

Comprehensive Plan Goals & Programs (Chapter 5)

Goal # 1: Provide adequate industrial and commercial land inventories to satisfy the urban development needs of Prineville for at least the 20 year planning horizon.

Economic Values and Policies

- Updates to inventories and analysis of needed industrial and commercial land types, existing land supplies, and economic development strategies for meeting the requirements of the community are essential. It is necessary to provide adequate buildable industrial and commercial land for at least 20 years.

The City is required by the State to provide a 20 year land inventory. Obviously, at best this is an educated guess because nobody can truly know how long it will take to build out or what types of developments there will be. The various opinions on how a City will build out and how fast is one of the reasons UGB expansions are so contentious. The key is to base such projections on defensible assumptions derived from historic data and emerging trends. Staff is currently working on an buildable lands inventory, the first step toward an analysis of needed industrial and commercial lands.

- Updates to the inventories may be required in response to redevelopment, proposed zone changes, mixed-use development techniques and planned unit developments that enable “complete neighborhood” concepts and economic development opportunities.

Over time inventories will change and need to be updated. The buildable lands inventory will be a dynamic tool that will allow staff to update it as development occurs.

- State, local, and nationwide trends are not adequate to properly estimate needed industrial and commercial lands. Other local information and economic development targeting goals must be used to properly evaluate future land needs.

Trends can be helpful but each community is a micro climate. Some communities have unique attributes or a combination of attributes that attract development such as highly educated work force, high quality of life, access to public infrastructure, high quality schools etc. These attribute can cause a community to buck national or statewide trends and need to be taken into account.

- Adequate public facilities must be planned, funded, and installed to serve industrial sites and commercial areas.

The City has prepared master plans for streets, water and sewer and will soon be adopting a stormwater master plan. The City also has franchise agreements with Gas, Phone, Power and Cable companies. Funding for expanding the City's infrastructure comes from SDC payments and direct investment by the developer. Crook County and the State get involved in funding when traffic impacts a County Road or State Hwy.

- Preservation of large industrial parcels over 20 acres in size will attract target industries and new manufacturing businesses.

This was one of the purposes of the last UGB expansion (2004). The Facebook site was specifically designated for large lot development. The City is also currently involved in the Regional Economic Opportunities Analysis (REOA) which is looking at how to provide for this large lot need at a regional level.

- Preservation of lands for workforce housing will also attract target industries.

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I'm not sure which industries this is referring to but the idea stems back to the old mill towns where communities were built up around lumber mills. The basic premise would be to allow people to live near their work by allowing housing in our industrial zones. The new development code includes the Employment Mixed Use zone which does have provisions for housing that would directly support commercial and industrial uses within a mixed use development.

- Urban reserve planning will be needed to project growth beyond the 20-year period imposed by the State of Oregon.

The City's Urban Growth Boundary (UGB) is intended to meet the city's 20-year land need. Urban reserve planning generally refers to the 50-year land need and can be done formally through the creation of an urban reserve boundary or less formally through planning efforts that take into account anticipated future expansion without committing the city to a specific land area. To this point Prineville has taken the latter approach; however, the formal creation of an urban reserve area is certainly a topic that could be up for discussion in the near future.

- Additional land is needed to support commercial and industrial uses. Where there are particular locational requirements for certain activities, amendments to the Comprehensive Plan may be necessary. Amendments should be evaluated in relation to all applicable policies of the Comprehensive Plan.

The City should regularly (every five years or so) evaluate the need for additional commercial and industrial land. Again, the buildable lands inventory is the first step in this process.

Programs:

The City shall:

1. Regularly monitor and analyze commercial and industrial land inventories. When new lands are needed, the City Council shall authorize expansion of the UGB or other methods to ensure that at least a 20-year inventory of land for each category is available within the urban area.

City staff is in the process of developing a buildable lands inventory that can be updated as development occurs. The next step would be to conduct an analysis of needed lands to determine whether an expansion of the Urban Growth Boundary (UGB) is necessary.

2. Update and manage all public facilities planning to meet community and economic development goals while encouraging additional public and private investment in the community.

The City is on about a 5 year cycle with its facilities plans. The Wastewater Master Plan was just updated last year and Transportation Systems Plan and Water Master Plan are in the process. These plans are what the City uses to generate SDC costs and properly expand our system to support future growth. Having these plans encourages investment much like knowing the earnings of a company encourages investment; because you have a known path and cost. These plans also help the City analyze all the options available to provide the most cost effective means of providing infrastructure without sacrificing quality. A great example of this are the changes to the City's wastewater facilities plan which cut SDCs roughly in half by moving from a traditional sewage treatment plant design to a wetlands disposal system.

3. Explore and initiate methods for preserving large industrial parcels to meet projected demand.

There are two ways in which the City can preserve large industrial parcels. First, large lots can be designated at the time of an Urban Growth Boundary (UGB) expansion with restrictions placed on these lots in regard to the size of future land divisions. Second, the City is participating in the Central Oregon Regional Economic Opportunities Analysis (REOA). If approved and adopted by Crook County, this could allow Prineville to add additional industrial land to the City's UGB based on regional needs; such land would be under strict regional regulations that, as currently written, would not allow any lots to be created under 50 acres in size.

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4. Complete urban reserve planning consistent with the other provisions previously listed in this Plan. See attached Urban Reserve Area Map No. 4

This map was actually pulled out of the comprehensive plan before adoption. When the City next reviews the need for urban growth boundary expansion, urban reserve planning should also be discussed.

5. Any correction amendments and needed legislative changes for rezoning shall be processed immediately upon City Council directive.

Staff and the Planning Commission have been very proactive in addressing these corrections since the adoption of the Comprehensive Plan. Examples include rezoning on the Facebook site and rezoning of the residential areas around the Woodgrain Mill that had never been properly rezoned in accordance with state and local policies.

6. Develop a community entrance plan that fosters improved aesthetic treatments and buffering along the western entrances to the community.

This has to do both with the east and west entrances into town, including both the “Y” and the industrial areas above the grade in the west and the area around the Laughlin/Third Street intersection in the east. At the request of City Council, there has been a work group recently assembled to look into the issue of improving the berm up the grade adjacent to the industrial areas.

Goal # 2: Develop an “Economic Development Strategic Plan” and other mechanisms necessary for supporting and enhancing the local economy.

Economic Values and Policies

- Successful economic development strategies require cooperation with a variety of agencies and other groups to develop a plan that best meets the requirements of a growing community.

It generally helps to bring everyone to the table so that the various groups and agencies have some buy in to the process and outcome. Even if a group or agency doesn't get their way, just having them there reduces the chance of opposition as well as opportunities for collaboration on future projects.

- Successful economic opportunities rely upon the communities' ability to support and connect various elements of the economic development into an integrated framework.

This goes back to creating facility plans so that when an opportunity arises the City knows what it can provide and what a developer may need to help with. In some cases it could be an “if you build it they will come” scenario but this is difficult to fund because we rely on SDC from developers to expand our infrastructure. The City and County fund a significant portion of the Prineville Economic Development for Central Oregon (EDCO) program which is intended, in part, to address this policy.

- Promoting an entrepreneurial climate for existing and new businesses is a key factor in strategic planning.

This can be done in many ways such as urban renewal but today it is primarily the zoning code. The recent update to the code has eliminated and shortened some processes that were determined to be unnecessary and has also increased flexibility in a number of ways for start-up businesses.

- Providing a strong public partnership with local businesses is key to successful economic development.

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The City is building a partnership with local businesses in a number of ways, including through the EDCO program and ensuring local businesses are significantly involved in planning efforts (i.e. the upcoming TSP update).

- Ensuring a high quality of life and the small town atmosphere is essential to addressing citizen concerns about growth and economic development.

This is a difficult one because everyone has a different feeling about what a “small town feel” is. Inevitably as a City grows the feeling changes, which is primarily to do with the increase in population. However that “small town feel” can be reproduced in “complete neighborhoods”. If you can have a “China town” you can have a “Small town”.

- SDC charges must be carefully monitored and evaluated to ensure that development pays its own way while not creating obstacles to desired development.

Our SDC charges were updated in 2009 and increase with the construction cost index. There is not much we can do about what things cost other than planning an efficient system that doesn't include infrastructure we don't need. For example we try to design our sewer system at the appropriate depths so we can gravity as much as possible and not have to maintain multiple pump stations around town.

- The adoption and implementation of a Downtown Enhancement Plan will help to ensure the long-term success of the urban core area.

We currently have a downtown enhancement plan adopted in 1997. This plan has been inconsistently enforced and should be updated. Improving the look and function of the downtown can go a long way in promoting business by creating a place that people want to be instead of a quick stop.

- The State of Oregon transportation system (ODOT) has a significant effect upon the local community. Local groups and City decisions makers will need to establish good working relationships with ODOT to ensure coordination and quality development.

With 5 Hwy's going through Prineville, ODOT has a significant effect, but it also works to our advantage in that we don't pay for maintenance and it helps when looking for State funds. City staff currently has a strong working relationship with ODOT. Projects on which we have recently collaborated on include the 2nd Street extension, the Highway 126 Corridor Plan, the Safe Routes to School Sidewalk Project, the Ochoco Creek Trail Restoration Project, the upcoming Transportation Systems Plan Update and the initial design of 9th Street.

Programs:

The City shall:

1. Organize and staff an economic development committee whose purpose is to monitor and recommend needed changes to the City economic opportunities analysis and develop an “Economic Development Strategic Plan.” The committee shall include three members of the City Council, 2 members of the Planning Commission, and two ad hoc members of the community experienced in economic development and any staff members deemed appropriate by the City Manager.

This program has not been established as prescribed here. Currently this role is held by Economic Development for Central Oregon which has a local staff/office and a board on which the city is represented by the City Manager. If the City does move forward with this program it will be important that such a committee complement the EDCO program rather than serve a redundant purpose.

2. Continue to refine which commercial and industrial activities are lacking in the community. The City shall identify needed commercial and industrial areas on an overlay map. The overlay map is a general framework plan that represents where certain areas of the community could benefit from additional commercial or industrial designations.

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This could be part of a framework plan that has been mentioned in previous chapters.

3. Develop strategies to capture the opportunities of a technology and knowledge-based economy.

Facebook and the Oregon Open Campus are a good start. The Campus was something we went after when the stimulus money was available from the Feds; the effort was led by the OSU Extension office. Facebook came to the City expressing interest in locating here and then we made it happen. The City has begun to use the arrival of Facebook as a catalyst for developing strategies to continue to make Prineville an appealing destination for high-tech industry, including initial discussions of utilizing treated water from the sewage plant for cooling purposes.

4. Modify the land use development codes to better address economic development objectives and encourage appropriate mixed-uses in commercial and industrial zones.

The recent update of the land use code provides for both a commercial mixed use zone and an employment mixed use zone.

5. Update and monitor the SDC methodology to assure appropriate charges to new development.

This is done on an ongoing basis.

6. Adopt a Downtown Plan that includes a long-term strategy for enhancing development opportunities in the urban core and creates a “sense of place” for local residents and visitors alike

Our downtown enhancement plan is 14 years old and was poorly implemented. A new plan needs to be clearer on when the plan is to be implemented, such as with development only or when a sidewalk is replaced. We may also want to create some kind of incentives to upgrade, or even a cost sharing program.