> <p>The City will need to complete a master plan for the Basalt Creek Area, in cooperation with the City of Tualatin. The City will then need to identify areas with highest priority for development and then plan to provide infrastructure to those areas, as part of Action 3.1</p> <p>The staff's work will be guided by the Planning Commission and City Council, with input from stakeholders and the public as needed.</p>
Who will implement?	Community Development Department
How will the action be funded?	The City will need to identify funds to pay for the implementation of both the Coffee Creek and Basalt Creek Master Plan.
How will the City know when it is done?	City staff complete an implementation strategy for the Coffee Creek Master Plan and a Basalt Creek Master Plan and take them through the review process with stakeholders, affected agencies, and the public. The City Council approves the Plan as amended.

3. TRANSPORTATION AND OTHER INFRASTRUCTURE

Action 3.1. Coordinate capital improvement planning to ensure infrastructure availability on employment land

What is the action?	<p>City staff will continue coordinating capital improvement planning and funding with land use, transportation and other infrastructure planning to ensure that infrastructure is available for employment land, especially areas identified as having a high priority for development.</p> <p>City staff will investigate and recommend a funding plan for the capital improvements.</p>
Why is the City doing it?	<p>The City wants to provide the necessary services to accommodate growth both within the City limits and in areas identified for growth through annexation to the city limits. The majority of Wilsonville’s potential vacant land for employment is in the Coffee Creek or Basalt Creek areas, which largely lack the infrastructure necessary to support employment uses. Providing infrastructure to these areas requires identifying one or more funding sources.</p>
When will work begin?	<p>Year 1, on-going</p>
How does it work?	<p>City staff will work with decision-makers to identify and prioritize areas within the City with highest priority for capital improvements. These areas may include places within the City where improvements are necessary. Other areas where capital improvement planning is necessary are Coffee Creek and, in the long-term, Basalt Creek. City staff will balance needs for improvements to existing facilities that serve existing businesses and residents with needs to provide infrastructure to vacant land to allow for new growth.</p> <p>City staff will identify funding sources to pay for capital improvements in the areas identified as high priorities. One tool the City is considering in the Coffee Creek area is urban renewal. The process for deciding whether to use urban renewal will be a transparent, public process that is led by the City Council.</p>
Who will implement?	<p>Community Development Department</p>
How will the action be funded?	<p>Existing budgets for staff time; no dedicated funding source</p>
How will the City know when it is done?	<p>City staff will prepare a capital improvement plan for infrastructure, including a funding plan. Staff will present it to City Council, and the Council will adopt some or all of those recommendations with a commitment to fund any items that require funding.</p>

Action 3.2. Expand the hours of operation for SMART

What is the action?	SMART will expand hours of operation, as funds become available, in order to provide improved access to public transit. This will enable workers to get to and from their jobs and students to get to and from their place of education using public transit.
Why is the City doing it?	Use of transit addresses some of the City's transportation concerns: (1) automotive congestion, especially from commuting and (2) providing transportation opportunities for households in a range of income groups.
When will work begin?	Year 1, on-going
How does it work?	<p>SMART will maintain the established level-of-service standards for existing routes. SMART will identify opportunities to provide more service (e.g., new routes or buses at different times) to meet the needs of employers and educational institutions.</p> <p>The biggest challenge in expanding hours of operation is identifying a funding source to pay for more service without reducing existing levels of service.</p>
Who will implement?	SMART
How will the action be funded?	SMART will evaluate potential funding sources to provide expanded hours of operation.
How will the City know when it is done?	SMART will identify additional funding sources and expand hours of operation.

4. WORKFORCE DEVELOPMENT

Action 4.1. Connect businesses with organizations involved in workforce training and education

What is the action?	City staff will help businesses make connections with organizations that provide workforce training and education.
Why is the City doing it?	The City recognizes the importance of workforce training and education in having a skilled workforce that can meet the needs of businesses. City staff have established working relationships with businesses and with workforce development and educational organizations, including the Art/Tech High School, Wilsonville High School, Clackamas Community College, Pioneer Pacific College, and Oregon Tech.
When will work on the action begin?	Year 1, on-going
How does it work?	City staff maintain relationships with people involved in workforce training and education, as well as with businesses. City staff can initiate outreach with stakeholders to strengthen existing relationships and build new relationships. This outreach could take the form of periodic meetings with stakeholders and informal opportunities to build relationships.
Who will implement?	City Economic Development Team
How will the action be funded?	Existing budgets for staff time; no dedicated funding source
How will the City know when it is done?	City staff will have periodic meetings about relationship building with workforce training and education organizations and businesses.

Action 4.2. Adopt a policy demonstrating support for Oregon Tech and other institutions of higher education

What is the action?	The City Council will adopt a policy that expresses the City’s willingness to collaborate with Oregon Tech to help it succeed in its mission of training and education and also supporting other institutions of higher education.
Why is the City doing it?	The City recognizes the importance of having local opportunities for workforce training and higher education within the City. The City recognizes the significant opportunities that result from having a highly regarded university (Oregon Tech) consolidating its metropolitan campuses in Wilsonville. Oregon Tech’s specialized technical training will be a valuable economic development tool, giving Wilsonville one more competitive advantage. The City is committed to making Oregon Tech’s relocation successful and to helping businesses in Wilsonville benefit from the opportunities resulting from having Oregon Tech and other institutions of higher education in the community.
When will work begin?	Year 1
How does it work?	City staff will work with decision-makers to craft and adopt a policy in support of Oregon Tech.
Who will implement?	City’s Economic Development Team will craft the policy, with input from Oregon Tech. The City Council will adopt the policy.
How will the action be funded?	Existing budgets for staff time; no dedicated funding source
How will the City know when it is done?	The City Council will adopt a policy demonstrating support for Oregon Tech.

5. QUALITY OF LIFE AND PUBLIC SERVICES

Action 5.1. Ensure that regulations support quality of life

What is the action?	<p>City staff will continue to review building and development policies and procedures to (1) ensure that regulations that guide economic development will lead to a better quality of life in a cost-effective manner, and (2) evaluate whether there are actions that the City should take to maintain and enhance the quality of life.</p>
Why is the City doing it?	<p>Residents and workers in Wilsonville value the high quality of life in the community. The National Citizen Survey of Wilsonville in 2012 showed that more than 90% of people think that Wilsonville is a good or excellent place to live and 75% think that the City is a good or excellent place to work.</p> <p>A key finding from the public process is that stakeholders want the City to make deliberate decisions to guide economic growth in ways that are compatible with community values and quality of life. City policies and regulations should balance growth with maintaining and enhancing Wilsonville's quality of life.</p> <p>The types of policies that City staff should review relate to public safety, environmental quality, aesthetics, parks, opportunities for live/work situations, and building forms. This evaluation is forward-looking, anticipating issues that may arise as Wilsonville grows.</p>
When will work begin?	<p>Year 1, continue in Years 2 to 5</p>
How does it work?	<p>This action is a continuation and extension of what City staff currently do, in concert with the Planning Commission. Staff will work with existing committees to (1) identify building and development business and economic development policies that directly affect quality of life for review, (2) identify potential changes to the policy to improve quality of life, (3) evaluate options for policy changes, and (4) decide what changes (if any) to recommend to decision-makers.</p> <p>In doing these evaluations, staff should cross-reference actions to streamline policies (Action 6.4). Streamlining regulations to make them faster or less expensive for businesses to comply with may have impacts on quality of life. These trade-offs should be considered when making changes to policies.</p>
Who will implement?	<p>Community Development Department; support from the City administration, Planning Commission, and City Council</p>
How will the action be funded?	<p>Existing budgets for staff time; no dedicated funding source</p>
How will the City know when it is done?	<p>City staff will complete the evaluations and make recommendations to the Planning Commission regarding changes in regulations to maintain and enhance quality of life. The Planning Commission will decide which, if any, of the recommendations to forward to the City Council, who will adopt some or all of the recommendations.</p>

6. BUSINESS COMMUNICATION AND SERVICES

Action 6.1. Develop a marketing plan

What is the action?	City staff will work with local partners in economic development to develop a marketing plan, including materials that document Wilsonville’s advantages and amenities that are attractive to businesses.
Why is the City doing it?	<p>The City can better meet its economic development goals if the City has a strategic marketing plan that describes the advantages businesses would have in locating in Wilsonville.</p> <p>Wilsonville’s residents generally support encouraging economic growth. In response to the National Citizen Survey of Wilsonville in 2012, more than 90% of people support or strongly support actively recruiting businesses to Wilsonville and marketing the City to attract new businesses.</p>
When will work begin?	Year 2
How does it work?	City staff would develop the marketing plan through working with the following partners: the Wilsonville Area Chamber of Commerce, Greater Portland Inc., Clackamas County Economic Development, and Business Oregon.
Who will implement?	City’s Economic Development Team
How will the action be funded?	The City will need to identify a funding source to support developing the marketing plan.
How will the City know when it is done?	City staff will have a completed marketing plan.

Action 6.2. Develop criteria to guide the use of incentives to attract or retain businesses

What is the action?	Create a task force that will recommend criteria for the use of incentives to attract or retain businesses. The criteria should describe (1) where incentives would be used, (2) what businesses would qualify for incentives and under what conditions, (3) what types of incentives would be available to businesses, (4) the funding sources to support the incentives, and (5) expectations of businesses given incentives.
Why is the City doing it?	<p>The City has not used incentives to attract businesses and recently had a controversy over the proposed use of incentives. City staff and decision-makers recognize the importance of having clear policies to guide the use of incentives to attract or retain businesses. If the City is clear in advance about when incentives are acceptable and not acceptable, staff can respond better and faster to the opportunities for economic development that arise.</p> <p>In response to the National Citizen Survey of Wilsonville in 2012, 76% of residents support or strongly support providing financial incentives to help expand existing businesses and 69% support or strongly support providing financial incentives to attract new businesses. However, 24% or more of respondents opposed providing financial incentives to attract new businesses or retain existing businesses.</p>
When will work begin?	Immediately in Year 1
How does it work?	City staff and elected officials will work with stakeholder groups to identify membership for this task force. The task force will develop and recommend the criteria for making decisions about the use of incentives. The task force should coordinate with the work of the task force in Action 1.1 that addresses business attributes and impacts (the two task forces also could be combined into one). The City Council will review the recommended criteria and make a decision about adopting the criteria
Who will implement?	City Economic Development Team; support from the Community Development Department, City Manager's Office, and City Council
How will the action be funded?	Volunteer task force; existing budgets for staff time; no dedicated funding source. Additional budget may be needed to fund incentives
How will the City know when it is done?	At a minimum, the task force will deliver a report to the City Council. The Council may simply accept the report as guidance to staff or it may take more detailed action.

Action 6.3. Develop a program to assist existing businesses

What is the action?	City staff will develop a program to assist existing businesses. The program will include an outreach strategy to assess what assistance businesses want and need from the City and will evaluate the need for an economic development director at the City.
Why is the City doing it?	A key part of the City's approach to economic development is retention and expansion of existing businesses. The City can play a role in business retention through helping businesses through the City's development process and providing other assistance to businesses.
When will work begin?	Year 2
How does it work?	<p>City staff will work with community partners, such as the Wilsonville Area Chamber of Commerce, Greater Portland Inc., Clackamas County Economic Development, Business Oregon and others to develop the business assistance program. The basis for the program is outreach to existing businesses to assess how the City could assist businesses. This outreach may take the form of a survey or interviews with business owners and managers.</p> <p>One outcome of the evaluation may be that the City requires an economic development director to implement the program.</p>
Who will implement?	City Economic Development Team; support from the City Manager's Office and City Council
How will the action be funded?	<p>Existing budgets for staff time; no dedicated funding source for developing the program</p> <p>Additional budget may be needed depending on the recommendations to fund elements of the program</p>
How will the City know when it is done?	At a minimum, staff will develop a program, with recommendations to the City Council. The Council will accept, and if necessary, fund the recommendations.

Action 6.4. Streamline development code and permitting process

What is the action?	City staff will evaluate opportunities to streamline the development code and permitting process and will also identify changes in processes that can be made without revising the code.
Why is the City doing it?	The City recognizes the importance in helping businesses successfully complete the permitting process quickly. In response to the National Citizen Survey of Wilsonville in 2012, more than 80% of respondents supported or strongly supported streamlining the permitting process.
When will work begin?	Years 2 to 5
How does it work?	This action is a continuation and extension of what City staff currently do, working with the Planning Commission. Staff will work with existing committees to: (1) identify opportunities to streamline the development code and permitting process, (2) evaluate options for policy changes and whether changes will require changes to the code, and (3) decide what changes (if any) to recommend to decision-makers . In doing these evaluations, staff should understand the connections with actions to ensuring that regulations support quality of life (Action 5.1) and streamlining regulations. Policies that ensure quality of life may result in a slower or more costly development process. The City should consider these trade-offs when making changes to policies.
Who will implement?	Community Development Department, working with the Planning Commission
How will the action be funded?	Existing budgets for staff time; no dedicated funding source for the evaluation Additional budget may be needed depending on the recommendations to fund changes to policies
How will the City know when it is done?	At a minimum, City staff will deliver a report with recommendations to the Planning Commission. Planning Commission will decide which, if any, of the recommendations to forward to the City Council, who will adopt some (or all) of the recommendations.

4.3 NEXT STEPS

After the City Council adopts this Economic Development Strategy, the actions to complete first are Action 1.1 (Evaluating benefits to the community from attracting businesses) and Action 6.2 (Developing criteria for use of business incentives). These actions are essential to furthering implementation of the Strategy. The City must be clear on the desired community impacts of businesses and the incentives (if any) that the City will use to attract or retain businesses before it can fully implement any programs that have the goal of attraction or retention.

These actions should be completed within six months of adoption of this strategy. Once those actions are complete, the City should revisit the Strategy to evaluate whether the Strategy needs modifications. It would be appropriate and relatively straightforward to amend this document if necessary to reflect any changes to other actions in the Strategy. If its members were willing, the City could reconvene the Economic Development Advisory Committee to oversee and approve this task.⁴

In addition to the City's role of monitoring and updating the Strategy, the City must consider uncertainty and the need for flexibility in the Strategy. Information technology and globalization have increasingly made economies both more efficient and less predictable. Wilsonville has many of the fundamentals necessary for it to do well economically relative to its regional neighbors. But it has to choose carefully and adapt its choices to changing circumstances.

For example, there is now a broad technical and political consensus that Wilsonville's logical path for the development of new employment space is the Coffee Creek Area and, farther off, the Basalt Creek Area. But the cost of that development, the sources of funding, and the fiscal impacts on the City are not yet estimated.

Moreover, all the estimates of the need for that land come from an assumption that the U.S. and Portland economies will continue to grow and will demand the kind of space and locations that the Coffee Creek and Basalt Creek areas provide. Those assumptions are not unreasonable, but they will almost certainly have to be refined as events unfold.

⁴ Any revisions to the Strategy would include revisions to the section on *Next Steps* since those next steps will be different (or at least more specific) after Actions 1.1 and 6.2 are complete.

In that vein, the Economic Development Advisory Committee also noted that even though its process got to conclusions about a group of actions that seemed more important than others (i.e., those in Chapter 4 versus all those in Appendix C), it did not have time to dig into the details of the prioritization and funding of the actions in Chapter 4. There will inevitably be tradeoffs. For example, if the task force that addresses Action 6.2 on business incentives decides that incentives are merited under certain conditions. Will funding for those incentives come from taxes or an increase in fees, or will some other facility or service improvements be postponed? These decisions fall appropriately to the City Council. The Committee recognizes that the broad Strategy it has proposed must be flexible and implemented incrementally by City Council decisions about budget priorities.

The last row of each Action table in Section 4.2 asks “How will the City know when the action is done?” This Strategy has taken a short-run interpretation of that question and looks for a product and event that is clear and can be checked-off unambiguously. But the City should also consider a longer-run monitoring program that moves (in the language of performance measurement) from *outputs* to *outcomes*. Outputs are the intermediate products and actions (e.g., the adoption of plans and policies; the creation of programs and coordinating groups) that the City and its partners ultimately hope to will deliver desired outcomes: more economic development, building, jobs, tax revenue, community facilities and services, et cetera.

Thus, an additional action that the City should consider is creating a relatively simple set of performance measures and tracking them over time. Then, when the Strategy gets revisited and revised, the next Economic Development Advisory Committee will have direct information to help answer the question, Are the policies we are following getting us to the outcomes we desire?

Appendix A **List of Community Participants**

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEMBERS AND ALTERNATES

Amy Dvorak, Planning Commission member
Ben Altman, Past-President, Wilsonville Chamber of Commerce; 2012
Chair, City Planning Commission
Brenner Daniels, Investment Advisor, Holland Partners Group
Clyde Holland, CEO, Holland Partners Group
Craig Olson, Sr. Director/Site Manager, Rockwell Collins
Dr. Chris Maples, President, Oregon Institute of Technology
Gale Lasko, General Manager, Lamb's Wilsonville Thriftway
Lita Colligan, Assoc. Vice President/Strategic Partnerships, Oregon
Institute of Technology
Lonnie Gieber, Wilsonville resident and Budget Committee member
Nancy Sage, VP/Sales, Xzeres Wind Corporation
Patrick Croasdaile, Marketing Specialist, Xzeres Wind Corporation
Marta McGuire, Wilsonville resident who serves on the Planning
Commission and Committee for Citizen Involvement
Ray Phelps, Past-President, Wilsonville Chamber of Commerce;
Commissioner, City Planning Commission; Commissioner, Clackamas
County Economic Development Commission
Scott Starr, Wilsonville City Council, Committee Co-Chair (ex-officio)
Steve Hurst, former Wilsonville City Council, Committee Co-Chair (ex-
officio)
Thomas Garnier, President, SSI Shredding Systems

BUSINESS LEADERS INTERVIEWED

Alan Kirk, Sr. VP/CFO, OrePac Building Products
Bill Sundermeier, President, FLIR Systems, Inc.
John Ludlow, Principal Broker, John Ludlow Realty Inc.
Jonathan Hill, Site Operations & Process Improvement Manager, Xerox
Corporation
Larry Gardner, Director of Worldwide Facilities, and **Ry Schwark**, Director
of Investor and Public Relations, Mentor Graphics Corporation

ECONOMIC DEVELOPMENT SUMMIT PARTICIPANTS

Alan Steiger, City Budget Committee
Amy Dvorak, City Planning Commission
Anne Easterly, Key Bank / City Budget Committee

Anthony Calcagno, T. Y. Lin International
Ben Altman, SFA Design Group LLC
Boyd Westover, Eaton Corp.
Brennar Daniels, Holland Partner Group
Brittany Miles, Oregon Tech / OIT
Bruce Bennett, Aurora Aviation
Carl Hosticka, Metro Council
Carolyn Hagemeyer, Costco
Catherine Comer, Clackamas County Economic Development
Cindy Hagen, Clackamas County Economic Development
Charlotte Lehan, Clackamas County Board of Commissioners
Richard Goddard, Wilsonville City Council
Dan Griffin, TVFR
Danielle Cowan, Clackamas County Tourism & Cultural Affairs
Dave Murray, Convergence
David Stead, Langdon Farms Golf Club
Doris Wehler, Cookies By Design
Elizabeth Peters, Oregon Veterans Foundation
Eric Postma, City Planning Commission
Jennifer Johnson, Wilsonville Chamber/Visitor Center, Oregon Horse
Country
Jim Bernard, Clackamas County Board of Commissioners
Jim Crowell, Clackamas County Economic Development Commission; e-
Tech
John Ludlow, John Ludlow Realty
Jonathan Schlueter, Westside Economic Alliance
Lindsay Berschauer, Oregon Transformation Project
Mary Swanson, Swanson Partners LLC
Maureen Showalter, CCCF-Coffee Creek Correctional Facility, Oregon
Dept. of Corrections
Melody Heuer, Windfield Village
Monica Keenan, Old Town Rep / City Development Review Board
Mychelle Ashlok, NW Rugs
Nancy Sage, Xzeres Wind
Pat Johnson, Wilsonville Chamber of Commerce
Paul Savas, Clackamas County Board of Commissioners
Peter Hurley, City Planning Commission
PK Melethil, Melethil Acupuncture Services
Rick Peters, Oregon Veterans Foundation
Sandra Suran, The Suran Group
Sorin Garber, T. Y. Lin International
Steve Gilmore, Wilsonville Chamber of Commerce
Steve Wheeler, Clackamas County Administration Dept.
Susan Myers, Capital Realty

Suzy Sivyer, Friends of the Library
Ted Millar, Southend Corporate Airpark
Theresa Taaffe, PGE
Tony Holt, Charbonneau Country Club
Vern Wise, Retired
Wendy Buck, PGE; Wilsonville Chamber of Commerce; City Budget Committee

FOCUS GROUPS PARTICIPANTS

Adrian Polliack, PhD, President, Sam Medical Products
Al Levit, Member, City Planning Commission
Andrew Karr, Member, City Development Review Board
Anne Easterly, Member, City Budget Committee; Small Business Relationship Manager, KeyBank Business Banking; Board Director, Strategic Economic Development Corp. (SEDOR)
Bob Oleson, Principal, Oleson Consulting
Boyd Westover, Plant Manager, Eaton Corporation
Brad Hansen, President, Wilsonville Rotary Club Foundation; Mortgage Consultant, Guild Mortgage Company
Carol White, Past-Vice-President, Charbonneau Country Club
Chad Freeman, Business Development Officer, Oregon Business Development Department
Cindy Hagen, Recruitment Specialist, Clackamas County Economic Development
Cindy Tyree, Member, City Parks & Recreation Advisory Board
Dale Hoogestraat, Board Chair, West Linn-Wilsonville School District
Danielle Cowan, Executive Director, Clackamas County Tourism & Cultural Affairs (CCTCA)
Dave Bernert, CEO, Wilsonville Concrete Products
Dave Jachter, GM/Owner, Wilsonville Toyota
David Brandstaetter, Director of Operations, Pioneer Pacific College
Donna Bane, President, Wilsonville Kiwanis
Fred Osborn, Education Director, Pioneer Pacific College
Gary Barth, Deputy Director, Economic Development, Clackamas County Economic Development
Jeff Brown, General Manager, Holiday Inn - South Portland/Wilsonville
Jennifer Johnson, Tourism Director/Visitor Center Manager, Wilsonville Chamber of Commerce / Clackamas County Regional Visitor Center
John Schenk, Member, City Development Review Board
Jonathan Schlueter, Executive Director, Westside Economic Alliance
Ken Rice, Member, City Parks & Recreation Advisory Board

Kim Parker, Executive Director, Clackamas County Business Alliance (CCBA); Executive Director, Workforce Investment Council of Clackamas County (WICCO)

Laura LaJoie, Principal, Joy of Life Chiropractic Clinic

Lenka Keith, Member, City Development Review Board

Mary Furrow, President, Furrow Pump, Inc.; former Board Chair, West Linn-Wilsonville School District

Melinda Merrill, Director of Public Affairs, Fred Meyer Stores

Michelle Labrie-Ripple, Principal, NW Automation & Control; Former Wilsonville City Councilor; Former Chair, City Advisory Committee on Master Planning

Mick Scott, Historian, Wilsonville-Boones Ferry Historical Society

Monica Keenan, Member, City Development Review Board

Peter Hurley, Member, City Planning Commission

Ryan Gillett, VP/Operations, SYSCO Food Services of Portland

Shelly Parini, Dean of College Advancement, Clackamas Community College Foundation

Shelly Tracy, Director, Wilsonville Training Center, Clackamas Community College

Stacey Rungay, Principal Broker, Wilsonville Realty

Susan Myers, General Manager, Capital Realty Corp.

Teresa Portner, Store Director, Albertsons

Theresa Decker, Administrator, Marquis Care at Wilsonville

Theresa Taaffe, Economic Development Manager, PGE - Economic Development

Tony Holt, Member, City Budget Committee

Summary of Focus Groups and Summit

Appendix B

This appendix presents brief summaries of key findings from discussion with stakeholders at the focus groups and summit.

FOCUS GROUP SUMMARY

ECONorthwest conducted four focus groups with stakeholders in Wilsonville on April 12, 2012 to discuss economic development issues in Wilsonville. The results of those discussions are summarized in the memorandum “Summary from Economic Development Focus Groups,” which is available from the City. This section briefly discusses the implications of the focus group discussions for Wilsonville’s economic development strategy.

Issues identified in the focus groups that will require consideration in the economic development strategy are:

- **Deliberate economic growth.** The focus group participants all supported economic growth in Wilsonville, with no participants advocating no-growth. Participants indicated that growth should be “deliberate.” The City should not chase just anything; instead it should go after businesses that fit into a larger strategy of economic development and livability. A foundational assumption for the economic development strategy is that Wilsonville should plan for growth but make deliberate decisions about trade-offs between promoting growth and maintaining (or increasing) livability.
- **City identity.** The discussion in each focus group touched on the perception that Wilsonville does not have a clearly articulated city identity. The economic development strategy should contribute to the discussion of the City’s identity by addressing questions about: (1) the sort of community Wilsonville wants to be in the future, (2) the City’s priorities for economic development, (3) who the City’s policies will serve (e.g., residents, businesses, employees, or others), and (4) the policies to serve each group.
- **Types of businesses to attract.** Participants generally agreed that Wilsonville’s advantages for economic development are so great that the City can attract the growth that the City wants. There have been recent disagreements about the types of business that the City should attract. For example, should the City choose to attract

Cabela's because it would bring jobs and attract shoppers from across the Portland region and beyond? A business like Cabela's will use resources (e.g., land and transportation capacity) that will not be available for other businesses. Some of these resources may be unique and difficult to replace, such as serviced land suitable for industrial uses. The economic development strategy should provide guidance about the types of businesses that the City wants to attract.

- **Incentives for attracting businesses.** Several of the focus groups discussed the use of incentives for attracting new businesses (e.g., reductions in systems development charges, property tax reductions, provision of infrastructure). The discussions did not come to agreement about whether incentives should be used and, if so, which incentives are appropriate. The economic development strategy should articulate the City's policies about use of incentives. If incentives are used, the strategy should give guidance on: (1) the types of businesses that are eligible for incentives, (2) the conditions under which incentives would be offered, and (3) the incentives available to businesses in specific conditions.
- **Workforce development.** Each focus group discussed the importance of workforce development for: (1) existing businesses with workers who need new training, (2) existing businesses who have difficulty finding qualified workers, and (3) attracting businesses that consider locating in Wilsonville but will need specially trained workers. The economic development strategy should guide coordination on workforce development efforts with education and training organizations and the City.
- **Jobs and housing balance.** Discussions in the focus groups emphasized the importance of increasing the jobs and housing balance through creating opportunities for affordable workforce housing. Jobs and housing balance is related to workforce development because residents of Wilsonville have (and will have greater) access to workforce training in Wilsonville. The economic development strategy should address the jobs and housing imbalance.
- **Coordination with the Chamber.** Participants discussed the need for greater coordination with the Chamber on economic development planning. The economic development strategy should clarify roles within the community for economic development and increase coordination between the City and the Chamber.

SUMMIT SUMMARY

The City of Wilsonville held a public summit to discuss ideas for the economic development strategy on May 31, 2012. Approximately 60 people participated in the summit. This section summarizes discussions of small-group discussions at the summit. A more detailed summary of feedback from the summit is presented in the memorandum “Notes: Wilsonville economic development summit” dated June 1, 2012, which is available from the City.

Summit participants discussed and provided feedback on at least one of the following eight-breakout discussion topics:

- **Vision statement.** Participants provided comments about the draft vision statement. In general, they found it too long, wordy, and vague. They suggested that the vision statement should be more inspiring, motivating, and exciting for the community. They wanted the statement to focus on what Wilsonville offers that is unique for economic development.
- **Desired type of development.** Participants discussed a range of topics: land available for economic development in Wilsonville, issues related to the regional urban growth boundary, types and characteristics of businesses that may be appropriate for Wilsonville, the City’s role in attracting and retaining businesses, the imbalance of jobs and housing, and issues related to quality of life. Participants suggested that the City should be clear about what types of development it wants and pay close attention to providing infrastructure and protecting the land base.
- **Land and buildings.** Participants provided ideas about the efficient use of land, such as infill and redevelopment strategies. Participants discussed what would be necessary to accommodate employment growth in the Coffee Creek and Basalt Creek areas, such as development policies or financing options for providing public infrastructure. Participants discussed long-term strategies for accommodating growth, after the Basalt Creek area is developed.
- **Transportation and infrastructure.** Discussion focused on the role of transportation in economic development. Participants discussed the need for better north-south automotive infrastructure within Wilsonville and potential capacity issues at the Boone Bridge on I-5. Participants discussed Wilsonville’s opportunities related to the Aurora Airport, SMART, rail lines, and bike paths. Participants discussed infrastructure funding issues and the need to coordinate

infrastructure development with stakeholders internal to the City and external stakeholders (e.g., ODOT).

- **Workforce development.** Comments in this group focused on how the City can work with Oregon Tech, such as including Oregon Tech in the City's discussions about economic development. In addition, Oregon Tech is hopeful that the City will expand SMART service to provide evening and weekend students with options for transportation.
- **Quality of life and public services.** Discussion in this group focused on the desire to balance economic development with maintaining and enhancing the existing quality of life for residents and workers in Wilsonville.
- **Business services, process, and communication.** This group discussed business communication with the City. Suggestions for improving the business climate in Wilsonville included: streamlining the permitting and development process, improving communication between the City and existing businesses, and improving Wilsonville's marketing efforts to prospective businesses. Participants advised the City to maintain high standards and to protect the high quality of life in the City.
- **Potential business incentives.** The group discussed the tension between a targeted approach to economic development that attracts and incents specific types of businesses and an approach that focuses on ensuring that the fundamentals that support any business are in place. If the City offers business incentives, participants generally agreed that the City should establish a set of criteria by which incentives might be distributed. They thought the criteria should not give incentives to businesses based on job classification or income, but rather should focus on evaluating the degree to which potential incentive recipients participate in community-building activities. The criteria should answer questions such as: Will the business be a good civic partner? What is its track record of community contributions?

List of Actions Considered

This appendix summarizes a longer list of the actions considered by the Advisory Committee and its initial assessment. From this longer list, the Advisory Committee selected the Actions in Chapter 4 as the top priorities for immediate implementation.

Action	Assessment and Priority
Goal 1: Local agreement on amount, type, location, and pattern of development	
Use the economic opportunities analysis as the guide for planning the amount of employment growth	Important, 1st Year
Work with stakeholders to develop criteria to identify the types of businesses that Wilsonville wants to attract based on the impacts on the community, use of existing infrastructure, and other characteristics identified as important (e.g., high wage jobs, benefits of the business for existing residents, new or existing businesses, or size of business)	Important, 1st Year
Develop amenities and assets that encourage the growth of particular industries (e.g., retail, tourism, business services, or manufacturing)	Not included in strategy
Goal 2: Land and buildings	
Engage the public in a dialogue about potential changes in land use, such as proposed zoning amendments, annexations, and policies to promote infill and redevelopment	Important, 1st Year
Develop policies to promote reuse of vacant industrial buildings, such as inventorying vacant built space	Important, 1st Year
Develop policies to promote infill and redevelopment in specific areas, such as Town Center, or with specific sites, such as sites with vacant warehouses	Important, Years 2 to 5
Establish development districts with buildable land in places with a high priority for development, including developing land use policies to support the desired development forms	Important, Years 2 to 5
Develop policies to provide a supply of prime industrial land in the Coffee Creek Master Plan Area	Important, Years 2 to 5
Develop policies to provide a supply of employment land in the Basalt Creek Area	Long-term
Provide an adequate supply of buildable land in varying locations and sizes to accommodate growth (the EOA has addressed this issue)	Not included in strategy
Provide municipal services to unserved industrial land	Not included in strategy
Work with property owners to ensure that prime employment development sites throughout the City are preserved for future employment needs and are not subdivided or used for non-employment uses	Not included in strategy
Work with property owners to ensure that prime development sites throughout the City are known, aggregated, ready to develop, and marketed	Not included in strategy

Action	Assessment and Priority
Encourage development of energy efficient building codes, practices, and operations	Not included in strategy
Provide an adequate supply of land that can be developed within one-year (the EOA has addressed this issue)	Not included in strategy
Adopt policies that preserve regionally significant industrial areas to discourage or prohibit land divisions	Not included in strategy
Goal 3: Transportation and other infrastructure	
Coordinate capital improvement planning and funding with land use, transportation and other infrastructure planning to ensure that infrastructure is available for employment land, especially areas identified as having a high priority for development	Important, 1st Year
Work with ODOT and regional partners to plan for major Interstate-5 transportation projects and provide access and connections	Not Directly Economic Development
Improve connectivity within the local street system to minimize barriers created by I-5, the Willamette River, and other barriers	Not Directly Economic Development
Provide adequate public transit to support employment for a range of income groups and students at educational institutions, with expanded hours of operation to provide service throughout the weekday and on weekends	Not Directly Economic Development
Identify funding options for wastewater and municipal water system expansion and incorporate the new information into the Capital Improvement Plan (CIP)	Not Directly Economic Development
Address parking issues in areas with insufficient parking	Not Directly Economic Development
Study the feasibility of building the proposed French Prairie Bridge over the Willamette River for bicycle, pedestrian, and emergency vehicle access and to promote bicycle-tourism	Not included in strategy
Goal 4: Workforce development	
Develop a program to coordinate the connections between businesses with organizations that do workforce training, including identifying key stakeholders and working with businesses to understand training needs	Important, 1st Year
Adopt a policy that expresses the City's willingness to collaborate with Oregon Tech to help it succeed in its mission of training and education and the City's	Important, 1st Year
Make changes to SMART schedules to provide bus service to Oregon Tech students who take classes on evenings and weekends	Not Directly Economic Development
Attract businesses that Oregon Tech can provide workforce training for Note: There is disagreement in Wilsonville about the idea of targeting attraction of specific types of businesses. We need more input about whether to include this in the strategy as an action	Not included in strategy
Assist the school district with funding under specific conditions	Not included in strategy

Action	Assessment and Priority
Provide coordination to identify and encourage "spin-off" ventures from OIT through technology-transfer and other tools	Not included in strategy
Goal 5: Quality of life and public services	
Develop policies to ensure that economic growth does not outpace growth of public services and infrastructure capacity, so that livability is not compromised	Important, 1st Year
Balance maintaining the high quality of life and livability in Wilsonville with economic development aspirations by being selective of the types of businesses that Wilsonville allows Note: There is disagreement in Wilsonville on this idea. We need more input about whether to include this in the strategy as an action	Not included in strategy
Evaluate the diversity of housing options to meet needs of changing demographics	Not included in strategy
Encourage development of affordable workforce housing to increase the balance of jobs and housing	Not included in strategy
Inventory cultural resources and amenities that enhance the community's quality of life.	Not included in strategy
Encourage participation in City events by the business community	Not included in strategy Development
Provide public services that help residents facing "situational poverty"	Not included in strategy
Goal 6: Business communication and services	
Work with local partners in economic development to develop a marketing plan, including materials that document Wilsonville's advantages and amenities that are attractive to businesses	Important, 1st Year
Develop criteria for making decisions about the use of incentives to describe where incentives would be used, what businesses would qualify for incentives, and expectations of businesses given incentives	Important, 1st Year
Create an ombudsman position to assist businesses, connect businesses to other organizations (e.g., workforce development agencies), and advocate for economic development	Important, Years 2 to 5
Streamline the sign code and permitting process, including evaluating barriers to development in the development code	Important, Years 2 to 5
Develop and implement an outreach strategy to determine how the City can assist existing businesses	Long-Term
Assess the needs of existing businesses to identify actions the City can take to keep businesses in the City	Important, Years 2 to 5
Leverage social media use in the City's branding and marketing efforts. Several actions in the May survey encouraged increased communication and coordination among the City and stakeholder groups. This idea is incorporated into the actions, throughout the categories of actions	Not included in strategy