

CITY OF GRANTS PASS
 COUNCIL AGENDA
 February 1, 2017
 6 p.m. City Council Meeting
 Council Chambers - 101 N.W. "A" Street



MAYOR: Darin Fowler

CITY COUNCIL MEMBERS:

<i>Ward 1</i>	<i>Ward 2</i>	<i>Ward 3</i>	<i>Ward 4</i>
Roy Lindsay Tyler Flaming	Valerie Lovelace Rick Riker	Dennis Roler Jason Sharp	Jason Anderson Barry Eames

Invocation

Flag Salute

Roll Call

1. PUBLIC COMMENT This is a courtesy the Chair provides for citizens to address the Council regarding any item or issue that is not on tonight's agenda. The intent is to provide information that is pertinent to the City's jurisdiction. Each speaker will be given three minutes to address the Council as one body, not to individuals. Council may consider items brought up during this time later in our agenda during Matters from Mayor, Council and Staff.

This meeting will proceed in an effective and courteous manner. Citizens and Council members will be allowed to state their positions in an atmosphere free from slander, threats, or other personal attacks. Signs or placards, outbursts of applause, campaigning for public office, or other disruptive behavior will not be tolerated.

If you have a question regarding any government provided service or a current City policy, please contact the City Manager's office in an attempt to resolve the matter.

2. PUBLIC HEARING
 - a. Ordinance amending a public installed Advance Finance District (TR4571) for West Harbeck Road Improvements (Street, Storm Drain, Irrigation, and Water). **Pgs. 1-4**
 - b. Ordinance amending a public installed Reimbursement District (TR5008) for Rogue River Highway Phase 2 Waterline Extension. **Pgs. 5-8**
 - c. Ordinance amending public installed Advance Finance Districts (WA4366 & TR4366) for "N" Street Water, Road & Storm Drain Improvements. **Pgs. 9-12**

3. CONSENT AGENDA (Items included are of such routine nature or without controversy so that they may be approved with a single action).
***Indicates short Staff presentation and Council comment.**
 - a. Motion approving the minutes of the City Council meeting of January 18, 2017. **Pgs. 13-16**
 - b. Motion acknowledging the minutes of the Parks Advisory Board meeting of December 8, 2016. **Pgs. 17-20**
4. COUNCIL ACTION
 - a. Resolution adopting the City's Strategic Plan for 2017-2018. **Pgs. 21-32**
 - b. Resolution adopting the joint Economic Development Strategic Plan. **Pgs. 33-86**
 - c. Resolution forming the Collaborative Economic Development Committee. **Pgs. 87-96**
 - d. Resolution authorizing the City Manager to extend the Jail Agreement with Josephine County for adult jail services. **Pgs. 97-100**
5. APPOINTMENTS
 - a. Appoint one member to the Tourism Advisory Committee. **Pgs. 101-119**
6. MATTERS FROM MAYOR, COUNCIL AND STAFF
 - a. Review Mayor/Council emails. None.
 - b. Committee Liaison reports.
 - c. Committee Motions. **Pgs. 121**
7. EXECUTIVE SESSION 192.660 (2) (Executive session is held to discuss one of the following subjects: (a) Employment of Public Officers, (b) Dismissal or discipline of Public Officers/Employees, (c) Public Medical Staff, (d) Labor negotiations (news media not allowed without specific permission), (e) Real property transactions-negotiations, (f) To consider information or records that are exempt by law from public inspection, (h) With city attorney re: rights/duties, current-likely litigation, (i) Performance Evaluations of Public Officers, (j) Public Investments...)

None anticipated
8. ADJOURN

ACCOMMODATION OF PHYSICAL IMPAIRMENTS: *In order to accommodate person with physical impairments, please notify the City Recorder's Office of any special physical or language accommodations at least 48 business hours prior to the meeting. To request these arrangements, please contact Karen Frerk, City Recorder at (541) 450.6000.*

Ordinance amending a public installed Advance Finance District (TR4571) for West Harbeck Road Improvements (Street, Storm Drain, Irrigation, and Water).

Date: February 1, 2017

SUBJECT AND SUMMARY:

This project widened West Harbeck from Williams Highway to Allen Creek Road due to the narrowness of the road with drainage ditches on both sides. Traffic on this road increased with development adjacent to West Harbeck and the shopping center at the intersection of Highway 199 and Allen Creek Road. The street is also a route to an elementary school.

A public hearing needs to occur followed by consideration of an amending ordinance. If approved, this ordinance would amend a public installed Advance Finance District (AFD) to relieve burdens to property owners and assist in reimbursing the project.

RELATIONSHIP TO COUNCIL GOALS:

This supports the Council's goal to **MAINTAIN, OPERATE AND EXPAND INFRASTRUCTURE** to meet community needs by ensuring our water facility infrastructure needs are met in a fiscally sound, efficient, and regulatory compliant manner.

CALL TO ACTION SCHEDULE:

Call to action schedule: Staff is requesting a continuance until March 1, 2017.

BACKGROUND:

The City Council adopted Resolution No. 4935 in April of 2005 notifying property owners along West Harbeck Road that an AFD would be formed for the improvements. The work on the improvements was completed in 2006 and final costs were used to finalize the AFD which was adopted by Council as Ordinance No. 5364.

The original calculated assessments were excessively high for some properties in the District, which created an unfair burden for those properties electing to develop and/or sell their property. The new calculated assessments are based on the most recent Reimbursement District Ordinance (Ord. No. 5439) and reflect a "per dwelling unit" assessment for residential properties making the assessments more fair and equitable.

ITEM: 2.a. ORDINANCE AMENDING A PUBLIC INSTALLED ADVANCE FINANCE DISTRICT (TR4571) FOR WEST HARBECK ROAD IMPROVEMENTS (STREET, STORM DRAIN, IRRIGATION, AND WATER).

Staff Report (continued):

In accordance with Municipal Code Chapter 9.40, the City gave regular notice of the hearing to property owners on the amending of AFD No. TR4571 and the amended final assessments to be levied in the District. This hearing allows for public comment and questions. A public hearing must be held prior to adoption of the amended ordinance.

After the public hearing, staff recommends that Council adopt the amended final ordinance for improvements installed on West Harbeck Road.

Reimbursement for water improvements shall be due and payable at the time of application to connect to the installed water line or in the case of new development approved by any planning action, at the time of the issuance of a development permit, or the filing of a subdivision plat, whichever occurs first.

Reimbursement for drainage improvement, street improvement or irrigation services shall be due and payable upon application for a building permit for a new facility or the expansion of 50% of the square footage of a building, or when a development permit is issued or a subdivision plat is filed, whichever occurs first. The reimbursement for street improvements shall not be required if the facility being expanded is a residence and if the expansion adds less than 500 square feet of living area.

Staff has prepared amended final costs for the AFD and notified the existing property owners.

COST IMPLICATION:

The funds collected under this ordinance, which are to come to the City of Grants Pass, will go into the appropriate Transportation Fund for the construction of future street improvements.

Per Municipal Code Section 9.40.120, "Reimbursements shall be increased by an annual Construction Index rate equal to the average of the previous three years annual CPI for West Coast cities, calculated on an annual basis November through October. This rate shall be established each January and shall be used for all Districts created in that calendar year. The rate shall be set forth by Council in the final Advance Finance District Ordinance. The Construction Index shall be calculated from the date the Council adopts the final AFD Ordinance to the date of payment of the reimbursement."

The rate for this Advance Finance District is 1.31% for the first ten years and 0.00% thereafter.

Staff Report (continued):

ALTERNATIVES:

1. Approve the amended final ordinance allowing the City to recover a reduced portion of the costs associated with the improvements;
 2. Revise the amended final ordinance as Council deems appropriate; or
 3. Reject the amended final ordinance and leave the existing final ordinance in place.
-

RECOMMENDED ACTION:

Staff is requesting a continuance until March 1, 2017 to allow for additional discussion regarding revisions to Reimbursement/Advanced Finance District repayment requirements.

POTENTIAL MOTION:

I move to have the Ordinance amending Advance Finance District TR4571 for the West Harbeck Road Improvements read by title only, first reading.

I move to have the Ordinance amending Advance Finance District TR4571 for the West Harbeck Road Improvements read by title only, second reading.

I move to adopt the Ordinance amending Advance Finance District TR4571 for the West Harbeck Road Improvements.

Ordinance amending a public installed
Reimbursement District (TR5008) for Rogue
Item: River Highway Phase 2 Waterline Extension.

Date: February 1, 2017

SUBJECT AND SUMMARY:

This project worked in conjunction with ODOT's efforts to design improvements to Rogue River Highway from Cloverlawn Drive to Fruitdale Creek. The City's portion of the project was the installation of an irrigation system and landscaping.

A public hearing needs to occur followed by consideration of an amending ordinance. If approved, this ordinance would amend a public installed Reimbursement District (RD) to relieve burdens to property owners and assist in reimbursing the project.

RELATIONSHIP TO COUNCIL GOALS:

This supports the Council's goal to **MAINTAIN, OPERATE AND EXPAND INFRASTRUCTURE** to meet community needs by ensuring our water facility infrastructure needs are met in a fiscally sound, efficient, and regulatory compliant manner.

CALL TO ACTION SCHEDULE:

Call to action schedule: Staff is requesting a continuance until March 1, 2017.

BACKGROUND:

The City Council adopted Ordinance No. 5463, August 6, 2008 notifying property owners along Rogue River Highway that a RD would be formed for the extension on the waterline. The work on the waterline was completed in 2009 and final costs were used to finalize the RD which was adopted by Council as Ordinance No. 5483.

The original calculated assessments were excessively high for some properties in the District, which created an unfair burden for those properties electing to develop and/or sell their property. The new calculated assessments are based on the most recent Reimbursement District Ordinance (Ord. No. 5439) and reflect a "non-residential" assessment making the assessments more fair and equitable.

ITEM: 2.b. ORDINANCE AMENDING A PUBLIC INSTALLED REIMBURSEMENT DISTRICT (TR5008) FOR ROGUE RIVER HIGHWAY PHASE 2 WATERLINE EXTENSION.

Staff Report (continued):

In accordance with Municipal Code Chapter 9.40, the City gave regular notice of the hearing to property owners amending of RD No. TR5008. This hearing allows for public comment and questions. A public hearing must be held prior to adoption of the amended ordinance.

After the public hearing, staff recommends that Council adopt the amended final ordinance for water improvements installed in Rogue River Highway. Reimbursement for water improvements shall be due and payable upon application for a water service or when a development permit is issued or a subdivision plat is filed, whichever occurs first. Staff has prepared amended final costs for the RD and notified the existing property owners.

COST IMPLICATION:

The funds collected under this ordinance, which are to come to the City of Grants Pass, will go into the appropriate Water Fund for the construction of future water improvements. Per Municipal Code Section 9.40.120, "Reimbursements shall be increased by an annual Construction Index rate equal to the average of the previous three years annual CPI for West Coast cities, calculated on an annual basis November through October. This rate shall be established each January and shall be used for all Districts created in that calendar year. The rate shall be set forth by Council in the final Reimbursement District Ordinance. The Construction Index shall be calculated from the date the Council adopts the final AFD Ordinance to the date of payment of the reimbursement."

The rate for this Advance Finance District is 1.31% for the first ten years and 0.00% thereafter.

ALTERNATIVES:

1. Approve the amended final ordinance; or
2. Revise the amended final ordinance as Council deems appropriate; or
3. Reject the amended final ordinance and leave the existing final ordinance in place.

RECOMMENDED ACTION:

Staff is requesting a continuance until March 1, 2017 to allow for additional discussion regarding revisions to Reimbursement/Advanced Finance District repayment requirements.

Staff Report (continued):

POTENTIAL MOTION:

I move to have the Ordinance amending Reimbursement District TR5008 for the Rogue River Highway Phase 2 Waterline Extension read by title only, first reading.

I move to have the Ordinance amending Reimbursement District TR5008 for the Rogue River Highway Phase 2 Waterline Extension read by title only, second reading.

I move to adopt the Ordinance amending Reimbursement District TR5008 for the Rogue River Highway Phase 2 Waterline Extension.

Ordinance amending public installed Advance
Finance Districts (WA4366 & TR4366) for "N"
Street Water, Road & Storm Drain

Item: Improvements.

Date: February 1, 2017

SUBJECT AND SUMMARY:

This project widened "N" Street to the arterial standard of 48 feet wide, with sidewalks and bike lanes along the length, from Rogue Drive to Agness Avenue. As part of the project, water and storm lines were installed. An Advance Financing District (AFD) was formed to collect as development occurs.

A public hearing needs to occur followed by consideration of an amending ordinance. If approved, this ordinance would amend a public installed AFD to relieve burdens to property owners and assist in reimbursing the project.

RELATIONSHIP TO COUNCIL GOALS:

This supports the Council's goal to **MAINTAIN, OPERATE AND EXPAND INFRASTRUCTURE** to meet community needs by ensuring our water facility infrastructure needs are met in a fiscally sound, efficient, and regulatory compliant manner.

CALL TO ACTION SCHEDULE: Staff is requesting a continuance until March 1, 2017.

BACKGROUND:

The City Council adopted Resolution No. 4649 in March of 2003 notifying property owners along "N" Street that AFDs would be formed for the improvements. The work on the improvements was completed in 2004 and final costs were used to finalize the AFDs which were adopted by Council as Ordinance Nos. 5215, 5216 & 5217.

The original calculated assessments were deemed reasonable based on today's methodology. However, the interest in perpetuity was considered excessive and created an unfair burden for those properties electing to develop and/or sell their property. An interest accrual cap of 10 years will help to alleviate this burden.

ITEM: 2.c. ORDINANCE AMENDING PUBLIC INSTALLED ADVANCE FINANCE DISTRICTS (WA4366 & TA4366) FOR "N" STREET WATER, ROAD & STORM DRAIN IMPROVEMENTS.

Staff Report (continued):

In accordance with Municipal Code Chapter 9.40, the City gave regular notice of the hearing to property owners on the amending AFD Nos. WA4366 & TR4366 and the amended final assessments to be levied in the District. This hearing allows for public comment and questions. A public hearing must be held prior to adoption of the amended ordinance.

Reimbursement for water improvements shall be due and payable at the time of application to connect to the installed water line or in the case of new development approved by any planning action, at the time of the issuance of a development permit, or the filing of a subdivision plat, whichever occurs first.

Reimbursement for drainage or street improvements shall be due and payable upon application for a building permit for a new facility or the expansion of 50% of the square footage of a building, or when a development permit is issued or a subdivision plat is filed, whichever occurs first. The reimbursement for street improvements shall not be required if the facility being expanded is a residence and if the expansion adds less than 500 square feet of living area.

Staff has prepared amended final costs for the AFD and notified the existing property owners.

COST IMPLICATION:

The funds collected under this ordinance, which are to come to the City of Grants Pass, will go into the appropriate Water or Transportation Fund for the construction of future water and street improvements.

Per Municipal Code Section 9.40.120, "Reimbursements shall be increased by an annual Construction Index rate equal to the average of the previous three years annual CPI for West Coast cities, calculated on an annual basis November through October. This rate shall be established each January and shall be used for all Districts created in that calendar year. The rate shall be set forth by Council in the final Advance Finance District Ordinance. The Construction Index shall be calculated from the date the Council adopts the final AFD Ordinance to the date of payment of the reimbursement."

The rate for this Advance Finance District is 4% for the first ten years and 0.00% thereafter.

ALTERNATIVES:

1. Approve the amended final ordinance allowing the City to recover a reduced portion of the costs associated with the improvements;
2. Revise the amended final ordinance as Council deems appropriate; or
3. Reject the amended final ordinance and leave the existing final ordinance in place.

Staff Report (continued):

RECOMMENDED ACTION:

Staff is requesting a continuance until March 1, 2017 to allow for additional discussion regarding revisions to Reimbursement/Advanced Finance District repayment requirements.

POTENTIAL MOTION:

I move to have the Ordinance amending Advance Finance Districts WA4366 & TR4366 for the "N" Street Water, Road and Storm Drain Improvements read by title only, first reading.

I move to have the Ordinance amending Advance Finance Districts WA4366 & TR4366 for the "N" Street Water, Road and Storm Drain Improvements read by title only, second reading.

I move to adopt the Ordinance amending Advance Finance Districts WA4366 & TR4366 for the "N" Street Water, Road and Storm Drain Improvements.

The Council of the City of Grants Pass met in regular session on the above date with Mayor Fowler presiding. The following Councilors were present: Anderson, Eames, Flaming, Lindsay, Lovelace, Riker, Roler and Sharp. Also present and representing the City were City Manager Cubic, Assistant City Manager Reeves, Finance Director Meredith, Public Safety Director Landis, Parks & Community Development Director Glover, Public Works Director Canady, City Recorder Frerk and Attorney Joseph Kellerman. Absent: City Attorney Bartholomew.

Mayor Fowler opened the meeting and Councilor Lovelace led the invocation followed by the Pledge of Allegiance.

Proclamation: Child Trafficking Awareness Month

Government Finance Officers Association (GFOA) Award presentation

1. PUBLIC COMMENT:

2. PUBLIC HEARINGS

- a. Ordinance extending Development Agreement 2014-02 for two additional years for property located at 26 Fire Mountain Way.

ORDINANCE NO. 16-5704

Councilor Lindsay moved that the ordinance be read for the first reading, title only. The motion was seconded by Councilor Riker. The vote resulted as follows: "Ayes": Anderson, Eames, Flaming, Lindsay, Lovelace, Riker, Roler and Sharp. "Nays": None. Abstain: None. Absent: None. The ordinance is read.

Councilor Riker moved that the ordinance be read by title only, second reading. The motion was seconded by Councilor Lovelace. The vote resulted as follows: "Ayes": Anderson, Eames, Flaming, Lindsay, Lovelace, Riker, Roler and Sharp. "Nays": None. Abstain: None. Absent: None. The motion passed. The ordinance is read.

Councilor Roler moved that the ordinance be adopted. The motion was seconded by Councilor Lindsay. Mayor Fowler asked if the ordinance should be adopted, signified by roll call vote as follows: Anderson – yes, Eames – yes, Flaming – yes, Lindsay – yes, Lovelace – yes, Riker – yes, Roler – yes, Sharp – yes. The ordinance was adopted.

Quasi-judicial

- b. Ordinance vacating the common property line between tax lots 3900 & 4000 of map number 36-05-19-AA.

ORDINANCE NO. 16-5705

Councilor Riker moved that the ordinance be read for the first reading, title only. The motion was seconded by Councilor Flaming. The vote resulted as follows: "Ayes": Anderson, Eames, Flaming, Lindsay, Lovelace, Riker, Roler and Sharp. "Nays": None. Abstain: None. Absent: None. The ordinance is read.

Councilor Lindsay moved that the ordinance be read by title only, second reading. The motion was seconded by Councilor Roler. The vote resulted as follows: "Ayes": Anderson, Eames, Flaming, Lindsay, Lovelace, Riker, Roler and Sharp. "Nays": None. Abstain: None. Absent: None. The motion passed. The ordinance is read.

Councilor Lindsay moved that the ordinance be adopted. The motion was seconded by Councilor Lovelace. Mayor Fowler asked if the ordinance should be adopted, signified by roll call vote as follows: Anderson – yes, Eames – yes, Flaming – yes, Lindsay – yes, Lovelace – yes, Riker – yes, Roler – yes, Sharp – yes. The ordinance was adopted.

3. CONSENT AGENDA:

- a. Resolution authorizing the City Manager to enter into a three-year labor contract with the Grants Pass Police Association.

RESOLUTION NO. 17-6498

Councilor Roler moved and Councilor Lovelace seconded that Resolution 17-6498 be adopted and the vote resulted as follows: "Ayes": Anderson, Eames, Lindsay, Lovelace, Riker, Roler and Sharp. "Nays": None. Abstain: None. Absent: Flaming. The resolution is adopted.

- b. Motion acknowledging the receipt of the monthly financial reports for October and November 2016.

Councilor Roler moved and Councilor Lovelace seconded to acknowledge the receipt of the monthly financial reports for October and November 2016 and the vote resulted as follows: "Ayes": Anderson, Eames, Lindsay, Lovelace, Riker, Roler and Sharp. "Nays": None. Abstain: None. Absent: Flaming. The motion passed.

- c. Motion approving the minutes of the City Council meeting of January 4, 2017.

Councilor Roler moved and Councilor Lovelace seconded to approve the minutes of the City Council meeting of January 4, 2017 and the vote resulted as follows: "Ayes": Anderson, Eames, Lindsay, Lovelace, Riker, Roler and Sharp. "Nays": None. Abstain: None. Absent: Flaming. The motion passed.

- d. Motion acknowledging the minutes of the Historical Buildings and Sites Commission meeting of October 20, 2016.

Councilor Roler moved and Councilor Lovelace seconded to acknowledge the

minutes of the Historical Buildings and Sites Commission meeting of October 20, 2016 and the vote resulted as follows: "Ayes": Anderson, Eames, Lindsay, Lovelace, Riker, Roler and Sharp. "Nays": None. Abstain: None. Absent: Flaming. The motion passed.

- e. Motion acknowledging the minutes of the Tourism Advisory Committee meeting of November 8, 2016.

Councilor Roler moved and Councilor Lovelace seconded to acknowledge the minutes of the Tourism Advisory Committee meeting of November 8, 2016 and the vote resulted as follows: "Ayes": Anderson, Eames, Lindsay, Lovelace, Riker, Roler and Sharp. "Nays": None. Abstain: None. Absent: Flaming. The motion passed.

4. COUNCIL ACTION:

- a. Resolution amending Resolution No. 16-6435 awarding Redwood Towers (306 NW 6th Street) a grant in the amount of \$50,000 for emergency egress and fire suppression activities.

RESOLUTION NO. 17-6499

Councilor Lindsay moved and Councilor Lovelace seconded that Resolution 17-6499 be adopted and the vote resulted as follows: "Ayes": Anderson, Eames, Flaming, Lindsay, Lovelace, Riker, Roler and Sharp. "Nays": None. Abstain: None. Absent: None. The resolution is adopted.

5. MATTERS FROM MAYOR, COUNCIL AND STAFF:

- a. Review Mayor/Council emails.

None.

- b. Committee Liaison reports.

- c. Committee Motions.

None.

6. EXECUTIVE SESSION: Yes (h) With city attorney re: rights/duties, current-likely litigation.

7. ADJOURN:

There being no further business to come before the Council, Mayor Fowler adjourned the meeting at 8:31 p.m.

The ordinances, resolutions and motions contained herein and the accompanying votes have been verified by:

City Recorder

GRANTS PASS PARKS ADVISORY BOARD
Meeting Minutes – December 08, 2016 at 3:30 PM
Courtyard Conference Room

Members in Attendance:

Dick Matti (Chair)
Cliff Kuhlman (Vice Chair)
Jan Battersby - absent
Gary Still
Marian Szewc – arrived late
Robert Cartmell
Rick Chapman – arrived late
Bill Reinert

City/Staff/Council Liaisons:

Valerie Lovelace (City Council)
Wendy Giordano (PCD)
Ken Garrison (Parks)
Susan Seereiter (Business Advocate)

Guests:

Loree Arthur
Pat Bundy
Daryl Miller
Andrea Tupper
Dan Wilkenson
Caleb LaPlante
Shawn Hall (Daily Courier)

I. Business – Continuing:

- Chair Matti opened the meeting.
- Loree Arthur brought a handout regarding the facts about land use regulations relating to exclusive farm use. She stated there are a lot of false statements being made regarding exclusive farm use that it cannot be used for park land when in fact it can. The other incorrect statement is that you can't have a City park outside the city limits but that is not true.

A. Approval of Minutes: November 10, 2016 meeting.

Correction: Item C, bullet 3, "Lora had a discussion with Rich Ward, school board chair, and they expressed interest in talking to the City about developing Gilbert Creek and the High School and North Middle School fields. Chair Matti said this should read 'Highland School'.

MOTION/VOTE

Board Member Cartmell moved and Board Member Kuhlman seconded to approve the minutes as amended from the November 10, 2016 meeting. The vote resulted as follows: "AYES": Board Members Matti, Kuhlman, Still, Cartmell, and Reinert.

"NAYS": None. Abstain: None.

Absent: Board members Battersby, Szewc, and Chapman.

The motion passed.

B. Finalize Goals

- Discussion of the committee goals. Committee will present to Council during their Goal Setting session on January 20. Goals are listed as follows:
 - Sale of the River Road Reserve
 - Locate property and begin the process for developing the Soccer Field Complex
 - Development of three projects for Riverside Park
 - Funding for additional park maintenance worker
 - The Active Club Shelter
 - The Community Center
 - The Water Spray Park

- Ken Garrison mentioned the City water system/pump has been funded and is moving forward. They anticipate it will be online in the spring.

Discussion of the River Road Reserve
Marian Szewc and Rick Chapman arrived during this discussion.

- The Board discussed the River Road Reserve as one of their goals. Chair Matti mentioned that Lora Glover stated at a previous meeting that these goals are true goals and not action items.
- Chair Matti stated it is not necessarily appropriate to say we should sell River Road Reserve. Goal should be to inventory surplus park land and sell that which doesn't fit in to the plan in coming years.
- Vice Chair Still feels this board should be able to interject a recommendation and recalled hearing a discussion at a meeting with Lora Glover indicating that the River Road Reserve won't be developed into a park.
- Chair Matti believes their goal should be more "broad brush" to include identifying any surplus parkland, sell it and use the funds to pay off internal debts. The River Road Reserve could be looked at more closely. Members agreed.
- Wendy Giordano mentioned that the proceeds, if this property were to be sold, would go back to the funds that paid for the land, none of which are SDCs, and would be the Council's decision on how to use those funds.
- Susan Seereiter pointed out that the article in the paper mentioned there was an active buyer for the property but the property manager for the City stated there are no negotiations happening on that property.
- Councilor Lovelace added to look at the inventory list and look for land paid for specifically by SDCs or park funds. She believes there is an inventory of land at the City.
- Vice Chair Kuhlman suggested making an inventory of all park land to see if it is marketable.

C. Questions from the public –

- Chair Matti asked for questions and concerns regarding the River Road Reserve.
- Caleb LaPlante stated he is interested in the property for a hot air balloon/kite event. Sponsor is one of the Rotary clubs.
- Another citizen stated the paper made it seem there was a buyer was on the horizon.

- Loree Arthur mentioned suggested this committee should look at parcels that are available in the UGB. Also thinks committee is making an incorrect assumption that the UGB will reach the area of the River Road Reserve. As per the LCDC, the current boundary is the last land allowed in because of the EFU designation. It also doesn't have to reach out there to use the land for a park. It doesn't have to be contiguous.
- Board member (unidentifiable) asked if anyone felt the city needed another park. Councilor Lovelace stated she would love to see another park and specifically the Hillcrest Reserve.
- Vice-Chair Still suggested the priorities be changed to Soccer Complex, Riverside Park and the three sub-goals, and hire additional park staff and inventory of surplus land.
- Councilor Lovelace mentioned she has a list of grants that have come through. There are lottery funds available for spray parks.

MOTION/VOTE

Vice Chair Still moved and Board Member Kuhlman seconded to approve the goals as listed. The vote resulted as follows: "AYES": Board Members Matti, Kuhlman, Still, Szewc, Chapman, Cartmell, and Reinert. "NAYS": None. Abstain: None. Absent: Board member Battersby. Goals include, in order: Soccer complex, Riverside Park with sub-goals of Active Club shelter, Community Center and the water spray park, hire additional park staff and inventory of surplus land. The motion passed.

II. Next meeting: January 12, 2017

Meeting adjourned at 4:45 pm

These minutes were prepared by Donna Anderson, Administration Department, City of Grants Pass.

Item: Resolution adopting the City's Strategic Plan
for 2017-2018.

Date: February 1, 2017

SUBJECT AND SUMMARY:

The adoption of this Strategic Plan will be used to establish clear staff expectations and help align department resources with common goals.

RELATIONSHIP TO COUNCIL GOALS:

This supports Council's goal of **LEADERSHIP** by providing the working basis for evaluating the achievement of Council goals.

CALL TO ACTION SCHEDULE:

The schedule is defined by the need to prepare the FY 17/18 budget. Call to action schedule: February 15, 2017.

BACKGROUND:

The City Council Strategic Planning Session was held January 19-21, 2017. Prior to the Strategic Planning, Council expressed a desire to incorporate the goals of the community in their decision-making process. An important part of the Strategic Planning process is public input; this was done through the City holding a community strategic planning forum and receiving reports from Council's advisory committees and commissions and City departments. Council also submitted and discussed their own goals for the City along with discussions of long-range issues and Council effectiveness.

The Strategic Plan demonstrates how the City intends to achieve the broader goals established through policy. The Plan encourages teamwork and establishes clear targets for what needs to be accomplished and helps the City realize the community's vision and to accomplish the City's mission.

Strategic planning is a method that puts employees, management and Council on one page around common goals and objectives. The strategic planning process begins with Council setting broad, organizational goals that will serve the City for many years. Objectives and actions are then attached to the organizational goals.

The final link to the Strategic Plan is the City's Fiscal Year Budget and Capital Improvement Program. The Budget is the document that provides the allocation of resources necessary to implement the objectives and actions in the Strategic Plan.

ITEM: 4.a. RESOLUTION ADOPTING THE CITY'S STRATEGIC PLAN FOR 2017-2018.

Staff Report (continued):

COST IMPLICATION:

There is no cost associated with the adoption. The cost for capital Work Plan items will be reviewed and established through the budget process.

ALTERNATIVES:

Council may revise the Strategic Plan or delay the action for additional discussion.

RECOMMENDED ACTION:

Staff recommends the Council adopt the Strategic Plan.

POTENTIAL MOTION:

I move to adopt the City's Strategic Plan as proposed.

RESOLUTION NO.

**A RESOLUTION OF THE COUNCIL OF THE CITY OF GRANTS PASS
ADOPTING THE CITY'S STRATEGIC PLAN FOR 2017-2018.**

WHEREAS:

1. A Strategic Plan is a critical communication tool for the Council. It provides direction to the Staff on priorities for the next two years and tells the community what actions to expect; and
2. The Strategic Plan was developed based on Council input at the Strategic Planning Session; and
3. The Strategic Plan is being used to develop the Recommended Budget for Council review in May and June.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Grants Pass that the City's Strategic Plan for 2017-2018 is adopted, which is attached to and incorporated herein as Exhibit 'A'.

EFFECTIVE DATE of this Resolution shall be immediate upon its passage by the City Council and approval by the Mayor.

ADOPTED by the Council of the City of Grants Pass, Oregon, in regular session this 1st day of February 2017.

SUBMITTED to and _____ by the Mayor of the City of Grants Pass, Oregon, this ____ day of February 2017.

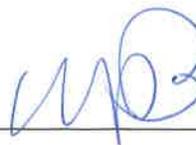
Darin Fowler, Mayor

ATTEST:

Karen Frerk, City Recorder

Date submitted to Mayor: _____

Approved as to Form, Mark Bartholomew, City Attorney



City of Grants Pass Strategic Plan 2017



Mission of Council

To represent all citizens by providing leadership and decisions necessary to meet community needs and desires.

Council Vision

Grants Pass is a healthy, vibrant place to live, work and play; a city connecting people to people with thriving economic, cultural and recreational opportunities.

Values of Council

We base our decisions on the following values:

- Accountability
- Communication
- Credibility
- Integrity
- Respect
- Responsibility
- Truthfulness

Strategic Goals

Our Strategic Plan has five goals, which reflect the City's Mission and Vision.

- Keep Citizens Safe
- Provide Cooperative Shared Leadership Involving Council, Staff and Community
- Encourage Economic Opportunities
- Facilitate Sustainable, Manageable Growth
- Maintain, Operate and Expand our Infrastructure to Meet Community Needs

Strategic Goals

Keep Citizens Safe

Objective 1: Maintain necessary criminal justice infrastructure.***

Action 1: Pass a police/fire levy November 2017.***

Action 2: Permanent funding solution for criminal justice system.***

Objective 2: Respond to homelessness and vagrancy in our community in a proactive, comprehensive and coordinated approach.***

Action 1: Continue as a 'facilitator' not a 'partner' in consolidation of homeless/transient community services.**

Objective 3: Enhance proactive policing.**

Action 1: Public education – traffic “don't block the box”.*

Objective 4: Enhance preparedness for emergencies.**

Action 1: Evaluate the effectiveness of services available to assure Grants Pass is prepared for disasters.*

Objective 5: Enhance a safe and secure environment.

Action 1: Light up downtown in alleyways and railroad tracks.***

Action 2: Litter clean up (target enforcement).*

Action 3: Fire Risk Assessment Project.*

Action 4: Reduce drug related crime and the associated neighborhood impacts.*

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

Objective 1: Evaluate/ensure financial stability of Utility Funds.**

- Action 1: Comprehensive Water Treatment/Wastewater funding strategy.**
- Action 2: Review development charge policies and establish rate which protects City investments and encourages economic growth.*
- Action 3: Gas tax.*

Objective 2: Develop and implement community communication strategies.

- Action 1: Expand social media presence.***
- Action 2: Hold quarterly Town Hall meetings.**
- Action 3: Encourage and seek out younger generation to volunteer on City committees.**
- Action 4: Increase volunteer activities for beautification cleanup projects.*
- Action 5: Promote and create information programs for Cable TV with monthly frequency.*

Objective 3: Ensure efficiency and effectiveness in City operations.

- Action 1: Implement an E-Permitting system for building and planning.***
- Action 2: Work with the MRMPO to apply for and help administer a feasibility study on alternative fuel sources for local fleets (City, County, School District, Refuse Haulers).**
- Action 3: Evaluate/implement Asset Management software across Public Works (PAVE).*
- Action 4: Evaluate pros and cons of a potential City debt free financial goal and review overall debt policies.*
- Action 5: Upgrade heating/cooling system in the Municipal Building.*
- Action 6: Discuss facility options and prepare a recommended plan for a Fleet Maintenance Facility upgrade according to the performance audit recommendations.*
- Action 7: Continue progress reflecting recommendations from strategic plans developed through PAVE.*
- Action 8: Expand wireless network capabilities at City facilities.*
- Action 9: Streamline processes at the City level for ease of development.*
- Action 10: Phone system upgrade.*

Objective 3: Equitable share of marijuana tax revenue.**

Encourage Economic Opportunities

Objective 1: Facilitate an environment to encourage business prosperity, investment and economic opportunities.

- Action 1: Prepare funding package to resolve sewer issues in Spalding Park.***
- Action 2: Light storefronts downtown (CBDG) Grants of \$1,000 - \$1,500.***
- Action 3: Look into a partnership with Rogue Allure Hotel channel to promote tourism and economic development.***
- Action 4: Partner to develop incubator facilities.**
- Action 5: Pressure-wash downtown sidewalks, curbs, gutters.**
- Action 6: Develop a brochure for economic opportunities in Grants Pass.**
- Action 7: Support (implement) Small-Scale/Craft Manufacturing/Main Street.*
- Action 8: Encourage businesses to develop jobs in and around the City.*
- Action 9: Develop additional industrial land.*
- Action 10: Promote murals within the Historic District that are based on local history.*
- Action 11: Utilize loan fund to continue downtown facade improvement grant at \$5,000 increments, and with low interest loans of \$50,000 for renovation.*

Objective 2: Enhance commercial district to create quality shopping and dining experiences.

- Action 1: Increase promotion of Historic District.***
- Action 2: String lights across H and 5th streets and extend to G Street.***
- Action 3: Public restrooms for downtown.***
- Action 4: Downtown and all around the town trolley.**
- Action 5: Eliminate hiding places along rail road tracts.**
- Action 6: Expand year-round tree lights in the downtown.**
- Action 7: New code enforcement to encourage building owners to clean up empty storefronts and alleyways and reinforce standards for appearances.**

Objective 3: Encourage activities that attract visitors and add to Grants Pass' livability.

- Action 1: Balloon festival – from the ground up.**
- Action 2: Vintage trailer rally.**
- Action 3: Bicycle grand prix.*

Objective 4: Adopt an Economic Development Plan.

Facilitate Sustainable, Manageable Growth

Objective 1: Promote healthy neighborhoods.*

- Action 1: More public trash cans and recycling bins around town or near problem areas.**
- Action 2: Canopy Tree Program.*
- Action 3: Focus on clean-up efforts in areas of blight.*
- Action 4: Encourage neighborhoods to keep themselves clean.*

Objective 2: Develop proactive solutions to community development challenges.*

- Action 1: Develop a Tree Canopy Program for commercial sites.***
- Action 2: Review and revise Development Code.*
- Action 3: Evaluate DDA and AFD process to determine best practices for the City and property owners and clean up old DDA and AFD records on properties – possibly convert to a fee-in-lieu system.*
- Action 4: Initiate “highway-dependent” industrial land text amendment (i.e., no mini-storage on prime industrial land).*

Objective 3: Create and sustain a city of diverse neighborhoods where all residents can find and afford the values and lifestyles they seek.

- Action 1: Encourage an environment which provides for the growth of affordable housing opportunities for the variety of Grants Pass resident’s needs.***

Maintain, Operate and Expand our Infrastructure to Meet Community Needs

Objective 1: Plan and develop infrastructure.

- Action 1: Explore Public Safety Station options.***
- Action 2: Update the Downtown Master Plan.*
- Action 3: Install ambient lighting on Caveman Bridge.*
- Action 4: Water Distribution and Wastewater Collection - Continue pursuit of property acquisition for future reservoir and pump station sites.*
- Action 5: Build storage building and IT operations at 202 A Street lot.*

Objective 2: Ensure water infrastructure needs are met.

- Action 1: Build new Water Plant (PAVE).***
- Action 2: Design and implement a distribution system valve exercise/replacement program to ensure system operability.***
- Action 3: Design/install redundant water main loop in Redwood Highway pedestrian way.**
- Action 4: Develop emergency water hook-up at City Hall well.*
- Action 5: Complete projects as part of small main replacement.*
- Action 6: Complete the update to the Water Emergency Operations Plan.

Objective 3: Ensure sewer infrastructure needs are met.

- Action 1: Expand Wastewater Plant (PAVE).***
- Action 2: Initiate Fats, Oils and Grease (FOG) education/enforcement program.*
- Action 3: Implement manhole inflow/infiltration elimination program in the Redwood area.*
- Action 4: Begin Webster 2 alternatives study/design/construction.*

Objective 4: Ensure transportation infrastructure needs are met.*

- Action 1: Plan with ODOT three lanes each direction on Redwood Hwy. from Williams Hwy. to Redwood Ave.**
- Action 2: Improve dangerous/problem pedestrian crossings (flashing beacons).*
- Action 3: Utilize college program to provide design concepts for South 'Y' interchange.*
- Action 4: Design, bid and construct improvements to the Redwood Avenue and Allen Creek Road intersection.*
- Action 5: Rehabilitate Redwood lot.*
- Action 6: Improve crosswalk safety at Hawthorne & Midland.*
- Action 7: Complete Transportation Master Plan.
- Action 8: Design the Allen Creek Road project.

Objective 5: Ensure storm water infrastructure needs are met.

- Action 1: Initiate the preparation of a storm water implementation plan following adoption of the Storm Water Master Plan.
- Action 2: Create and initiate the Storm Water utility.

Objective 6: Ensure bicycle/pedestrian path needs are met.

- Action 1: Interconnect trails.**
- Action 2: Continually identify and implement additional off-street pedestrian and bikeway opportunities.**
- Action 3: Improve hiking/biking access to Dollar Mountain.**

- Action 4: Bike trail development.**
- Action 5: Improve trails to provide walking/biking transportation alternatives and recreation potential.*
- Action 6: Provide pedestrian & bike connectivity in the NE area.*

Objective 7: Ensure park infrastructure needs are met.

- Action 1: Develop the park area west of the Caveman Bridge.***
- Action 2: Develop Riverside Master Plan (spray park, community building/concert venue, and Active Club pavilion ~ platform structure).***
- Action 3: Develop Sports Complex.**
- Action 4: Develop Hillcrest Park Reserve.**
- Action 5: Evaluate options at Reinhart Park for converting irrigation system to prevent future issues with pumping water from the River.**
- Action 6: Add restroom at Fruitdale Park.**
- Action 7: Develop neighborhood park enhancement.**
- Action 8: Improve the high visibility landscaping at the corner of GP Parkway & East Park Street.*
- Action 9: Landscape and irrigate the area entering the City from Redwood Highway.*
- Action 10: Create a tree walk map for Reinhart for next year's Fall Tree Walk.*
- Action 11: Provide shade screening for exposed playground areas.*

Objective 8: Enhance opportunities to promote character and community spirit.

- Action 1: Explore improvement of north Grants Pass coming off of Merlin Hill. Visual appeal of sight & sound to I-5.***
- Action 2: Promote City Rebranding/Brand refreshing throughout the City.**
- Action 3: Develop landscaping and parking at Park Street.**
- Action 4: Exterior building remodel for the Downtown Welcome Center.**
- Action 5: Military flag memorial E & F confluence.**
- Action 6: Replace Municipal Building sign to match entry signs.*
- Action 7: Entrance sign for south I-5.*
- Action 8: Expand implementation of the City's Branding.*
- Action 9: Expand downtown hardscape.*
- Action 10: Improve the street scape in 5th & H Street multiple uses.*
- Action 11: Redwood Empire sign restoration.*
- Action 12: Funding for public art piece for the Salmon lot.*

Objective 9: Provide an environment to help preserve and enhance Grants Pass' historical assets.

- Action 1: Refurbish and consider adding "Welcome to Grants Pass, established 1887" to top of It's the Climate sign.**
- Action 2: Obtain Certified Local Government Status.* *
- Action 3: Update Landmark list.*

SUBJECT AND SUMMARY:

The adoption of the joint Economic Development Strategic Plan will help to establish clear direction for economic development actions for the City of Grants Pass and Josephine County.

RELATIONSHIP TO COUNCIL GOALS:

This supports Council's goal of **LEADERSHIP** and **ENCOURAGE ECONOMIC OPPORTUNITIES** by providing a common plan to help the City and County achieve goals related to economic development.

CALL TO ACTION SCHEDULE:

The schedule is at the City's and County's discretion. The County is waiting on the City and plans to move forward after adoption by the City. The Council may consider this at the February 1, 2017 meeting.

BACKGROUND:

In March 2015, the City's Business Advocate presented the concept of combining the economic resources of the City of Grants Pass and Josephine County to prepare a Joint Economic Development Strategic Plan.

The City took the lead and the County joined in the process of preparing the request for proposals. Proposals were received May 29, 2015 and the City/County selected the consultant to work on this project. EcoNorthwest was selected by the City and County. A contract was signed September 17, 2015.

The Vision and Plan were developed with a high level of community and stakeholder input. Participants included: City officials and staff, County officials and staff, over 40 stakeholders and citizen participants.

There are nine (9) specific action items identified in the Plan.

Focus on process and collaboration (process infrastructure):

1. Create and support the Collaborative Economic Development Committee (CEDC).

Staff Report (continued):

Fix fundamental public issues:

2. Design and implement a community conversation about desired services and how to fund them (e.g. Criminal Justice and Public Safety).
3. Continue to strengthen the relationship with Southern Oregon Regional Economic Development, Inc. (SORED).
4. Convene a taskforce to coordinate education and workforce development programs and fully engage the private sector.

Work on specific substantive projects:

5. Update the County's land-use permitting process.
6. Update materials for responding to business inquiries.
7. Develop broadband fiber infrastructure.
8. Develop and implement an incubator, makerspace, or public market.
9. Invest in infrastructure at the Grants Pass Airport.

Working together with the County will enhance our ability to assist current businesses, attract new business and promote economic development in our region.

COST IMPLICATION:

There is no cost associated with the adoption of this Plan. The costs for implementing the Plan will be reviewed annually, and resources to execute the Plan will be provided through the budget process.

ALTERNATIVES:

1. Council may revise the Joint Economic Development Strategic Plan; or
 2. Delay the action for additional discussion.
-

RECOMMENDED ACTION:

Staff recommends the Council adopt the Joint Economic Development Strategic Plan.

POTENTIAL MOTION:

I move to adopt the Joint Economic Development Strategic Plan for the City of Grants Pass and Josephine County.

RESOLUTION NO.

**A RESOLUTION OF THE COUNCIL OF THE CITY OF GRANTS PASS
ADOPTING THE JOINT ECONOMIC DEVELOPMENT STRATEGIC PLAN.**

WHEREAS:

1. A Strategic Plan is a critical communication tool for the Council, the Board of County Commissioners and for the citizens of Josephine County, which includes the City of Grants Pass; and
2. A joint Economic Development Strategic Plan was developed together for the betterment of the City and the County; and
3. The City of Grants Pass and Josephine County desire to work together to promote economic development within our boundaries and within the region; and
4. Adoption of the joint Economic Development Strategic Plan will continue the focus and improve our efforts in working together on economic development initiatives.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Grants Pass that the Economic Development Strategic Plan for the City of Grants Pass and Josephine County is adopted, and is attached to and incorporated herein as Exhibit 'A'.

EFFECTIVE DATE of this Resolution shall be immediate upon its passage by the City Council and approval by the Mayor.

ADOPTED by the Council of the City of Grants Pass, Oregon, in regular session this 1st day of February 2017.

SUBMITTED to and _____ by the Mayor of the City of Grants Pass, Oregon, this ____ day of February 2017.

Darin Fowler, Mayor

ATTEST:

Karen Frerk, City Recorder

Date submitted to Mayor: _____

Approved as to Form, Mark Bartholomew, City Attorney

Economic Development Strategic Plan

The City of Grants Pass and Josephine County

September 2016

Prepared for:

The City of Grants Pass and Josephine County

ECONorthwest
ECONOMICS • FINANCE • PLANNING

KOIN Center
222 SW Columbia Street
Suite 1600
Portland, OR 97201
503.222.6060

This page intentionally blank

Acknowledgments

For over 40 years ECONorthwest has helped its clients make sound decisions based on rigorous economic, planning, and financial analysis. For more information about ECONorthwest: www.econw.com.

ECONorthwest prepared this report for the City of Grants Pass and Josephine County. It received substantial assistance from BDS Planning and Urban Design, IO.INC, Pat Davis Design Group, and Richard Haynes.

For more information about this report:

Terry Moore
moore@econw.com
KOIN Center
222 SW Columbia Street
Suite 1600
Portland, OR 97201
503.222.6060

This page intentionally blank

Table of Contents

1 INTRODUCTION	1
OUR VISION OF THE FUTURE ECONOMY	1
ORGANIZATION OF THIS PLAN	1
2 OPPORTUNITIES AND CHALLENGES	2
3 WHAT WE WILL DO	4
CREATE AND SUPPORT THE ACTIVITIES OF A COLLABORATIVE ECONOMIC DEVELOPMENT COMMITTEE	4
Purpose of the CEDC	4
Creating the CEDC	4
Operation and support of the CEDC	5
CLARIFY AND GET AGREEMENT ON THE DETAILS OF KEY ACTIONS	7
Services	7
Update the County’s land-use permitting process	7
Continue to strengthen the relationship with SOREDI as the pipeline for identifying and attracting larger businesses looking to locate in Josephine County	8
Design and implement a community conversation about desired services and how to fund them	8
Develop information and materials to ensure the City and County are able to respond to business inquiries with a unified message and up-to-date information	8
Infrastructure	9
Assist with the planning, funding, and development of fiber infrastructure	9
Invest in infrastructure at the Grants Pass Airport	9
Workforce Development and Entrepreneurship	9
Convene a task force to coordinate education and workforce development programs and fully engage the private sector	9
Develop a feasible concept for a business incubator, makerspace, and/or public market	10
APPENDICES	A-1
APPENDIX A: PROCESS SUMMARY	A-2
APPENDIX B: SITUATIONAL ASSESSMENT	B-1
CONTEXT FOR LOCAL ECONOMIC DEVELOPMENT	B-2
National Trends	B-2
State Trends	B-5
Long-term Trends	B-5
Short-term Trends	B-7
ECONOMIC DEVELOPMENT CONDITIONS IN GRANTS PASS AND JOSEPHINE COUNTY	B-8
Output	B-9
Number of Establishments	B-9
Population	B-9
Employment and Unemployment	B-9
Income	B-10

Industry Activity	B-10
LOCAL CONDITIONS THAT IMPACT ECONOMIC DEVELOPMENT	B-11
Labor: Workforce Development and Education	B-11
Land and Buildings	B-12
Infrastructure	B-13
Services	B-14
SUMMARY	B-15

APPENDIX C: INFORMATIONAL ANALYSIS OF SELECTED SECTORS **C-1**

FORESTRY INDUSTRY ASSESSMENT	C-1
Forest Sector in Jackson and Josephine Counties	C-1
Forest Sector Revenues	C-3
Employment and the Jobs Debate	C-5
The Timber Industry	C-6
Jobs Measurement	C-6
Summary	C-7
CANNABIS INDUSTRY ASSESSMENT	C-9
2017 Market Overview	C-9
Trends and Changes	C-10
Josephine County Market	C-12
Josephine County Support	C-13

APPENDIX D: COMMITTEE GROUND RULES **D-1**

Guiding Principles	D-1
Ground Rules for Meetings and Discussions	D-1
Responsibilities	D-1
Working Consensus	D-1

This page intentionally blank

1 Introduction

This Strategic Plan sets forth actions the City of Grants Pass and Josephine County will take to support local economic development. It is a *joint* City-County strategy. Thus, the emphasis is on collaboration—the most important outcome to City, County, and community members that participated in the production of the Plan.

Our Vision of the Future Economy

The City of Grants Pass and Josephine County have a robust, diverse, and resilient economy that provides a high quality of life for residents. The City and County work collaboratively to carry this vision forward.

Organization of this Plan

This strategic plan begins in this chapter (Chapter 1) with the vision that guides this plan. The *vision* is a desired outcome—what the strategic plan should help achieve. Chapter 2 provides an overview of current conditions affecting economic development in the City and County.

Chapter 3 is the heart of the Strategic Plan. It describes *what* goals the City and County would like to achieve over the next five years, and *how* the City and County plan to achieve and measure progress on these goals.

Supporting these decisions about goals and actions are several appendices that provide greater detail on the research and process that led to the plan.

2 Opportunities and Challenges

The situational assessment appendix provides detail on national, state, and local trends that impact local economic development. This section summarizes their implications for this Strategic Plan.

Some things are part of the local DNA. You can't change them; you have to work with them. Location is not something the City or County can change. On the one hand, that means they have beautiful natural amenities, a relatively mild climate, ample outdoor recreation, and access to the main Interstate Highway on the west coast. But their inland location, with no ports and rugged terrain, means they did not develop into major urban centers. Major urban centers have huge advantages for attracting and retaining all types of businesses.¹ This trend suggests that the City and County should focus on “growing their own.”

The City and County have complementary assets. For a city of its size and location, Grants Pass is in relatively good shape for continued economic development. Grants Pass has a good industrial base, land for new development, and processes in place to facilitate this development. The Urban Renewal Agency will probably fund the provision of infrastructure on developable industrial land. Links with SOREDI will help the City find tenants for these parcels. And, the City has a permitting and entitlement process that stakeholders say is efficient and fair.²

The County has a bountiful supply of natural resources. On the demand side, these natural resources support economic development by attracting residents and tourists who will spend money on local goods and services. On the supply side, these assets provide businesses with labor (by attracting households) and materials.

Collaboration and cooperation are the keys to success. Grants Pass and Josephine County have complementary building blocks for economic development success. Thus, it makes sense for the two jurisdictions to work on economic development *in partnership*. The County and City do not have a joint economic development organization, so forming a joint City-County Committee to implement the plan is the first—and most important—step in this plan.

¹ “Between 2010 and 2014 America’s population grew by 3.1%; its cities by 3.7%. But the 50 richest cities swelled by 9.2%.” The Economist, March 12, 2016, p 25.

² Since permitting is by nature regulatory and a process, it is in all cities almost always a source of complaints by property owners and developers. Having a system that is not identified as a major obstacle is having a relatively good system.

Subsequent actions in the Strategy should focus on what businesses care about. Historically, economic development policies in metropolitan areas focused on attracting specific businesses or industries. These policies do not work well for smaller jurisdictions. Smaller jurisdictions lack many of the economic and competitive advantages of larger ones, and the capacity to provide large incentives to attract new businesses. Even when jurisdictions can muster incentives, they do not always work: when these incentives dry up, companies that do not enjoy other comparative advantages from that location will leave.

Local economic development research shows that successful policies improve things that are valuable to a wide range of businesses and industries. These are things that businesses need to produce goods and services for their customers—they are “factors of production.” Improving conditions for businesses in general will facilitate the growth of new and existing businesses and the attraction of new businesses that value the unique assets of Grants Pass and Josephine County.

Actions should complement current projects that work on similar challenges. The City created an Urban Renewal Agency that will use tax increment financing to address several challenges and opportunities related to economic development. This Strategy seeks to complement such efforts, not to duplicate them. Thus, some issues identified in the research and stakeholder engagement for this project (e.g., City industrial infrastructure, downtown development) do not appear in this plan because the Urban Renewal Agency will address them.

Actions should address specific structural challenges that prevent economic development. For example, Josephine County cannot afford to provide many of the facilities and services that county governments in Oregon normally provide, such as criminal justice. The limited budget for criminal justice makes it hard to attract and retain businesses outside of incorporated areas. Without funding to provide this service, economic development efforts may not be successful. Therefore, this Strategy does deal directly with government funding challenges.

3 What We Will Do

This Strategy is a joint effort of the City and County. Although some actions are specific to one jurisdiction, all actions will impact both. The ability of the City and County to collaborate on the implementation of this Strategy will determine its success.

The City and County do not have a joint economic development organization to facilitate this collaboration. The key and first step for realizing the vision of the Grants Pass / Josephine County Economic Development Strategy is for the City and County to form a *Collaborative Economic Development Committee* (CEDC).

Since the creation and operation of the CEDC is the foundation for subsequent economic development activities, this chapter is organized around the CEDC. It begins with the creation and operation of the CEDC, and concludes with actions the CEDC will pursue.

Create and support the activities of a Collaborative Economic Development Committee

Purpose of the CEDC

The CEDC will be responsible for advising on and monitoring the implementation of all other economic development actions in this Strategy. Its first task is to promote cooperation (of the City, County, other public agencies and non-governmental organizations, the private sector, and other community groups and areas) in getting to agreement on how the actions in this Strategy should be implemented. Its second task is to monitor the implementation of those actions.

The Committee is *advisory* to the City Council and the County Commission. It makes recommendations about how to implement the Strategy's suggested actions based on its investigations. The intent is that the Committee expand the outreach and coordination to create implementation recommendations that have broad community support, thus facilitating agreement between the City Council and County Commission on the economic development actions they will endorse.

Creating the CEDC

Fundamental to the success of the Committee will be its composition, charter, and effectiveness in early meetings. City and County staff will work to create the Committee following these guidelines. The Committee should:

1. **Be a joint City/County effort.** The Committee should be jointly appointed by the City Council and County Commission, report to both bodies, and be supported by both City and County economic development staffers.
2. **Be large enough to be widely representative, but small enough to be nimble.** Nine to fifteen members is probably the right size. Too few members would limit the Committee's community representation and influence; too many makes getting consistent attendance a problem.
3. **Include both City and County elected officials.** Both the City Council and County Commission should each have one representative on the Committee.
4. **Represent key community organizations and work areas in the Economic Development Strategy.** Such organizations would include those with a direct interest in and responsibility for economic and business development (e.g., SOREDI, the Grants Pass Chamber of Commerce, and the Illinois Valley Community Development Organization, Business Oregon), as well as those whose primary missions have significant impacts on economic development (e.g., Rogue Community College and the Josephine County library). A matrix that relates these issues to prospective members is a good tool for populating the Committee.
5. **Have committee members start and end their terms on a rolling basis.** Committee members should commit to a defined term of service. The committee should stagger these terms to maintain some continuity.

Operation and support of the CEDC

Guidelines for the operation of the CEDC follow. The CEDC, once convened, may recommend amending some of these guidelines. The City and the County must approve any such recommendations jointly.

1. **Life of the Collaborative Economic Development Committee.** The CEDC will be a standing committee that reports to City Council and the County Commission. The elected bodies should evaluate the performance of the CEDC on an annual basis to ensure that it is meeting its objectives. The CEDC may establish sub-committees or task forces to work on specific actions of this Plan. Those sub-committees or task forces should have clear objectives and sunset dates.
2. **Leadership.** At its first meeting the CEDC will elect a chairperson and co-chairperson. The duties of the chairperson (or co-chairperson when the chairperson is not available) will be to (1) communicate with staff about

meeting agenda, and (2) facilitate the orderly discussion of and decision-making on agenda items.

3. **Staff Support.** The City and County will each appoint one staff member to jointly support the activities of the CEDC. Those activities include:
 - Communicating with the chairperson about CEDC activities;
 - Coordinating as needed with other staff from the City, County, and other organizations with an interest in economic development;
 - Taking care of all CEDC meeting logistics;
 - Conducting research and preparing materials for those meetings;
 - Taking and distributing meeting notes;
 - Informing City and County elected officials on CEDC activities; and
 - Maintaining a website that communicates CEDC activities to the public.

The City and County will approve an appropriate allocation of staff time to fulfill these duties. Staff may add tasks as they deem appropriate, provided they stay within their allocated time budgets; additions that add significantly to staff time should be approved by the appropriate staff managers or elected officials.

4. **Consultant Facilitation Support.** The City and County should retain a consultant to facilitate CEDC meetings for the first six months to one-year. A trained facilitator can ensure that the Committee's early meetings, which are critical to the success of this Plan, are a success.
5. **Work Plan.** The CEDC should adopt a one-year work plan as its first activity. That work plan should provide details (responsible party, budget and funding, timelines, benchmarks, reporting) for the actions it will undertake in the first year. The work plan should be a living document that the CEDC may vote to amend as the year progresses.
6. **Process for Discussion and Decision-making.** The Committee should operate with an agreed-upon set of ground rules. Key rules include active participation; regular attendance; consensus decisions; and a positive, respectful, and forward-moving meeting format. More details are suggested in an appendix to this Strategy.
7. **Meetings.** The CEDC should have monthly meetings with clear agendas that begin with progress updates and conclude with action items. All CEDC members should attend every meeting. The CEDC should not allow substitutions. The CEDC should ensure that all members have an

opportunity to contribute both during the meeting (e.g., progress update) and between meetings (e.g., action item).

Clarify and get agreement on the details of key actions

This section describes the actions that the CEDC will pursue. Some actions are relatively straightforward. The actions are organized into three sections that align with factors of production:

- Services
- Infrastructure
- Workforce Development and Entrepreneurship

The Strategy explains *what* each action is but, unlike a typical economic development strategy, does not go into details on *who* completes the action or *how* it gets done. Development of these implementation details requires consensus among members of the organizations responsible for implementation. The CEDC will be the implementation organization for this Strategy. Its establishment is the first action item for this Strategy, thus the CEDC will need to work through details of subsequent actions as it progresses.

The CEDC cannot undertake all actions alone and at once. It will need to involve other members of the community in sub-committees, and to sequence its actions to manage workflow.

Services

Update the County's land-use permitting process

Stakeholders in Josephine County identified a need to improve and streamline the permitting and regulatory processes from “concept to shovel.” Of 42 businesses that expanded or relocated in 2014, 26 percent identified County planning requirements and timing as a challenge for expansion or relocation.

The CEDC will provide advice to the County's Community and Economic Development Director about how to streamline the land permitting and regulatory process, and will serve as a liaison to business community on that topic. The result should be a single, consolidated checklist of things a business must do to complete a permit or land-use application. The checklist should include all supporting documents (e.g., forms specific to the inquiry) and a single point of contact for assistance.

Continue to strengthen the relationship with SOREDI as the pipeline for identifying and attracting larger businesses looking to locate in Josephine County

The nonprofit SOREDI provides economic development services to 13 cities in Josephine and Jackson Counties and to the Counties themselves. It is often the first stop for businesses looking to locate in southern Oregon, and has the potential to be a strong pipeline for identifying and attracting businesses to Josephine County. Better coordination between SOREDI and the City and County will improve their abilities to leverage this opportunity. The City and County will each designate a staff person to be the point-of-contact for SOREDI. They will hold regular meetings with their SOREDI counterpart to discuss existing inquiries and actions that they and SOREDI can take to improve the number of successful leads. They will update the CEDC on their meetings with SOREDI. They may recommend a list of action items to the CEDC, which the CEDC should then include on its next meeting agenda.

Design and implement a community conversation about desired services and how to fund them

The County cannot afford to provide critical public services, notably criminal justice, at a typical level. Although some of these services are not direct factors of production, they are nonetheless fundamental to economic development. For example, businesses require criminal justice services to ensure their property and employees are safe from harm. The County has tried unsuccessfully to pass levies to fund the provision of services. There is a disconnection between what the County needs to grow its economy and what residents are willing to pay for.

The CEDC will work with the County to implement a community conversation about desired services and how to fund them. This conversation should start broadly: What aspects of quality of life matter most to residents? How do County services support quality of life? It should then move to the specific: How can the County fund these services?

Develop information and materials to ensure the City and County are able to respond to business inquiries with a unified message and up-to-date information

Businesses trying to start-up, relocate, or grow need information: accurate information, not marketing exaggerations. Information is a factor of production, and it can be costly to collect and evaluate. Local governments can reduce this business cost by providing thorough, relevant, and accurate information quickly.

There are several entities in the County that businesses might go to for such information. Each organization should deliver a consistent message and packet of information materials in response to business inquiries.

The CEDC will work with those entities to compile a packet of information that all entities can distribute. One staff member should have the responsibility for regularly updating this information online.

Infrastructure

Assist with the planning, funding, and development of fiber infrastructure

High-speed Internet is necessary for business: its how most businesses access, transmit, and store information. Without high-speed Internet, most businesses cannot function. The absence of high-speed Internet infrastructure in many areas of the County is an impediment to their economic development.

The County's rural development patterns are an impediment to private investment in fiber infrastructure, so the public sector will need to make the initial investment. The first step is for the CEDC to identify what "middle-mile" infrastructure—the connections at major public institutions like schools and libraries—exists to provide high-speed access to anchor institutions. It should start by identifying gaps in that middle-mile network, and applying for government grants to fund their completion.

The second step is for the CEDC to identify and evaluate funding options for the "last-mile" infrastructure—the connections that enable businesses and households to access high-speed Internet. Some smaller communities have found that private firms were willing to complete the last-mile infrastructure once the middle-mile infrastructure was complete. If conditions are not yet ripe for private investment, the CEDC may work with the City and County to explore both federal and State grant opportunities, as well as the feasibility of starting a public utility (e.g., MINET, which serves Independence and Monmouth, Oregon).

Invest in infrastructure at the Grants Pass Airport

The Grants Pass Airport, located near Merlin, is one of two public airports in Josephine County. It serves many local traded sector firms, notably Dutch Bros. To both maintain current clients and attract new ones, the airport needs infrastructure upgrades. The CEDC will work with Josephine County Airports to develop and implement an infrastructure funding plan for the Grants Pass Airport.

Workforce Development and Entrepreneurship

Convene a task force to coordinate education and workforce development programs and fully engage the private sector

Labor is the single most important cost factor for most businesses. Developing a robust labor force requires high-quality education and training as well as

systems to coordinate resources. Research conducted for this Strategy indicates that both the education and training resources in the County are sufficient. The challenge is that they are not working closely both with each other and with businesses.

The lack of coordination is a significant impediment to economic development. Businesses suffer because there is no feedback loop to ensure that programs provide the right type of training. Residents suffer because they cannot easily find and access training resources.

The CEDC will convene a task force to coordinate workforce education and training programs in the County. This task force should include representatives from Worksource Oregon, the Rogue Workforce Partnership, the Josephine County Library, Rogue Community College, the school districts, the Chamber of Commerce, and local businesses. Its first objective will be to develop a living database of resources and a process for updating the database. It may identify secondary objectives for CEDC consideration.

Develop a feasible concept for a business incubator, makerspace, and/or public market

Research and stakeholder meetings for this Strategy suggest the potential value of public investment in a business incubator, makerspace, or public market. Among the potential advantages for local economic development: develops entrepreneurship, addresses the recommendation to “grow-your-own,” and could further develop potentially important industry sectors (value-add agriculture, cannabis, small-scale manufacturing, and tourism).

The CEDC will convene a sub-committee to investigate opportunities for a business incubator, makerspace, and/or public market. This committee should include representatives from the Chamber of Commerce, Rogue Community College, and industries that might participate in such a project.

It may be the case that only one of these projects makes sense. Or, as they are complementary, it may be the case that the CEDC recommends development of a phased project with multiple components. ECONorthwest provided the City and County with sample scopes of work for this effort.

Appendices

The appendices are where we house the detailed analyses that support the strategic plan. They include:

- Appendix A: Process Summary
- Appendix B: Situational Assessment
- Appendix C: Detailed Sector Analyses
- Appendix D: Committee Ground Rules

Appendix A: Process Summary

Stakeholder and community engagement was a critical component of Plan development. Over the course of the project, the consultant team traveled to Grants Pass on three occasions to hold focus groups, stakeholder charrettes, community open houses, and one-on-one interviews. This appendix summarizes feedback from those events.

Appendix B: Situational Assessment

A strategic plan should respond to the realities of existing conditions and the possibilities and likelihoods of future conditions. A *situational assessment* provides information about past, current, and potential and likely future conditions. It sets the stage for a strategic plan that addresses current and potential problems and opportunities.

A situational assessment looks at two specific aspects of economic development. First, it looks at direct measures of economic development conditions at the national, state, and local level. Think of these as the *outputs* of economic activity. Second, it looks at conditions that influence economic development, which are typically *inputs* that facilitate economic activity.

What are these inputs? They are things that matter to businesses—things that influence decisions businesses make about the type and amount of economic activity they will pursue. Economists call these things *factors of production*.

The main factors of production (the things businesses need to operate) are:

- Land and built space
- Infrastructure and services
- Workforce (labor)
- Entrepreneurship
- Supplies (materials)
- Access to Markets
- Business Clusters

This chapter is organized as follows:

- **Context for local economic development** summarizes national and state trends that set the stage for the description of local economic development conditions.
- **Economic development conditions in Grants Pass and Josephine County** provides an overview of direct measures of economic development in the study area.
- **Conditions that impact economic development** describes existing conditions, future conditions, and opportunities in Grants Pass and Josephine County for key factors of production.

Context for Local Economic Development

Economic development in Josephine County will occur in the context of long-run national trends and long- and short-run state trends.

National Trends

The U.S. will see continued economic growth, which will improve workforce conditions. Analysis from the Congressional Budget Office (CBO) predicts moderate GDP growth: 3.1% in 2016, 3.7% in 2017, and 2.2% in both 2018 and 2019. Increases in consumer spending, business investment, and residential investment are expected to drive this growth. Beyond 2019, CBO predicts that output will increase by 2.1% per year, higher than 2008-2014 growth, but lower than growth in the 1980s, 1990s, and early 2000s, mainly due to slower labor force growth.

Increases in output will contribute better workforce conditions. Growth in hourly compensation will increase labor force participation, slowing its longer-term decline.³ At the same time, a higher percentage of the labor force will find employment, leading to a decrease in the unemployment rate. The CBO projects that the unemployment rate will fall to 5.0% by the fourth quarter of 2017, and remain relatively steady after that. It may increase on the margin to 5.25% from 2020-2025.⁴

The U.S. is increasing productivity. Productivity, measured by output per hour of labor input, increased in most sectors between 2000 and 2010, peaking in 2000 and 2007. The recession interrupted productivity increases. After the recession many industries had large productivity increases (2009 to 2010). Industries with the fastest productivity growth were Information Technology-related industries. These include wireless telecommunications carriers, computer and peripheral equipment manufacturing, electronics and appliance stores, and commercial equipment manufacturing wholesalers.⁵

Federal budgets will need to pay increasing social security costs. The Board of Trustees of the Federal Old-Age and Survivors Insurance and Federal Disability Insurance Trust Funds estimates that the number of Social Security recipients will grow from 59 million in 2014 to over 90 million in 2035, a 53% increase. Lower birth rates for replacement generations mean that the number of covered workers will probably increase only about 15% over the same time period

³ Congressional Budget Office. An Update to the Budget and Economic Outlook: 2015-2025. August 2015. <https://www.cbo.gov/publication/50724>

⁴ Congressional Budget Office. An Update to the Budget and Economic Outlook: 2015-2025. August 2015. <https://www.cbo.gov/publication/50724>

⁵ Brill, Michael R. and Samuel T. Rowe, "Industry Labor Productivity Trends from 2000 to 2010." Bureau of Labor Statistics, *Spotlight on Statistics*, March 2013.

(compared to the 53% increase in retirees), from 165 million to almost 190 million in 2035. Thus, the number of Social Security beneficiaries per 100 covered workers will increase from 36 in 2014 to 58 in 2035, driving up the percent of the federal budget dedicated to Social Security and Medicare.⁶

Many baby boomers are working full-time after qualifying for social security benefits. The National Institute of Aging reports that an increasing proportion of people in their early- to mid-50s expect to work full-time after age 65. In 2004, about 40% of these workers expected to work full-time after age 65, compared with about 30% in 1992.⁷ This trend can be seen in Oregon, where the share of workers 65 years and older grew from 2.9% of the workforce in 2000 to 4.1% of the workforce in 2010, an increase of 41%. Over the same 10-year period, workers 45 to 64 years of age increased by 15%.⁸

The U.S. needs replacement workers. The need for workers to replace retiring baby boomers will outpace job growth. According to the Bureau of Labor Statistics, there will be 50.6 million total job openings over the 2012-2022 period, over two-thirds from replacement needs. Almost two-thirds of job openings are in occupations that do not require postsecondary education (e.g., retail sales person, food preparation workers, and home care aides).⁹

The fastest growing occupations will require an academic degree. Although about two-thirds of new jobs added by 2022 will not require an academic degree, the majority of the *fastest growing* occupations will require a degree and, on average, they will yield higher incomes. Occupations requiring an academic degree likely to grow the fastest are: industrial-organizational psychologists, interpreters and translators, diagnostic medical sonographers, occupational therapy assistants, genetic counselors, physical therapist assistants, and physician assistants.

The relationship between natural resources and the economy has changed. Once, natural resources were a direct source of economic activity; now, they increasingly play a more indirect role in economic development. Economic activity from natural resource extraction is a smaller share of total activity. These resources are now more important to quality of life for local communities, an

⁶ The Board of Trustees, Federal Old-Age and Survivors Insurance and Federal Disability Insurance Trust Funds, 2015, *The 2015 Annual Report of the Board of Trustees of the Federal Old-Age and Survivors Insurance and Federal Disability Insurance Trust Funds*, May 13, 2011.

⁷ "The Health and Retirement Study," 2007, National Institute of Aging, National Institutes of Health, U.S. Department of Health and Human Services.

⁸ Analysis of 2000 Decennial Census data and 2010 U.S. Census American Community Survey, 1-Year Estimates for the table Sex by Age by Employment Status for the Population 16 Years and Over

⁹ "Occupational Employment Projections to 2012-2022," Bureau of Labor Statistics, December 2013.

important factor in economic development. Increases in population and household income have increased demands for outdoor recreation, scenic vistas, clean water, and other resource-related amenities. Such amenities contribute to a region's quality of life and play an important role in attracting both households and firms.¹⁰

Demand and prices for energy will increase. Despite increases in energy efficiency and decreases in demand for energy among some industries, the Energy Information Administration expects demand for energy to increase over the 2013 to 2040 period. Increases in population and economic activity, particularly among industrial and other commercial users, will drive growth in energy consumption. Residential use may decline slightly. Higher prices will accompany increased demand.¹¹

As energy prices increase over the planning period, transportation energy consumption will decrease. Higher energy prices may decrease willingness to commute long distances,¹² but fuel efficiency gains for vehicles may partially offset this impact. Moreover, continued improvements in communication technology mean more efficient travel from system management, and increasing alternatives to physical travel. The U.S. is expected to increase total vehicle miles traveled through 2040.¹³

Companies will move to where labor costs are lower. Labor and transportation costs are primary determinants of globalization. When a wage gap between two areas is larger than the additional costs of transporting goods, companies are more likely to shift operations to an area with lower labor costs. Conversely, when transportation costs increase, companies may have incentive to relocate to be closer to suppliers or consumers.

The impact of declining fuel costs on business mobility occurs incrementally over time, and is difficult to measure in the short-term. If transportation costs decrease over the planning period, businesses may not make the decision to relocate (based on transportation costs) because the benefits of being closer to suppliers and markets may not exceed the costs of relocation.

¹⁰ For a more thorough discussion of relevant research, see, for example, Power, T.M. and R.N. Barrett. 2001. *Post-Cowboy Economics: Pay and Prosperity in the New American West*. Island Press, and Kim, K.-K., D.W. Marcouiller, and S.C. Deller. 2005. "Natural Amenities and Rural Development: Understanding Spatial and Distributional Attributes." *Growth and Change* 36 (2): 273-297.

¹¹ Energy Information Administration, 2015, *Annual Energy Outlook 2015 with Projections to 2040*, U.S. Department of Energy, April 2015.

¹² Energy Information Administration, 2015, *Annual Energy Outlook 2015 with Projections to 2040 Early Release Overview*, U.S. Department of Energy, April 2015.

¹³ Energy Information Administration, 2015, *Annual Energy Outlook 2015 with Projections to 2040 Early Release Overview*, U.S. Department of Energy, April 2015.

People will move to more temperate climates as climate change occurs. There is a consensus among the scientific community that global climate change is occurring and will have important ecological, social, and economic consequences over the next few decades and beyond.¹⁴ Extensive research shows that Oregon and other western states already have experienced noticeable changes in climate and predicts that more change will occur in the future.¹⁵

In the Pacific Northwest, climate change is likely to (1) increase average annual temperatures, (2) increase the number and duration of heat waves, (3) increase the amount of precipitation falling as rain during the year, (4) increase the intensity of rainfall events, and (5) increase sea level. These changes are also likely to reduce winter snowpack and shift the timing of spring runoff to earlier in the year.¹⁶

But the affects of climate change on local economic development are relative, and may benefit Oregon. California and Arizona will get hotter and drier. Oregon is likely to look good to many businesses and households in comparison.

State Trends

State, regional, and local trends will also affect economic development in the City and County over the next 20 years.

Long-term Trends

Oregon will see more in-migration from other states. Oregon will continue to experience in-migration (more people moving *to* Oregon than *from* Oregon) from other states, especially California and Washington. From 1990 to 2013, Oregon's

¹⁴ Karl, T.R., J.M. Melillo, and T.C. Peterson, eds. 2009. *Global Climate Change Impacts in the United States*. U.S. Global Change Research Program. June. Retrieved June 16, 2009, from www.globalchange.gov/usimpacts; and Pachauri, R.K. and A. Reisinger, eds. 2007. *Climate Change 2007: Synthesis Report. Contribution of Working Groups I, II, and III to the Fourth Assessment Report of the Intergovernmental Panel on Climate Change*.

¹⁵ Doppelt, B., R. Hamilton, C. Deacon Williams, et al. 2009. *Preparing for Climate Change in the Upper Willamette River Basin of Western Oregon*. Climate Leadership Initiative, Institute for a Sustainable Environment, University of Oregon. March. and Doppelt, B., R. Hamilton, C. Deacon Williams, et al. 2009. *Preparing for Climate Change in the Rogue River Basin of Southwest Oregon*. Climate Leadership Initiative, Institute for a Sustainable Environment, University of Oregon. March.

¹⁶ Mote, P., E. Salathe, V. Duliere, and E. Jump. 2008. *Scenarios of Future Climate for the Pacific Northwest*. Climate Impacts Group, University of Washington. March.; Littell, J.S., M. McGuire Elsner, L.C. Whitely Binder, and A.K. Snover (eds). 2009. "The Washington Climate Change Impacts Assessment: Evaluating Washington's Future in a Changing Climate - Executive Summary." *In The Washington Climate Change Impacts Assessment: Evaluating Washington's Future in a Changing Climate*, Climate Impacts Group, University of Washington; Madsen, T. and E. Figdor. 2007. *When it Rains, it Pours: Global Warming and the Rising Frequency of Extreme Precipitation in the United States*. Environment America Research & Policy Center and Frontier Group.; and Mote, P.W. 2006. "Climate-driven variability and trends in mountain snowpack in western North America." *Journal of Climate* 19(23): 6209-6220.

population increased by almost 1.1 million, 65% of whom were people moving into Oregon (net migration). The average annual increase in population from net migration over the same time period was just over 29,000. Oregon's net migration was highest during the early- to mid-1990s, peaking at just over 60,000 in 1991. Oregon hasn't experienced negative net migration since the early- to mid-1980s.¹⁷

Oregon nonfarm employment is likely to increase. The OEA expects total nonfarm employment to increase from 1.7 million in 2013 to just over 2 million in 2022, an increase of 340,000 jobs. The industries with the largest growth will be Professional and Business Services, Leisure and Hospitality, Health Services, and Retail Trade, accounting for 61% of forecast growth.¹⁸

Oregon increasingly depends on exports. Oregon's exports totaled \$19.4 billion in 2008 – a near doubling of the value of exports in 2000. Exports reached \$21 billion in 2014, and are forecast to remain at that level in 2015. Oregon exports primarily to countries along the Pacific Rim, with Canada, China, Japan, Korea, and Malaysia as top destinations. Oregon's largest exports are tied to high-tech, mining, and agricultural products.¹⁹

Oregon continues to see shifts in manufacturing, from natural resource-based to high-tech and other manufacturing industries. Since the 1970s, resource-extraction related industries have declined as a share of total economic activity. An example of this transition is the shift within Oregon's manufacturing sector, in which employment declined in the Lumber & Wood Products industry while concurrently increasing in other manufacturing industries, such as high-technology manufacturing (Industrial Machinery, Electronic Equipment, and Instruments), Transportation Equipment manufacturing, and Printing and Publishing.²⁰

Mainly because of recent wage growth, Oregon wages are at their highest point relative to other states since the recession in the early 1980s. In 2014, average annual wage was \$46,515, and median household income was \$51,075.²¹

¹⁷ Portland State University Population Research Center. 2013 Annual Population Report. April 2014. <http://www.pdx.edu/prc/annual-oregon-population-report>

¹⁸ Office of Economic Analysis. Oregon Economic and Revenue Forecast, September 2015. Vol. XXXV, No. 3, page 48.

¹⁹ Oregon Office of Economic Analysis. Oregon Exports 2015: Destination Countries. August 2015. <http://oregoneconomicanalysis.com/2015/08/13/oregon-exports-2015-destination-countries/>

²⁰ Although Oregon's economy has diversified since the 1970's, natural resource-based manufacturing accounts for nearly 40% of employment in manufacturing in Oregon in 2014, with the most employment in Wood Product and Food manufacturing (QCEW).

²¹ Oregon Quarterly Census of Employment and Wages, 2014. <https://www.qualityinfo.org>; US Census American Community Survey 1-Year Estimates, 2014, Table B19013.

The OEA forecasts that total personal income (all classes of income, minus Social Security contributions, adjusted for inflation) in Oregon will increase 63%, from \$157 billion in 2013 to be \$256 billion in 2022. It forecasts per capita income will increase by 47% over the same time period, from \$40,000 in 2013 to \$59,000 in 2022 (in nominal dollars).²²

Small businesses support a large share of employment in Oregon. While small businesses (those with 100 or fewer employees) played a large part in Oregon's expansion between 2003 and 2007, they also suffered disproportionately in the recession and its aftermath (64% of the net jobs lost between 2008 and 2010 were from small businesses).

In 2012, small businesses accounted for 96% of all businesses and 41% of all private-sector employment in Oregon. Said differently, most businesses in Oregon are small (in fact, 77% of all businesses have fewer than 10 employees), but the largest share of Oregon's workers work for large businesses.

The average annualized payroll per employee at small businesses was \$34,248 in 2012, which is considerably less than that at large businesses (\$48,938) and the statewide average for all businesses (\$46,669).²³ This trend may explain, in part, why Oregon wages are relatively low.

Short-term Trends

The Oregon economy is currently "at full throttle growth." Over the past year, Oregon added over 50,000 jobs, a 3.4% growth rate. The professional and business services, health services, and leisure and hospitality industries have accounted for almost half of total growth in the State.²⁴ Wage increases have accompanied employment growth.

Oregon has not, however, completely recovered from the recession. It has a large labor-force participation gap (the difference between the percent of the population either employed or looking for work now and the same percentage when "operating at full strength").²⁵ The OEA expects economic growth in

²² Office of Economic Analysis. Oregon Economic and Revenue Forecast, September 2015. Vol. XXXV, No. 3, page 47.

²³ U.S Census Bureau, 2012 Statistics of U.S. Businesses, Annual Data, Enterprise Employment Size, U.S and States. <http://www.census.gov/econ/susb/>

²⁴ Office of Economic Analysis. Oregon Economic and Revenue Forecast, September 2015. Vol. XXXV, No. 3. , page 8 <http://www.oregon.gov/DAS/OEA/docs/economic/forecast0915.pdf>

²⁵ Office of Economic Analysis. Oregon Economic and Revenue Forecast, September 2015. Vol. XXXV, No. 3. , page 8 <http://www.oregon.gov/DAS/OEA/docs/economic/forecast0915.pdf>

Oregon to remain at the current pace through 2017, but slow as more baby boomers retire.²⁶

The housing market is continuing to recover. Oregon is seeing high household formation rates, which is good for the housing market. But the supply of housing (both rental and ownership) has not kept pace with demand, causing home prices and rents to rise. The OEA expects construction to increase over the next three years, relieving some of this pressure.²⁷

The Oregon Index of Leading Indicators has grown since 2012. The OEA uses this index to monitor strength of employment and business performance. The leading indicators showing improvement are: volume of airfreight, initial claims for unemployment, wage and salary withholdings, and incorporations of new companies. Negative trends among the Index of Leading Indicators include: flat housing permits, decreasing industrial production, and the appreciating Oregon Dollar Index.²⁸

Oregon's economic health is dependent on the export market. The value of Oregon exports in 2014 was \$21 billion. Oregon's main importers are: China (20% of total Oregon exports), Canada (15%), Malaysia (12%), Japan (8%), South Korea (6%), and Taiwan (5%).²⁹ With the appreciation of the American dollar, Oregon's exports have slowed.³⁰ The economic slowdown across many parts of Asia will continue to affect the Oregon economy. However, the Trans-Pacific Partnership, a bill that would reduce trade barriers if approved, would increase Oregon exports to participating countries (such as Malaysia, Japan, and Canada).

Economic Development Conditions in Grants Pass and Josephine County

Public-sector economic development policy focuses on creating economic prosperity. This chapter describes direct indicators of economic prosperity. For each indicator, the situational assessment compares Josephine County to other counties in the Southwest Oregon Region (Coos, Curry, Douglas, and Jackson counties), the State of Oregon, and the United States. This chapter provides key

²⁶ Office of Economic Analysis. Oregon Economic and Revenue Forecast, September 2015. Vol. XXXV, No. 3.

²⁷ Office of Economic Analysis. Oregon Economic and Revenue Forecast, September 2015. Vol. XXXV, No. 3, page 18.

²⁸ Office of Economic Analysis. Oregon Economic and Revenue Forecast, September 2015. Vol. XXXV, No. 3, page 15.

²⁹ United States Census. State Exports from Oregon, 2011-2014.
<https://www.census.gov/foreign-trade/statistics/state/data/or.html>

³⁰ Office of Economic Analysis. Oregon Economic and Revenue Forecast, September 2015. Vol. XXXV, No. 3, page 7

takeaways; the full tables and details will be available in the completed situational assessment.

Output

Real per capita GDP for Grants Pass Metropolitan Statistical Area (MSA) was \$22,015 in 2014, which is higher than many southern Oregon counties but lower than its neighbor, Medford; the State; and the U.S. Two factors may explain why Grants Pass MSA has a relatively low output. The first reason is that its population has a larger share of retirees. The second is that educational institutions, which offer stable jobs but do not generate high output, are among the major employers of the region.

Number of Establishments

The number of businesses in Josephine County has increased on par with Jackson County, the State, and the U.S. as a whole. At 1.1 percent, Josephine County's average annual growth in businesses was just behind the U.S. and Oregon from 2001 to 2014.³¹

Population

Josephine County's population was 83,599 in 2014, in the middle of the pack for southern Oregon counties. Until 2000, Josephine County had more population growth than other Southwest Oregon counties, Oregon, and the U.S. In the mid-2000s, population growth slowed. The OEA forecasts that Josephine County's population will grow at a moderate rate of 1.16 percent per year from 2015 to 2030, which aligns with the State as a whole.

The current population is relatively old, compared to the U.S., the State, and other southern Oregon counties. Curry County is the only county in Southwest Oregon to have a larger share of people 65 and older. This aging population will increase demand in health care services and replacement workers.

Employment and Unemployment

Josephine County has a relatively low share of the working-age population that was employed, 41 percent in 2014. In the U.S. as a whole, that share was at 58 percent. Low percentages suggest high percentages of retirees, high unemployment, or both.

In the case of Josephine County, the answer is "both." The previous section indicates that Josephine County has a relatively high share of retirees. Josephine County also has high unemployment. Josephine County's unemployment rate in

2014 was 9.7 percent. Jackson, Douglas, and Coos counties as well as the State (7.0 percent) and the U.S. (6.2 percent) all had lower rates that year.

Income

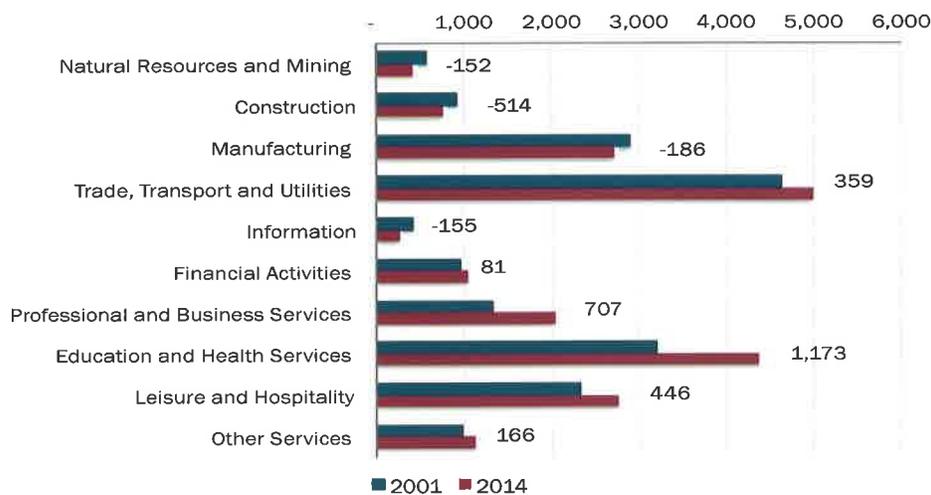
Josephine County had the lowest per capita income compared to other Southwest Oregon counties, Oregon, and the United States. Josephine County’s per capita income was \$33,577 in 2014. Oregon’s per capita income in 2014 was \$41,220. Per capita income in the U.S. was \$46,049 in 2014. The other Southwest Oregon counties’ per capita income in 2014 were: \$37,600 (Jackson County), \$36,400 (Coos County), \$35,700 (Curry County), and \$34,500 (Douglas County).

Income trends derive from the population and employment trends as described in this chapter. Josephine County has an older population and relatively high unemployment. This combination results in a lower per capita income, compared to all other comparison geographies.

Industry Activity

Trade, Transport, and Utilities and *Education and Health* services employed the greatest share of people in Josephine County in 2014. This is not surprising: retail stores are part of the *Trade, Transport, and Utilities* section. In 2009, Wal-Mart and Fred Meyer were the 5th and 12th largest employers in Josephine County, with 470 and 220 employees, respectively. Rogue Community College (919 employees), Three Rivers Hospital (900 employees), Grants Pass School District (670 employees), and Three Rivers School District (645 Employees) were the top four employers in 2009.³²

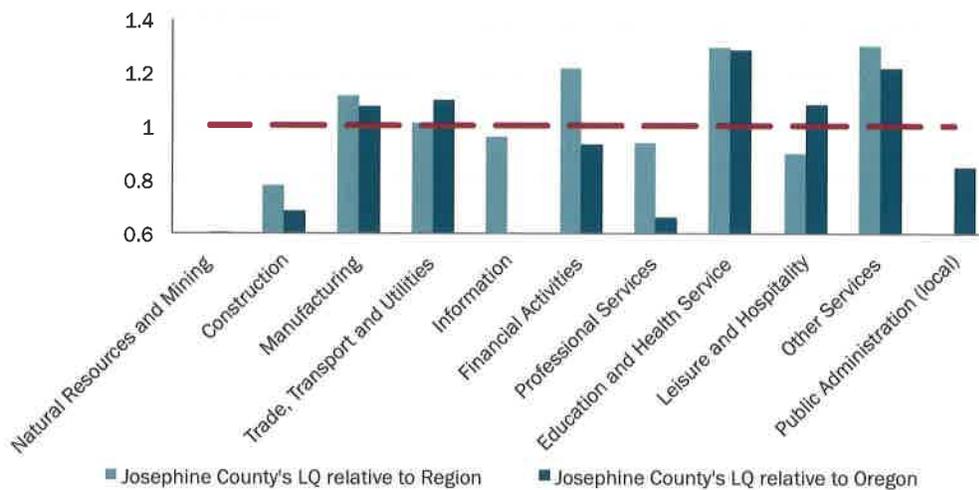
Figure 1: Employment by Industry, Josephine County, Total and Difference 2014 and 2001



³² Major Employers in Josephine County. Grants Pass and Josephine County Chamber of Commerce. 2009

Figure 2 shows Josephine County’s location quotients (LQ) compared to the southwest Oregon counties’ regional average and to the State. Location quotients are often used to suggest evidence of comparative advantage—for a concentration of an industry to exist in one place, industry must be more productive there than it would be somewhere else. Josephine County has a higher relative concentration of employment in the *Manufacturing, Transport and Utilities, Financial Activities, Education and Health Service, and Other services* sectors.

Figure 2: Josephine County Employment Location Quotients Compared with Southwest Oregon Region and Oregon, 2014



Local Conditions that Impact Economic Development

Government has a comparative advantage in creating positive effects on economic development factors for the following factors of production, each of which is addressed below:

- **Labor:** workforce development and education (Section 4.1)
- **Land and Buildings:** the planning and entitlement of land so that it is ready for development (Section 4.2)
- **Infrastructure:** sites have the necessary connections to support buildings and the operations they house (Section 4.3)
- **Services:** the kinds of things that businesses need to support operations and their employees need to support quality of life (Section 4.4).

Labor: Workforce Development and Education

The relative productivity and cost of *labor* is the single most important cost factor for most businesses (especially service businesses). Other things being equal, firms want higher labor productivity—more output per dollar spent on labor—which is a function of both the costs and skill of labor. Businesses that are

“footloose” (i.e., not strongly tied to a particular location—for example, call centers) and that are looking to expand will look for locations where they can find the best labor value (a pool of appropriately trained workers and competitive wage rates).

Government can help retain and attract businesses by providing high-quality education and training, and coordinating public and private education and training efforts to ensure a robust and responsive system. Governments may also attempt to attract an educated and skilled labor force through *placemaking*. Such investment in the public realm can make a region more attractive to households and reduce the difficulties and costs to businesses of attracting and retaining labor. The literature of economic theory (and increasingly the empirical literature) is clear that quality of life factors affect people’s desire to live in a certain place, and that a perceived high quality of life can offset wages.

Regarding the education of the labor force, the County’s performance is on par with similar jurisdictions. Evidence suggests that K-12 public education in the County is about average for the State, and above average for districts with similar characteristics. Regarding higher education, the County does not have a state university or college and is unlikely to get one. It has a community college that is a pathway to four-year and higher degrees, and a technical training provider.

Although institutions in the County produce an educated labor force, focus group participants said that local businesses find it difficult to retain these workers and attract new skilled workers. Relatively low wages and the absence of social opportunities discourage young professionals from continuing to work in the City and County. However, participants were optimistic that the region could leverage its locational advantages and natural amenities to retain and attract skilled employees seeking a high quality of life. Worksource Oregon does have an office in Grants Pass that works on these issues. Actions taken in this plan should complement the efforts by Worksource Oregon.

Land and Buildings

Most businesses require a physical space (e.g., office, warehouse, factory, or storefront) in which to operate, and buildings need land that is properly located, sized, serviced, and priced. Government has a critical role to play in ensuring that this factor of production is of *high quality* and is delivered *efficiently* in a *business-friendly climate*. Government has a primary responsibility for the efficient planning, entitlement, and zoning. In some cases, government also gets involved in supporting brownfield redevelopment, land assembly, land cost write-down, and building improvements.

Four major categories exist: residential, commercial, industrial, and rural. At a high level, the City and County are doing relatively well in terms of the supply

of appropriately zoned land. Many cities in Oregon have struggled with state land use policies. Some have been unable to expand urban growth boundaries and believe that they are without the land that would allow them to facilitate efficient and economical business growth. The story in Grants Pass is different. The data suggest that the City has made reasonable estimates of commercial, industrial, and residential land need for 20 and 40 years, and has expanded its Urban Growth Boundary and created Urban Reserves with amounts of land that approximately match estimate needs.

Two challenges face the City and County as they consider this factor of production. The first concerns industrial lands. Although the region has industrial land, this land is not supplied with adequate infrastructure and services. Interviews and planning documents consistently cited the absence of adequate shovel-ready industrial land as one of the most important challenges facing local economic development.

The second challenge relates to rural forestland. Of the 1.04 million acres in Josephine County, the federal government owns 68 percent. This means that State, local government, and private landowners must work with federal partners to design complementary land management strategies.

Infrastructure

Businesses need buildings to operate. Buildings need land. But the land must be served by essential infrastructure. Key infrastructure required for most business includes electricity, water, wastewater, transportation, and telecommunication connections. Quality infrastructure and amenities also help to attract and retain a talented labor pool.

Government can, and is generally expected to, provide most of the local infrastructure to support industrial, commercial, and residential development. Though the private sector usually provides these services on site (e.g., it pays for the pipes, wires, and roads that connect a development to a larger infrastructure network), it usually does not build or maintain the off-site network and facilities. Business cannot grow and add jobs without infrastructure; they recognize government's role in providing it and expect to pay reasonable fees as part of the cost of doing business. Providing necessary and expected infrastructure efficiently and fairly may be the most significant thing that local governments can do to support economic development.

The previous section noted that raw land of suitable size, topography, and location is not a critical problem in the City or County; such land exists. The more critical problem is that the raw land may not be able to be serviced quickly or cheaply. Since businesses need *buildable* sites (ones with essential infrastructure that the City, County, or partner public service districts are

supposed to provide), policies related to the provision of infrastructure are likely to be key elements of an economic development strategy.

Funding infrastructure and service improvements in the City and County is a problem for many reasons. First, the City and County tend to rely on State and Federal funding for infrastructure improvements, which limits local government's ability to make those improvements. Second, the community tends to vote against funding for infrastructure of criminal justice improvements, especially older citizens. Third, relatively low property tax rates in the County, while incentivizing businesses to locate in the area, limit funding for necessary infrastructure improvements.

Services

It is typical for cities to increase the services they provide as they grow. Growth in services derives from: (1) an increase in people needing the same services; and (2) a need for services to accommodate different types of people and needs, and to cope with the effects of increased development and density (e.g., services to maintain environmental quality and to reduce nuisances). Some of the services relate directly to the provision of factors of production described above; others address more broad basic safety and quality-of-life issues (e.g., police and emergency services; library and parks).

Businesses use services to a varying degree, but all are necessary. Some they use directly, but infrequently (e.g., police and fire). They require this segment of services to protect against business disruption and loss. Some they may use only indirectly (e.g., libraries or parks), meaning their owners, employees, and families depend on them. This segment is thus equally important to economic development.

Businesses will differ in their support for certain types and amounts of services, but they will generally agree that (1) some public services are important, and (2) they should be provided efficiently. A region that can demonstrate quality services at relatively low cost is demonstrating value, and businesses will consider that value when making decisions to start-up, expand, or relocate.

The situational assessment covers many of these "services" in its discussion of infrastructure. The most important services to discuss in this section are land use and permitting and incentives.

Both *land-use permitting* and *incentives* are two-edged swords. Land-use permitting (and related land-use planning and regulation) exists to protect and enhance public health, safety, and welfare. Building codes, for example, give buyers some assurance that the myriad structural elements they cannot see have been constructed properly; codes about how sewage and stormwater are handled protect public health and safety. Moreover, government usually provides the

ongoing protection and service: sewerage and treatment plants, road improvements and maintenance, police and fire. Providing services and facilities requires money, which comes primarily from taxes and fees. Thus, if governments provide incentives by reducing or waiving those taxes and fees, they can be short on money to provide a desired level of service.

Josephine County's tax base is moderate relative to other counties (for example, real market value (RMV) in Multnomah, Lane, and Jackson counties are respectively 12, 5, and 3 times greater than those in Josephine County; Douglas, Coos, and Klamath County have RMVs that are similar; Gilliam, Grant, and Harney counties have RMVs 10 times smaller). But Josephine County has the *lowest* tax rate (relative to RMV) of any county in Oregon.³³ Reducing property tax to attract growth is a gamble and requires some evaluation: Would the growth attracted have come anyway? Will it pay back in jobs and future tax revenues the incentives given? Can the County provide quality services (which also attract growth) with its low tax revenues?

There is little downside of having an *efficient* land-use permitting and regulatory process: what needs to be done should be done as quickly and economically as the desired outcomes allow. Thus, evaluating the efficiency of that process is a typical action found in local economic development plans. The challenge, of course, is finding the right balance between streamlining, the public's desire for involvement and review, and desired land-use outcomes.

Summary

All forecasts for the national and state economies are relatively strong. If the national and state economies perform about as predicted, the general important implications for local government like Grants Pass and Josephine County are straightforward: there will be ample growth for them to capture, but they must facilitate local conditions necessary to do so.

The City and County have complementary building blocks for economic development. For a city of its size and location, Grants Pass is in relatively good shape for continued economic development. Grants Pass has a good industrial base, land for new development, and processes in place to facilitate this development. The Urban Renewal Agency will likely fund the provision of infrastructure on developable industrial land; research conducted for this plan affirms the importance of this action. Links with SOREDI will help the City find

³³ <http://www.oregon.gov/DOR/programs/gov-research/Pages/research-property.aspx> Oregon Department of Revenue, *Oregon Property Tax Statistics, Fiscal Year 2014-15*, Exhibit 5, page 7.

tenants for these parcels. And, the City has a permitting and entitlement process that stakeholders say is efficient and fair.³⁴

The County has a bountiful supply of natural resources. On the demand side, these natural resources support economic development by attracting residents and tourists who will spend money on local goods and services. On the supply side, these assets provide businesses with labor (by attracting households) and materials.

Collaboration on economic development efforts will ensure that the City and County leverage their complementary assets to move toward their joint vision for the future.

³⁴ Since permitting is by nature regulatory and a process, it is in all cities almost always a source of complaints by property owners and developers. Having a system that is not identified as a major obstacle is having a relatively good system.

Appendix C: Informational Analysis of Selected Sectors

This appendix includes detailed analyses of the potential for the forestry industry and cannabis industry in Josephine County. The consultant team produced the forestry industry analysis in response to questions from City Council and County Commissioners about industry potential. The consultant team produced the cannabis industry assessment because it is a new (legal) industry in the County and, as such, very little economic analysis on industry potential is available elsewhere.

Forestry Industry Assessment

Richard Haynes produced this appendix for ECONorthwest for the Grants Pass and Josephine County Economic Development Strategy.

Forest Sector in Jackson and Josephine Counties

Jackson and Josephine counties, like other westside Oregon counties, are heavily forested (2.92 million acres) with a long history of forest management and a forest products industry. This history of forest management reflects shifting objectives of landowners both public and private, changing markets and forest utilization. Each of these will be briefly discussed in the following sections.

Table 1 shows the proportions of forestland by major owner for both Jackson and Josephine counties and for all westside Oregon counties. These counties do differ from other westside counties in both their greater dependence on federally (both USFS and BLM) managed timberlands and reduced presence of State and private timberlands.

Table 1. Forestland by Ownership Category, western Oregon counties

Forestland by owner	Jackson & Josephine	All Westside
National forest (11)	30%	28%
National Park Service (21)	0%	0%
Bureau of Land Management (22)	25%	11%
Fish and Wildlife Service (23)	0%	0%
Department of Defense or Energy (24)	0%	0%
Other federal (25)	0%	0%
State (31)	1%	9%
Local (county, municipal, etc.) (32)	2%	1%

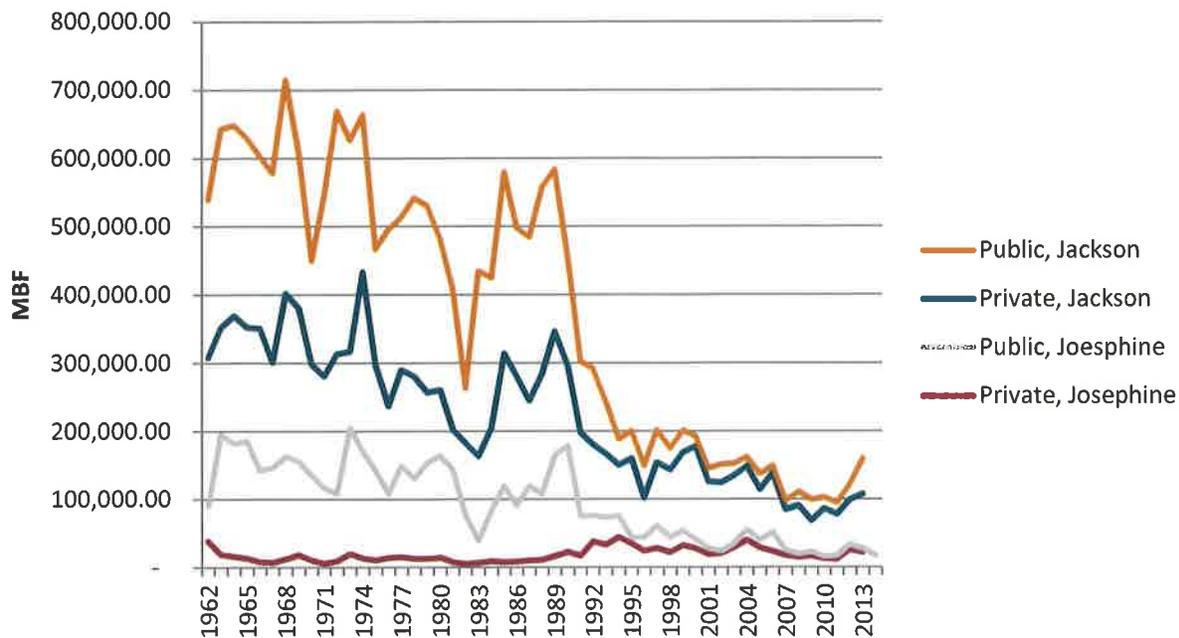
Advocates for broad-scale sustainable forest management have impacted timberland management across Oregon and Washington and have shaped the history of the industry. Starting in the 1930s, advocates promoted sustainable forest management practices and harvest limitations on public timberlands, with three goals of 1) stabilizing stumpage prices to provide an incentive for forest management practices on both public and private timberlands, 2) developing stable forest-based communities as an alternative to earlier “cut and run” practices, and 3) establishing trust arrangements where timber revenues substitute property tax and other revenues.

More recently, advocates for large-scale sustainability have focused on regulations to manage federal forestlands to meet joint ecological and socioeconomic goals. For federal lands, the development and adoption of the US Northwest Forest Plan (NWFP the Plan; USDA and USDI 1993, 1994) was the mechanism used to protect critical habitat for the northern spotted owl and other habitat-protection goals across a vast landscape of 24 million acres (~10 million ha). Past management practices and new goals for recovery of species listed under the US Endangered Species Act have shifted the focus of this plan to forest restoration.

Some critique the trend toward sustainable forest management, blaming job and trust revenue losses in timber-dependent Pacific Northwest communities on the US Northwest Forest Plan. But, several other factors have contributed to the current state of the industry: (1) the timber market is more competitive, and (2) mills are more efficient. Both of these factors have driven down the amount of labor required for the local industry.

Changes in forest management priorities and related factors have influenced timber harvest in aggregate and by key owner group. The differences in ownership patterns are reflected in harvest patterns as shown in a stacked fashion in Figure 1 where public harvests in both counties dominated total harvests until the early 1990s. There are differences between the two counties, with harvests in Jackson County being about twice that of Josephine County and private harvest in Josephine County being relatively small.

Figure 1. Timber harvest by major owner groups, Jackson and Josephine Counties, 1962-2013



Total harvests over this 51-year period declined 4% per year with much of the decline occurring just before and following the implementation of the NWFP (1994) that reduced federal harvests roughly 90 percent. This pattern is typical for all of the western Oregon counties and one difference here is that there has been little response from private landowners to offset some of the harvest reductions.

These harvest reductions both in the long term and in the past two decades have had numerous and widespread economic and social impacts that have shaped forest policy debates and raised questions about the forest sector’s contribution to local economic conditions. In those debates, changes to forest sector revenue and employment impacts are often focal points for desired action. Each of these will be reviewed in the following sections and in a final section there are some observations about possible advocacy issues in the context of the forest sector’s contributions to economic development.

Forest Sector Revenues

One of the focal issues is the perceived decline in forest timber revenues. For private timberland owners, timber is a capital asset and a large component of the value of timberland. For public landowners, timber revenues represent a return to various treasuries and to three trusts arrangements for most western Oregon counties (Forest Service, BLM, and Oregon Department of Forestry). These revenues in nominal dollars can be summarized as decade averages expressed annually for the past five decades.

Table 2. Annual Decade Average Revenues (millions of dollars) by Major Owner Group

	JACKSON		JOSEPHINE	
	PRIVATE	PUBLIC	PRIVATE	PUBLIC
1962-71	6.2	9.5	0.4	5.1
1972-81	24.8	47.2	2.5	25.0
1982-91	26.9	39.5	2.5	19.7
1992-01	43.7	13.3	14.2	5.5
2002-11	24.8	2.1	6.9	1.2
2011-13	25.3	3.4	8.0	1.0
Average	25.3	19.2	5.8	9.6

Table 2 shows that public revenues peaked in the 1970s, while private revenues peaked in the 1990s as timber markets adjusted to reductions in federal timber harvests (see the 1993 price spike in Figure 2). In spite of planning direction and general guidance provided by forest regulation models, Table 1 shows how difficult it is to provide steady forest based revenues when there are changes in both harvest flows as well as changes in timber (stumpage) prices.

Stumpage prices for public agencies in western Oregon are shown in Figure 2. Prices for publically owned timber were closely aligned until the mid 1990s.³⁵ At that point, different management regimes on federal timberlands reduced the quality of species and grade mixes offered for sale and increased the use of thinning or patch cutting harvest strategies, which have higher logging costs. Both of these factors increased stumpage prices for federal land. The ODF prices also represent prices received by private landowners selling in the domestic market.

³⁵ In an economic sense this reflects price arbitrage across similar types (and grades) of stumpage being sold by each public agency.

Figure 2. Stumpage prices for timber sold by public agencies in Western Oregon

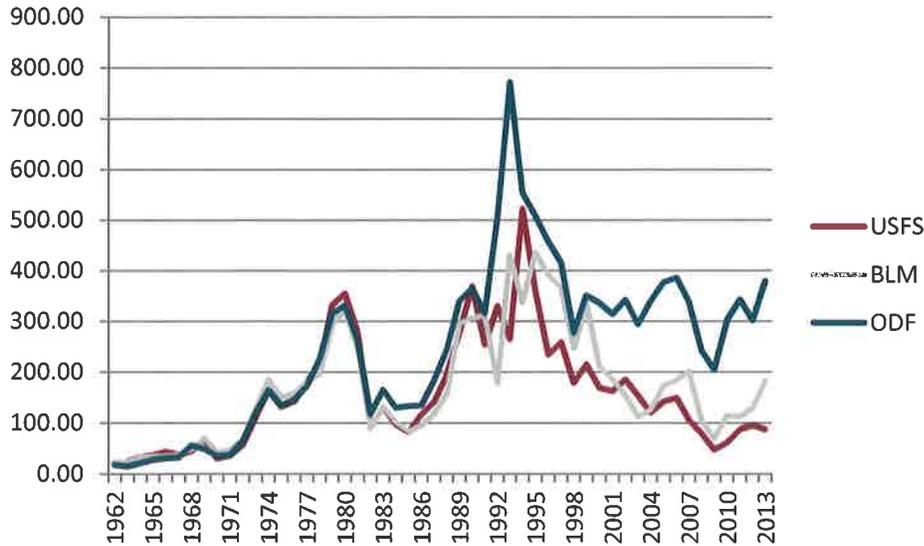


Figure 2 illustrates two other underlying economic issues. First, even with some progressive changes in ODF sale practices, prices for ODF timber have average \$195 dollars/MBF higher than both the Forest Service and BLM sales³⁶. From the perspective of an economist, there appears to be a disincentive (or seen another way a penalty) for adopting harvest restrictions (volume, types of timber offered, and logging systems) imposed as a part of ecosystem management: the federal government has paid an opportunity cost of \$195/MBF with the implementation of the NWFP.

The second issue is the role that money illusion plays in developing financial expectations. Ignoring the price spike and looking at nominal ODF stumpage prices only, revenues appear to have peaked in 2005. Revenues adjusted for inflation, however, peaked in 1980 and have been mostly flat for the past 30 years, until the “great recession”. This trend suggests that many stakeholders may be reacting to illusionary expectations for financial returns rather than adjusting expectations for their potential purchasing power. Further, current expectations that stumpage markets are returning to their long-term averages suggests that real revenues will return to the average of the past 30 years.

Employment and the Jobs Debate

Often, timber policy debates are reduced to two dimensions: jobs and some sort of forest condition measure. Such a debate treats the number of forest products (both in the woods and mills) jobs as a proxy for economic prosperity. Parsing

³⁶ This sale relation also exists in Western Washington where DNR sales average \$234/MBF more than Forest Service sales.

out this debate requires an assessment of the timber industry itself and the measurement of jobs.

The Timber Industry

Historically, western Oregon had the highest concentration of primary wood product facilities in the US. In 2013 (the latest year data is available), there were 143 active forest products facilities located in Western Oregon. Southwest Oregon (Coos, Curry, Douglas, Jackson, Josephine, and Lane counties) contained the largest proportion of lumber producers (39 percent) and plywood and veneer operations (73 percent). There are seven facilities producing veneer, plywood, or both in Jackson and Josephine counties. There are several portable mills that operate intermittently in the two counties. Most of the products produced by these facilities are consumed within southwest Oregon counties: in 2013, only about 8 percent of timber harvested in southwest Oregon counties was exported out of state (Simmons).

There have been three important changes. First, the number of mills has declined in Oregon, from 553 in 1968 to 188 in 2013 (Simmons). Second, there has been a decline in the diversity of products produced with greater emphasis on softwood lumber production. Third, lumber production per mill has increased with the “new wave” of mills built or rebuilt in the last 30 years. The transition to timber coming from private timberlands accelerated this shift.

While many people dismiss concerns about the decline of the forest products industry, it is difficult to manage forests without addressing this reality. Public land management in the West has depended on an uneasy relation between public agencies and privately-funded industries, one in which resources flowed from public lands to the private sector. There are opportunities to explore a more constructive alliance with these various privately funded enterprises, especially focusing on hazardous fuel management. At the same time, a prosperous forest industry offers markets for private timberland sustaining forested open spaces cherished by many who see forested ecosystems as a set of ‘commons’ contributing to the sense of openness that distinguishes the West.

Jobs Measurement

Forest policy debates often include statements such as, the direct job multiplier for Oregon is 8.4 jobs per million board feet harvested (Zhou 2015). Using that figure, the combined 2013 harvest for Jackson and Josephine counties should account for 1,380 jobs. But, as shown in table 3, actual employment in the Forest sector in Jackson and Josephine counties was 2,767 suggesting that these counties import logs from neighboring counties. Table 3 suggests that both total employment and the share of employment in the forest sector (the total of both NAICS 321 and 113 industries) have fallen from pre-recession levels. Finally as a

caveat, many forestry jobs are transitory. For example, logging crews move from sale to sale across multiple counties.

Table 3. Total and Forest Sector Employment in Jackson and Josephine Counties

Year	Jackson County NAICS			Josephine County NAICS			Forest Sector Jackson	Forest Sector Josephine
	Total Employment	NAICS 321	NAICS 113	Total Employment	NAICS 321	NAICS 113		
2000	73,614.00	4,038.00	586.00	22,370.00	1,473.00	148.00	6%	7%
2001	74,107.00	2,775.00	649.00	22,433.00	935.00	184.00	5%	5%
2002	74,688.00	2,596.00	626.00	21,823.00	885.00	273.00	4%	5%
2003	76,578.00	2,355.00	743.00	22,377.00	683.00	292.00	4%	4%
2004	79,373.00	2,392.00	772.00	23,303.00	649.00	346.00	4%	4%
2005	82,372.00	2,340.00	773.00	24,691.00	715.00	318.00	4%	4%
2006	83,537.00	2,278.00	810.00	25,434.00	744.00	247.00	4%	4%
2007	84,335.00	2,088.00	824.00	25,115.00	696.00	244.00	3%	4%
2008	81,987.00	2,178.00	825.00	24,413.00	574.00	252.00	4%	3%
2009	76,087.00	1,587.00	708.00	22,633.00	402.00	120.00	3%	2%
2010	75,501.00	1,459.00	231.00	22,247.00	424.00	82.00	2%	2%
2011	74,891.00	1,436.00	245.00	22,569.00	460.00	80.00	2%	2%
2012	76,020.00	1,711.00	293.00	22,565.00	491.00	92.00	3%	3%
2013	78,138.00	1,816.00	354.00	22,712.00	490.00	107.00	3%	3%

NAICIS 321 = North American Industry Classification System for lumber and wood products.
 NAICIS 113 = North American Industry Classification System for forestry services and logging.

Table 3 illustrates both the relentless changes in the economies of the West and the effects of the 90 percent reduction in federal harvest. The industry really started to change in the mid-1970s, resulting in the loss of forest products manufacturing and agency jobs. These changes have had a disproportionate impact on rural communities, especially those adjoining federal lands. Since the early 1990s, migration into many western areas has created economic growth and employment opportunities that partially offset lost manufacturing jobs. It has also changed community attitudes about forest management.

Summary

This section presents some suggested pathways for forest based economic development.

1) Consider the opportunity to improve the alliance among advocates for forests (both those who see them as a “commons” and those that see them as a source of goods and services). Include in this alliance the forest products industry. It is private capital that makes many opportunities. Include stakeholders in the alliance between forest owners and conservation advocates who share the desire

to protect open spaces and associated goods and services from dwindling away as human populations increase.

2) Find ways to start a discussion about realistic timber revenue expectations. Sustained yield management, while a long-standing and admirable goal, does not yield steady revenues. As figures 1, 2 and Table 1 illustrate there is (in spite of increasingly sophisticated harvest scheduling models) no certainty with harvest levels.

3) Expand the discussion of economic development to include both risks and uncertainties. Forest management has, regrettably, two long and not helpful traditions. First there is a tendency to accept one set of risk expectations in one category of outcomes, while ignoring higher risks in other outcomes. Second, there is a persistent tendency to comingle risk assessment and management. Try to include some specific assessments about the risks and uncertainties involved in decision-making processes.

4) Advocate for increasing prices for Federal Timber being offered for sale. There are two specific actions. First, suggest greater consideration be given to improving the log grades of timber being offered for sale. As figure 2 suggests, federal sales tend to contain higher proportions of low-grade material, thus reducing stumpage prices and associated timber revenues. Second, consider the total cost of ownership for logging systems (the total cost of ownership includes other costs associated with production and sales over time, not just the purchase price). In competitive stumpage markets, any increases in the costs of production for federal timber reduces net turns to the treasury.

5) Advocate for more effective outreach to private timberland owners in the two counties. Harvest levels in the two counties are roughly at the sustained yield level, given current stocking (1,535 cubic feet per acre)³⁷. There are opportunities to improve private land management practices (like stocking control, thinning, and pruning) that would increase current stocking. For example, if private lands were managed more like the State lands in the two counties, sustained yield could be increased by more than 50 percent.

³⁷ Computed from Forest Service FIA data for each county and using Von Mantel's formula for computing allowable cut assuming a 40 year rotation length.

Cannabis Industry Assessment

Oregon’s cannabis industry is in transition. It has been moving, step-by-step, from being a pure black market to now a mix of legal and illegal activities. Legalizing recreational marijuana was the most recent and greatest step taken. The first year its full effects will be felt is 2017. For that reason, we present our predictions for the cannabis industry in that year.

2017 Market Overview

In 2017, Oregonians will harvest the equivalent of 10.192 million ounces of dried marijuana. They will export more than half out of state—an activity that is illegal by federal law. Another 1.47 million ounces will go through illegal grey market channels unlicensed by the state.

Table 1: 2017 Oregon Cannabis Consumption and Production, Ounces³⁸

Sources and Dispositions	Ounces
Recreational, residential retail purchases	980,000
Retail tourist purchases	450,000
Oregon grey market consumers	1,470,000
Home grown product	60,000
Medical, in-state consumer purchases	1,396,000
Consumption in Oregon	4,356,000
Plus exports from Oregon	5,510,000
Minus imports to Oregon	(280,000)
Inventory additions (removals)	300,000
Marketed in-state production	9,886,000
Post-harvest loss adjustment (3%)	306,000
Oregon harvested production	10,192,000

About 28 percent of Oregon’s 2017 output will surface legally in stores or as homegrown production. The rest will remain effectively in black and grey markets.

In Oregon 4.356 million ounces will be consumed—450,000 by out-of-state visitors and over 3.9 million ounces by Oregonians. That is slightly more than 1¼-ounce per adult.

We believe edibles and extracts will account for a third of retail sales when measured in their equivalent dried plant material volumes. In dollar terms, edibles and extracts would be the majority of retail sales.

³⁸ Ounces of dried flower buds, small leaves, and trim. Consumed as is or processed into a cannabis product.

Intense competition is a certainty. Many in the industry are expanding output. Many others are just entering the industry with new businesses. Their expectations look back on history when sellers garnered wide margins and received high prices for marijuana.

High prices of the past reflected the legal risks and dangers of being in the industry. Legalization erodes those premiums.

Legalizing marijuana eliminates selling barriers that kept buyers and sellers apart beyond small, narrow circles of familiar connections. In the open market, which begins in mid-2016, any licensed supplier can compete openly with all others for customers they may never meet personally, but who weigh quality and price before buying. In these circumstances, prices decline.

For producers in 2017, legalization in full force has advantages. Cannabis product manufacturing will expand dramatically in Oregon. Legalization would improve capital and talent availability, make outdoor growing safer and far cheaper than before, permit branding, and open the way to innovations. All told, the industry will be larger and more productive—getting more ounces out into the market at lower costs.

One very important issue to keep in mind is that marijuana in 2017 will remain illegal in the eyes of the federal government. That benefits local consumers, but hurts the industry. Since Oregon licensed firms cannot sell out of state without going afoul with authorities, supplies will back-up in the state, driving down prices. Companies may accept that because they may hope federal legalization is coming that would allow sales across state lines.

That is a realistic hope, although the timing could be years away. Even if Oregon producers were restricted to selling to bordering states, that would prove a boom to local growers. By virtue of resource endowment, Josephine and Jackson counties have an ideal climate for highly competitive production. They stand to be the centers of the industry if federal barriers to cross-border sales end.

In 2017, having production increase and be limited, at least legally, to sales in state, prices will fall. ECONorthwest believes the retail price of cannabis flowers will average \$140 an ounce. The farm gate price will settle at about \$32 an ounce. There will be a good market for trim at \$12 an ounce. Trim consists of small leaves and other plant parts suitable for cannabis oil extraction. Processors make it into smoking and edible products.

Trends and Changes

ECONorthwest expects several changes and trends in the local cannabis industry that could affect Grants Pass. For example:

- Josephine County has at least 2,363 growers. Jackson has 3,506.
- Barring widespread crop failure, expect an oversupply of recreational and medical cannabis in Oregon. Too many people are getting into the business. The marginal cost of expanding output for most growers is modest. State and federal laws prohibit sales across state lines.
- The wide margins supported by prohibitory laws will narrow. Prices will fall and cannabis businesses will fail.
- One bright spot is the market for edible products. The competition is less. Tourists, due to anti-smoking legislation and the policies of lodging and car rental companies, are a ready-made market, as well as being less price sensitive than Oregonians.
- Edible products have high producer mark-ups. Based on current prices at stores in Washington, an edible sold at retail for \$5 has 10 *mgs* (milligrams) of the active ingredient THC. A one-gram flower sells for \$10, but contains 200 mgs. Marijuana is less than one-tenth the cost of the edible.³⁹
- You can create a defensible brand in edibles more easily than for flowers.
- The agricultural research evidence is sparse on marijuana. But we do know that hops farm production and crop processing is considerably more efficient at large scale—or as economists call it—economies of scale. Hops and marijuana are in the same plant family (*Cannabaceae*).
- Oregon Liquor Control Commission (OLCC) prohibits large farms. That regulation will change as the situation warrants.
- Because of its historic legal status, the supply chain consists mostly of low volume producers. Post legalization, larger volume operators will emerge and some will prosper. Many small businesses will fail.
- Except for some specialized products, we expect most indoor growing operations will fail. The costs of indoor growing are too high and consumers, in most segments, too price sensitive.
- Production will migrate south from the Portland and Willamette Valley areas to Josephine, Jackson, and Douglas counties where growing conditions are considerably better.
- Land availability is not an issue. Oregon farmers could grow all the cannabis needed in the state on 500 acres. Land would only become a problem if marijuana were federally legalized and markets open up in large population states.

³⁹ It is less than one-tenth because the cannabis oil made from marijuana comes from the marijuana plant parts that are less valuable than flowers.

- It is highly seasonal. Outdoor crops mature in September, spurring great demand for workers.
- Wholesale prices peak in August and bottom in October.
- Cannabis oil has a long shelf life. Dried cannabis flowers store well from six months to as long as two years.
- Some local growers have over twenty years of experience and developed cultivars that are recognized by consumers around the world.
- ECONorthwest believes industrial hemp is a niche crop whose supporters overstate its prospects. It is an unlikely industry for Grants Pass for two reasons. First, industrial hemp pollen interferes with cannabis yields. Secondly, industrial hemp is dioecious. Thus, as an oil seed, it is less competitive since only every other plant has female flowers and produces seed. In contrast, common oil seed crops (cotton, corn, soy, sunflower, canola, safflower) are hermaphroditic.

Josephine County Market

The marijuana industry in Josephine County in 2017 is difficult to estimate. The values expressed here are subject to large changes. ECONorthwest may conduct an economic impact analysis in 2016, which would give us access to data and permit a more accurate forecast. In the absence of that, we offer the following dimensions of the cannabis market for Josephine County in 2017.

Local farms will harvest about 3.2 million ounces of marketable, dried product. That will make Josephine County the second largest producer in Oregon. More than 90 percent of that will be grown outdoors.

At the farm gate price of \$31.25, county production would be worth \$100 million. However, growers that sell out of state can garner higher prices. Conceivably, farm output could worth \$200 million.

We estimate 800 to 1,000 full-year equivalent jobs from farm production and processing in 2017. Most workers will be seasonal. Total wages would be \$25 to \$30 million. Farm proprietor income would be \$10.2 million.

The retail value (of flowers) would be about three times the farm gate price. Most of those sales will be in the Willamette Valley and up into the Portland metropolitan area.

While an ideal location for growing, legalization should stimulate wholesale and processing businesses. The OLCC specifically licenses these and they allow growers to get them, thus, combining growing with processing and wholesaling in one business. Of the two, processing has the highest value added and greater economic stimulus potential.

Josephine County Support

Based on our knowledge of industrial economics, our research on the marijuana industry, and discussions with various experts, we recommend support of processing cannabis into branded consumer products. In this case, economies of scale are critical. Effectively, it is food manufacturing with all the health, safety, and packaging concerns.

For example, you could establish a secure manufacturing area with modern food production equipment and a testing lab (contrary to claims, use of miticides and other chemicals is prevalent in cannabis farming, so strict testing is critical). The goal is to create a highly efficient, mechanized production line that would let the County capture a dominant market share statewide. In 2017, the edibles market alone will be about \$100 million at the producer level. If and when cross-border sales become legal, the facility, or group of facilities sharing an industrial park, would stand to grow.

This strategy takes advantage of a legal circumstance in the market. Securing financing for an at-scale factory making products that are legal in Oregon but illegal at the federal level is very difficult for private investors. As such, edibles are processed on a small scale, nearly kitchen scale, in Oregon, Washington, and Colorado. Cross-border sales are prohibited. Yet the market in Oregon alone will be \$100 million and high margin.

If a government entity can establish a facility, rent it, and capture even half the statewide market, it would see about 150 new full time jobs in processing. Furthermore, growers in Jackson County, likely to be the largest producer statewide, will sell cannabis oil for use in making edibles in Grants Pass.

Similarly, there are a variety of products that vaporize cannabis oil. While the cannabis oil itself is inexpensive, the margins on these products are substantial. So additional manufacturing opportunities exist. Having a secure, clean industrial space with great access to I-5, clean water, and affordable electric power that is also wanting cannabis businesses could prove to be a smart strategy.

Appendix D: Committee Ground Rules

This brief appendix provides some ground rules for the Committee. BDS Planning & Urban Design produced these ground rules.

Guiding Principles

- Equitable distribution of resources and opportunity
- Respect
- Transparency
- Accountability
- Champions
- Priorities
- Action & Change

Responsibilities

- Participate (no alternatives if attendance not possible)
- Positive
- Perspective
- Acknowledge conflicts of interest
- Knowledge
- Share information

Ground Rules for Meetings and Discussions

- Everyone's voice counts
 - Take turns
 - Each perspective is valid
 - Listen respectfully
 - Questions are okay
- Forward movement
- Positive recommendations

Working Consensus

- Everyone gets a say
- Recommendations you can "live with"
- If we must vote: 80% = consensus (in attendance)

Item: Resolution forming the Collaborative Economic Development Committee.

Date: February 1, 2017

SUBJECT AND SUMMARY:

This Resolution, along with a Board Order by the Josephine County Board of County Commissioners, will establish the Collaborative Economic Development Committee (CEDC).

RELATIONSHIP TO COUNCIL GOALS:

This supports Council's goal of **ENCOURAGE ECONOMIC OPPORTUNITIES** by working with the County on the joint Economic Development Strategic Plan.

CALL TO ACTION SCHEDULE:

Call to action schedule: At Council's discretion.

BACKGROUND:

The City began discussions about developing a joint Economic Development Strategic Plan in March of 2015. Following the request for proposal process, EcoNorthwest's proposal was selected and they began working with the City and County to develop a plan.

The Plan identifies "The key and first step for realizing the vision of the Grants Pass / Josephine County Economic Development Strategy is for the City and County to form a Collaborative Economic Development Committee (CEDC)."

The City and County have complementary assets and the desire to collaborate and cooperatively work together to achieve economic success. Working with the County through the CEDC should help us better utilize our assets and support our efforts.

Establishing the Collaborative Committee will help promote economic development in our City, County and region.

COST IMPLICATION:

The formation of the CEDC will have minimal financial impact. It will require some staff time and building resources to assist with their committee meetings.

ITEM: 4.c. RESOLUTION FORMING THE COLLABORATIVE ECONOMIC DEVELOPMENT COMMITTEE.

Staff Report (continued):

ALTERNATIVES:

1. Adopt the resolution forming the CEDC as proposed;
 2. Adopt the resolution forming the CEDC with changes and ask that the County incorporate the proposed changes in their Board Order; or
 3. Do not adopt the resolution and defer establishment of the committee.
-

RECOMMENDED ACTION:

It is recommended Council adopt the resolution forming the Collaborative Economic Development Committee.

POTENTIAL MOTION:

I move to adopt the resolution forming the CEDC.

RESOLUTION NO.

A RESOLUTION OF THE COUNCIL OF THE CITY OF GRANTS PASS FORMING THE COLLABORATIVE ECONOMIC DEVELOPMENT COMMITTEE.

WHEREAS:

1. The City of Grants Pass and Josephine County are interested in working together on a joint Economic Development Strategic Plan; and
2. The formation of a Collaborative Economic Development Committee (CEDC) has been identified as the first step and provides the foundation for subsequent economic development activities; and
3. Representatives from the City and County have worked together to propose a committee form that can provide effective advice for the governing bodies; and
4. The CEDC will be able to promote cooperation in achieving progress in economic development efforts and activity; and
5. The Committee can help the City and County monitor implementation of economic development actions.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Grants Pass that the Collaborative Economic Development Committee is formed as outlined in the attached Exhibit 'A', including the Collaborative Economic Development Committee bylaws.

EFFECTIVE DATE of this Resolution shall be immediate upon its passage by the City Council and approval by the Mayor.

ADOPTED by the Council of the City of Grants Pass, Oregon, in regular session this 1st day of February 2017.

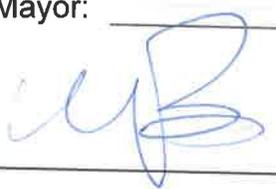
SUBMITTED to and _____ by the Mayor of the City of Grants Pass, Oregon, this ____ day of February 2017.

Darin Fowler, Mayor

ATTEST:

Karen Frerk, City Recorder

Date submitted to Mayor: _____

Approved as to Form, Mark Bartholomew, City Attorney _____


COLLABORATIVE ECONOMIC DEVELOPMENT COMMITTEE

1. **Purpose:** To have the Collaborative Economic Development Committee (CEDC) be responsible for advising on and monitoring the implementation of economic development actions. The CEDC is to promote cooperation in getting to agreement on how economic development actions should be implemented, and to monitor the implementation of those actions.

2. **Type:** Advisory Committee

3. **Number of Members:** Thirteen (13) total members, with five (5) appointed by the City, five (5) appointed by the County, one (1) member appointed by Cave Junction, one (1) member representing Rogue Community College (RCC), and one (1) member representing the Grants Pass and Josephine County Chamber of Commerce.

4. **Term of Appointment:** Three-year (staggered) terms.

5. **Special Qualifications:**

City Appointments will have special qualifications/experience in:

1. Business Retail
2. Manufacturing/Industrial
3. Health Care
4. Finance/Commercial lending/Real-estate
5. Member at large

County Appointments will have special qualifications/experience in:

1. Forestry/Natural Resources
2. Tourism
3. Transportation/Airports
4. Agriculture Industry
5. Technology

6. **Appointed by:** Grants Pass City Council (5 members);
Josephine County Board of County Commissioners (5 members);
Cave Junction City Council (1 member)
Rogue Community College (1 member)
Chamber of Commerce (1 member)

7. **Staff Support:** Susan Seereiter, Grants Pass Business Advocate
Julie Schmelzer, County Community Development Director

8. **Liaisons:** Grants Pass: Councilor _____ (to be named)
County: Commissioner _____ (to be named)
Cave Junction: Councilor _____ (to be named)

Members appointed by the City of Grants Pass:

	Name	Address	Telephone No.	Term Appointed	Term Expires
1					3/31/20
2					3/31/19
3					3/31/19
4					3/31/18
5					3/31/18

Members appointed by the County:

1					3/31/18
2					3/31/19
3					3/31/20
4					3/31/18
5					3/31/19

Member appointed by the City of Cave Junction:

					3/31/19
--	--	--	--	--	---------

Member appointed by Rogue Community College:

					3/31/20
--	--	--	--	--	---------

Member appointed by the Grants Pass and Josephine County Chamber of Commerce:

					3/31/20
--	--	--	--	--	---------

COLLABORATIVE ECONOMIC DEVELOPMENT COMMITTEE BYLAWS

Article I - NAME AND PURPOSE

Section 1. Name: The name of this committee shall be the Collaborative Economic Development Committee (CEDC). It shall be an advisory committee to the City of Grants Pass and to the Josephine County Board of Commissioners (BCC) on matters pertaining to economic development.

Section 2. Purpose: To have the Collaborative Economic Development Committee (CEDC) be responsible for advising on and monitoring the implementation of economic development actions. The CEDC is to promote cooperation in getting to agreement on how economic development actions should be implemented, and to monitor the implementation of those actions.

Article II - COMMITTEE ROLE AND RESPONSIBILITIES

Section 1. CEDC Role and Responsibilities: The CEDC will make recommendations for the following key actions:

A. Services

1. Enhancing capabilities, focusing on delivery of governmental services;
2. Identifying desired City and County services and how to fund them;
3. Communicating accurate uniform informational materials to businesses.

B. Infrastructure

1. Assisting with planning, funding, and development of fiber infrastructure;
2. Assisting with planning, funding and development of infrastructure for properties at the Grants Pass Airport.

C. Workforce Development and Entrepreneurship

1. Developing and coordinating education and workforce development programs;
2. Developing a feasible concept for a business incubator, makerspace, and/or public market.

D. Work to promote business and public awareness of economic opportunities in the area.

Section 2. CEDC will work with "Business Resource" agencies and organizations such as: SOREDI, Business Oregon, Small Business Development Center (SBDC), RFACT, Work Source, and Experience Grants Pass, to encourage economic development.

Section 3. CEDC will provide information, recommendations and reports to the Grants Pass City Council and to the Josephine County Board of County Commissioners.

Liaisons. The City Council and the Board of County Commissioners may require that the committee Chair report regularly to their Liaison about the committee's actions and plans. The Staff Liaison helps in maintaining communication between the committee, staff and Governing body's liaisons. If needed, the Chair may request a meeting with the Council Liaison or County Board Liaison to resolve problems and report progress.

Public Information Meetings. The success of a committee's endeavors often depends on effective communication with the public. The committee may hold public meetings and hearings when needed, both to inform citizens of work in progress and to gain public reaction and response. All meetings are subject to public meeting law.

Annual Report to City Council and Board of County Commissioners. The committee shall furnish a written annual report to the Council and the Board. The reports shall outline the committee's accomplishments, any specific needs and all recommendations of the committee. The City's annual report shall be part of the Council's annual strategic planning process. (Resolution 5823)

Article III - MEMBERSHIP

Section 1. Committee Composition: The CEDC will be comprised of Thirteen (13) total members, with five (5) appointed by the City, five (5) appointed by the County, one (1) member appointed by Cave Junction, one (1) member representing Rogue Community College (RCC), and one (1) member representing the Grants Pass and Josephine County Chamber of Commerce.

Section 2. Membership Qualifications: All members of the CEDC must be at least eighteen (18) years of age and must reside within the boundaries of Josephine County. Committee membership representation shall be as follows:

Special Qualifications:

City Appointments will have special qualifications/experience in:

1. Business Retail
2. Manufacturing/Industrial
3. Health Care
4. Finance/Commercial lending/Real-estate
5. Member at large

County Appointments will have special qualifications/experience in:

1. Forestry/Natural Resources
2. Tourism
3. Transportation/Airports

4. Agriculture Industry
5. Technology

Section 3. Appointment of Members: County appointments shall be appointed or removed at the direction of the BCC. City appointments shall be appointed or removed at the direction of the City Council. Appointments to fill vacant positions shall be for the remainder of the term of said vacant position.

Section 4. Term of Membership: All CEDC members shall serve three-year terms. There are no reappointments; however, once a committee member's term has expired, he/she can reapply for the open position. The City Council or BCC may evaluate the citizen's contribution to the committee, the desirability of widespread involvement, and the changing needs of the committee to the City and County.

Section 5. Committee Officers:

Chair. The group may elect the chair. The chair is responsible for:

- Setting and following the agenda.
- Presiding at meetings.
- Constructive conduct of the group.
- Orderly process of business.
- Calling for actions and confirming actions taken by the quorum.
- Serving as the official voice of the group in representations taken to the City Council or Board of County Commissioners.

Secretary or Clerk. The group may elect the secretary or clerk.

Section 5. Resignation, Termination, and Absences: A committee member who is no longer able to serve, or moves out of town, should resign promptly so that the vacancy may be filled as soon as possible. Any resignation must be submitted in writing to the Committee Chair. Three unexcused absences from meetings are grounds for removal from the committee, commission, or board. The Chair will make a request that Council or BCC remove the member from the committee.

Section 6. Special Meetings: Special meetings of the CEDC may be called by the Council or the BCC. Notices of special meetings shall be sent out by the assigned Staff Support person to each committee member at least one (1) week prior to the meeting.

Article IV- SUBCOMMITTEES

Section 1. Subcommittee Formation: The CEDC may create subcommittees as needed, for purposes such as, but not limited to, public relations, data collection or special projects.

Article V- MEETINGS

Section 1. Meeting Schedule: The CEDC should establish a regular meeting schedule to suit the needs and convenience of the members. The primary location of meetings will be at the Grants Pass City Hall.

Depending on a committee's workload, meetings may be held weekly, bimonthly, monthly or less frequently. Monthly meetings are recommended for this committee. The Chair calls each meeting. When possible, a regular meeting day, hour and location should be established.

Section 2. Decision-making: The CEDC will make decisions by consensus of a majority of the members present at the time of the vote. Members must be physically present at the meeting to be entitled to vote.

Section 3. Quorum: A majority of the appointed members of the CEDC (7) will constitute a quorum for the purposes of conducting business and making decisions.

Section 4. Minutes and Records: All committee approved minutes must be filed with the Grants Pass City Recorder for Council acknowledgment and with the Board of County Commissioners for acknowledgement.

Minutes must include:

- The names of committee members present and absent at the meeting.
- The names of others present (may be included).
- Date, place, time convened, and time adjourned.
- All action taken at the meeting (such as all agreements reached by vote or consensus). Thus, the exact wording of all motions, including who made the motion and who seconded, and the vote of each member and those members who did not participate in the vote should be recorded. Minutes should be a complete enough statement of action and discussion to reflect the nature of deliberations and the substance of decisions. Any public participation in a hearing should be captured.

Minutes should also include:

- Assignments to committee members.
- Mention of topics discussed.
- Names of additional participants (not press or observers).
- Schedule of future meetings.

Support staff will assist in maintaining records in accordance with Oregon Public Records Laws and state archives requirements.

Section 6. Open Meetings: All meetings of the CEDC shall be open to the public. Notice of meetings shall be given by the assigned Staff Support person in accordance with Oregon Public Meetings Laws.

Article VI - CONFLICTS OF INTEREST

- Section 1. Declaration: The CEDC is subject to ORS 244.020, 244.040(1) and 244.210 to 244.030, defining conflict of interest and establishing protocols for members of public bodies in Oregon. CEDC members are expected to declare a conflict of interest prior to consideration of any matter causing a potential or actual conflict.
- Section 2. Potential Conflict defined: A potential conflict-of interest exists when a CEDC member takes an action that reasonably could be expected to have a financial impact on that member, a relative, or a business with which the member or member's relative is associated. The CEDC member may participate in an action after declaring the potential conflict and announcing its nature.
- Section 3. Actual Conflict defined: An actual conflict of interest exists when an action is reasonably certain to result in a special benefit or detriment to the CEDC member, a relative, or a business with which the member or member's relative is associated. The member will declare the actual conflict and announce its nature. The member must then refrain from taking any official action, except when the member's vote is necessary to achieve a quorum. When a vote is necessary to achieve a quorum, the member may vote, but may not participate in any discussion or debate on the issue out of which the actual conflict arises.

Article VII- AMENDMENTS TO BY-LAWS

- Section 1. Amendments: The CEDC may propose amendments to the By-Laws. Any recommendations agreed upon by the majority of the Advisory Board shall be forwarded to the City and the BCC for approval. The City and BCC have the authority to adopt, amend or repeal By-Laws, through resolutions.

Article VIII - EFFECTIVE DATE

- Section 1. Effective Date: These Bylaws shall become effective upon the approval of the Josephine County Board of Commissioners, by Board Order and by approval of the Grants Pass City Council by Resolution.

Resolution authorizing the City Manager to
extend the Jail Agreement with Josephine
County for adult jail services.

Date: February 1, 2017

SUBJECT AND SUMMARY:

This resolution authorizes the City Manager to extend the Jail Agreement with Josephine County for adult jail services.

RELATIONSHIP TO COUNCIL GOALS:

This supports Council's goal of **KEEP CITIZENS SAFE** by providing critical criminal justice services for City residents and visitors.

CALL TO ACTION SCHEDULE:

The current agreement expires June 30, 2017. Call to action schedule: Action is preferred (but not required) by February 28, 2017 to assist the City and County with preparing budgets for next fiscal year.

BACKGROUND:

For the last five years, Josephine County has had insufficient resources to provide criminal justice programs, such as the jail services, on a countywide basis. The City's Police Division relies on these services, as do other law enforcement agencies that serve throughout the County. The City's Police Division needs these services to be able to provide efficient and effective law enforcement services. The City and County entered into a short-term contract in recent fiscal years while working on funding solutions for the jail and other parts of the County criminal justice system. The County has recently offered a contract renewal to the City for next fiscal year at the same terms as the current fiscal year.

The current contract to rent jail beds expires June 30, 2017. This resolution would authorize the City Manager to continue the agreement with Josephine County for rental of adult jail beds. The adult jail bed contract would include the following general provisions, which is renewing the current contract at the same terms for next fiscal year:

- 28 beds at a fixed cost of \$972,000 for the 12 months beginning July 1, 2017
- Shall expire June 30, 2018

COST IMPLICATION:

Revenue Source: A combination of jail services utility fee revenues or other available discretionary General Fund revenues as determined by the Council.

The annual impact to FY'18 is \$972,000.

ITEM: 4.d. RESOLUTION AUTHORIZING THE CITY MANAGER TO EXTEND THE JAIL AGREEMENT WITH JOSEPHINE COUNTY FOR ADULT JAIL SERVICES.

Staff Report (continued):

ALTERNATIVES:

1. Council can choose to renew the current contract for adult jail beds;
 2. Council can choose to negotiate for a different scope of jail service; or
 3. Council can choose to take no action and allow Josephine County to maintain full responsibility for all countywide services.
-

RECOMMENDED ACTION:

It is recommended the current jail contract be renewed.

POTENTIAL MOTION:

I move to approve the resolution authorizing the City Manager to extend the current agreement with Josephine County for the rental of jail beds for a period not to exceed June 30, 2018.

RESOLUTION NO.

**A RESOLUTION OF THE COUNCIL OF THE CITY OF GRANTS PASS
AUTHORIZING THE CITY MANAGER TO EXTEND THE JAIL AGREEMENT WITH
JOSEPHINE COUNTY FOR ADULT JAIL SERVICES.**

WHEREAS:

1. Josephine County Government has implemented severe cuts to criminal justice services beginning in 2012; and
2. City residents and City Police Officers are impacted by the inability to jail adults who commit crimes; and
3. City Council desires to extend the agreement with Josephine County for adult jail services; and
4. City Staff has negotiated a contract with Josephine County for these services.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Grants Pass to extend the agreement with Josephine County for rental of adult jail services, which is attached hereto and incorporated herein as Exhibit 'A'.

EFFECTIVE DATE of this Resolution shall be immediate upon its passage by the City Council and approval by the Mayor.

ADOPTED by the Council of the City of Grants Pass, Oregon, in regular session this 1st day of February 2017.

SUBMITTED to and _____ by the Mayor of the City of Grants Pass, Oregon, this ____ day of February 2017 to be effective on the date indicated as adopted by the City Council.

Darin Fowler, Mayor

ATTEST:

Karen Frerk, City Recorder

Date submitted to Mayor: _____

Approved as to Form, Mark Bartholomew, City Attorney _____

WHEREAS, the City of Grants Pass ("City") and Josephine County ("County") entered into an "Agreement for Housing of Inmates Between the city of Grants Pass and Josephine County" ("Jail Agreement");

WHEREAS, the Agreement is set to terminate on June 30, 2017;

WHEREAS, the City has promulgated a jail services utility fee to fund jail services and has general fund revenues available to provide for a contract extension;

WHEREAS, the City desires to continue to receive additional jail beds and the County desires to continue to provide additional jail beds in a seamless manner, as provided herein, by extending the Jail Agreement.

NOW, WHEREFORE, the parties agree as follows:

1. In consideration of the City's payment to the County in the amount of \$972,000, the County shall provide to the City 28 jail beds. The 28 jail beds shall be reserved for those inmates who would not otherwise be lodged in the jail as provided in the Jail Agreement. The County shall continue to operate the jail at the fully budgeted capacity of the jail throughout the duration of this agreement. The number of beds in this paragraph replaces the number of beds originally provided for in the Jail Agreement.
2. The City shall pay \$243,000 quarterly in exchange for the services contemplated herein.
3. The Jail Agreement is hereby extended for one additional year, from July 1, 2017 through June 30, 2018.
4. All terms and conditions in the Jail Agreement shall remain in effect unless they are inconsistent with this addendum, in which case this addendum shall prevail.

IN WITNESS WHEREOF the parties have hereto caused this agreement to be executed by their duly authorized officers as of the dates and year entered hereinafter.

CITY OF GRANTS PASS

JOSEPHINE COUNTY SHERIFF

Aaron K. Cubic, City Manager

Dave Daniel, Sheriff

Date: _____

Date: _____

**JOSEPHINE COUNTY
BOARD OF COMMISSIONERS**

Simon Hare, Chair

Lily Morgan, Vice Chair

Dan DeYoung, Commissioner

APPROVED AS TO FORM:

APPROVED AS TO FORM:

Mark Bartholomew, City Attorney

Wally Hicks, County Legal Counsel



5.a. Appointment to the Tourism Advisory Committee

There is one opening on this Committee. Four candidates have reapplied. They are listed in alphabetical order:

Sara Bristol

Cynthia Hewitt

Markus Hunt

Ginny Stegemiller

Julie Hall

From: Karen Frerk
Sent: Monday, January 23, 2017 10:10 AM
To: Julie Hall
Subject: FW: Online Form Submittal: City Committee / Commission Appointment Application

Karen Frerk
City Recorder
541-450-6010



City of Grants Pass
101 NW A Street
Grants Pass, OR 97526
www.grantspassoregon.gov

From: noreply@civicplus.com [mailto:noreply@civicplus.com]
Sent: Sunday, January 22, 2017 1:57 PM
To: Karen Frerk
Subject: Online Form Submittal: City Committee / Commission Appointment Application

City Committee / Commission Appointment Application

Step 1

Select the Board, Commission, or Committee applying for Tourism Advisory Committee

Wait List Put me on a wait list if there are no current openings

Personal Information

First Name Sara

Last Name Bristol

Address

Mailing Address (if different) *Field not completed.*

Home Phone Number

Business Phone Number	<i>Field not completed.</i>
Years as City Resident	22
Email Address	
Occupation and Employer	Currently job hunting
May we contact you at work?	<i>Field not completed.</i>
Educational Background	
High School	Graduated
College	Bachelor Degree
Trade or Business School	<i>Field not completed.</i>
Have you ever been convicted of a felony?	No
Relevant Job History	Former newspaper reporter and copy editor: Grants Pass Daily Courier, Medford Mail Tribune, Yakima Herald-Republic Marketing/publishing: From 2007-2013, I created event-oriented family magazines in Yakima, Wash. Public relations: Medford Water Commission
Previous Volunteer/Committee Experience	GP Mayor's Youth Advisory Committee, early 1990s Yakima City Council member, 2012-2013; Council Economic Development Committee chair, 2013; Capitol Theatre executive board, 2012-2013; Historic Preservation Commission liaison; Westside Merchants Association liaison; North Front Street Committee liaison; Yakima Regional Public Facilities District liaison.
Community Involvement	MOMS Club International state coordinator (Hawaii & international chapters, 2008-2014 Established GPHS Class of 1994 scholarship with Josephine County Educational Fund, 2014 GP Youth Soccer Association volunteer coordinator, 2016-present
Authorization Waiver	<i>I have completed the above questions and to the best of my knowledge, what has been stated is true. If appointed, I agree to serve without reimbursement of any kind. I understand that I maybe subject to a criminal records check. I further understand that irrespective of any criminal records check, the City of Grants Pass may decline my volunteer application or volunteer services at any time.</i>
Verification	I verify the information in my application.

Applicant's Name Sara Bristol

Date 1/22/2017 1:00 PM

Step 2

City Committee / Commission Appointment Questionnaire

Statement of your reasons for desiring to serve: I was born and raised in Grants Pass and served on the initial Mayor's Youth Advisory Council as a student at GPHS. I was a Rotary exchange student to France in 1994-95 and travel/tourism has been a major part of my life ever since. I've been back to Europe five times and have also traveled extensively in the Pacific Northwest and California. Because of my work in graphic design and publishing, I'm always very interested in collecting tourism marketing materials and studying their content and design to determine what works at catching my attention. I'm the type of person who attends local community events and also keeps an eye out for festivals and attractions throughout the region. In a nutshell, I am your target audience. My family lived in Yakima, Wash., for 10 years. When my children were young, I volunteered with local mothers groups and then created two different family magazines (one with the newspaper, one on my own) to help publicize local events and services that were appropriate for this niche market. I was elected to the Yakima City Council, serving from 2012-2013. Because economic development and promoting tourism were key interests for me, I helped initiate the development of a Downtown Master Plan and launched an effort to create a downtown plaza that would serve as a "community living room" and event space. Midway through my term on the council, my husband was offered a position in Grants Pass and we returned to my hometown 3 years ago. Grants Pass is a beautiful city with a healthy mix of retail, restaurants and recreational opportunities that make it very appealing to both tourists and residents. For work reasons, I've largely taken a break from community involvement for the past several years, but now I'm interested in serving my community again. I'm applying for this position because it aligns with my interest in marketing, economic development and tourism.

Statement of any relevant concerns or goals to be achieved while serving in this position: I'm interested in learning more about the committee's goals and working with other members to encourage tourism and events in Grants Pass. I don't have a personal agenda other than to work within the organization to help promote the city.

What do you think are the most critical issues facing this local government in I believe the most critical issues facing the city right now are the need for affordable housing and living-wage jobs, as well as a solution to the county's pervasive public safety problems.

the next three years?

These are not necessarily issues the Tourism Committee can tackle in a direct way, however I believe continued efforts to "accentuate the positive" will eventually help "eliminate the negative."

Are there some things about the City of Grants Pass that you have a special interest in?

I love community events including the Art Along the Rogue, BearFest, Back to the '50s and Concerts in the Park.

Additional Information

[Sara-Bristol-Exp2016.pdf](#)

Step 3

Responsibilities of Volunteers

As a volunteer with the City of Grants Pass, you are covered by the City of Grants Pass for liability and personal injury. Please read the following and sign:

What if I am accused of doing something wrong?

The city provides you with protection from liability for bodily injury or property damage you cause to someone else. We refer to this coverage as "Tort Liability." The coverage is subject to the following conditions:

- 1. You limit your actions to only the duties assigned in your job description, or assigned by an authorized supervisor.*
- 2. You perform your assigned duties in good faith, and do not act in a manner that is reckless or with intention to cause harm to others.*

You are personally responsible when:

- 1. Your actions are contrary to the duties assigned in your job description, or assigned by an authorized supervisor.*
- 2. You act maliciously, with the intent to cause unlawful damage or injury, or with gross recklessness.*
- 3. You are accused of a crime.*
- 4. You fail to cooperate with Risk Management or the City Attorney; or you act in such a way as to harm the City's defense against the claim.*

The limits of this protection are as stated in the Oregon Tort Claims Act, ORS 30.260 through 30.300.

What if I have an accident while driving a City vehicle?

The City of Grants Pass will pay and defend claims against you for injury to people or property caused while operating a City owned vehicle to perform assigned duties. We refer to this coverage as "Vehicle Liability." The City will also pay for damages to the City vehicle.

Your insurance company will be responsible for the defense and payment of claims against you for injury to people or property caused while operating your personal vehicle.

The coverage is subject to the following conditions:

1. You report an accident that happens on City business to your supervisor immediately.
2. You cooperate fully with Risk Management and the City Attorney.
3. You have a valid driver's license, and follow all laws and rules while operating the vehicle.

You are not covered for an accident while driving when:

1. You operate your personally owned vehicle to perform City business. The City does not provide any protection for your vehicle. You are expected to have liability insurance, comprehensive & collision insurance for any personally owned vehicle that you use on City business. It is up to you to carry insurance on your vehicle.
2. You use a City vehicle or any other vehicle for personal use. The City does not provide any coverage if you drive a City vehicle or any other vehicle contrary to your job description or the directions of your supervisor.

The limits of this protection are as stated in the Oregon Tort Claims Act, ORS 30.260 through 30.300.

What if I get hurt?

The City does not provide Workers' Compensation benefits for Registered Volunteers. The City provides an accident insurance policy for Registered Volunteers. It is limited only to injuries due to an accident while performing assigned volunteer duties. The coverage is subject to the following conditions:

1. Coverage pays after any available insurance which may apply to the same injury.
2. If you are injured in a private vehicle, the vehicle owner's insurance is responsible for your medical bills.
3. The amount of Insurance applicable per Registered Volunteer is as follows:
 - a. Principal Sum - \$2,500
 - b. Capital Sum - \$2,500
 - c. Medical Indemnity - \$25,000

Reporting an Accident

Any time you are involved in an accident, or have knowledge about a potential liability situation while performing assigned duties, you must notify your supervisor immediately.

Verification I have read and understood the insurance limitations.

Volunteer's Signature Sara K Bristol

Date 1/22/2017 2:00 PM

Sara Bristol

Experience

PUBLIC INFORMATION COORDINATOR

Medford Water Commission • Medford, Ore. • Oct. 2015-Sept. 2016

Responsible for public outreach and marketing for drinking water utility serving 130,000 residents in southern Oregon. Served as the Commission's spokesperson during period of intense media coverage.

- Coordinated and created content for outreach materials including newsletter, brochures, fact sheets, press releases, website and social media.
- Managed production and distribution of annual water quality report in compliance with state and federal regulations.
- Implemented design improvements to customer billing statement, resulting in increased readability and less customer confusion.
- Oversaw revisions to water-wise gardening website and increased marketing visibility, resulting in record number of monthly visitors.
- Organized outreach events including facility tour, booth at garden expo and hands-on demonstration at youth educational symposium.
- Launched social media presence with Facebook, LinkedIn and Twitter.
- Maintained public relations files and historic archives.
- Delivered marketing activity within agreed budget.

COPY EDITOR

Grants Pass Daily Courier • Grants Pass, Ore. • Dec. 2013-Oct. 2015

Responsible for editing news stories, writing headlines and using desktop publishing software to create finished newspaper pages and special sections under pressure of tight daily deadlines.

- Tasked with redesigning Page 1 template to freshen the newspaper's look.
- Asked by publisher to develop style guide and design a new special project, the chamber of commerce's annual Profile magazine.
- Worked independently to meet daily deadlines as part of newsroom team.
- Knowledge of AP style, spelling and grammar.

EDITOR/PUBLISHER — BUSYBEE MAGAZINE, BLISS MAGAZINE

Bristol Media • Yakima, Wash. • June 2010-Dec. 2013

Responsible for all aspects of publishing bimonthly family magazine and annual bridal guide. Motivated self-starter with ability to multi-task, meet deadlines and focus on both detail and the big picture.

- Developed and executed business plan to launch small publishing company.
- Created all marketing materials including sales kits, business cards, press releases, WordPress website and social media. Developed magazine style sheets and design, "look and feel" of all projects.
- Leveraged social media to engage readers and drive company vision.
- Recruited and managed team of freelance writers and photographers.
- Partnered with community organizations to create successful outreach events, including popular Explore Central Washington summer field trip program.
- Developed story ideas, wrote features, edited copy.
- Cultivated positive sales relationships with 100+ advertisers.

Skills

Multitasking and meeting deadlines

Project management

Desktop publishing: InDesign,

Quark, Photoshop, Illustrator

Other software: Word, Outlook,

Excel, PowerPoint

Writing for multiple platforms:

Newsletters, press releases,

customer correspondence,

reports, brochures, emails,

advertising, social media

Data collection and analysis

Editing and proofreading

Collaboration and partnerships

Developing promotional materials

Brand consistency

Public relations strategy

Advertising design

Event planning

Education

Southern Oregon University

Ashland, Ore. • 1997-1999

Bachelor of Arts,

Communication/Journalism

cum laude

The Colorado College

Colorado Springs, Colo. • 1995-1997

Awards

Best Graphics (3rd place)

Oregon Newspaper Publishers

Association (ONPA) • 2016

Best Headline Writing (1st place)

ONPA • 2015

**COORDINATOR — PLAYDATE MAGAZINE, YAKIMA VALLEY BRIDE
NICHE PRODUCTS WRITER**

Yakima (Wash.) Herald-Republic • April 2007-May 2010

Responsible for producing all-local content for various niche publications including Playdate, a bimonthly parenting magazine; Yakima Valley Bride, a twice-annual bridal guide; and the Home & Garden and Women in Business annual newspaper inserts.

- Independently executed editorial planning, feature writing and copy editing.
- Coordinated design, photography and freelance contributors.
- Collaborated with marketing, advertising sales and distribution teams.
- Developed and maintained websites and social media to compliment print publications. Responsible for managing web content and graphics.

STAFF WRITER/REPORTER

Yakima (Wash.) Herald-Republic • Jan.-June 2004, Jan.-March 2006

“Pinch hitter” temporary reporter for a.m. daily newspaper. During a staffing shortage in 2004, I stepped in to cover education and features; in 2006, I covered city government in Yakima and Union Gap.

TELEPHONE SALES REPRESENTATIVE

Rail Europe • Portland, Ore. • Jan. 2002-July 2003

Customer service and sales for travel company.

STAFF WRITER/REPORTER

Mail Tribune • Medford, Ore. • Jan. 2000-March 2001

Ashland bureau reporter covering city government, education and general assignment. Worked independently to develop story ideas, produce clean copy and meet daily deadlines.

Volunteer

CITY COUNCIL MEMBER

Yakima City Council • Yakima, Wash. • Jan. 2012-Dec. 2013

Council Economic Development Committee, chairwoman

Yakima Regional Public Facilities District, liaison

Westside Merchants Association, liaison

North Front Street Committee, liaison

Historic Preservation Commission, liaison

EXECUTIVE BOARD MEMBER

The Capitol Theatre • Yakima, Wash. • July 2012-Dec. 2013

STATE COORDINATOR (Hawaii & International chapters)

International MOMS Club • 2008-2014

101 NW "A" Street
Grants Pass, Oregon 97526
541-450-6000 Fax 541-479-0812



Print Form

**City of Grants Pass
City Committee / Commission Appointment Application**

Name Cynthia D. Hewitt
Address _____
Mailing Address (if different) _____
Home Phone _____ Business Phone _____ Yrs as City Resident _____
Email Address _____
Occupation and Employer Self - Baker May we contact you at work? yes

I am interested in serving on the following committees:

- | | |
|---|--|
| <input type="checkbox"/> Bikeways/Walkways Committee | <input type="checkbox"/> Parks Advisory Board |
| <input type="checkbox"/> Budget Committee | <input type="checkbox"/> PAVE Committee |
| <input type="checkbox"/> Committee on Public Art (CoPA) | <input type="checkbox"/> Riverfront Review Board |
| <input type="checkbox"/> Historic Buildings & Sites Commission | <input checked="" type="checkbox"/> Tourism Advisory Committee |
| <input type="checkbox"/> Industrial Development Loan Review Committee | <input type="checkbox"/> Urban Area Planning Commission |
| <input type="checkbox"/> Micro Enterprise Loan Review Board | <input type="checkbox"/> Urban Tree Advisory Committee |

I am interested in being on a waiting list if there are no current vacancies

Education Background

High School Graduated GED
College Some College Bachelor Degree Advanced Degree

Have you ever been convicted of a felony? Yes No

Relevant Job History

I have worked in the service industry for many years and recently

Previous Volunteer/Committee Experience: (Involvement with City or other government committees, boards, projects, etc.)

Week of the Young Child
~~Storytime Theater~~

Community Involvement

Storytime Theater - Barnstormers - One Evening
High School Mock Interviews

AUTHORIZATION WAIVER

I have completed the above questions and to the best of my knowledge, what has been stated is true. If appointed, I agree to serve without reimbursement of any kind. I understand that I maybe subject to a criminal records check. I further understand that irrespective of any criminal records check, the City of Grants Pass may decline my volunteer application or volunteer services at any time.

Check the box and enter your name to verify the above information.

Applicant's Name

Date

1-21-17

Statement-

I am interested in this position because I have lived here for 25 years and have seen so many changes. Not all of them positive. I would like to see a more concentrated effort to develop the city based on the small town that Grants Pass was when we moved here. A large part of that is tourism and how we present our selves to out of towners.

A large part of that is supporting our local businesses. As we are growing so fast with so many chains it would be amazing to be known as the town that supports local. There are so many faucets of this town and we have so much to offer. People come to see the river but if we offer more venues and interesting, one-of-a-kind activities, we can attract more tourism.

As is often true with a small town, many yearly activities remain the same for decades. Perhaps it is time to freshen up some of our time honored traditions. Maybe look to more demographics and attracting a wider range of tourist.

As a small business owner and before that, volunteer for many programs, I see that there is a need to expand out horizons and look to the future, with a solid plan for our town.

Concerns and goals-

I would like to see a lot more activities for children in this area. As the town continues to grow, we need more to appeal to children and families.

Critical issues-

In my opinion. The most critical issue in a city growing this fast is to have a vision of what it will look like to visitors and tourism.

Special interest-

Culture, and children's programs

Cynthia Hewitt
541-479-5953

Founder, writer, director and producer for Storytime Theater- "theater by children, for children." For 6 seasons we performed 10 plays a year.

Founder, co-writer, director, producer of Dinner To Die For- Murder Mystery Dinner Theater. Over 100 shows from June 2010 to present.

Director of A Child's Christmas in Wales for Barnstormers Theater.

Director of Honk, JR for One Eleven Theater summer camp.

Assistant director of Cheaper By The Dozen at Barnstormers Theater.

Published 2 books of plays for children.

Acting teacher for youth programs for over 20 years.

Currently teaching cooking, science and acting at St. Anne's, Grants Pass

Currently teaching cooking and writing at Cynthia's Home Sweet Home

Food Blogger

Education

1978 B.A. University of California, Irvine Child Development

1979 B.A. University of California, Irvine Theater Arts/Costume Design

Julie Hall

From: Karen Frerk
Sent: Monday, January 23, 2017 10:10 AM
To: Julie Hall
Subject: FW: Online Form Submittal: City Committee / Commission Appointment Application

Karen Frerk
City Recorder
541-450-6010



City of Grants Pass
101 NW A Street
Grants Pass, OR 97526
www.grantspassoregon.gov

From: noreply@civicplus.com [mailto:noreply@civicplus.com]
Sent: Monday, January 23, 2017 10:01 AM
To: Karen Frerk
Subject: Online Form Submittal: City Committee / Commission Appointment Application

City Committee / Commission Appointment Application

Step 1

Select the Board, Commission, or Committee applying for

Wait List

Personal Information

First Name

Last Name

Address

Mailing Address (if different)

Home Phone Number

Business Phone Number	
Years as City Resident	Grants Pass
Email Address	
Occupation and Employer	Axcisine
May we contact you at work?	Yes
Educational Background	
High School	Graduated
College	Advanced Degree
Trade or Business School	<i>Field not completed.</i>
Have you ever been convicted of a felony?	No
Relevant Job History	<i>Field not completed.</i>
Previous Volunteer/Committee Experience	<i>Field not completed.</i>
Community Involvement	<i>Field not completed.</i>
Authorization Waiver <i>I have completed the above questions and to the best of my knowledge, what has been stated is true. If appointed, I agree to serve without reimbursement of any kind. I understand that I maybe subject to a criminal records check. I further understand that irrespective of any criminal records check, the City of Grants Pass may decline my volunteer application or volunteer services at any time.</i>	
Verification	I verify the information in my application.
Applicant's Name	Markus Hunt
Date	1/23/2017 10:00 AM
Step 2	
City Committee / Commission Appointment Questionnaire	
Statement of your reasons for desiring to serve:	Experience in urban travel in Reno NV. I produced Area Travel Survey.
Statement of any relevant concerns or goals to be	Increase area Tourism

achieved while serving in this position:

What do you think are the most critical issues facing this local government in the next three years? Controlled growth.

Are there some things about the City of Grants Pass that you have a special interest in? I am broad-based generalist.

Additional Information *Field not completed.*

Step 3

Responsibilities of Volunteers

As a volunteer with the City of Grants Pass, you are covered by the City of Grants Pass for liability and personal injury. Please read the following and sign:

What if I am accused of doing something wrong?

The city provides you with protection from liability for bodily injury or property damage you cause to someone else. We refer to this coverage as "Tort Liability." The coverage is subject to the following conditions:

- 1. You limit your actions to only the duties assigned in your job description, or assigned by an authorized supervisor.*
- 2. You perform your assigned duties in good faith, and do not act in a manner that is reckless or with intention to cause harm to others.*

You are personally responsible when:

- 1. Your actions are contrary to the duties assigned in your job description, or assigned by an authorized supervisor.*
- 2. You act maliciously, with the intent to cause unlawful damage or injury, or with gross recklessness.*
- 3. You are accused of a crime.*
- 4. You fail to cooperate with Risk Management or the City Attorney; or you act in such a way as to harm the City's defense against the claim.*

The limits of this protection are as stated in the Oregon Tort Claims Act, ORS 30.260 through 30.300.

What if I have an accident while driving a City vehicle?

The City of Grants Pass will pay and defend claims against you for injury to people or property caused while operating a City owned vehicle to perform assigned duties. We refer to this coverage as "Vehicle Liability." The City will also pay for damages to the City vehicle.

Your insurance company will be responsible for the defense and payment of claims against you for injury to people or property caused while operating your personal vehicle.

The coverage is subject to the following conditions:

1. You report an accident that happens on City business to your supervisor immediately.
2. You cooperate fully with Risk Management and the City Attorney.
3. You have a valid driver's license, and follow all laws and rules while operating the vehicle.

You are not covered for an accident while driving when:

1. You operate your personally owned vehicle to perform City business. The City does not provide any protection for your vehicle. You are expected to have liability insurance, comprehensive & collision insurance for any personally owned vehicle that you use on City business. It is up to you to carry insurance on your vehicle.
2. You use a City vehicle or any other vehicle for personal use. The City does not provide any coverage if you drive a City vehicle or any other vehicle contrary to your job description or the directions of your supervisor.

The limits of this protection are as stated in the Oregon Tort Claims Act, ORS 30.260 through 30.300.

What if I get hurt?

The City does not provide Workers' Compensation benefits for Registered Volunteers. The City provides an accident insurance policy for Registered Volunteers. It is limited only to injuries due to an accident while performing assigned volunteer duties. The coverage is subject to the following conditions:

1. Coverage pays after any available insurance which may apply to the same injury.
2. If you are injured in a private vehicle, the vehicle owner's insurance is responsible for your medical bills.
3. The amount of Insurance applicable per Registered Volunteer is as follows:
 - a. Principal Sum - \$2,500
 - b. Capital Sum - \$2,500
 - c. Medical Indemnity - \$25,000

Reporting an Accident

Any time you are involved in an accident, or have knowledge about a potential liability situation while performing assigned duties, you must notify your supervisor immediately.

Verification I have read and understood the insurance limitations.

Volunteer's Signature Markus Hunt

Date 1/23/2017 10:00 AM



City of Grants Pass City Committee / Commission Appointment Application

Name Ginny Stegemiller
Address _____
Mailing Address (if different) _____
Home Phone _____ Business Phone _____ Yrs as City Resident _____
Email Address _____
Occupation and Employer self employed May we contact you at work? yes

I am interested in serving on the following committees:

- Bikeways/Walkways Committee
- Budget Committee
- Committee on Public Art (CoPA)
- Historic Buildings & Sites Commission
- Industrial Development Loan Review Committee
- Micro Enterprise Loan Review Board
- Parks Advisory Board
- PAVE Committee
- Riverfront Review Board
- Tourism Advisory Committee
- Urban Area Planning Commission
- Urban Tree Advisory Committee

I am interested in being on a waiting list if there are no current vacancies

Education Background

High School Graduated GED
College Some College Bachelor Degree Advanced Degree

Have you ever been convicted of a felony? Yes No

Relevant Job History

Sears - Grants Pass - Owner Emelia's Closet - Owner
Parkway Village - Owner

Previous Volunteer/Committee Experience: (Involvement with City or other government committees, boards, projects, etc.)

(see attached)

Community Involvement

AUTHORIZATION WAIVER

I have completed the above questions and to the best of my knowledge, what has been stated is true. If appointed, I agree to serve without reimbursement of any kind. I understand that I maybe subject to a criminal records check. I further understand that irrespective of any criminal records check, the City of Grants Pass may decline my volunteer application or volunteer services at any time.

Check the box and enter your name to verify the above information.

Ginny Stegemiller _____
Applicant's Name Date 1/17/17

**CITY OF GRANTS PASS
COMMISSION APPOINTMENT APPLICATION
TOURISM APPOINTMENT APPLICATION**

Ginny Stegemiller

January 17, 2017

PREVIOUS VOLUNTEER/COMMITTEE EXPERIENCE:

City Branding Project Steering Committee Volunteer – 2015/2016
350 Project/Cool Yule Merchant Advertising - Organizer 2011 & 2012
Towne Center Association – Member 1996 to 2004
PTA Volunteer – 14 years 1996 to 2010

COMMUNITY INVOLVEMENT:

Over the past 20 years of owning a local business, I worked with local organizations such as Towne Center Association and the Chamber of Commerce volunteering time assisting with events, as well as supporting events financially through our businesses. I worked with parent PTA groups while my children were in school organizing events and raising funds for various scholastic and sports programs. Parkway Village has offered space to the Friends of the Library foundation during their efforts to reopen the Josephine Community Libraries, as well as Our Foster Kids to use during their fundraiser efforts for foster kids in our community.

STATEMENT OF REASONS FOR DESIRING TO SERVE:

Grants Pass is a beautiful city with so much to offer visitors, I would enjoy working with, and believe I could be an asset for the current committee to enhance events and coordinate new events which may draw visitors to enjoy all that our town has to enjoy, or in any manner I can assist. I believe many positive ideas have been implemented in the town already, banners in vacant building downtown directing people to a local website, along with the updated city branding; and many fabulous events throughout the year attracting visitors as well as giving our local residents a reason to invite friends and family to enjoy their home town. I believe my extensive marketing experience during my 20 years owning and operating successful businesses, can assist the committee with ideas for all marketing avenues including print, television, radio and social media.

STATEMENT OF ANY RELEVANT CONCERNS OR GOALS TO BE ACHIEVED:

While I believe, we have fabulous events such as Boatnik, Back to the 50's, Concerts in the Park, Art Along the Rogue currently, I think it might be interesting to explore new events such as the former hot air balloon festival Grants Pass once enjoyed by many; as well as ways to advocate our extensive wine, craft beer and arts industries to invite visitors.

I am fortunate to be able to travel a fair amount. I take note while traveling to different communities, how they welcome visitors through advertising efforts and community events. I would like to share these experiences with our local Tourism Advisory Committee when appropriate, in an effort to enhance our own tourism programs. Thank you for taking time to consider my application for joining the Tourism Advisory Committee.



City of Grants Pass Responsibilities of Volunteers

As a volunteer with the City of Grants Pass, you are covered by the City of Grants Pass for liability and personal injury. Please read the following and sign:

What if I am accused of doing something wrong?

The city provides you with protection from liability for bodily injury or property damage you cause to someone else. We refer to this coverage as "Tort Liability." The coverage is subject to the following conditions:

1. You limit your actions to only the duties assigned in your job description, or assigned by an authorized supervisor.
2. You perform your assigned duties in good faith, and do not act in a manner that is reckless or with intention to cause harm to others.

You are personally responsible when:

1. Your actions are contrary to the duties assigned in your job description, or assigned by an authorized supervisor.
2. You act maliciously, with the intent to cause unlawful damage or injury, or with gross recklessness.
3. You are accused of a crime.
4. You fail to cooperate with Risk Management or the City Attorney; or you act in such a way as to harm the City's defense against the claim.

The limits of this protection are as stated in the Oregon Tort Claims Act, ORS 30.260 through 30.300.

What if I have an accident while driving a City vehicle?

The City of Grants Pass will pay and defend claims against you for injury to people or property caused while operating a City owned vehicle to perform assigned duties. We refer to this coverage as "Vehicle Liability." The City will also pay for damages to the City vehicle.

Your insurance company will be responsible for the defense and payment of claims against you for injury to people or property caused while operating your personal vehicle.

The coverage is subject to the following conditions:

1. You report an accident that happens on City business to your supervisor immediately.
2. You cooperate fully with Risk Management and the City Attorney.
3. You have a valid driver's license, and follow all laws and rules while operating the vehicle.



City of Grants Pass Responsibilities of Volunteers (Continued)

You are not covered for an accident while driving when:

1. You operate your personally owned vehicle to perform City business. The City does not provide any protection for your vehicle. You are expected to have liability insurance, comprehensive & collision insurance for any personally owned vehicle that you use on City business. It is up to you to carry insurance on your vehicle.
2. You use a City vehicle or any other vehicle for personal use. The City does not provide any coverage if you drive a City vehicle or any other vehicle contrary to your job description or the directions of your supervisor.

The limits of this protection are as stated in the Oregon Tort Claims Act, ORS 30.260 through 30.300.

What if I get hurt?

The City does not provide Workers' Compensation benefits for Registered Volunteers. The City provides an accident insurance policy for Registered Volunteers. It is limited only to injuries due to an accident while performing assigned volunteer duties. The coverage is subject to the following conditions:

1. Coverage pays after any available insurance which may apply to the same injury.
2. If you are injured in a private vehicle, the vehicle owner's insurance is responsible for your medical bills.
3. The amount of Insurance applicable per Registered Volunteer is as follows:
 - a. Principal Sum - \$2,500
 - b. Capital Sum - \$2,500
 - c. Medical Indemnity - \$25,000

Reporting an Accident

Any time you are involved in an accident, or have knowledge about a potential liability situation while performing assigned duties, you must notify your supervisor immediately.

Check the box and enter your name and the date to verify you have read and understood the above insurance limitations

I have read and understood the above insurance limitations.

Volunteer's Signature

Date

1/17/17

Committee Motions

Parks Advisory Board Motion January 12, 2017

“City Council please consider installing an artificial turf soccer field at the existing soccer field at Reinhart Volunteer Park. Also consider installing artificial turf to the existing Geiske Field at Reinhart Volunteer Park. The Geiske field could be used as a multipurpose field (baseball and soccer).”

This would give us two quality soccer fields at Reinhart Volunteer Park. These two quality soccer fields plus the new artificial field going in at the Fairgrounds is a great starting point for improving soccer in our community and helps to draw teams for tournaments.