

**Growth and Economic Development
PRELIMINARY ACTION PLAN -
Developed by community leaders attending the 12/11/12 meeting**

Prioritization and action step development process: Community leaders attending the meeting evaluated all the gaps identified with each aspiration that the community had developed to date. They were given dots and voted on the priorities that were most important to them. Next attendees individually developed suggestions on possible action steps, solutions and partners for the top 3 priorities. Next groups discussed their ideas and developed the ideas below. Professional city staff has added notes to provide background and context as appropriate.

FOCUS AND EXPAND DOWNTOWN ASPIRATION: *Keep a Vital Active Centralized Downtown Avoiding Sprawl throughout Canby, Specifically Along Highway 99E*

FIRST PRIORITY GAP: Integrate mixed use office and/or residential over retail within Downtown zone. (Note: this is allowed in adopted downtown plan and zoning ordinance.)

ACTION PLAN TO CLOSE THIS GAP

ACTION STEPS	LEAD PARTNERS	SUPPORT PARTNERS	TIMELINE
Integrate mixed use, office and /or residential over retail			
Zoning			
Incentives			

Notes: Mixed use development is allowed in the adopted downtown plan and zoning ordinance. Many of the current downtown buildings are one story but new development can be encouraged to provide second stories and mixed use. Financing mixed use projects can be challenging for lenders. The Canby Revolving Loan program funds code related upgrades, internal retrofits, etc.

SECOND PRIORITY GAP: Further update relatively new design standards to ensure that new development has a similar historic flavor of the current downtown and to retain and develop a cohesive downtown look. (Need to define historic flavor or period.)

ACTION PLAN TO CLOSE THIS GAP

ACTION STEPS	LEAD PARTNERS	SUPPORT PARTNERS	TIMELINE
Add to the new design standards to encourage a historic look. Avoid being too restrictive.			
Define the desired historic look or era – Prime examples include City Hall, Canby Pub, and Nails 2C.			
Identify strategic area of focus such as 1 st at Grant and Holly.			

THIRD PRIORITY GAP: Attract more small businesses, restaurants, a brew pub, and night life options, at a variety of price points and have the Chamber of Commerce downtown.

ACTION PLAN TO CLOSE THIS GAP

ACTION STEPS	LEAD PARTNERS	SUPPORT PARTNERS	TIMELINE
Make staff aware of all forms of financing for new businesses			
Court new desirable businesses			
Eat and drink more...Promote local			

UNIFIED LOOK DOWNTOWN AND THROUGHOUT CITY ASPIRATION STATEMENT: *Develop and enforce design standards for 99E Commercial that reflects the look and feel of Downtown so that we have a more attractive 99E area.*

TOP PRIORITY GAP: Enforce and enhance existing design standards that reflect the cultural and historic identity of Canby along 99E. Commercial along 99E looks like a strip mall.

ACTION PLAN TO CLOSE THIS GAP

ACTION STEPS	LEAD PARTNERS	SUPPORT PARTNERS	TIMELINE
Clean and update existing buildings with the Façade Improvement Program			
Allow new design standards to be enforced and take effect.			

SECOND PRIORITY GAP: Provide safer pedestrian access across and along 99E and railroad in accordance with the newly adopted Highway 99E Gateway Corridor Plan.

ACTION PLAN TO CLOSE THIS GAP

ACTION STEPS	LEAD PARTNERS	SUPPORT PARTNERS	TIMELINE
Addressed in the Gateway Plan (crosswalk at Locust or Knott)			
Quiet zone at crossings			
Upgrades pedestrian safety			

THIRD PRIORITY GAP: Lack of funding and will take a long time to change.

ACTION PLAN TO CLOSE THIS GAP

ACTION STEPS	LEAD PARTNERS	SUPPORT PARTNERS	TIMELINE
Staff to pursue grants and stay abreast of funding Sources			

RESIDENTIAL ASPIRATION: *Pleasant, livable neighborhoods with tree lined, wide, safe streets; well-designed homes on various sized lots and not submitting to Metro’s pressure for higher density throughout Canby.*

TOP PRIORITY GAP: More Detailed Long Term Planning

- Designate and plan Residential Urban Reserves to the northwest between N. Holly and N. Maple, and 2700 extending to Willamette River achieving the connection of the Logging Trail to Molalla State Park while allowing larger parcels of Canderly Sandy Loam to develop last as desired. Also to the south of Canby extending to Molalla River with accommodation for gun club.
- Master plan undeveloped areas with community input so that developers know what the community wants and supports

PROPOSED ACTION PLAN TO CLOSE THIS GAP

ACTION STEPS	LEAD PARTNERS	SUPPORT PARTNERS	TIMELINE
Identify and prioritize future Urban Reserves. <ul style="list-style-type: none"> • Between N Holly and N Maple and 2700 extending North and West to the Molalla and Willamette Rivers 			
Expand the Urban Growth Boundary to specify the above areas for future residential development			
Master Plan undeveloped areas with input from impacted landowners and the community			

Notes: Urban, rural and undesignated lands were established around Canby in a Region wide Planning effort with input from the community. No urban reserve planning has been done to date. Clackamas County has land use authority over these areas under an urban growth management agreement with the City of Canby that outlines how they will be good stewards consistent with local goals.

BUSINESS AND EMPLOYMENT ASPIRATION STATEMENT: *Industrial and Business Growth Affording Economic Prosperity and Quality Job Creation While Maintaining Quality of Life and Improving the Overall Tax Base for the Community*

TOP PRIORITY GAP: Designate and plan Industrial Urban Reserve areas to the east and north of Mulino road for future employment land.

ACTION PLAN TO CLOSE THIS GAP

ACTION STEPS	LEAD PARTNERS	SUPPORT PARTNERS	TIMELINE
(1) Identify Property that is best for	City of Canby	Developers,	Begin planning at least

industrial development - Hire a professional like an Engineer to develop an assessment and recommendation	and Clackamas County	Metro	in 5 Years – It will take 5 years or longer to expand and serve this area.
Validate future sites and prioritize them. <ul style="list-style-type: none"> Identify agriculture land trusts in area 			
Create a task force to inform and guide the process			
Develop compelling reasons for landowners to buy in. <ul style="list-style-type: none"> Enlist a team of existing landowners in and adjacent to the park to help communicate benefits 			
Expand the Canby Urban Growth Boundary (Consider a phased approach)	<i>City of Canby</i>	<i>Clackamas County and DLCD.</i>	
Prepare land for development <ul style="list-style-type: none"> Develop Industrial Master Plan that Identifies Main Road Locations <i>Plan, fund and build needed infrastructure</i> Develop Incentive Program for Landowners and Businesses Develop a proactive business recruitment strategy Plan to expedite land absorption 	<i>City of Canby</i>	<i>Possible grants from DLCD</i>	

SECOND PRIORITY GAP: Attract high tech green industries

ACTION PLAN TO CLOSE THIS GAP

ACTION STEPS	LEAD PARTNERS	SUPPORT PARTNERS	TIMELINE
Focus on attracting well-paying jobs - \$60 - \$120,000 with benefits			
Infrastructure: Continue to fund, build and improve infrastructure in the Industrial Park <ul style="list-style-type: none"> Road improvements and utilities for Walnut Street, Township Road, Mulino Road 			

<p>and 1st Avenue.</p> <ul style="list-style-type: none"> • Build Otto Road or other access to Hwy 99E. • Fiber optics and high band width are important for high tech. • Determine and pursue funding options for implementation 			
<p>Business recruitment and targeted outreach to these industries.</p> <ul style="list-style-type: none"> • Partner with Greater Portland, Inc., Business Oregon, and OEDA to leverage city resources. • Recruitment should have a national and regional focus. • Communicate what is special about for Canby. • Have the Canby Community Response Team ready to promote Canby and meet with businesses. • Leverage networking with existing employers to attract like-minded businesses, suppliers and industry clusters • Promote larger sites (50+ acres) to appropriate leads such as brokers and large users. • Respond to Leads from the State, Region, County and Local Business • Promote industrial sites and buildings on state, regional, county and city websites 			
<p>Create an attractive community</p> <ul style="list-style-type: none"> • Support educational and arts amenities to be attractive to those industries. • Have a Variety of Housing Options to be Affordable at a variety of price points – to accommodate these employees 			

Explore tax incentives. Note: Canby offers System Development Charge rebates for job creation and 15 year property tax abatement on investments over \$25 million.			
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THIRD PRIORITY GAP: Need a more positive business building environment

ACTION PLAN TO CLOSE THIS GAP

ACTION STEPS	LEAD PARTNERS	SUPPORT PARTNERS	TIMELINE
This concern reflects the past history of Milgard Manufacturing			
Work toward a seamless and clear process. <ul style="list-style-type: none"> • Work to reduce hoops while maintaining the integrity of what the community wants. • Do a case study with new businesses to understand issues and work to address them. • Take new business owners to lunch to find out how the planning, and building process was. 			
Identify specific barriers that people are facing and perceptions			
Sequoia Extension – Happy that it is moving forward and demonstrates that Canby delivers on promises.			
Understand why Canby annexation issues might restrict development.			
Encourage property owners to keep property well maintained.			

SECOND PRIORITY GAP: Resist Metro Pressure for High Density and Small Lots

- Require some larger lot sizes and limit development of flag in-fill lots
- Provide a variety of lot sizes and housing types (some affordable)

ACTION PLAN TO CLOSE THIS GAP

Recognize current zoning codes – Evaluate them to ensure a variety in lot sizes and add safeguards if needed.			
Don't change the zoning code to promote higher residential density.			

Allow lot sizes of up to 12,000 to 15,000 sq. ft. (Estate Lots)			
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Notes: Metro has no control over Canby’s land use process or designation of its urban growth boundary. The city works with the Oregon Department of Land Use and Conservation to make sure city preferences meet state land use law requirements.

THIRD PRIORITY GAP: Control residential growth so it’s not too fast

ACTION PLAN TO CLOSE THIS GAP

Already done through voter approved annexation in Canby			
More restriction is not allowed by State Law			

Note: Canby has voter approved annexation that allows citizens to control the pace of growth. It is against state law for cities to have moratoriums on growth and they are required to provide infrastructure to accommodate it.

VOTE TALLY

FOCUS AND EXPAND DOWNTOWN		
Ranking	Gap Discussed	Votes
1	Integrate Mixed use Office/Residential	22
2	Further Update Design Standards so New Development Retains Historic Flavor and Cohesive Downtown Look	15
3	Assist Restaurants, Brew Pub, Night Life at Variety of Price Points/Chamber Downtown	15
4	Destination Sight Statue, Fountain, Water Feature and Public Art	10
5	Expand Lodging Options- Hotel, B& B, RV, Camping	5
6	Expand Farmers Market to Year Round	2
7	Connect Downtown to Event Center	0
UNIFIED LOOK DOWNTOWN AND THROUGHOUT CITY		
Ranking	Gap Discussed	Votes
1	Enforce and Enhance Existing Design Standards that Reflect the Cultural and Historical Identity of Canby Along Hwy 99E ...Looks Like a Strip Mall	20
2	Provide Safer Pedestrian Access Across and Along Hwy 99E and Railroad in Accordance with the Newly Adopted Highway 99E Gateway Corridor Plan	19
3	Lack of Funding and Will Take a Long Time to Change	18
RESIDENTIAL		
Ranking	Gaps Discussed	Votes
1	More Detailed Long Term Planning	31
2	Resist Metro Pressure for High Density and Small Lots	17
3	Control Residential Growth so it is Not too Fast	5
4	Deal with Increased Traffic Generated by New Growth	1
5	Preserve Historic Residential Homes	0
BUSINESS AND EMPLOYMENT		
Ranking	Gap Discussed	Votes
1	Designate and Plan Industrial Urban Reserve Areas East and North of Mulino Road for Future Employment Land	27
2	High Tech, Green, Clean Jobs	15
3	Need a More Positive Business and Building Environment	14
4	Encourage Expansion of Medical Facility 24/7 and/or Medical Complex	11
5	Imbalance of Jobs to Residents	3