



Urban Renewal and Industry Analysis

Winter 2018 • City of La Pine

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Acknowledgements

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About SCI

The Sustainable Cities Initiative (SCI) is a cross-disciplinary organization at the University of Oregon that promotes education, service, public outreach, and research on the design and development of sustainable cities. We are redefining higher education for the public good and catalyzing community change toward sustainability. Our work addresses sustainability at multiple scales and emerges from the conviction that creating the sustainable city cannot happen within any single discipline. SCI is grounded in cross-disciplinary engagement as the key strategy for improving community sustainability. Our work connects student energy, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

About SCYP

The Sustainable City Year Program (SCYP) is a year-long partnership between SCI and a partner in Oregon, in which students and faculty in courses from across the university collaborate with a public entity on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner agency through a variety of studio projects and service-learning courses to provide students with real world projects to investigate. Students bring energy, enthusiasm, and innovative approaches to difficult, persistent problems. SCYP's primary value derives from collaborations resulting in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

SCI Directors and Staff

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About La Pine

La Pine is a small Central Oregon community located in Deschutes County. In the foothills of the Cascade Mountains, La Pine is surrounded by open meadows, lakes, and rivers. It has a long history dating back to French fur traders in the 1800s, but it was not until 2006 that the city formally incorporated. The seven square miles of La Pine represent the newest city in Oregon, and are home to a population of around 2,000 residents. According to the La Pine Chamber of Commerce, Deschutes County has experienced the most rapid growth of any county in Oregon over the last decade. La Pine itself is experiencing significant growth in both population and economics. Key industries contributing to this growth include technology and biotech, recreational and outdoor gear manufacturing, brewing and data centers. As an emerging Oregon city, La Pine is in a unique position to develop and enact sustainable practices for its future.

La Pine is the first ever Small City Pilot for the University of Oregon Sustainable Cities Initiative's Sustainable City Year Program (SCYP). Through this partnership, multiple university courses in areas such as journalism, business, architecture, and more have provided tangible recommendations for the city of La Pine to incorporate into its future development plans. As a small city, La Pine balances day-to-day needs and long-range planning, making it an ideal location for the infusion of energy and new ideas.

The SCYP Small Cities Pilot is made possible in part by a grant from The Ford Family Foundation. These initiatives and outcomes from participation with SCYP will help develop ideas that are cost-effective to build and operate, provide safe and convenient access, and achieve sustainability goals while supporting La Pine's projected growth in population and employment.

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Executive Summary

The overall goal of this course was to enhance the attractiveness of La Pine for its citizens, visitors, and businesses. This goal was broken into three primary projects focusing on Urban Renewal, industry viability, and workforce evaluation.

The overall objective for the first project was to provide best practices for Urban Renewal processes in the short and long term. Short term recommendations include implementing a twelve-step Storefront Loan Program process and a two-phase minor enhancement project. Long term recommendations focus on implementing four best practices for large scale property transformation as well as creating a public art fund. Applying these recommendations to La Pine's Urban Renewal plans can provide guidance and sustainability for future downtown development.

The overall objective of the second project was to provide detailed industry benchmarking and rank the attractiveness of each industrial sector within La Pine. The teams recommend pursuing moderate- to high-potential industries including Wood Products Manufacturing, Food Processing, and Outdoor Gear and Apparel Manufacturing.

The objective of the third project was to conduct a workforce asset analysis and recommend a ranking of industries where La Pine should focus its workforce development efforts. Based on their industry workforce assessment, the team recommends pursuing Specialty Foods Processing, Cross-Laminated Timber, and Cabinet Manufacturing. Both the second and third projects propose that La Pine pursue viable industries in alignment with the city's workforce goals to ensure sustainable economic development.

Introduction

Students in the Lundquist College of Business' Honors Program were tasked with researching and creating strategic plans for the city of La Pine as part of Doug Wilson's BA 453 course. As mentioned above, the three key projects were: Urban Renewal program best practices, industry ecosystem targeting, and workforce asset analysis. The class was divided into the following six teams:

- Urban Renewal: Short Term
- Urban Renewal: Long Term
- Industry Ecosystem: Wood Products and Consumer Products Manufacturing
- Industry Ecosystem: Food Processing and Brewing & Distilling
- Industry Ecosystem: Data Centers and Outdoor Gear & Apparel Manufacturing
- Workforce Assessment and Viability

Over the course of ten weeks, all of the teams coordinated research efforts to present a single cohesive written and verbal report for each of La Pine's three objectives.

Urban Renewal: Short and Long Term

The first project involved two teams collaborating to provide the city of La Pine with the research, framework, and recommendations necessary to achieve their Urban Renewal ambitions. These objectives were divided into short term and long term goals that would support sustainable development and growth. Each team conducted benchmark research, formulated best practices, and devised specific recommendations for successful Urban Renewal programs.

Short Term

A team of five students focused on two specific Urban Renewal processes that could be implemented within one to three years. These processes included a Storefront Improvement Loan Program and Minor Enhancement Plan, which aimed to set the stage for long term plans.

Storefront Improvement Loan Program

The first short term objective was to encourage the development and renovation of downtown stores while improving design and visual quality. This process would ultimately provide a standard for future store developments.

The team began their benchmark research by conducting two interviews—first with the city of Albany’s Urban Renewal Officer, and then with the city of La Grande’s Economic Development Director. Both interviews emphasized the importance of reaching out to businesses as well as the public in order to consistently gauge their changing interests and needs. Albany and La Grande also implemented a 50% matching program, with funding amounts ranging from \$5,000-\$7,500. Following these interviews, the team researched successful storefront loan programs and formed four key best practices to follow. First, La Pine could take advantage of the Oregon Downtown Development Association’s Community to Community Mentoring programs, since the city is at the beginning stages of building this program. Second, it is important to create a set of cohesive design guidelines to maintain a visual consistency as well as ensure community acceptance. Third, the Urban Renewal Board (URB) could consider incorporating these guidelines into a simple application for potential downtown businesses. The application will describe parameters of the program, and outline eligible and ineligible design decisions such as awnings, signage, and paint color. Lastly, La Pine may choose to take advantage of a proactive approach for reaching out to businesses to ensure sustainable levels of participation. These best practices guided further program research, especially pertaining to specific program guidelines and application processes. The final recommendation includes the following storefront loan program process, laid out in 12 steps.

1. Reach out to the public and local businesses in La Pine. If possible, meet with all downtown businesses to establish a relationship with potential program applicants. Understand whether businesses are open to the program and what they would want to see. Allow the public to meet with the URB as well and provide any feedback or suggestions.
2. Establish a set of criteria and design guidelines for the program. These design guidelines will take public and business suggestions into consideration, and will be laid out in the application.
3. Use a proactive approach and reach out to businesses. Promote the program to downtown businesses, reach out to viable businesses and their owners, and increase excitement around the program.
4. Conduct an initial project meeting with the applicant and/or business owner to further detail the expectations of the loan program, determine property eligibility, and discuss the proposed improvements and estimated project costs. Determine a cohesive design vision that both parties agree on.
5. If the meeting results in a viable project idea, have the business owner complete and submit the detailed application online to the URB. Completed applications will be time-dated and processed in the order they are submitted.
6. Organize a hearing for the applicant’s proposed project, and determine the project’s compliance with the goals and objectives of the Storefront Improvement Program. The meeting will conclude with the URB either accepting or rejecting the project proposal, or requesting additional information.
7. Finalize the scope and cost estimates of the project. Receive the applicant’s final project plan within 60 days of program acceptance, including itemized cost estimates and a working drawing for final review.
8. Hold the final review of the project to ensure compliance with La Pine city codes and alignment with the Storefront Improvement Program goals and objectives. Once

9. approved, the grant or loan agreement between the applicant and the URB will be signed. Allow a minimum of 30 days for this process.
10. Allow time for the applicant to seek bids from qualified contractors to perform the project's scope of work. No work can begin until all contracts and loan agreements have been properly executed.
11. A representative of the URB will monitor the approved scope of work. Set check-in meetings over time to assure compliance with the loan agreement.
12. Conduct a final inspection once the contractor has completed the project and submits an invoice for payment. If the work is not completed according to the laid out plan, the loan will be withheld until all work is completed.
13. Seek feedback from program participants within 30 days of project completion regarding their experience and suggested improvements. Compute and compare the Key Performance Indicators to those detailed in Appendix A.

Minor Enhancements

The second short term objective was to revamp the overall quality of downtown La Pine through making minor enhancements. This includes projects that will improve minor blights and enhance La Pine's downtown in order to increase public traffic within the area. Blights are defined by ORS 457 as areas that are "detrimental to the safety, health or welfare of the community." These can be a combination of conditions such as inadequate streets, defective design and quality of construction, and lack of proper utilization of areas.

The team began their benchmark research by focusing on successful examples such as the city of Albany's downtown streetscape improvements. Albany invested significantly in improving downtown sidewalks, trees, lighting, street traffic, and parking, and began by prioritizing the zones with the most blights. This allowed Albany to accommodate other concurrent events and help reduce downtown disruption.

Based on this research, the team formulated the following three key best practices for downtown minor enhancements.

- Locate and prioritize areas in downtown that should be targeted for small enhancement projects.
- Effectively space out projects to prevent high levels of disruption.
- Maintain public transparency with open forum meetings and surveys at all stages of the project timeline to ensure a smooth process.

Based on these best practices, the team recommended a two-phase plan that prioritizes the safety and welfare of the public. The first phase, called Public Safety, includes sidewalk improvements, additional street lights, new crosswalks, parking, and bicycle racks. Phase One is laid out in Figure 1.

The second phase, named Beautification, includes trees and flowers, street benches, canopies and gazebos, additional trash and recycling cans, and additional pet provision stations. Phase Two is laid out in Figure 2.

Short Term Financial Plan

See Appendix B.

Long Term

Six students researched and benchmarked two specific Urban Renewal processes that would be implemented at least three years into the future. These processes included the transformation of property owned by the Oregon Department of Transportation (ODOT) and creation of a public art program.

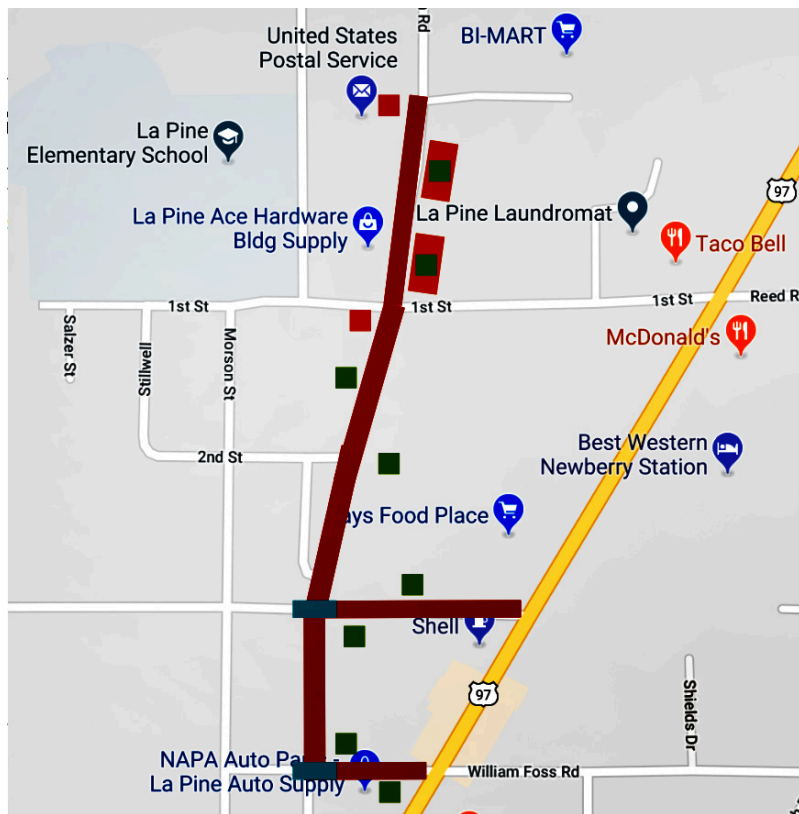


Figure 1: Phase One public safety enhancements to downtown La Pine.

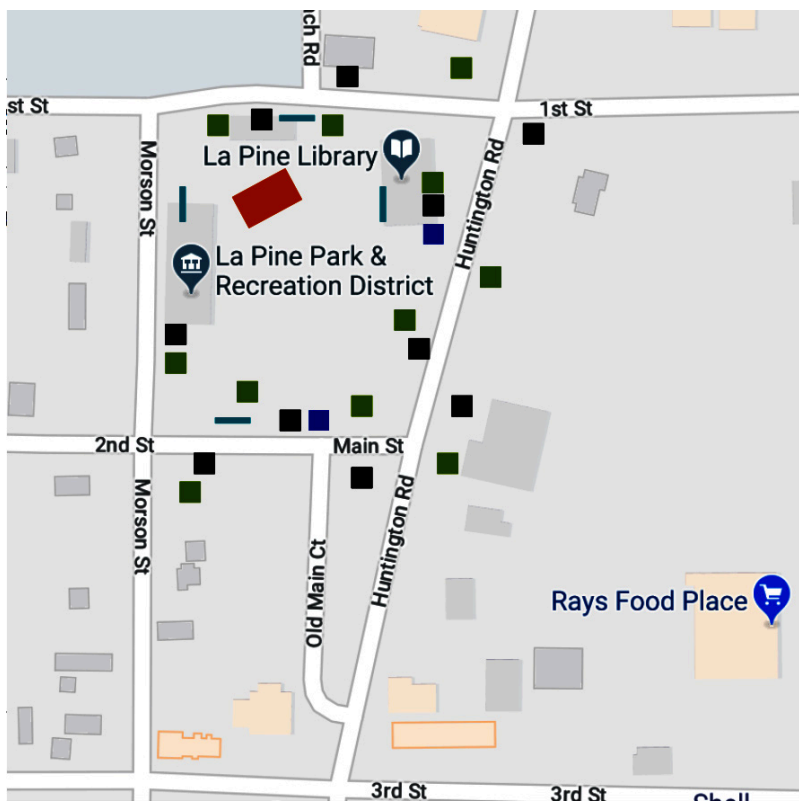


Figure 2: Phase Two beautification enhancements to downtown La Pine.

ODOT Property

The first long term objective focused on transforming ODOT-owned land located in the middle of downtown into a retail or entertainment area, to ultimately give the city a true downtown area and encourage more drivers on the freeway to stop in La Pine.

The team began their benchmarking by researching similar property transformation and processes in Lincoln City, Jackson County, and the city of Tualatin. Lincoln City's Urban Renewal Agency (URA) created a fashion retail outlet to develop tax increment financing as a subsidy for redevelopment, and hired a design studio to energize the community through various social events. Jackson County's URA showed a dedication and willingness to help businesses by hiring a community outreach liaison and developing relationships with economic development agencies. The city of Tualatin's struggles in developing a village square provided key insights for potential obstacles La Pine should prepare for. Tualatin's developer faced substantial problems attracting clients because there wasn't a sufficient retail business that was sustainable. They decided to hire a market consultant to analyze potential businesses and then hired a private development company to bring those businesses to the community once there was strong public interest.

Based on these findings, the team formed the following six best practices for transforming a large public property, such as ODOT's:

1. Use a project matrix, which allows the URB to determine a project's focus and potential level of success. See Appendix D for Albany's Project Evaluation Grid.
2. Leverage strong relationships with business owners, state legislators, and other government entities in order to expedite change.
3. Use Urban Renewal dollars to leverage other resources, such as sharing costs with a municipality's general government and forming partnerships that can ensure successful implementation.
4. Grow the tax base to continue generating additional tax increment financing for future projects.
5. Focus on generating and maintaining public approval of Urban Renewal projects.
6. Foster approval through public involvement such as surveys, feedback forms, and newsletters.

As illustrated above, the team uncovered various necessary considerations when embarking on this large-scale project. Based on research of similar large Urban Renewal projects, they recommend focusing on the following four aspects:

1. Analyze the potential to support a large scale development on the ODOT property. The URB could consider hiring a market consultant to conduct a study to gauge interest in a retail or entertainment area.
2. Generate community approval by demonstrating the potential benefits of large development, encouraging public participation through interactive activity, and continuously updating the Urban Renewal website for current and future projects. These can minimize opposition and increase public trust to ensure a successful process.
3. Leverage Urban Renewal funds by partnering with private businesses and other governmental organizations, as well as share costs with city government. When the tax increment funds were allocated proportionally to the Urban Renewal District and the community as a whole, cities gained strong public support.
4. Attract and support private businesses through a business expansion loan program and selling land to developers below fair market value.
 - a. The business expansion loan program uses Urban Renewal funds to offer loans for business expansion, which can promote economic development. Loans may

be given out for various reasons, such as businesses within the Urban Renewal District or looking to expand into it, or building renovations and improvements that enhance the pedestrian environment. These loans could be available for up to \$50,000 with interest ranging from 0 to 2.5%, depending on the loan amount.

- b. URA's have the special ability to sell or lease property they own for less than fair market value, so once the ODOT property is acquired, La Pine's URA will have property to sell. This is a proven approach to drive business expansion into the Urban Renewal District.

Public Art

The second long term objective was to include public art in La Pine's Urban Renewal Plan, giving the city its own unique look and feel. The team recommended a small amount of the budget be set aside for this initiative each year.

The team benchmarked Lincoln City's process for implementing a public art program through the URA. Lincoln City's URA set aside a specific percentage of major construction project funds for the acquisition and construction of public art within the Urban Renewal District. Doing so allowed them to continuously add public art to the downtown area throughout the duration of long term Urban Renewal efforts. Research showed that 0.05% of the amount spent on major construction projects done by the URA was specifically designated for the acquisition of public art. The team decided that two best practices for a successful program are: designating a specific percentage of expenditure for public art, and involving the public in the selection of art or artists. This ensures sufficient funds for acquiring art and maximizes community satisfaction.

The team emphasized that public art could be a very beneficial addition to downtown La Pine because it fosters community pride and creates a visually appealing downtown experience. The team recommended creating a public art fund alongside the development of the ODOT property, to ensure sufficient funds will be available for installing public art within the Urban Renewal District.

Long Term Financial Plan

See Appendix C.

Industry Viability Analysis

The second project aimed to provide a more detailed view of potential industrial sectors and rank the overall attractiveness within La Pine. The team conducted an analysis of six industries through extensive research and 40 personal interviews, and effectively ranked the viability of the given industries as follows:

- Low Potential: Data Centers, Brewing and Distilling, Paper Products Manufacturing (Consumer Products)
- Moderate Potential: Outdoor Gear and Apparel Manufacturing
- High Potential: Wood Products Manufacturing and Food Processing.

Evaluation Criteria

In order to effectively and accurately rank these industries, the team established a set of criteria for comparison. The criteria included physical asset requirements, proximity requirements, labor compatibility, external environment factors, financial incentives, ease and timeliness of implementation, and personal incentives. The evaluation criteria table and rankings can be seen in Figure 3.

	Wood Products	Food Processing	Outdoor Gear & Apparel Manufacturing	Data Centers	Brewing / Distilling	Products Manufac
Physical Asset Requirements	Moderate	Low	Moderate	Moderate	Low	Moderate
Proximity Requirements	Moderate	High	High	Low	Moderate / Low	Low
Labor Compatibility	High	High	High	Low	Moderate / Low	High
Legal, Political, and Environmental Aspects	Moderate	High	High	High	High / Moderate	Moderate
Financial Incentives	Moderate	High	Moderate	Moderate	Moderate / Low	Moderate
Ease and Timeliness of Implementation	Low	Moderate	Moderate	Low	Low	Low
Personal Incentives	High	High	High	Low	Low	Low
Viability Ranking:	High	High	Moderate	Low, Conditional	Low	Low

Figure 3: Industry criteria matrix used for comparing potential viability.

Low Potential Industries

Data Centers

Data centers are a highly conditional industry in which success lies in the conditional implementation of fiber optic internet connectivity in the area surrounding La Pine. Large scale data centers would be the only operation that could afford to implement the necessary connective cables; however, their workforce demands do not specifically align with La Pine's goals for employment. Small and midsize data centers have a low potential for success due to lack of demand for their services, a mismatched workforce, a lack of existing infrastructure, and strong competition from cities that are similar and in closer proximity to clients than La Pine.

Brewing and Distilling

Both the brewing and distilling industry pose challenges that make them low potential industries. It is important for breweries and distilleries to have a consistent supply of ingredients, especially when it comes to smaller production facilities and access to the same water supply. Tasting rooms are also an essential part of its operations and due to zoning regulations, La Pine cannot gift or discount land used for tasting rooms in the industrial zone. Therefore, the team recommends that La Pine pursue other viable industries more suitable and sustainable for the city.

Paper Products Manufacturing

Paper Products Manufacturing is an industry with low potential to succeed in La Pine compared to other industries. Paper Products Manufacturing is experiencing growth in the US, however there are issues with transportation, increasing globalization, and demand that make it unlikely for long term sustainable success. The two subsectors researched within paper products—Cardboard Box Manufacturing and Coated and Laminated Paper—offer viable opportunities, however those were overridden by the challenges of implementation in La Pine.

Moderate Potential Industries

Outdoor Gear and Apparel Manufacturing

Outdoor Gear and Apparel Manufacturing is a viable industry that provides potential opportunity for growth in La Pine. Environmental factors indicate growth and success, not only for the outdoor apparel and manufacturing industry as a whole, but for a company to operate in La Pine. Mid-sized companies are best suited for operations, since larger companies commonly outsource production. The cost for a company to relocate to La Pine, however, is rather high, which led the team to rank outdoor apparel and manufacturing in the moderate to high potential category.

High Potential Industries

Wood Products Manufacturing

Wood Products Manufacturing has seen positive growth both in the overall industry and in the two identified subsectors, Cabinet Manufacturing and Cross-Laminated Timber. This led them to identify it as a good match for the city of La Pine. In the Pacific Northwest there is strong support for forestry research, higher education programs, and government initiatives. Some of the strengths of the Cabinet Manufacturing Industry include proximity to Asia Pacific markets, high automation, and growth in demand industries. The population of Deschutes County is expected to continue its rapid growth, which will create opportunity for this industry as it is a major supplier to the home building and home improvement sectors. Cross-Laminated Timber is an upcoming industry still in the early stages of research and approval. The team classified this industry as a good match for La Pine based on the criteria of workforce, sustainability and local support, and growth potential.

Food Processing

Food Processing presents opportunities for La Pine to make substantial growth in the community, because of continued growth in specialty foods and support from government organizations. As consumers are becoming more concerned with the quality and preparation of their food, grocery stores are more willing to sell specialty products. A challenge of the industry deals with the strict labeling and production regulations imposed by the USDA. Within the food processing industry, the team recommends that La Pine focus on attracting meat and dairy producers because of the considerable number of farms in Deschutes County and the ability to vertically integrate. La Pine may also consider attracting established co-packing companies to fulfill the specific production needs of confections and snacks products mainly due to consumer demand and a need for these facilities. Food processing has high potential to be a viable industry in La Pine and is recommended for consideration.

Workforce Asset Analysis and Potential

The third project focused on analyzing the current workforce in La Pine, as well as identifying potentially viable industries. La Pine's goal is to stimulate economic growth through workforce analysis, increase the workforce by assessing the attracting factors for workers, and create industry profiles that reflect the jobs that could be offered to residents of La Pine. Based on their research, the team ranked the potential viability of each industry as follows:

- Moderate Fit: Outdoor Gear and Apparel
- Moderately Strong Fit: Dairy Food Processing
- Strong Fit: Specialty Foods Processing, Cross-Laminated Timber, Cabinet Manufacturing

Criteria and Background

In order to effectively assess the potential viability of these industries, the team established a set of criteria for comparison between La Pine's workforce goals and each industry's workforce requirements. The final recommended industries were determined by the size, education level, and income potential for La Pine's workforce that would ultimately stimulate the local economy. Currently, 82.7% of La Pine residents have a high school education and 16.1% have a bachelor's degree, so attracting lower skilled positions that aligned with the current residents' skill level was a central condition for assessing viability. Income was another criteria measurement of viability. La Pine is aiming to create jobs that are close to the median per capita income. In La Pine it is \$17,700 and in Deschutes County it is \$27,900. In terms of

growth, La Pine was looking to increase employment opportunities by creating between 20 and 40 new positions. Lastly, the opportunity for vertical growth within these industries was a key component in measuring industry workforce viability.

Moderate Fit

Outdoor Gear and Apparel

Outdoor gear and apparel specializes in manufacturing and distributing equipment, gear, and apparel to be primarily used in outdoor activities. Products can include climbing walls, insulated jackets and sleeping bags, and specialized hiking shoes. In order to justify the higher costs of manufacturing in the USA, these products are all high end. Primary research conducted includes interviews with Entre Prises Climbing Walls, Nunatek, CiloGear, and NW Alpine.

Through their research, they identified the average labor size as ten to 20 employees, with the largest housing 44 jobs and the smallest with five. Roles include product designer, fabric and apparel patternmaker, and assembly technician. They found that most companies offer in-house training to new employees as well as opportunities for vertical growth within a larger company, contingent on performance, skill level, education, and experience. Lastly, wages range from \$11.94 per hour, which is about \$24,830 annually, to \$30 per hour, which is about \$62,387 annually.

A small company with a niche customer base and custom products such as NW Alpine may be compatible with La Pine's resources, and since one of La Pine's most important goals is to bring in jobs for its residents, a small company may be beneficial to La Pine's goals. The largest manufacturing plant that La Pine could sustain would have no more than 20-25 employees, which lies within the ideal range set by La Pine.

Manufacturers explained that sewing is a highly sought after skill because younger generations are no longer being taught. Since La Pine's workforce is mostly people aged above 40, attracting a manufacturing company with high sewing needs could be advantageous to both the manufacturing company and the local community. Moreover, most entry-level manufacturing jobs only require a high school education, which is compatible with La Pine's average education level.

Moderately Strong Fit

Dairy Food Processing

Dairy processing is defined as the preparation and transformation of raw milk to a variety of products, such as pasteurized milk, cheese, butter, ice cream, and whey. Primary research interviews were conducted with Upstar Nutrition, Face Rock Creamery, and Professor Lisbeth Roddick at Oregon State University who specializes in dairy processing.

The average mid-size dairy can quickly acquire a workforce of over 30 employees. Positions are a mix of business and production roles, including high level administrative positions, as well as lower skilled production positions that require a high school education. There are opportunities for vertical growth as the company grows, and community college certificates are available. Beginning positions pay around \$12 per hour, while entry level positions for college graduates start at around \$50,000 annually.

Mid- to large-scale dairy processing companies such as Face Rock Creamery align moderately strongly with La Pine's workforce. Similar companies hire a moderate sized workforce in which La Pine has the capacity to serve. Dairy processing companies provide opportunities to a range of skill levels and attract talented professionals to the area. In addition, the dairy processing industry offers high incomes in comparison to other food industries.

Strong Fit

Specialty Foods Processing

Specialty Foods processing includes both confections and snack foods. Confections include food items that are rich in sugar and carbohydrates, and snack foods are shelf-stable savory food products. Primary research interviews were held with Mountain Man Nut & Fruit Co., Blue Planet Chocolate, and Wildtime Foods.

The size of the workforce is dependent on the capacity of the processing company and facility along with the complexity of the operations. The average workforce size is 40 employees who do general administrative work and monitor the facilities. Positions include administration, production, warehousing, and monitoring and handling machinery necessary to process food and packaging, with most of the available positions requiring low-skilled work and a high school education. Vertical growth opportunities within a larger company are contingent upon performance, skill-level, education, and experience. The national average salary within this industry is \$24,160, with a similar average salary of \$23,450 in Oregon.

A mid-size specialty foods co-manufacturing facility such as Wildtime Foods would align with La Pine's workforce needs. Facilities that are a branch of a larger company need roughly 40 employees to cover administrative, operational, warehousing, and sales needs, and the majority of jobs in the specialty foods processing industry are low-skilled roles, which fits well with the current workforce in La Pine.

Cross-Laminated Timber

Cross-laminated timber (CLT) is a relatively new industry that was introduced in Europe in the 1990's and has recently gained popularity in the United States. The process of making CLT involves stacking several layers of lumber at 90 degree angles to create a stronger panel of wood that is more durable and fire-resistant than other lumber products. CLT is becoming a legitimate alternative for traditional building materials such as concrete and steel. In order to fully understand this new industry, the team conducted interviews with D.R. Johnson Wood Innovations and International Beams Inc.

The size of a CLT production facility is typically between 16 and 30 people. Positions include floor workers and management level roles. Floor workers cut wood, glue together boards, operate machinery and perform other common labor work, while management roles involve computer work and operating complex Computer Numerical Control (CNC) machinery. About 75% to 80% of positions are entry level labor jobs and 20% to 25% of jobs are upper level. Vertical growth in this industry is contingent on the position and will likely require additional training or more education. Entry level positions in Oregon would make around \$17 to \$20 per hour, which is between \$34,000 to \$40,000 annually.

The CLT firms like D.R. Johnson have a strong potential for La Pine. Creating a CLT production facility would create around 12 low-skilled jobs with competitive pay around \$37,000, in addition to a few higher skilled jobs. This is a very new industry to the United States and La Pine could potentially take advantage of an emerging industry. However, La Pine will have to wait for the research to be done regarding if pine trees are strong enough to be used in the production of cross laminated timber. Manufacturers can get lumber shipped from other locations but will need a source of lumber to use in the city of La Pine as well.

Cabinet Manufacturing

The cabinet and vanity industry manufactures kitchen cabinets, bathroom vanities, and countertops primarily made of wood or wood coverings. Manufacturers then distribute these

products to wholesalers, contract outfitters, and home improvement stores throughout the United States. Primary research included interviews with companies of various sizes such as Brentwood Corporation, Brother Custom Cabinets and Furniture, Courtland Manufacturing and Huggy Bear's Cupboards.

In the cabinet manufacturing industry, the average size for small, medium, and large companies are roughly one to ten employees, ten to 50 employees, and 50 to over 100 employees, respectively. On average, management positions account for 20% of the company and shop workers account for about 80% of the workforce. These entry level shop worker positions require a high school diploma, while some management positions require an associate's degree. Vertical growth is possible based on level of experience and potentially necessary training for higher level positions. Entry level roles start at around \$28,000 annually, with the potential to grow as high as \$50,000 annually.

This industry is considered a strong option for La Pine based on desired workforce size, potential income, and vertical growth. Mid-sized cabinet manufacturing companies such as Brother Custom Cabinets and Manufacturing will employ about 10-50 employees, which has a strong alignment with the La Pine's workforce creation goal.

Conclusion

Since La Pine is in the early stages of its economic development, the city has a multitude of potentially viable opportunities to take advantage of in the years to come. Throughout the Honors Business course, students were tasked with researching each of these opportunities and analyzing its potential effectiveness, both in the short and long term.

In order to ensure a successful Urban Renewal program, the class recommends implementing a well-laid out Storefront Loan Improvement program alongside a two-phase minor enhancement program that addresses short term downtown renovation. The team also recommends implementing key best practices for ODOT property renovation as well as creating a public art fund, which will provide downtown aesthetic and new commerce opportunities in the long term. Through executing these strategic objectives, La Pine will be well prepared to sustainably grow and improve the city while considering all the stakeholders involved in the process.

The team also recommends pursuing potentially viable industries that will create sustainable economic development within the scope of La Pine's workforce objectives. Based on research, the class first recommends pursuing the Wood Products Manufacturing industry and Food Processing industry, both of which strongly fit within La Pine's current business environment and future industrial goals. The class further researched these industries to find which sectors would best fit La Pine's current workforce assets and objectives. Ultimately, they recommend pursuing Specialty Foods Processing, Cross-Laminated Timber Production, and Cabinet Manufacturing. These industrial segments provide the best fit in terms of workforce size, skills, and sustainable business growth.

Through successful implementation of both Urban Renewal and economic recommendations, La Pine can ensure sustainable growth and economic development for years to come.

Appendix A: Key Performance Indicators for Community Approval

Overall goal: Achieve at least a 65% public approval rating of the Urban Renewal program each year.

Indicators of community approval can be determined through a community survey conducted once a year that measures various categories:

- Public Satisfaction: 10% yearly increase in regards to Urban Renewal initiative
- Businesses approved for Storefront Loan Program: Five per year
- Current project satisfaction: At least 60%
- Minimum perceived public safety level: At least 80%
- Infrastructure approval rating: At least 50%

Appendix B: Short Term Urban Renewal Financial Plan

Budget Categories	%	2017-2018	2018-2019	2019-2020	2020-2021
Sources of Funds					
Beginning Balance		\$51,115			
Revenue		\$44,240	\$54,245	\$63,348	\$73,975
Uses of Funds					
Storefront Loans	40%	\$38,142	\$21,698	\$25,339	\$29,590
Minor Enhancements	20%	\$19,071	\$10,849	\$12,670	\$14,795
Large Space Improvements	20%	\$19,071	\$10,849	\$12,670	\$14,795
Operating Contingencies	20%	\$19,071	\$10,849	\$12,670	\$14,795

Figure 4: Estimated revenues and budget allocation for each strategic objective.

Balances Without Withdrawals	2017-2018	2018-2019	2019-2020	2020-2021
Storefront Loans	\$38,142	\$59,840	\$85,179	\$114,769
Minor Enhancements	\$19,071	\$29,920	\$42,590	\$57,385
Large Space Improvements	\$19,071	\$29,920	\$42,590	\$57,385
Operating Contingencies	\$19,071	\$29,920	\$42,590	\$57,385

Figure 5: Estimated budgets for 2017-2021.

Appendix C: Long-Term Urban Renewal Financial Plan

Long-Term Budget Distribution

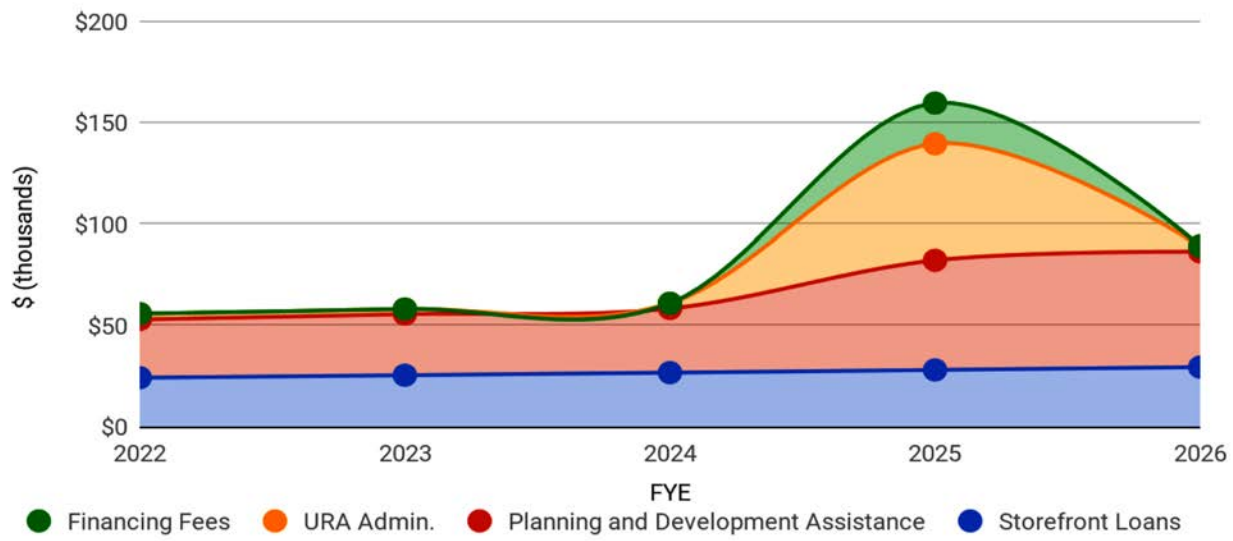


Figure 7: Estimated budget allocation for short-term and long-term initiatives. Below shows the percent change in budget spending until 2026.

Short-Term Budget Distribution

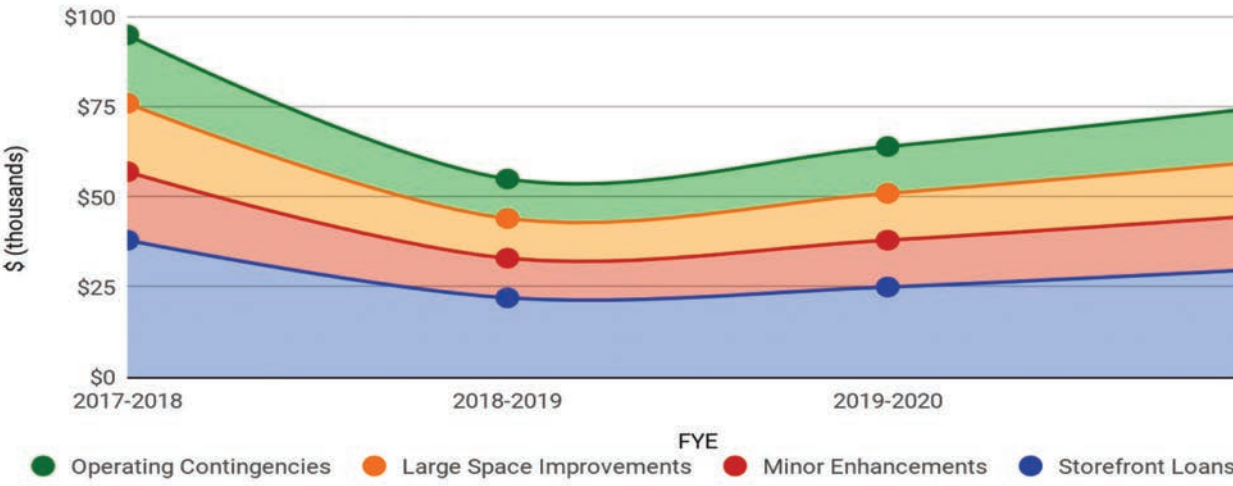


Figure 6: Graph of budget allocation for each initiative over the next three years.

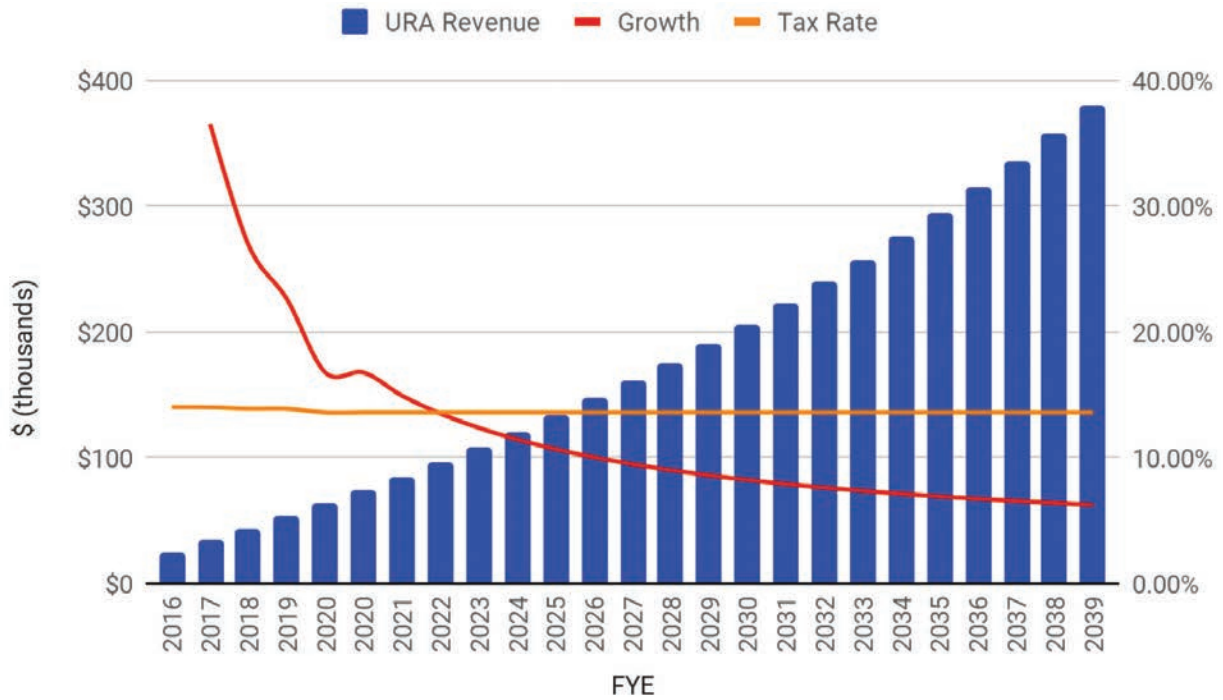


Figure 8: Graph of budget allocation for each long term initiative.

Budget Categories	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Expenditures					
Storefront Loans	\$24,223	\$25,434	\$26,706	\$28,041	\$29,443
Planning and Development Assistance	\$28,766	\$30,204	\$31,715	\$54,186	\$57,010
Public Facilities/Infrastructure				\$954,877	
URA Admin.	\$2,877	\$2,554	\$2,601	\$57,301	\$2,630
Financing Fees				\$20,088	
Total Expenditures	\$55,866	\$58,192	\$61,021	\$1,114,493	\$89,083
% Change	3.01%	4.16%	4.86%	1693.48%	-91.86%

Figure 9: Estimated tax base growth and change in URA budget revenues.

Appendix D: City of Albany Project Matrix



Project Evaluation Grid:

Request: Type:

Item	Description	Staff Analysis/Comments
<i>Overall Goals</i>		
A) CARA Goal & Objectives: The purpose of this CARA Plan is to eliminate blighting influences found in the CARA, to implement goals and objectives of the City of Albany Comprehensive Plan, and to implement development strategies and objectives for the CARA. The goal and objectives for the CARA have been defined as follows: CARA Goal: To revitalize the Central Albany Revitalization Area by implementing the Town Center Plan developed through the Central Albany Land Use & Transportation Study (CALUTS) using a citizen-driven process.	Does the project further the Town Center Plan? Which of CARA's objectives does the project meet? CARA Key Objectives: <ul style="list-style-type: none">♦ Attract new private investment to the area.♦ Retain and enhance the value of existing private investment and public investment in the area. CARA Additional Objectives: <ul style="list-style-type: none">♦ Provide a safe and convenient transportation network that encourages pedestrian & bicycle access to and within the town center.♦ Preserve the Historic Districts, historic resources and existing housing in the area.♦ Create a readily identifiable core that is unique and vibrant with a mixture of entertainment, housing, specialty shops, offices, and other commercial uses.♦ Increase residential density in the area.♦ Encourage the development of new forms of housing and home ownership.♦ Enhance and protect the community and environmental values of waterway corridors in the area.♦ Provide an enriching environment and livable neighborhoods.	
B) CARA Planned Projects	Which project category and activity in the UR Plan does this project fulfill? (See CARA Project Activities document, or Table 2 of the UR Plan and Report)	
C) Development Pattern (Highest and Best Use)	Does it achieve desired land use (e.g., mixed-use, higher density) and/or transportation objectives (e.g., Esplanade, pedestrian-friendly areas)? Is the proposed project desired in this location and the highest and best use of the property?	
D) Blight	Would it remedy a severely blighted building? How? Does the project utilize a vacant space?	

Figure 10: City of Albany's Evaluative Matrix for determining a project's viability.

E)	Preservation	Would it rehabilitate or sensitively redevelop a historic property?	
F)	Vitality/People Attractor	Does the general public benefit (i.e. restaurant, carousel, something they can go to; does the project enhance the public's experience of the space? Is it a business we are seeking)?	
G)	Retail Hotspot (First Avenue between Lyon and Calapooia)	Is the project located in the Retail Hotspot? If so, will the first floor use be active retail, as recommended in the Retail Refinement Plan?	
H)	Sustainable Building	Will the building be built using sustainable practices including LEED or others?	
I)	Residential	Is there a residential component? How many units?	
<i>Economic Development</i>			
J)	Bring new business to Albany	Will a new business open or come to Albany as a part of this project?	
K)	Job Creation	Will the project create additional jobs? How many, what types and what salary level?	
L)	Local Labor and Materials	Has applicant specifically called out a commitment to use a certain percent or amount of local labor and/or materials?	
<i>Financial</i>			
M)	Ratio	Proposed public funds Private funds % of CARA Investment Ratio-Public \$:Private \$	
N)	Financial Impacts	What are the financial risks and/or financial benefits to CARA?	
O)	Gap	What is the "Gap" or need of the developer?	
P)	Private Risk	What is the risk for the developer? What is their skin in the game?	
Q)	CARA/City funds	Has the project received other CARA/City funding in the past?	
R)	Tax Increment ROI	Is the ROI on this project less than 5 years, less than 7 years?	

Figure 11: City of Albany's Evaluative Matrix for determining a project's viability.