

| STAYTON ECONOMIC DEVELOPMENT ACTION PLAN (2019 TO 2024) | | | | | | | | | |
|--|------|------|------|----------|---------------------------------------|---------------------------------------|--|---|--|
| Actions | 2019 | 2020 | 2021 | Year 4&5 | Lead Org/ Staff | City Staff Support | Partners | Resource Required | Deliverable |
| GOAL 1: PROACTIVE CITY CULTURE | | | | | | | | | |
| Objective 1.1 Define the ED Champion in the City | | | | | | | | | |
| Outcome: Identified actions are implemented | | | | | | | | | |
| A. Hire staff person to implement Action Plan | | X | | | Planning & Development Director (PDD) | City Manager | None | Budget for one FTE | <ul style="list-style-type: none"> Approval for staff position. 2Q 2020 Post position and recruit. 3Q 2020 Position filled. 4Q 2020 |
| B. Collaborate with MWVCOG and other stakeholders to review Action Plan and coordinate activities | | | X | X | NEW FTE | Planning & Development Director (PDD) | County, SEDCOR, Chemeketa CC, Willamette Workforce Partnership | Staff time | <ul style="list-style-type: none"> Create list of targeted companies within industry clusters to visit. 1Q 2021 10 meetings a year (generally 1 per month). Annually Document barriers/opportunities and quotes from CEO (for marketing purposes) in a database. Annually Review Action Plan deliverables with report to Council. 4Q each year. |
| Objective 1.2 Build regional infrastructure for industry base | | | | | | | | | |
| Outcome: Private development can invest and grow jobs | | | | | | | | | |
| A. Explore option of urban renewal for industrial area. | X | X | | | Planning & Development Director (PDD) | Public Works Director | County, Fire District | \$20,000 to prepare urban renewal analysis and report | <ul style="list-style-type: none"> Obtain city council approval to study approach options. 3Q 2019. Form a task force of impacted agencies, one city council rep, and industrial property owners to review evaluation. 3Q2019. Complete analysis and evaluation. 4Q 2019. Determine if urban renewal should be established 1Q 2020. |
| B. Build the new intersection at Shaff and Wilco as defined in TSP. | | X | X | X | Planning & Development Director (PDD) | NEW FTE, Public Works Director | DLCD, Business Oregon, RST, EDA, Industrial property owners and businesses | Grant matching funds from urban renewal or general fund | <ul style="list-style-type: none"> Update county public works on grant application and obtain support. 3Q 2019 Meet with property owners impacted by improvement design. 3Q 2019. Meet with EDA regional representative in conjunction with COG and SEDCOR to begin discussion for grant application. 1Q 2020 Provide check-in meeting with DLCD, RST and Business Oregon. 1Q 2020. Submit grants for preliminary design (\$205,000) 2Q 2020. Submit grants for construction (\$2.6 million). 2Q 2021. |
| C. Prepare for the construction of the regional stormwater facilities to be built in conjunction with new private development. | | X | X | X | Planning & Development Director (PDD) | NEW FTE, Public Works Director | DLCD, Business Oregon, RST, EDA, Industrial property owners and businesses | Grant matching funds from urban renewal or general fund | <ul style="list-style-type: none"> Meet with property owners impacted by improvement design. 3Q 2019. Meet with EDA regional representative in conjunction with COG and SEDCOR to begin discussion for grant application. 1Q 2020 Provide check in meeting with DLCD, RST and Business Oregon. 1Q 2020. Submit grants for preliminary design (\$65,500) 2Q 2020. Submit grants for construction (\$1.1 million). 2Q 2021. |

GOAL 2: SUPPORT AND LEVERAGE EXISTING INDUSTRY BASE

| Actions | 2019 | 2020 | 2021 | Year 4&5 | Lead Org/ Staff | City Staff Support | Partners | Resource Required | Deliverable |
|---|------|------|------|----------|---------------------------------------|---------------------------------------|---|-------------------|--|
| Objective 2.1: Engage with Industry Clusters and Define Needs | | | | | | | | | |
| Outcome: Understand where to best invest time and resources to support businesses | | | | | | | | | |
| A. Engage with existing organizations to identify regional opportunities that pertain to city and foster collaboration. | | | X | X | NEW FTE | City Manager | SEDCOR, RST, MVCOG | Staff time | <ul style="list-style-type: none"> Attend partner meetings with SEDCOR and RST and foster collaboration. Ongoing Understand the RST focus on agriculture innovation and technology and how Stayton can align industry and growth with this focus. Ongoing. Align information with Action 2.2.B. Ongoing |
| B. Engage with existing or convene industry cluster group meetings to understand barriers and opportunities unique to each industry in Stayton. | | | X | X | NEW FTE | City Manager | SEDCOR, RST, MVCOG, Chemeketa CC, OSU, K-12 | Staff time | <ul style="list-style-type: none"> Meet with each group of industry cluster businesses and economic development partners at least once a year. Include education to align research and degree programs, and K-12 CTE programs, with industry needs. Ongoing Listen to businesses and document consistent needs in a database Ongoing Resolve issues. Ongoing Promote opportunities with Action 2.2.B. Ongoing Compile Stayton CEO stories and data and help SEDCOR tell story Ongoing |
| Objective 2.2: Make Stayton Attractive for Investment | | | | | | | | | |
| Outcome: Foster growth of industry clusters | | | | | | | | | |
| A. Continue to promote a proactive permitting process and culture. | X | X | X | X | Planning & Development Director (PDD) | City Manager | County Building/Fire, Transportation, Public Works Director | Staff time | <ul style="list-style-type: none"> Create a "SWAT team" of key staff from each partner to collaborate on site development needs. Share intent of ED Strategy and Action Plan. 4Q 2019 Engage SWAT Team on infrastructure grant applications and obtain commitment to infrastructure investment. 1Q 2020. Evaluate potential utility rate changes per Mackenzie Report. 1Q 2020. Meet bi-annually to discuss infrastructure investments or proactively address barriers. Ongoing SWAT team convened for immediate opportunities. Ongoing |
| B. Prepare an inventory of sites that clearly define and highlight the infrastructure and incentive assets within the city | | | X | X | NEW FTE | Planning & Development Director (PDD) | County Building/Fire, Transportation, Public Works Director, Property Owners, Brokers | Staff time | <ul style="list-style-type: none"> Work with SEDCOR, brokers, and property owners to prepare site information. Ongoing List properties on Oregon Prospector. Ongoing Tour Business Oregon recruitment specialists with SEDCOR once a year to update them on status of properties and infrastructure investment. Annually. |

GOAL 3: GROW THE TALENT BASE

| Actions | 2019 | 2020 | 2021 | Year 4&5 | Lead Org/ Staff | City Staff Support | Partners | Resource Required | Deliverable |
|--|------|------|------|----------|---------------------------------------|--------------------|---|---|---|
| Objective 3.1: Attract and Retain Talent | | | | | | | | | |
| Outcome: Helps existing industry clusters grow in the short-term | | | | | | | | | |
| A. Encourage affordable and diverse housing options. | X | X | X | X | Planning & Development Director (PDD) | City Manager | Revitalize Downtown Stayton (RDS), City Council | Staff time | <ul style="list-style-type: none"> Allow for various types and sizes of housing through updated flexible zoning code. Ongoing Identify opportunities for market rate apartment projects downtown. 2Q 2020 Foster development of Woolen Mill site in alignment with Action 4.1.A Ongoing Continue to collaborate with developers through public-private partnerships to build housing. Ongoing |
| B. Enhance recreation and amenity opportunities. | X | X | X | X | City Manager | NEW FTE | City Council, Public Works, RDS, Chamber | \$80,000 for City Facilities Analysis. Staff time | <ul style="list-style-type: none"> Enhance sidewalk and trails network. Ongoing Encourage restaurants to cater to families through retail training in alignment with Action 4.2.A 2Q 2020 Evaluate and need and viability for a recreation center to support families year-round. 4Q 2021 |
| C. Attract talent back home. | | | X | X | NEW FTE | City Manager | North Santiam School District (NSSD), City Council, Chamber | Staff time | <ul style="list-style-type: none"> Create a Task Force of diverse local residents that are the demographic make-up of the target audience. 1Q 2022 Task Force develops strategy for messaging, events and local engagement to attract desired group. 4Q 2022 Promote campaign with Stayton High School alumni database or utilizing social media tools. 1Q 2023 |
| Objective 3.2: Prepare Youth for Economic Opportunity | | | | | | | | | |
| Outcome: Builds the local long-term workforce pipeline | | | | | | | | | |
| A. Promote a STEM culture across the community | | | X | X | NEW FTE | City Manager | North Santiam School District, South Metro-Salem STEM Partnership, RDS, Chamber | Staff time. Business sponsorships | <ul style="list-style-type: none"> Support NSSD actions to improve facilities that will foster STEM education. Ongoing With NSSD, visit cities and school districts in Dallas and Dayton that are actively engaged with Innovate Oregon (Jamie Richardson, Principal La Creole Middle School, Dallas; Jami Fluke, Principal, Dayton Jr Sr High School). 4Q 2020 Sponsor and promote events such as a new Stayton STEM Fair focused on maker space or robotics downtown. 1Q 2021 |
| B. Enhance youth access to Science, Technology, Engineering and Math (STEM) related occupations. | | | X | X | NEW FTE | City Manager | SEDCOR, North Santiam School District, South Metro-Salem STEM Partnership | Staff time. | <ul style="list-style-type: none"> Develop and promote a formal internship program (i.e. Gorge Works, Youth Career Connect) that streamlines the internship process for business and industry. 2Q 2021 Work with STEM Hub to potentially track enrollment and completion in Career Technical Education (CTE) and other programs by industry cluster to ensure alignment with high-demand sectors. Determine gaps and how to resolve. (Potential grant opportunity through Oregon Community Foundation). 4Q 2021 |

GOAL 4: FOSTER A GREAT PLACE

| Actions | 2019 | 2020 | 2021 | Year 4&5 | Lead Org/ Staff | City Staff Support | External Partners | Resource Required | Deliverable |
|--|------|------|------|----------|---------------------------------------|---------------------------------------|--|---|---|
| Objective 4.1: Help Build Housing | | | | | | | | | |
| Outcome: Enhance downtown vibrancy and customer base | | | | | | | | | |
| A. Foster development of Woolen Mill Site | X | X | X | X | Planning & Development Director (PDD) | City Manager | City Council, Public Works, Regional Solutions Team (RST), Revitalize Downtown Stayton (RDS) | Staff time. \$20,000 consultant services | <ul style="list-style-type: none"> Determine what types and amount of investment city can contribute to project (infrastructure, Vertical Housing Tax Credit (VHTC), regional grants, etc.) 3Q 2019. Meet with property owners to discuss a potential public-private partnership opportunity. 4Q 2019. Determine if city council is willing to support a public-private partnership and define what the city needs out of the project. 1Q 2020. Hire consultant to help promote the site to attract the best qualified developer at the best investment price. 3Q 2020. |
| B. Foster infill housing development | | X | X | X | Planning & Development Director (PDD) | Public Works | Public Works, Revitalize Downtown Stayton (RDS), County Transportation | Staff time. | <ul style="list-style-type: none"> Identify viable infill housing sites. 1Q 2020 Prepare a list of public infrastructure projects and costs that are required with new private investment. 3Q 2020 Align with capital improvement plan. 1Q 2021 Construct infrastructure in conjunction with private investment as an incentive. Ongoing |
| Objective 4.2: Support Local Retailers and Expand the Market | | | | | | | | | |
| Outcome: Increased amount of retail that serves the local community | | | | | | | | | |
| A. Cultivate success for existing retailers. | X | X | X | X | Planning & Development Director (PDD) | NEW FTE | RDS, Chamber | \$20,000 consultant services. Staff time. | <ul style="list-style-type: none"> Hire a consultant, such as Michele Reeves with Civilis, to educate and train existing retailers on best practices to improve sales and foster collaboration. 1Q 2020 Support and sponsor events downtown with consistent marketing, promotion and coordination. Ongoing Provide a parking education program to business as to where they should park and why to enhance the customer experience. Annually. |
| B. Attract new retailers. | | | X | X | NEW FTE | Planning & Development Director (PDD) | RDS, Chamber | Staff time. | <ul style="list-style-type: none"> Collectively define the target audience and necessary retailers to fill the gap. 1Q 2021 Visit Mike Williams at the City of Beaverton to understand how they have been successful with their restaurant attraction strategy. 1Q 2021 Find brokers with a retail focus to work with property owners in addition to staff outreach efforts. 4Q 2021 Work with distinct Marion county producers, such as local food producers, to consider a downtown storefront/tasting rooms. 4Q 2021 |

Objective 4.3: Highlight Assets

Outcome: Make Stayton a memorable and distinct place.

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|--|----------|----------|----------|----------|--|----------------|-----------------------------------|--|--|
| <p>A. Leverage the existing street grid and building stock</p> | <p>X</p> | <p>X</p> | <p>X</p> | <p>X</p> | <p>Planning & Development Director (PDD)</p> | <p>NEW FTE</p> | <p>RDS, Chamber, Public Works</p> | <p>Staff time. Funds for defined projects.</p> | <ul style="list-style-type: none"> • Continue a storefront improvement program. Ongoing • Continue to plant new street trees along Marion, High, Ida and Florence Streets. Ongoing. • Inventory the retail space. The “Improving Tenant Mix: Guide for Commercial District Practitioners” by ICSC provides a good list of elements that should be documented to prepare an inventory. As space becomes available, work with property owners to recruit retail tenants that complement the existing retailers to enhance the areas as a defined destination. 1Q 2020 • Replace street trees along N Third Ave. 4Q 2020 • Replace street lighting along N Third Ave 4Q 2021 |
| <p>B. Celebrate the unique downtown elements</p> | <p>X</p> | <p>X</p> | <p>X</p> | <p>X</p> | <p>Planning & Development Director (PDD)</p> | <p>NEW FTE</p> | <p>RDS, Chamber</p> | <p>Staff time. Funds for defined projects.</p> | <ul style="list-style-type: none"> • Maintain and enhance parklet on Third Ave. Ongoing • Work with property owners to repair seating and landscape plans for canals on N First and Second Avenues. Potentially re-locate existing benches that may not be well utilized to reduce costs. 1Q 2020 • Enhance and promote trails to Jordan Bridge and along N Santiam River. Ongoing • Per the 2007 Downtown Stayton Transportation and Revitalization Plan, enhance the Marion Street Gateway as a corridor that connects the library and Jordan Bridge/Pioneer Park. 1Q 2022 |