

Agenda

Shady Cove Regular City Council Meeting and Public Hearing

Shady Cove City Council Chambers
22451 Highway 62, Shady Cove, Oregon
Thursday, February 6, 2020
6 PM

I. Call to Order

- A. Roll Call
- B. Pledge of Allegiance
- C. Announcements by Presiding Officer
 - 1. This meeting is being digitally recorded.
 - 2. The next regularly scheduled meeting of the Planning Commission will be February 13, 2020, at 6 PM in the Council Chambers.
 - 3. The next meeting of the City Council will be February 20, 2020, at 6 PM in the Council Chambers.
 - 4. Public may comment on agenda items – Public must state name, address and standing to discuss an issue. Issues must have a City-wide impact and not be personal issues. Depending on number of comments and time constraints, Council may limit the amount of time to 3 minutes per speaker.

II. Open Public Hearing

- 1. A Public Hearing to accept public testimony and consider proposed Comprehensive Plan amendment from Commercial to Low Density Residential and change of zone from AC (Airpark Commercial) to R-1-20 (Low Density Residential) for property located at 6673 Rogue River Drive, Shady Cove. Assessor's Map and Tax Lot: 34-1W-21BA 100. Owner/Applicant: Matthew Prince. File Number: ZC 19-01.
- 2. Public Hearing Opening Statement
- 3. Anyone wishing to address Council should place your name on the sign up sheet
- 4. Jurisdiction Question
- 5. Conflict of Interest
- 6. Ex Parte Contact/Site Visits.(if any)
- 7. Planning Commission Recommendation
- 8. Applicant's Testimony/Council Questions
- 9. Proponent's Testimony
- 10. Opponent's Testimony
- 11. Final Staff Comments
- 12. Close/Continue Hearing**

III. Consent Calendar

- A. Regular Meeting Minutes of January 16, 2020

IV. Written Communication

Application for Emergency Management Commission

V. Staff Reports

A. Bills Paid Report, 1/1/20 – 1/27/20 - \$ 21,309.07

B. City Administrator

C. Jackson County Deputy

VI. Old Business

A. Street Parking Input

B. Welcome Packet Input

VII. New Business

Ordinance #294 – First Reading – Amending Chapters 95 and 153, Clarifying Street Standards

VIII. Public Comment on Non-Agenda Items

IX. Council Comments on Non-Agenda Items

A. Mayor Richardson – RVCOG

B. Councilor Mitchell – RFACT & Parks Commission

C. Councilor McGregor – SOREDI

D. Councilor Hohenstein – Planning Commission

E. Councilor Tarvin

XI. Adjournment

**BEFORE THE PLANNING COMMISSION
OF THE CITY OF SHADY COVE
COUNTY OF JACKSON, STATE OF OREGON**

IN THE MATTER OF CONSIDERATION OF AN)	
APPLICATION FOR APPROVAL OF ZC 19-01)	RECOMMENDATIONS
REQUEST FOR A COMPREHENSIVE PLAN)	TO CITY COUNCIL
AMENDMENT AND ZONE CHANGE IN THE CITY)	
OF SHADY COVE)	

APPLICANT: Matthew Prince

RECITALS:

- 1) An Application for a Zone Change for the purpose of altering the zoning designations from AC (Airpark Commercial) to R-1-20 (Low Density Residential) was filed and duly accepted by the City on April 5, 2019 and certified complete on April 16, 2019. A request for extension was received on May 6, 2019.
- 2) Subject property, described as tax lot 100 on Jackson County Assessor's Map No. 34-1W-21BA, is designated as AC (Airpark Commercial).
- 3) Chapter 154, §§154.435 through 154.441 of the Shady Cove Code of Ordinances governs Plan Amendments and Zone Changes within the corporate limits of the City and requires, if approval is recommended by the Planning Commission, that the City Council of the City of Shady Cove make the final decision regarding the application. Public notice was provided through the Upper Rogue Independent, as well as notices to affected property owners via United States Postal Service. The Planning Commission finds and concludes that proper notice has been given.
- 4) The Shady Cove Planning Commission, after providing proper public notice, met in Public Hearing on December 12, 2019 to consider the application and receive testimony from the applicant, interested parties and staff. The staff recommendations, as submitted to the Planning Commission, are contained in reports which are part of the record.
- 5) On December 12, 2019, following the close of the public hearing, the Planning Commission deliberated on the record of the proceedings, after which a motion was made and duly seconded, to **recommend approval** of the Comprehensive Plan Amendment and Zone Change request. The motion passed by a roll call vote of 4 to 0.

NOW THEREFORE, the Planning Commission of the City of Shady Cove finds, concludes and recommends as follows:

SECTION 1: FINDINGS

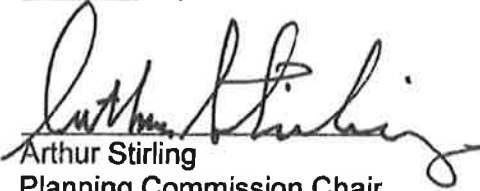
- 1) The standards used to evaluate applications for a zone change authorization are contained in Chapter 154, §§154.435 through 154.441 of the Shady Cove Code of Ordinances.
- 2) The Planning Commission hereby incorporates by reference all oral deliberations and findings of fact established in the record of the public hearing, and cites by reference: oral testimony by the applicant and the application and findings of fact which are a part of the record, the City Planner's staff report, and comments from Jackson County Roads.
- 3) The Planning Commission hereby finds that it has received all information and evidence necessary to consider the application for a Comprehensive Plan Amendment and Zone Change authorization.

SECTION 2: DECISION

Based on the record of the public hearing on this matter, the Planning Commission concluded that the case for a Comprehensive Plan Amendment and Zone Change authorization has been substantiated. Therefore, based upon compliance with the relevant sections of the City of Shady Cove Code of Ordinances Chapter 154, the Planning Commission **recommends approval** of the Comprehensive Plan Amendment from Commercial to Low Density Residential and Zone Change from AC (Airpark Commercial) to R-1-20 (Low Density Residential), **with the condition** that the applicant obtain any Road Approach Permit required by Jackson County.

This RECOMMENDATION for APPROVAL is given to the Shady Cove City Council this

19th day of December, 2019, in Shady Cove, Oregon.


Arthur Stirling
Planning Commission Chair



**Type IV Staff Report
Comprehensive Plan Amendment and Zone Change**

Date: December 4, 2019

Application No: ZC 19-01

Owner / Applicant: Matthew Prince

Proposal: Comprehensive Plan Amendment from Commercial to Low Density Residential and a Change of Zone from AC (Airpark Commercial) to R-1-20 (Low Density Residential).

Address: 6673 Rogue River Drive, Shady Cove, OR 97539

Legal Description of Property: 34-1W-21BA, Tax Lot 100

Acreage: .33 acres

Zoning: Airpark Commercial

The City of Shady Cove planner has reviewed an application for Comprehensive Plan Amendment and Zone Change to permit residential uses on the property described above.

Section 154.439 establishes the following criteria:

1. The proposal shall be consistent with the City's adopted goals and policies pertaining to land use, growth, and development.

Pertinent policies identified by the applicant and staff are as follows (Letters and numbers are not chronological because they reflect the format of the Comprehensive Plan):

C. Economic Development

Policy #3: the City of Shady Cove shall continue to review and refine its Land Use Regulations to ensure that they are reasonably and accurately reflect the goals and objectives of the community.

Policy #5: The City of Shady Cove shall work with landowner and developers through the Site Plan Review process to ensure that Plan concepts and actual development plans are in accordance with the City's Plans and Zoning.

Policy #9: New commercial and industrial development shall be supported by an adequate transportation system.

Finding: The property is zoned Airpark Commercial, reflecting its unique former use as the site of the Cable Television Utility Operations Building, a commercial building. “The purpose of the Airpark Commercial District is to provide the city a commercial-light industrial area not requiring a large amount of public exposure with airport related uses being of primary concern.” Now that the cable company no longer operates in Shady Cove, the current comprehensive plan and zoning designations are not appropriate. The proposed residential designation allows the existing structure to be retrofitted to allow residential occupation and will align more fluidly with the surrounding properties which are entirely R-1-20 zoned. The property is located along Rogue River Drive and is currently accessed via an existing driveway. The current zoning designation was approved due to a unique situation with an existing cable utility structure. The lot is not contiguous to the larger Airpark Commercial District and is problematic when considering future allowed uses in the AC zone. This is a small lot surrounded by residential properties and heavier commercial uses would likely be problematic with buffering, access, and parking limitations. The existing building appears to easily be retrofitted to accommodate low density residential uses and the site appears appropriately sized to accommodate associated low density residential use.

F. Public Facilities and Services

Policy #1: The City of Shady Cove will continue improving its wastewater disposal system, consistent with recommendations in the June 1998 Wastewater Collection and Treatment System Facility Update Plan prepared by Carollo Engineers.

Finding: The City completed updates to its wastewater treatment plant and collection system to accommodate future growth. The present treatment plant can accommodate approximately 2,597 EDUs. Rogue Valley Sewer Services provided no concerns about the proposed zone change.

Policy #3: The availability and quality of public services, especially streets, sewers, and water, will be considered in approval or denial of comprehensive plan amendments, zoning map changes, and land partitioning.

Finding: Chapter 7 of the Local Street Network Plan includes several policies and strategies for improving transportation systems in Shady Cove. Those that pertain to the application are listed here.

Implementation Strategy 2.3.D Identify and minimize conflict points between transportation modes (pedestrians, bicycles and vehicles) and

vehicle purposes (commercial vehicles, traffic operating on residential streets and through traffic).

Policy 4.4 Protect current transportation systems and accommodate future transportation needs by balancing transportation systems with land uses. Land use ordinances and zoning codes shall reflect the purpose of the adjoining transportation system.

Implementation Strategy 4.4.A Ensure that development proposals assess and mitigate the direct and cumulative impacts of a project on the transportation system.

Finding: The current application is for a comprehensive plan amendment and zone change. The property fronts and has access off of Rogue River Drive, a County Road. Jackson County Roads provided comment to include; they may require engineered storm drain calculations for further development of the site, applicant shall obtain all required county permits, a Road Approach Permit is required prior to any driveway approach improvement, and also voiced concern related to sight line issues with the current driveway. The applicant may contact Jackson County Roads with any questions.

H. Land Use

Policy #3: Zoning regulations will include clear and objective standards for the review of conditional uses, site plans and variances.

Finding: The R-1-20 zone contains several standards for new development. Any new development will be subject to findings of compliance with Development Review and Site Design Review standards in Section 154.038 and Section 154.200 of the Code of Ordinances.

Policy # 6: The availability and quality of public services, especially streets, sewers, storm drains, and water, will be considered in approval or denial of comprehensive plan amendments, zoning map changes.

Finding: See finding under Public Facilities element.

Policy # 8: In areas designated commercial or public, new developments, substantial modifications, or changes of use will be subject to site plan review.

Finding: Site review may be required for new or modified uses of the property.

Policy #11: The zoning regulations will contain specific requirements for off-street parking.

Finding: The site appears large enough to accommodate the two parking spaces required in Section 154.337 of the Code of Ordinances.

2. *The proposal shall be consistent with all applicable statewide planning goals.*

- Goal 6: Air, Water and Land Resources Quality: The purpose of this goal is to ensure that discharges from development do not 1) exceed the carrying capacity of air, water and land resources; 2) degrade such resources; or 3) threaten the availability of such resources.

Finding: Runoff from the property will be strictly controlled and must be designed to not exceed pre-development flows.

- Goal 11: Public Facilities and Services: The Goal is to plan and develop a timely, orderly and efficient arrangement of public facilities to serve as a framework for urban and rural development.

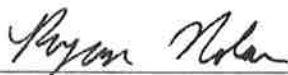
Finding: Agencies providing public facilities and services were notified of the proposal.

3. *A conceptual or specific development plan shall accompany the application to show how the site will be developed and to show that property facilities, services and utilities can be provided by the developer or other provider to serve the site needs.*

Finding: The site is developed and the applicant is proposing to remodel the building to meet all residential building code and to meet zoning standards of Shady Cove. The site has adequate area to provide parking and landscaping to increase the aesthetics of the site.

Conclusion: The proposed comprehensive plan and zone change reflect the owner's desire to convert a property previously occupied by a commercial use to one that accommodates low density residential use. The current Airpark Commercial designation no longer applies because the specific use as a cable utility operations center is no longer needed in Shady Cove, and the property appears to support the purposes of the Low Density Residential District.

Staff recommends approval of the proposed Comprehensive Plan Amendment from Commercial to Low Density Residential and a change of zone from AC (Airpark Commercial) to R-1-20 (Low Density Residential).



Ryan Nolan, CFM, City Planner

CITY OF SHADY COVE
ZONE CHANGE APPLICATION

Comprehensive Plan Amendment

OFFICE USE:

Application No. ZC 19-01 Received By D. Denmain Date 4-5-19
Amount Paid \$2500.00 Receipt No. 26971 Hearing Date 12/12/19

TO BE COMPLETED BY APPLICANT:

Name of Property Owner(s): Matthew Prince / Gabriella Prince (Ellie)

Property Street Address: 6673 Rogue River Dr

Between Deer Park Dr and Orchard Ln streets.

County Assessor's Map & Tax Lot Number: 341WZ1BA-100

Current Zoning: Airpark Commercial Adjacent Zoning: residential, R1-20

Request is for a Zone Change to: residential

MATERIALS REQUIRED (Application must include all required supplemental materials and application form at the time of filing.)

- 1) Attach a copy of recorded covenants, conditions or deed restrictions, if any, concerning the present use of this property.
- 2) Attach a copy of property plat map.
- 3) Attach a copy of a plot plan indicating the existing property lines and the proposed use. (Conceptual Plan)
- 4) Attach a list with the names and addresses of adjacent property owners within 200 feet of any boundary of the property.
- 5) Attach a metes and bounds description of the property.

CERTIFICATION

I hereby certify that the information given above and attached hereto is true and correct, that the property owner is aware of and agrees with this application, and that falsification of fact will result in invalidation of the application. I understand that any approval given is valid for the specific project only, and is subject to all applicable laws, regulations and conditions. Further, I understand that the fee paid at the time of submitting this application does not cover any professional, legal, or consulting fees incurred by City and that I am responsible for all costs incurred by the City of Shady Cove in connection with processing this application.

APPLICANT'S SIGNATURE [Signature]

ADDRESS 3396 New Ray Rd PHONE NUMBER 541324 9367 or Central Point OR 97502 (4002)

PURSUANT TO ORS 227, THIS APPLICATION IS CONSIDERED COMPLETE WHEN REVIEWED, DATED AND SIGNED BY THE CITY

PLANNER OR HIS/HER DESIGNATE

Complete Incomplete

Signature [Signature]

Date 4-16-19

CITY OF SHADY COVE
ZONE CHANGE APPLICATION
Page 2, Findings

Attach additional sheets as necessary

The proposed change is in conformance with the comprehensive land use plan of the City of Shady Cove in that:

It is ~~not~~ currently surrounded on all sides by other Residential neighborhoods.

There is a need for this type of property as follows:

Its currently an eyesore to the neighborhood, Renovating this structure to be a usable single family dwelling would both fit where its located & would remove the "odd duck" from the neighborhood

This property meets the public need best by:

Making this change will help clean up Shady Cove and will take an abandoned vacant property and change it to a usable, livable property.

The proposed use will not be detrimental to the public health, safety and general welfare in that:

Its quite the opposite. It will remove old, unused satellite dishes ^{from the yard} and other electronic equipment from inside the building. I will also remove any wanderers who were sneaking into the building through the opening for the air conditioning unit.

To Whom it may concern:

I am the current, New owner of 6673 Rogue River Dr in Shady Cove, OR. I am requesting to have the zoning of the property changed from Air Park Commercial to a residential single family dwelling. Currently 6673 has remained abandoned for several years, and has been and eyesore for the neighbors. This property desperately needs a renovation, and it would not make sense to renovate this structure to fit its current zoning specifications being that this property is located several blocks from the aripark.

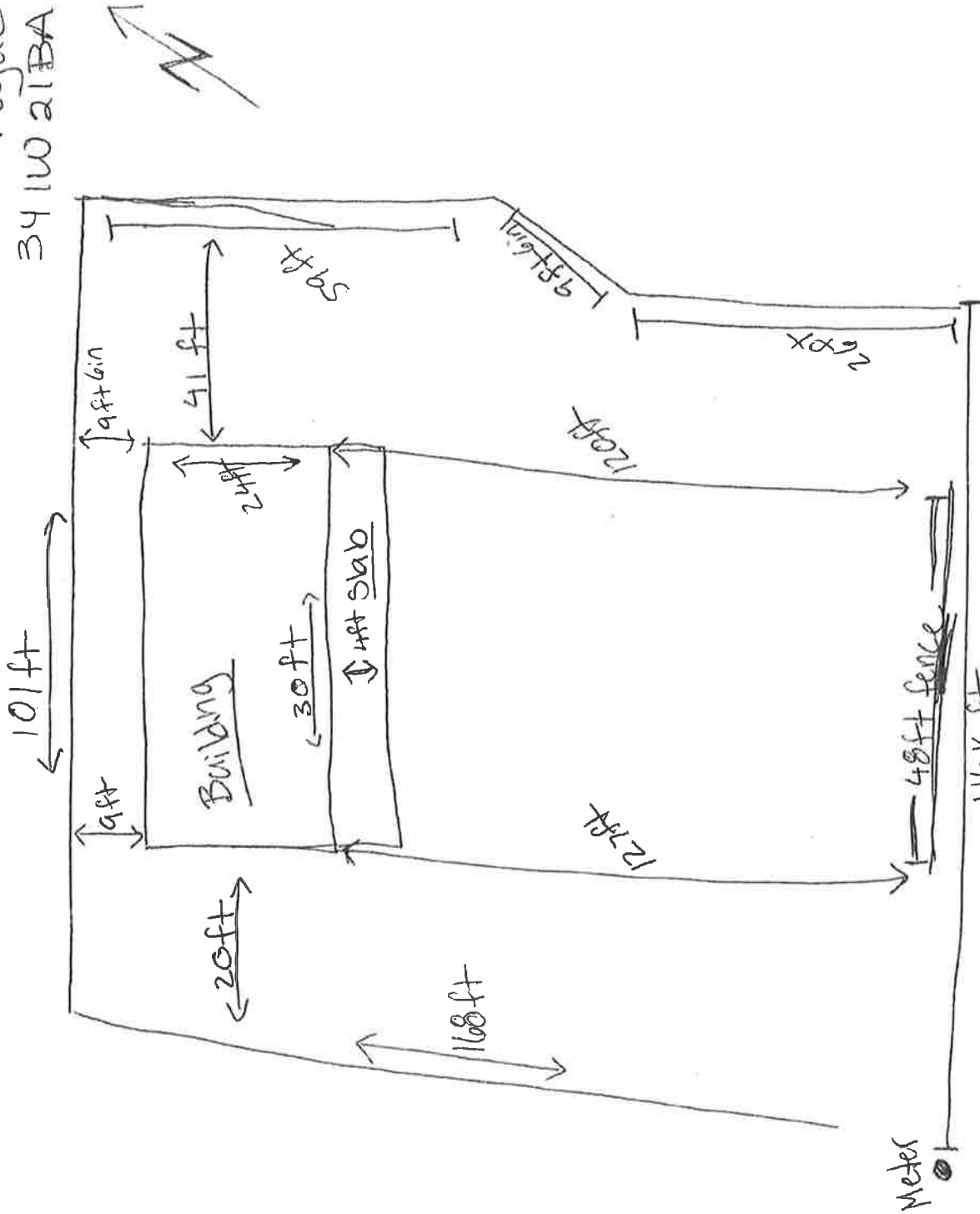
If you go to the property, you will see that it is surrounded on all sides by quiet neighborhoods, and family dwellings that are all zoned Residential. 6673 is currently an eye sore to the neighborhood that it's in. It would benefit the neighborhood to have this property cleaned up, and all the satellite dishes removed from the lot. It would be an appreciated addition to the neighborhood once finished.

I had heard after I purchased the property, that people had been sneaking in to the property through the opening in the wall for the air conditioning unit. Converting this structure to be a residential structure, would also benefit the area by removing any wanderers who may know how to gain access into this building

Your time and consideration in this matter are appreciated. I don't think it will be a difficult decision to make, based on not only its surroundings and location but also its potential benefit to both the neighborhood and Shady Cove alike.

Thank you Sincerely,
The Princes and Rogue Renovations

6673 Rogue River Dr
341W 21BA 100



Rogue River Drive

Debby Jermain

From: Debby Jermain
Sent: Friday, August 02, 2019 8:43 AM
To: Debby Jermain
Subject: FW: Rogue river dr zone change

-----Original Message-----

From: Ellie Prince [<mailto:ellie@dellco.net>]
Sent: Monday, May 06, 2019 1:35 PM
To: planning@shadvcove.net
Subject: Rogue river dr zone change

To whom it may concern:

My husband and I are the new owners of 6655 or 6673 Rogue River Dr in Shady Cove. We would like to postpone the zone change proceedings until September, as we will not have the ability to attend electronically while we're out of town. Consideration to this matter is appreciated.

Sincerely

Ellie prince
5413249367



**NOTICE OF A PROPOSED CHANGE
TO A COMPREHENSIVE PLAN OR
LAND USE REGULATION**

FORM 1

FOR DLCD USE

File No.:

Received:

Local governments are required to send notice of a proposed change to a comprehensive plan or land use regulation **at least 35 days before the first evidentiary hearing.** (See OAR 660-018-0020 for a post-acknowledgment plan amendment and OAR 660-025-0080 for a periodic review task). The rules require that the notice include a completed copy of this form.

Jurisdiction: **City of Shady Cove**

Local file no.: **ZC 19-01**

Please check the type of change that best describes the proposal:

- Urban growth boundary (UGB) amendment** including more than 50 acres, by a city with a population greater than 2,500 within the UGB
- UGB amendment** over 100 acres by a metropolitan service district
- Urban reserve designation**, or amendment including over 50 acres, by a city with a population greater than 2,500 within the UGB
- Periodic review task** – Task no.:
- Any other change** to a comp plan or land use regulation (*e.g.*, a post-acknowledgement plan amendment)

Local contact person (name and title): **Debby Jermain, Planning Technician**

Phone: **541-878-8204** E-mail: **djermain@shadycove.org**

Street address: **22451 Hwy 62 City: Shady Cove Zip: 97539**

Briefly summarize the proposal in plain language. Please identify all chapters of the plan or code proposed for amendment (maximum 500 characters):

The AC zone applies to land of a commercial-light industrial use with airport related uses. The proposal includes rezoning to a low density residential zone (R-1-20 minimum 20,000 square feet residential lots) to allow for the conversion of an existing structure to residential use. The staff report will be available at City Hall one week before the hearing.

Date of first evidentiary hearing: **12/12/2019**

Date of final hearing: **01/16/2020**

This is a revision to a previously submitted notice. Date of previous submittal:

Check all that apply:

- Comprehensive Plan text amendment(s)
- Comprehensive Plan map amendment(s) – Change from Airpark Commercial to Low Density Residential
Change from to
- New or amended land use regulation
- Zoning map amendment(s) – Change from AC (Airpark Commercial) to R-1-20 (Low Density Residential)
Change from to
- An exception to a statewide planning goal is proposed – goal(s) subject to exception:
- Acres affected by map amendment: **.33**

Location of property, if applicable (site address and T, R, Sec., TL): 6673 Rogue River Dr, Shady Cove, OR 97539 and 34-1W-21BA TL 100

List affected state or federal agencies, local governments and special districts: Jackson County Fire District #4, DLCD, Rogue Valley Sewer Services (RVSS), Jackson County Roads

NOTICE OF A PROPOSED CHANGE – SUBMITTAL INSTRUCTIONS

1. Except under certain circumstances,¹ proposed amendments must be submitted to DLCD's Salem office at least 35 days before the first evidentiary hearing on the proposal. The 35 days begins the day of the postmark if mailed, or, if submitted by means other than US Postal Service, on the day DLCD receives the proposal in its Salem office. **DLCD will not confirm receipt of a Notice of a Proposed Change unless requested.**

2. A Notice of a Proposed Change must be submitted by a local government (city, county, or metropolitan service district). DLCD will not accept a Notice of a Proposed Change submitted by an individual or private firm or organization.

3. **Hard-copy submittal:** When submitting a Notice of a Proposed Change on paper, via the US Postal Service or hand-delivery, print a completed copy of this Form 1 on light green paper if available. Submit **one copy** of the proposed change, including this form and other required materials to:

Attention: Plan Amendment Specialist
Dept. of Land Conservation and Development
635 Capitol Street NE, Suite 150
Salem, OR 97301-2540

This form is available here:

<http://www.oregon.gov/LCD/CPU/Pages/Plan-Amendments.aspx>

4. **Electronic submittals** of up to 20MB may be sent via e-mail. Address e-mails to plan.amendments@state.or.us with the subject line "Notice of Proposed Amendment."

Submittals may also be uploaded to DLCD's FTP site at <http://www.oregon.gov/LCD/CPU/Pages/PAPA-Submittals.aspx>.

E-mails with attachments that exceed 20MB will not be received, and therefore FTP must be used for these electronic submittals. **The FTP site must be used for all .zip files** regardless of size. The maximum file size for uploading via FTP is 150MB.

Include this Form 1 as the first pages of a combined file or as a separate file.

5. **File format:** When submitting a Notice of a Proposed Change via e-mail or FTP, or on a digital disc, attach all materials in one of the following formats: Adobe .pdf (preferred); Microsoft Office (for example, Word .doc or docx or Excel .xls or xlsx); or ESRI .mxd, .gdb, or .mpk. For other file formats, please contact the plan amendment specialist at 503-934-0000 or plan.amendments@state.or.us.

6. **Text:** Submittal of a Notice of a Proposed Change for a comprehensive plan or land use regulation text amendment must include the text of the amendment and any other information necessary to advise DLCD of the effect of the proposal. "Text" means the specific language proposed to be amended, added to, or deleted from the currently acknowledged plan or land use regulation. A general description of the proposal is not adequate. The notice may be deemed incomplete without this documentation.

7. **Staff report:** Attach any staff report on the proposed change or information that describes when the staff report will be available and how a copy may be obtained.

8. **Local hearing notice:** Attach the notice or a draft of the notice required under ORS 197.763 regarding a quasi-judicial land use hearing, if applicable.

9. **Maps:** Submittal of a proposed map amendment must include a map of the affected area showing existing and proposed plan and zone designations. A paper map must be legible if printed on 8½" x 11" paper. Include text regarding background, justification for the change, and the application if there was one accepted by the local government. A map by itself is not a complete notice.

10. **Goal exceptions:** Submittal of proposed amendments that involve a goal exception must include the proposed language of the exception.

¹ 660-018-0022 provides:

(1) When a local government determines that no goals, commission rules, or land use statutes apply to a particular proposed change, the notice of a proposed change is not required [a notice of adoption is still required, however]; and

(2) If a local government determines that emergency circumstances beyond the control of the local government require expedited review such that the local government cannot submit the proposed change consistent with the 35-day deadline, the local government may submit the proposed change to the department as soon as practicable. The submittal must include a description of the emergency circumstances.

If you have any questions or would like assistance, please contact your DLCD regional representative or the DLCD Salem office at 503-934-0000 or e-mail plan.amendments@state.or.us.

Notice checklist. Include all that apply:

- Completed Form 1
- The text of the amendment (e.g., plan or code text changes, exception findings, justification for change)
- Any staff report on the proposed change or information that describes when the staff report will be available and how a copy may be obtained
- A map of the affected area showing existing and proposed plan and zone designations
- A copy of the notice or a draft of the notice regarding a quasi-judicial land use hearing, if applicable
- Any other information necessary to advise DLCD of the effect of the proposal



Mayor
Lena Richardson

Councilors
Steve Mitchell
Dick McGregor
Shari Tarvin
Hank Hohenstein

CERTIFICATE OF MAILING

I hereby certify that on November 22, 2019, I provided a copy of the PUBLIC HEARING NOTICE REQUEST FOR AGENCY COMMENT, PLANNING FILE NO. ZC 19-01 by first class mail to the following (list attached):


Debby Jermain, Planning Technician

"The City of Shady Cove is an equal opportunity provider."

22451 Highway 62 ♦ PO Box 1210 ♦ Shady Cove OR 97539 ♦ (541) 878-2225 ♦ FAX: (541) 878-2226
E-Mail: djermain@shadycove.org ♦ Web Site: www.shadycove.org

Ted Zuk
Jackson County
10 S Oakdale, Room 100
Medford, OR 97501

Thomas Corrigan
City Administrator

Carl Tappert, PE
District Manager, RVSS
PO Box 3130
Central Point, OR 97502

Mike Kuntz
Jackson County Roads
200 Antelope Rd
White City, OR 97503

Matthew Prince
3396 New Ray Rd
Central Point, OR 97502

JJ
Hiland Water
PO Box 699
Newburg, OR 97132

Greg Winfrey
Fire District #4
PO Box 1400
Shady Cove, OR 97539



Mayor
Lena Richardson

NOTICE OF PUBLIC HEARING REQUEST FOR AGENCY COMMENT

Councilors
Steve Mitchell
Dick McGregor
Shari Tarvin
Hank Hohenstein

The City of Shady Cove Planning Commission will hold a Public Hearing at 6:00 p.m. on Thursday, December 12, 2019 in the City Hall Council Chamber, 22451 Hwy 62, Shady Cove, Oregon. The purpose of the hearing is consideration of a Zone Change and Comprehensive Plan Amendment. Possible Planning Commission actions include a recommendation to approve or deny the request.

Proposed Comprehensive Plan Amendment from Commercial to Low Density Residential and a Zone Change from AC (Air Park Commercial) to R-1-20 (Low Density Residential) for property located at 6673 Rogue River Drive, Assessor's Map No. 34-1W-21BA Tax Lot 100. Planning File No. ZC 19-01. Applicant: Mathew Prince.

Oral and written public testimony regarding this matter will be accepted at the public hearing. Written statements are encouraged and may be submitted at any time, but must be received by *December 4, 2019, to be included in the staff report*. Mail written comments to Planning Department, City of Shady Cove, PO Box 1210, Shady Cove, OR 97539, via fax at 541-878-2226, or via E-mail at djerman@shadycove.org.

The proposed zone change and file information are available for public review at City Hall, 22451 Hwy 62, Shady Cove during regular office hours or for purchase if requested. For additional information call Shady Cove Planning Department at 541-878-8204.

Failure to raise an issue at a hearing, in person or in writing, accompanied by statements or evidence sufficient to afford the decision maker and the applicant an opportunity to respond to the issue, shall preclude appeal to the Oregon State Land Use Board of Appeals based on that issue. All testimony and evidence must be directed towards specific criteria, copies of which are available at City Hall.

NOTICE TO MORTGAGEE, LIENHOLDER, VENDOR, OR SELLER: ORS CHAPTER 215 REQUIRES THAT IF YOU RECEIVE THIS NOTICE, IT MUST BE PROMPTLY FORWARDED TO THE PURCHASER.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Planning Department at (541) 878-2225. Notification 72 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting (28 CFR 35.102-35.104 ADA Title II).

Current



Proposed





JACKSON COUNTY

Roads

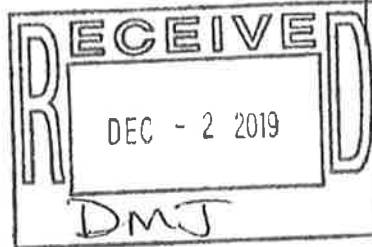
Roads Engineering

Chuck DeJanvier
Construction Engineer

200 Antelope Road
White City, OR 97503
Phone: (541) 774-6255
Fax: (541) 774-6295
DeJanvCA@jacksoncounty.org
www.jacksoncounty.org

November 27, 2019

Attention: Debby Jermain
City of Shady Cove Planning
22451 Highway 62
Shady Cove, OR 97539



RE: Planning File: ZC-19-01 & CPA; 34-1W-21BA, Tax Lot 100.
A Comprehensive Plan Amendment & Zone Change
off Rogue River Drive – a County maintained road.

Dear Debby:

Thank you for the opportunity to comment on this application for a Comprehensive Plan Amendment & Zone Change a 0.33 acre property in a Shady Cove Air Park Commercial (AC) to a Low Density Residential (R-1-20) zoning district. The property is located at 6673 Rogue River Drive 34-1W-21BA Tax Lot 100. Jackson County. Roads has the following comments:

1. Jackson County's General Administration Policy #1-45 sets forth the County's position as it relates to the management of County roads located within existing or proposed city limits or Urban Growth Boundaries (UGB). The County has no current plans for improvements to Rogue River Drive. Jackson County Roads recommends that the city request road jurisdiction.
2. If county storm drainage facilities are utilized, the applicant's registered engineer shall verify that the drainage system has adequate capacity to accept additional runoff from this development. Jackson County Roads shall review, comment and approve the hydraulic report including the calculations and drainage plan. Capacity improvements or on site detention, if necessary, shall be installed at the expense of the applicant.
3. The applicant shall submit construction drawings to Jackson County Roads and obtain county permits if required.
4. We would like to be notified of future development proposals, as county permits may be required.
5. Prior to issuing permits, a Road Approach Permit from Jackson County Roads is required to upgrade any approach to Rogue River Drive.
6. Jackson County Roads has concerns there may be sight line issues with the location of the driveways on Rogue River Drive. The approach permit may contain special requirements to address these issues.

November 27, 2019
Page 2 of 2

7. Utility Permits are required from Roads for any utility work within the county road right-of-way.
8. Please note Rogue River Drive is a County Major Collector and is county-maintained. The Average Daily Traffic count was 1,664 on August 7 2017, 100 feet west of Deer Park Lane. As a comparison of capacity for Rogue River Drive, the capacity of a two lane rural road with ten foot lanes and no shoulders is 5,888 ADT.

If you have any questions or need further information feel free to call me at 774-6255.

Sincerely,



Chuck DeJanvier
Construction Engineer

PUBLIC NOTICE

The City of Shady Cove Planning Commission will hold a Public Hearing at 6:00 p.m. on Thursday, December 12, 2019 in the City Hall Council Chamber, 22451 Hwy 62, Shady Cove, Oregon. The purpose of the hearing is consideration of a Zone Change and Comprehensive Plan Amendment. Possible Planning Commission actions include a recommendation to approve or deny the request.

Proposed Comprehensive Plan Amendment from Commercial to Low Density Residential and a Zone Change from AC (Air Park Commercial) to R-1-20 (Low Density Residential) for property located at 6673 Rogue River Drive, Assessor's Map No. 34-1W-21BA Tax Lot 100. Planning File No. ZC 19-01. Applicant: Mathew Prince.

Oral and written public testimony regarding this matter will be accepted at

the public hearing. Written statements are encouraged and may be submitted at any time, but must be received by December 4, 2019, to be included in the staff report. Mail written comments to Planning Department, City of Shady Cove, PO Box 1210, Shady Cove, OR 97539, via fax at 541-878-2226, or via E-mail at djerman@shadycove.org.

The proposed zone change and file information are available for public review at City Hall, 22451 Hwy 62, Shady Cove during regular office hours or for purchase if requested. For additional information call Shady Cove Planning Department at 541-878-8204.

Failure to raise an issue at a hearing, in person or in writing, accompanied by statements or evidence sufficient to afford the decision maker and the applicant an opportunity to

respond to the issue, shall preclude appeal to the Oregon State Land Use Board of Appeals based on that issue. All testimony and evidence must be directed towards specific criteria, copies of which are available at City Hall.

NOTICE TO MORTGAGEE, LIENHOLDER, VENDOR, OR SELLER: ORS CHAPTER 215 REQUIRES THAT IF YOU RECEIVE THIS NOTICE, IT MUST BE PROMPTLY FORWARDED TO THE PURCHASER.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Planning Department at (541) 878-2225. Notification 72 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting (28 CFR 35.102-35.104 ADA Title II).

PUBLIC NOTICE

The City of Shady Cove City Council will hold a Public Hearing at 6 p.m. Thursday, Feb. 6, 2020 at the City Hall Council Chambers, 22451 Highway 62, Shady Cove, Oregon for the following purpose:

Consider a recommendation from the Planning Commission regarding a proposed Comprehensive Plan Amendment from Commercial to Low Density Residential and a Zone Change from AC (Airpark Commercial) to R-1-20 (Low Density Residential) for property located at 6673 Rogue River

Drive, Assessor's Map No. 34-1W-21BA Tax Lot 100. Planning File No. ZC 19-01. Applicant: Mathew Prince.

Oral and written public testimony regarding this matter will be accepted at the public hearing. Mail written comments to Planning Department, City of Shady Cove, PO Box 1210, Shady Cove, OR 97539, via fax at 541-878-2226, or via E-mail at djermain@shady-cove.org.

The proposed zone change and file information are available for public review at City Hall, 22451

Hwy 62, Shady Cove during regular office hours or for purchase if requested. For additional information call Shady Cove Planning Department at 541-878-8204.

Failure to raise an issue at a hearing, in person or in writing, accompanied by statements or evidence sufficient to afford the decision maker and the applicant an opportunity to respond to the issue, shall preclude appeal to the Oregon State Land Use Board of Appeals based on that issue. All testimony and evidence must be directed toward specific

criteria, copies of which are available at City Hall.

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Planning Department at (541) 878-2225. Notification 72 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to the meeting (28 CFR 35.102-35.104 ADA Title II).

City of Shady Cove
City Council Regular Meeting Minutes
Thursday, January 16, 2020

CALL TO ORDER

Mayor Richardson called the Regular City Council Meeting to order at 6:00 p.m. in the City Council Chambers.

Council Present: Mayor Richardson, Councilor Mitchell, Councilor McGregor, Councilor Tarvin, and Councilor Hohenstein.

Staff Present: Thomas J. Corrigan, City Administrator

ANNOUNCEMENTS

The Mayor led the audience in the Pledge of Allegiance. The Mayor read the announcements.

PUBLIC HEARING

The Mayor opened the Public hearing at 6:02 PM.

Public Hearing to accept public testimony regarding proposed amendments to the Shady Cove Code of Ordinances to amend Chapters 95 and 153 in order to; clarify the City's street standards, refine standards for shared private drives and allow improvement of existing City streets using alternate street standards. Planning File No: CPA 19-03

Public Hearing Opening Statement was read by Councilor Mitchell

No one signed up to comment

No one had a question on the jurisdiction of the Council

No Councilor stated a Conflict of Interest

Councilor Tarvin questioned the date and Ryan Nolan stated that there was originally a different date however, it was posted correctly with the current date.

Ryan Nolan, Contract Planner gave opening comments, explained each proposed change.

Art Stirling, Planning Commission Chair, gave a brief comment.

Councilors asked questions of the Planner.

A discussion ensued following questions from Councilor Hohenstein regarding changes to the Ordinance not reflected in changes noted on the agenda. Art Stirling commented in regard to these questions.

No Proponents or Opponents wished to comment

Ryan Nolan gave last comments

The Public Hearing was closed at 6:54.

Motion to Accept Recommendation from Planning Commission to Amend Street Standards Outlined in Staff Memo.

Motion: Council Hohenstein Second: Councilor Mitchell

All Ayes. Motion passed unanimously

PUBLIC COMMENT

None.

CONSENT CALENDAR

Motion to Accept the Minutes of the Regular Council Meeting December 19, 2019, with Corrections

Motion: Councilor Hohenstein Second: Councilor McGregor
All Ayes. Motion carried unanimously

Motion to Accept the Minutes of the Regular Council Meeting January 7, 2020, with Corrections

Motion: Councilor McGregor Second: Councilor Mitchell
All Ayes. Motion carried unanimously.

PRESENTATIONS

Colleen Padilla presented updates from SOREDI (attached)
Councilors made comments and suggested a course of action.

Kathleen Collins vented to the Council and SOREDI in regard to the difficulty in hiring in Shady Cove.

WRITTEN COMMUNICATION

- A. Emergency Management Meeting – Councilor Hohenstein will attend
- B. SOREDI Reception – Councilor McGregor will attend

Deputy Bildon gave his report first to allow him to get back to patrolling. He offered information on all reports for 2019. He asked for the document back as it had not been redacted.

Motion to Extend Meeting Time until 8:30 PM.

Motion: Councilor Hohenstein Second: Councilor Mitchell
All ayes. Motion carried 5-0

STAFF REPORTS

Motion to Accept the Bills Paid Report for 12/7/19 to 12/31/19

Motion: Councilor Mitchell Second: Councilor McGregor
Councilor Mitchell reported he had contacted the City Administrator and had all of his questions answered.
Motion carried 4-0 (Abstain - Councilor Tarvin)

Second Quarter Financials

Council Tarvin had questions on radio station ads, flag program, temp worker, Sheriff's office billing. The City Administrator read the contract language for the billing. Also discussed was the billing for the Cleveland St project and pass-through billing for

engineer. Hudspeth project was approved at the Budget Hearing and then the Council. The Watershed match was fulfilled.

City Administrator's Report

- A person come in to take out a business license at Shy's saying the business was being sold.
- Weather has caused some tree issues. Street Standards will assist us.
- Thanks to Fire District 4 for assisting with tree down.
- Tree inventory would be helpful
- Complaints of parking and vehicle storage issues
- Work by private homes tracking mud out on ROW and cracking street edge.
- Schoolhouse work approximately by June 1, 60 day project
- New Rogue River vido on website
- RVSS work moving along on Kinworthy, Rogue River Dr., Kelly Ct. Still have Schoolhouse , Bond, and Fawn Circle to do.
- RVSS billing conversation in regard to Certificate of Occupancies.
- City Hall closed Monday for Martin Luther King Day.
- Teamster contract work for PERS begun by labor attorney

Chief Winfrey gave FD4 report. (Attached)
Chief commented on response times for ambulances.

OLD BUSINESS

A. City Goals – 2020-2021

Discussion ensued.

Motion: Move to accept City Goals for 2020-2021 as listed on document

Motion: Councilor Hohenstein Second: Councilor McGregor

All Ayes. Motion passed unanimously

B. Photography Contest

Different commercial work was discussed. Quality will be pixels of 3600x4000 minimum. Will start beginning of February and gauge response. \$50 prizes.

NEW BUSINESS

A. Appointment of Commission/Committee Liaisons

Mayor appointed same appointments.

PUBLIC COMMENTS

None

COUNCIL COMMENTS

Mayor Richardson spoke that RVCOG meeting has been moved to next week. Discussion that work sessions should be a regularly set time. Issues of significance, brought up in Public Forums. It was suggested that work sessions should be on subject matter need in order to not hold up important issues for scheduled sessions.

Councilor Mitchell reported on RVACT's 1/14 meeting stated that trucking industry is having a heck of a time with the amount of traffic and lack of space to take rest stops. ODOT announced NB lane of I-5 is scheduled for replacement this summer and traffic will be diverted to Hwy 99. Addressed with ODOT that the City's stretch of Hwy 62 needs to have its streets cleaned.

Parks & Recreation Commission – Flags over the bridge would be changed in the coming week. Betty Herbst was tasked with scheduling bands – dates and bands lined up. Discussed City branding, City calendar, and electric signage. Discussed new jail costs.

Councilor McGregor had no updates.

Councilor Hohenstein will not be at the April 2 meeting

Motion to Extend Meeting Time until 9 PM.

Motion: Councilor Hohenstein

Second: Councilor Mitchell

All ayes. Motion carried 5-0

Councilor Tarvin discussed HGTV is taking applications to makeover an entire town. Requirements are: must be smaller than 40,000 population; must have existing architectural structures on main street needing made over; town must be in desperate need of makeover.

Hiland rate increase has been announced and the process for PUC intervening to impose rate regulations.

ADJOURNMENT

There being no further business before the Council, the Mayor adjourned the regular meeting at 8:58 PM.

Approved:

Attest:

Lena Richardson
Mayor

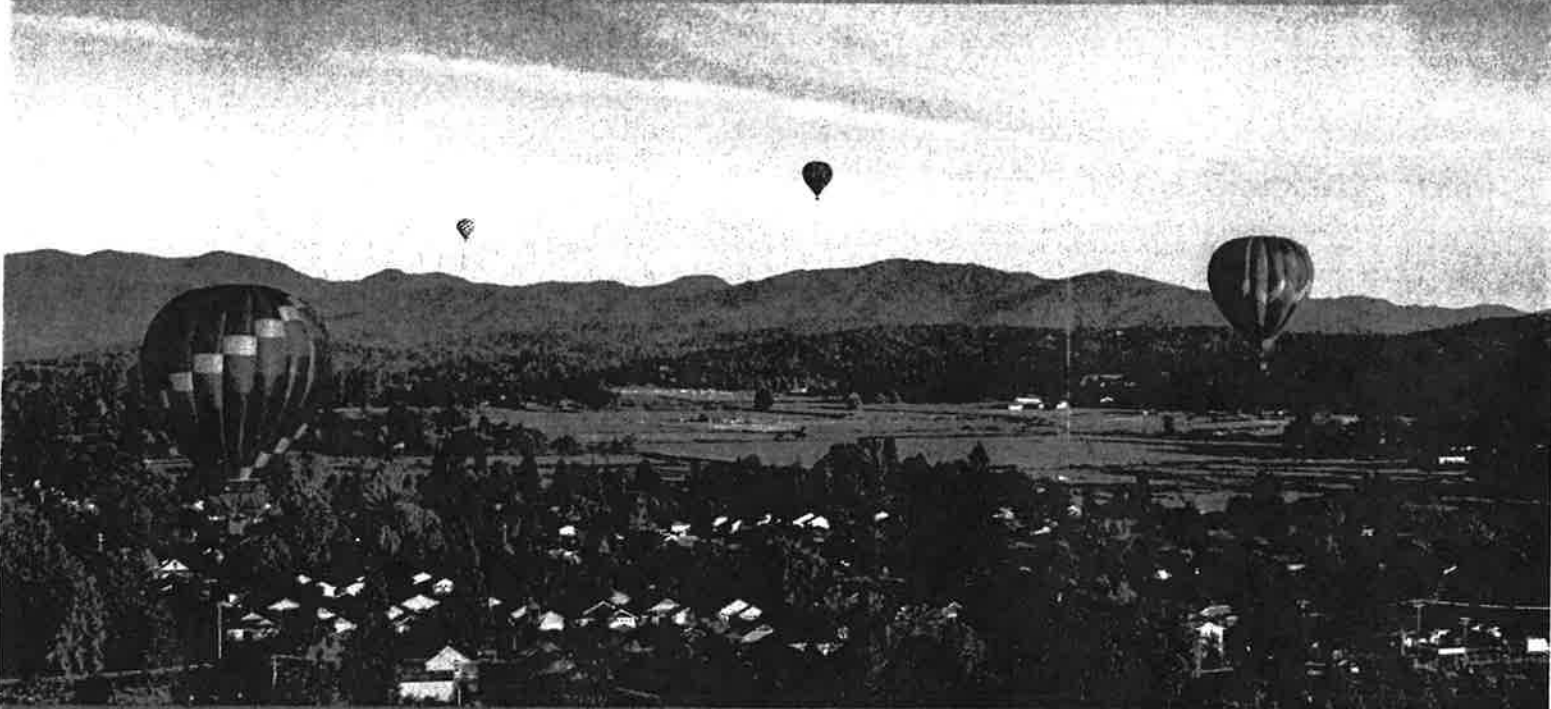
Thomas J. Corrigan
City Administrator

Council Vote:

Mayor Richardson	_____
Councilor Mitchell	_____
Councilor McGregor	_____
Councilor Tarvin	_____
Councilor Hohenstein	_____

DRAFT

NOVEMBER 2019



ONE ROGUE VALLEY

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

ACKNOWLEDGMENTS

TIP would like to thank the following individuals and organizations for their participation in this planning process.

Aaron Ausland, CEO
Ausland Group

Jerry Brienza, Director
Rogue Valley International-Medford Airport

Terri K. Coppersmith, VP Finance
PLEXIS Healthcare Systems, Inc.

Chris DuBose, VP Community Banking Team Lead
First Interstate Bank

Pat Fahey, Owner
Sutherlin Sanitary Service

Darin Fowler, Commissioner
Josephine County

Brad Hicks, President and CEO
The Chamber of Medford/Jackson County

Dr. Cathy Kemper-Pelle, President
Rogue Community College

Christina Kruger, Regional Business Manager
PacifiCorp

Roy Lindsay, Mayor
City of Grants Pass

Rob Merriman, Community Development Manager
SORED!

Colleen Padilla, Executive Director
SORED!

Brian Sjothun, City Manager
City of Medford

Bob Strosser, Commissioner
Jackson County

Bill Thorndike, President
Medford Fabrication

Steve Vincent, Regional Business Manager
(CEDS Committee Chair)
Avista Utilities

Roy Vinyard, Consultant
Asante

John White, Region Manager
Boise Cascade

TIP
strategies



TIP STRATEGIES, INC., is a privately held economic development consulting firm with offices in Austin and Seattle. TIP is committed to providing quality solutions for public sector and private sector clients. Established in 1995, the firm's primary focus is economic development strategic planning.

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Principal
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EXECUTIVE SUMMARY

In 2019, Southern Oregon Regional Economic Development, Inc. (SORED) engaged TIP Strategies to develop a comprehensive economic development strategy (CEDS) for Jackson and Josephine Counties to guide economic development efforts over the next 5 years. Funding for the plan came from over 30 regional partners that recognize the value of collaborative and inclusive planning. This CEDS is the first of this magnitude in over 20 years and although the plan focuses on strategies for the next 5 years, the impacts will extend well beyond that timeframe. This plan meets the requirements set forth by the US Economic Development Administration (EDA) to maintain Southern Oregon's Economic Development District (EDD).

In order to ensure a holistic approach, TIP deployed a three-phase planning process, beginning with the discovery phase. Over the course of six months, the TIP team worked closely with Southern Oregon leaders to identify the region's opportunities and challenges. In addition to extensive community feedback gathered from 38 roundtables and a community survey that yielded over 340 responses, a full quantitative data analysis was completed on Jackson and Josephine Counties. The results from these analyses can be found in the Economic Assessment in Appendix 1 in the final plan. Following the discovery phase, and armed with insights, the opportunity phase launched, where key themes and initiatives emerged, and the region aligned around a shared vision for the future. Strategies are organized under five initiatives, including business development, innovation and entrepreneurship, talent, tourism, and placemaking. Within each initiative, there are tactics that are currently being implemented in the region in addition to new strategies created to address the needs and challenges of the community. The final phase, or implementation phase, focuses on plan execution and strategy prioritization to ensure the region fulfills its shared vision.

Just as an impactful CEDS cannot be developed by a single entity, an effective CEDS cannot be implemented by a single entity. It is imperative that the entire Rogue Valley works collaboratively to implement the strategies set forth in the plan. In order to ensure CEDS implementation is on track, the One Rogue Valley Coalition, a partnership comprised of public sector and private sector leaders, will convene on a regular basis to address challenges and recognize achievements. Furthermore, because the CEDS is designed to be implemented over a 5-year period and economic conditions in the region will change during this time, the One Rogue Valley Coalition will be responsible for adjusting and refining priorities to ensure the plan meets the dynamic needs of the community.

ONE ROGUE VALLEY: CEDS

INITIATIVES

1. Business Development
2. Innovation and Entrepreneurship
3. Talent
4. Tourism
5. Placemaking

TIER 1: STRATEGIC GROWTH AREAS

- Specialty Agriculture
- Natural Resources
- Tourism
- Healthcare

TIER 2: ASPIRATIONAL NICHES

- Technology, Advanced Manufacturing, and Logistics

KEY PERFORMANCE METRICS

- Number of new firms
- Number of new jobs
- Startup businesses assisted
- SBIR/STTR grants
- Labor participation rate
- Average annual wage
- Bachelor's degree or higher
- Tourism funding
- Annual visitors
- Housing affordability index

ONE ROGUE VALLEY: CEDS

INTRODUCTION

The name “One Rogue Valley” embodies the vision for Southern Oregon that includes Jackson and Josephine Counties as a united region that prioritizes collaboration. The region contains two major geographic landmark valleys, the Illinois Valley in the western half of Josephine County and the Rogue Valley in the central part of Jackson County. Both valleys follow the watershed of the Rogue River, feeding the Illinois River, the Applegate River, and Bear Creek (which flows from Medford to Ashland). The “Rogue” name is synonymous with both counties, as the public sector and the private sector have adopted the name in everything from businesses to regional amenities. From Rogue Community College and Rogue Valley International-Medford Airport to Rogue Valley Door to Rogue Creamery, the region has embraced the river that unites the region.

The immense natural beauty and unique cultural amenities give the region a number of strategic economic advantages. Historically, the timber industry was the main economic driver for the region and although that sector represents a strong portion of the regional economy, the industry has been declining in recent years due to forest management policies and an aging workforce. However, the region is committed to strengthening and diversifying its economic base. The region is home to a vast array of industries, including many niche and artisanal businesses. Tourism is also a major economic driver for the region due to its world-renowned arts and culture amenities, including the Oregon Shakespeare Festival. This sector has the potential to grow, as the region continues to focus on outdoor recreational activities, including organized sports.

To reach its economic development and prosperity goals, the region has collaboratively committed to developing a comprehensive economic strategy to chart a course for the next 5 years and beyond. The strategy aligns with the standards outlined by the US Economic Development Administration (EDA) requirements to maintain an Economic Development District (EDD). The Southern Oregon EDD is managed by Southern Oregon Regional Economic Development Inc. (SOREDI) and the organization is responsible for maintaining an EDA-approved Comprehensive Economic Development Strategy (CEDS), which must be updated every 5 years to retain the EDD designation. The EDD designation allows the region to apply for economic development-related funding that aligns with the initiatives and priorities outlined in the CEDS.

The CEDS cannot be implemented by one organization alone, which is why the One Rogue Valley Coalition is vital to the success of the plan. The One Rogue Valley Coalition consists of both public sector and private sector leaders who have committed to carry out and follow through on the strategies and actions included in the CEDS. With this in mind, the One Rogue Valley Coalition developed a vision statement designed to focus and align efforts: Southern Oregon’s Rogue Valley region values its unique communities while uniting to build sustainable economic success for all residents. The region thinks and acts boldly to attract, create, and keep businesses and jobs; it supports the development of its citizens; and prioritizes maintaining a healthy environment for families and industry. This statement is designed to be a touchstone that can be referenced during the course of CEDS implementation.

The CEDS is divided into five key initiatives: business development, innovation and entrepreneurship, talent, tourism, and placemaking. The strategies under business development focus on achieving the region’s goals for ensuring thoughtful, sustainable, and equitable economic growth. Especially in the Rogue Valley, where commercial land is a premium and industry is so varied, the region cannot afford to operate without a targeted strategy. The region is also committed to recognizing and working toward the goals of the urban centers of the region and also those of

rural and traditionally underserved communities. The second initiative, innovation and entrepreneurship, focuses strategies on strengthening the entire innovation ecosystem. In addition to developing and formalizing resources for business and entrepreneurs, this initiative also lays a path to explore the development of a regional center of excellence for wildland firefighting. The third initiative, talent, is arguably the most important component of the plan, as without a skilled workforce, business and communities cannot prosper. This initiative prioritizes strategies that attract, equip, and retain workers in the region to meet the needs of current and future employers. The fourth initiative, tourism, highlights the region's diverse amenities, from the Oregon Shakespeare Festival to rafting the Rogue River. The region is committed to further developing the industry by expanding offerings to shoulder and traditional off-seasons and attracting visitors from new markets. The fifth initiative, placemaking, ensures that the region preserves its outstanding quality of life for all residents. Strategies under this initiative relate to issues ranging from workforce housing and commercial development to creating inclusive communities.

Although the CEDS will not address, and cannot address, every issue and challenge the region faces, the purpose of the plan is to build a resilient community that works collectively to build economic prosperity. The CEDS is designed to be a living, evergreen plan that can adapt and change based on the needs of the community. The One Rogue Valley Coalition's leadership team is responsible for making adjustments and updating actions as strategies are implemented. Although the plan is designed to be executed over the course of a 5-year period, the plan was designed from the perspective to meet the long-term needs of the region, and benefits will extend beyond 2025.

INITIATIVE 1. BUSINESS DEVELOPMENT

Ensure thoughtful, sustainable, and equitable economic growth by strategically promoting the region as a destination for business expansion and relocation.

The Rogue Valley is fortunate to have sophisticated and robust business development services available to assist traded and local sector businesses in the region, at all stages of the business cycle, from startups to established businesses. However, the Rogue Valley faces unique challenges to developing its economy and a thoughtful business development strategy is needed to ensure that investment occurs throughout the region. In addition to the major economic centers of Grants Pass, Medford, and Ashland, the region is home to a number of successful businesses in smaller and rural communities in the region. It is essential that the region's economic development practitioners understand the unique needs of all the communities in Josephine and Jackson Counties, so each community is positioned to achieve their economic development goals. The following framework outlines the strategies and actions that will need to occur to meet the business development priorities for the Rogue Valley.

STRATEGIES AND ACTIONS

- 1.1.** Strengthen the region's business retention and expansion (BRE) program. A strong BRE strategy is essential for a successful economic development organization, as the bulk of job creation (and contraction) comes from established businesses.¹ Promote economic development and business support services throughout the region, including in rural and underserved communities.
 - 1.1.1.** Increase the number of annual private sector business visits by economic development organizations.
 - Conduct business visits by a range of economic development professionals, including those in business development, recruitment, entrepreneurship, and lending positions. Often leads for recruitment projects are uncovered during existing business visits and existing businesses offer valuable insight that can be relayed to the entrepreneurship community.
 - Prioritize visits with companies in the region's target sectors and traded sector companies. Due to the diverse nature of businesses in the region, intensive groundwork is required to understand the needs of businesses and build connections.
 - Ensure broad and diverse representation of private sector and public sector partners on SOREDI's BRE Committee. A business from each targeted industry (including aspirational targets) should be represented on the committee.
 - Work with community partners to identify underserved traded sector businesses in the region; track the number of women-owned and minority-owned businesses that SOREDI serves.
 - 1.1.2.** Structure business visits to achieve specified outcomes. The first visit should include an overview of regional economic development services, workforce development needs and programs, supply chain needs, and a discussion of the business's challenges and opportunities. Follow-up visits should be focused and project oriented.

¹ Congressional Research Service, *Small Business Administration and Job Creation*, 11 September 2019, fas.org/sgp/crs/misc/R41523.pdf.

- 1.1.3.** Coordinate business visits with regional partners, including workforce and technical assistance, such as the Oregon Manufacturing Extension Partnership (OMEP), based on identified needs of the business.
- 1.1.4.** Maintain a comprehensive database with customer relationship management (CRM), such as Salesforce.com, Inc., with regional businesses and projects. Explore opportunities to share this platform with partners.
 - Explore mapping programs or open databases with company information to encourage business to business connections in the region. This can assist with strengthening local supply chains (strategy 2.2), and expanding foreign direct investment (strategy 1.5). The New York State Energy Research and Development Authority (NYSERDA) maintains a sector specific supply chain database and mapping tool that companies can use to identify potential partners, which they use to increase their competitiveness with European counterparts.²
- 1.1.5.** Develop a mergers and acquisitions (M&A) strategy. With so many boutique manufacturers in the region, the possibility of M&A activity is high, and it is critical to develop a strategy that will retain and grow businesses after an M&A event and also create an avenue for business recruitment.
 - Discuss succession planning with business leadership during business visits. Continue events that focus on M&A, such as SOREDI's Launch | Talk: M&A 101 – Buying and Selling a Business.
 - Position SOREDI as a first resource to the new company, in the event of a merger or an acquisition.
 - Proactively develop relationships with consultants in the M&A space to highlight regional amenities and benefits of doing business in Southern Oregon.
 - Proactively recruit additional brands from major parent companies in the region, such as Cummins Inc. and 1-800-Flowers. A merger or acquisition provides valuable exposure for the region, especially from high-profile companies.
- 1.2.** Focus the region's outbound business attraction efforts on target industries, which represent the best opportunities for new investment and employment growth.
 - 1.2.1.** Deepen knowledge of target industries (specialty agriculture, natural resources, healthcare, and tourism & recreation). Utilize industry publications and reports to monitor trends, understand supply chain needs, and identify potential recruitment markets. Examples of high-quality industry reports include Bain & Company "Industry Insights," Deloitte "Insights," EY "What we think," and McKinsey & Company "Industries."
 - Expand event programming to highlight innovation within target sectors by bringing in panels or industry experts to discuss trends and offer industry insights (strategy 2.2.1).
 - 1.2.2.** Cultivate relationships and build networks of industry leaders in target sectors, including site selectors and location consultants.
 - 1.2.3.** Expand marketing efforts to reach new audiences. Marketing should be focused, asset driven, and leverage existing efforts (strategy 3.6.1 and strategy 4.1.2).

² NYSERDA, "Supply Chain Database," 2019, www.nyserda.ny.gov/All-Programs/Programs/Offshore-Wind/Economic-Opportunities/Supply-Chain-Database.

1.3. Nurture a business-friendly environment where businesses can, and want to, thrive.

1.3.1. Champion efforts to implement business-friendly policies and practices at the local level. Advocate for pro-business policies and practices at the state level. The region should pride itself on being nimble and creative to meet the needs of business.

- Leverage and reference the region’s commitment to the Business Friendly Proclamation of Southern Oregon, which was developed by SOREDI.

1.3.2. Identify and invest in new sites, buildings, and infrastructure to support the growth of existing employers and the attraction of new businesses, while leveraging existing real estate, transportation, and infrastructure assets (strategy 5.4).

- Form a Real Estate Advisory Committee (strategy 5.4.1) to take on tasks related to strategy 1.3.2.
- Explore opportunities to expand access to telecom infrastructure, especially in rural and underserved areas such as Butte Falls and Shady Cove, so they can grow and retain businesses.

1.4. Collaboratively develop and establish a regional brand and identity.

1.4.1. Create a favorable brand and image for the region and launch an internal marketing campaign. Ensure all residents, members, and partners talk about the Rogue Valley in a consistent, positive way.

- Develop marketing materials, such as a logo, website, and regional quality-of-life video, that can be used on multiple platforms for tourism and talent/business attraction. In 2018, the Columbia River Economic Development Council (CREDC) in Clark County, Washington, launched a campaign called “Your Journey Starts Here,” which features a video and serves as a one-stop site for information on business, tourism, and quality of life.³
- Utilize social media to build brand awareness.

1.4.2. Unify internal and external messaging among partner organizations. Ensure all regional partners are sending the same message regarding the economic vision and goals.

- Consider developing key messages with partners that can be shared widely throughout the region (e.g., hospitality staff, cab drivers, retail outlets).

1.4.3. Spread the message locally on the value of economic development through media channels, including SOREDI’s blog, social media, and newspaper editorials.

- Strengthen and build relationships with local media partners to ensure economic development stories are shared. Local media will also be a critical partner in relaying information to the community on the progress of the CEDS implementation.

1.5. Develop a foreign direct investment (FDI) strategy to support the recruitment of international firms and investments and existing foreign-owned firms. An established FDI strategy will also strengthen local companies import and export programs. Focus on existing resources from SelectUSA and Business Oregon.

1.5.1. Identify foreign-owned companies in the region (including parent companies) and companies with significant foreign imports and exports.

³ CREDC, “Your Journey Starts Here,” 2018, www.credc.org.

- Leverage international business development resources from partners, including destination marketing organizations (DMOs).

1.5.2. Identify three to five key foreign markets to target for import and export growth.

- Deepen knowledge of import and export resources. Utilize the expertise at the Export Council of Oregon, US Commercial Service Portland, and Business Oregon.
- Increase the number of Oregon State Trade and Export Promotion Program (STEP) grants awarded in the Rogue Valley.

1.5.3. Leverage the region's international tourist base as a potential avenue to highlight the merits of doing business in the region.

- Align with the marketing initiatives outlined in strategy 1.2.3.

INITIATIVE 2. INNOVATION AND ENTREPRENEURSHIP

Leverage regional assets to strengthen the innovation and entrepreneurship ecosystem in Southern Oregon.

The US is currently in the midst of the longest economic expansion in modern history; from June 2009 to June 2019, US gross domestic product (GDP) grew cumulatively by 25 percent and the unemployment rate dropped below 4 percent.⁴ However, following every period of economic expansion eventually comes a contraction or recession and the memory of the 2007–2009 Great Recession is not that distant. For this reason, it is critical that communities have policies and strategies in place to strengthen economic resiliency. Although often overlooked, a recession often creates a positive impact for startups and innovation. A 2009 study from the Kauffman Foundation “found that more than half of the firms on the 2009 Fortune 500 list were launched during a recession or bear market, along with nearly half of the firms on the 2008 Inc. list of America’s fastest-growing companies.”⁵ Furthermore, the research uncovered a broader economic trend that found job creation from startup companies proved to be less volatile and sensitive to economic downturns when compared with the overall US economy. With this research in mind, the CEDS outlines key strategies that will strengthen and provide stability to startups and existing companies during variable economic cycles.

STRATEGIES AND ACTIONS

- 2.1.** Establish a wildland firefighting center of excellence (CoE) in the region. The region should position itself as an innovative leader in wildland firefighting, taking a comprehensive approach to wildland fire management, mitigation, and remediation.
 - 2.1.1.** Form a taskforce of public sector and private sector partners to conduct a feasibility analysis to map the region’s strengths and identify required resources.
 - 2.1.2.** Research other centers of excellence in the US.
 - The Colorado Center of Excellence for Advanced Technology Aerial Firefighting was established by the Colorado Legislature in 2014 to study and advance the technology related to wildland fire operations. While the CoE’s title includes “Aerial Firefighting,” the scope of CoE research is broader than just aerial firefighting efforts. As is recognized in the wildland firefighting community, aerial firefighting represents only one aspect, albeit a visible one, of wildland firefighting. Effective response to wildland fires requires an integrated effort that includes bringing multiple resources to the response. The CoE endeavors mirror that multifaceted approach. In addition, while the CoE is focused on wildland fire, many of the CoE’s projects can and do support non-wildland fire response (e.g., structure, vehicle, HAZMAT) and other emergency operations, including law enforcement and emergency response.⁶
 - In January 2018, Honda partnered with the CoE to test its Autonomous Work Vehicle in wildland firefighting support scenarios. Honda later debuted the vehicle at the 2018 Consumer

⁴ *The Economist*, “America’s Economic Expansion Is Now the Longest on Record,” 2 July 2019, www.economist.com/graphic-detail/2019/07/02/americas-economic-expansion-is-now-the-longest-on-record.

⁵ Dane Stangler, Kauffman Foundation, “The Economic Future Just Happened,” 9 June 2009, www.kauffman.org/what-we-do/research/2009/08/the-economic-future-just-happened.

⁶ Colorado Center of Excellence for Advanced Technology Aerial Firefighting, cofiretech.org.

Electronics Show (CES) in Las Vegas and at CES 2019, Honda and the CoE presented results of the test project.⁷

- 2.1.3.** Identify funding partners and grant opportunities for master planning to overcome barriers identified during the feasibility analysis.
- 2.2.** Support innovation within existing companies. Foster relationships among companies and encourage collaboration.
 - 2.2.1.** Ensure companies have the infrastructure and resources needed to explore new ideas and take them to market. This could include broadband infrastructure (strategy 1.3.2), makerspaces, and technical assistance.
 - Support the development of makerspaces, tool libraries, and other platforms for utilizing shared technology and equipment.
 - Expand events and speaker series to focus on innovation and improving business competitiveness. Increase promotion of existing events through a shared calendar. In 2017, Portland's tech community launched a unified calendar platform, Calagator, to share events within the tech industry. The system is managed by a group of volunteers and anyone is invited to import, create, and edit events.⁸
 - 2.2.2.** Promote and expand the use base of the SOREDI Bulletin Board, which allows businesses and entrepreneurs to connect with one another for supply chain or innovation needs.
 - Set a monthly goal for business-to-business introductions.
 - 2.2.3.** Continue the SOREDI Industry Tours series to showcase businesses in Southern Oregon and encourage collaboration among businesses.
- 2.3.** Connect and convene regional networks of entrepreneurs to foster a collaborative environment.
 - 2.3.1.** Explore physical and virtual platforms to connect groups throughout the region.
 - Informal networking examples include Meetups and Facebook Groups, formal networking could include pitch competitions, "tech crawls", and SOREDI LAUNCH | Talk series.
 - 2.3.2.** Support the development of coworking spaces in the region, especially in urban centers, such as downtown Medford and Ashland.
 - Although coworking spaces are often associated with startups, the most successful coworking spaces are anchored by existing businesses. Approximately 40 percent of WeWork members work for businesses with over 500 employees.⁹ Established businesses or enterprise clients are WeWork's fastest-growing membership category and a key focus area for the company.¹⁰ In

⁷ Colorado Division of Fire Prevention & Control, Department of Public Safety, "Honda and DFPC Join Forces to Improve Wildland Firefighter Safety," 11 January 2018, www.colorado.gov/pacific/dfpc/news/honda-and-dfpc-join-forces-improve-wildland-firefighter-safety.

⁸ Calagator, <https://calagator.org>.

⁹ Hannah Kozłowska and Alison Griswold, Quartz, "Forty Percent of WeWork's Members Work for Companies with More than 500 Employees," 14 August 2019, qz.com/1687299/wework-jpo-reveals-that-40-percent-of-its-members-work-for-companies-with-500-plus-employees.

¹⁰ CBInsights, "WeWork's \$47 Billion Dream: The Lavishly Funded Startup That Could Disrupt Commercial Real Estate," 2019, www.cbinsights.com/research/report/wework-strategy-teardown.

addition to supporting entrepreneurs, coworking spaces give existing businesses flexibility as they expand or contract.

2.4. Formalize the entrepreneurial technical support system. Define the roles of regional organizations and services in the startup and entrepreneurship sector; partners should convene on a regular basis to brainstorm and share best practices.

2.4.1. Develop a regional entrepreneurship and innovation ecosystem asset map. In 2013, the Aspen Institute, in conjunction with nine global partners, developed an “Entrepreneurial Ecosystem Diagnostic Toolkit” for the purpose of evaluating the impact of an entrepreneurial ecosystem and advising on the framework for developing a holistic entrepreneurial system.¹¹ Forward Cities also has a comprehensive guide to asset mapping and policy alignment with case studies on successful projects.¹²

- Review North Carolina’s InnovateNC Community Innovation Asset Map and toolkit as a potential best practice.¹³

2.4.2. Develop a mentorship program that links entrepreneurs to established professionals.

2.5. Expand the availability of startup capital by building on the Southern Oregon Angel Investment Network (SOAIN), formalizing access to existing venture funding in the region, and developing stronger ties to other sources of capital outside the area.

- Support companies seeking US Small Business Innovation Research (SBIR) and US Small Business Technology Transfer (STTR) grants, especially during the application process for Phase II funding. SBIR and STTR awards require extensive paperwork and can be arduous for businesses—especially if the entrepreneur does not have a business background. Additional focus should also be given to entrepreneurs in underserved communities. SBIR and STTR awards are a good metric of innovation for a region and can be tracked against benchmarked cities.
- Build relationships with venture capital firms in three key markets, Portland, Seattle, and San Francisco, to encourage more investment in, and give more exposure to, Southern Oregon companies.

¹¹ The Aspen Institute, *Entrepreneurial Ecosystem Diagnostic Toolkit*, December 2013, assets.aspeninstitute.org/content/uploads/files/content/docs/pubs/FINAL%20Ecosystem%20Toolkit%20Draft_print%20version.pdf.

¹² Forward Cities, “Community Innovation Asset Map,” 2019, www.forwardcities.org/toolkit/community-innovation-asset-map.

¹³ InnovateNC, “InnovateNC Community Innovation Asset Map,” 2017, innovatenc.org/toolkit/community-innovation-asset-map.

INITIATIVE 3. TALENT

Invest in the ecosystem that attracts, equips, and retains a strong pipeline of talent to meet the long-term needs of current and future employers.

Without a skilled and equipped workforce, businesses cannot succeed. Furthermore, access to a skilled workforce consistently ranks at the top of the list of site-selection factors ranked in *Area Development* magazine's Annual Survey of Corporate Executives.¹⁴ Therefore, it is critical to invest in the systems that strengthen the regional workforce. Preparing young adults for the workforce through experiential learning and internship opportunities ensures that businesses have the talent they need and equips students with the experience they need to find a career after graduation. Furthermore, students are more likely to remain in a region after graduation if they have connections to the business community.¹⁵ Additionally, there is a compelling need for expanded engineering programs in the Rogue Valley if the region wants to expand high tech and advanced manufacturing, including aviation and aerospace. The following framework outlines strategies that support workforce development, leverage the outstanding educational facilities in the region, and enhance collaboration between public sector and private sector.

STRATEGIES AND ACTIONS

- 3.1.** Strengthen partnerships between the region's public sector and private sector, including economic development organizations, workforce development entities, and educational institutions, to ensure alignment of employer needs and training programs.
 - 3.1.1.** Ensure regular communication among groups in economic and workforce development (e.g., quarterly meetings).
 - 3.1.2.** Prioritize cross-organizational board representation between SOREDI and Rogue Workforce Partnership (RWP), at either the staff or board leadership level.
 - 3.1.3.** Set an annual goal for joint business visits between SOREDI and RWP.
- 3.2.** Regularly convene an education committee with K-12, community colleges, and universities to address educational attainment and labor participation. Ensure students are prepared to enter the workforce and aware of opportunities and career pathways within the region. Focus on science, technology, engineering, arts, and mathematics (STEAM) initiatives (strategy 3.4.2).
 - 3.2.1.** Support programs such as the Business Education Partnership and SOREDI Quest!, which introduce high school students to companies and career pathways in the region. Leverage the Josephine County Youth Pathways Partnership as a potential model for the region.
- 3.3.** Expand work-based learning and career exploration opportunities for higher education students. Students are more likely to remain in the region following graduation if they have employer connections in the region.
 - 3.3.1.** Grow existing internship programs at Klamath Community College (KCC), Rogue Community College (RCC), Oregon Institute of Technology (OIT), and Southern Oregon University (SOU). This helps keep students in the region after graduation, equips them with on-the-job training, and prepares them to enter the workforce.

¹⁴ Geraldine Gambale, *Area Development*, "33rd Annual Corporate Survey & the 15th Annual Consultants Survey," Q1 2019, www.areadevelopment.com/Corporate-Consultants-Survey-Results/Q1-2019/33rd-annual-corporate-survey-15th-annual-consultants-survey.shtml.

¹⁵ Richard Florida, CityLab, "The US Cities Winning the Battle against Brain Drain," 15 March 2016, www.citylab.com/life/2016/03/which-metros-are-best-at-keeping-their-college-graduates/473604/.

- 3.3.2.** Support internship and career fairs at KCC, RCC, OIT, and SOU. Career fairs expose students to the opportunities and variety of industries in the region.
- 3.3.3.** Support industry tours (e.g., *Careers in Gear*) to build student awareness of companies and career paths in the region. In addition to tours and open houses, employers could also present on campus.
- 3.4.** Support expanded technical education and higher education programming, especially for in-demand fields, such as healthcare, high tech, and engineering.
 - 3.4.1.** Support the establishment of a physical presence of the Oregon Institute of Technology in the Rogue Valley. An example of a best practice would be OIT's Oregon Manufacturing Innovation Center in Scappoose.¹⁶
 - 3.4.2.** Support the expansion of the Southern Oregon Air Academy (SOAA), a nonprofit organization that offers aviation training through a science, technology, engineering, and math curriculum.
- 3.5.** Build greater awareness of career opportunities in the region, especially middle skill positions, and in underserved and rural communities. This will build a resilient and adaptable workforce.
 - 3.5.1.** Support, and potentially expand, existing sector-specific workforce development initiatives, such as the Rogue Transportation & Logistics partnership.
 - 3.5.2.** Explore opportunities for worker share programs to engage seasonal workers year-round, especially in the outdoor recreation, agriculture, and hospitality industries. Encourage programs that cross-train employees in multiple positions.
- 3.6.** Develop a toolkit of resources focused on talent attraction. This could include promotional videos on the region, stories about why people choose Southern Oregon, and relocation guides.
 - 3.6.1.** Leverage tourism marketing for talent attraction. Typically, the first time someone visits a new place, it is as a tourist. This is a critical market to attract potential talent (strategy 1.2.3 and strategy 4.5).
 - 3.6.2.** Centralize resources for trailing spouses/partners and remote workers. Highlight examples of coworking spaces, meetups/support system for remote workers, connectivity from the Rogue Valley International-Medford Airport (MFR), and community engagement opportunities.
 - Examine Hello West Michigan, a membership-based nonprofit based in Grand Rapids. It offers comprehensive relocation support, including job search assistance, connections to local resources, and networking events for newcomers.¹⁷

¹⁶ OIT, "Oregon Manufacturing Innovation Center Research and Development," 2019, www.omic.us.

¹⁷ Hello West Michigan, hellowestmichigan.com/about-hello-west-michigan.

INITIATIVE 4. TOURISM

Support the organizations and places that strengthen the tourism and experiential environment in Southern Oregon.

Tourism is a key economic driver in the Southern Oregon region, from renowned arts and cultural events, such as the Oregon Shakespeare Festival, to world-class outdoor recreation and high-quality sporting facilities. Southern Oregon is a gateway to Crater Lake National Park, the Oregon redwoods in the Rogue River–Siskiyou National Forest, and Oregon Caves National Monument and Preserve. Traditionally, the most popular tourism season is during the summer months, however, this has been affected by wildfires in recent years. Expanding activities in the shoulder and off-season months, and increasing promotion of these opportunities, will be critical to developing the Rogue Valley’s tourism industry. Expanding the tourism season will also create greater resiliency in the local sector economy. In addition to strengthening recreational opportunities, the CEDS also outlines strategies for reaching new markets, including local and international, and expanding culinary and agritourism in the region. Furthermore, by boosting tourism and visitor attraction, these investments also enhance the community’s appeal for existing and future residents.

STRATEGIES AND ACTIONS

- 4.1.** Support initiatives to expand tourism in Southern Oregon.
 - 4.1.1.** Increase funding to Travel Southern Oregon and DMOs so they are more competitive with similar organizations in Oregon and the US.
 - 4.1.2.** Focus marketing and promotion efforts on shoulder and traditionally off-season months to expand the tourism season (strategy 4.4.2).
 - 4.1.3.** Strengthen international tourism to the region. Coordinate efforts with business development (strategy 1.2.3) and MFR.
 - Leverage organized tours to Crater Lake, which attract foreign tourists, and events such as the Oregon Shakespeare Festival (OSF).
 - 4.1.4.** Support the development of a multiuse aquatics and events center in Medford (strategy 5.2.4) that can hold meetings, conferences, and arts and cultural events.
 - Work collaboratively to attract conferences and small conventions from outside the region to hold events at the center, especially in the region’s target sectors.
- 4.2.** Deepen partnerships among economic development and tourism.
 - 4.2.1.** Leverage the region’s transportation assets and partners, such as the Rogue Valley International-Medford Airport (MFR).
- 4.3.** Leverage the region’s thriving arts and culture industry to promote the region’s amenities outside the Rogue Valley and also within the region.
 - 4.3.1.** Promote awareness of smaller arts and cultural events, such as the Sasquatch Wine, Art & Golf Festival in Cave Junction.
 - Encourage residents, as part of the shop-local campaign (strategy 5.2.3), to patronize events and activities in the region.

- 4.3.2.** Support OSF and the Britt Music & Arts Festival initiatives to engage traditionally underserved communities with access to arts and cultural programming. Highlight arts and cultural career opportunities in student industry tours (strategy 3.2 and strategy 3.5).
- 4.4.** Grow the region’s outdoor recreation and organized sporting industries.
- 4.4.1.** Support recreational facilities that draw tourism, such as the US Cellular Community Park in Medford and the development of an aquatics and events center (strategy 4.1.4).
- 4.4.2.** Diversify outdoor recreation offerings to include shoulder, low-season, and off-season opportunities and promote tourism at lesser-known destinations, such as Butte Falls and Cave Junction.
- Support expansion of summer season activities, such as hiking and biking at Mt. Ashland, and work collaboratively to identify and overcome any barriers.
 - Coordinate with DMOs to increase marketing of off-season tourism opportunities (strategy 4.1.2).
 - Deepen relationships with recreation providers (e.g., rafting operations, fishing guides, mountaineering/hiking guides) to understand their needs and challenges. Increase student internships, especially during the summer, in the recreation industry to support the industry (strategy 3.3.1).
- 4.4.3.** Support the development of facilities that encourage tourism and longer stays, including boutique hotels and sporting venues, such as the expansion of Grants Pass Downs racecourse. Cave Junction is the gateway to the Oregon redwoods; however, it lacks a full-service hotel to cater to tourists. Downtown Medford might be able to support an additional boutique hotel, especially with the proposed multiuse aquatics and event center and expanded downtown offerings.
- Develop relationships with local hospitality groups and partners to understand opportunities and overcome any barriers to development. Explore feasibility studies and reports to understand the local dynamics and market thresholds.
- 4.5.** Grow the region’s agritourism industry and promote the region’s unique culinary experiences. Expand farm-to-table offerings and partnerships among producers (farms) and makers (chefs/artisans).
- 4.5.1.** Highlight the region’s renowned wineries and promote events such as wine and food tours. Support the Rogue Valley Vintners association and tourism organizations to promote awareness of local vineyards.
- 4.5.2.** Support initiatives that promote the local culinary scene, such as Restaurant Week, and festivals, such as Battle of the Bones barbecue competition in Central Point. The region is home to award-winning restaurants, especially in Ashland and Jacksonville.
- Generate creative ideas to promote the local culinary industry, such as encouraging collaborations among restaurants and supporting temporary restaurant pop-ups.¹⁸

¹⁸ Emily Wimpsett, QSR Automations, “Pop-Up Restaurants: Everything You Need to Know,” 21 November 2018, www.qsrautomations.com/blog/restaurant-management/pop-up-restaurants.

INITIATIVE 5. PLACEMAKING

Nurture an environment that preserves Southern Oregon's quality of life for residents, businesses, and visitors.

Placemaking is defined as "the process of making quality places."¹⁹ Creating quality places is an essential component of building dynamic and vibrant communities, where people want to live. Although placemaking is typically associated with the physical or built environment, placemaking should also encompass the qualitative components that create a welcoming and inclusive community. Communities that can cultivate, retain, and attract talent have a significant advantage in the competitive landscape of economic development. Therefore, it is critical for the Rogue Valley to prioritize these investments. In addition to nurturing placemaking for the benefit of residents and visitors, the region also needs to be attentive to the needs of businesses. All the jurisdictions in the region signed a business proclamation, affirming the Rogue Valley's commitment to be the most business-friendly region on the West Coast, from ensuring an adequate supply of commercial and industrial land for businesses to expand and locate in the region to advocating for the policies and infrastructure needed to support businesses. The following recommendations tie together the strategies that strengthen the region's competitiveness across all five CEDS initiatives.

STRATEGIES AND ACTIONS

- 5.1.** Ensure the region has an adequate supply of diverse and affordable housing options. Housing development has not kept pace with population growth in the region. Furthermore, the lack of executive housing and mid-priced houses has tightened the supply of traditionally entry-level homes. Although there is no one approach to solving this problem, there are numerous resources and best practices that have shown to improve housing affordability.
 - 5.1.1.** Explore creative and nontraditional options to increase the supply of workforce housing in the region.
 - Identify potential sites for in-fill and redevelopment opportunities, especially in urban areas.
 - Understand and identify roadblocks to redevelopment and collaboratively work toward solutions.
 - Review best practices from other parts of the country on increasing housing supply. McKinsey & Company developed a toolkit for addressing housing challenges that includes best practices.²⁰ The city of Minneapolis is attempting to increase the supply of affordable housing in the Twin Cities region by changing zoning codes in the city's comprehensive plan.²¹
 - 5.1.2.** Advocate for transit-oriented development (TOD) and increased density in urban areas. TOD is a form of community development that includes a mixture of housing, office, retail, and other amenities integrated into a walkable neighborhood concentrated within a half mile of quality public transportation.²²

¹⁹ Project for Public Spaces, "What Is Placemaking?" 2018, www.pps.org/article/what-is-placemaking.

²⁰ McKinsey & Company, *A Blueprint for Addressing the Global Affordable Housing Challenge*, October 2014, www.mckinsey.com/~media/McKinsey/Featured%20Insights/Urbanization/Tackling%20the%20worlds%20affordable%20housing%20challenge/MGI_Affordable_housing_Executive%20summary_October%202014.ashx

²¹ Erick Trickey, *Politico Magazine*, "How Minneapolis Freed Itself from the Stranglehold of Single-Family Homes," 11 July 2019, www.politico.com/magazine/story/2019/07/11/housing-crisis-single-family-homes-policy-227265.

²² Federal Transit Administration, "Transit-Oriented Development," 11 April 2019, www.transit.dot.gov/TOD.

- Prioritize multimodal transportation solutions, including walkable and bikeable developments and ensure development aligns with public transportation infrastructure (strategy 5.4.3).
- 5.1.3.** Cultivate relationships with real estate developers, landowners, and community partners to address shortages in workforce housing.
- 5.1.4.** Engage partners traditionally outside of economic development to work toward common goals, such as All in for Health in Jackson and Josephine Counties and ACCESS in Jackson County.
- Maintain a virtual presence where partners can find project information and updates, such as a website or through social media. Proactively reach out to organizations with significant project updates.
- 5.1.5.** Leverage financing programs and investment incentives, such as Opportunity Zones (OZs) and Enterprise Zones (EZs), to encourage affordable housing, especially in underserved areas.
- Coordinate an outreach program to understand the needs and goals of the communities located in OZs and EZs. This should be done in conjunction with any active community organizations, such as neighborhood associations, if applicable.
 - Develop an Opportunity Zones prospectus to highlight opportunities in the region. Accelerator for America created an Opportunity Zone Investment Prospectus Guide²³ that can be used as a template. The website also includes examples for other communities.
- 5.2.** Support city-specific quality-of-place initiatives that contribute to the unique identity of Southern Oregon’s communities and encourage the development of vibrant downtowns.
- 5.2.1.** Support arts and cultural amenities, especially in downtowns. Encourage festivals like the Britt Music & Arts Festival and OSF to perform at alternative venues in the region (e.g., Holly Theatre in Medford). Events can also be held in the off-season to boost tourism resiliency (strategy 4.4).
- Support the modernization and revitalization of existing festival and event facilities in Southern Oregon, including the Jackson County Fairgrounds amphitheater.
- 5.2.2.** Encourage tactical urbanism projects, such as pop-up shops in underutilized downtown spaces to encourage foot traffic and community engagement.²⁴
- Bolster organizations that focus on downtown vitality, such as chambers of commerce, main streets, and downtown associations.
- 5.2.3.** Support Rogue Valley shop-local initiatives and campaigns that highlight the region’s craft and boutique industries, events, and arts and cultural amenities (strategy 4.3). In addition to supporting the local economy, buying local builds resilient downtowns and fosters a sense of a community.
- Leverage social media and the regional brand to promote the initiative (strategy 1.4).
- 5.2.4.** Champion placemaking projects that create community amenities for residents, including youth, such as the Medford aquatics and event center (strategy 4.1.4).

²³ Accelerator for America, “ Opportunity Zone Investment Prospectus Guide,” October 2018, www.acceleratorforamerica.com/OZGuide

²⁴ Street Plans, *Tactical Urbanist’s Guide to Materials and Design*, December 2016, tacticalurbanismguide.com.

- 5.2.5.** Support the preservation and revitalization of historic and historically significant buildings, especially in underserved areas and urban renewal Districts.
- Collaborate with neighborhood groups and associations to ensure the needs of the community are being met, especially on adaptive reuse projects.
- 5.3.** Spearhead initiatives that prioritize healthy, safe, and inclusive communities.
- 5.3.1.** Streamline and coordinate communication on adverse air quality events in the region. Expand the Smokewise Ashland²⁵ platform to cover all of Josephine and Jackson Counties.
- 5.3.2.** Increase public awareness about fostering and maintaining an inclusive community that is welcoming to all residents.
- Support implementation of SOU’s strategic plan to create an inclusive community, especially Strategic Direction VII, Goal One: “SOU will be a resource and collaborative partner for the economic, cultural, artistic and social betterment of the region.”²⁶
 - Endorse events and programs that educate and inform the community on issues related to diversity, equity, and inclusion, such as chamber leadership programs and Ashland’s Juneteenth celebration.
- 5.4.** Proactively preserve and advocate for industrial and commercial sites for employers that will ultimately provide high-quality jobs for the region. Ensure infrastructure development plans align to site readiness goals.
- 5.4.1.** Maintain a database of large sites in the region. Indicate if the site is shovel ready and timelines to development, noting challenges to development.
- Form a taskforce of public sector and private sector representatives to keep inventory up to date. This should be a subgroup of the Real Estate Advisory Committee (strategy 1.3.2).
- 5.4.2.** Form a taskforce of public sector and private sector representatives focused specifically on permitting and infrastructure readiness. This should be a subgroup of the Real Estate Advisory Committee (strategy 1.3.2).
- Build awareness about Business Oregon’s Certified Shovel Ready²⁷ program with landowners in the region.
 - Review permitting models from other parts of Oregon, including the city of Gresham.²⁸
 - Support the development of a local Oregon Department of Transportation (ODOT) office in Medford.
 - Understand the infrastructure needs in rural communities required to support businesses, especially in communities such as Gold Hill, Shady Cove, and Butte Falls. Identify the rural assets that are advantageous to business and align those with industries and potential business opportunities (strategy 1.3.2).

²⁵ Smokewise, www.smokewiseashland.org.

²⁶ Southern Oregon University, “SOU’s Commitment to an Inclusive Community,” 2019, inside.sou.edu/diversity/index.html.

²⁷ Business Oregon, “Certified Shovel Ready,” 2019, www.oriinfrastructure.org/Infrastructure-Programs/Certified-Sites/.

²⁸ City of Gresham, “66-Day Industrial Land Use Application Review,” 2019, greshamoregon.gov/66-Day-Industrial-land-use-Application-Review/.

- 5.4.3.** Advocate for key industrial and commercial sites in the region, such as MD-5/PH-5 and the River Road Preserve; support transit-oriented development (TOD) around areas with a high concentration of workers.
- Support the implementation of Rogue Valley Transportation District (RVTD) 2040 Transit Master Plan,²⁹ which will include plans to expand routes and service areas in the region, including underserved communities.³⁰
 - Communicate regularly among economic development and workforce development partners about employee transit needs with RVTD.

²⁹ Rogue Valley Transportation District, "RVTD 2040 Transit Plan," 2019, www.RVTD2040transitplan.com.

³⁰ Damian Mann, *Mail Tribune*, "New Bus Routes Headed Your Way," 13 June 2019, mailtribune.com/news/top-stories/more-bus-routes-coming-to-the-greater-medford-oregon-area.

IMPLEMENTATION PLANNING AND NEXT STEPS

This plan is the culmination of a six-month strategic planning process, which sought input from diverse representatives throughout Josephine and Jackson Counties on a variety of issues. The CEDS provides a roadmap for Southern Oregon over the next 5 years, but the ultimate success of the recommendations will depend on the level of commitment from the One Rogue Valley Coalition in executing the strategies in this document. This is a pivotal point in the region's history. This strategic action plan is the first of its kind in over 20 years and is the most robust in the region's history.

The CEDS is designed to be a living, evergreen plan that can adapt and change based on the needs of the community. The One Rogue Valley Coalition's leadership team is responsible for making adjustments and updating actions as strategies are implemented. New investments and resources from public sector and private sector partners will be required to move this plan from concept to action, and no one organization is responsible for its implementation. This work will take dedication, leadership, collaboration, and patience across the region and in coordination with multiple partners.

It will be essential to maintain strong relationships across multiple jurisdictions and between the public sector and private sector to execute this plan. This is an exciting time for the region, as the Rogue Valley enters a new decade with ambitious goals for the future, anchored on regional collaboration and a shared vision.

APPENDIX A. ECONOMIC ASSESSMENT

INTRODUCTION

The Southern Oregon Regional Economic Development, Inc. (SORED!) serves Jackson and Josephine Counties and is charged with providing a comprehensive approach to economic growth. Essential to this approach is an economic assessment that provides depth and context—not just through local data, but also through benchmarking against other regions of the country and in-depth conversations with community leaders. The benchmarking process gives unique insight into how the region compares to other regions with similar economic drivers and of similar size. The datapoints included in the comparison benchmarks and the data appendix should be updated as part of the comprehensive economic development strategy (CEDS) implementation and evaluation process. Insights gathered from qualitative and quantitative findings ultimately guided the recommendations and strategies found in the regional CEDS plan.

PURPOSE AND SCOPE

To provide a common framework for our recommendations, TIP Strategies conducted a demographic and economic assessment of Jackson and Josephine Counties. Team members began by compiling data on both counties with comparisons to the metro areas of Asheville, North Carolina; Bellingham, Washington; Bend, Oregon; Fort Collins, Colorado; Reno, Nevada; and Twin Falls, Idaho. As part of the assessment, TIP prepared an analysis of the region's strengths, weaknesses, opportunities, and threats (SWOT). Results of this analysis are presented in Figure 4. The purpose of the assessment is to understand the Jackson and Josephine Counties' relative economic positions and highlight the competitive advantages and disadvantages.

The findings presented in this section are based on the following elements.

- A review of relevant studies, plans, and other material provided by the SORED! and its partners.
- A review of economic and demographic data from primary and secondary sources, including the US Census Bureau, the US Bureau of Labor Statistics, and Economic Modeling Specialists International (Emsi).
- Findings from community site visits, interviews, and focus groups with over 100 community representatives and stakeholders.
- TIP's 20 years of experience working with communities across the country and compiling best practices.

KEY FINDINGS

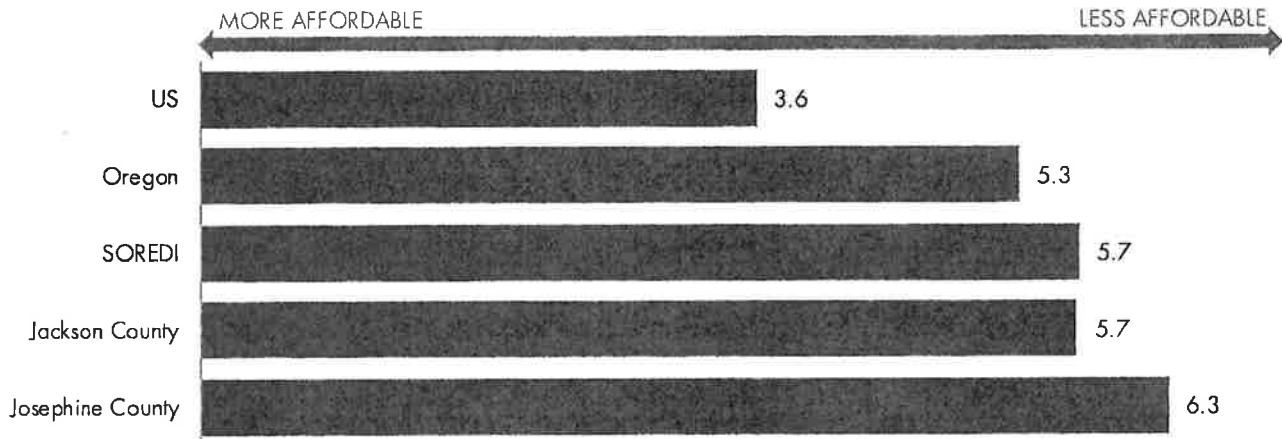
KEY FINDING 1: WAGES AND HOUSING

IMBALANCE BETWEEN AVERAGE WAGES AND MEDIAN HOME PRICES

One of the most striking datapoints to emerge from the assessment was the disproportional wages-to-home-prices balance. This imbalance is especially prominent in Josephine County. Furthermore, the problem has been exacerbated by strong population growth and housing stock not keeping pace. Even though the shortage of housing is most disruptive at entry-level homes or homes below the median price, the impacts are felt at all levels. There is a shortage of executive and high-end homes, which only puts additional pressure on the supply of homes at mid- to lower-price points. Although communities across the country are struggling with affordable housing, when the SORED! region was compared to fast-growing peer markets in the benchmarking exercise, the affordability index

was significantly higher than all six of the benchmarked communities. Although there is no specific solution to address this issue, the CEDS will identify strategies to address the imbalance from a wage and job approach and also from a housing supply approach.

FIGURE 1. HOUSING AFFORDABILITY INDEX
RATIO OF MEDIAN HOME VALUE TO MEDIAN HOUSEHOLD INCOME*



*Can also be interpreted as the number of years of household income needed to buy a median-priced home.
Source: US Census Bureau, American Community Survey.
Note: 1-year average for 2017.

KEY FINDING 2: INNOVATION FUNDING

FEDERAL FUNDING INTO THE REGION IS RELATED TO PUBLIC LAND

A significant portion of the federal funding that is coming into the region is related to forest management. This information is significant because the CEDS will address strategies to leverage the funding that is coming into the region for forest management and also offer solutions on how to diversify and increase funding in the region. The SOREDI region is fortunate to have a strong higher education system, which can also be leveraged to increase innovation funding into the region and offer counseling to small businesses looking to secure US Small Business Innovation Research (SBIR) and US Small Business Technology Transfer (STTR) funding.

FIGURE 2. SBIR/STTR AWARDS IN THE SOREDI REGION, 2009-2018
BY AGENCY SOURCE OR SPONSOR

Award Grantors	2009-2013	2014-2018	All Years
Department of Health and Human Services	2,739,628	185,858	2,925,486
Department of Defense	1,271,632		1,271,632
Air Force	298,026		298,026
Army	193,702		193,702
Navy	779,904		779,904
Department of Energy	299,884		299,884
National Science Foundation	149,972		149,972
Total Awards	4,461,116	185,858	4,646,974

Source: US Small Business Administration.

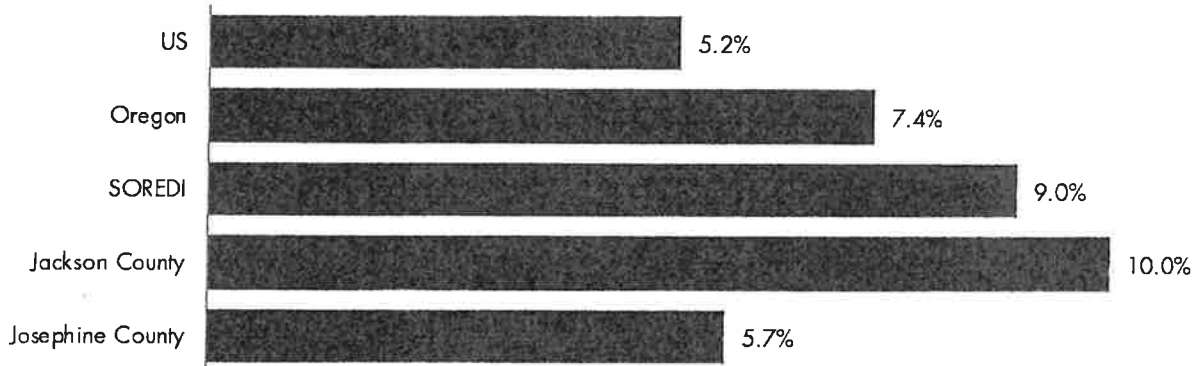
KEY FINDING 3: REMOTE WORKERS

THE REGION HAS A HIGH PERCENTAGE OF REMOTE WORKERS

Remote workers are highly mobile, which is both an opportunity and a challenge. Typically, the first time someone visits a region is as a tourist and increasingly in modern society, people are choosing where they live first (as opposed to going where the jobs are). Remote workers typically choose their homes based on quality of life and amenities, so it is no surprise that Southern Oregon’s population of remote workers is nearly double the national average. By creating resources and engaging remote workers, the Rogue Valley will retain their workforce and also have a toolkit that can be used to attract talent to the region.

FIGURE 3. WORKING AT HOME

PERCENT OF WORKERS AGE 16 OR OLDER



Source: US Census Bureau, American Community Survey.

BENCHMARKS

ASHEVILLE, NORTH CAROLINA

CASE STUDY

Asheville, North Carolina, occupies a unique place in the national dialogue. It has captured the imagination of Millennials and business leaders for its quality of life, regional amenities, and favorable business climate. The Asheville-Buncombe County Economic Development Coalition (EDC) leads the charge in growing the regional economy and the EDC's core activities are carried out through its business retention, expansion, and recruitment efforts. Asheville has a highly educated population, with over 37 percent of the population over the age of 25 having a 4-year degree or higher, which has helped fuel the growth in businesses over the past 10 years (2007–2017). During this time period (2007–2017), the Asheville metro population increased by over 10 percent, but the region isn't without its growing pains. Affordable housing is a concern for the region in addition to ensuring infrastructure keeps up with the pace of growth.



Source: TIP Strategies research.

DEMOGRAPHICS

Metro area classification	2017	MSA*
Population	303,831	456,145
Population	280,898	411,842
Population, net change	2007-2017	44,303
Population, percent change	2007-2017	10.8%
Share of population age 20-34	2017	16.9%
Share of population age 65+	2017	21.7%
Civilian veteran share of population age 18+	2017	9.3%
Share of residents who were born out-of-state	2017	49.0%
Most common shared ancestry of the local population	2017	German (19.8%)

EDUCATION AND INCOME

Share of population currently enrolled in higher education	2017	25.1%
Share of population age 25+ with a 4-year degree or more	2017	37.1%
4-yr institutions w/ engineering programs in (or near) the MSA	2018	none
Undergrad enrollment at 4-yr inst. w/ engineering programs in (or near) the MSA	2018	n/a
Graduation rate of 4-yr inst. w/ engineering programs in (or near) the MSA	2018	n/a
Median household income	2017	\$50,015
Distribution of total personal income (earnings / investments / SS* & gov't)	2017	53% / 24% / 23%
Per capita personal income	2017	\$42,807
Per capita personal income, indexed (US = 100)	2007	81
Per capita personal income, indexed (US = 100)	2017	81

WORKFORCE

Working-age population (age 16+)	2017	383,698
Labor force	2017	230,328
Estimated labor force participation rate	2017	60.0%
Establishment employment	2017	271,972
Establishment employment	2007	246,173
Establishment employment, net change	2007-2017	25,799
Establishment employment, percent change	2007-2017	10.5%
Average commuting time (minutes)	2017	21
Self-employment rate	2017	9.2%

INFRASTRUCTURE

Interstate access in the metro area	2019	I-26, I-40
Class 1 railroads in the metro area	2019	Norfolk Southern
Primary metropolitan area airport	2019	Asheville Regional
FAA* airport code	2019	AVL
Number of runways	2019	1
Maximum runway length	2019	7,001

HEALTH AND WELL-BEING

Civilian noninstitutionalized population w/o health insurance coverage
 Households receiving food stamp/SNAP* benefits
 Civilian noninstitutionalized population age 18-64 with a disability
 Share of days out of the year when air quality is less than "good"

2017	7.5%	11.2%
2017	17.0%	8.3%
2017	14.5%	12.4%
2018	31.0%	35.9%
2019	37 (Medford) 40 (Grants Pass) 53 (Ashland)	36 (Asheville)

HOUSING MARKET

Number of households
 Average number of persons per household
 Renters as a share of all occupied households
 Vacancy rate for all housing units
 Number of vacant units for seasonal, recreational, or occasional use
 Seasonal/recreational housing units as a share of all vacant units
 Share of housing stock built 2000 or later
 Median estimated existing home value
 Median listed asking home price per square foot
 Median age of inventory (in days) of listed homes
 Median homeowner costs for mortgaged units
 Median estimated contracted rent
 Median listed asking rent for multifamily units

2017	126,194	190,004
2017	2.37	2.35
2017	35.9%	32.0%
2017	6.2%	16.9%
2017	2,535	18,207
2017	30.6%	47.1%
2017	20.7%	24.3%
2017	\$286,300	\$220,900
2018	\$199	\$186
2018	66 (Medford) 76 (Grants Pass)	92
2017	\$1,435	\$1,274
2017	\$942	\$891
2018	\$1,198	\$1,345

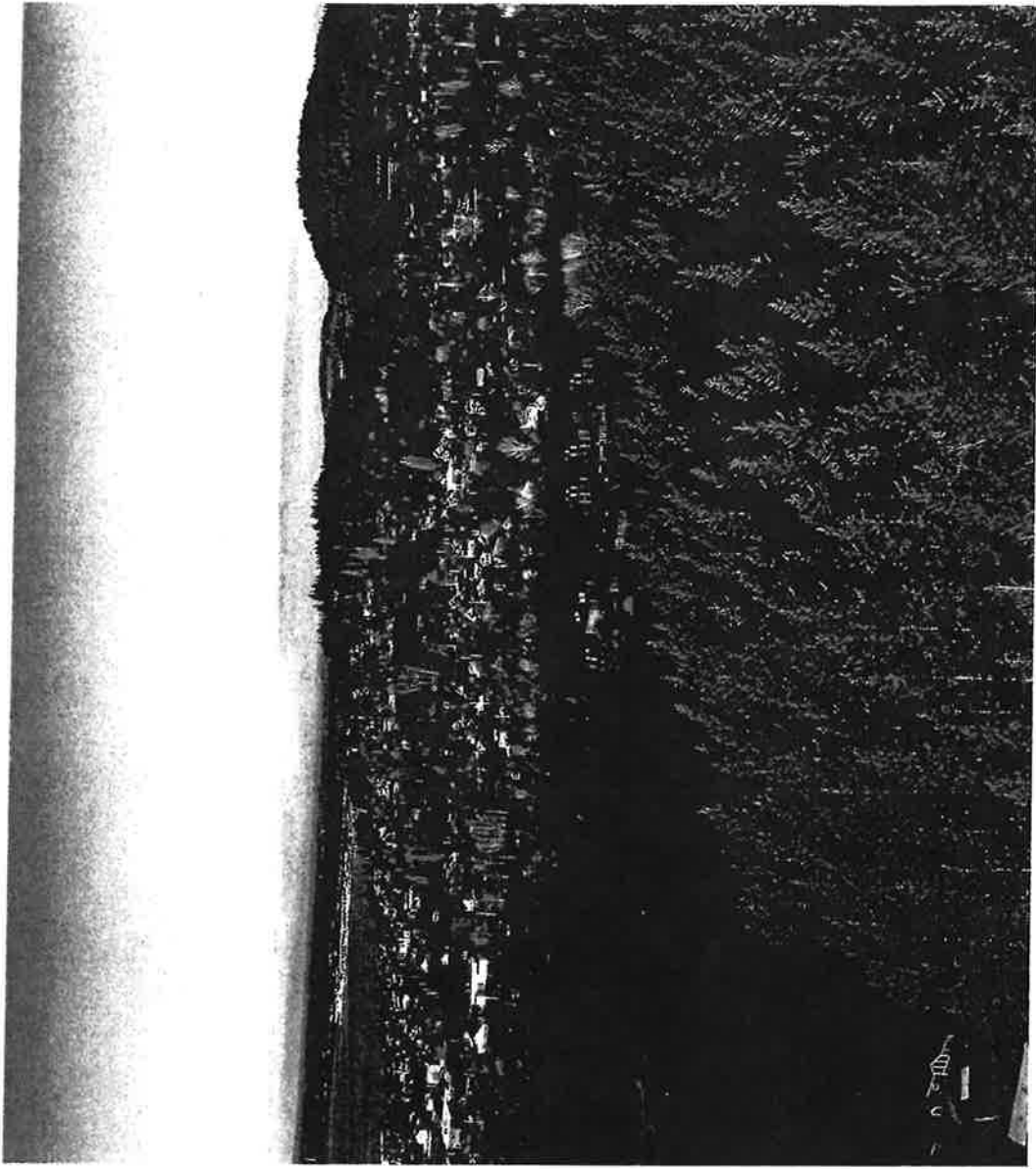
*CSA is combined statistical area. MSA is metropolitan statistical area. SS is Social Security. FAA is Federal Aviation Administration. SNAP is Supplemental Nutrition Assistance Program. Sources: US Office of Management and Budget; US Census Bureau, American Community Survey 2017 (1-year), TABLES DP02, DP03, DP04, DP05, and B25004; US Bureau of Economic Analysis, Series MAINC4 and CAINC5N; Zillow; Google Maps; Association of American Railroads; US Federal Aviation Administration, Airport/Facility Directory (as of 20 June 2019); US Environmental Protection Agency, Air Quality Index; US National Center for Education Statistics, Integrated Postsecondary Education Data System, College Scoreboard; Walkscore.com; TIP Strategies.

BELLINGHAM, WASHINGTON

CASE STUDY

Bellingham, Washington, is a thriving community located on the Puget Sound halfway between Vancouver, British Columbia, and Seattle, Washington. The community has certainly benefitted from Seattle's growth over the past decade and Bellingham saw its population increase by over 14 percent between 2007 and 2017. The Port of Bellingham has marine and air operations and provides critical connections to the region from domestic and international markets. Western Washington University has affected the high number of educated residents in the community—over 42 percent of the population over the age of 25 has a 4-year degree or higher. Cost of living and home prices remain a challenge for the community, largely resulting from the high costs in Vancouver and Seattle. Wages have not kept pace with rising housing costs and a high percentage of homes in the region are seasonal or recreational properties. The region also faces growth constraints due to state policy and geographic impediments being a coastal community.

Source: TIP Strategies research.



DEMOGRAPHICS

	2017	2017
Metro area classification	CSA	MSA
Population	303,831	221,404
Population	280,898	192,837
Population, net change	22,933	28,567
Population, percent change	8.2%	14.8%
Share of population age 20-34	17.2%	23.2%
Share of population age 65+	22.5%	17.0%
Civilian veteran share of population age 18+	10.5%	7.7%
Share of residents who were born out-of-state	62.3%	48.6%
Most common shared ancestry of the local population	German (19.8%)	English (11.5%)

EDUCATION AND INCOME

Share of population currently enrolled in higher education	2017	19.9%	42.9%
Share of population age 25+ with a 4-year degree or more	2017	25.6%	35.8%
4-yr institutions w/ engineering programs in (or near) the MSA	2018	Oregon Institute of Technology (Klamath Falls)	Western Washington University
Undergrad enrollment at 4-yr inst. w/ engineering programs in (or near) the MSA	2018	3,543	14,876
Graduation rate of 4-yr inst. w/ engineering programs in (or near) the MSA	2018	46%	69%
Median household income	2017	\$50,351	\$61,186
Distribution of total personal income (earnings / investments / SS & gov't)	2017	51% / 22% / 27%	59% / 23% / 18%
Per capita personal income	2017	\$42,807	\$46,028
Per capita personal income, indexed (US = 100)	2007	78	84
Per capita personal income, indexed (US = 100)	2017	80	86

WORKFORCE

Working-age population (age 16+)	2017	248,840	183,284
Labor force	2017	135,560	117,311
Estimated labor force participation rate	2017	54.5%	64.0%
Establishment employment	2017	161,511	125,148
Establishment employment	2007	158,256	114,493
Establishment employment, net change	2007-2017	3,255	10,655
Establishment employment, percent change	2007-2017	2.1%	9.3%
Average commuting time (minutes)	2017	19	22
Self-employment rate	2017	12.4%	6.7%

INFRASTRUCTURE

Interstate access in the metro area	2019	I-5	BNSF Railway Company
Class 1 railroads in the metro area	2019	none	Bellingham International
Primary metropolitan area airport	2019	Rogue Valley International	BLU
FAA airport code	2019	MFR	1
Number of runways	2019	1	6,700
Maximum runway length	2019	8,800	

HEALTH AND WELL-BEING

Civilian noninstitutionalized population w/o health insurance coverage	2017	7.5%	4.4%
Households receiving food stamp/SNAP benefits	2017	17.0%	12.4%
Civilian noninstitutionalized population age 18-64 with a disability	2017	14.5%	9.7%
Share of days out of the year when air quality is less than "good"	2018	31.0%	31.8%
Walkability rated 0 (lowest) to 100 (highest)	2019	37 (Medford) 40 (Grants Pass) 53 (Ashland)	49 (Bellingham)

HOUSING MARKET

Number of households	2017	126,194	88,636
Average number of persons per household	2017	2.37	2.44
Renters as a share of all occupied households	2017	35.9%	38.4%
Vacancy rate for all housing units	2017	6.2%	8.3%
Number of vacant units for seasonal, recreational, or occasional use	2017	2,535	5,067
Seasonal/recreational housing units as a share of all vacant units	2017	30.6%	63.4%
Share of housing stock built 2000 or later	2017	20.7%	23.3%
Median estimated existing home value	2017	\$286,300	\$355,500
Median listed asking home price per square foot	2018	\$199	\$243
Median age of inventory (in days) of listed homes	2018	66 (Medford) 76 (Grants Pass)	66
Median homeowner costs for mortgaged units	2017	\$1,435	\$1,652
Median estimated contracted rent	2017	\$942	\$1,078
Median listed asking rent for multifamily units	2018	\$1,198	\$1,343

Sources: US Office of Management and Budget; US Census Bureau, American Community Survey 2017 (1-year), TABLES DP02, DP03, DP04, DP05, and B25004; US Bureau of Economic Analysis, Series MAINC4 and CAINC5N; Zillow; Google Maps; Association of American Railroads; US Federal Aviation Administration, Airport/Facility Directory (as of 20 June 2019); US Environmental Protection Agency, Air Quality Index; US National Center for Education Statistics, Integrated Postsecondary Education Data System, College Scoreboard; Walkscore.com; TIP Strategies.

BEND, OREGON

CASE STUDY

Bend, Oregon, has gone through an incredible transformation over the past decade—the region experienced over 22 percent population growth from 2007 to 2017. Furthermore, nearly 60 percent of the population was born outside of Oregon. Much of this growth is fueled by the high quality outdoor recreational in the region. From a world-class mountain biking scene to some of the best skiing in the Pacific Northwest, Bend is a mecca for outdoor enthusiasts. However, the region is not without its economic development challenges. The community lacks a major interstate and the closest airport, Redmond Municipal, is the smallest (by number of enplanements) of the four major airports in Oregon. It loses passengers to Portland International Airport. Bend is a magnet for entrepreneurs, and investment funding into the region has been steadily increasing over the past decade. The Bend Venture Conference has been a catalyst for driving investment in the region, and the program has been modeled as a best practice by communities throughout the country.



Source: TIP Strategies research.

Medford-Grants Pass
Oregon

Bend-Redmond
Oregon

DEMOGRAPHICS

Metro area classification	CSA	MSA
Population	303,831	186,875
Population	280,898	152,633
Population, net change	22,933	34,242
Population, percent change	8.2%	22.4%
Share of population age 20-34	17.2%	17.0%
Share of population age 65+	22.5%	19.2%
Civilian veteran share of population age 18+	10.5%	9.2%
Share of residents who were born out-of-state	62.3%	59.6%
Most common shared ancestry of the local population	German (19.8%)	German (21.6%)

EDUCATION AND INCOME

Share of population currently enrolled in higher education	19.9%	18.6%
Share of population age 25+ with a 4-year degree or more	25.6%	33.7%
4-yr institutions w/ engineering programs in (or near) the MSA	Oregon Institute of Technology (Klamath Falls)	Oregon State University (Cascades campus)
Undergrad enrollment at 4-yr inst. w/ engineering programs in (or near) the MSA	3,543	917
Graduation rate of 4-yr inst. w/ engineering programs in (or near) the MSA	46%	n/a
Median household income	\$50,351	\$66,273
Distribution of total personal income (earnings / investments / SS & gov't)	51% / 22% / 27%	58% / 24% / 18%
Per capita personal income	\$42,807	\$50,955
Per capita personal income, indexed (US = 100)	78	89
Per capita personal income, indexed (US = 100)	80	95

WORKFORCE

Working-age population (age 16+)	248,840	152,493
Labor force	135,560	96,722
Estimated labor force participation rate	54.5%	63.4%
Establishment employment	161,511	118,159
Establishment employment	158,256	102,267
Establishment employment, net change	3,255	15,892
Establishment employment, percent change	2.1%	15.5%
Average commuting time (minutes)	19	20
Self-employment rate	12.4%	9.3%

INFRASTRUCTURE

2019	Interstate access in the metro area	I-5	none
2019	Class 1 railroads in the metro area	none	BNSF Railway Company
2019	Primary metropolitan area airport	Rogue Valley International	Redmond Municipal
2019	FAA airport code	MFR	RDM
2019	Number of runways	1	1
2019	Maximum runway length	8,800	5,200

HEALTH AND WELL-BEING

2017	Civilian noninstitutionalized population w/o health insurance coverage	7.5%	7.0%
2017	Households receiving food stamp/SNAP benefits	17.0%	11.5%
2017	Civilian noninstitutionalized population age 18-64 with a disability	14.5%	10.0%
2018	Share of days out of the year when air quality is less than "good"	31.0%	17.7%
2019	Walkability rated 0 (lowest) to 100 (highest)	37 (Medford) 40 (Grants Pass) 53 (Ashland)	33 (Bend)

HOUSING MARKET

2017	Number of households	126,194	74,498
2017	Average number of persons per household	2.37	2.49
2017	Renters as a share of all occupied households	35.9%	34.8%
2017	Vacancy rate for all housing units	6.2%	16.3%
2017	Number of vacant units for seasonal, recreational, or occasional use	2,535	9,908
2017	Seasonal/recreational housing units as a share of all vacant units	30.6%	68.3%
2017	Share of housing stock built 2000 or later	20.7%	36.7%
2017	Median estimated existing home value	\$286,300	\$368,600
2018	Median listed asking home price per square foot	\$199	\$227
2018	Median age of inventory (in days) of listed homes	66 (Medford) 76 (Grants Pass)	n/a
2017	Median homeowner costs for mortgaged units	\$1,435	\$1,655
2017	Median estimated contracted rent	\$942	\$1,176
2018	Median listed asking rent for multifamily units	\$1,198	\$1,308

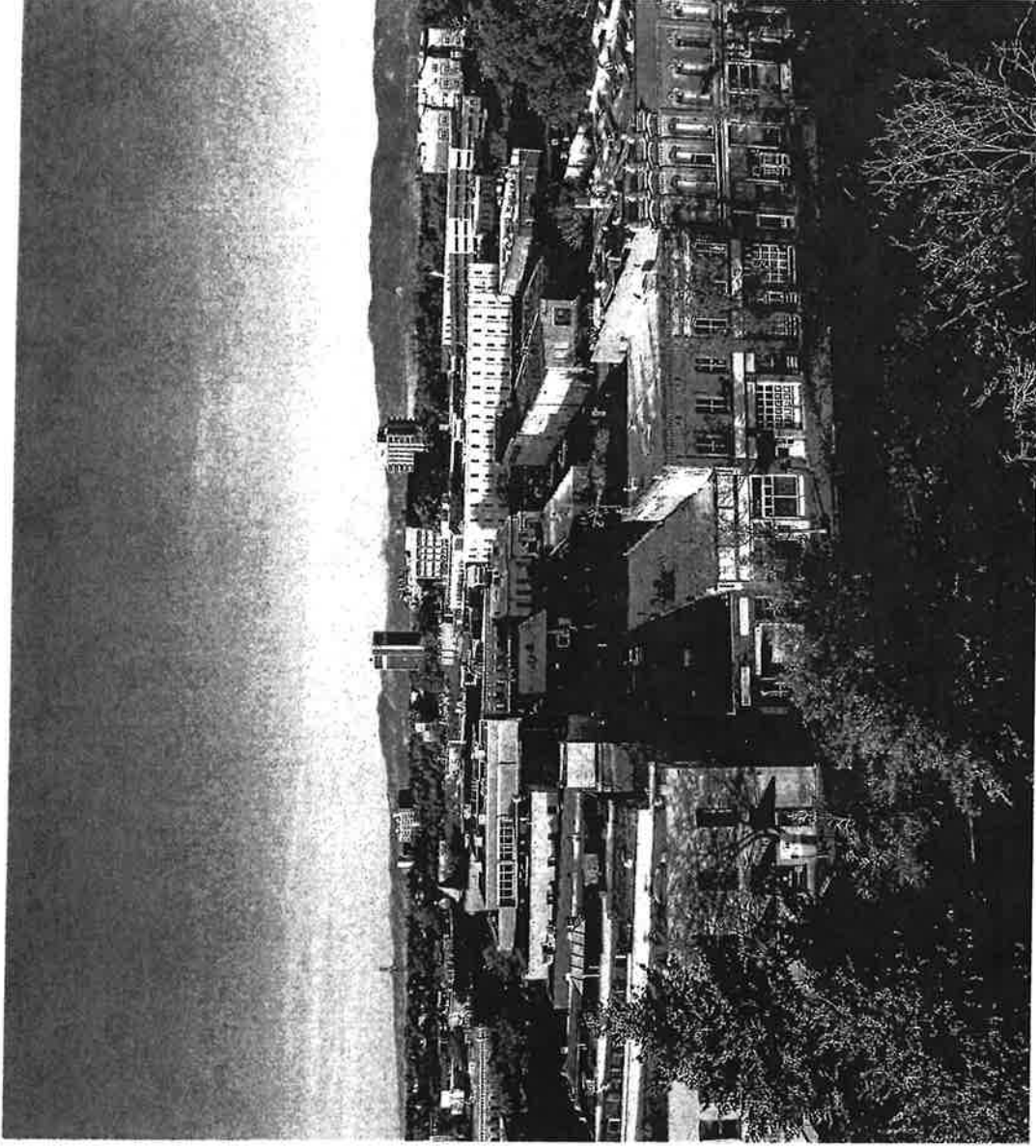
Sources: US Office of Management and Budget; US Census Bureau, American Community Survey 2017 (1-year), TABLES DP02, DP03, DP04, DP05, and B25004; US Bureau of Economic Analysis, Series MAINC4 and CAINCSN; Zillow; Google Maps; Association of American Railroads; US Federal Aviation Administration, Airport/Facility Directory (as of 20 June 2019); US Environmental Protection Agency, Air Quality Index; US National Center for Education Statistics, Integrated Postsecondary Education Data System, College Scoreboard; Walkscore.com; TIP Strategies.

FORT COLLINS, COLORADO

CASE STUDY

Fort Collins, Colorado, is a growing Denver suburb boasting outdoor recreation, sunny weather, and quality-of-life amenities. The population has nearly doubled in the past 30 years and is projected to keep growing. Known as Colorado's "Craft Beer Capital," Fort Collins has leveraged the region's beer and food culture to attract Millennial workers from Denver and throughout the United States. In 2011, Fort Collins created the first zero-energy district in the United States, which came about through a partnership among Fort Collins utilities and a number of public private partners, including Colorado State University and New Belgium Brewing Company. The US Department of Energy contributed \$6.3 million in programmatic funding and local partners contributed an additional \$5.1 million to launch the pilot project. Although the program formally ended in 2017, the region became known as an innovative leader in clean technology and can point to a number of transformative technologies as a result of the project. Today, Fort Collins remains a top metro in measures of innovation and is known for its tech talent.

Source: TIP Strategies research.



Medford-Grants Pass
Oregon

Fort Collins
Colorado

DEMOGRAPHICS

Metro area classification	2017	MSA
Population	303,831	343,976
Population	280,898	286,112
Population, net change	22,933	57,864
Population, percent change	8.2%	20.2%
Share of population age 20-34	17.2%	25.1%
Share of population age 65+	22.5%	15.1%
Civilian veteran share of population age 18+	10.5%	7.9%
Share of residents who were born out-of-state	62.3%	60.5%
Most common shared ancestry of the local population	German (19.8%)	German (26.0%)

EDUCATION AND INCOME

Share of population currently enrolled in higher education	2017	19.9%	41.8%
Share of population age 25+ with a 4-year degree or more	2017	25.6%	47.9%
4-yr institutions w/ engineering programs in (or near) the MSA	2018	Oregon Institute of Technology (Klamath Falls)	Colorado State University
Undergrad enrollment at 4-yr inst. w/ engineering programs in (or near) the MSA	2018	3,543	23,804
Graduation rate of 4-yr inst. w/ engineering programs in (or near) the MSA	2018	46%	68%
Median household income	2017	\$50,351	\$69,102
Distribution of total personal income (earnings / investments / SS & gov't)	2017	51% / 22% / 27%	63% / 24% / 13%
Per capita personal income	2017	\$42,807	\$50,539
Per capita personal income, indexed (US = 100)	2007	78	91
Per capita personal income, indexed (US = 100)	2017	80	94

WORKFORCE

Working-age population (age 16+)	2017	248,840	283,590
Labor force	2017	135,560	187,783
Estimated labor force participation rate	2017	54.5%	66.2%
Establishment employment	2017	161,511	232,282
Establishment employment	2007	158,256	190,983
Establishment employment, net change	2007-2017	3,255	41,299
Establishment employment, percent change	2007-2017	2.1%	21.6%
Average commuting time (minutes)	2017	19	25
Self-employment rate	2017	12.4%	6.1%

Medford-Grants Pass
Oregon

Fort Collins
Colorado

INFRASTRUCTURE

Interstate access in the metro area	2019	I-5	I-25
Class 1 railroads in the metro area	2019	none	BNSF, Union Pacific
Primary metropolitan area airport	2019	Rogue Valley International	Northern Colorado Regional
FAA airport code	2019	MFR	FNL
Number of runways	2019	1	2
Maximum runway length	2019	8,800	8,500

HEALTH AND WELL-BEING

Civilian noninstitutionalized population w/o health insurance coverage	2017	7.5%	6.3%
Households receiving food stamp/SNAP benefits	2017	17.0%	6.1%
Civilian noninstitutionalized population age 18-64 with a disability	2017	14.5%	8.5%
Share of days out of the year when air quality is less than "good"	2018	31.0%	44.9%

Walkability rated 0 (lowest) to 100 (highest)

	2019	37 (Medford)	36 (Fort Collins)
		40 (Grants Pass)	
		53 (Ashland)	

HOUSING MARKET

Number of households	2017	126,194	134,709
Average number of persons per household	2017	2.37	2.48
Renters as a share of all occupied households	2017	35.9%	33.4%
Vacancy rate for all housing units	2017	6.2%	9.3%
Number of vacant units for seasonal, recreational, or occasional use	2017	2,535	7,460
Seasonal/recreational housing units as a share of all vacant units	2017	30.6%	53.9%
Share of housing stock built 2000 or later	2017	20.7%	28.4%
Median estimated existing home value	2017	\$286,300	\$359,800
Median listed asking home price per square foot	2018	\$199	\$236
Median age of inventory (in days) of listed homes	2018	66 (Medford)	53
Median homeowner costs for mortgaged units	2017	\$1,435	\$1,673
Median estimated contracted rent	2017	\$942	\$1,233
Median listed asking rent for multifamily units	2018	\$1,198	\$1,353

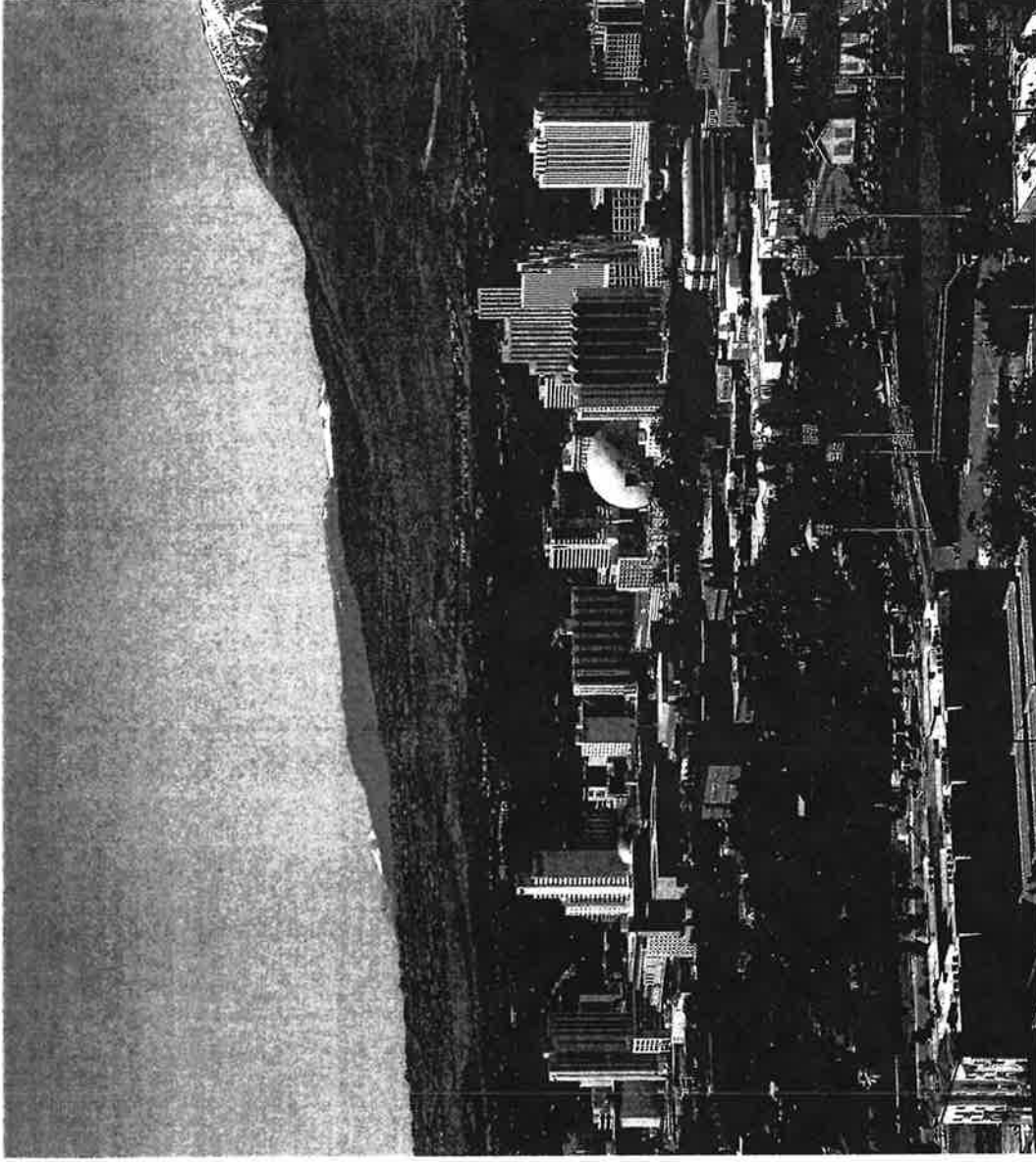
Sources: US Office of Management and Budget; US Census Bureau, American Community Survey 2017 (1-year), TABLE DP02, DP03, DP04, DP05, and B25004; US Bureau of Economic Analysis, Series MAINC4 and CAINC5N; Zillow; Google Maps; Association of American Railroads; US Federal Aviation Administration, Airport/Facility Directory (as of 20 June 2019); US Environmental Protection Agency, Air Quality Index; US National Center for Education Statistics, Integrated Postsecondary Education Data System, College Scoreboard; Walkscore.com; TIP Strategies.

RENO, NEVADA

CASE STUDY

The foundation for the Reno, Nevada, recent economic boom was laid in the late 1990s, when investors snapped up more than 100,000 acres of ranch land outside Reno in Storey County with access to I-80, the Union Pacific railroad, and local power generation. The investors also struck a deal with the county that paved the way for preapproved developments and a permitting process that can be completed in a matter of days. The Tahoe Reno Industrial Center was born, and in the 20 years since, tenants have poured in from Silicon Valley and beyond. The park's tenants now include factories (Tesla), data centers (Google, Switch), and logistics facilities (Walmart). The region has seen a population increase of over 12 percent from 2007 to 2017, and the region has a strong labor force participation rate, estimated at just over 66 percent. Reno also benefits from a growing tourism economy, which ranges from outdoor recreation to nightlife and gaming.

Source: TIP Strategies research.



Medford-Grants Pass
Oregon

Reno
Nevada

DEMOGRAPHICS

	Medford-Grants Pass Oregon	Reno Nevada
Metro area classification	CSA	MSA
Population	303,831	464,593
Population	280,898	412,724
Population, net change	22,933	51,869
Population, percent change	8.2%	12.6%
Share of population age 20-34	17.2%	21.4%
Share of population age 65+	22.5%	16.1%
Civilian veteran share of population age 18+	10.5%	9.0%
Share of residents who were born out-of-state	62.3%	67.7%
Most common shared ancestry of the local population	German (19.8%)	Mexican (19.1%)

EDUCATION AND INCOME

Share of population currently enrolled in higher education	19.9%	29.6%
Share of population age 25+ with a 4-year degree or more	25.6%	31.0%
4-yr institutions w/ engineering programs in (or near) the MSA	Oregon Institute of Technology (Klamath Falls)	University of Nevada, Reno
Undergrad enrollment at 4-yr inst. w/ engineering programs in (or near) the MSA	3,543	17,930
Graduation rate of 4-yr inst. w/ engineering programs in (or near) the MSA	46%	55%
Median household income	\$50,351	\$61,360
Distribution of total personal income (earnings / investments / SS & gov't)	51% / 22% / 27%	57% / 29% / 14%
Per capita personal income	\$42,807	\$55,460
Per capita personal income, indexed (US = 100)	78	109
Per capita personal income, indexed (US = 100)	80	103

WORKFORCE

Working-age population (age 16+)	248,840	375,275
Labor force	135,560	249,593
Estimated labor force participation rate	54.5%	66.5%
Establishment employment	161,511	302,609
Establishment employment	158,256	286,859
Establishment employment, net change	3,255	15,750
Establishment employment, percent change	2.1%	5.5%
Average commuting time (minutes)	19	23
Self-employment rate	12.4%	5.2%

Medford-Grants Pass
Oregon

Reno
Nevada

INFRASTRUCTURE

2019	Interstate access in the metro area	I-5	I-80
2019	Class 1 railroads in the metro area	none	Union Pacific
2019	Primary metropolitan area airport	Rogue Valley International	Reno-Tahoe International
2019	FAA airport code	MFR	RNO
2019	Number of runways	1	3
2019	Maximum runway length	8,800	11,002

HEALTH AND WELL-BEING

2017	Civilian noninstitutionalized population w/o health insurance coverage	7.5%	9.9%
2017	Households receiving food stamp/SNAP benefits	17.0%	10.1%
2017	Civilian noninstitutionalized population age 18-64 with a disability	14.5%	9.2%
2018	Share of days out of the year when air quality is less than "good"	31.0%	41.6%

2019	Walkability rated 0 (lowest) to 100 (highest)	37 (Medford) 40 (Grants Pass) 53 (Ashland)	38 (Reno)
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HOUSING MARKET

2017	Number of households	126,194	182,846
2017	Average number of persons per household	2.37	2.51
2017	Renters as a share of all occupied households	35.9%	41.6%
2017	Vacancy rate for all housing units	6.2%	8.2%
2017	Number of vacant units for seasonal, recreational, or occasional use	2,535	4,449
2017	Seasonal/recreational housing units as a share of all vacant units	30.6%	27.3%
2017	Share of housing stock built 2000 or later	20.7%	26.2%
2017	Median estimated existing home value	\$286,300	\$329,200
2018	Median listed asking home price per square foot	\$199	\$222
2018	Median age of inventory (in days) of listed homes	66 (Medford) 76 (Grants Pass)	52
2017	Median homeowner costs for mortgaged units	\$1,435	\$1,526
2017	Median estimated contracted rent	\$942	\$974
2018	Median listed asking rent for multifamily units	\$1,198	\$1,269

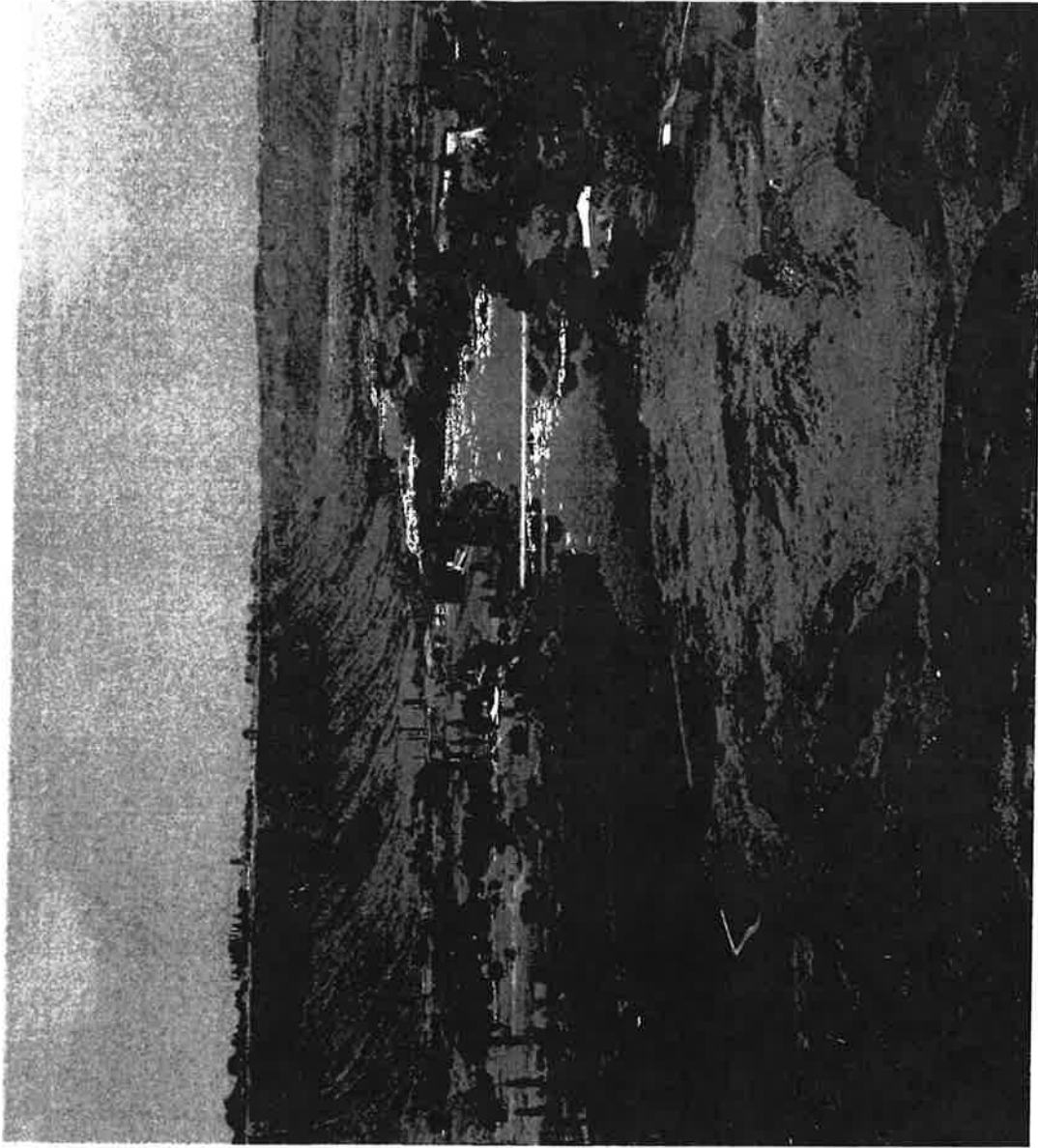
Sources: US Office of Management and Budget; US Census Bureau, American Community Survey 2017 (1-year), TABLES DP02, DP03, DP04, DP05, and B25004; US Bureau of Economic Analysis, Series MAINC4 and CAINC5N; Zillow; Google Maps; Association of American Railroads; US Federal Aviation Administration, Airport/Facility Directory (as of 20 June 2019); US Environmental Protection Agency, Air Quality Index; US National Center for Education Statistics, Integrated Postsecondary Education Data System, College Scoreboard; Walkscore.com; TIP Strategies.

TWIN FALLS, IDAHO

CASE STUDY

Twin Falls, Idaho, is a small, but growing, community in South Central Idaho, located on I-84 between Boise and Idaho Falls. Historically known for its agriculture, the region has done a phenomenal job of focusing on growing the entire agribusiness ecosystem, from food production to processing to research and development (R&D). Major brands such as Clif Bar and Chobani yogurt are significant employers in the region and Twin Falls' strategic location supports getting food products to market. The region has been noted for its business-friendly policies, including a streamlined permitting process that is predictable and efficient. In addition to a growing business economy, the region has prioritized workforce development and talent attraction initiatives to support the business community. The College of Southern Idaho has a robust internship program and collaborates with the US Small Business Development Center (SBDC) and workforce partners in the region to coordinate on-the-job and incumbent worker training.

Source: TIP Strategies research.



DEMOGRAPHICS

Metro area classification	2017	2017	2017
Population	303,831	108,751	Micro Area
Population	280,898	94,310	
Population, net change	22,933	14,441	
Population, percent change	8.2%	15.3%	
Share of population age 20-34	17.2%	18.9%	
Share of population age 65+	22.5%	14.1%	
Civilian veteran share of population age 18+	10.5%	9.5%	
Share of residents who were born out-of-state	62.3%	47.3%	
Most common shared ancestry of the local population	German (19.8%)	Mexican (19.2%)	

EDUCATION AND INCOME

Share of population currently enrolled in higher education	19.9%	15.4%	
Share of population age 25+ with a 4-year degree or more	25.6%	18.8%	
4-yr institutions w/ engineering programs in (or near) the MSA	Oregon Institute of Technology (Klamath Falls)	none	
Undergrad enrollment at 4-yr inst. w/ engineering programs in (or near) the MSA	3,543	n/a	
Graduation rate of 4-yr inst. w/ engineering programs in (or near) the MSA	46%	n/a	
Median household income	\$50,351	\$51,460	
Distribution of total personal income (earnings / investments / SS & gov't)	51% / 22% / 27%	63% / 18% / 19%	
Per capita personal income	\$42,807	\$38,288	
Per capita personal income, indexed (US = 100)	78	71	
Per capita personal income, indexed (US = 100)	80	71	

WORKFORCE

Working-age population (age 16+)	248,840	81,642	
Labor force	135,560	53,626	
Estimated labor force participation rate	54.5%	65.7%	
Establishment employment	161,511	63,997	
Establishment employment	158,256	57,877	
Establishment employment, net change	3,255	6,120	
Establishment employment, percent change	2.1%	10.6%	
Average commuting time (minutes)	19	17	
Self-employment rate	12.4%	6.3%	

INFRASTRUCTURE

	2019	2019	2019	2019	2019	2019	2019	2019
Interstate access in the metro area								
Class 1 railroads in the metro area								
Primary metropolitan area airport								
FAA airport code								
Number of runways								
Maximum runway length								

Medford-Grants Pass
Oregon

Twin Falls
Idaho

	I-5	I-84
	none	none
	Rogue Valley International	Joslin Field/ Magic Valley Regional
	MFR	TWF
	1	2
	8,800	8,703

HEALTH AND WELL-BEING

Civilian noninstitutionalized population w/o health insurance coverage
 Households receiving food stamp/SNAP benefits
 Civilian noninstitutionalized population age 18-64 with a disability
 Share of days out of the year when air quality is less than "good"

	7.5%	16.1%
	17.0%	8.6%
	14.5%	13.3%
	31.0%	12.6%
	37 (Medford)	
	40 (Grants Pass)	
	53 (Ashland)	37 (Twin Falls)

HOUSING MARKET

Walkability rated 0 (lowest) to 100 (highest)

Number of households

Average number of persons per household

Renters as a share of all occupied households

Vacancy rate for all housing units

Number of vacant units for seasonal, recreational, or occasional use

Seasonal/recreational housing units as a share of all vacant units

Share of housing stock built 2000 or later

 Median estimated existing home value

Median listed asking home price per square foot

Median age of inventory (in days) of listed homes

 Median homeowner costs for mortgaged units

 Median estimated contracted rent

 Median listed asking rent for multifamily units

	126,194	38,764
	2.37	2.82
	35.9%	28.7%
	6.2%	7.5%
	2,535	n/a
	30.6%	n/a
	20.7%	22.0%
	\$286,300	\$163,400
	\$199	\$127
	66 (Medford)	65
	76 (Grants Pass)	
	\$1,435	\$1,102
	\$942	\$759
	\$1,198	\$885

Sources: US Office of Management and Budget; US Census Bureau, American Community Survey 2017 (1-year), TABLES DP02, DP03, DP04, DP05, and B25004; US Bureau of Economic Analysis, Series MAINC4 and CAINC5N; Zillow, Google Maps; Association of American Railroads; US Federal Aviation Administration, Airport/Facility Directory (as of 20 June 2019); US Environmental Protection Agency, Air Quality Index; US National Center for Education Statistics, Integrated Postsecondary Education Data System, College Scoreboard; Walkscore.com; TIP Strategies.

ASSESSMENT DATA

BACKGROUND

FIGURE 4. SWOT ANALYSIS



DEMOGRAPHICS

FIGURE 5. SOREDI REGION POPULATION HISTORY AND PROJECTION

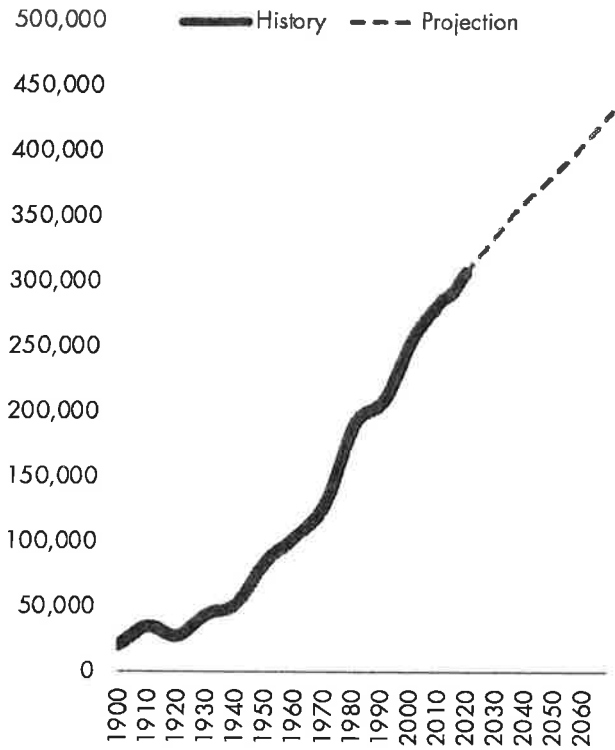


FIGURE 6. SOREDI REGION COMPONENTS OF POPULATION CHANGE

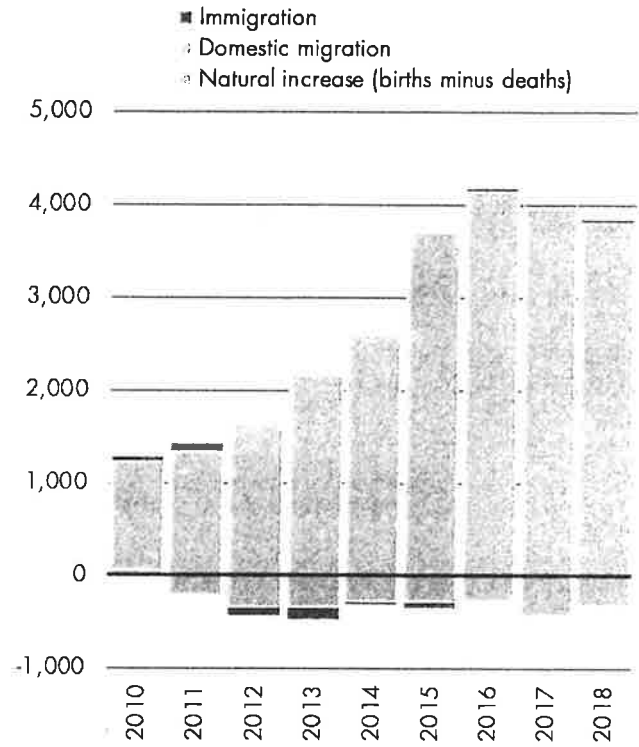
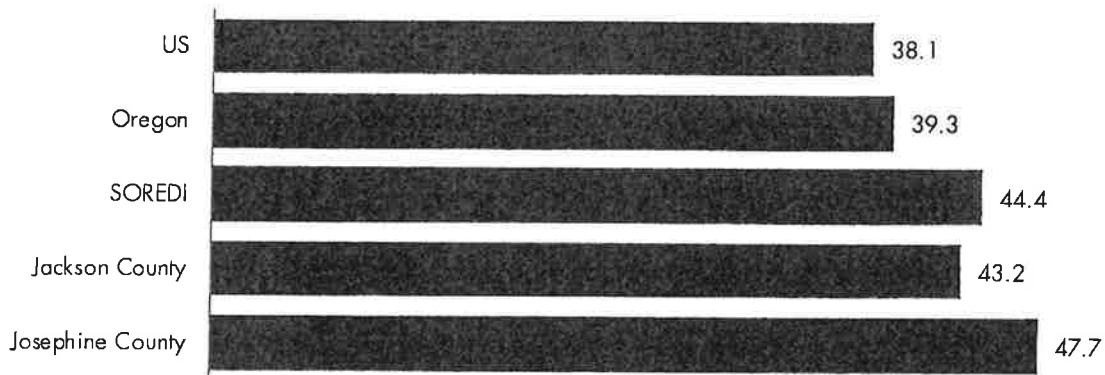


FIGURE 7. MEDIAN AGE



Sources: (Figure 5) US Census Bureau; Portland State University, Population Research Center; (Figure 6) US Census Bureau, Population Estimates Program; (Figure 7) US Census Bureau, American Community Survey.

Notes: (Figure 5) Decennial census 1900–2010; intercensal estimates 2011–2018; projection trend series 2018–2068. (Figure 6) The components for 2010 are estimated based on a 12-month projection of the second quarter (the period between the census and the mid-year estimate) that has not been seasonally adjusted. Total population change includes a residual—a change in population that cannot be attributed to any specific demographic component—which is not shown here. As a result, the sum of the components of change might not equal net population change. (Figure 7) 1-year average for 2017.

FIGURE 8. POPULATION DIVERSITY

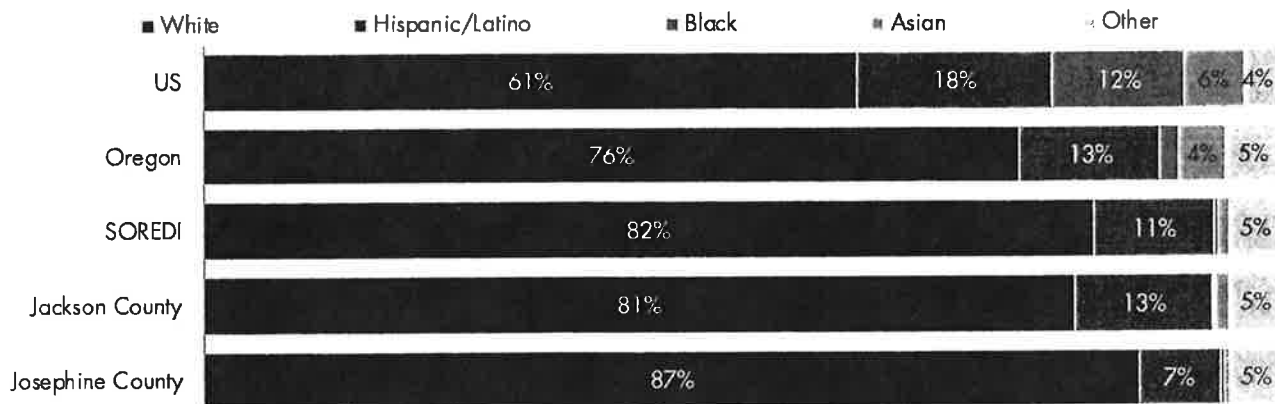


FIGURE 9. SCHOOL ENROLLMENT AS A PERCENT OF POPULATION AGE 3+

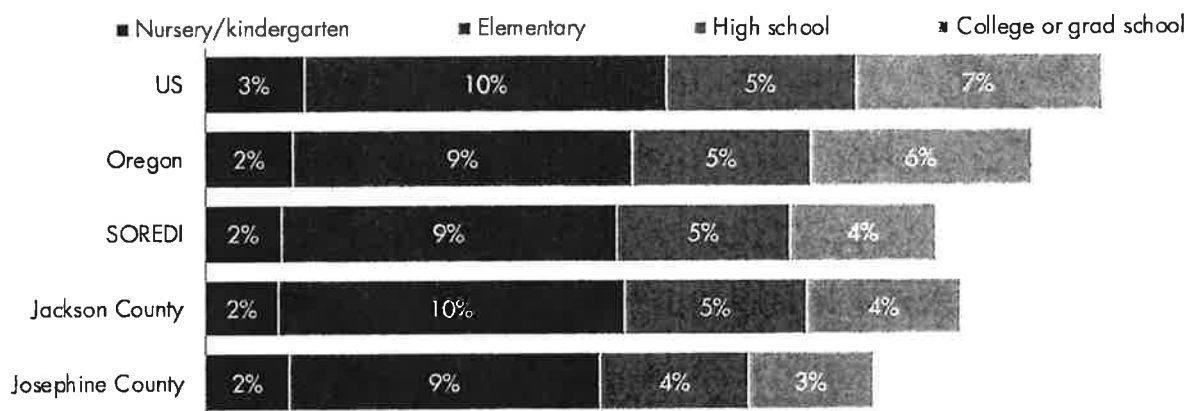
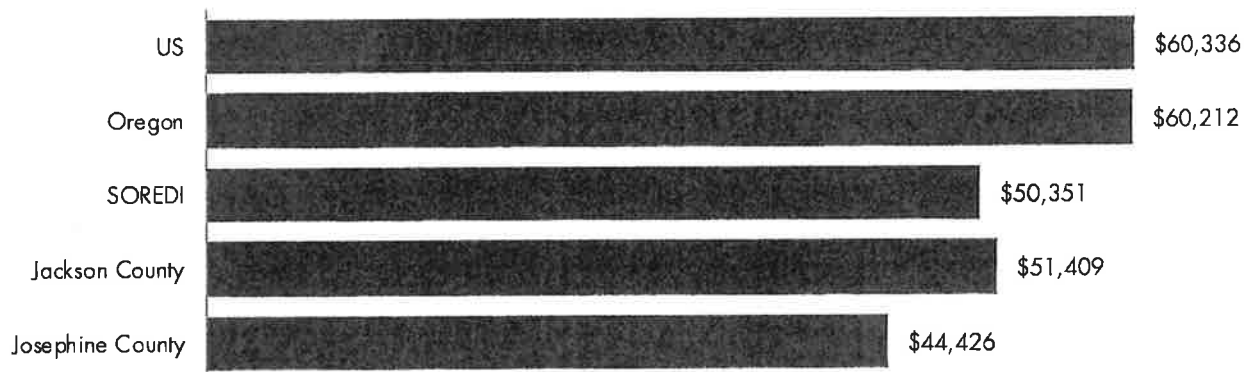
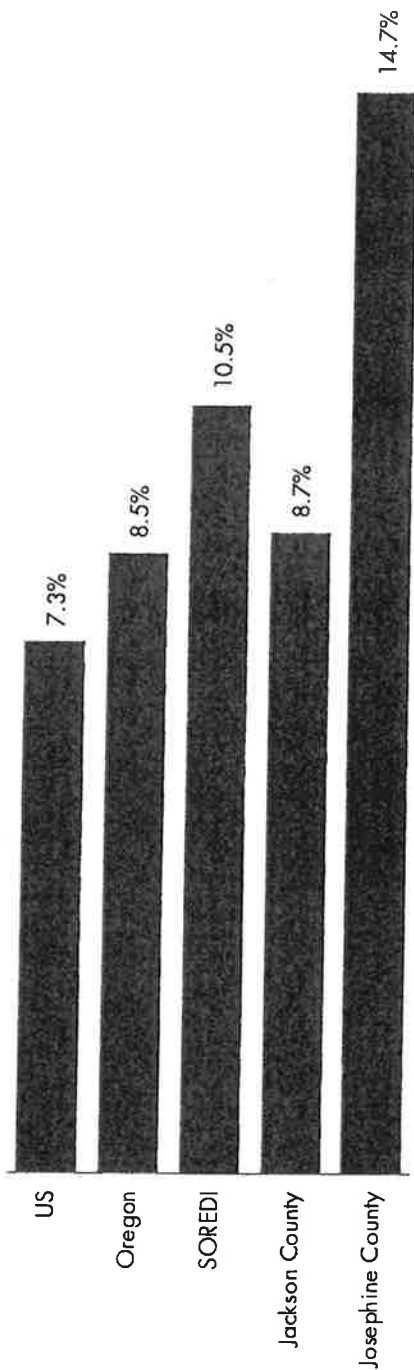


FIGURE 10. MEDIAN HOUSEHOLD INCOME



Source: (figures this page) US Census Bureau, American Community Survey.
 Notes: (figures this page) 1-year average for 2017; (Figure 8) Hispanics might be of any race. All other racial categories represent non-Hispanics.

**FIGURE 11. VETERAN STATUS
PERCENT OF CIVILIAN
POPULATION AGE 18 OR HIGHER**



**FIGURE 12. OVERVIEW OF THE VETERAN POPULATION IN THE
SOREDI REGION, 2017**

	Veteran Population	Adult Population (Age 18+)	Veteran Share (%)
Total	25,274	241,493	10.5%
Male	23,470	115,734	20.3%
Female	1,804	125,759	1.4%
AGE			
18-34	1,176	57,863	2.0%
35-54	3,653	69,656	5.2%
55-64	4,259	45,490	9.4%
65-74	9,142	40,991	22.3%
75+	7,044	27,493	25.6%
WAR SERVICE			
Gulf War (2001)	2,793	—	—
Gulf War (1990)	3,694	—	—
Vietnam War	11,656	—	—
Korean War	3,155	—	—
World War II	963	—	—
EDUCATION			
Not a high school graduate	1,081	19,332	5.6%
High school or GED	6,931	59,792	11.6%
Some college, <4 years	9,632	83,311	11.6%
Bachelor's degree or higher	7,195	55,868	12.9%
MEDIAN INDIVIDUAL INCOME			
Total	\$38,870	\$26,350	147.5%
Male	\$39,179	—	—
Female	\$33,608	—	—
IN THE LABOR FORCE BUT CURRENTLY UNEMPLOYED BY AGE			
18-34	35	—	—
35-54	123	—	—
55-64	89	—	—
NOT IN LABOR FORCE BY AGE			
18-34	323	—	—
35-54	1,153	—	—
55-64	1,768	—	—
DISABLED BY AGE			
18-34	560	—	—
35-54	926	—	—
55-64	1,208	—	—
65-74	5,970	—	—

Source: (figures this page) US Census Bureau, American Community Survey.

Notes: (Figure 11) 1-year average for 2017. (Figure 12) 1-year average for 2017, based on calculations from Tables B21001, B21003, B21004, B21005, and B21007. Active service totals might not add; not all veterans were in service during war years, and some with career military service served in multiple wars. Smaller sample sizes tend to have higher margins of error, so data should be interpreted with caution.

HOUSING

FIGURE 13. MEDIAN MONTHLY RENT
RENTER-OCCUPIED UNITS

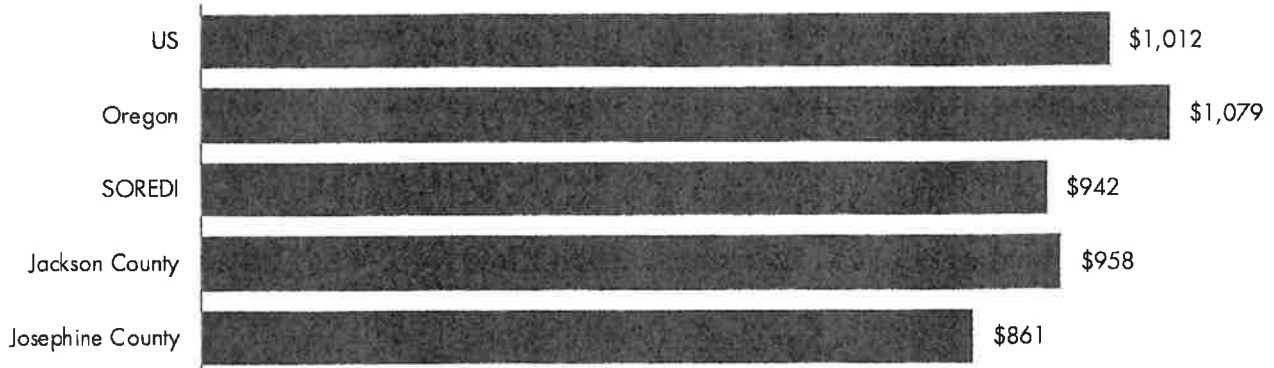


FIGURE 14. MEDIAN HOME VALUE
OWNER-OCCUPIED UNITS

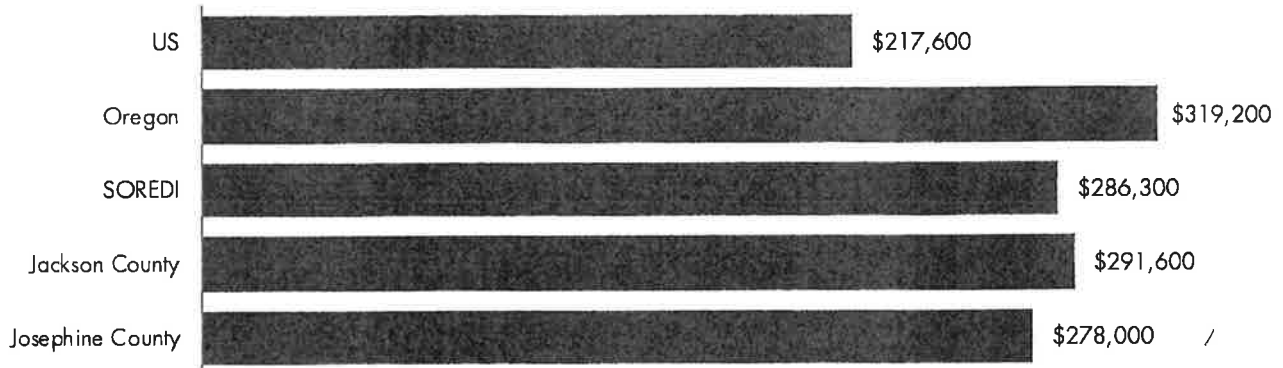
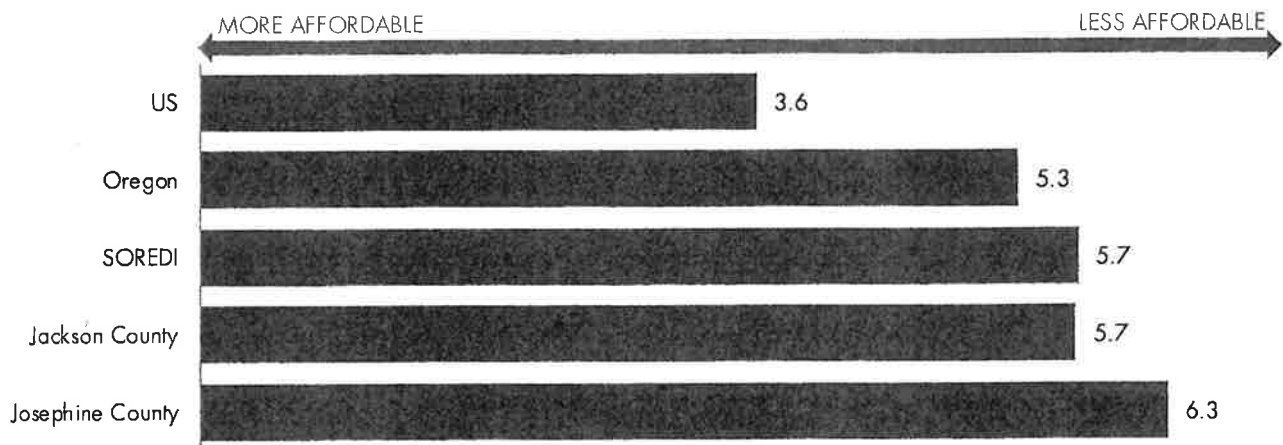


FIGURE 15. HOUSING AFFORDABILITY INDEX
RATIO OF MEDIAN HOME VALUE TO MEDIAN HOUSEHOLD INCOME*



*Can also be interpreted as the number of years of household income needed to buy a median-priced home.

Source: (figures this page) US Census Bureau, American Community Survey.

Note: (figures this page) 1-year average for 2017.

MOBILITY AND CONNECTIVITY

FIGURE 16. WORKING AT HOME
PERCENT OF WORKERS AGE 16 OR OLDER

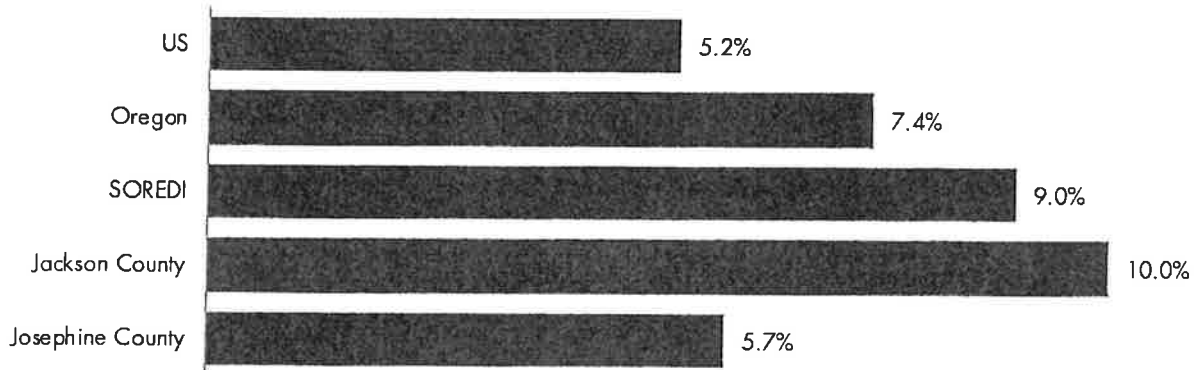


FIGURE 17. AVERAGE TRAVEL TIME TO WORK IN MINUTES

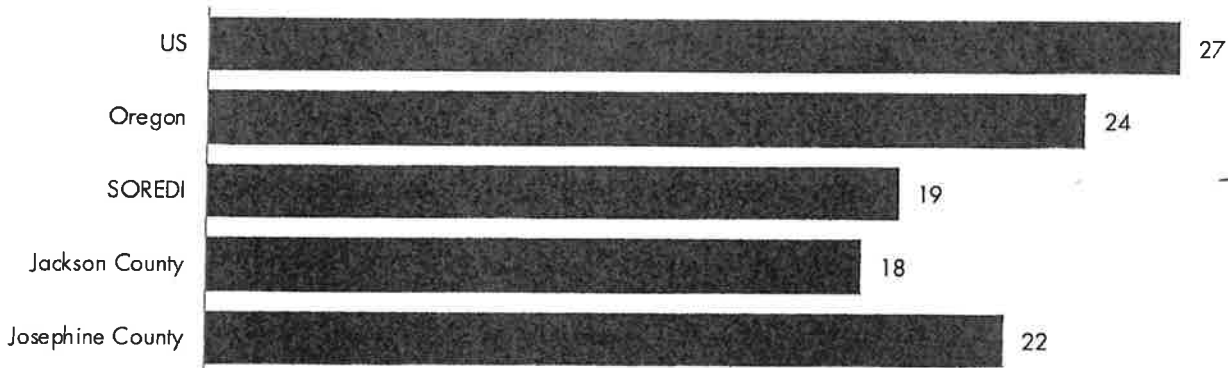


FIGURE 18. COMMUTER INFLOW/OUTFLOW FOR THE SOREDI REGION, 2015
FLOW OF WORKERS TO/FROM THE AREA



Sources: (Figure 16, Figure 17) US Census Bureau, American Community Survey; (Figure 18) US Census Bureau, Local Employment Dynamics.
Notes: (Figure 16, Figure 17) 1-year average for 2017. (Figure 18) Overlay arrows are for illustrative purposes and do not indicate directionality of worker flow between home and employment locations.

FIGURE 19. COMMUTING FLOWS, 2002-2015

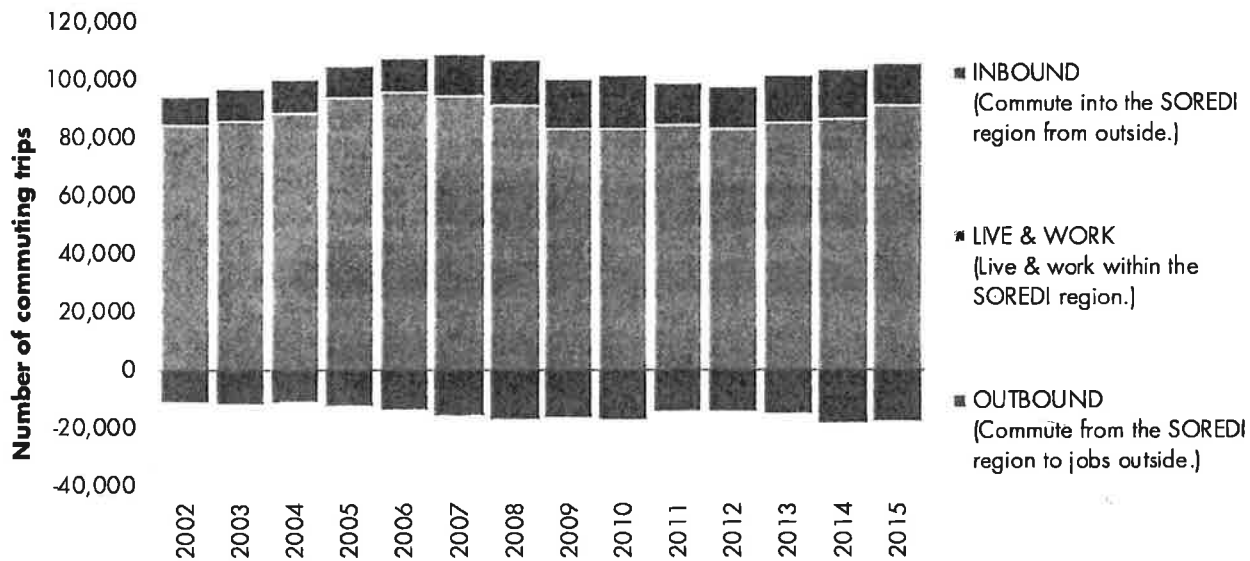


FIGURE 20. NET COMMUTING FLOWS BY NAICS* INDUSTRY SECTOR

Net flows = inbound - outbound flows

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Information & media	-25	+14	-20	-2	+157	+175	+191	+114	+151	+62	+77
Accommodation & food services	-156	-178	-82	-30	+146	+243	+228	+175	+311	+239	+30
Manufacturing	-289	-282	-227	-225	-139	-86	-165	-51	+13	-143	-10
Utilities	-12	-37	-21	-33	+55	+20	-9	-5	-8	-12	-19
Property sales & leasing	-63	-21	-66	-89	-3	-13	-3	-17	-13	-55	-21
Regional & corporate operations	+19	+1	-56	+4	+17	+46	+49	+52	+75	-44	-27
Arts, entertainment, & recreation	+11	-19	-42	+3	+45	+10	+37	+8	+65	-27	-33
Oil, gas, & mining	+10	+16	+23	+18	+20	-4	-9	-30	-4	-31	-35
Personal & other services	-9	-37	-75	-142	-14	+12	-52	-6	+27	+1	-58
Education	-236	-205	-273	-285	-143	-141	-167	-147	-149	-200	-128
Finance & insurance	-28	-25	+6	-3	+143	+75	+49	-63	+79	+23	-134
Healthcare	+95	+243	+136	+308	+545	+495	+341	+227	+457	+154	-203
Retail trade	+201	-21	+452	+555	+1,116		+658	+658	+944	+768	-212
Construction	-22	+19	+23	-163	-98	-103	-102	-110	-31	-281	-244
Professional services	-167	-117	-235	-144	-154	-204	-91	-76	-144	-319	-252
Transportation & warehousing	-282	-351	-326	-385	-121	-51	-118	-172	-117	-268	-255
Wholesale trade	-165	-277	-279	-251	-258	-106	-95	-219	-87	-175	-317
Agriculture	-187	-203	-126	-172	-55	-278	-116	-223	-187	-309	-328
Government	-253	-268	-274	-232	-221	-314	-348	-324	-390	-415	-504
Administrative services	-227	-155	-273	-244	-70	-147	-198	-225	-184	-319	-541

*NAICS is North American Industry Classification System, used for classifying businesses.
Source: (figures this page) US Census Bureau, Local Employment Dynamics.

FIGURE 21. LEADING NET FLOWS OF COMMUTERS BY COUNTY

Net flows = inbound - outbound flows

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Josephine County, OR	+1,726	+1,825	+1,809	+2,034	+1,830	+1,576	+1,517	+1,772	+1,397	+1,121
Douglas County, OR	-202	+112	+108	+793	+672	+438	+509	+515	+620	+413
Klamath County, OR	+6	+85	+293	+37	+129	+354	+448	+368	+415	+392
Coos County, OR	+241	+416	+457	+487	+561	+534	+409	+462	+358	+356
Malheur County, OR	+163	+248	+240	+203	+205	+195	+208	+204	+206	+211
Siskiyou County, CA	+14	-157	-131	+266	+236	+184	+209	+155	+265	+182
Lassen County, CA		+2	+1	+80	+108	+114	+121	+127	+142	+153
Curry County, OR	-2	-230	-161	+126	+214	+209	+195	+233	+284	+137
Clark County, WA		+162	+199	+205	+214	+103	+69	+124	+111	+109
Del Norte County, CA	-90	-102	-96	+32	+57	+109	+97	+112	+151	+97
Humboldt County, CA	-49	-61	-48	-36	-48	-21	+25	+10	+7	-53
Yakima County, WA		-21	-4	+0	-38	-34	-33	-56	-61	-83
Linn County, OR	+245	+288	+267	+281	+102	-93	-145	-137	-18	-102
Lincoln County, OR	+105	+92	+1	+87	+13			-180	-66	-152
Clackamas County, OR	-691	-873	-771	-760	-755	-289	-329	-187	-595	-606
Washington County, OR	-803	-711	-844	-752	-425	-352	-460	-215	-424	-766
Marion County, OR	-313	-274	-280	-103	-142	-346	-452	-244	-660	-799
Jackson County, OR	-1,726	-1,825	-1,809	-2,034	-1,830	-1,576	-1,517	-1,772	-1,397	-1,121
Lane County, OR	-509	-984	-619	-726	-782	-1,654	-1,850	-1,907	-1,615	-1,546
Multnomah County, OR	-1,159	-1,026	-1,013	-829	-811	-729	-1,135	-782	-1,383	-1,683

Source: US Census Bureau, Local Employment Dynamics.

EMPLOYMENT AND SECTOR DYNAMICS

FIGURE 22. EDUCATIONAL ATTAINMENT

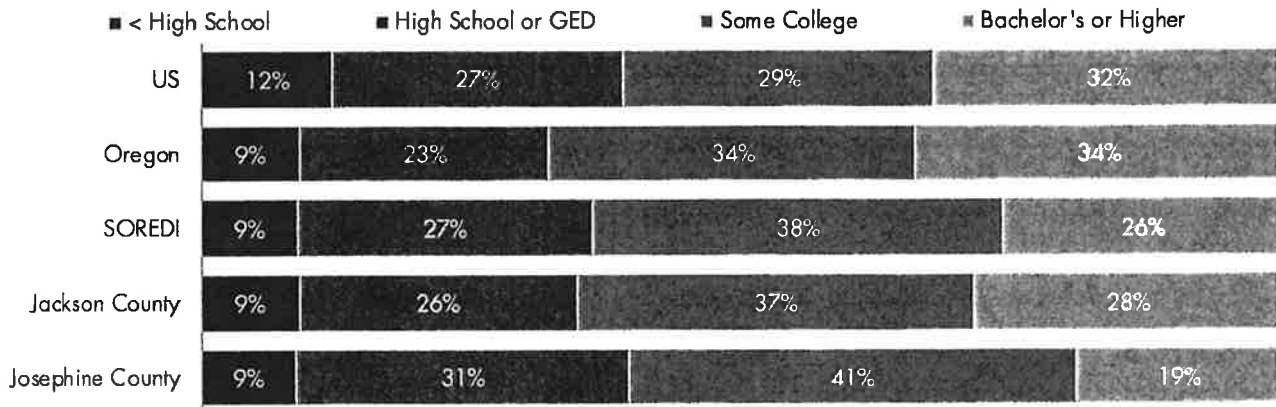


FIGURE 23. SOREDI REGION EMPLOYMENT

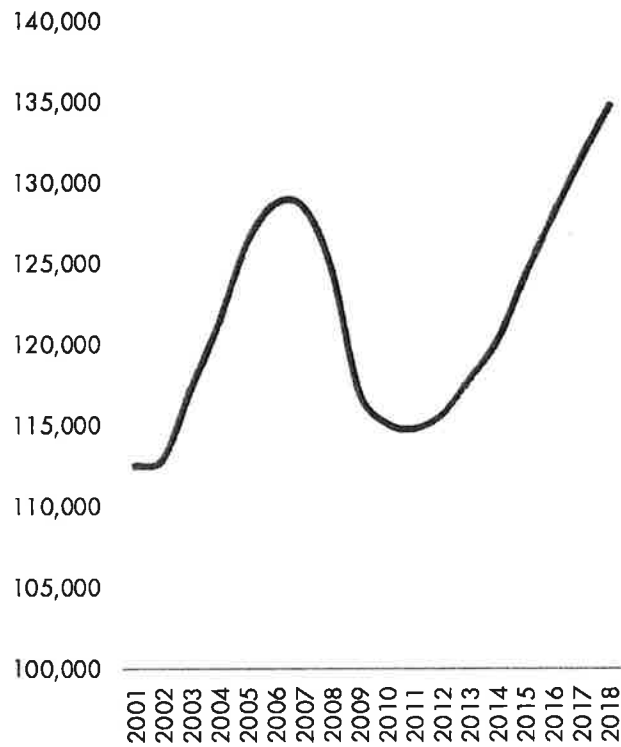
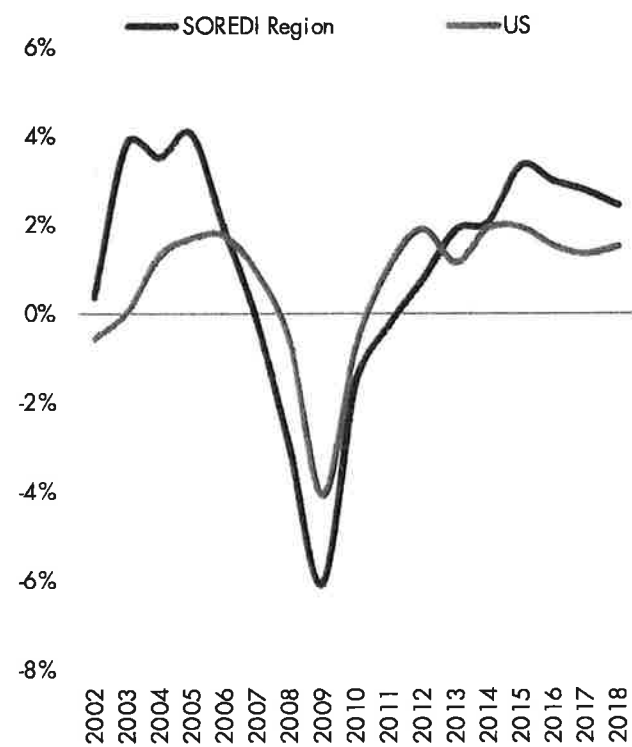


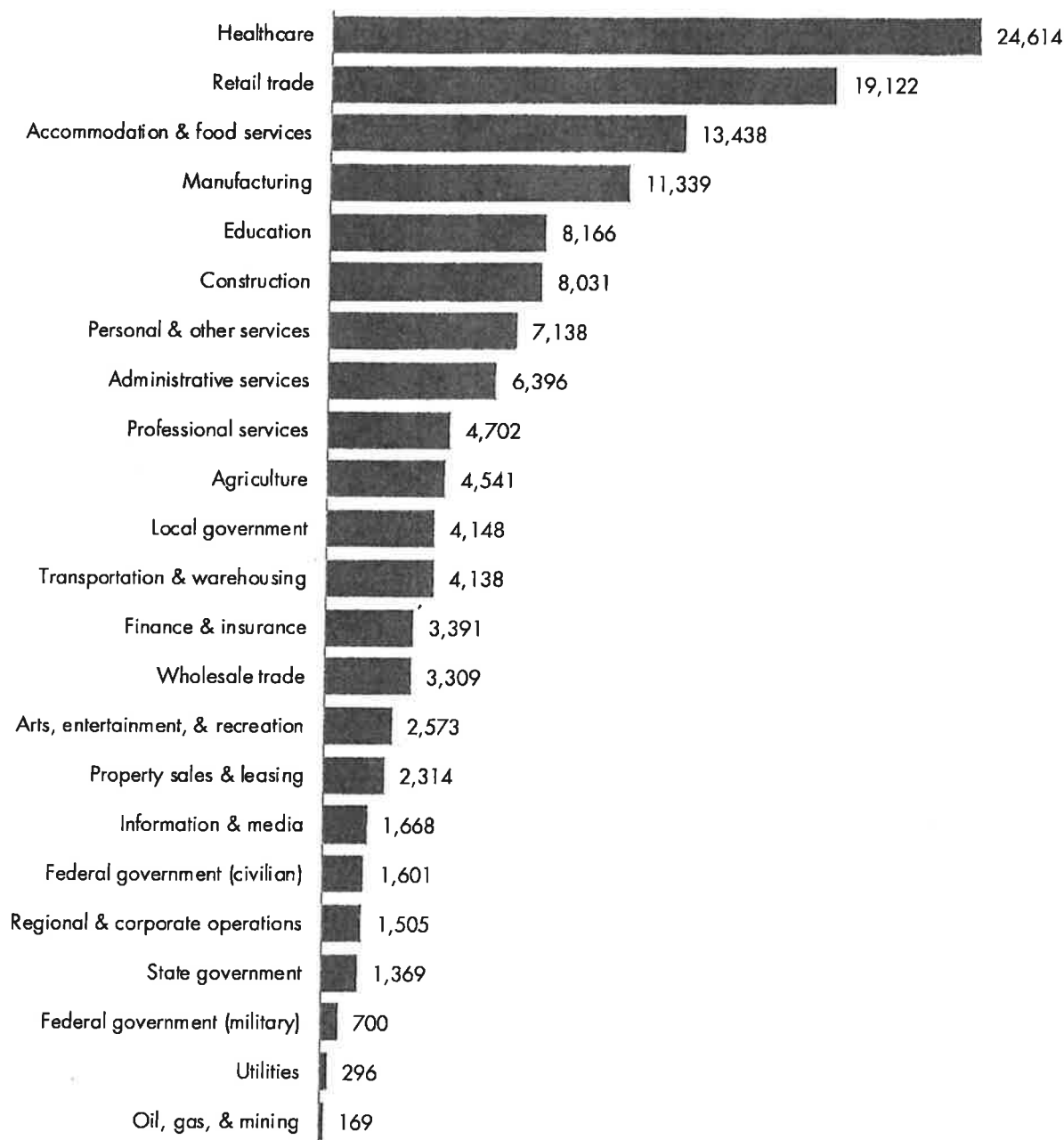
FIGURE 24. COMPARATIVE ANNUAL JOB GROWTH (PERCENT)



Sources: (Figure 22) US Census Bureau, American Community Survey; (Figure 23, Figure 24) Emsi 2019.3—QCEW Employees, Non-QCEW Employees, and Self-Employed.

Note: (Figure 22) 1-year average for 2017.

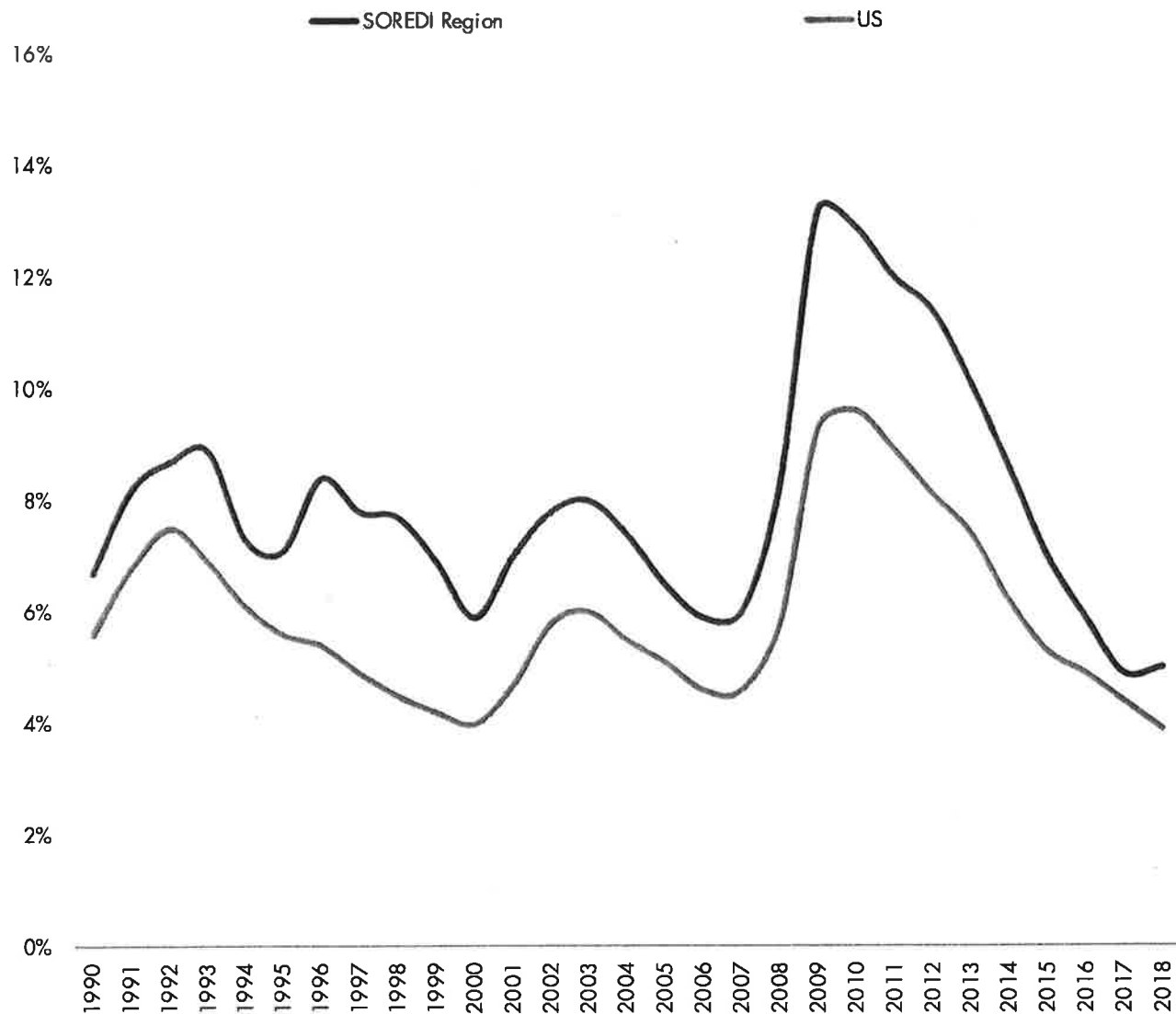
FIGURE 25. SOREDI REGION EMPLOYMENT BY SECTOR, 2018



Source: Emsi 2019.3—QCEW Employees, Non-QCEW Employees, and Self-Employed.

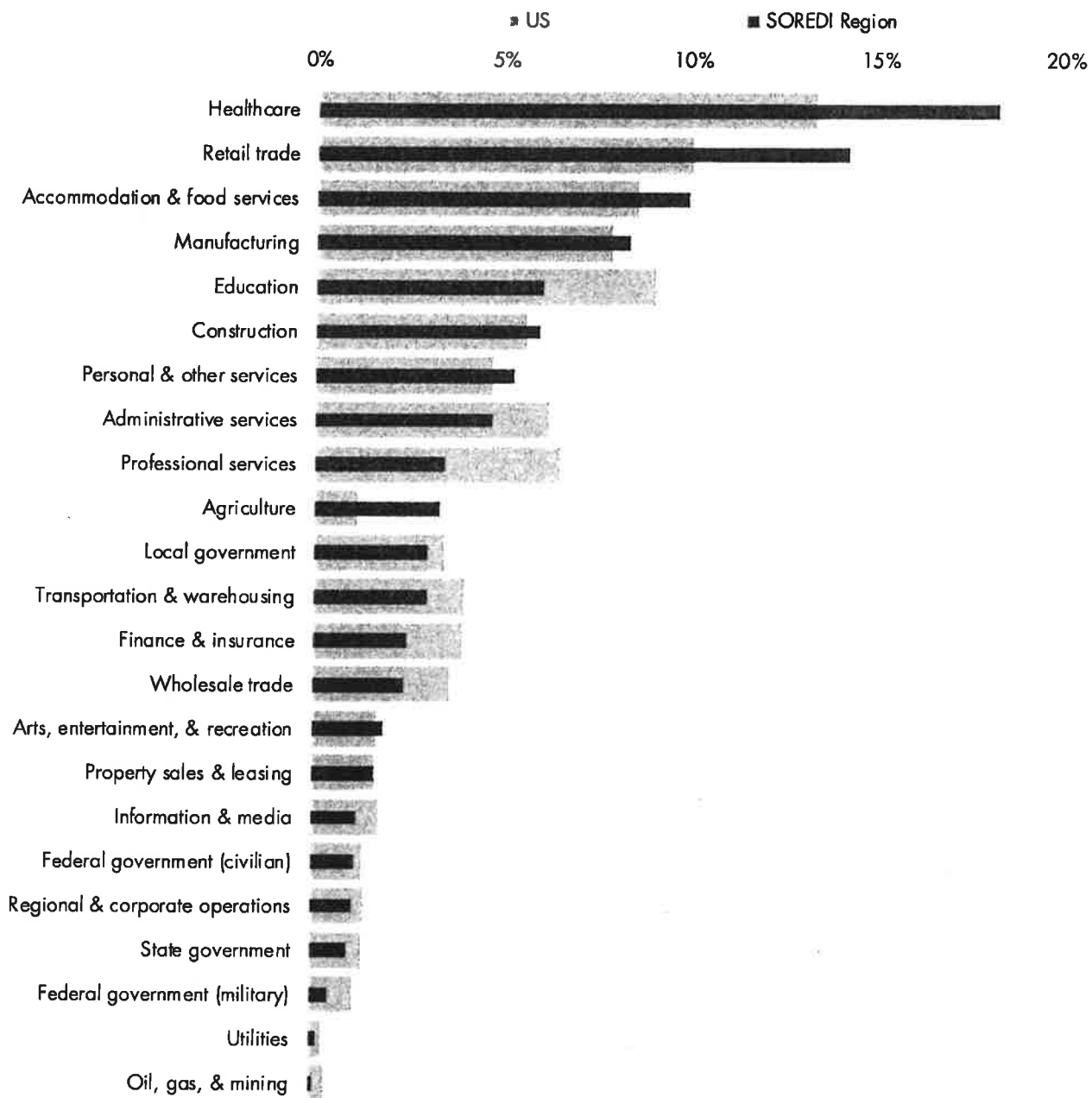
Note: Public sector employment in education (e.g., public schools, colleges, and universities), healthcare, and the US Postal Service are included with applicable private sector industry totals rather than government.

FIGURE 26. UNEMPLOYMENT RATE (PERCENT)



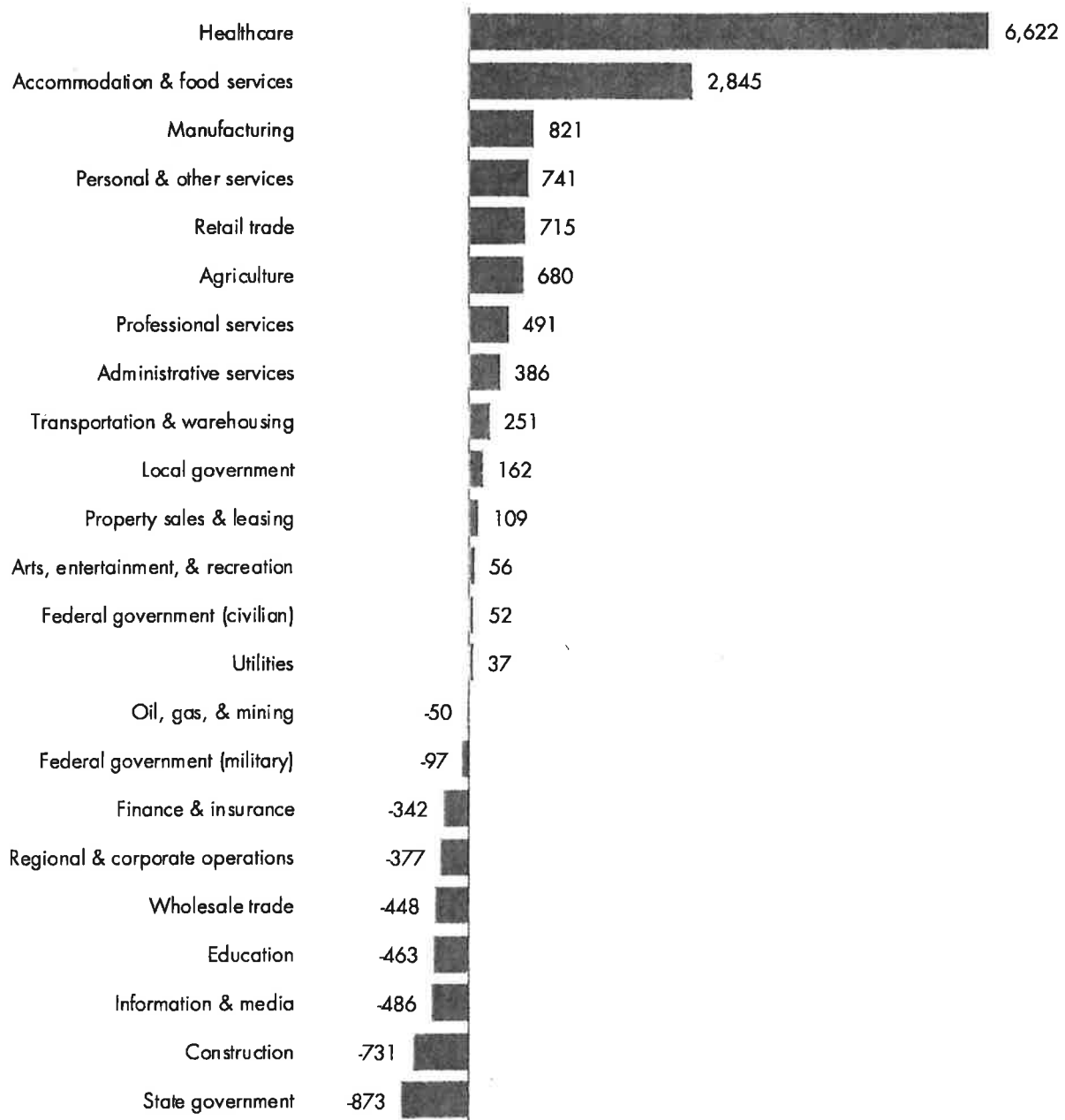
Source: US Bureau of Labor Statistics.

FIGURE 27. EMPLOYMENT DISTRIBUTION ACROSS SECTORS, 2018
 SOREDI REGION VS. US



Source: Emsi 2019.3—QCEW Employees, Non-QCEW Employees, and Self-Employed.
 Note: Public sector employment in education (e.g., public schools, colleges, and universities), healthcare, and the US Postal Service are included with applicable private sector industry totals rather than government.

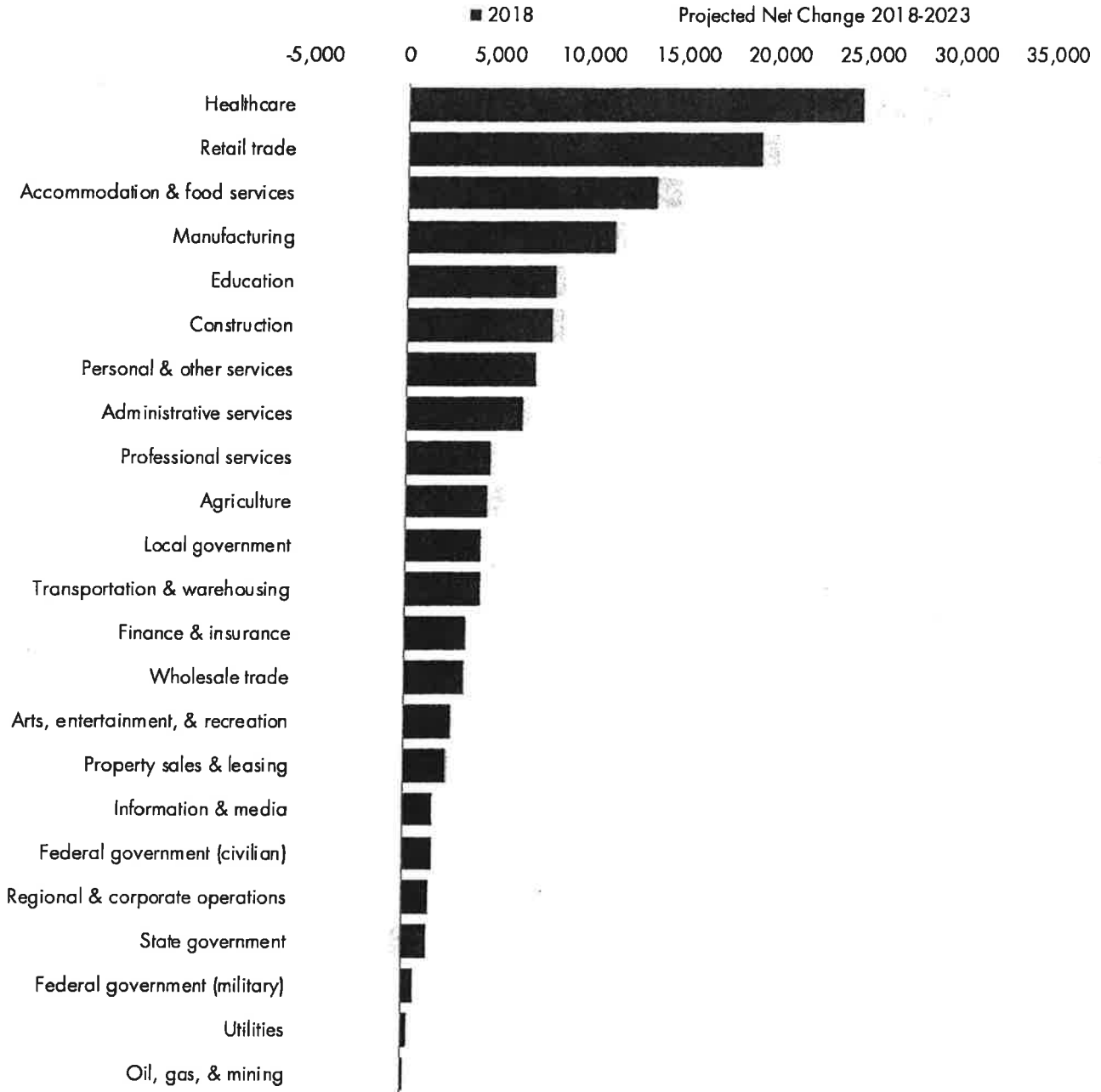
FIGURE 28. SOREDI REGION 10-YEAR NET JOB GROWTH BY SECTOR, 2008-2018



Source: Emsi 2019.3—QCEW Employees, Non-QCEW Employees, and Self-Employed.

Note: Public sector employment in education (e.g., public schools, colleges, and universities), healthcare, and the US Postal Service are included with applicable private sector industry totals rather than government.

FIGURE 29. SOREDI REGION PROJECTED 5-YEAR NET JOB GROWTH BY SECTOR, 2018-2023



Source: Emsi 2019.3—QCEW Employees, Non-QCEW Employees, and Self-Employed.

Note: Public sector employment in education (e.g., public schools, colleges, and universities), healthcare, and the US Postal Service are included with applicable private sector industry totals rather than government.

FIGURE 30. SOREDI REGION HISTORICAL SECTOR CONCENTRATION AS SHOWN BY LOCATION QUOTIENTS (LQS)



Source: Emsi 2019.3—QCEW Employees, Non-QCEW Employees, and Self-Employed

Note: Public sector employment in education (e.g., public schools, colleges, and universities), healthcare, and the US Postal Service are included with applicable private sector industry totals rather than government.

ABOUT LOCATION QUOTIENTS (LQS)

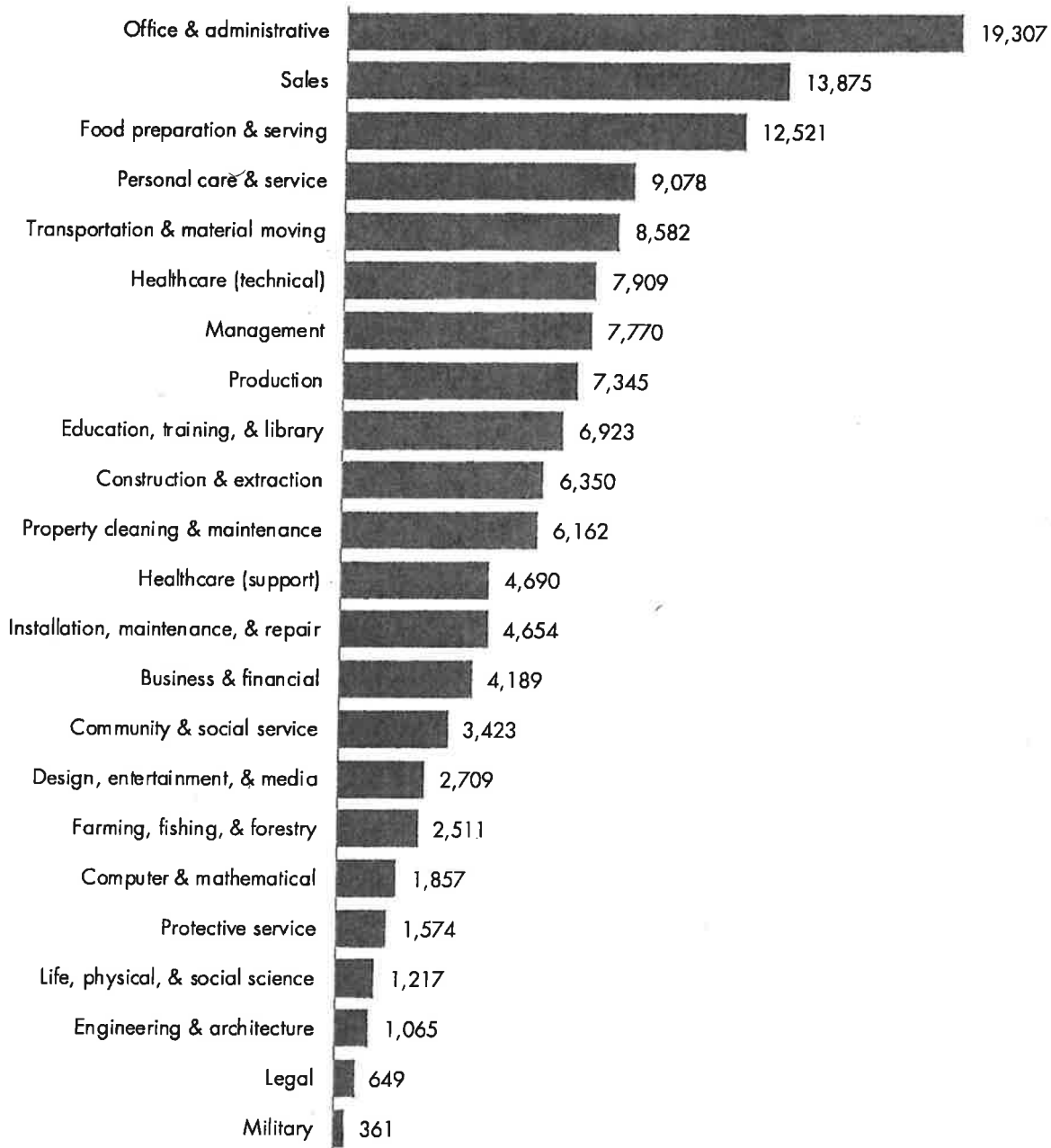
Location quotient analysis is a statistical technique used to suggest areas of relative advantage based on a region’s employment base. LQs are calculated as an industry’s share of total local employment divided by the same industry’s share of employment at the national level.

$$\frac{(\text{local employment in industry} \times / \text{total local employment} - \text{all industries})}{(\text{national employment in industry} \times / \text{total national employment} - \text{all industries})}$$

If the local industry and national industry are perfectly proportional, the LQ will be 1.00. LQs greater than 1.25 are presumed to indicate a comparative advantage; those below 0.75 suggest areas of weakness but also point to opportunities for expansion or attraction.

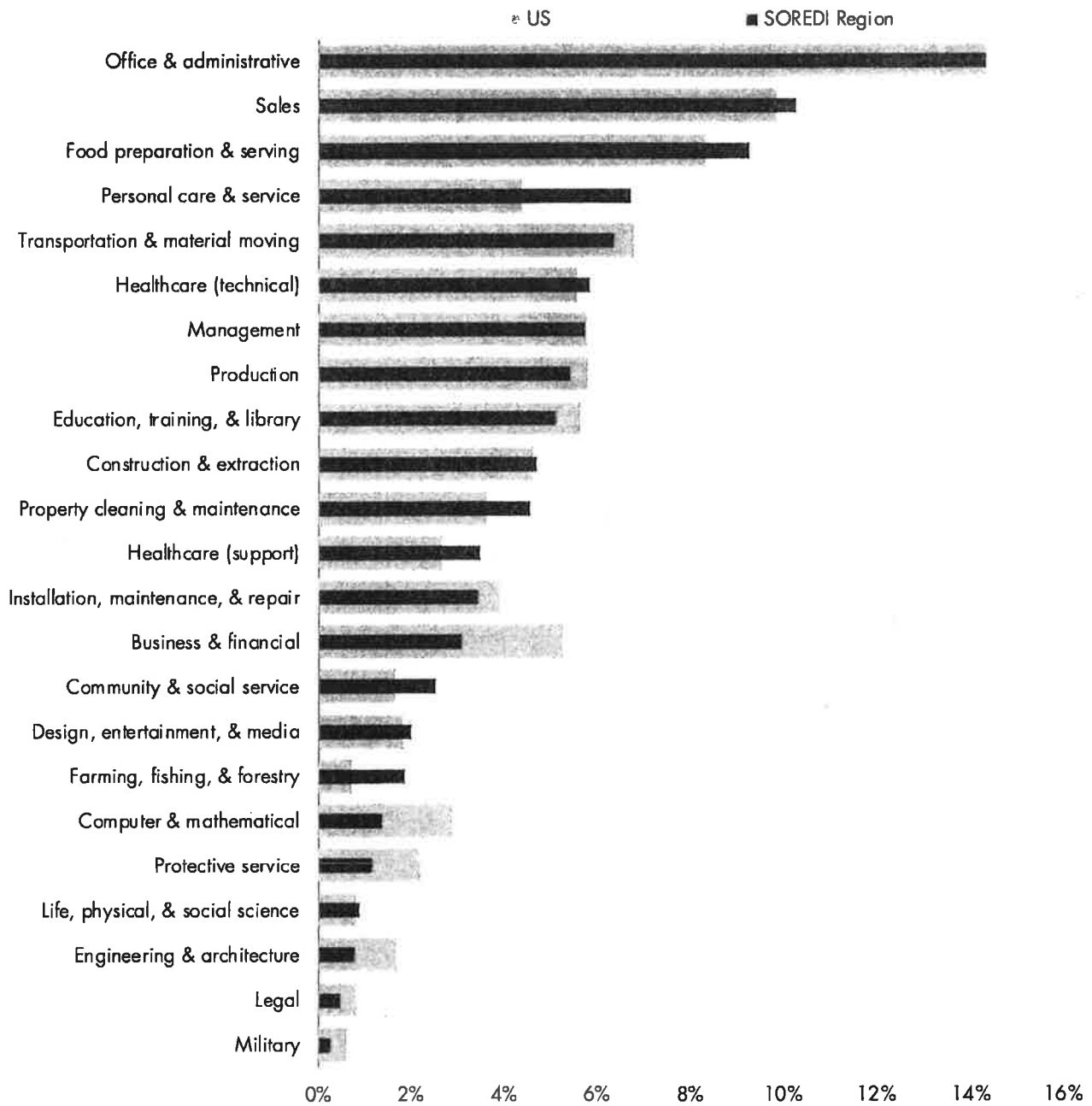
OCCUPATIONAL PATTERNS

FIGURE 31. SOREDI REGION EMPLOYMENT BY OCCUPATIONAL GROUP, 2018



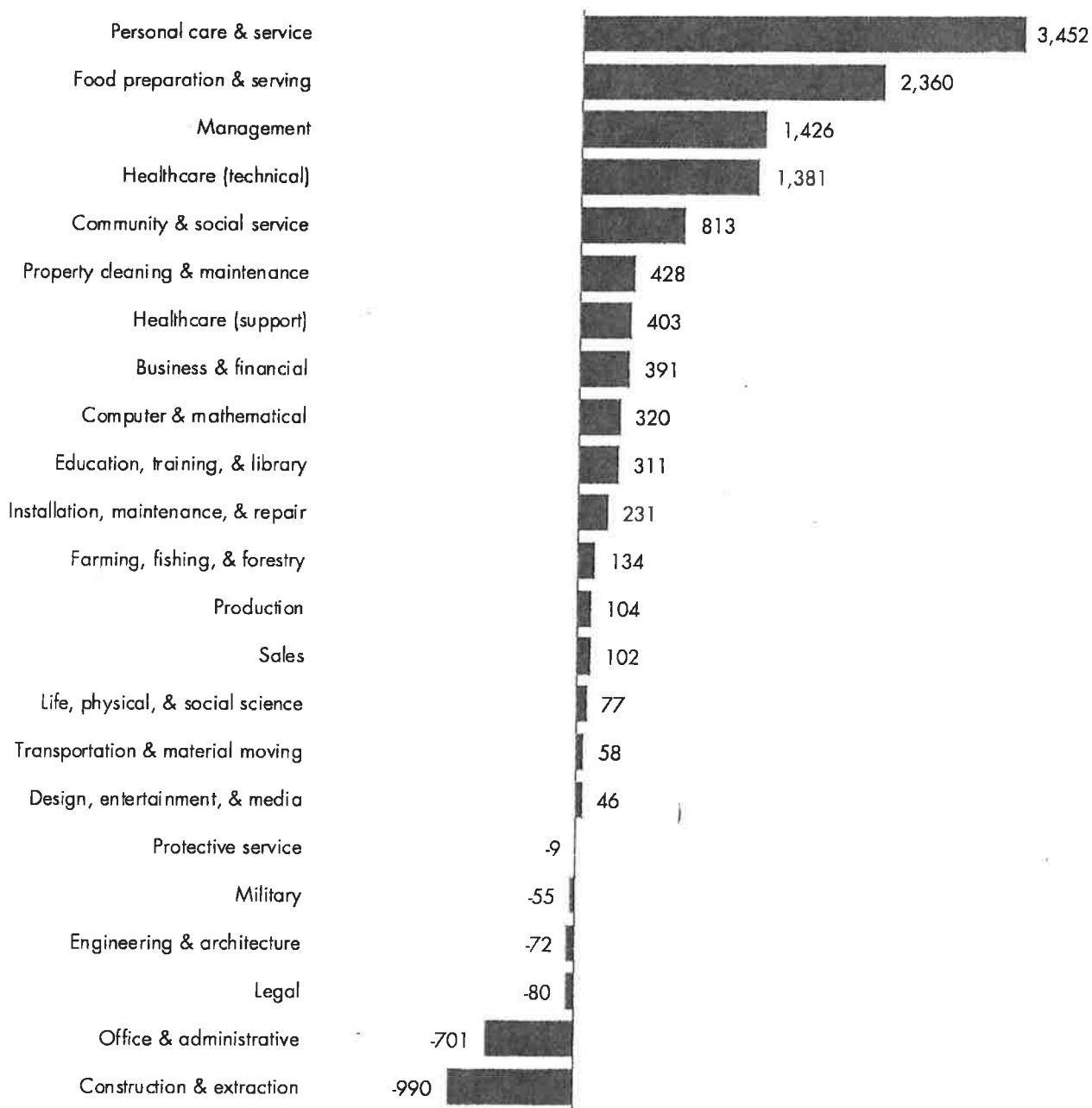
Source: Emsi 2019.3—QCEW Employees, Non-QCEW Employees, and Self-Employed.

FIGURE 32. EMPLOYMENT DISTRIBUTION ACROSS OCCUPATIONAL GROUPS, 2018
 SOREDI REGION VS. US



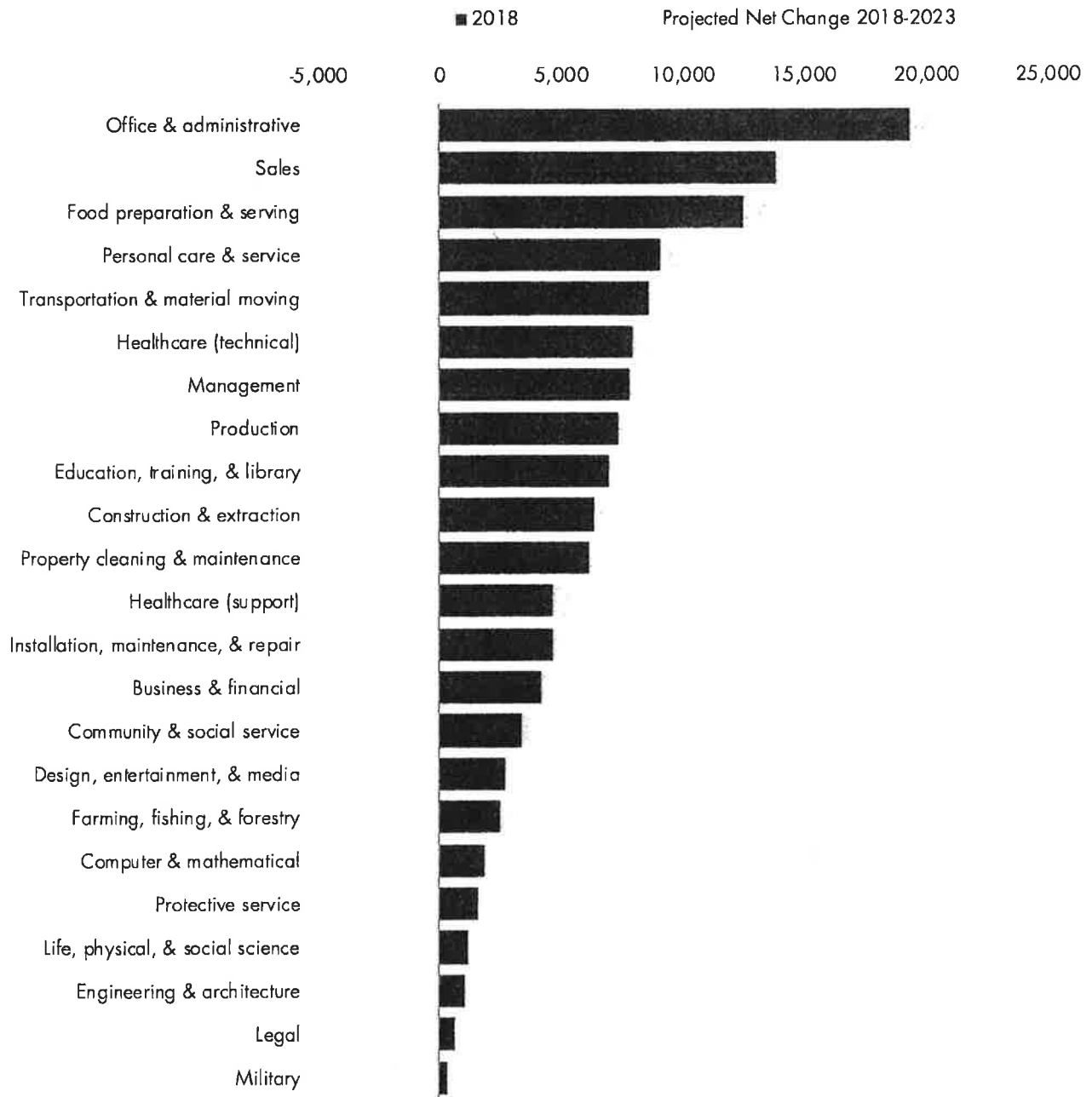
Source: Emsi 2019.3—QCEW Employees, Non-QCEW Employees, and Self-Employed.

FIGURE 33. SOREDI REGION 10-YEAR NET JOB GROWTH BY OCCUPATIONAL GROUP, 2008–2018



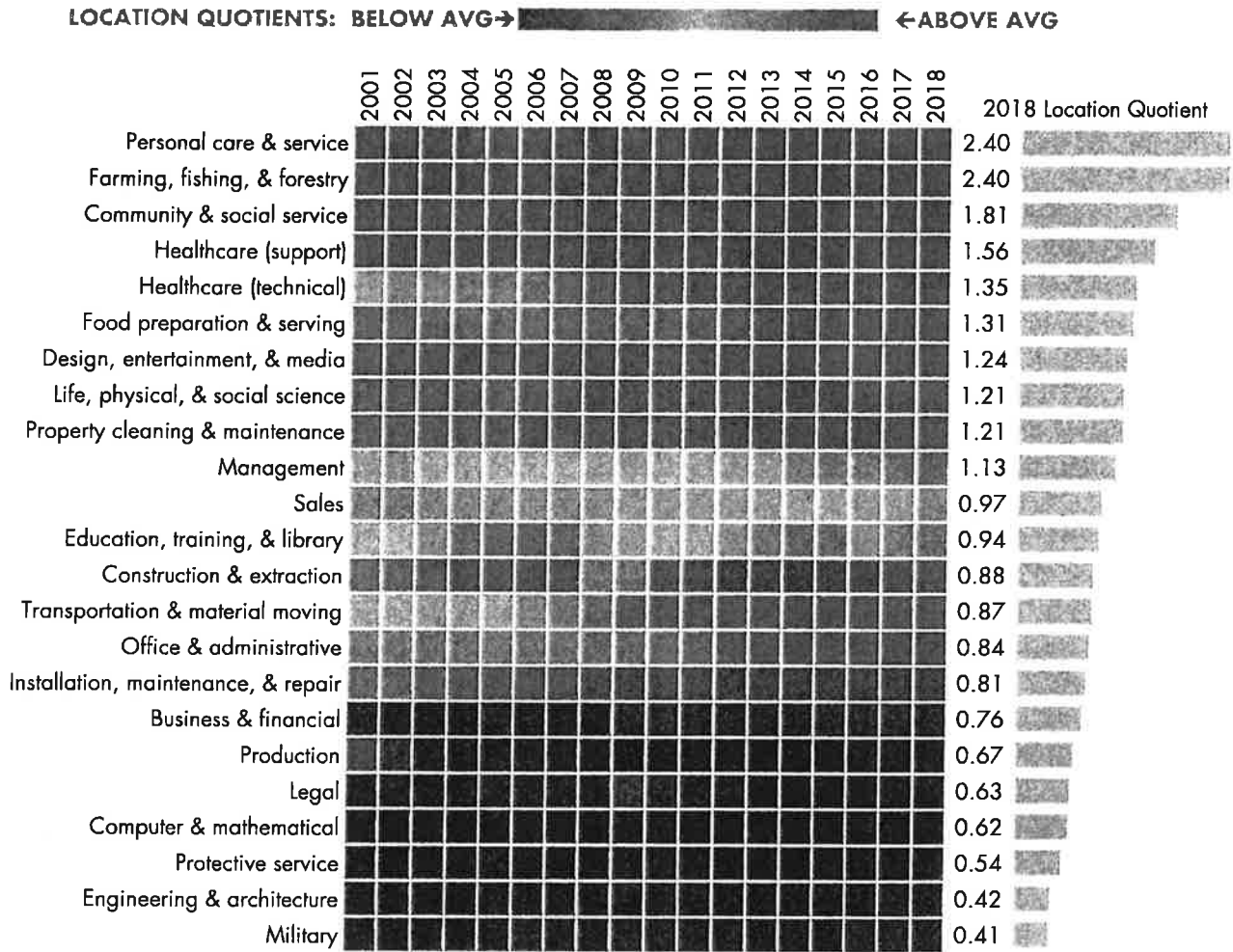
Source: Emsi 2019.3—QCEW Employees, Non-QCEW Employees, and Self-Employed.

FIGURE 34. SOREDI REGION PROJECTED 5-YEAR NET JOB GROWTH BY OCCUPATIONAL GROUP, 2018-2023



Source: Emsi 2019.3—QCEW Employees, Non-QCEW Employees, and Self-Employed.

FIGURE 35. SOREDI REGION HISTORICAL OCCUPATIONAL CONCENTRATION AS SHOWN BY LOCATION QUOTIENTS (LQS)



Source: Emsi 2019.3—QCEW Employees, Non-QCEW Employees, and Self-Employed.

Note: Public sector employment in education (e.g., public schools, colleges, and universities), healthcare, and the US Postal Service are included with applicable private sector industry totals rather than government.

EXTERNAL FUNDS

FIGURE 36. PRIME FEDERAL CONTRACT AWARDS BY PLACE OF PERFORMANCE
FISCAL YEARS 2014–2019

GRANTING AGENCY	2014–2018
Department of Agriculture	282,238,304
<i>Forest Service</i>	281,651,615
Department of Veterans Affairs	133,916,028
Department of Defense	89,062,257
Department of the Interior	56,935,299
General Services Administration	5,724,433
Department of Transportation	3,628,256
Department of Homeland Security	3,084,695
Department of Health and Human Services	1,450,539
Department of Commerce	992,365
Social Security Administration	851,360
Environmental Protection Agency	835,478
Department of Justice	703,157
National Aeronautics and Space Administration	630,983
Department of Energy	579,517
Department of State	231,084
Department of The Treasury	65,840
Department of Education	32,581
Department of Housing and Urban Development	1,900
Total Prime Contracts	580,964,076

FIGURE 37. SBIR/STTR AWARDS IN THE SOREDI REGION, 2009–2018
BY AGENCY SOURCE OR SPONSOR

AWARD GRANTORS	2009–2013	2014–2018	ALL YEARS
Department of Health and Human Services	2,739,628	185,858	2,925,486
Department of Defense	1,271,632		1,271,632
<i>Air Force</i>	298,026		298,026
<i>Army</i>	193,702		193,702
<i>Navy</i>	779,904		779,904
Department of Energy	299,884		299,884
National Science Foundation	149,972		149,972
Total Awards	4,461,116	185,858	4,646,974

Sources: (Figure 36) US Department of the Treasury, USAspending.gov. (Figure 37) US Small Business Administration.
Notes: (Figure 36) For this figure, the place of performance is the two-county SOREDI region.

FIGURE 38. SBIR/STTR AWARDS IN THE SOREDI REGION, 2009-2018
 BY COMPANY / AWARDEE

AWARDEES	2009-2013	2014-2018	ALL YEARS
Flourish, LLC		185,858	185,858
Sky Research, Inc.	1,721,488		1,721,488
The Blindsight Corp.	1,840,302		1,840,302
Tree Star, Inc.	899,326		899,326
Total Awards	4,461,116	185,858	4,646,974

Source: US Small Business Administration.

APPENDIX B. TARGET INDUSTRY ANALYSIS

INTRODUCTION

Southern Oregon has a diverse composition of industries—from Harry & David, a premium food gift company business that began as a family-owned orchard that has grown into a gift basket empire, to Rogue Creamery, an innovative food manufacturer that has collaborated with brands from artisanal chocolates to craft beer, to Boise Cascade, a legacy business that nods to the once ubiquitous timber industry in the region. Although the forestry today is not what it was 20 years ago, the Rogue Valley has proved it is resilient and is pioneering its way toward a strong economic future. A diverse economy is a critical element of resiliency and the ability to withstand economic cycles. However, despite the vast variety of industry in the region, the depth of these sectors is shallow, which makes companies more vulnerable to economic shifts. The stronger an industry cluster, the larger the surrounding ecosystem; everything from supply chain (raw materials, suppliers, and end users), to talent pool, and the availability of specialized professional expertise (such as legal and financial services). Data shows that there are four strong existing clusters in the region and three aspirational clusters that with the right long-term strategy could make an impact on the future regional economy. Each of the existing clusters is anchored by at least one significant employer and has a developing ecosystem that supports the growth of the industry, including workforce and talent development. This industry analysis dives deeper into the data for each sector and builds a portfolio that can be leveraged to better understand the composition of the industry, future growth trends, and additional resources to deepen knowledge about the sector.

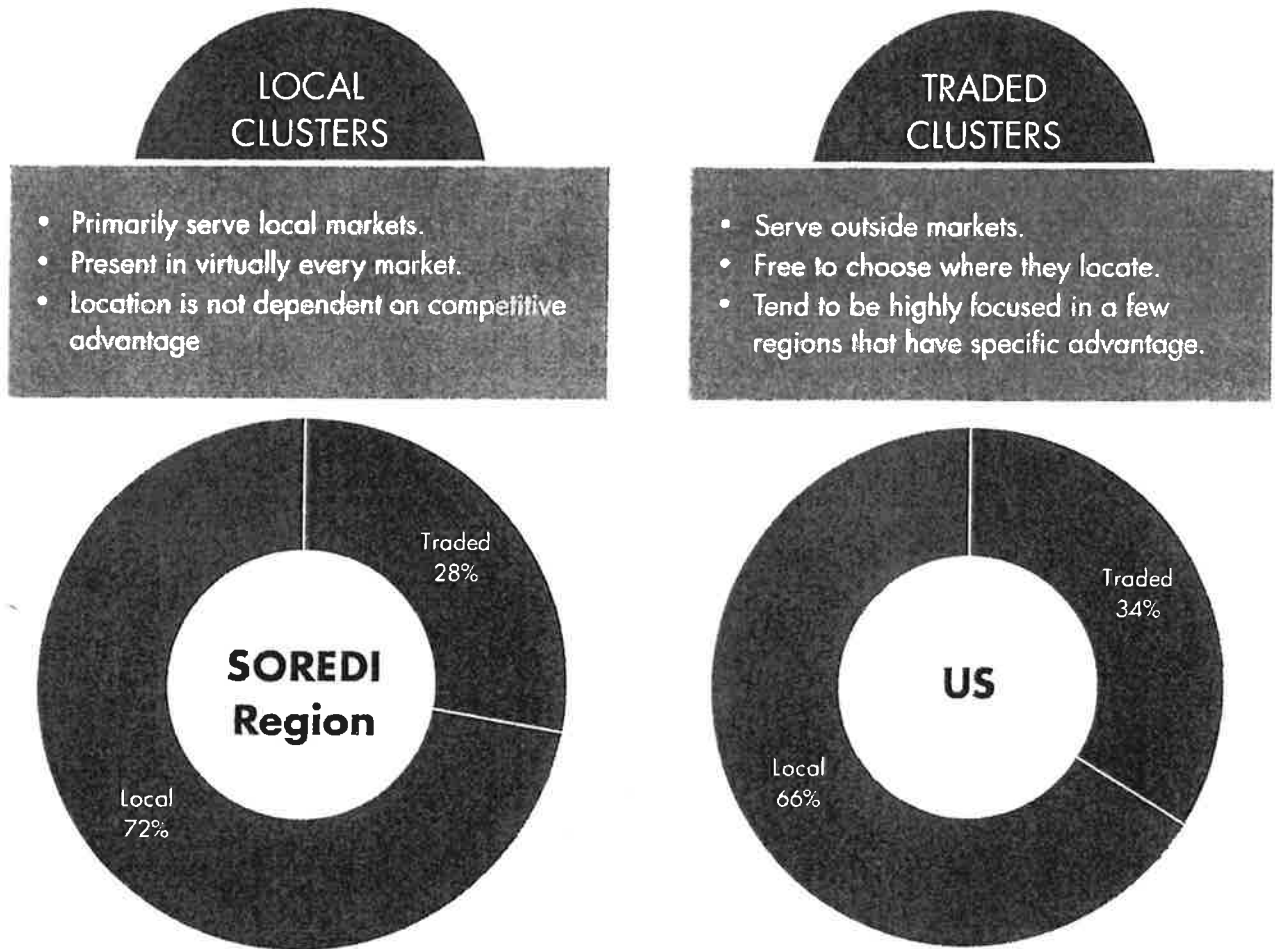
FIGURE 39. THE TARGETING APPROACH



In identifying target sectors, the TIP team examined detailed data to identify which industries are well-established in the region, how they performed in recent years, and how they are expected to perform in the near term. For this analysis we looked at factors including strategic assets, existing initiatives, critical mass, competitive advantage, growth prospects, and cross-sector synergies.

In the first phase of this project—the economic assessment—we reviewed employment using standard NAICS industry classifications. For the targeting analysis, we take this a step further by filtering employment within an industry “cluster” framework developed by the US Economic Development Administration in conjunction with the Institute for Strategy and Competitiveness at Harvard Business School.

FIGURE 40. EMPLOYMENT CLUSTERS—TRADED VS. LOCAL EMPLOYMENT IN 2017 BASED ON CLUSTER TYPE

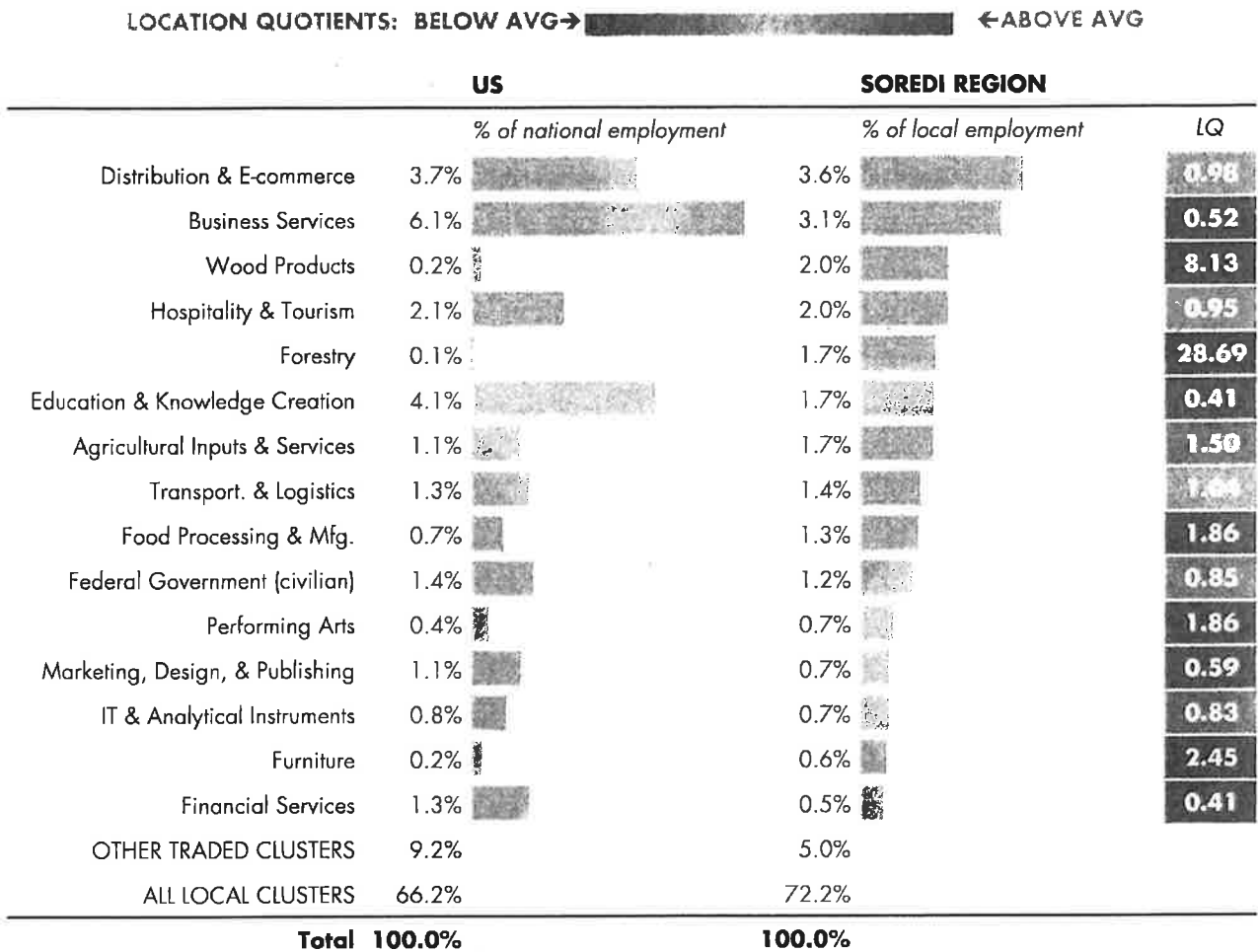


Sources: US Bureau of Labor Statistics; Emsi 2019.3—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness, Harvard Business School; TIP Strategies.
 Note: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi.

WHY IT MATTERS

Increasing the ratio of traded-to-local clusters is a common strategy for enhancing economic prosperity. Traded clusters are emphasized by economic developers because they include industries and firms that typically produce goods and services for customers beyond the local region. These traded activities are thus more likely to produce externally generated revenues, which can, in turn, help boost local tax coffers. As an example, a dentist’s office might serve local customers exclusively, while a manufacturing plant, a data center, or a hotel would typically serve paying customers beyond the local area. The ability of traded clusters to serve larger markets also presents greater opportunity for employment growth, whereas a dentist’s office might face more finite geographic limits to expansion.

FIGURE 41. EMPLOYMENT CLUSTERS—WEIGHT (SIZE AND CONCENTRATION)
 TRADED CLUSTERS EMPLOYING THE MOST WORKERS LOCALLY IN 2017



Sources: US Bureau of Labor Statistics, Emsi 2019.3—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness, Harvard Business School; TIP Strategies.
 Note: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi.

WHY IT MATTERS

While local clusters (such as dentist offices) typically account for a similar share of employment across communities of varying size, the share of total employment represented by traded clusters (such as automotive assembly plants) might differ dramatically from one community to the next. Traded clusters that account for a larger-than-average share of total employment can suggest areas of competitive advantage. Figure 3 compares the distribution of employment by cluster in the US (first column) with the local area (second column). The third column uses location quotients (LQs) to convey the intensity of employment locally relative to the US. If a traded cluster represents 1 percent of US employment and 5 percent of local employment, its LQ would be 5.0, meaning that the traded cluster in the local area is five times as large as would be expected based on national patterns.

FIGURE 42. EMPLOYMENT CLUSTERS—PROJECTED GROWTH
 TRADED CLUSTERS WITH THE HIGHEST PROJECTED LOCAL JOB GAINS, 2017–2022

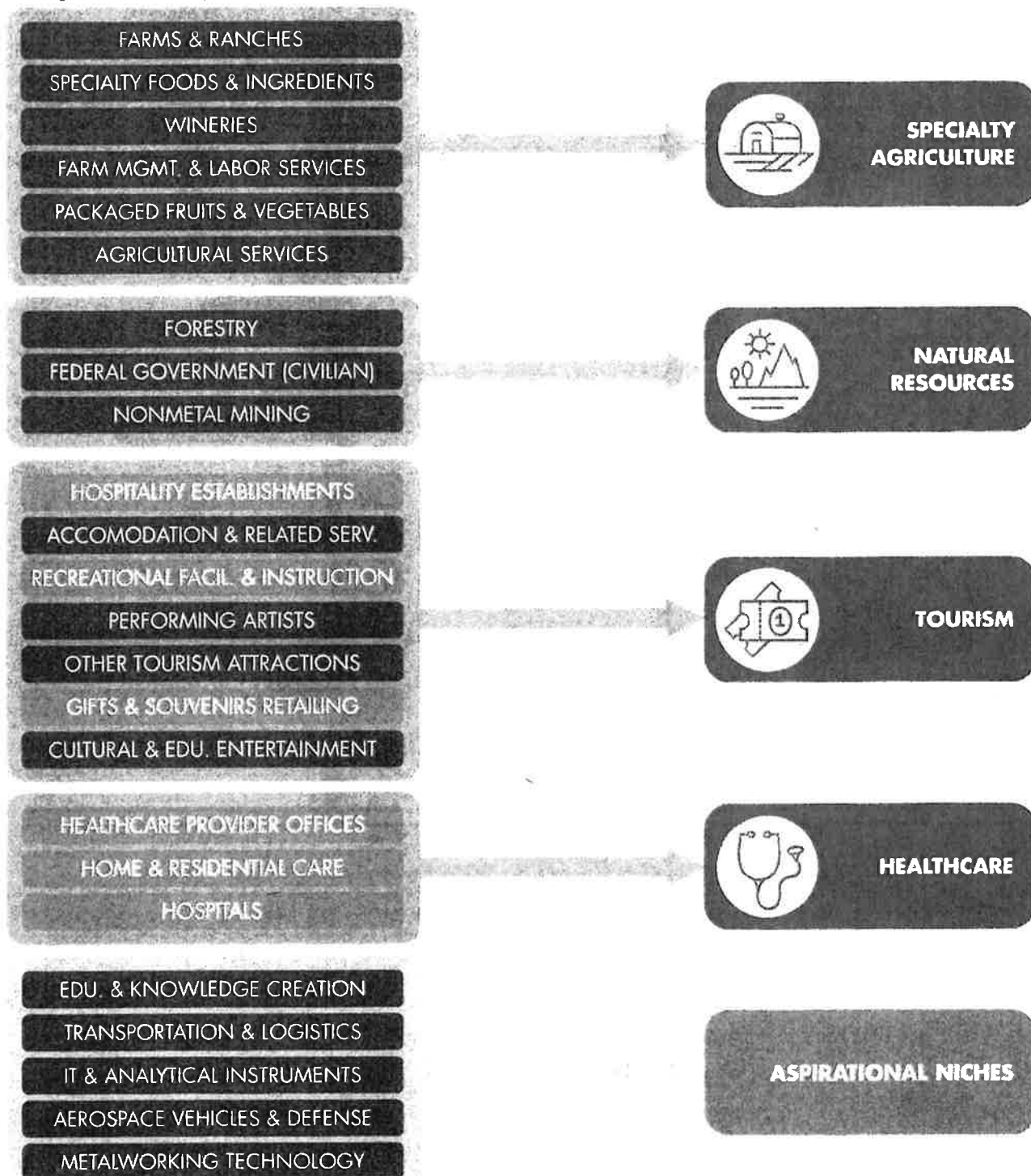
	US		SOREDI REGION		
	<i>5-year % change in national employment</i>		<i>5-year % change in local employment</i>		<i>net gain</i>
Agricultural Inputs & Services	1.7%		26.8%		+595
Education & Knowledge Creation	7.0%		16.5%		+371
Business Services	10.1%		7.4%		+314
Food Processing & Mfg.	5.9%		13.6%		+244
Forestry	-3.3%		10.3%		+234
Hospitality & Tourism	5.6%		4.6%		+123
Aerospace Vehicles & Defense	0.6%		20.5%		+112
Upstream Chemical Products	3.0%		40.4%		+109
IT & Analytical Instruments	3.7%		12.3%		+109
Automotive	3.8%		21.8%		+86
Power Generation & Transmission	4.4%		63.4%		+37
Furniture	0.7%		4.4%		+36
Marketing, Design, & Publishing	9.8%		3.8%		+34
Biopharmaceuticals	3.1%		19.0%		+31
Performing Arts	6.5%		2.7%		+27
Transport. & Logistics	4.9%		1.4%		+25
Livestock Processing	3.4%		14.7%		+25
Video Production & Distribution	9.3%		21.6%		+23
ALL TRADED CLUSTERS	5.4%		5.7%		+2,149
ALL LOCAL CLUSTERS	5.9%		8.0%		+7,746
Total	5.8%		7.3%		

Sources: US Bureau of Labor Statistics; Emsi 2019.3—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness, Harvard Business School; TIP Strategies.
 Note: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi.

FIGURE 43. TARGETING FRAMEWORK

TRADED and **LOCAL** clusters and subclusters emerge from the analysis . . .

. . . to provide a foundation for **TARGET SECTORS.**



Sources: US Economic Development Administration; Institute for Strategy and Competitiveness, Harvard Business School; TIP Strategies.

TIER 1: STRATEGIC GROWTH AREAS

Four key strategic growth areas emerged from an in-depth analysis of the region's labor and industry data, and during conversations with regional leaders, as being primary focus areas for the Rogue Valley. The **specialty agriculture** growth area is derived from six strong sectors in the region: farms & ranches, specialty foods & ingredients, wineries, farm management & labor services, packaged fruits & vegetables, and agricultural services. The Rogue Valley has long been known for its fertile land and ideal climate, but in today's modern culture there is an opportunity to go beyond traditional agriculture and further develop niche and artisanal products. From large-scale food processors, such as Amy's Kitchen and Harry & David, to dairy products from Rogue Creamery and Rising Sun Farms, to fine wines and desserts from Naumes Family Vineyards and Lillie Belle Farms Artisan Chocolates, this sector has depth and potential to expand.

Natural resources is a legacy cluster in the region comprised of three subsectors, including forestry, federal government (civilian), and nonmetal mining. Although this sector is anchored by major employers, such as Boise Cascade, there are a number of small, independent companies, such as Armadillo Mining Shop, which support the region's boutique mining industry. The third strategic growth area focuses on the **tourism** industry. This sector is predominantly comprised of local sector industries, including hospitality and retail, but draws significant outside money into the region from visitors. Southern Oregon's tourism economy has been steadily growing over the past 10 years, largely from its world-renowned arts and cultural events, such as the Britt Music & Arts Festival and the Oregon Shakespeare Festival. In addition to cultural assets, the region has phenomenal outdoor recreation amenities and organized sporting at facilities such as the US Cellular Community Park. The fourth strategic growth area, **healthcare**, is anchored by some of the largest employers in the region, including Asante Health System and Providence Health & Services. The healthcare industry is almost entirely driven by the local economy, but the strong reputation of the providers in the region attracts people from outside the Rogue Valley to seek care at these facilities. Furthermore, in 2021, Asante will open a \$64 million outpatient cancer center, which will increase the region's competitiveness as a leader in healthcare.

A concise profile for each of the strategic growth areas, including data points and industry resources, can be found on the following pages.

TIER 2: ASPIRATIONAL NICHES

In addition to the core target sectors, three areas were identified as aspirational niches for the region, including **technology, advanced manufacturing, and logistics**. Although the region does not meet the location quotient thresholds to be considered as having a strategic advantage in these sectors, the region has a foundation for these industries to grow. The CEDS plan includes strategies for workforce development, infrastructure readiness, and supply chain growth, which will give these aspirational niche industries the support they need to mature. Aspirational targets require a long-term strategy, and it is important to recognize that development will take time. A combined profile with industry and employment data points can be found in the "Technology, Advanced Manufacturing, and Logistics" section. This profile will serve as important resource to track the development of these industries and data numbers should be updated on an annual basis as part of metric reporting.

SPECIALTY AGRICULTURE

FIGURE 44. TARGET SNAPSHOT

SORED I REGION	TOTAL	TARGET
2018 Payrolled Business Locations	10,315	290
2018 Employment	134,719	3,735
Net Chg., 2008-2018	+10,130	+1,369
Pct. Chg., 2008-2018	+8.1%	+57.8%

FIGURE 46. EMPLOYMENT OUTLOOK

US OVERALL	TOTAL	TARGET
Net Chg., 2018-2023	+9,424,267	+57,001
Pct. Chg., 2018-2023	+5.8%	+2.6%

SORED I REGION	TOTAL	TARGET
Net Chg., 2018-2023	+9,895	+810
Pct. Chg., 2018-2023	+7.3%	+21.7%

FIGURE 47. TARGET COMPONENTS

ANNUAL EMPLOYMENT

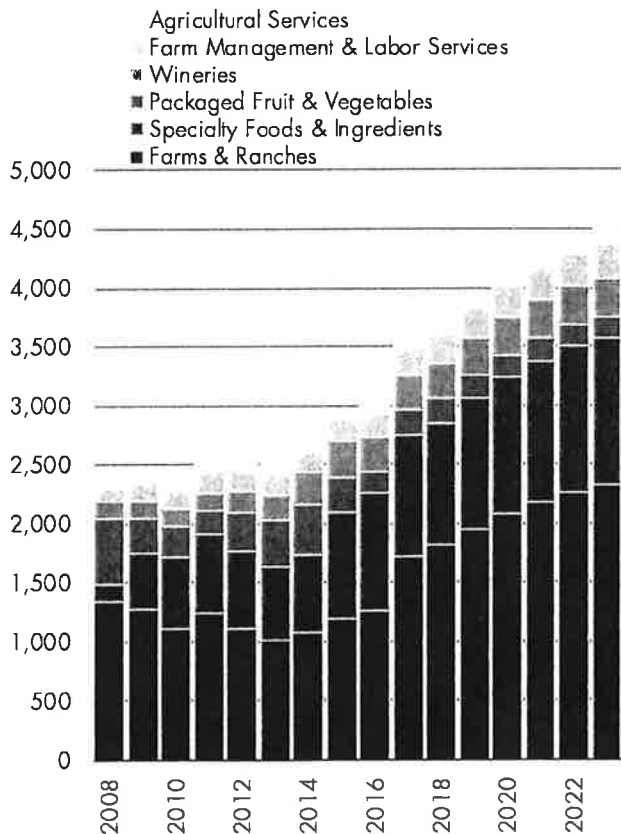


FIGURE 45. TARGET CONCENTRATION

LOCATION QUOTIENT TREND

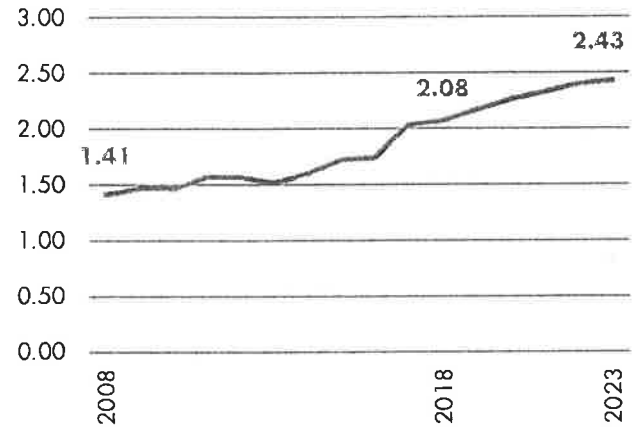
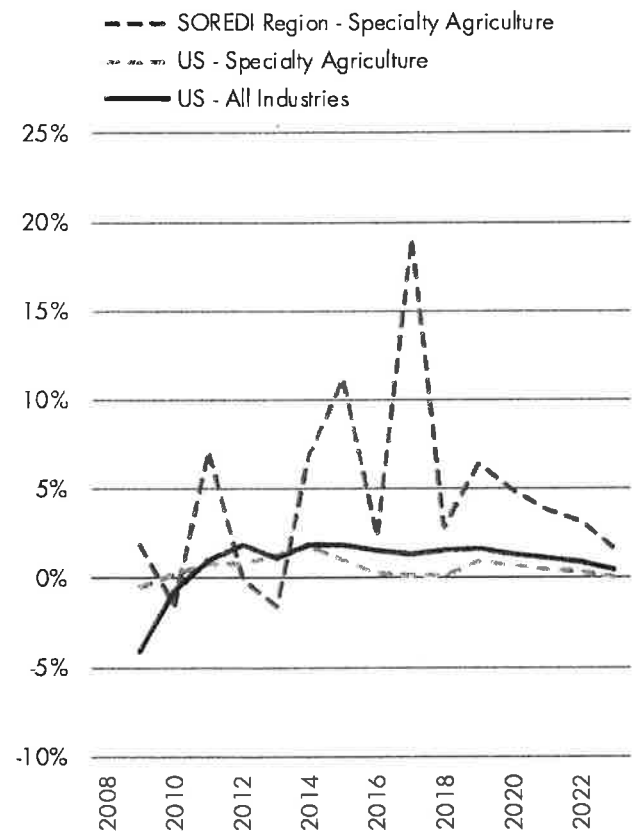


FIGURE 48. TARGET GROWTH

ANNUAL PERCENT CHANGE IN EMPLOYMENT



Sources: US Bureau of Labor Statistics; Emsi 2019.3—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies.

Note: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi.

FIGURE 49. TARGET STAFFING PROFILE

LQ & RELATIVE EARNINGS: **BELOW AVG** ← **→ ABOVE AVG**

STANDARD OCCUPATIONAL CLASSIFICATION		EMPLOYMENT			EARNINGS	
Code	Description	2018 Jobs	% of Target	LQ (US= 1.00)	Local Hourly Median	Relative to US (US=1.00)
45-2092	Farmworkers & Laborers, Crop & Greenhouse	658	15.2%	0.59	16.08	1.38
11-9013	Farmers, Ranchers, & Other Agricultural Mgrs.	547	12.7%	0.57	23.36	1.13
45-2093	Farmworkers, Animals (Incl. Aquaculture)	215	5.0%	0.81	13.27	1.05
51-9111	Packaging & Filling Machine Workers	160	3.7%	1.43	15.56	1.07
51-3092	Food Batchmakers	149	3.4%	2.05	12.08	0.85
45-2099	Agricultural Workers, All Other	121	2.8%	0.92	13.59	0.96
45-2091	Agricultural Equipment Operators	80	1.9%	0.79	14.86	0.99
51-3093	Food Cooking Machine Workers	80	1.9%	4.55	18.22	1.26
53-7051	Industrial Truck & Tractor Operators	76	1.8%	1.39	19.05	1.14
45-1011	First-Line Supvsr., Farming, Fishing, & Forestry	70	1.6%	0.98	21.05	0.94
49-9041	Industrial Machinery Mechanics	70	1.6%	2.58	25.56	1.02
51-9061	Inspectors, Testers, Sorters, Samplers, & Weighers	54	1.3%	1.33	17.59	0.95
53-3032	Heavy & Tractor-Trailer Truck Drivers	54	1.3%	1.04	21.80	1.04
53-7064	Packers & Packagers, Hand	54	1.2%	0.78	13.08	1.11
45-2041	Graders & Sorters, Agricultural Products	52	1.2%	0.74	12.06	1.03
53-7061	Cleaners of Vehicles & Equipment	49	1.1%	2.65	12.52	1.06
49-9071	Maintenance & Repair Workers, General	47	1.1%	1.48	16.57	0.90
51-1011	First-Line Supvsr., Production & Operating Workers	44	1.0%	1.56	25.18	0.87
51-9012	Separating, Filtering, & Precipitating Machine	43	1.0%	2.88	17.19	0.88
51-9199	Production Workers, All Other	41	1.0%	2.35	13.06	0.90
41-4012	Sales Reps., Whls. & Mfg., Exc. Tech. & Scientific	39	0.9%	1.37	24.30	0.87
53-7062	Laborers/Freight, Stock, & Material Movers, Hand	39	0.9%	0.74	14.98	1.10
39-2021	Nonfarm Animal Caretakers	39	0.9%	1.41	12.02	1.04
11-1021	General & Operations Managers	37	0.9%	1.50	36.53	0.76
43-3031	Bookkeeping, Accounting, & Auditing Clerks	35	0.8%	1.19	17.68	0.91

Sources: US Bureau of Labor Statistics; Emsi 2019.3—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies.

Note: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi.

WHY IT MATTERS

Each target industry is underpinned by its workforce, making the occupational composition of each target worthy of further analysis. Figure 11 shows each target's largest occupational contributors. The number of local jobs for each occupation is shown along with the occupation's weight (in percentage terms) within the target. The LQ compares the occupation's local weight to its national weight within this target. An LQ that exceeds 1.00 indicates a local occupation employed more heavily by the local target industry than national patterns might imply, while an LQ below 1.00 indicates relatively lighter local reliance on the occupation. Median local hourly earnings accompany the occupations shown in the exhibit. Wage ratios exceeding 1.00 indicate higher pay than the same occupation might expect nationally, while ratios below 1.00 suggest relatively lower compensation than the national level.

FIGURE 50. TARGET INDUSTRY INTELLIGENCE

SPECIALTY AGRICULTURE		
TRADE ASSOCIATIONS		
International Fruit Tree Association (IFTA)		www.ifruittree.org
US Apple Association		usapple.org
Winegrape Growers of America		www.winegrapegrowersofamerica.org
Wine Market Council		winemarketcouncil.com
American Vineyard Foundation (AVF)		www.avf.org
American Society for Enology and Viticulture (ASEV)		www.asev.org
Oregon Association of Nurseries (OAN)		www.oan.org
Oregon Winegrowers Association		www.oregonwinegrowers.org
Rogue Valley Vintners		www.rvv.wine
Rogue Valley Winegrowers Association		rvwinegrowers.org
RELEVANT CONFERENCES/EVENTS		
Sustainable Ag Expo & International Sustainable Winegrowing Summit		
11–13 November 2019	San Luis Obispo, CA	www.sustainableagexpo.org
Grape, Nut & Tree Fruit Expo		
19 November 2019	Fresno, CA	agexpo.biz/gntfexpo
2020 Unified Wine & Grape Symposium		
4–6 February 2020	Sacramento, CA	www.asev.org/unified-wine-grape-symposium
2020 IFTA Annual Conference and Tours		
9–12 February 2020	Grand Rapids, MI	www.ifruittree.org/ifta-events
2020 Oregon Wine Symposium		
11–12 February 2020	Portland, OR	industry.oregonwine.org/education/oregon-wine-symposium
World Ag Expo		
11–13 February 2020	Tulare, CA	www.worldagexpo.com
2020 Winegrowers Convention & Trade Show		
2–5 March 2020	Kennewick, WA	www.wawinegrowers.org/page/20TradeShow
Summer Fancy Food Show		
28-30 June 2020	New York, NY	www.specialtyfood.com/shows-events/summer-fancy-food-show
TRADE PUBLICATIONS		
American Vineyard		americanvineyardmagazine.com
Digger		www.oan.org/page/diggersubscriptions
American Journal of Enology and Viticulture		www.asev.org/american-journal-enology-and-viticulture-ajev
Pacific Nut Producer		pacificnutproducer.com
Agroecology and Sustainable Food Systems		www.tandfonline.com/loi/wjsa20
International Journal of Agricultural Sustainability		www.tandfonline.com/toc/tags20/current

NATURAL RESOURCES

FIGURE 51. TARGET SNAPSHOT

SOREDI REGION	TOTAL	TARGET
2018 Payrolled Business Locations	10,315	175
2018 Employment	134,719	4,043
Net Chg., 2008–2018	+10,130	-18
Pct. Chg., 2008–2018	+8.1%	-0.4%

FIGURE 53. EMPLOYMENT OUTLOOK

US OVERALL	TOTAL	TARGET
Net Chg., 2018–2023	+9,424,267	+43,296
Pct. Chg., 2018–2023	+5.8%	+1.7%
SOREDI REGION	TOTAL	TARGET
Net Chg., 2018–2023	+9,895	+228
Pct. Chg., 2018–2023	+7.3%	+5.6%

FIGURE 54. TARGET COMPONENTS

ANNUAL EMPLOYMENT

- Nonmetal Mining
- Federal Government (civilian)
- Forestry

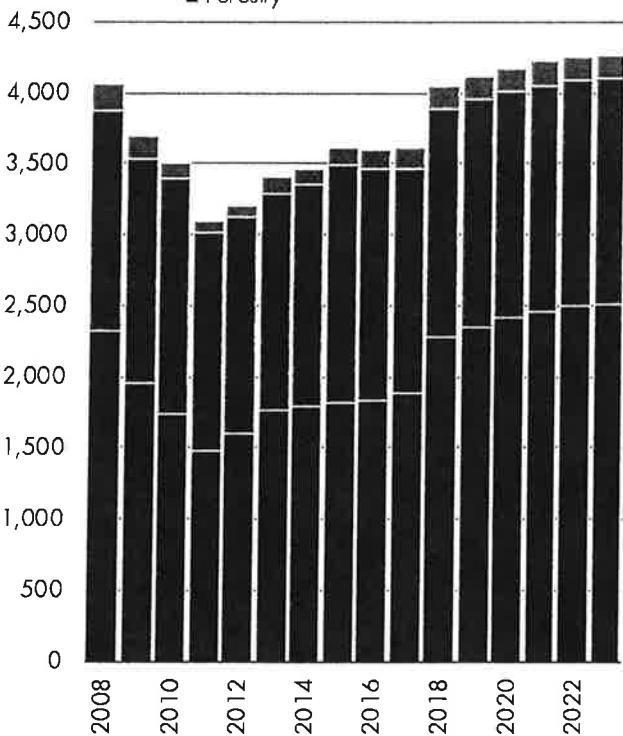


FIGURE 52. TARGET CONCENTRATION
LOCATION QUOTIENT TREND

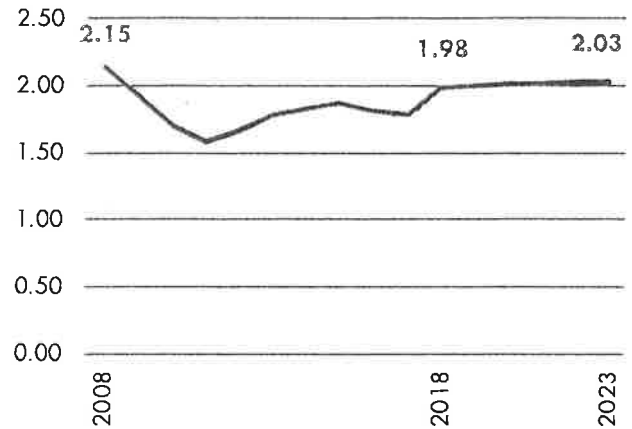
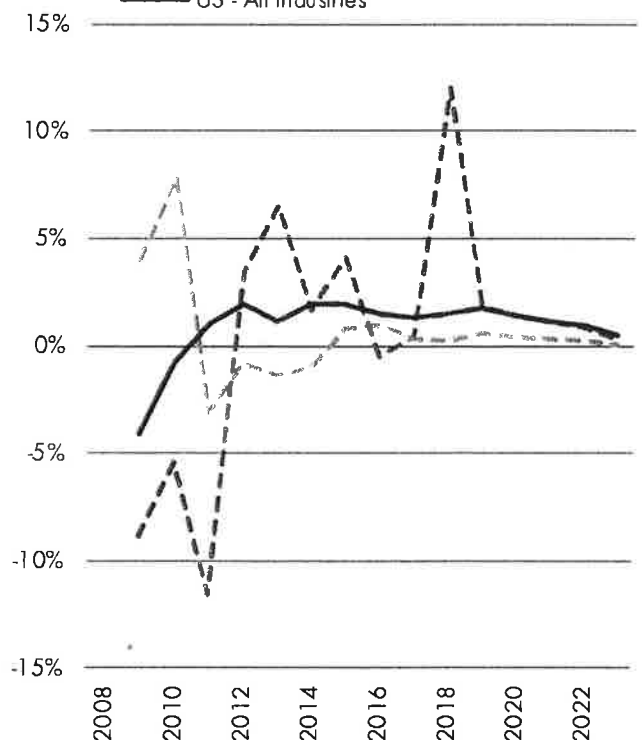


FIGURE 55. TARGET GROWTH

ANNUAL PERCENT CHANGE IN EMPLOYMENT

- SOREDI Region - Natural Resources
- - - US - Natural Resources
- US - All Industries



Sources: US Bureau of Labor Statistics; Emsi 2019.3—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies.

Note: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi.

FIGURE 56. TARGET STAFFING PROFILE

LQ & RELATIVE EARNINGS: BELOW AVG → ← ABOVE AVG

STANDARD OCCUPATIONAL CLASSIFICATION		EMPLOYMENT			EARNINGS	
		2018 Jobs	% of Target	LQ (US= 1.00)	Local Hourly Median	Relative to US (US=1.00)
Code	Description					
45-4011	Forest & Conservation Workers	439	10.9%	40.34	14.96	1.13
45-1011	First-Line Supvrs., Farming, Fishing, & Forestry	213	5.3%	16.55	21.05	0.94
45-4022	Logging Equipment Operators	187	4.6%	3.65	20.08	1.09
43-4199	Information & Record Clerks, All Other	147	3.6%	1.55	16.18	0.82
19-4093	Forest & Conservation Technicians	133	3.3%	3.54	18.10	1.01
11-9013	Farmers, Ranchers, & Other Agricultural Mgrs.	124	3.1%	31.82	23.36	1.13
53-3032	Heavy & Tractor-Trailer Truck Drivers	116	2.9%	3.59	21.80	1.04
53-7062	Laborers/Freight, Stock, & Material Movers, Hand	111	2.7%	5.96	14.98	1.10
13-1199	Business Operations Specialists, All Other	106	2.6%	0.36	26.62	0.79
45-2092	Farmworkers & Laborers, Crop & Greenhouse	84	2.1%	34.78	16.08	1.38
37-3011	Landscaping & Groundskeeping Workers	74	1.8%	27.40	13.63	1.00
19-1031	Conservation Scientists	74	1.8%	5.64	27.79	0.95
45-4021	Fallers	70	1.7%	8.44	39.13	1.95
29-1141	Registered Nurses	68	1.7%	0.48	41.32	1.20
51-9199	Production Workers, All Other	64	1.6%	18.18	13.06	0.90
21-1029	Social Workers, All Other	59	1.5%	2.16	23.95	0.79
43-6014	Secretaries/Admin. Asst., Exc. Legal, Med., & Exec.	59	1.5%	2.00	16.69	0.95
11-9199	Managers, All Other	57	1.4%	0.44	26.17	0.68
19-1032	Foresters	49	1.2%	11.42	33.81	1.15
47-2073	Operating Eng. & Other Constr. Equip. Operators	48	1.2%	1.91	25.19	1.10
43-3031	Bookkeeping, Accounting, & Auditing Clerks	46	1.1%	1.54	17.68	0.91
19-1029	Biological Scientists, All Other	46	1.1%	1.56	15.42	0.40
43-9061	Office Clerks, General	45	1.1%	0.74	15.83	1.01
43-9199	Office & Admin. Support Workers, All Other	44	1.1%	1.98	15.46	0.92
15-1199	Computer Occupations, All Other	40	1.0%	0.30	33.70	0.78

Sources: US Bureau of Labor Statistics; Emsi 2019.3—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies.

Note: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi.

FIGURE 57. TARGET INDUSTRY INTELLIGENCE

NATURAL RESOURCES		
TRADE ASSOCIATIONS		
International Society of Arboriculture (ISA)		www.isa-arbor.com
Tree Care Industry Association (TCIA)		www.tcia.org
American Forest Resource Council (AFRC)		amforest.org
Society of American Foresters (SAF)		www.eforester.org
National Association of University Forest Resources Programs (NAUFRP)		naufrp.org
Forest Products Society		forestprod.org
Western Wood Products Association (WWPA)		www.wwpa.org
Oregon Small Woodlands Association (OSWA)		www.oswa.org
Oregon Forest & Industries Council (OFIC)		www.ofic.com
Associated Oregon Loggers, Inc. (AOL)		www.oregonloggers.org
Forest Landowners Association (FLA)		www.forestlandowners.com
North American Wholesale Lumber Association (NAWLA)		www.nawla.org
National Association of State Foresters (NASF)		www.stateforesters.org
Oregon Forest Resources Institute		oregonforests.org
American Forest Foundation		www.forestfoundation.org
Sustainable Forestry Initiative (SFI)		www.sfiprogram.org
RELEVANT CONFERENCES/EVENTS		
Forest Vegetation Management Conference		
14–16 January 2020	Anderson, CA	www.fvmc.org
TCI Winter Management Conference		
9-13 February 2020	Puerto Vallarta, MX	wmc.tcia.org
2020 NAWLA Leadership Summit + WWPA Annual Meeting		
8–10 March 2020	Palm Desert, CA	www.nawla.org/leadershipsummit
Forest Innovation Reviews (FIRz)		
Fall 2020 (Date TBA)	Corvallis, OR	www.usendowment.org/what-we-do/innovation/forest-innovation-reviews-firz/
NASF 2020 Annual Meeting		
21–24 September 2020	Pittsburgh, PA	www.stateforesters.org/event/nasf-2020-annual-meeting
2020 SFI Annual Conference		
October 2020 (TBA)	TBA	sficonference.org
2020 SAF National Convention		
28 Oct–1 Nov 2020	Providence, RI	www.eforester.org/Safconvention
TRADE PUBLICATIONS		
Forest Science		academic.oup.com/forests/science
Forest Products Journal		www.forestprodjournals.org
Journal of Forestry		www.eforester.org/Main/Library/Journal_of_Forestry.aspx
Tree Care Industry Magazine		tcimag.tcia.org/publication/?i=604336
Woodland Magazine		www.forestfoundation.org/woodland-magazine-publication-for-forest-owners
Forest Ecology and Management		www.journals.elsevier.com/forest-ecology-and-management
Oregon Family Forests News		www.oswa.org/blog/oregon-family-forests-news

TOURISM

FIGURE 58. TARGET SNAPSHOT

SORED I REGION	TOTAL	TARGET
2018 Payrolled Business Locations	10,315	1,008
2018 Employment	134,719	16,054
Net Chg., 2008–2018	+10,130	+2,886
Pct. Chg., 2008–2018	+8.1%	+21.9%

FIGURE 60. EMPLOYMENT OUTLOOK

US OVERALL	TOTAL	TARGET
Net Chg., 2018–2023	+9,424,267	+1,150,947
Pct. Chg., 2018–2023	+5.8%	+7.0%
SORED I REGION	TOTAL	TARGET
Net Chg., 2018–2023	+9,895	+1,447
Pct. Chg., 2018–2023	+7.3%	+9.0%

FIGURE 61. TARGET COMPONENTS

ANNUAL EMPLOYMENT

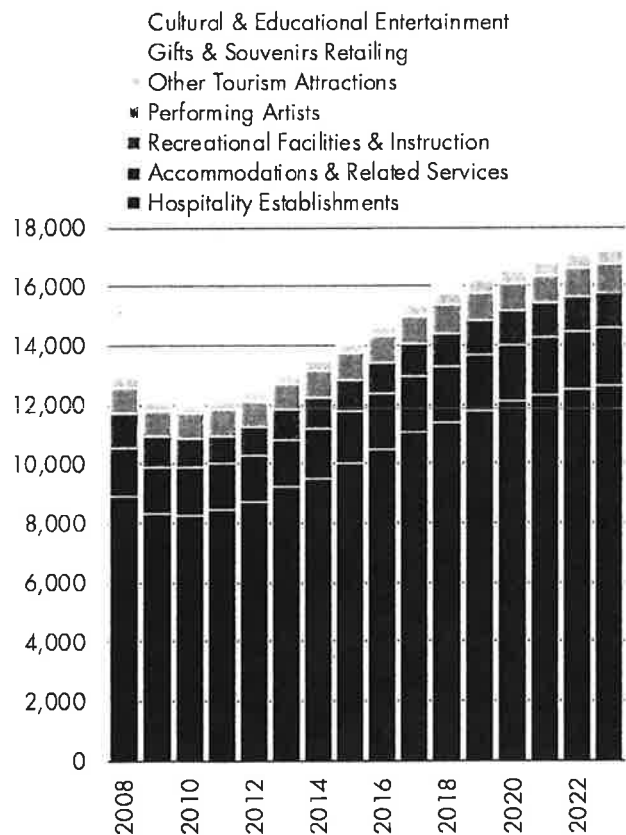


FIGURE 59. TARGET CONCENTRATION

LOCATION QUOTIENT TREND

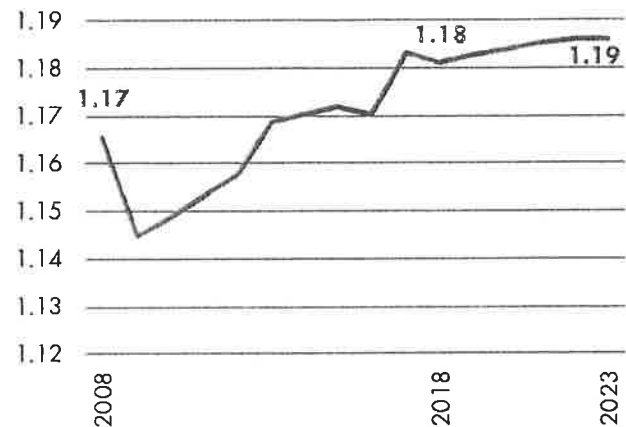
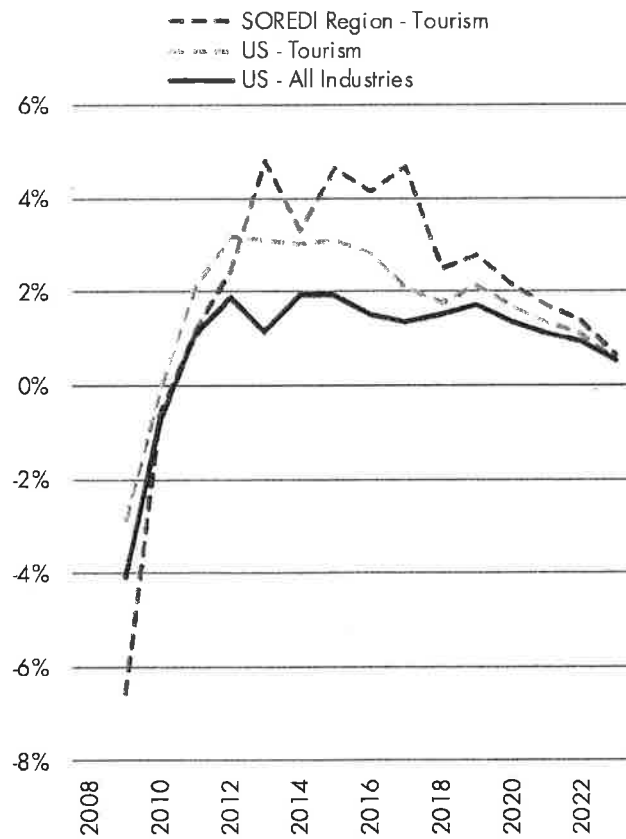


FIGURE 62. TARGET GROWTH

ANNUAL PERCENT CHANGE IN EMPLOYMENT



Sources: US Bureau of Labor Statistics; Emsi 2019.3—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies.

Note: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi.

FIGURE 63. TARGET STAFFING PROFILE

LQ & RELATIVE EARNINGS: BELOW AVG → ← ABOVE AVG

STANDARD OCCUPATIONAL CLASSIFICATION		EMPLOYMENT			EARNINGS	
Code	Description	2018 Jobs	% of Target	LQ (US= 1.00)	Local Hourly Median	Relative to US (US=1.00)
35-3021	Combined Food Prep. & Servers, Incl. Fast Food	2,890	18.0%	0.93	11.63	1.14
35-3031	Waiters & Waitresses	2,106	13.1%	0.87	12.02	1.15
35-2014	Cooks, Restaurant	1,400	8.7%	1.10	14.01	1.10
35-3022	Counter Attendants, Cafeteria, & Concession	803	5.0%	2.56	11.62	1.08
37-2012	Maids & Housekeepers	698	4.4%	1.50	12.10	1.07
35-1012	First-Line Supvsr., Food Prep. & Servers	657	4.1%	0.81	14.42	0.93
35-2021	Food Preparation Workers	582	3.6%	1.24	12.34	1.08
35-9021	Dishwashers	501	3.1%	1.13	11.85	1.08
35-3011	Bartenders	447	2.8%	0.83	11.89	1.10
41-2011	Cashiers	438	2.7%	1.02	11.87	1.10
35-9031	Hosts & Hostesses	415	2.6%	1.06	11.91	1.12
43-4081	Hotel, Motel, & Resort Desk Clerks	363	2.3%	1.51	12.12	1.06
39-9031	Fitness Trainers & Aerobics Instructors	291	1.8%	1.16	17.29	0.90
53-3031	Driver/Sales Workers	288	1.8%	1.39	15.53	1.31
35-2011	Cooks, Fast Food	253	1.6%	0.54	12.74	1.19
35-9011	Attendants & Bartender Helpers	243	1.5%	0.63	11.81	1.10
11-9051	Food Service Managers	196	1.2%	0.80	17.75	0.75
11-1021	General & Operations Managers	150	0.9%	1.02	36.53	0.76
35-1011	Chefs & Head Cooks	134	0.8%	1.16	21.05	0.94
41-2031	Retail Salespersons	132	0.8%	1.00	12.86	1.10
37-3011	Landscaping & Groundskeeping Workers	132	0.8%	1.23	13.63	1.00
27-2011	Actors	119	0.7%	4.23	13.02	0.70
37-2011	Janitors & Cleaners, Exc. Maids & Housekeepers	119	0.7%	0.96	13.77	1.10
25-3021	Teachers, Self-Enrichment Educ.	114	0.7%	1.23	15.51	0.81
27-2022	Coaches & Scouts	107	0.7%	1.20	12.72	0.78

Sources: US Bureau of Labor Statistics; Emsi 2019.3—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies.

Note: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi.

FIGURE 64. TARGET INDUSTRY INTELLIGENCE

TOURISM		
TRADE ASSOCIATIONS		
American Hotel & Lodging Association (AHLA)		www.ahla.com
National Restaurant Association		www.restaurant.org
US Farm Stay Association (USFSA)		farmstayus.com
Oregon Travel Information Council		oregontic.com
Oregon Destination Association (ODA)		oregondmo.com
Oregon Restaurant & Lodging Association (ORLA)		www.oregonrla.org
Oregon Outdoor Alliance		oregonoutdooralliance.org
Oregon Bed & Breakfast Guild (OBBG)		www.obbg.org
Oregon Tour & Travel Alliance		oregontourandtravelalliance.com
Oregon Business Travel Association (OBTA)		obta.org
Oregon Convention and Visitor Services Network		oregoncvb.com
Travel Southern Oregon		www.southernoregon.org
Oregon-California Trails Association		www.octa-trails.org
Oregon Wine Board		www.oregonwine.org
Oregon Farmers Markets Association		www.oregonfarmersmarkets.org
RELEVANT CONFERENCES/EVENTS		
Restaurant Innovation Summit 2019		
5–6 November 2019	Cleveland, OH	www.restaurant.org/Events/Calendar/Restaurant-Innovation-Summit
2020 ODA Annual Conference		
21–23 January 2020	Sunriver, OR	oregondmo.com/conferences
Northwest Food Show		
19–20 April 2020	Portland, OR	www.nwfoodshow.com
Rural Tourism Conference		
26–28 April 2020	Sunriver, OR	industry.traveloregon.com/opportunities/events/conferences
ORLA Hospitality Conference		
28–29 September 2020	Ashland, OR	www.orlahospitalityconference.com
Oregon Governor's Conference on Tourism		
11–13 April 2021	Portland, OR	industry.traveloregon.com/opportunities/events
TRADE PUBLICATIONS		
Oregon Restaurant & Lodging Association Magazine		bit.ly/ORLAMag
Food & Wine		www.foodandwine.com
Lodging		lodgingmagazine.com
Restaurant Hospitality		www.restaurant-hospitality.com
Oregon Wine Press		www.oregonwinepress.com
Oregon Business		www.oregonbusiness.com

HEALTHCARE

FIGURE 65. TARGET SNAPSHOT

SOREDI REGION	TOTAL	TARGET
2018 Payrolled Business Locations	10,315	838
2018 Employment	134,719	18,353
Net Chg., 2008–2018	+10,130	+3,801
Pct. Chg., 2008–2018	+8.1%	+26.1%

FIGURE 67. EMPLOYMENT OUTLOOK

US OVERALL	TOTAL	TARGET
Net Chg., 2018–2023	+9,424,267	+1,792,642
Pct. Chg., 2018–2023	+5.8%	+10.6%
SOREDI REGION	TOTAL	TARGET
Net Chg., 2018–2023	+9,895	+2,680
Pct. Chg., 2018–2023	+7.3%	+14.6%

FIGURE 68. TARGET COMPONENTS

ANNUAL EMPLOYMENT

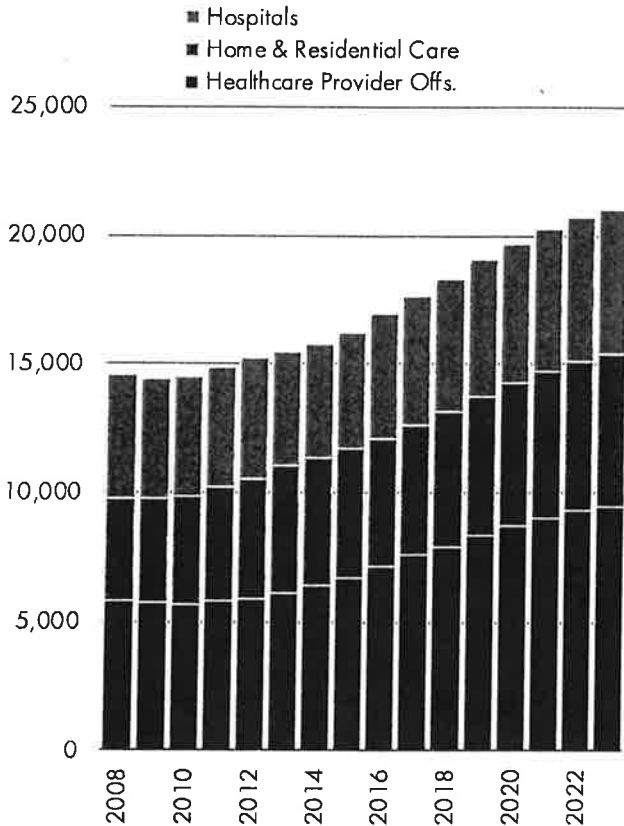


FIGURE 66. TARGET CONCENTRATION

LOCATION QUOTIENT TREND

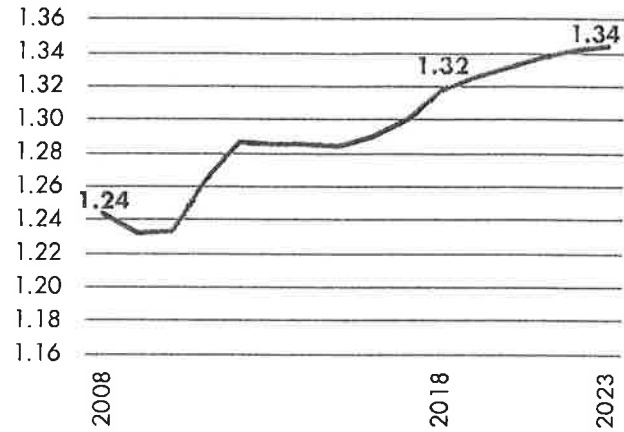
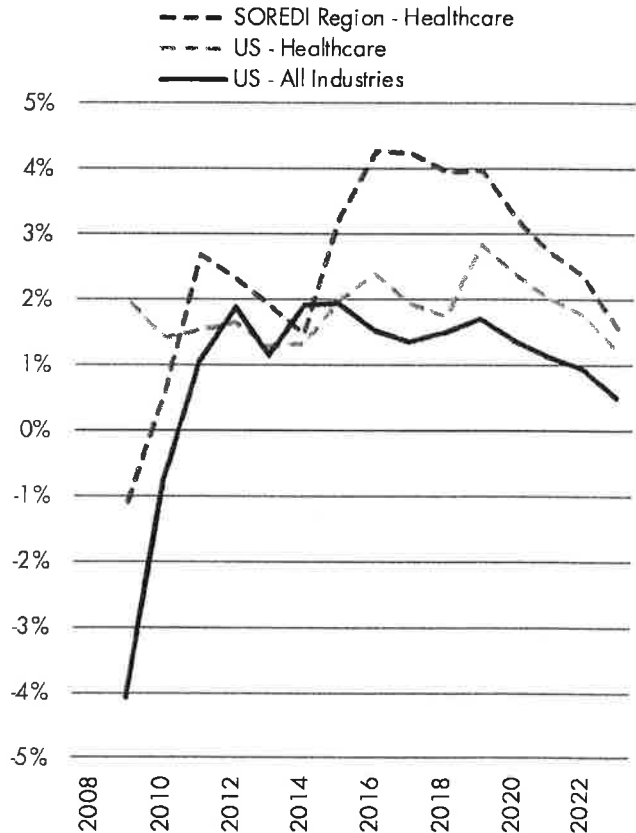


FIGURE 69. TARGET GROWTH

ANNUAL PERCENT CHANGE IN EMPLOYMENT



Sources: US Bureau of Labor Statistics; Emsi 2019.3—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies.

Note: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi.

FIGURE 70. TARGET STAFFING PROFILE

LQ & RELATIVE EARNINGS: BELOW AVG → ← ABOVE AVG

STANDARD OCCUPATIONAL CLASSIFICATION		EMPLOYMENT			EARNINGS	
		2018 Jobs	% of Target	LQ (US= 1.00)	Local Hourly Median	Relative to US (US=1.00)
Code	Description					
29-1141	Registered Nurses	2,339	12.7%	0.84	41.32	1.20
39-9021	Personal Care Aides	1,577	8.6%	1.68	13.18	1.14
43-6013	Medical Secretaries	1,130	6.2%	1.93	16.67	0.97
31-9092	Medical Assistants	1,063	5.8%	1.54	17.75	1.10
31-1014	Nursing Assistants	759	4.1%	0.54	14.90	1.09
31-1011	Home Health Aides	745	4.1%	1.08	11.98	1.03
43-4171	Receptionists & Information Clerks	559	3.0%	1.09	14.60	1.04
31-9091	Dental Assistants	470	2.6%	1.32	21.07	1.13
37-2012	Maids & Housekeepers	409	2.2%	1.59	12.10	1.07
29-2021	Dental Hygienists	377	2.1%	1.63	42.09	1.17
29-1069	Physicians & Surgeons, All Other	329	1.8%	0.86	117.42	1.22
21-1018	Substance Abuse & Behavioral Disorder Counselors	306	1.7%	1.57	20.25	0.94
11-9111	Medical & Health Services Managers	304	1.7%	0.96	48.79	1.03
43-9061	Office Clerks, General	257	1.4%	0.83	15.83	1.01
29-2061	Licensed Practical/Vocational Nurses	235	1.3%	0.36	24.55	1.11
29-2018	Clinical Laboratory Technologists and Technicians	229	1.2%	0.97	28.97	1.15
29-2034	Radiologic Technologists	223	1.2%	1.13	34.98	1.22
43-3021	Billing & Posting Clerks	222	1.2%	1.04	18.54	1.02
29-1123	Physical Therapists	210	1.1%	0.88	41.49	0.99
29-1171	Nurse Practitioners	186	1.0%	1.03	55.85	1.09
35-3041	Food Servers, Nonrestaurant	178	1.0%	1.07	12.29	1.10
29-1021	Dentists, General	178	1.0%	1.16	74.04	1.00
31-9097	Phlebotomists	178	1.0%	2.13	17.09	1.03
39-9099	Personal Care & Service Workers, All Other	166	0.9%	16.75	14.07	1.11
21-1093	Social & Human Service Assistants	159	0.9%	1.45	18.14	1.12

Sources: US Bureau of Labor Statistics; Emsi 2019.3 – QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies.

Note: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi.

FIGURE 71. TARGET INDUSTRY INTELLIGENCE

HEALTHCARE		
TRADE ASSOCIATIONS		
American Medical Association		www.ama-assn.org
American Health Care Association (AHCA)		www.ahcancal.org
American Hospital Association (AHA)		www.aha.org
National Rural Health Association		www.ruralhealthweb.org
Oregon Rural Health Association (ORHA)		orha.wildapricot.org
Oregon Primary Care Association (ORPCA)		www.orpca.org
Oregon Health Care Association (OHCA)		www.ohca.com
Oregon Medical Association (OMA)		www.theoma.org
AMSUS, The Society of Federal Health Professionals		www.amsus.org
Population Health Alliance		populationhealthalliance.org
RELEVANT CONFERENCES/EVENTS		
OHCA Annual Convention		
19–20 November 2019	Portland, OR	www.ohca.com/events/annual-convention
2019 AMSUS Annual Meeting		
2–6 December 2019	National Harbor, MD	www.amsus.org/events/annual-meeting-2
AHA Rural Health Care Leadership Conference		
2–5 February 2020	Phoenix, AZ	www.aha.org/rural-conference
VA Healthcare 2020		
11–13 May 2020	Washington, DC	www.idga.org/events-veteransaffairshealthcare
Rural Hospital Innovation Summit		
19–22 May 2020	San Diego, CA	www.ruralhealthweb.org/events/event-details?eventId=19
2020 OMA Annual Conference		
Fall 2020 (TBA)	TBA	www.theoma.org
71st AHCA/NCAL Convention & Expo		
4-7 October 2020	Austin, TX	www.ahcancal.org/events
TRADE PUBLICATIONS		
<i>The American Journal of Medicine</i>		www.amjmed.com
<i>American Journal of Life Sciences</i>		www.sciencepublishinggroup.com/j/ajls
<i>The Journal of Rural Health</i>		www.ruralhealthweb.org/news/the-journal-of-rural-health
<i>Provider</i>		www.providermagazine.com
<i>HealthCare: The Journal of Delivery Science and Innovation</i>		www.journals.elsevier.com/healthcare-the-journal-of-delivery-science-and-innovation
<i>Oregon Caregiver</i>		www.ohca.com/news/publications
<i>Military Medicine</i>		academic.oup.com/milmed

ASPIRATIONAL NICHES

FIGURE 72. TARGET SNAPSHOT

SOREDI REGION	TOTAL	TARGET
2018 Payrolled Business Locations	10,315	313
2018 Employment	134,719	5,907
Net Chg., 2008-2018	+10,130	+244
Pct. Chg., 2008-2018	+8.1%	+4.3%

FIGURE 74. EMPLOYMENT OUTLOOK

US OVERALL	TOTAL	TARGET
Net Chg., 2018-2023	+9,424,267	+624,121
Pct. Chg., 2018-2023	+5.8%	+5.5%

SOREDI REGION	TOTAL	TARGET
Net Chg., 2018-2023	+9,895	+620
Pct. Chg., 2018-2023	+7.3%	+10.5%

FIGURE 75. TARGET COMPONENTS

ANNUAL EMPLOYMENT

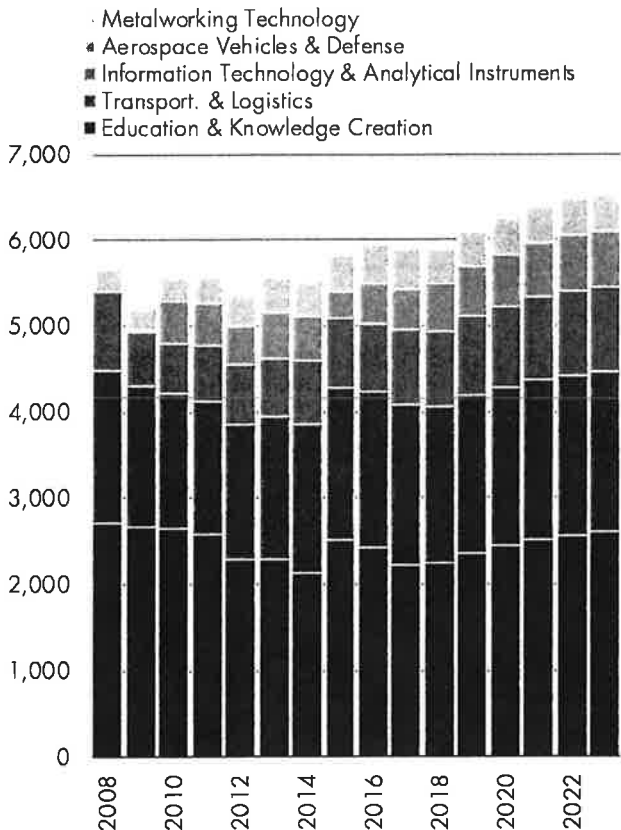


FIGURE 73. TARGET CONCENTRATION

LOCATION QUOTIENT TREND

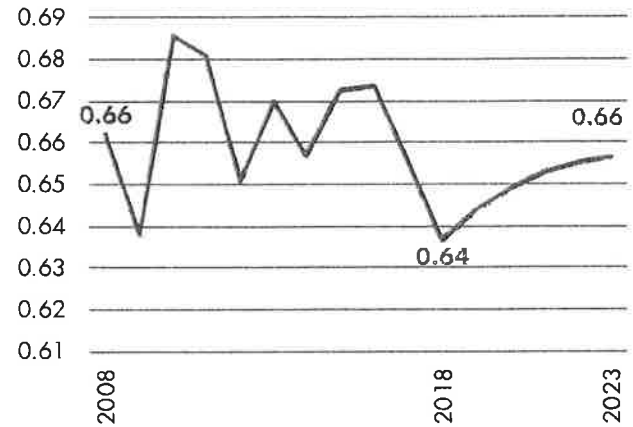
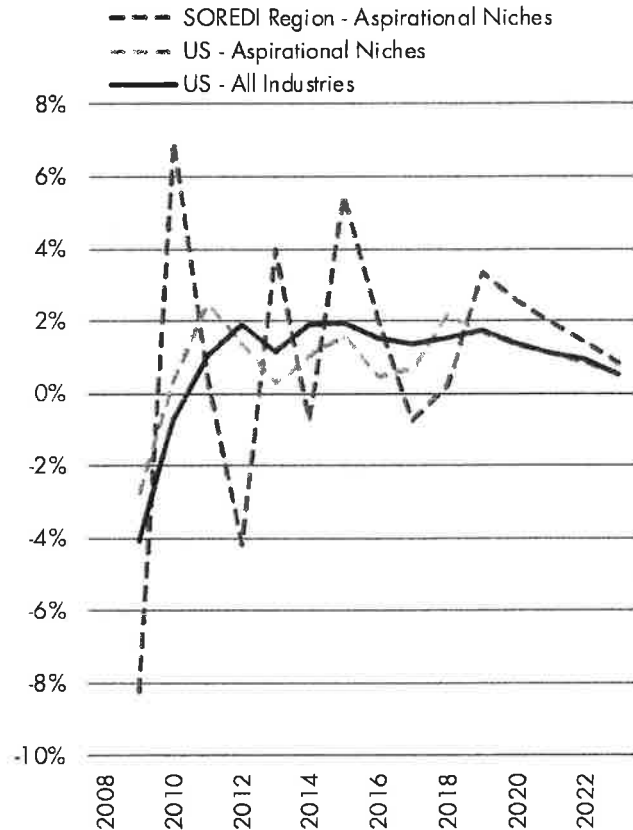


FIGURE 76. TARGET GROWTH

ANNUAL PERCENT CHANGE IN EMPLOYMENT



Sources: US Bureau of Labor Statistics; Emsi 2019.3—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies.
 Note: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi.

FIGURE 77. TARGET STAFFING PROFILE

LQ & RELATIVE EARNINGS: BELOW AVG → ██████████ ← ABOVE AVG

STANDARD OCCUPATIONAL CLASSIFICATION		EMPLOYMENT			EARNINGS	
Code	Description	2018 Jobs	% of Target	LQ (US= 1.00)	Local Hourly Median	Relative to US (US=1.00)
25-1099	Teachers, Postsecondary	777	13.2%	1.05	33.70	1.01
53-3032	Heavy & Tractor-Trailer Truck Drivers	642	10.9%	2.27	21.80	1.04
43-9061	Office Clerks, General	226	3.8%	0.73	15.83	1.01
43-5011	Cargo & Freight Agents	157	2.7%	4.31	23.50	1.13
43-6014	Secretaries/Admin. Asst., Exc. Legal, Med., & Exec.	147	2.5%	0.62	16.69	0.95
51-2028	Electrical & Electronic Equip. Assemblers	130	2.2%	2.10	18.67	1.15
49-3011	Aircraft Mechanics & Service Technicians	123	2.1%	2.41	27.13	0.90
25-9041	Teacher Assistants	110	1.9%	2.15	14.01	1.08
11-1021	General & Operations Managers	103	1.7%	1.49	36.53	0.76
43-4181	Reservation & Transp. Ticket Agents & Travel Clerks	96	1.6%	2.13	13.86	0.78
11-9033	Education Administrators, Postsecondary	95	1.6%	1.34	40.97	0.91
25-3097	Teachers & Instructors, All Other	87	1.5%	1.32	12.73	0.66
43-3031	Bookkeeping, Accounting, & Auditing Clerks	86	1.5%	1.36	17.68	0.91
15-1132	Software Developers, Applications	77	1.3%	0.88	35.93	0.72
15-1151	Computer User Support Specialists	75	1.3%	0.99	22.92	0.94
51-4041	Machinists	74	1.2%	1.68	20.24	0.97
53-7062	Laborers/Freight, Stock, & Material Movers, Hand	72	1.2%	0.74	14.98	1.10
37-2011	Janitors & Cleaners, Exc. Maids & Housekeepers	71	1.2%	0.54	13.77	1.10
25-3021	Teachers, Self-Enrichment Educ.	69	1.2%	1.24	15.51	0.81
43-9199	Office & Admin. Support Workers, All Other	68	1.2%	1.38	15.46	0.92
51-4011	CNC Machine Operators, Metal/Plastic	63	1.1%	3.32	16.05	0.83
43-5032	Dispatchers, Except Police, Fire, & Ambulance	63	1.1%	2.99	17.47	0.92
25-9099	Educ., Training, & Library Workers, All Other	63	1.1%	2.42	17.50	0.86
51-9061	Inspectors, Testers, Sorters, Samplers, & Weighers	53	0.9%	1.32	17.59	0.95
43-4051	Customer Service Representatives	53	0.9%	0.75	13.75	0.85

Sources: US Bureau of Labor Statistics; Emsi 2019.3—QCEW Employees, Non-QCEW Employees, and Self-Employed; US Economic Development Administration; Institute for Strategy and Competitiveness at Harvard Business School; TIP Strategies.

Note: The cluster methodology developed at Harvard Business School has been adjusted by TIP Strategies to align with the six-digit NAICS classifications used by Emsi.

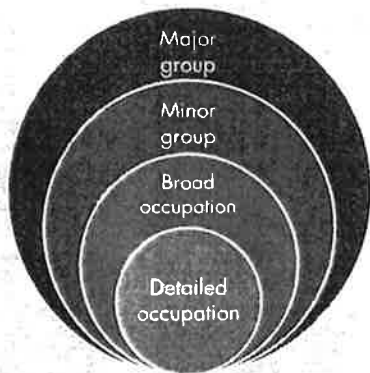
APPENDIX C. DATA AND METHODOLOGY

CLASSIFICATION SYSTEMS

Much of the analysis presented in this report relies on three separate classification systems. An overview of each follows.

The **Standard Occupational Classification (SOC)** system is used by federal statistical agencies to classify workers into categories for the purpose of collecting, calculating, or disseminating data. This system groups all occupations in which work is performed for pay or profit according to the type of work performed and, in some cases, on the skills, education, or training needed to perform the work at a competent level. Under the 2018 SOC system, workers are classified into one of 867 detailed occupations, which are combined to form 459 broad occupations, 98 minor groups, and 23 major groups. Federal agencies began implementing the newly updated SOC system in 2018.

STANDARD OCCUPATIONAL CLASSIFICATION (SOC) SYSTEM STRUCTURE AND EXAMPLE

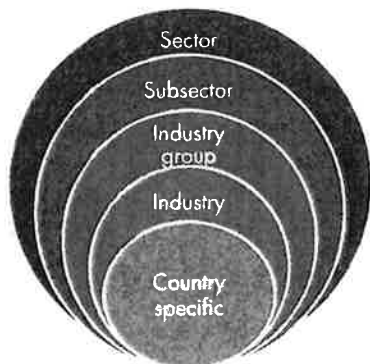


EXAMPLE: Major group 51-0000 Production Occupations

- **Minor group 51-2000** Assemblers and Fabricators
 - **Broad occupation 51-2090** Miscellaneous Assemblers and Fabricators
 - **Detailed occupation 51-2092** Team Assemblers

The **North American Industry Classification System (NAICS)**, pronounced *nakes*) was developed under the direction and guidance of the Office of Management and Budget (OMB) as the standard for use by federal statistical agencies in classifying business establishments for the collection, tabulation, presentation, and analysis of statistical data describing the US economy. The classification system was developed jointly with government agencies in Canada and Mexico to allow for a high level of comparability in business statistics among the North American countries. NAICS classifies industries into 20 sectors based on production processes. These sectors are broken into subsectors, industry groups, and individual industries, with an additional level of detail to accommodate industry codes specific to the three countries. The most recent version, 2017 NAICS, was finalized in 2016 and will continue to be implemented by agencies over the next several years.

NORTH AMERICAN INDUSTRY CLASSIFICATION SYSTEM (NAICS) STRUCTURE AND EXAMPLE



EXAMPLE: Sector 31-33 Manufacturing

- **Subsector 336** Transportation Equipment Manufacturing
 - **Industry group 3361** Motor Vehicle Manufacturing
 - **Industry 33611** Automobile and Light Duty Motor Vehicle Manufacturing
 - **Country-specific 336111** Automobile Manufacturing

The **Classification of Instructional Programs (CIP)** is the accepted federal government statistical standard on instructional program classifications. Developed in 1980 by the National Center for Education Statistics (NCES), the CIP is used by state agencies, national associations, academic institutions, and employment counseling services for collecting, reporting, and analyzing instructional program data. The 2010 CIP is the current version of this classification system.

The CIP titles and program descriptions are intended to be generic categories into which program completion data can be placed and are not exact duplicates of specific majors or field of study titles used by individual institutions. The vast majority of CIP titles correspond to academic and occupational instructional programs offered for credit at the postsecondary level. These programs result in recognized completion points and awards, including degrees, certificates, and other formal awards. The CIP also includes other types of instructional programs, such as residency programs in various dental, medical, podiatry, and veterinary specialties that might lead to advanced professional certification, personal improvement and leisure programs, and instructional programs that lead to diplomas and certificates at the secondary level only.

DATA SOURCES

EMPLOYMENT

The industry and occupational data presented in this report were prepared using Emsi's foundational dataset, which integrates economic, labor market, demographic, and education data from over 90 government and private sector sources, creating a comprehensive and current database that includes both published data and detailed estimates with full coverage of the United States.

For a complete list of Emsi US data sources, see: www.economicmodeling.com/data-sources.

The company's core data consists of jobs (historical and projected) and earnings (current year) by industry and occupation for every ZIP Code, metropolitan statistical area (MSA), and county in the United States. Emsi data are annual averages of jobs (not workers); full-time and part-time jobs are counted equally. There are three classes of workers that are included in the core dataset.

- **QCEW Employees:** A form of the US Bureau of Labor Statistics Quarterly Census of Employment and Wages (BLS QCEW) dataset that has been modified slightly by Emsi. Suppressions have been removed, public sector employment has been reorganized, and county and NAICS changes have been modified in past years for consistency. This dataset is designed to match QCEW in almost all cases and should be used in analyses where it is important to match official sources.
- **Non-QCEW Employees:** Attempts to cover jobs that fall under an employer-employee relationship but are not covered by QCEW. The major types of employment covered in this set include military jobs, railroad jobs, many nonprofit and religious workers, certain salespersons, miscellaneous federal government, and some other government workers.
- **Self-Employed:** Covers people who, when responding to US Census Bureau surveys, consider self-employment to be a significant part of their income or time spent working. Most people normally considered self-employed would fall into this dataset.

With occupational data, beginning with its 2017.3 data run, Emsi uses the new BLS occupational separations methodology in its calculation of replacements and therefore openings. The BLS updated its methodology for calculating replacements because the old methodology (known as the replacements methodology) significantly undercounted the number of workers leaving occupations. This resulted in an artificially low number of replacements and openings. The BLS new methodology corrects the problem and provides a better estimate of true replacement needs. See kb.economicmodeling.com/how-does-ems-i-calculate-job-openings/.

REAL-TIME LABOR MARKET INFORMATION/JOB POSTING ANALYTICS

Gartner's TalentNeuron is an online talent market intelligence portal with real-time labor market insights, including custom role analytics and executive-ready dashboards and presentations. Supply-and-demand data is gathered by location, occupation, skill set, which competitors are hiring, and what roles are being posted most often. This data aggregates more than three million weekly job ads collected by TalentNeuron from over 25,000 websites (excludes staffing agencies and anonymous employers).

EDUCATION AND TRAINING

Under the Higher Education Act of 1965, every college, university, and vocational or technical institution that participates in federal financial student aid programs, such as Pell Grants or federally backed student loans, is required to report annually to the US Department of Education on a range of indicators. Data are collected through a system of interrelated surveys and are made available through the Integrated Postsecondary Education Data System (IPEDS).

Each fall, institutions report on the number of awards conferred for credit by field of study, by award level, and by the gender and race or ethnicity of the recipient. These data are referred to as completions. Data on completions for the most recent academic year available was downloaded from IPEDS for all schools in the region that participate in IPEDS surveys, except for schools in which training was limited to cosmetology.



CITY OF SHADY COVE
 22451 Highway 62 • P.O. Box 1210 • Shady Cove, OR 97539
 Phone: 541.878.2225 • Fax: 541.878.2226

APPLICATION FOR COMMISSION OR COMMITTEE

PLEASE PRINT

DATE: 1-29-20 POSITION APPLIED FOR: Emergency Management Commission

APPLICANT INFORMATION		
Name: <u>Meredith (Meri) Bayliss</u>		
Physical Address: <u>110 Glass House Ln</u>		
City: <u>Shady Cove</u>	State: <u>OR</u>	Zip: <u>97539</u>
Mailing Address: <u>110 Glass House Ln</u>		
City: <u>Shady Cove</u>	State: <u>OR</u>	Zip: <u>97539</u>
Home Phone: <u>Home: 541-878-3242</u>	Cell Phone: <u>cell: 702-371-4253</u>	
Email Address: <u>merib@sina.com</u>		
Current Occupation: <u>Retired</u> <small>(If retired or unemployed, state your general or past profession.)</small>		
How long have you lived in Shady Cove? <u>6 years since returning</u>		
How long have you lived in Jackson County? <u>6 years since returning</u>		
Are you available to attend both daytime and evening meetings when necessary? <u>yes</u>		
Are you an employee of the City of Shady Cove, an occasional or potential contract employee, or do you have any other real or potential conflict of interest in working or serving in this capacity? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
If yes, please describe:		
QUALIFICATIONS		
I believe that I am qualified for and should be considered for the above position(s) for the following reasons (continue on next sheet if necessary): <u>As a permanent resident of Shady Cove, I have a vested interest in the future and quality of the city. I am a former police officer of Shady Cove, Butte Falls and Eagle Point. I recognize the needs for the communications and physical needs of this community and those around us. I believe education and preparedness as essential</u>		

Qualifications continued (if necessary):

CITY OF SHADY COVE
APPLICATION FOR COMMISSION OF COUNCILMAN

Name:

Please use this space to summarize why you are applying for this position:

I feel my knowledge and experience can be of a benefit and make a difference

Please use this space to add any additional information you would like to share:

By signing this application, electronically or otherwise, I affirm that all information included is true and accurate to the best of my knowledge. I authorize the City of Shady Cove to publically review and discuss the information provided herein and to assist in responding to any questions asked which are relevant to this position.

Signature of applicant

M. W. Bayless

Date

1-29-20

How to Submit:

By email: SDent@shadycove.org

In person: City of Shady Cove, City Hall, 22451 Highway 62. Monday through Friday, 8:00 AM to 5:00 PM

By mail: P.O. Box 1210, Shady Cove, OR 97539

By fax: 541.878.2226

Questions?

Call City Hall at 541.878.2225 or send an email to the email as listed above.

CITY OFFICE USE ONLY

DATE RECEIVED

INITIALS

The City of Shady Cove is an Equal Opportunity Provider.

Check Issue Date	Check	Payee	Description	Amount
01/27/2020	44608	AT&T Mobility	Mobile Phone #2872860888814	223.46
01/27/2020	44609	Avista Corporation	Natural Gas 4941620000	185.08
01/27/2020	44610	Banner Bank	Office Supples - Computer Software Subscription	14.99
01/27/2020	44610	Banner Bank	Training - Council	175.00
01/27/2020	44610	Banner Bank	Finance Charges	21.00
01/27/2020	44610	Banner Bank	Wildfire App - Emergenc Services City Website	.99
01/27/2020	44610	Banner Bank	Volunteer Appreciation Dinner	2,260.00
01/27/2020	44610	Banner Bank	Volunteer Appreciation Dinner - Certificates	80.00
01/27/2020	44610	Banner Bank	Computer Software Subscription	83.96
01/27/2020	44610	Banner Bank	Office Supplies - Calendars, Paper & Misc Office Supplies	86.83
01/27/2020	44610	Banner Bank	Promotion & Tourism - Christmas Tree Lighting	100.39
01/27/2020	44611	Banner Bank	Finance Charges	2.12
01/27/2020	44611	Banner Bank	Promotion & Tourism - Holiday Decorating & Lighting Contest	10.00
01/27/2020	44611	Banner Bank	Promotion & Tourism - Holiday Decorating & Lighting Contest	10.00
01/27/2020	44611	Banner Bank	Promotion & Tourism - Christmas Tree Lighting	67.87
01/27/2020	44612	BMI Radio	Music License Fee Annual - 1943690	366.00
01/27/2020	44613	Brigida Rios	Business License Refund	127.00
01/27/2020	44613	Brigida Rios	Flag Program Refund	50.00
01/27/2020	44614	Canon Financial Services, Inc.	Copier Lease & Copies 612930	317.44
01/27/2020	44615	CIS Trust	Life Insurance	42.63
01/27/2020	44615	CIS Trust	Long Term Disability	63.74
01/27/2020	44616	Crystal Fresh	Bottled Water C82225	46.50
01/27/2020	44617	David Christian	Radio Programming, 6 hrs.	90.00
01/27/2020	44617	David Christian	Radio Programming, 6 hrs.	90.00
01/27/2020	44617	David Christian	Radio Programming, 6 hrs.	90.00
01/27/2020	44617	David Christian	Radio Programming, 6 hrs.	90.00
01/27/2020	44618	Hunter Communications	Phone Services & Internet Charges 698	570.40
01/27/2020	44619	KAS & Associates, Inc.	Private Project Review - Pass Through	223.42
01/27/2020	44619	KAS & Associates, Inc.	SCA Grant - Schoolhouse	930.00
01/27/2020	44619	KAS & Associates, Inc.	Miscellaneous Engineering	180.00
01/27/2020	44619	KAS & Associates, Inc.	Cleveland Street Storm Drain Impr	930.00
01/27/2020	44619	KAS & Associates, Inc.	Hwy 62. & Indian Creek Rd.	1,080.00
01/27/2020	44620	OMA	OMA Dues	106.00
01/27/2020	44621	Pacific Power	street Lights 32847641-002	759.20
01/27/2020	44621	Pacific Power	City Hall 32847641-007	258.39
01/27/2020	44621	Pacific Power	Nork Lane 32847641-009	362.36
01/27/2020	44622	Personnel Source, Inc.	Temporary Laborer-Office Support	504.00
01/27/2020	44622	Personnel Source, Inc.	Temporary Laborer-Office Support	672.00
01/27/2020	44622	Personnel Source, Inc.	Temporary Laborer-Office Support	798.00
01/27/2020	44622	Personnel Source, Inc.	Temporary Laborer-Office Support	798.00
01/27/2020	44623	Postmaster	Sewer Billing	344.96
01/27/2020	44624	Project A, Inc.	Development and Hosting	200.00
01/27/2020	44625	Rogue Shred, LLC	Document Destruction	178.40
01/27/2020	44626	RVCOG	Planning	2,237.56
01/27/2020	44626	RVCOG	Floodplain	355.76
01/27/2020	44626	RVCOG	Planning	4,261.45
01/27/2020	44626	RVCOG	Computers & Support	108.47
01/27/2020	44627	Shady Cove Hardware, LLC	Streets - Maintenance Supplies	25.58
01/27/2020	44627	Shady Cove Hardware, LLC	Promotion & Tourism	26.98
01/27/2020	44627	Shady Cove Hardware, LLC	Promotion & Tourism	12.49
01/27/2020	44627	Shady Cove Hardware, LLC	City Hall - Facilities	19.97
01/27/2020	44628	Southern Oregon Sanitation	City Hall 088054	40.22
01/27/2020	44628	Southern Oregon Sanitation	Nork lane 088070	40.22
01/27/2020	44628	Southern Oregon Sanitation	aunt Caroline's Park 088094	58.50
01/27/2020	44629	Steven Brunette	Utility Billing Refund	90.16
01/27/2020	44630	Superior Stamp & Sign Co	Business Award - Plaque	103.00
01/27/2020	44630	Superior Stamp & Sign Co	Office Supplies - Ink Pad Replacement	35.75

Check Issue Date	Check	Payee	Description	Amount
01/27/2020	44631	TouchPoint Networks, LLC	Computer Services	31.00
01/27/2020	44632	WECO - Carson	Public works gasoline/diesel 1-01737	116.60
01/27/2020	44632	WECO - Carson	Public works gasoline/diesel 1-01737	155.23
Grand Totals:				21,309.07

10.08.120 Parking and storage of vehicles on private property.

The following regulations shall be applicable to vehicles parked, stored or maintained in an R-1, R-2, R-3, R-H, or C and O Zone, or on any other property utilized for residential purposes:

A. Subject to the requirements of subsection B of this section, automobiles, buses, motor homes, motor trucks, vans, campers/camper shells mounted on a vehicle, camp trailers, boats on trailers, and tent trailers may be parked in a front yard, side yard, corner lot rear yard or in a yard clearly visible to a public right-of-way provided that the vehicles are:

1. Fully operable, completely assembled, supported by inflated tires, and not supported by blocks, jacks or similar supports, except that such vehicles may be safely leveled to maintain the proper flow of propane or other gas to built-in appliances;
2. Currently registered for operation on public streets;
3. Owned or leased by residents of the premises;
4. Maintained clean and neat and not significantly damaged nor continuously under repair;
5. Not more than one and one-half ton load capacity if a motor truck;
6. Located entirely on the subject property with no overhang or encroachment permitted into: (a) the public right-of-way, or (b) the area formed by a triangle bordered by five-foot segments of the side lot line and the street line as measured from the point of intersection of the side lot line and the street line if such side lot line is within five feet of a driveway or an approved parking space located on an adjacent lot; and
7. Parked or stored on an approved residential parking space or on an approved residential driveway.

B. Subject to the requirements of subsection A of this section, buses, motor homes, unmounted campers, camper shells mounted on a vehicle, camp trailers, boats on trailers, and tent trailers may be parked in a front or side yard if there is no access to the rear yard and no other approved location can be made available on the property for parking; and:

1. No more than one such vehicle or piece of equipment is located in a front or side yard;
2. Buses have a maximum capacity of no more than eighteen (18) adult persons;
3. Motor homes have a maximum width of eight feet, and a maximum length of thirty-two (32) feet;
4. Unmounted campers are placed on dollies with lockable wheels and the lowest portion of such camper does not exceed a height of twelve (12) inches above the ground and, at such height, cannot be located within the garage due to the limiting height of the garage door;
5. Any area used for parking or storing vehicles or equipment shall be paved with concrete or asphalt;
6. Site plan approval is obtained for any area, in excess of the residential driveway, to be used for parking vehicles or equipment;
7. Site plan approval is obtained for any orientation of the vehicles or equipment other than perpendicular to the street that abuts the front lot line; and
8. No portion of any vehicle or equipment is located on that part of a corner lot within a front or side yard and between the driveway and the property line nearest to the driveway.

C. Automobiles, buses, motor homes, motor trucks, vans, campers/camper shells, camp trailers, boats and similar recreation vehicles or equipment on trailers, utility trailers and tent trailers may be parked in a required rear yard or on any other portion of a property, if such portion is not otherwise regulated by this Section 10.08.120; provided that:

1. The equipment or vehicles are owned or leased by residents of the premises;
2. The equipment or vehicles are maintained clean and neat and not significantly damaged nor continuously under repair;
3. Motor trucks have not more than a one and one-half ton load capacity;
4. The equipment or vehicles are located entirely on the subject property;
5. Buses have a maximum capacity of no more than eighteen (18) adult persons; and
6. Unmounted campers/camper shells are placed on blocks, jacks or similar supports and the lowest portion of such camper does not exceed a height of twelve (12) inches above the ground.

D. Authorized emergency vehicles or tow trucks, as defined by the California Vehicle Code, may be parked in a side yard if:

1. The operator or owner of the tow truck possesses a towing permit that has been approved by the City;
2. An overweight vehicle permit has been obtained from the Department of Public Works for vehicles which exceed a maximum gross weight of three tons;
3. The operator or owner of the vehicle possesses a bona fide contract with the California Highway Patrol, Los Angeles County Sheriff, or an insurance company to provide emergency service on a twenty-four (24) hour basis;
4. No location outside of the side yard is available for parking; and
5. The vehicles are substantially screened from public view.

E. This Section 10.08.120 shall not be deemed to prohibit the infrequent and irregular temporary parking of any vehicle in a front yard or side yard for the purpose of making pickups or deliveries of goods, wares or merchandise from or to any building or structure located on a residentially-used lot, or for the purpose of delivering materials to be used in the actual and bona fide repair, alteration, remodeling or construction of any building or structure upon such residential lot; nor shall any provisions of this section apply to any vehicle subject to the provisions of Article 2, Chapter 5, Part 1, Division 1 of the Public Utilities Code of the State of California, or to any vehicle owned by a public utility while necessarily in use in the construction, installation, maintenance or repair of any public utility.

F. The definitions provided in Chapter XXVII of this code shall govern the interpretation of this Section 10.08.120, unless the context otherwise requires

10.10.010 Purpose and intent.

The purpose of this chapter is to promote traffic safety and maintain streets free from hazardous and nuisance conditions by enforcing a uniform parking code. (Ord. 2294 § 1, 2001).

10.10.020 Authority.

A Police Officer or designated employee of the City of Mountlake Terrace may enforce the provisions of this chapter. (Ord. 2294 § 1, 2001).

10.10.030 Designation of zones and restrictions.

In addition to the applicable MTMC Title 19 zoning provisions, the City of Mountlake Terrace shall establish designated no parking zones, time, zones, loading zones, and other restrictions or exceptions by resolution. (Ord. 2294 § 1, 2001).

10.10.040 Definitions.

For the purpose of this chapter and in addition to their common meaning, the following words shall be defined as meaning:

- A. "Alley" means a public right-of-way for the secondary access of a property not intended for general traffic use.
- B. "Abandoned vehicle" means a vehicle left by the owner or person in possession of the vehicle with the intent to relinquish responsibility of the vehicle.
- C. "Boat" means any water vessel, designed to carry persons and/or property upon water, propelled by engine, oars or sail.
- D. "Commercial vehicle" means any vehicle the principal use of which is the transportation of commodities, merchandise, produce, freight, animals, or passengers for hire or a vehicle marked and directly used in association with a licensed business or a truck or tractor trailer that is 10,000 pounds or more gross weight, and/or 20 feet or more in length, and/or is eight feet or more in width.
- E. "Electric vehicle" means, for the purpose of this chapter, any vehicle that operates, either partially or exclusively, on electrical energy from the grid, or an off-board source, that is stored on board for motive purpose. "Electric vehicle" includes: (1) a battery electric vehicle; (2) a plug-in hybrid electric vehicle; (3) a neighborhood electric vehicle; and (4) a medium-speed electric vehicle.
- F. "Planting strip" means that part of a street right-of-way between the abutting property line and the curb or the traveled portion of the street, exclusive of any sidewalk, whether or not the property has been improved.
- G. "Legal owner" means that person or entity with only a financial interest in a vehicle.
- H. "Recreation vehicle" means any vehicle commonly known as a "house trailer," "motor home," "utility trailer," or other name designed or used for human habitation or for carrying persons and/or property therein.
- I. "Registered owner" means the person or persons with legal possession and responsibility of a vehicle.
- J. "Safety zone" means the area or space officially set apart within a roadway for the exclusive use of pedestrians and which is protected or is marked or indicated by painted marks, signs, buttons, standards, or otherwise, so as to be plainly discernible.
- K. "Shoulder" means that area between the traveled portion of the roadway and the planting strip, whether or not the property has been improved.
- L. "Storing" means the keeping of any vehicle on the public right-of-way in excess of 72 consecutive hours.

M. "Street" means the portion of a public right-of-way improved, designed or ordinarily used for vehicular travel, exclusive of the sidewalk or shoulder, even though persons riding a bicycle use such a sidewalk or shoulder. For the purpose of this chapter street may also be described as a road, roadway or highway.

N. "Vehicle" includes, but is not limited to, any car, truck, motorcycle, or motor home, or other automobile that is motorized and licensed for street use for the purpose of transporting goods and/or people, electric vehicles and any trailer or towed object licensed for street use. (Ord. 2643 § 2, 2014; Ord. 2294 § 1, 2001).

10.10.050 Stopping, standing or parking prohibited.

A. Except when necessary to avoid conflict with other traffic, or in compliance with the law or the directions of a police officer or official traffic control device, no person shall:

1. Stop, stand or park a vehicle:

- a. On the roadway side of any vehicle stopped or parked at the edge or curb of a street;
- b. On a sidewalk or street-planting strip;
- c. Within an intersection;
- d. On a crosswalk;
- e. Between a safety zone and the adjacent curb or within 30 feet of points on the curb immediately opposite the ends of a safety zone, unless official signs or markings indicate a different no-parking area opposite the ends of a safety zone;
- f. Alongside or opposite any street excavation or obstruction when stopping, standing or parking would obstruct traffic;
- g. Upon any bridge or other elevated structure upon a highway or within a highway tunnel;
- h. In the area between roadways of a divided highway, including cross-overs;
- i. At any place where official signs prohibit stopping; or
- j. Within any fire zone or fire exit;

2. Stand or park a vehicle, whether occupied or not, except momentarily to pick up or discharge a passenger or passengers:

- a. In front of a public or private driveway or within five feet of the end of the curb radius leading thereto;
- b. Within 15 feet of a fire hydrant;
- c. Within 20 feet of a crosswalk;
- d. Within 30 feet upon the approach to any flashing signal, stop sign, yield sign or traffic control signal located at the side of a roadway;
- e. Within 20 feet of the driveway entrance to any fire station and on the side of a street opposite the entrance to any fire station within 75 feet of said entrance when properly signed;
- f. At any place where official signs prohibit standing; or
- g. At any place where City barricades are placed;

3. Park a vehicle, whether occupied or not, except temporarily for the purpose of, and while actually engaged in, loading or unloading property or passengers at any place where official signs prohibit parking;

4. Reserve or attempt to reserve any portion of a street or alley for the purpose of stopping, standing, or parking to the exclusion of any other like person, nor shall any person be granted such right.

B. Parking or standing shall be permitted in the manner provided by law at all other places except where a time limitation or parking restriction has been imposed.

C. No person shall move a vehicle that is not lawfully under his or her control into any such prohibited area or away from a curb such a distance as is prohibited.

10.10.210 Vehicles for sale or display.

No person shall park any vehicle upon any street or alley for the principal purpose of:

- A. Displaying of commercial, noncommercial or political signs;
- B. Selling merchandise from a vehicle, except when authorized by the City of Mountlake Terrace. (Ord. 2294 § 1, 2001).

10.10.220 Moving vehicles to avoid violation.

No person shall re-park an infrequently used or inoperable vehicle for the purpose of avoiding a violation of the codes. This act is defined as intentionally moving a vehicle a limited distance and re-parking the vehicle to appear as though it is being used. (Ord. 2294 § 1, 2001).

10.10.230 Abandoned/inoperable vehicles.

A. No person shall abandon, park or leave on public property or a right-of-way any inoperable vehicle. Abandoned vehicles are defined as appearing to be inoperable by having any one or more characteristics that include but are not limited to:

- 1. Vehicle license expired in excess of 30 days;
- 2. One or more flat tire;
- 3. Broken windshield;
- 4. Extensive body damage or rust;
- 5. Partially dismantled;
- 6. Wrecked or in a condition that would inhibit or prevent use;
- 7. Missing the rear vehicle license plate.

a. Vehicles that appear to be abandoned but are not a hazard may be impounded after 72 hours' notice.

b. Vehicles that have an expired license or missing rear vehicle license plate are prohibited and, in addition to being subject to impound after 72 hours' notice, the registered owner is subject to a civil violation with a fine amount as shall be established and set forth by resolution.

B. An abandoned vehicle shall be issued a "Notice of Intent to Tow," affixed in a conspicuous place on the vehicle and containing the following information:

- 1. A description of the vehicle;
- 2. The location of the vehicle;
- 3. A description of the violation;
- 4. The time and date the notice was issued;
- 5. The time and date of tow if not moved;
- 6. The officer's name and identifying number; and
- 7. The address and phone number

Welcome to
CITY OF SHADY COVE
Jackson County, Oregon



“The *jewel* of the Upper Rogue”

ABOUT SHADY COVE

HISTORY



As early as the 1870s, pioneers looking for the promise of free land were drawn to the Shady Cove area where tiny rural schools served the hard-working families. A post office was opened in the area in 1882 with the community known as Etna. The post office was eventually moved to the community of Trail – just upriver of Shady Cove.

How Shady Cove acquired its name is still a mystery. Some believe in the early 1900s, a man named “Barnes” laid out a town site on the east side of the river in an area that the locals still call “The Cove.” The Cove is a bend in the Rogue River located a few hundred yards upstream from

the Shady Cove Bridge. However, the name “Shady Cove” didn’t become official until 1939 when a post office was once again established within the community.

Periodic floods have punctuated the City’s history, with the first flood recorded in 1869, followed by others in 1890, 1927, and 1964. In the 1960s Shady Cove’s population increased from a few hundred to more than 1,300. Shady Cove was incorporated as a city in 1972. Additional growth came with the construction of Lost Creek Lake and Dam on the Rogue River nine miles north of Shady Cove.

At first the Shady Cove economy was based upon the timber industry. In the 1980s the once thriving timber industry in the region began declining. Today Shady Cove is focused upon the availability of our natural resources to promote a tourism-based economy that now attracts visitors from all over the world. Visit our website for more information at shadycove.org/history-of-shady-cove/.

GEOGRAPHY AND LOCATION

At an elevation of 1,401 feet, Shady Cove is located approximately 20 miles from Medford, Oregon, the seat of Jackson County, and regional center. Shady Cove is surrounded by a landscape of oaks and pines with the picturesque Rogue River running through the center of town. Shady Cove is the recreational hub of the Rogue-Umpqua National Scenic Byway (Hwy 62) – and is the southern gateway to Crater Lake National Park 63 miles to the north and east.

CLIMATE



On average, there are 194 sunny days per year in Shady Cove. The July high is around 89 degrees and the January low is 29 degrees. The comfort index, which is based on humidity during the hot months, is 67 out of 100, where higher is more comfortable.

Rainfall: 33 inches (compared to national average of 36.5 inches)

Snow: 4.1 inches (compared to national average of 25 inches)

DEMOGRAPHICS

Shady Cove is a small city of 3,105 people in 1,291 households. Our population is about evenly split between male and female with the average median age of 51.8 years. The population is 61% married, 13% never married, 8.3%, widowed, and 17.7% separated or divorced. Ethnicity is 95.5% White; 4.7%

Hispanic; 0.7% Native American, 0.3% African American, 0.3% Asian, and 3.3% other race or two or more races.

Shady Cove has a mix of single-family homes, multi-family dwellings, recreational vehicle parks, and mobile and manufactured home parks along with a business district along the Highway 62 corridor through the City. While Shady Cove trends toward being a retirement community; there is a school within the City serving Kindergarten through 8th grade.

ECONOMY

The bulk of the labor force is working in the retail trade; however, Shady Cove's economic history remains interrelated to tourism and recreation. Due to being blessed with the famous Rogue River running through the center of town, opportunities abound for rafting, year-round fishing, hunting, and photography. Shady Cove is within a 30 minute commute distance to Medford.

CITY GOVERNMENT

Mayor: Lena Richardson

Council Members: Steve Mitchell, Dick McGregor, Shari Tarvin and Hank Hohenstein.

The City Council meets the first and third Thursday of each month at 6PM for Regular Council Meetings at: **Shady Cove City Hall, 22451 Hwy 62, Shady Cove.**

Meeting dates and times are posted at Shady Cove City Hall, Upper Rogue Independent newspapers, and on the Shady Cove website shadycove.org.

PLANNING COMMISSION

Commissioners: Art Stirling (Chair), Thomas Barnes, Robert Smith, Mary Magill, Chet Krupa

The Shady Cove Planning Commission members are appointed by the City Council and act in an advisory capacity to the City Council with a broad scope of concern in promoting the growth and orderly development of the City of Shady Cove. Meetings are usually held on the second and fourth Thursday of each month at 6PM at: **Shady Cove City Hall, 22451 Hwy 62, Shady Cove.** For more information, please visit our website at shadycove.org/planning-commission/

CITY STAFF

Thomas J. Corrigan – City Administrator

(541) 878-3757

tcorrigan@shadycove.org

Debby Jermain – Planning Technician

(541) 878-8204

djermain@shadycove.org

Shelly Dent – Finance / Utility Billing / Licenses

(541) 878-8206

sdent@shadycove.org

Spencer McMahan – Public Works

(541) 878-2225

smcmahan@shadycove.org



Sewer / Utility Billing:

Sanitary sewer services are provided by Rogue Valley Sewer Services as contracted by the City. Sewer bills are processed and mailed at the end of each month and due by the 15th of the following month. For your convenience, a drop box is located in front of Shady Cove City Hall (please do not drop cash). Payments can be made by the following payment method: cash, check or Money Order, credit/debit card. In addition, ACH Direct Pay is also available. ACH applications are available at shadycove.org and at City Hall.

Not all residents in Shady Cove have wells for water supply. If you are not on a well, you will need to contact Hiland Water at (888) 554-8333 or visit their website at hilandwater.com/. For more information regarding utility bills or services, please contact the Shady Cove Utility Billing Department at (541) 878-8206 during the hours of 8AM to 5PM – Monday through Friday or check out our frequently asked questions online at shadycove.org/faq/

UTILITY INFORMATION		
Service:	Provider:	Phone Number:
Sewer	City of Shady Cove	541-878-8206
Garbage	Southern Oregon Sanitation	541-826-5691
Electricity	Pacific Power	1-888-221-7070
Natural Gas	Avista Utilities	1-800-227-9187
Telephone	CenturyLink	1-877-862-9343
Television - Satellite	DirecTV	1-855-451-6816
	Dish Network	1-855-995-0963
Internet	Century Link	1-877-862-9343
	Hunter Communications	1-800-538-5555
Cellular Service	AT&T	541-776-3051
	Sprint	1-877-791-8394
	US Cellular	1-888-289-8722
	Verizon	1-800-256-4646

Planning Department:

Permits are necessary for any structural change, addition, fences, commercial signs, any new building, plumbing, or mechanical (heating) work. In addition, any development located in Shady Cove's Special Flood Hazard Area (SFHA) requires a Floodplain Development Permit. Shady Cove is a participant in the National Flood Insurance Program (NFIP). The primary goals of NFIP regulations are to prevent loss of life and property, as well as economic hardships resulting from flooding.

For more information regarding permits, please contact the Shady Cove Planning Department at (541) 878-8204 between the hours of 8AM to 5 PM – Monday through Friday. Building plans are not accepted after 4PM. The City Planning Department website has more detailed information online at shadycove.org/planning-department/

Maintenance Department:

Maintenance of City streets, City storm drains and City parks are provided by both the City and RVSS.

Drainage systems on private property are the responsibility of the property owner. The City has adopted the Oregon Drainage Law. The City has a separate Riparian Ordinance.

The City maintains weed abatement of noxious vegetation on City property, City rights of way, and City ditches.

Removal – Responsibility: The owner, agent of owner, and/or occupant of any lot or parcel of land within City limits shall cut and remove the weeds, grass, bushes and shrubbery growing thereon, or on adjacent and abutting streets between May 15 through September 30. See [municipal code section 90.02](#) under the Noxious Vegetation definition.

For more information regarding street, park and City maintenance, please contact the Shady Cove Maintenance Department at (541) 878-2225 between the hours of 8AM and 5PM – Monday through Friday. The City Planning Department website has more detailed information at shadycove.org/planning-department/

PUBLIC SAFETY

Jackson County Sheriff's Department:

Currently, three full-time deputies and a part time Code Enforcement Officer serve Shady Cove. The advantage of having entered into an agreement with the Jackson County Sheriff's Department is access to all of the specialized units, such as investigations, Crime Reconstruction and Forensics Team, Crime Prevention, and Hazardous Materials. The City alone could not fund all these support services.



In addition to dedicated deputies who work full-time as our community's uniformed law enforcement officers, they provide the City with the following services:

- ✓ **Municipal Code Violation Enforcement**
- ✓ **Participation in a Neighborhood Watch Program**
- ✓ **Vacation Check Service to Residents**
- ✓ **School Resource Services**

For more information visit their website at jacksoncountyor.org/sheriff/Divisions/Patrol/Shady-Cove

Jackson County Fire District No. 4:

Established in 1956, Jackson County Fire District No. 4 provides emergency fire and medical response, and swift water and high angle rescue services to the Shady Cove and Upper Rogue area. The department consists of three captains, and approximately 12 volunteers supervised by a Fire District No. 3 Battalion Chief. Policy and direction is made by five elected board members. There is a Volunteer Support Group to provide service to the fire department such as fundraising, helping staff events, and cooking for firefighters. For more information on Jackson County Fire District No. 4 please call (541) 878-2666 visit or jcf4.com.



To join the JCFD4 Volunteer Support Group attend a meeting, the 2nd Monday of the month at 5PM at the Edgewater Inn conference room.

EMERGENCY AND PUBLIC SAFETY CONTACT NUMBERS

Emergency	911
Non-Emergency Dispatch	541-776-7206
Jackson CO Sheriff Department (Main)	541-774-6800
Jackson CO Fire District No. 4 (non-emergency business)	541-878-2666
Open Burning Information [CALL before you burn!]	541-776-7007

GENERAL INFORMATION

Animal Control



Dog Control: The City of Shady Cove has a Nuisance and Offenses Ordinance No. 251 which prohibits the owner or keeper of a dog to allow the animal to become a nuisance. A dog is considered a nuisance if it is not kept on a leash or on the premise of its owner or keeper; bites, injures, or causes injury to a person; chases or threatens vehicles or persons; damages or destroys property other than that of its owner or keeper; scatters garbage; trespasses onto private property; disturbs other persons by prolonged barking or other noises; is rabid; and/or obstructs the reasonable use of public or private property. For more information regarding Dog Control, please visit shadycove.org.

Pet License: Every dog over six months of age is required to have a current rabies vaccination and County dog license. This includes house dogs, kennel dogs, and breeding dogs. The Jackson County Animal Shelter (5595 S. Pacific Hwy, Phoenix, OR) hosts a vaccination clinic the 3rd Saturday of each month (excluding holidays) to help pet owners comply with regulations and animal health needs. Your pet license assures that if your pet is lost or injured while wearing the tag that you will be contacted – saving your pet the stress of being impounded and owner redemption fees. For more information regarding Pet License and Animal Care and Control Services please visit co.jackson.or.us or call (541) 774-6654.

Burning Regulations



Open Burning: CALL BEFORE YOU BURN: (541) 776-7007. A recording tells you if burning is permitted that day. The City of Shady Cove provides an Open Burning Ordinance, No.172 which allows open burning except during the “fire season” (typically June through October) or on all days of the year when the maximum ventilation index is below 400. All fires must be maintained during daylight hours by a competent adult and must be extinguished prior to darkness, unless continued burning is specifically authorized in writing by the local Fire Chief. For more information regarding open burning, please call (541) 776-700 or visit their website at jacksoncountyor.org/hhs/Environmental-Public-Health/Wood-Stove-and-Open-Burning/Open-and-Barrel-Burning

- Open burning is prohibited for: wet garbage, plastic, wire insulation, automobile parts, asphalt, petroleum products or treated material, rubber, animal remains or vegetable matter, or anything which emits dense smoke or odors is prohibited. Open burning is also prohibited on all commercial property, including in mobile home parks.



Fireworks: The discharge or sale of any type of fireworks within the jurisdiction of the City is **prohibited**.

Firewise Community

Shady Cove is a community with a high risk for wildfire. Neighborhoods are encouraged to become part of the Firewise program. Firewise is a national program that helps landowners and communities to prevent damage from devastating wildland fires. This program encourages local solutions for wildfire safety by involving homeowners, community leaders, planners, developers, firefighters, and others in proactively protecting people and property from the risk of wildfire. In addition, the program teaches people how to adapt to living with the risk of wildfire and encourages neighbors to work together and take action now to prevent losses in the future. Landowners can seek assistance in evaluating their properties and may qualify for funding by contacting the Oregon Department of Forestry at (541) 664-3328. Visit the Firewise Oregon site at mysouthernoregonwoodlands.org/forester-visit/firewise-communities/



Curfew



The City of Shady Cove provides a Nuisance and Offenses Ordinance No. 251 which includes that no person under the age of 18 shall be out in public or other unsupervised places between the hours of 10:00 PM and 4 AM unless the person is accompanied by a parent or legal guardian; is engaged in a lawful activity which requires the person's presence during the noted hours, or the person is emancipated. For more information regarding curfew, please contact Shady Cove City Hall at (541) 878-2225 or, to report a violation, call Dispatch at (541) 776-7206.

Floodplain Management



The City of Shady Cove provides a Floodplain Ordinance, No.259, which implements guidelines for Floodplain Management. The City of Shady Cove provides floodplain management services to include Site Plan Review; issuance of Floodplain Development Permits; maintenance of local floodplain maps and documents; inspections of approved developments; and investigations of floodplain violations. **All** proposed alterations or construction on properties located in floodplain areas must be reviewed by the Floodplain Manager, and most projects require a Floodplain Development Permit. Project examples include new construction, remodeling or additions to existing dwellings or buildings; excavation, fill or extensive landscaping, tree removal; and installation of fences, roads and bridges. For more information regarding Floodplain Management, please visit shadycove.org or call City Hall at (541) 878-2225.

Garbage / Recycling Pickup



The City of Shady Cove contracts garbage and recycling services with Southern Oregon Sanitation. Pickup is on the following day(s):

Garbage – Every **Tuesday** of each week

Recycling – Second or fourth **Tuesday** of each month (alternates w/yard debris)

Yard Debris – First or third **Tuesday** of each month

- Please place wheeled trash tote (obtained from Southern Oregon Sanitation) at the edge of the curb the night before. Make sure the handle of the tote faces AWAY from the street and that the tote is at least 5 feet away from any obstruction (like your mailbox, vehicles, other totes, etc.) For more information regarding garbage, yard debris and recycling services, please visit sosanitation.com or call Southern Oregon Sanitation at (541) 826-5691.
- Southern Oregon Sanitation has a recycling depot at their office on the corner of Ball Road and Hwy 62, Eagle Point, OR.

- Rogue Disposal operates a transfer station and recycling center at 8001 Table Rock Road, White City, OR. It is open 7AM to 5 PM Monday – Saturday, and closed on Sundays, Thanksgiving Day, Christmas Day and New Year’s Day.

Noxious Vegetation / Weed Abatement



The City of Shady Cove provides a Nuisances and Offenses – Ordinance No. 251 which implements guidelines for removal of noxious vegetation. Noxious vegetation is defined as weeds or grass more than 10 inches high; blackberry bushes that extend into a public thoroughfare or across a property line; poison oak or ivy; vegetation that is a health hazard because it is near other combustibles, or a traffic hazard because it impairs the view of the public thoroughfare or otherwise makes use of the thoroughfare hazardous for pedestrians and/or vehicles. The weed abatement ordinance is effective May 15 through September 30 each year. For more information regarding Noxious Vegetation and/or Weed Abatement please visit shadycove.org or call (541) 878-2225.

***Removal – Responsibility:** The owner, agent of owner, and/or occupant of any lot or parcel of land within City limits shall cut and remove the weeds, grass, bushes and shrubbery growing thereon, or on adjacent and abutting streets between May 15 through September 30.

Signs



The City of Shady Cove provides a Sign Regulation Ordinance No. 291 (adopted 6/6/2019, replacing Ordinance No. 269) which implements guidelines to protect the public from damage or injury caused by or attributable to distractions and obstructions caused by improperly designed or located signs. Sign regulations are intended to stabilize or enhance property values and the overall appearance of the community and help to maintain Shady Cove as part of the National Scenic Byway. Prior to the erection of any sign review Ordinance 291 requirements. A permit is required for all new signs. For more information regarding sign regulations and permits, please contact the Shady Cove Planning Department at (541) 878-8204.

US Postal Service



The Shady Cove Post Office (81 Williams Lane) is a full service office providing a multitude of mailing and shipping options for consumers. The office consists of a full-time postmaster and postal clerk. Not all addresses in the City have delivery to the property address. For more information regarding postal services, please visit usps.com or call (541) 878-2888 between the hours of 9AM and 4PM, Monday through Friday, except holidays.

Vehicle Registration and Driver’s License Information



State regulations require that a new resident obtain an Oregon Driver’s License and register their vehicles within 30 days of moving to Oregon. For more information regarding Driver Registration and Licenses visit our local office at 987 Medford Center Drive, Medford, OR 97504, visit oregon.gov//ODOT/DMV or call (541) 776-6025.

Voter Registration



The City of Shady Cove (and all of Oregon) uses mail-in ballots for all elections. For more information regarding voter registration, please visit co.jackson.or.us or call (541) 774-6148.

RECREATION AND ATTRACTIONS

FISHING

- Holy Water

The section of Rogue River referred to as the “Holy Water” is open year-round to fly fishing only. It is a short stretch (approximately a ½ mile long) between Lost Creek Dam and the salmon hatchery’s diversion dam. Rainbow trout are stocked as fingerlings ~ freed from meat fishermen by catch-and-release regulations, they quickly grow large in the rich tail water (15-20 inch range and bigger). For more information, check out our website at shadycove.org/rogue-river-recreation/



- Lost Creek Lake



Located approximately 15 miles (approximately 20 minutes) upriver from Shady Cove is open year-round to fishing. The lake supports a population of trout stocked regularly by Oregon Department of Fish and Wildlife (ODFW). Every September, ODFW plants approximately 1,500 “trophy trout” (eighteen inches or larger). The lake also has small-mouth bass. Several national bass fishing associations now sponsor annual tournaments at Lost Creek Lake. For more information on Lost Creek Lake, please visit lost-creek-marina.com.

(Photo courtesy of eaglepointchamber.org)

- Upper Rogue River

In addition to spring and fall Chinook salmon, Coho salmon, trout and other fish, the Upper Rogue offers the finest Steelhead fishing on the Rogue River. This 28 mile-long stretch of the Rogue River referred to as the “Upper Rogue” runs from the Holy Water to Gold Ray Dam. February, March, and April are prime-time on the Upper Rogue for winter-run Steelhead. These winter-run fish are a little larger than the summer-run and are a great fly rod fish. During September and October, fishing regulations permit fly-fishing only and fall fly-fishing can be outstanding. For an up-to-date fishing report for the Upper Rogue and southwestern Oregon area please visit myodfw.com/recreation-report



HUNTING



Jackson County is home to world-class hunting and fishing. In fact, Medford, the County seat, has consistently appeared in “Outdoor Life’s” list of America’s top 200 towns for sportsmen. Public land and over-the-counter deer, elk, and bear tags make the Jackson County region a home base for many who choose to live the outdoor lifestyle. For more information on hunting in Jackson County please visit myodfw.com/recreation-report (Photo courtesy of ehow.com)

GOLF

The Resort at Eagle Point

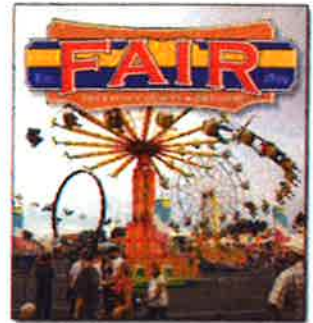


The Resort at Eagle Point is located 12.7 miles (approximately 19 minutes) from Shady Cove. The Eagle Point Golf Course is a semi-private facility that is open to the public with a limited amount of memberships available. Robert Trent Jones Jr. opened this spectacular layout in 1996, featuring natural terrain and four sets of tees ranging from the green tees at 5,091 yards to the black tees at 7,099 yards, which makes this course challenging for all levels of ability.

The Eagle Point Golf Course has been ranked by Golf Digest as one of the top 15 “Best Places to Play” in the state of Oregon. For more information on the Eagle Point Golf Course please visit resortateaglepoint.com/golf/ or call (541) 826-8225. (Photo courtesy of agja.org)

JACKSON COUNTY FAIR

The first Jackson County Fair was held in Jacksonville in October of 1859, the same year that Oregon became a state. Back then it was called the “Agricultural Show.” In 1872, the Jackson County Fair Association was organized and there’s been a Jackson County Fair every year since. This makes it the longest running county fair in the state of Oregon. Jackson County residents not only come to the fair to socialize, but to take in the numerous exhibits, heart-racing rides, arcade games, top musical acts, petting zoos, traditional food, and of course the 4-H and FFA projects. The fair is scheduled annually for the third week of July. For more information regarding the fair and other events, please visit attheexpo.com/SectionIndex.asp?SectionID=2. (Photo courtesy of ashlandhome.net)



MUSEUMS

- Crater Rock Museum



The Crater Rock Museum is located 21 miles (approximately 35 minutes) from Shady Cove in Central Point at 2002 Scenic Ave. The museum is not only home to the finest display of rocks, minerals and gems on the West Coast, but also has an exquisite collection of petrified woods, fossils, and Native American artifacts. The museum has a gift shop that carries works of local artists from the Roxy Ann Gem and Mineral Society, community meeting rooms, a workshop, and exhibit areas. Guided tours are available by appointment. For more information please visit craterrock.com or call (541) 664-6081. (Photo courtesy of ashlandchamber.com)

- Southern Oregon Historical Society

The Southern Oregon Historical Society (SOHS) is located 22 miles (approximately 36 minutes) from Shady Cove in downtown Medford at 106 North Central Avenue. The SOHS is a non-profit organization governed by an elected board of trustees. The society was formed in 1946 in response to a proposal to tear down the old Courthouse in Jacksonville. The group was able to save the 1875 building and established a museum that served the Rogue Valley until 2010.



Currently, SOHS and other groups protect and share our heritage by their sole dependence on private funding. The SOHS collection is proud to display a collection of various historical tools and documents that represent the pride and pain of the people who have lived in the Rogue Valley. The display ranges from letters and journals from the first families to arrive in the Rogue Valley to tools and clothing that they wore in previous times. For more information regarding the SOHS, please visit sohs.org/node/19868 or call (541) 773-6536. (Photo courtesy of SOHS)

- Trail Creek Museum



The Trail Creek Museum opened on May 23, 1997. The museum is located 3 miles (approximately 7 minutes) upriver from Shady Cove on Old Highway 62, across from Highway 227. The converted Tavern/Restaurant now houses memorabilia from the bygone era of the Upper Rogue, with an emphasis on the early days of logging in the Upper Rogue area. Many artifacts and photos are on display inside, and an outdoor logging exhibit is also available for viewing. For more information on the Trail Museum, please call (541) 878-2835. (Photo courtesy of shadyinfo.com)

PARKS

- Aunt Caroline's Park

Aunt Caroline's Park is located in Shady Cove on the corner of Highway 62 and Indian Creek Road. The park has many amenities and activity possibilities for the entire family, featuring: picnic tables, barbecue grills, climbing wall, playground equipment, a horseshoe pit, and basketball court. Pets on a leash are welcome. Please clean up after your pets, waste bags are provided. Arrangements can be made with the City of Shady Cove for large gatherings and for horseshoes. For more information please call (541) 878-2225 or visit shadycove.org/parks-rec/.



- Crater Lake National Park



Crater Lake National Park is located off of Highway 62-East, 67 miles (approximately 1.5 hours) from Shady Cove. Established in 1902, Crater Lake National Park is the fifth oldest national park in the United States and the only one in the State of Oregon. The lake is 1,943 feet deep at its deepest point, making it the deepest lake in the United States and is one of the three cleanest lakes in the world. The park encompasses the caldera of Crater Lake, a remnant of a destroyed volcano, Mount Mazama. Rim

Drive is the most popular road in the park; it follows a scenic route around the Caldera Rim. Activities in the park include camping, hiking, fishing, wildlife ~ bird watching, winter snowshoeing, and a scenic boat tour. The park has a visitor center, two restaurants, historic lodge, and gift shop. For more information regarding Crater Lake National Park, please visit nps.gov/crla/index.htm or call (541) 594-3000. (Photo courtesy of planetoddy.com)

- Joseph J. Stewart State Recreation Area

Commonly known as Stewart State Park, the park is located off of Hwy 62-East, 15 miles (approximately 20 minutes) upriver from Shady Cove. The park is located on Lost Creek Lake. The park offers many amenities: 201 campsites, hot showers, playgrounds, hiking and biking trails, marina, boat ramp, swimming, restaurant, and grocery store. Hiking and biking enthusiasts will enjoy the 11.5 miles of trails. For more information, please visit their website at oregonstateparks.org/park_30.php or call (541) 560-3334 (Photo courtesy of campingblogger.net)



- McGregor Park



McGregor Park is located off of Highway 62-East, 9 miles (approximately 15 minutes) upriver from Shady Cove just below Lost Creek Lake and near Cole Rivers Fish Hatchery. The park provides access to restrooms, trails, picnic areas, playground, fishing ramps, interpretive displays, and wildlife and salmon viewing.

The US Army Corp of Engineer's McGregor Park Visitor Center operates in conjunction with the Bureau of Land Management (BLM). BLM staff is available to answer questions regarding animals, birds, and plants that make their home in the park. For more information on McGregor Park please visit corpsslakes.ercd.dren.mil/visitors/projects.cfm?id=G210090 (Photo courtesy of blm.gov)

- Upper Rogue Regional Park



Upper Rogue Regional County Park is located at 7660 Rogue River Drive in Shady Cove (next to the Edgewater Inn). The park is a "must" stop for anglers, rafters, and families looking for a perfect picnic destination. The park offers many amenities featuring: boat ramp, barbecue grills, restrooms, and a fishing platform for the disabled.

The park has a total of 7.86 shady acres and 0.17 miles of river frontage. Daily parking fee is \$4.00 per vehicle (seasonal passes can be obtained at the park office for \$30).

In addition to its many amenities, the park is located next door to "The Riverhouse," a popular wedding and conference facility. The Riverhouse provides a magnificent riverfront location that is ideal for special occasions. Nestled between flowering shrubs, ornamental maples, mature pines and cedar trees, it offers a romantic ambiance for wedding ceremonies and receptions. For more information on the Upper Rogue Regional Park please call (541) 774-8183 or visit jacksoncountyor.org/parks/Day-Use/Upper-Rogue-Regional.



RAFTING

- About the Rogue



The Rogue River is considered the “Crown Jewel” of rivers in Southern Oregon. It is one of the most versatile rivers for rafting in Oregon and as one river guide commented it is “the classic river experience.” In fact, the Rogue River is one of the first to acquire the “Wild and Scenic” designation, making the river a protected area in 1968.

The Rogue River starts near Crater Lake and makes its way to the Pacific Ocean, through lush mountains, hills, and dense forests. Rafting begins at Lost Creek Lake

Dam or at Casey State Park at the boat ramp about 13 miles upriver from Shady Cove. The river from Lost Creek Lake Dam to Shady Cove has gentle rapids and is a great float for beginner rafters and kayakers. From Shady Cove to Gold Hill is about 30 miles of swift but relatively smooth water.

- Rafting Season

Although the Rogue River flows year-round, the snow-melt and spring rains impact the river’s rapids in late March through May. Therefore, the rafting season is primarily from May through September.

- Accommodations

Shuttle service and rafting rentals are available in Shady Cove and many raft rental companies offer guided raft trips and fishing expeditions. In addition, Shady Cove has lodging accommodations ranging from tent or RV camp sites to motel suites complete with exercise room, pool, and spa.

For a list of local rafting businesses please visit shadycove.org. For more information on rafting the Rogue River, please visit shadycove.org/visitors/ or roguerivervacations.com/

EDUCATION

Jackson County School District No. 9 – The school district provides exceptional opportunities for students. 100 percent of the district’s teachers are rated Highly Qualified. In addition to offering traditional courses, the district schools are now offering a growing number of online courses. The district works closely with families through parent clubs and online links to teachers and student progress data. They also offer an innovative Family Support Program and health services that are designed to keep kids in school and learning.

- Shady Cove School



In 2012 the Shady Cove School (37 Schoolhouse Lane) received a “Model School” designation from the Oregon Department of Education. This incredible honor applies to the top five percent of the schools statewide that receive federal Title 1 funds. Total enrollment is currently 247 students for grades K-8, with a student/teacher ratio of 23:1. The school gym is located off Cleveland Street. You can reach the office by calling them at (541) 878-1400 or on their website at eaglepnt.k12.or.us/index.asp

➤ **Eagle Point High School**

In 2011, Eagle Point High School (203 N. Platt Street, Eagle Point) was awarded with an “outstanding” report from the State of Oregon due to its increase in State test scores.

Mission: All Students at Eagle Point High School will be given the opportunity to be educated, accepted, and granted a chance to succeed. We will do whatever is necessary to help our students meet their goals.

Eagle Point High School has a student body of 1,063 for grades 9-12, with a student/teacher ratio of a maximum 32:1 class size. Our motto is: *We believe in Every Student...Every Period...Every Day.* For more information, contact our office at (541) 830-6658 or online at eaglepnt.k12.or.us/index.asp (Photo: courtesy of School District 9)



➤ **Prospect School District 59**

In 2008 Prospect School applied for charter status and received a \$455,000 Charter Incentive Grant from the Oregon Department of Education. Beginning, in the 2009-2010 school year, it opened its doors as a charter school.

Mission: The Prospect School District is dedicated to high academic standards and helping all students to have individual success academically, helping students to have a strong sense of self-worth and providing many chances for and assistance in academic growth.

We accommodate grades K-12 with very low student to teacher ratios and a total enrollment of 215 students. Students are encouraged to explore diverse opportunities in education at the Prospect Schools and in further education through looking at and teaching life skills necessary for all students to be strong and involved future citizens. For more information, please call (541) 560-3653 or visit the website at prospect.k12.or.us. (Photo courtesy of Prospect School)



➤ **Rogue Community College**



Established in 1970, Rogue Community College (RCC) serves residents in Jackson and Josephine counties through the Redwood Campus near Grants Pass (3345 Redwood Hwy), the Riverside Campus in Downtown Medford (117 S. Central, Medford), and the Table Rock Campus (7800 Pacific Ave.) in White City.

RCC is a comprehensive two-year public community college. It offers five two-year degrees, 80 career and technical training programs, a variety of workforce and short-term training, academic skills, and community education classes, as well as services to the business community. Total attendance in Jackson County is 14,221 students with faculty and staff of 845 members. For more information please call (541) 245-7500 or online at rogucecc.edu. (Photo: courtesy of RCC-SOU.org)

➤ **Southern Oregon University (SOU)**

SOU has an enrollment of just over 6,200 students. The university bills itself as having a small college feel with university amenities. A university specializing in liberal arts and sciences curriculum balanced with career-focused preparation. The main campus is in Ashland: 1250 Siskiyou Blvd, Ashland, OR. For general information and directory assistance call (541) 552-7672. The Medford campus is co-located with Rogue Community College in downtown Medford at the corner of 8th and Riverside. For information call (541) 552-8100.

HEALTH FACILITIES

Shady Cove Chiropractic
21885 Hwy 62, Shady Cove
(541) 878-3603

Shady Cove Medical Center
21990 Hwy 62, Shady Cove
(541) 878-2022



Shady Cove Family Dentistry
21300 Hwy 62, Shady Cove
(541) 878-2115

Upper Rogue Physical Therapy
21850 Hwy 62, Shady Cove
(541) 941-5170

Nearest hospitals are located in Medford

Assante Rogue Regional Medical Center
2825 E Barnett Rd,
Medford, OR 97504
(541) 789-7000

Providence Medford Medical Center
1111 Crater Lake Ave
Medford, OR 97504
(541) 732-5000

CHURCHES



Assembly of God Church
60 Mallory Lane, Shady Cove
(541) 878-2834

Dependence Baptist Church
110 Hudspeth Lane, Shady Cove, OR
(541) 951-7146

Butte Creek Bible Church
429 N Royal Ave, Eagle Point, OR
(541) 830-4588

Our Lady of Fatima Catholic Church
56 Williams Lane, Shady Cove
(541) 878-2479

Church of Jesus Christ of Latter Day Saints
11175 Hwy 62, Eagle Point, OR 97524
(541) 664-1242

Trail Community Church
399 Old Trail Creek Rd, Trail, OR
(541) 878-2554

St. Martin Episcopal Church
95 Cleveland Street, Shady Cove
(541) 878-2166

Jehovah Witness Kingdom Hall
21083 Hwy 62, Shady Cove
(541) 878-3977

St. John Lutheran Church
42 Alta Vista Rd, Eagle Point
(541) 826-4334

Upper Rogue United Methodist Church
18977 Hwy 62, Shady Cove
(541) 878-2793

Church of the Nazarene
400 Stevens Rd, Eagle Point, OR
(541) 826-4937

Trail Christian Fellowship
18881 Hwy 62, Eagle Point, OR
(541) 878-3501

Shady Point Seventh Day Adventist
14611 Hwy 62, Eagle Point, OR
(541) 826-3837

CIVIC AND SOCIAL ORGANIZATIONS



4H (Upper Rogue)
(541) 944-3279

Boy Scouts/Cub Scouts
Crater Lake Council
(541) 664-1444

Friends of the Shady Cove Library
22477 Hwy 62, Shady Cove, OR
For info call (541) 878-2770

Girl Scouts
(541) 773-8423

Cascade Lodge #208 Masonic Lodge
145 Chaparral Drive, Shady Cove, OR
Meet 4th Tuesday each month @ 7:30 pm
roguevalleymasons.org/a/roguevalleymasons.org/www/lodges/cascade

Moose Lodge
61 Alder Street, Shady Cove, OR
(541) 878-2706

Material Girls of Shady Cove (quilters)

RSVP (Retired and Senior Volunteer Program)
(541) 857-7780

Fire District #4 Volunteer Support Group
(Meet the 2nd Monday of the month at Edgewater Conf. Room at 5 pm)
For info call (541) 878-2794

Upper Rogue Community Center
22465 Hwy 62, Shady Cove, OR (behind City Hall)
(541) 878-2702

Upper Rogue Grange
For info call (541) 878-4066

Upper Rogue Youth Activities
(Sponsored by URCC)
For info call (541) 878-2702

Veterans of Foreign Affairs (VFW)
For info call (541) 878-229





City of Shady Cove

Ordinance No. 294

AN ORDINANCE OF THE CITY OF SHADY COVE, OREGON AMENDING CHAPTERS 95 AND 153 OF THE CITY OF SHADY COVE CODE OF ORDINANCES IN ORDER TO; CLARIFY THE CITY'S STREET STANDARDS, REFINE STANDARDS FOR SHARED PRIVATE DRIVES, AND ALLOW THE PLANNING COMMISSION OF THE CITY OF SHADY COVE TO ALLOW IMPROVEMENT OF EXISTING CITY STREETS USING ALTERNATE STREET STANDARDS

Whereas, the City of Shady Cove is working to slowly improve the street system of Shady Cove; and,

Whereas, the City of Shady Cove intends to provide standards for shared private drives; and,

Whereas, it has been identified that currently all city street improvements shall be completed utilizing full City Street Standards according to the Shady Cove Code of Ordinances; and,

Whereas, the City has allowed and seeks to continue allowing some street improvements to occur on public streets with alternate street standards, the City is amending the Shady Cove Code of Ordinances to allow the Planning Commission to approve street improvements with alternate street design standards should they find the improvement an acceptable alternative; and,

Whereas, The Shady Cove Planning Commission, after providing proper public notice, met in Public Hearing on December 12, 2019, to consider amendments to the Shady Cove Code of Ordinances to include revisions to the street standards of the City of Shady Cove, after which a motion was made, duly seconded, and passed by a roll call vote of 4 - 0 to recommend that the City Council approve amendment of the City Street Standards in the Shady Cove Code of Ordinances; and,

Whereas, the Shady Cove City Council conducted a properly advertised public hearing on January 16, 2020, to consider the Planning Commission recommendation and accept public testimony.

Now, therefore, COUNCIL OF THE CITY OF SHADY COVE ORDAINS AS FOLLOWS:

The Shady Cove Code of Ordinances is amended as follows:

Section 1: Title This Ordinance shall be known as an amendment to the Street Standards of the City of Shady Cove Code of Ordinances.

Section 2: Description The amendment more accurately provides standards for shared private drives and allows the Planning Commission to approve street improvements with alternate street standards should they find the improvement acceptable.

Section 3: Amendment

The Shady Cove Comprehensive Plan is amended;

Section 95.03, Streets and Pedestrian Ways is amended to include;

(A) All streets, ~~and alleys,~~ and shared private drives serving more than one tax lot shall be:

(1) Cut to the grade and cross-section design approved by the City Engineer, having due regard to drainage, the grade of adjoining streets and properties, making allowance for required base and paving material.

(2) Improved by the placing of an adequate rock base of sufficient depth on the portion designed for vehicular traffic.

(3) Paved with a minimum of three inches of asphaltic concrete.

(B) Where the Planning Commission determines that the public interest requires it, the Planning Commission may require asphalt surfacing of all or any part of any street or alley, whether or not the same is already required.

(C) All street improvements shall be constructed to city standards for permanent street and alley construction. Catch basins shall be installed and connected to drainage leading to storm sewers or drainage ways as approved by the City Engineer. Upon completion of the street improvement, monuments shall be reestablished.

(D) The Planning Commission may approve street improvements alternate to the standards found in Table 6.B.1 when deemed appropriate.

And, Section 95.61(F)(14) is amended to include;

(14) Table 6.B.1 (Right-of-way and Street Design Standards) *insert Table 6.B.1 in full here* of Ord. 223 ~~is adopted by reference as if appearing in total and made a part hereof.~~

TABLE 6.B.1 – Right-of-Way and Street Design Standards

Type of Street	Ave. Daily Tips (ADT)	Right of Way Width	Curb-to-Curb Pavement Width	Within Curb-to-Curb Area			Curb on both sides	Planting Strip on both sides	Sidewalks on both sides
				Motor Vehicle Travel Lanes	Bike Lane on both sides	On Street Parking			
Arterial Streets Boulevards: 2-Lane Boulevard	8,000 to 30,000 ADT	61'-87'	34'	11'	2 at 6' each	8' bays	6"	7'-8' ¹	6'-10' ²
Avenue: 2-Lane Avenue	3,000 to 10,000 ADT	59'-86'	32'-33'	10'-10.5'	2 at 6' each	8' bays	6"	7'-8'	6'-10'
Collector Streets Residential	1,500 to 5,000 ADT				NA ³				
No Parking		49'-51'	22'	11'		None	6"	8'	5'-6'
Parking One Side		50'-56'	25'-27'	9'-10'		7' lane	6"	7'-8'	5'-6'
Parking Both Sides		57'-63'	32'-34'	9'-10'		7' lanes	6"	7'-8'	5'-6'
Commercial:									
Parallel Parking One Side		55'-65'	28'	10'		8' lane	6"	7'-8'	6'-10'
Parallel Parking Both Sides		63'-73'	36'	10'		8' lanes	6"	7'-8'	6'-10'
Diagonal Parking One Side		65'-74'	37'	10'		Varies	6"	7'-8'	6'-10'
Diagonal Parking Both Sides		81'-91'	54'	10'		Varies	6"	7'-8'	6'-10'
Local Residential Streets ⁴	Less than 1,500 ADT				NA				
Parking One Side		47'-51'	22'	15'		One 7'	6"	7'-8'	5'-6'
Parking Both Sides		50'-57'	25'-8'	11'-14' Queuing		Two 7' lanes	6"	7'-8'	5'-6'
Alleys	NA	16'-20'	12'-16' paved width, 1'-2' strips on both sides	NA	NA	none	none	none	none
Accessways & Multi-Use Paths	NA	10'-18'	6'-10' paved width, 2'-4' strips on both sides	NA	NA	none	none	none	none
Private Drives serving 2-6 lots	NA	NA	20'	NA	NA	NA	6"	None	None

¹ Hardscape planting strip with tree wells shall be used in commercial and mixed-use development areas (where on-street parking is provided);

² 5'-6'- Sidewalk shall be installed in residential areas, 8'-10' sidewalk shall be installed in commercial areas;

³ Bike lanes are generally not needed on low volume (less than 3,000 ADT) and/or low travel speed (less than 25 mph) streets;

⁴ Option for residential street with 22-feet of pavement width, and 4-foot wide sidewalks or pathways, separated from roadway by drainage swale (no curb).

[Sidewalks may not be required on some existing local streets when existing and future traffic volumes are low; e.g. less than 500 ADT, or 10 dwellings].

And Section 153.14, Shared Private Drives, is amended to include;

When the size and shape of the lot makes separate drives impossible, the ~~Director~~ Planning Commission may approve shared drives when the following conditions are met:

- (A) The private drive does not serve more than six ~~dwelling units~~ tax lots.
- (B) A homeowner's association, or other mechanism found acceptable to the ~~Director~~ Planning Commission, is created to maintain the drive.
- (C) All utilities, except the private drive, shall have separate connections to the public system, or if shared utilities are allowed; an access agreement shall be secured to allow public access on the drive for operation and maintenance of the utilities.
- (D) Any utilities or facilities shared by two or more property owners shall meet established city standards.
- (E) Shared private drives shall have street signs that read, "Private Drive, Non-City Maintained". Signage shall be the responsibility of the private land owners and not the City.
- (F) Shared private drives shall be constructed to City Street Standards as outlined in Table 6.B.1. Pre-existing shared private drives shall not be required to meet City Standards regarding surfacing.
- (G) The City of Shady Cove shall not be responsible for maintenance of shared private drives or related private improvements such as catch basins, culverts, or ditches.
- (H) Notwithstanding the foregoing, partitions which propose access to newly created lots via pre-existing shared private drives shall only be approved if the pre-existing shared private drive is brought up to City street standards as outlined in Table 6.B.1.

Section 4: The City Council adopts as its own, and incorporates by reference, the Planning Commission recommendation attached as Exhibit A.

PASSED AND APPROVED by the City Council of the City of Shady Cove this ___ day of _____, 2020.

Approved:

Attest:

Lena Richardson
Mayor

Thomas J. Corrigan
City Administrator

Council Vote:

Mayor Richardson _____

Councilor Mitchell _____

Councilor McGregor _____

Councilor Tarvin _____

Councilor Hohenstein _____