A decorative border of colorful butterflies (purple, orange, and black) surrounds the central text. The butterflies are arranged in a repeating pattern along the top, bottom, left, and right edges of the page.

CITY COUNCIL MEETING PACKET

MAY 10, 2016



THE CITY OF **MADRAS**

City of Madras
City Council Meeting
City Council Chambers

May 10, 2016
7:00 p.m.

AGENDA

I Call to Order

II Pledge of Allegiance and Prayer

III Consent Agenda

All matters listed within the Consent Agenda have been distributed to each member of the Madras City Council for reading and study, are considered to be routine, and will be enacted by one motion of the Council with no separate discussions. If separate discussion is desired, that item may be removed from the Consent Agenda and placed on the Regular Agenda by request.

- A. Approval of Vouchers
- B. Approval of Minutes From the April 26, 2016
City Council Meeting
- C. Ratification of Expenditures for the 12th and "A" Street
Storm Water and ADA Improvements
- D. Approval to Surplus Four (4) Pieces of Equipment
Public Works Department / Police Department

IV Visitor Comments

- ▶ Request That Council Declare the Second Monday in October
as Indigenous People's Day

Gina Ricketts, Native American Program Coordinator
Central Oregon Community College

V Public Hearing (Legislative)

A. City of Madras Goal 9 Comprehensive Plan Amendments to the Economic Opportunities Analysis for Site Needs for Daimler Truck Testing Facility

- 1) Open Public Hearing
- 2) Staff Report
- 3) Comments From the Public
- 4) Close Public Hearing
- 5) Council Deliberations (Comments and/or Questions)
- 6) Council Takes Formal Action at this Time to Approve, Modify, Deny, or to Continue the Hearing to a Time and Date Certain

Community Development Director, Nicholas Snead

VI Resolution No. 09-2016

A resolution of the City of Madras establishing the Recreational Marijuana Advisory Committee, and Prescribing the Committee's Responsibilities and Duties.

Community Development Director, Nicholas Snead

VII Public Contract Review Board Meeting

A. Award of Construction Services Contract - Alex Hodges Construction Madras Municipal Airport West Access Road Project #2015-09 (aka Daimler Road Project)

- 1) Open Public Contract Review Board Meeting
- 2) Staff Report
- 3) Comments From the Public
- 4) Council Deliberations (Comments and/or Questions)

- 5) Council Takes Formal Action
- 6) Close Public Contract Review Board Meeting

Public Works Director, Jeff Hurd

VIII Solar Eclipse Planning Update

City Administrator, Gus Burrell

IX Additional Comments, Announcements, and Department Reports

X Adjourn

Pursuant to ORS 192.640, this agenda includes a list of the principal subjects anticipated to be considered at the above referenced meeting; however, the agenda does not limit the ability of the City Council to consider additional subjects. Meetings are subject to cancellation without notice.

This meeting is open to the public and interested citizens are invited to attend. This is an open meeting under Oregon Revised Statutes, not a community forum; audience participation is at the discretion of the Council. The meeting may be audio taped. Minutes of this and all public meetings are available for review at the Madras City Hall. The meeting place is handicapped accessible. Those needing assistance should contact the City Recorder two (2) days in advance of the meeting.

Executive Sessions are not open to the public; however, members of the press are invited to attend.

The City of Madras is an Equal Opportunity Provider.

DISBURSEMENTS LIST - April 2016

For Council Review and Approval

101-106	General Fund - Police	22,660.08
204	Transportations Operations Fund	17,868.82
206	Parks Fund	5,289.46
207	Tourism/Economic Development	33,776.89
306	Debt Service Fund	0.00
401	SDC Street Improvement Fund	0.00
402	SDC Park Improvement Fund	0.00
403	SDC Wastewater Improvement Fund	0.00
404	Airport Construction Fund	0.00
405	SDC Water Fund	0.00
406	SDC Stormwater Construction Fund	0.00
407	SDC Wastewater Reimbursement Fund	0.00
408	SDC Street Reimbursement Fund	0.00
409	Improvement Fee Fund	0.00
502	Water Operations Fund	13,017.95
503	Wastewater Operations Fund	74,050.73
504	Industrial Site Fund	16,619.69
505	Community Development Fund	7,266.65
509	Airport Operations Fund	72,887.82
802	Internal Services Fund-Central Services	14,355.53
803	Internal Services Fund-Public Works Staff	22,949.30
804	Internal Services Fund-Buildings	11,103.88
805	Internal Services Fund-Fleet	10,420.73
999	Treasurer's Cash-Customer Refunds	339.16

GRAND TOTAL

322,606.69

** Council Review and approval of payments made in the previous month**

Report Criteria:

Report type: GL detail

Bank.Account description = "General Ckg - BOTC"

Check Issue Date	Payee	Description	Check Amount
04/27/2016	PACIFIC POWER	Airport West Access Road New Lighting	48,618.00
04/27/2016	MADRAS JEFFERSON CO. CHAMBER O	3rd and 4th Quarter (Jan-June 2016) Funding	29,000.00
04/27/2016	HARPER, HOUF, PETERSON,	Industrial Site Readiness Plan	16,619.69
04/13/2016	7 PEAKS PAVING LLC	Construction Services: Golf Course Cart Path Paving	14,490.00
04/13/2016	PACIFIC POWER & LIGHT	800 SE Grizzly Road	11,472.08
04/13/2016	CalChem	Aluminum Chlorohydrate Solution	10,660.54
04/27/2016	CENTURY WEST ENGINEERING CORPO	Madras Access Road Professional Services	9,230.00
04/13/2016	DESCHUTES VALLEY WATER	Tie-in South	8,763.50
04/13/2016	JEFFERSON COUNTY SHERIFF	Dispatch Fees- April 2016	8,324.32
04/13/2016	DAY WIRELESS SYSTEMS	Install Microwave Link and Antenna on Water Tower	5,550.00
04/13/2016	PACIFIC POWER & LIGHT	212 4th Street and 176 NE 7th Street	5,275.67
04/13/2016	MID OREGON PERSONNEL SERVICES	PO 10842: Park Temp Help: 2/20-3/24	5,027.04
04/13/2016	H.A. MCCOY	H Street Pedestrian Improvement Project	4,750.00
04/13/2016	D.A. Davidson & Co	PO 10048: High Debt Analysis and Policy Recommendations	4,725.00
04/13/2016	MOONLIGHT BUSINESS PROCESS OUTSOURCING	PO 11053: PD Scanning and Microfilming	3,931.98
04/13/2016	HEFFERNAN, DANIEL 'DJ'	Madras EOA Update	3,503.00
04/06/2016	Peter York	18' Pontoon Boat- SWWTP: April 2016	3,500.00
04/13/2016	PACIFIC POWER & LIGHT	410 SW 4th Street	3,365.98
04/27/2016	HARPER, HOUF, PETERSON,	Wastewater Master Plan Update	3,351.80
04/13/2016	H.A. MCCOY	Bard Lane Phase 2 Project	3,100.00
04/13/2016	Bend Chamber of Commerce	American Airlines Revenue for Phoenix Flight	2,379.00
04/27/2016	AUTOMATED COMMUNICATIONS LLC	PO 10899: Radio Change from Fire Dept.	1,948.50
04/27/2016	HARPER, HOUF, PETERSON,	Daimler Proving Grounds	1,885.50
04/13/2016	JEFFERSON COUNTY PUBLIC WORKS	March PW Fuel: 776 Gal Unleaded, 451 Gal Diesel	1,840.05
04/13/2016	PACIFIC POWER & LIGHT	1st and B Street Lift Pump	1,806.08
04/27/2016	HARPER, HOUF, PETERSON,	City Standards Update	1,788.00
04/27/2016	Rob's Handyman Services	PO 10783: Taxi Way Repair, Water Riser Thrust Block	1,551.00
04/13/2016	BERG, ROB	Airport Management Services (April)	1,500.00
04/27/2016	Rob's Handyman Services	PO 10775: Dig Water Line Trench	1,366.00
04/13/2016	Ground Zero Timber Fallers Inc	PO 10840: Sahalee Tree Trimming (10 Trees)	1,250.00
04/27/2016	Ground Zero Timber Fallers Inc	(10) Sahalee Park Tree Trimming	1,250.00
04/27/2016	Pipe Masters, LLC	Water Main Repair for Madras Tire Factory	1,143.50
04/27/2016	JEFFERSON COUNTY COMMUNITY JUSTICE	PO 10846: ACJ Crew to Remove Tree Limes in Park	1,000.00
04/13/2016	FCS GROUP	Water and SDC Study	957.50
04/27/2016	FAZIO BROS.	PO 10845: 33 Tons of Top Dressing Sand	924.56
04/13/2016	JEFFERSON COUNTY PUBLIC WORKS	March PD Fuel: 587.80 GAL Unleaded	900.08
04/13/2016	DESCHUTES VALLEY WATER	800 SE Grizzly Road	883.40
04/13/2016	DESCHUTES VALLEY WATER	Kinkdade and A Street	755.89
04/13/2016	GREEN THUMB INDUSTRIES LLC	PO 10839: Prep, Install and Lay Sod (Hwy 97/Bard Ln)	675.00
04/27/2016	ARROWHEAD PROFESSIONAL SERVICE	City Hall/PD Janitorial Services (March)	590.00
04/13/2016	PACIFIC POWER & LIGHT	2028 NW Airport Way-Aviation Building	572.12
04/27/2016	RICOH USA INC	PD Copier Lease (May)	463.54
04/13/2016	MID OREGON PERSONNEL SERVICES	Finance Dept. Temp Help : 02/20-3/18	452.92
04/13/2016	BANK OF NEW YORK MELLON	Series 2011B FY 2016-17 Administration Fee	450.00
04/27/2016	HARPER, HOUF, PETERSON,	Brightwood Wastewater	447.00
04/27/2016	BENDTEL	20002-666: City Hall Phone Charges: April-May	433.05
04/13/2016	JEFFERSON COUNTY GEOGRAPHIC	Skate Park to Fishing Pond Map	420.00
04/13/2016	PACIFIC POWER & LIGHT	1990 NW Airport Way	394.13
04/27/2016	BENDTEL	20002-666: City Hall Phone Charges: April-May	384.59
04/27/2016	BENDTEL	20002-671: PW Building Phone Charges: April-May	378.77
04/13/2016	PACIFIC POWER & LIGHT	600 SW Marshall Street: Skate Park	373.98
04/13/2016	LEAGUE OF OREGON CITIES	Uniform Citation and Complaint Forms, Imprinting	336.00

Check Issue Date	Payee	Description	Check Amount
04/13/2016	Net Assets Corp.	March 2016 Lien Searches: 33	332.00
04/13/2016	DESCHUTES VALLEY WATER	1200 NW Birch Lane	311.85
04/27/2016	RICOH USA INC	PW & City Hall Copier Lease (May)	309.02
04/27/2016	RICOH USA INC	PW & City Hall Copier Lease (May)	309.02
04/27/2016	RICOH USA INC	PW & City Hall Copier Lease (May)	309.02
04/13/2016	PACIFIC POWER & LIGHT	950 SE B Street Trail Lights	298.68
04/13/2016	CARYN TILTON CONSULTING LLC	Finance Director Recruitment	290.00
04/27/2016	RICOH USA INC	CONTRACT #: 500-0363258-000: Plotter Lease (May)	288.36
04/27/2016	BENDTEL	20002-672: SWWTP Phone Charges: April-May	281.84
04/13/2016	BUREAU OF LABOR & INDUSTRY	BOLI Fee: Airport West Access Road	250.00
04/27/2016	ARROWHEAD PROFESSIONAL SERVICE	SWWTP Janitorial Services (March)	250.00
04/13/2016	PACIFIC POWER & LIGHT	990 NW Birch Lane Pump	246.87
04/13/2016	PACIFIC POWER & LIGHT	2080 NW Airport Way #2	240.89
04/13/2016	DEPARTMENT OF ENVIRONMENTAL QU	G. Poland WW Operator Certification Exam Fee	240.00
04/27/2016	HARPER, HOUF, PETERSON,	Willowbrook Subdivision	240.00
04/13/2016	PACIFIC POWER & LIGHT	1st and B at NW Corner	235.69
04/27/2016	MID OREGON PERSONNEL SERVICES	Street Temp Help: 3/28-3/29	227.04
04/27/2016	ARROWHEAD PROFESSIONAL SERVICE	PW Janitorial Services (March)	225.00
04/27/2016	TOMBLESON, REBECCA	Mileage Reimbursement to Airport and Training	222.97
04/13/2016	CASCADE NATURAL GAS	226 NW B Street- April 2016	222.66
04/13/2016	PACIFIC POWER & LIGHT	227 NE Jefferson Street #1	214.48
04/13/2016	AMERITITLE	Title Report: 366 SW M St.	200.00
04/13/2016	AMERITITLE	Title Report: 11 13 11 DC 00300	200.00
04/13/2016	AMERITITLE	Title Report: 11 13 14 AB 00200	200.00
04/13/2016	H.A. MCCOY	General City Engineering	200.00
04/27/2016	ARROWHEAD PROFESSIONAL SERVICE	Airport Janitorial Services (March)	200.00
04/13/2016	CASCADE NATURAL GAS	2028 NW Airport Way- April 2016	196.82
04/27/2016	Greh Fabrication, LLC	Repair on Mower Muffler Heat Shields	195.00
04/13/2016	PACIFIC POWER & LIGHT	230 NW B Street	177.98
04/13/2016	Judy Schrater	Overpayment: J. Schraters	172.66
04/27/2016	BENDTEL	20002-665: Airport Way Phone Charges: April-May	172.48
04/13/2016	PACIFIC POWER & LIGHT	C Street Between 7th and 8th	170.07
04/27/2016	RESERVE ACCOUNT (PITNEY BOWES)	Equipment Rental (Jan-March)	168.07
04/27/2016	SILVER STAR TELECOM	Ethernet Local Loop and Business Internet (April)	166.88
04/13/2016	PACIFIC POWER & LIGHT	1st and B Shop	165.84
04/13/2016	CASCADE NATURAL GAS	216 NW B Street- April 2016	157.80
04/13/2016	MID OREGON PERSONNEL SERVICES	Comm. Dev. Temp Help: 02/20-03/18	149.12
04/13/2016	OREGON EMBROIDERY	PW Emroidery: 10 Shirts	145.00
04/27/2016	SILVER STAR TELECOM	Ethernet Local Loop and Business Internet (April)	141.21
04/13/2016	CASCADE NATURAL GAS	125 SW E Street- April 2016	136.17
04/13/2016	HANSEN, MEGAN	Mileage Reimbursement: Bank, Post Office, AP Training	134.14
04/13/2016	PACIFIC POWER & LIGHT	Corner of I and 5th Street	133.87
04/13/2016	L3 CONSTRUCTION, LLC	Install Door Sweeps at GAB	125.00
04/27/2016	PACIFIC POWER & LIGHT	Street Lights	119.32
04/27/2016	CENTURYLINK	Internet Services for Golf Course (April 2016)	106.98
04/13/2016	PACIFIC POWER & LIGHT	S Corner of Cherry and Demers Drive	98.51
04/27/2016	BENDTEL	20002-666: City Hall Phone Charges: April-May	95.90
04/27/2016	BENDTEL	20002-666: City Hall Phone Charges: April-May	95.90
04/13/2016	Rhonda Simmons	Overpayment: R. Simmons	93.76
04/13/2016	Deisi & Emanuel Estrada	WA/Sewer Refund - D&E Estrada	92.63
04/27/2016	SILVER STAR TELECOM	Ethernet Local Loop and Business Internet (April)	90.04
04/13/2016	CENTURY WEST ENGINEERING CORPO	Madras Municipal Airport Environmental/Cultural Resources	82.34
04/13/2016	Bid NW	WA/Sewer Refund - Bid NW	81.67
04/27/2016	Reeve Paxson	WA/Sewer Refund - R. Paxson	80.80
04/13/2016	ZUMAR INDUSTRIES INC	12 X 18 Sign: "Facility is Being Video Taped"	78.61
04/27/2016	Chelsea Metzentine	Sewer Refund- C. Metzentine	77.31

Check Issue Date	Payee	Description	Check Amount
04/13/2016	Alyssa Rush	WA/Sewer Refund - A. Rush	76.29
04/13/2016	MIDDLETON SEPTIC & PORTABLE TOILETS LLC	Monthly Toilet Rental for Golf Course (March)	75.00
04/27/2016	HARPER, HOUF, PETERSON,	Mc Taggart Speed Signs	74.50
04/27/2016	HARPER, HOUF, PETERSON,	ADA Issues	74.50
04/13/2016	MONTGOMERY, BILL	Mileage Reimbursement: EDCO/COIC Meetings	74.08
04/27/2016	MID OREGON PERSONNEL SERVICES	Pre-Employment Drug Screen	70.00
04/13/2016	CENTURYLINK	Internet Services for SWWTP (April 2016)	68.92
04/13/2016	PACIFIC POWER & LIGHT	Trail Lights: 682 NW Hwy 97	64.53
04/13/2016	Coldwell Banker Realty	WA/Sewer Refund - Coldwell Banker	62.75
04/13/2016	PACIFIC POWER & LIGHT	380 Canyon Road	61.76
04/27/2016	PACIFIC POWER & LIGHT	1st and D Impound Lot	57.30
04/13/2016	PACIFIC POWER & LIGHT	216 NW B Street #2	56.53
04/13/2016	PACIFIC POWER & LIGHT	675 SE Buff Street	56.20
04/13/2016	AIRE-MASTER OF AMERICA INC.	Urinal Screen Cleaning, Deodorizer Service	56.00
04/13/2016	CENTURYLINK	Internet Services for Airport (April 2016)	55.74
04/13/2016	Bonnie Hughes	Sewer Refund- B. Hughes	54.79
04/12/2016	EMBANKS, ROYCE	Mileage Reimbursement: Maupin Meeting	51.52
04/27/2016	Marine Board	Application for Boat Title: 2016 Pontoon	50.00
04/13/2016	ROHACH, RICHARD	Swift Steel Inc: Expanded Metal- 4x8 Sheet	48.22
04/27/2016	Andrea Hardgrave	Overpayment: A. Hardgrave	47.56
04/13/2016	ONE CALL CONCEPTS INC.	Oregon Utility Notification Center Tickets (April)	46.20
04/13/2016	PACIFIC POWER & LIGHT	2260 NW Airport Way	43.73
04/13/2016	PACIFIC POWER & LIGHT	28 NE Plum Street (Trail Lights)	43.40
04/13/2016	PACIFIC POWER & LIGHT	216 NW B Street	40.22
04/13/2016	DEPARTMENT OF MOTOR VEHICLES	Title Fees (2010 FRHT and 2011 Intl Trucks)	39.00
04/13/2016	PACIFIC POWER & LIGHT	701 NW Cherry Lane	38.84
04/13/2016	MID OREGON PERSONNEL SERVICES	PD Temp Help: 2/1/16	38.70
04/13/2016	PACIFIC POWER & LIGHT	1838 NW Demers Drive Shop	38.46
04/27/2016	MID OREGON PERSONNEL SERVICES	Pre-Employment Drug Screen	35.00
04/27/2016	MID OREGON PERSONNEL SERVICES	Pre-Employment Drug Screen	35.00
04/13/2016	PACIFIC POWER & LIGHT	Birdie Lane: Sewer Lift	33.26
04/13/2016	PACIFIC POWER & LIGHT	Corner of Tracie and Adams	32.02
04/13/2016	PACIFIC POWER & LIGHT	2142 NW Berg Drive	29.51
04/27/2016	Adrienne Yaw	Sewer Refund- A. Yaw	27.06
04/27/2016	RESERVE ACCOUNT (PITNEY BOWES)	Equipment Rental (Jan-March)	25.72
04/27/2016	SILVER STAR TELECOM	Ethernet Local Loop and Business Internet (April)	25.67
04/27/2016	JC Gemini	Overpayment: JC Gemini	25.18
04/27/2016	María Vargas	Sewer Refund- M. Vargas	20.95
04/27/2016	RESERVE ACCOUNT (PITNEY BOWES)	Equipment Rental (Jan-March)	20.27
04/13/2016	LEAGUE OF OREGON CITIES	Finance Director Advertisement	20.00
04/13/2016	PACIFIC POWER & LIGHT	212 SW 5th Street, 2nd Meter	18.48
04/13/2016	PACIFIC POWER & LIGHT	B Street and Kinkade	18.48
04/13/2016	DESCHUTES VALLEY WATER	Cherry Lane and Berg Drive	18.00
04/13/2016	DESCHUTES VALLEY WATER	Cherry Lane and Hwy 26	18.00
04/13/2016	DESCHUTES VALLEY WATER	City View Trail	18.00
04/13/2016	DESCHUTES VALLEY WATER	Crescent Park Yarrow	18.00
04/13/2016	DESCHUTES VALLEY WATER	Bean Park	18.00
04/13/2016	DESCHUTES VALLEY WATER	Hess Street and Hwy 26	18.00
04/13/2016	DESCHUTES VALLEY WATER	Floyd and Kenwood	18.00
04/13/2016	DESCHUTES VALLEY WATER	760 NW Birch Lane	18.00
04/13/2016	DESCHUTES VALLEY WATER	NW Adler Street (Clubhouse)	18.00
04/13/2016	DESCHUTES VALLEY WATER	2020 NW Berg Drive	18.00
04/13/2016	DESCHUTES VALLEY WATER	Cherry Lane and Hwy 26	18.00
04/13/2016	DESCHUTES VALLEY WATER	NE of 725 SE Buff Street	18.00
04/13/2016	DESCHUTES VALLEY WATER	SW Fairgrounds Road	18.00
04/13/2016	DESCHUTES VALLEY WATER	Berg Drive	18.00

Check Issue Date	Payee	Description	Check Amount
04/13/2016	DESCHUTES VALLEY WATER	1167 SW Hwy 97 Irrigation	18.00
04/13/2016	DESCHUTES VALLEY WATER	1076 SW Hwy 97 Irrigation	18.00
04/13/2016	DESCHUTES VALLEY WATER	1210 SW Hwy 97 Irrigation	18.00
04/13/2016	DESCHUTES VALLEY WATER	SE Buff Street (by Bus Barn)	18.00
04/13/2016	DESCHUTES VALLEY WATER	S. Adams and L Street	18.00
04/13/2016	DESCHUTES VALLEY WATER	898 SW Hwy 97	18.00
04/27/2016	Randy Haugen	WA/Sewer Refund - R. Haugen	13.56
04/27/2016	SILVER STAR TELECOM	Ethernet Local Loop and Business Internet (April)	12.66
04/27/2016	Jaydra Borja and Tyler Larrea	WA/Sewer Refund - J. Borja	10.57
04/27/2016	RESERVE ACCOUNT (PITNEY BOWES)	Equipment Rental (Jan-March)	3.94
04/27/2016	BENDTEL	20002-669: Community Dev. Charges: April-May	.15
04/01/2016	Deisi & Emanuel Estrada	WA/Sewer Refund - D&E Estrada	92.63- V
Grand Totals:			<u>247,445.62</u>

Report Criteria:

Report type: GL detail

Bank.Account description = "General Ckg - BOTC"

**Bank of America Purchase Cards
April 2016**

<u>Date</u>	<u>Payee</u>	<u>Description</u>	<u>Amount</u>
3/31/2016	WADDELL ELECTRICAL MEC	WADDELL ELECTRICAL - PO 10778: Rebuild Motor Irrigation Pump for NWWTP	\$7,617.36
4/6/2016	CENTRAL OREGON HEATING	CENTRAL OR HEATING - PO 10892: Furnace Replacement for GAV	\$3,284.00
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - City Spray Park (March)	\$1,856.00
4/7/2016	IN APSCO LLC	APSCO - PO 10782: Pinch Valve Sleeve for SWWTP Pista-Grit	\$1,605.92
4/6/2016	TURF STAR INC	TURF STAR - Spin, Grind, Sharpen Bed Knives, Rebuild Rollers	\$1,539.92
4/4/2016	COVENANT TECHNOLOGY SOLUT	COVENANT TECH - Monthly Support Service Fee (April)	\$1,538.88
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Public Contracting Updates (March)	\$1,512.00
4/1/2016	CASCADE COLUMBIA	CASCADE COLUMBIA - PO 10779: 1 Drum Polymer Naico	\$1,497.68
4/6/2016	OVHD DR CO CNTRL OREGON	OVERHEAD DOORS - PO 10888: Replace Door Panels for Shop Bays	\$1,496.50
4/20/2016	BRENNTAG IN HOUSE	BRENNTAG - 980 GAL 12.5% Sodium Hypochlorite	\$1,489.60
3/31/2016	CENTRAL ELECTRIC COO INC	CENTRAL ELECTRIC - Dogwood/Runway/Beige Monthly Usage (March)	\$1,394.07
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Golf Course Mgmt Agreement (March)	\$1,360.00
4/4/2016	COVENANT TECHNOLOGY SOLUT	COVENANT TECH - Monthly Support Service Fee (April)	\$1,302.13
4/6/2016	SHERATON GRAND PHOENIX	SHERATON GRAND PHOENIX - N. Snead- Lodging: APA Conference	\$1,152.72
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - SDC Pmt Agreement: Java Rock (March)	\$1,120.00
4/1/2016	LES SCHWAB	LES SCHWAB - PO 11061: Veh 1301 New Tires and Balance	\$1,041.23
4/5/2016	CENTRAL OREGON HEATING	CENTRAL OR HEATING - PO 10894: Repairs to Erickson Air Tanker Building	\$1,003.00
4/14/2016	MAIL COPIES & MORE LLC	MAIL COPIES & MORE - Spring/Summer Banners: Holiday Decor	\$999.94
3/26/2016	CASELLE	CASELLE - Monthly Support Services (April)	\$987.67
3/31/2016	EWING IRRIGATION PRD	EWING IRRIGATION - PO 10841: Scrubber Valves (Rainbird)	\$960.96
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Central Service Misc.(March)	\$944.00
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Confidential Matter (March)	\$928.00
4/21/2016	WILBUR ELLIS MADRAS	WILBUR ELLIS MADRAS - Speedzone Herbicide	\$923.33
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Services Contract: Weed Abatement (March)	\$912.00
4/21/2016	SQ CARRIE BURGESS	EDS PLUMBING - PO 10785: Replace Water Service Line @ Cat-Ag	\$900.00
4/19/2016	VZWRLLSS MY VZ VB P	VERIZON - PW Monthly Services (March)	\$831.63
4/4/2016	COVENANT TECHNOLOGY SOLUT	COVENANT TECH - Monthly Support Service Fee (April)	\$828.63
4/5/2016	JEFFERSON COUNTY CHAMBER	JEFF. CO. CHAMBER - Community Events Misting Tent	\$757.95
4/4/2016	PAPE MACHINERY	PAPE MACHINERY - PO # 10898: Parts for 570A Grader (Hoses, Thermostat, Gaskets)	\$747.78
4/20/2016	WILBUR ELLIS MADRAS	WILBUR ELLIS MADRAS - Speedzone Herbicide	\$734.16
4/20/2016	BRENNTAG IN HOUSE	BRENNTAG - 451 GAL 12.5% Sodium Hypochlorite	\$725.52
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - West Access Road Invitation to Bid (March)	\$720.00
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Land Use, Misc. (March)	\$704.00
4/5/2016	CENTRAL OREGON HEATING	CENTRAL OR HEATING - PO 10895: SWWTP A/C Repair	\$695.00
3/31/2016	WESTIN SEATTLE	WESTIN SEATTLE - R. Berg- Meal: FAA Conference	\$679.47
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Public Contracting Updates (March)	\$648.00
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Service Agmnt.: Solar Eclipse (March)	\$640.00
4/1/2016	CESSCO INC	CESSCO INC - PO #10844: Pump for Water Wagon @ Golf Course	\$604.35
4/14/2016	SQ COVE ELECTRIC, INC.	COVE ELECTRIC - PO 10781: Repair Exhaust Fan in SWWTP	\$594.07
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Airport Hanger Lease: Cat AG (March)	\$576.00
4/5/2016	SQ COVE ELECTRIC, INC.	COVE ELECTRIC - PO 10100: Conduit Repair for Sign on Adams and Prince's Place	\$509.68
4/19/2016	GALLS HQ	GALLS - Blumenthal Uniforms, Carrier Ext Mollie	\$499.85
4/8/2016	WILBUR ELLIS MADRAS	WILBUR ELLIS MADRAS - Speedzone Herbicide	\$499.00
4/8/2016	USA BLUE BOOK	USA BLUE BOOK - Level Controller for NWWTP	\$482.09
4/8/2016	LAWSON PRODUCTS	LAWSON PRODUCTS - Supplies for Equipment Repairs	\$478.52
4/16/2016	CARSON - CREDIT	CARSON OIL - 120 GAL Non-Ethanol, 127 GAL Biodiesel	\$466.57
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Daimler Trucks Dev. Project (March)	\$464.00
4/8/2016	MADRAS TIRE FACTORY	MADRAS TIRES - #68 Parks Flat Bed Front Brake Repair	\$400.65
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Employment Application (March)	\$368.00
3/28/2016	ELMERS FLAG AND BANNER LL	ELMERS FLAG AND BANNER - Downtown Flags	\$365.10
4/8/2016	WILBUR ELLIS MADRAS	WILBUR ELLIS MADRAS - Atrimmec PGR	\$355.05
4/5/2016	CENTRAL OREGON HEATING	CENTRAL OR HEATING - Replace Bearings and Belts in City Hall	\$350.00
4/12/2016	CLIFFS REPAIR AND AUTO	CLIFFS REPAIR/AUTO - Remove all PD Equipment from Veh 501	\$340.00
4/11/2016	TS & S FORD	TS & S FORD - #149: WW Truck Steering Repair	\$332.24
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Wilbur Ellis Co. Lease Amendment (March)	\$320.00
4/6/2016	CARSON - CREDIT	CARSON - 68 GAL Biodiesel, 87 GAL Ethanol	\$318.75
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Nuisance Violations: Right to Assert Claims(March)	\$304.00
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Loan Agmnt. David Potter (March)	\$288.00
4/1/2016	BULLET RENTAL AND SALES I	BULLET RENTAL - Boom Lift for City Hall A/C Repairs	\$282.00

**Bank of America Purchase Cards
April 2016**

<u>Date</u>	<u>Payee</u>	<u>Description</u>	<u>Amount</u>
4/5/2016	CENTRAL OREGON HEATING	CENTRAL OR HEATING - HVAC Repairs to Golf Course Shop	\$278.00
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Community Dev. Misc. (March)	\$272.00
4/4/2016	SQ BEST CLEANERS A	BEST CLEANERS - Upholstery Chair Cleaning	\$262.50
4/21/2016	ULINE SHIP SUPPLIES	ULINE SHIP SUPPLIES - Gloves and Garbage Bags	\$259.74
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Daimler Trucks Dev. Project (March)	\$256.00
4/19/2016	SQ COVE ELECTRIC, INC.	COVE ELECTRIC - Reconnect and Test Pump	\$255.00
4/14/2016	GENO'S ITALIAN GRI	GENO'S ITALIAN GRILL - Budget Committee Meal: April 14th	\$253.80
4/20/2016	IBS, INC.	IBS, INC. - Split Shine Detailing Spray	\$253.64
3/23/2016	CENTRAL OREGON HEATING	CENTRAL OR HEATING - SWWTP HVAC Repairs and Inspection	\$250.00
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Water Ops Misc. (March)	\$240.00
4/8/2016	TRAFFIC SAFETY SUPPLY CO	TRAFFIC SAFETY SUPPLY - New Street Signs	\$239.36
4/4/2016	COVENANT TECHNOLOGY SOLUT	COVENANT TECH - Monthly Support Service Fee (April)	\$236.75
3/31/2016	CENTRAL ELECTRIC COO INC	CENTRAL ELECTRIC - LIG Monthly Usage (March)	\$230.58
4/14/2016	MADRAS TIRE FACTORY	MADRAS TIRES - #02 Dump Truck Tire Damage Repair	\$230.00
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - MRC Misc. (March)	\$224.00
3/23/2016	CENTRAL OREGON HEATING	CENTRAL OR HEATING - Cleaned, Repaired and Inspected PW HVAC	\$220.00
4/14/2016	MADRAS SANITARY - OFFICE	MADRAS SANITARY - Airport Services (March)	\$214.76
4/19/2016	SQ COVE ELECTRIC, INC.	COVE ELECTRIC - Troubleshoot Blower Pump, Blower and SHT Mixer	\$210.00
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Road Transfer IGA w/ Jeff. Co. (March)	\$208.00
3/31/2016	MADRAS AUTO PARTS	MADRAS AUTO - Hydraulic Oil for Cat 140-G	\$205.44
4/14/2016	MADRAS SANITARY - OFFICE	MADRAS SANITARY - Shops Services (March)	\$203.86
4/5/2016	SQ COVE ELECTRIC, INC.	COVE ELECTRIC - Lamp in Green Beacon Light Repair	\$200.00
3/31/2016	PAYPAL OSROA	OSROA - Farrester Dues for OR Safe Routes to School Officer Assoc.	\$199.00
4/14/2016	SQ D'S LOCK AND KE	SQ D'S LOCK - Reset Locks at SWWTP	\$196.95
4/11/2016	NAPA AUTO	NAPA AUTO 0023005 - Blower Belts	\$195.36
4/19/2016	BENDBROADBAND BEND, OR	BEND BROADBAND - PD Internet (April)	\$195.00
4/1/2016	IN TREASURE VALLEY COFFE	TREASURE VALLEY COFFE - PW: Tea, Coffee, Cups, Sugar	\$193.95
3/30/2016	MILLER LUMBER	MILLER LUMBER - Boards for 8th Street House	\$188.82
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Confidential File Review (March)	\$176.00
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - MOU w/ Jeff. Co. Rod/Gun Club (March)	\$176.00
4/14/2016	IN TREASURE VALLEY COFFE	TREASURE VALLEY - Coffee, Creamer, Sugar	\$174.30
3/29/2016	EWING IRRIGATION PRD	EWING IRRIGATION - Irrigation Fittings (Slip Fix Repair Nipple)	\$173.17
3/30/2016	BENDBROADBAND BEND, OR	BEND BROADBAND - Monthly Internet Charges (April)	\$168.02
4/18/2016	EDGE ANALYTICAL INC	EDGE ANALYTICAL - Total Coliform/E Coli Samples	\$168.00
4/11/2016	USA BLUE BOOK	USA BLUE BOOK - Locks for Meters	\$167.55
4/14/2016	MADRAS TIRE FACTORY	MADRAS TIRES - WW Mower Tire Replacement	\$163.90
3/30/2016	EDGE ANALYTICAL INC	EDGE ANALYTICAL - BOD Test and Total Suspended Solids	\$162.00
4/6/2016	EDGE ANALYTICAL INC	EDGE ANALYTICAL - BOD Test and Total Suspended Solids	\$162.00
4/14/2016	EDGE ANALYTICAL INC	EDGE ANALYTICAL INC - BOD Test and Total Suspended Solids	\$162.00
3/31/2016	MADRAS TIRE FACTORY	MADRAS TIRE FACT - Flat Repair for Turbo Backhoe	\$160.00
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Berg Dr. ROW Dedication & Stormwater Easement (March)	\$160.00
4/14/2016	SQ COVE ELECTRIC, INC.	COVE ELECTRIC - SWWTP Lit Replacement Lenses	\$158.56
4/6/2016	PHILS HARDWARE	PHILS HARDWARE - Locks for Equipment	\$155.88
3/24/2016	RICOH USA, INC	RICOH USA - PW Copier Usage (March)	\$155.80
4/1/2016	BULLET RENTAL AND SALES I	BULLET RENTAL - Safety Glasses	\$155.40
4/20/2016	SQ COVE ELECTRIC, INC.	COVE ELECTRIC - Repair Pipe, Fix Coupling, Re-drill Holes	\$148.50
3/30/2016	BENDBROADBAND BEND, OR	BEND BROADBAND - Monthly Internet Charges (April)	\$142.16
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Warm Springs Truck Stop (March)	\$138.67
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Warm Springs Truck Stop (March)	\$138.67
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Warm Springs Truck Stop (March)	\$138.67
4/4/2016	PAPE MACHINERY	PAPE MACHINERY - Fuel Cap	\$138.41
3/23/2016	TERMINIX	TERMINIX - Pest Spot Treatment at City Hall	\$135.00
4/15/2016	IBS, INC.	IBS, INC. - Spit Shine Detailing Spray	\$131.39
4/20/2016	AG WEST SUPPLY MADRAS	AG WEST SUPPLY - Spray Tips	\$130.00
4/20/2016	SQ COVE ELECTRIC, INC.	COVE ELECTRIC - Remove Pole Light, Install J-box	\$129.94
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Land Use Agmnt. for Control/Tenure (March)	\$128.00
4/5/2016	COMMUNITY NEWSPAPERS INC	COMMUNITY NEWSPAPERS - Finance Director Recruitment	\$127.88
3/30/2016	MADRAS AUTO PARTS	MADRAS AUTO - 590 Turbo Battery for Back Hoe	\$127.81
3/23/2016	CENTRAL OREGON HEATING	CENTRAL OR HEATING - Cleaned and Inspected Golf Course HVAC	\$125.00

**Bank of America Purchase Cards
April 2016**

<u>Date</u>	<u>Payee</u>	<u>Description</u>	<u>Amount</u>
3/31/2016	PHILS HARDWARE	PHILS HARDWARE - Screen Material for A/C Units in City Hall	\$122.67
3/28/2016	THE ID ZONE	THE ID ZONE - logo for flags	\$120.00
4/6/2016	FIREPRO	FIREPRO - Service and Recharge Fire Extinguishers	\$120.00
4/4/2016	COVENANT TECHNOLOGY SOLUT	COVENANT TECH - Monthly Support Service Fee (April)	\$118.36
4/5/2016	JUNIPER PAPER&SUPPLY	JUNIPER PAPER & SUPPLY - Parks Toilet Paper	\$114.00
4/1/2016	ARKANSAS FLAG AND BANN	ARKANSAS FLAG AND BANN - Flag Lanyard	\$111.53
4/14/2016	IN TREASURE VALLEY COFFE	TREASURE VALLEY - City Hall Tea, Hot Cocoa, Creamer, Coffee	\$111.35
4/5/2016	SQ COVE ELECTRIC, INC.	COVE ELECTRIC - Broken Light Replacement	\$109.00
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - PW Misc. (March)	\$106.00
4/19/2016	DAILY JOURNAL OF COMMERCE	DAILY JOURNAL OF COMMERCE - RFP Posting for Daimler Rd	\$105.80
4/7/2016	NEWSPAPER-CIRCULATION	THE BULLETIN - Pioneer Copy for PW: 6 Months	\$105.00
3/23/2016	TERMINIX	TERMINIX - Pest Spot Treatment for PW Building	\$104.00
3/30/2016	MADRAS AUTO PARTS	MADRAS AUTO - #77 SWWTP PW Emergency Strobe Light	\$101.88
4/15/2016	COMFORT INNSUITES	COMFORT INNSUITES - J. Hurd- Lodging: PE Test	\$99.40
4/14/2016	MADRAS SANITARY - OFFICE	MADRAS SANITARY - PD/CH Services (March)	\$98.66
4/1/2016	MADRAS AUTO PARTS	MADRAS AUTO - #145 & 146 Repair (Battery, Power Steering Fluid)	\$97.29
3/30/2016	CONSOL SUPP-BEND	CONSOL SUPP - Cleanout Adapter and Cap for Valve	\$96.98
4/20/2016	MADRAS MEDICAL GROUP	MADRAS MEDICAL GROUP - PW Drug Test	\$96.00
3/28/2016	LES SCHWAB	LES SCHWAB - Veh #901 Remove Studs	\$95.96
4/13/2016	EARTH2O	EARTH2O - Water for Council Chambers	\$95.40
4/19/2016	SW OFFICE SUPPLY/CASCADE	CASCADE OFFICE - Ink Cartridges, Highlighters, and Binders	\$93.24
3/23/2016	BENDBROADBAND BEND, OR	BEND BROADBAND - Airport Internet Services (March-April)	\$91.90
4/6/2016	PHILS HARDWARE	ACE - Filter, Multi-purpose Cleaner for SWWTP	\$90.93
3/30/2016	BENDBROADBAND BEND, OR	BEND BROADBAND - Monthly Internet Charges (April)	\$90.47
4/5/2016	CENTRAL OREGON HEATING	CENTRAL OR HEATING - Damper Inspection for SWWTP	\$89.95
3/31/2016	SIRCHIE FINGER PRINT LABO	SIRCHIE FINGER PRINT LABO - Evidence Tape	\$85.80
4/13/2016	PHILS HARDWARE	PHILS HARDWARE - Filters for B Street Pump Station	\$83.94
4/7/2016	FIGAROS PIZZA	FIGAROS PIZZA - Councilor SDC Training	\$82.69
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Time, Place & Manner Restrictions (March)	\$80.00
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Review of CET Agreement (March)	\$80.00
4/14/2016	AMERICAN ENERGY	AMERICAN ENERGY - 39 GAL Unleaded Gas	\$78.31
3/29/2016	OFFICE DEPOT	OFFICE DEPOT - Toner	\$75.98
3/29/2016	PHILS HARDWARE	PHILS HARDWARE - Port Potty Cleaner	\$71.95
4/15/2016	SW OFFICE SUPPLY/CASCADE	CASCADE OFFICE - Pens	\$70.76
4/14/2016	SQ COVE ELECTRIC, INC.	COVE ELECTRIC - Damper Troubleshoot and Repair	\$70.00
4/5/2016	COMMUNITY NEWSPAPERS INC	COMMUNITY NEWSPAPERS - Budget Committee Mtg Pub	\$69.75
3/30/2016	PHILS HARDWARE	PHILS HARDWARE - Parts for Pista Grit (Hoses, Test Gauge, Nipples)	\$69.42
4/21/2016	CARSON - CREDIT	CARSON - 69 GAL Biodiesel	\$69.21
3/25/2016	BULLET RENTAL AND SALES I	BULLET RENTALS - Glasses and Hardhats for Temps	\$65.80
4/18/2016	MADRAS AUTO PARTS	MADRAS AUTO - Belts, Wing Nut, V-Belts (SWWTP)	\$65.76
4/7/2016	THE BULLETIN-ADV	THE BULLETIN - Finance Director Recruitment	\$65.38
3/28/2016	1348 - MOTEL 6	MOTEL 6 - W. Brewer-Lodging: Backflow Cert.	\$64.58
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Airport Ops Misc. (March)	\$64.00
3/24/2016	MISSION LINEN	MISSION LINEN - City Hall Mat Services (March)	\$62.65
4/7/2016	MISSION LINEN	MISSION LINEN - City Hall Mat Services (April)	\$62.65
4/8/2016	MADRAS AUTO PARTS	MADRAS AUTO - Hose, Battery, Spin-on (Grasshopper Mower)	\$60.32
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Building Fund Misc. (March)	\$60.00
4/6/2016	TLF AVALON FLOWERS	TLF AVALON FLOWERS - Flowers for Officer JJ Wallace	\$60.00
4/13/2016	TLF COUNTRY FLOWERS	TLF COUNTRY FLOWERS -Dispatch Thank You Flowers	\$60.00
4/1/2016	ADT-PROTECT YOUR HOME	ADT-PROTECT YOUR HOME - Golf Shop Security	\$59.99
4/20/2016	PHILS HARDWARE	PHILS HARDWARE - H20 Repair NWWTP	\$58.98
4/5/2016	COMMUNITY NEWSPAPERS INC	COMMUNITY NEWSPAPERS - Public Notice for ORD 886	\$58.13
4/1/2016	LES SCHWAB	LES SCHWAB - Veh 1401 Winter Tire Change Over	\$57.56
4/6/2016	LES SCHWAB	LES SCHWAB- Veh 701 Winter Change Over	\$57.56
4/1/2016	STAPLES DIRECT	STAPLES - Whiteout, Binder Clips, Pens, Post-its, Tape Dispenser	\$57.13
3/31/2016	CHEVRON	CHEVRON 0305129 - Propane to Burn Ponds	\$56.25
4/21/2016	STAPLES DIRECT	STAPLES - Label Tape, Pens, Extension Cord	\$54.27
3/30/2016	THE HOME DEPOT	THE HOME DEPOT - Batteries, Almanac, PVC Adapter	\$53.77
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Bean Foundation MOU (March)	\$53.40

**Bank of America Purchase Cards
April 2016**

<u>Date</u>	<u>Payee</u>	<u>Description</u>	<u>Amount</u>
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Bean Foundation MOU (March)	\$53.40
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Bean Foundation MOU (March)	\$53.19
4/11/2016	AG WEST SUPPLY MADRAS	AG WEST - Mower Parts	\$52.87
4/13/2016	PHILS HARDWARE	PHILS HARDWARE - Work Bag, Saw Hole, Bit Pilot, Nutsetter	\$52.76
4/18/2016	PHILS HARDWARE	PHILS HARDWARE - CI2 Repair NWWTP	\$51.92
4/3/2016	IN QUANTUM COMMUNICATION	QUANTUM COMM - Ethernet Port at 75 SE C St (Last Payment)	\$50.00
4/6/2016	CITYOFREDMONDAIRPORTPK	CITY OF REDMOND AIRPORT - N. Snead- Parking: APA Conference	\$50.00
4/14/2016	MADRAS SANITARY - OFFICE	MADRAS SANITARY - Park Litter Cans (March)	\$50.00
3/29/2016	TANAKA SANS	TANAKA SANS - PO 10612: R. Berg- Meal: FAA Conference	\$49.15
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Temp Agency Hiring Agreement (March)	\$48.00
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Temp Agency Hiring Agreement (March)	\$48.00
4/5/2016	PHILS HARDWARE	PHILS HARDWARE - Level Sensor Repair NWWTP (PVC Pipes)	\$46.36
4/8/2016	GREAT EARTH CAFE & MARKET	GREAT EARTH CAFE & MARKET - Snacks for PW Budget Training	\$45.50
3/23/2016	SUBWAY	SUBWAY - City Council Ethics Training	\$45.00
4/11/2016	SUBWAY	SUBWAY - Solar Eclipse Committee Meeting	\$45.00
4/12/2016	SUBWAY	SUBWAY - Meal for SDC and Water Rate Work Session	\$45.00
4/14/2016	MADRAS SANITARY - OFFICE	MADRAS SANITARY - SWWTP Services (March)	\$44.89
3/28/2016	PHILS HARDWARE	PHILS HARDWARE - Parks Hand Tools	\$43.98
4/6/2016	PHILS HARDWARE	PHILS HARDWARE - Keys and Oil for Golf Course	\$42.95
4/8/2016	MADRAS AUTO PARTS	MADRAS AUTO - Safety Valve, Thread Sealant	\$42.19
4/14/2016	MADRAS SANITARY - OFFICE	MADRAS SANITARY - Fishing Pond Cans (March)	\$42.09
3/31/2016	MADRAS AUTO PARTS	MADRAS AUTO - Grease for Equipment	\$40.00
4/5/2016	COVENANT TECHNOLOGY SOLUT	COVENANT TECH - Email Encryption (April)	\$40.00
4/4/2016	MADRAS AUTO PARTS	MADRAS AUTO - Wiper Blades (#145 & 146)	\$38.38
3/24/2016	CHEVRON	CHEVRON - Propane for Pothole Patching	\$38.02
4/14/2016	COMMUNITY NEWSPAPERS INC	COMMUNITY NEWSPAPERS - PD Newspaper Subscription (May-Nov)	\$37.00
4/18/2016	PAPE MACHINERY	PAPE MACHINERY - JD Key's	\$36.79
3/24/2016	MISSION LINEN	MISSION LINEN - PW Mat Services (March)	\$35.89
4/7/2016	MISSION LINEN	MISSION LINEN - PW Building Mat Services (April)	\$35.89
4/5/2016	EARTH2O	EARTH2O - Water for Parks and Golf Course	\$35.00
4/15/2016	COMMUNITY NEWSPAPERS INC	COMMUNITY NEWSPAPERS - MRC Supplemental Budget Pub	\$34.88
4/14/2016	MADRAS SANITARY - OFFICE	MADRAS SANITARY - Golf Course Services (March)	\$34.76
3/31/2016	PHILS HARDWARE	PHILS HARDWARE - Irrigation Glue for Golf Course	\$34.47
4/14/2016	73 NEWPORT BAY	73 NEWPORT BAY - J. Hurd- Meal: PE Test Dinner	\$34.46
3/29/2016	OFFICE DEPOT	OFFICE DEPOT - White Board	\$32.99
3/31/2016	COVENANT TECHNOLOGY SOLUT	COVENANT TECHNOLOGY - Email Encryption: 4 PD Users	\$32.00
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Invitation to Bid: HVAC System (March)	\$32.00
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - Appeal of Sewer Charges (March)	\$32.00
4/5/2016	COVENANT TECHNOLOGY SOLUT	COVENANT TECH - Email Encryption (April)	\$32.00
4/14/2016	JUNIPER PAPER&SUPPLY	JUNIPER PAPER & SUPPLY - Multifold Towels	\$31.95
3/26/2016	NSC NORTHERN SAFETY CO	NSC NORTHERN SAFETY CO -Bifocal Glasses	\$31.92
3/30/2016	WESTIN SEATTLE DINING	WESTIN SEATTLE DINING - PO 10612: R. Berg- Meal: FAA Conference	\$30.25
4/14/2016	PHILS HARDWARE	PHILS HARDWARE - Hose Cabinet	\$29.99
4/14/2016	PHILS HARDWARE	PHILS HARDWARE - Hose Reel, Screwdriver Bit Set, Adapter Socket, Extractor	\$29.97
3/24/2016	BI-MART	BI-MART - Birchwood Targets	\$29.95
4/7/2016	STAPLES DIRECT	STAPLES - Highlighters and Dry Erase Markers	\$29.59
3/29/2016	BI-MART	BI-MART - Towels, Air Freshener, Gumout	\$29.56
4/8/2016	SW OFFICE SUPPLY/CASCADE	CASCADE OFFICE - Binder Dividers and Pens	\$28.49
4/20/2016	JOESCRBSHK-VANCOUVER	JOESCRBSHK-VANCOUVER - Mel Brown meal Child Abuse Summit	\$27.34
4/18/2016	MADRAS AUTO PARTS	MADRAS AUTO - # 02 KW Repairs (Clamps)	\$26.16
3/30/2016	BENDBROADBAND BEND, OR	BEND BROADBAND - Monthly Internet Charges (April)	\$25.85
3/30/2016	SNOWS CLEANERS	SNOWS CLEANERS - Uniform Cleaning	\$25.50
4/1/2016	UNITED	UNITED - N. Snead- Travel Costs: APA Conference	\$25.00
4/5/2016	UNITED	UNITED - N. Snead- Travel Costs: APA Conference	\$25.00
4/12/2016	PHILS HARDWARE	ACE - Cleaner and Trash Bags	\$24.47
4/12/2016	STAPLES DIRECT	STAPLES - Plastic Folders for Budget Books	\$24.28
4/20/2016	PHILS HARDWARE	PHILS HARDWARE - CI2 Repair NWWTP	\$23.55
4/3/2016	CAFFE BOA	CAFFE BOA - N. Snead- Meal: APA Conference	\$23.46
3/31/2016	CENTRAL ELECTRIC COO INC	CENTRAL ELECTRIC - Yarrow Round-A-Bout Monthly Usage (March)	\$22.82

**Bank of America Purchase Cards
April 2016**

<u>Date</u>	<u>Payee</u>	<u>Description</u>	<u>Amount</u>
3/31/2016	CENTRAL ELECTRIC COO INC	CENTRAL ELECTRIC - Yarrow Round-A-Bout 2 Monthly Usage (March)	\$22.82
3/31/2016	MISSION LINEN	MISSION LINEN - Monthly Mat Cleaning (March)	\$22.72
4/14/2016	MISSION LINEN	MISSION LINEN - Mat Cleaning Services (March)	\$22.72
4/4/2016	PHILS HARDWARE	PHILS HARDWARE - Irrigation Pipe for Golf Course	\$21.94
4/20/2016	WHO SONG LARRYS	WHO SONG LARRYS - B. Schulke -Meal: Child Abuse Training	\$20.82
4/8/2016	PHILS HARDWARE	ACE - NWWTF Transmitter Parts (Adapter and Couplings)	\$20.34
4/7/2016	AUTOZONE	AUTOZONE - Fuses for Truck #77	\$19.99
3/31/2016	ERICKSONS TW MADRAS	ERICKSONS - Water and Batteries	\$19.94
3/25/2016	AG WEST SUPPLY MADRAS	AG WEST - Pressure Gauges for Wastewater	\$19.50
4/8/2016	AG WEST SUPPLY MADRAS	AG WEST SUPPLY - Pressure Gauges	\$19.50
4/12/2016	PPI/FEPREP.COM	PPI/FEPREP.COM - PE Practice Testing	\$18.75
4/1/2016	SAN FRANCISCO SOUP COMPAN	SAN FRANCISCO SOUP COMPANY - N. Snead- Meal: APA Conference	\$18.57
4/5/2016	SQ VAGOS TAXI GOSQ.COM	SQ VAGOS TAXI - N. Snead- Travel Costs: APA Conference	\$18.00
4/20/2016	FIREHOUSE RESTAURANT	FIREHOUSE RESTAURANT - B. Schulke -Meal: Child Abuse Training	\$17.50
4/20/2016	WHO SONG LARRYS	WHO SONG LARRYS - M.Brown -Meal: Child Abuse Training	\$17.48
4/3/2016	MAJERLE'S SPORTS GRILL	MAJERLE'S SPORTS GRILL - N. Snead- Meal: APA Conference	\$17.20
3/31/2016	MISSION LINEN	MISSION LINEN - Mat Cleaning Services (March)	\$17.10
4/14/2016	MISSION LINEN	MISSION LINEN - Mat Cleaning Services (March)	\$17.10
4/20/2016	JOESCRBSHK-VANCOUVER	JOESCRBSHK-VANCOUVER - Schulke meal Child Abuse Summit	\$17.01
4/5/2016	DISTRICT AMERICAN KITCHEN	DISTRICT AMERICAN KITCHEN - N. Snead- Meal: APA Conference	\$16.29
4/1/2016	MAIL COPIES & MORE LLC	MAIL COPIES & MORE - Shipping Fees to Crime Lab in Clackamas	\$16.16
4/6/2016	BRYANT, LOVLIE & JARVIS	BRYANT, LOV & JARV - IGA w/ Conf. Tribes of WS (March)	\$16.00
3/29/2016	BUFFALO WILD WINGS	BUFFALO WILD WINGS - PO 10612: R. Berg- Meal: FAA Conference	\$15.74
4/4/2016	DISTRICT AMERICAN KITCHEN	DISTRICT AMERICAN KITCHEN - N. Snead- Meal: APA Conference	\$15.58
4/8/2016	SW OFFICE SUPPLY/CASCADE	CASCADE OFFICE - Clear Protector Sheets	\$15.49
4/20/2016	PHILS HARDWARE	PHILS HARDWARE - Batteries	\$14.99
4/5/2016	BARRIO AVION	BARRIO AVION - N. Snead- Meal: APA Conference	\$14.56
4/14/2016	PHILS HARDWARE	PHILS HARDWARE - PVC Nipple and Union	\$14.48
4/20/2016	BOOMERS BBQ - PORTLAND	BOOMERS BBQ - B. Schulke -Meal: Child Abuse Training	\$14.15
3/28/2016	FIREHOUSE SUBS	FIREHOUSE SUBS - W. Brewer-Meal: Backflow Cert.	\$14.13
4/5/2016	SHERATON PHOENIX DINING	SHERATON PHOENIX DINING - N. Snead- Meal: APA Conference	\$13.76
4/12/2016	MAIL COPIES & MORE LLC	MAIL COPIES & MORE - Postage for PW	\$13.28
4/5/2016	THE KETTLE BLACK	THE KETTLE BLACK - N. Snead- Meal: APA Conference	\$12.86
4/2/2016	SHERATON PHOENIX DINING	SHERATON PHOENIX DINING - N. Snead- Meal: APA Conference	\$12.76
4/15/2016	RED ROBIN NO	RED ROBIN - PO 11004: R. Tombleson-Meal: Grant Training	\$12.17
4/4/2016	SHERATON PHOENIX DINING	SHERATON PHOENIX DINING - N. Snead- Meal: APA Conference	\$12.13
4/2/2016	FERRELLGAS L P	FERRELLGAS - 250 Gal Tank Rental	\$12.00
3/31/2016	SAFEWAY	SAFEWAY - Snacks for TSP Advisory Committee Meeting	\$11.99
4/20/2016	PHILS HARDWARE	PHILS HARDWARE - Glue	\$11.98
4/19/2016	PHILS HARDWARE	PHILS HARDWARE - Equipment Keys	\$11.94
4/20/2016	BOOMERS BBQ - PORTLAND	BOOMERS BBQ - M.Brown -Meal: Child Abuse Training	\$11.90
3/29/2016	SNOWS CLEANERS	SNOWS CLEANERS - Farrester Uniform Cleaning	\$11.50
4/4/2016	SNOWS CLEANERS	SNOWS CLEANERS - Farrester Uniform Dry Cleaning	\$11.50
4/15/2016	SNOWS CLEANERS	SNOWS CLEANERS - Farrester Uniform Dry Cleaning	\$11.50
4/3/2016	SHERATON PHOENIX DINING	SHERATON PHOENIX DINING - N. Snead- Meal: APA Conference	\$10.86
4/2/2016	POTBELLY	POTBELLY - N. Snead- Meal: APA Conference	\$10.21
4/19/2016	PHILS HARDWARE	PHILS HARDWARE - Trash Bags	\$9.99
3/28/2016	WENDY'S	WENDY'S - W. Brewer-Meal: Backflow Cert.	\$9.89
4/21/2016	AG WEST SUPPLY MADRAS	AG WEST SUPPLY - Spray Wand	\$9.00
4/15/2016	STARBUCKS	STARBUCKS - PO 11004: R. Tombleson-Meal: Grant Training	\$8.50
4/11/2016	MAIL COPIES & MORE LLC	MAIL COPIES & MORE - Postage for Clean Water State Revolving Fund App.	\$8.35
3/31/2016	American Energy	CIRKLE K - Veh 1301 Car Wash	\$8.00
4/5/2016	COVENANT TECHNOLOGY SOLUT	COVENANT TECH - Email Encryption (April)	\$8.00
4/5/2016	COVENANT TECHNOLOGY SOLUT	COVENANT TECH - Email Encryption (April)	\$8.00
4/12/2016	PHILS HARDWARE	PHILS HARDWARE - Nuts and Bolts	\$7.58
4/15/2016	STARBUCKS	STARBUCKS - PO 11004: R. Tombleson-Meal: Grant Training	\$7.20
3/29/2016	SAFEWAY	SAFEWAY - W. Brewer-Meal: Backflow Cert.	\$7.00
4/6/2016	ERICKSONS	ERICKSONS TW MADRAS - Snacks for MRC Meeting	\$6.77
4/13/2016	STARBUCKS	STARBUCKS - PO 11004: R. Tombleson-Meal: Grant Training	\$6.70

**Bank of America Purchase Cards
April 2016**

<u>Date</u>	<u>Payee</u>	<u>Description</u>	<u>Amount</u>
4/14/2016	MADRAS SANITARY - OFFICE	MADRAS SANITARY - Transfer Station- 120 lbs (March)	\$6.12
3/29/2016	American Energy	CIRCLE K - Car Wash for Veh 1301	\$6.00
4/4/2016	CHEVRON	CIRKLE K - Veh 1402 Car Wash	\$6.00
4/6/2016	CHEVRON	Circle K Car Wash - Veh 1401 Car Wash	\$6.00
4/7/2016	American Energy	CIRKLE K - Veh 1301 Car Wash	\$6.00
4/18/2016	American Energy	CIRKLE K - Veh 1301 Car Wash	\$6.00
4/21/2016	AG WEST SUPPLY MADRAS	AG WEST SUPPLY MADRAS - Spray Tank Fittings	\$6.00
4/12/2016	PHILS HARDWARE	PHILS HARDWARE - Syphon Bean	\$5.99
4/13/2016	PHILS HARDWARE	PHILS HARDWARE - Dust Masks	\$4.98
4/2/2016	ESMARTPAYROLL PAYCHECKMA	ESMART PAYROLL - Quarterly Tax Payment	\$4.95
4/12/2016	PHILS HARDWARE	PHILS HARDWARE - Nuts and Bolts Golf	\$4.50
3/28/2016	CARL'S JR	CARL'S JR - W. Brewer-Meal: Backflow Cert.	\$4.19
3/24/2016	MISSION LINEN	MISSION LINEN - Seat Cover Cleaning (March)	\$4.00
4/7/2016	MISSION LINEN	MISSION LINEN - Seat Cover Cleaning (April)	\$4.00
4/2/2016	CRESTVIEW CABLE COMMUNICA	CRESTVIEW CABLE - Monthly Services (April)	\$3.73
3/29/2016	CABELAS RETAIL TUALATIN	CABELAS RETAIL - W. Brewer-Meal: Backflow Cert.	\$3.34
3/25/2016	SW OFFICE SUPPLY/CASCADE	CASCADE OFFFICE - Tissues	\$3.20
4/2/2016	CRESTVIEW CABLE COMMUNICA	CRESTVIEW CABLE - Monthly Services (April)	\$3.16
3/23/2016	PHILS HARDWARE	PHILS HARDWARE - Flagging Tape	\$2.99
4/12/2016	PHILS HARDWARE	PHILS HARDWARE - Plug for NWWTP	\$2.49
4/2/2016	CRESTVIEW CABLE COMMUNICA	CRESTVIEW CABLE - Monthly Services (April)	\$2.01
4/2/2016	TVM 44TH STWSHG TNARP	TVM 44TH STWSHG TNARP - N. Snead- Travel Costs: APA Conference	\$2.00
3/29/2016	PHILS HARDWARE	PHILS HARDWARE - Key for WW Buildings	\$1.99
4/7/2016	AUTOZONE	AUTOZONE - Pin for Pontoon Boat Trailer	\$1.49
4/20/2016	HOMETOWN DRUGS	HOMETOWN DRUGS - Personal Charge, Reimbursed R#8009055	\$0.91
4/2/2016	CRESTVIEW CABLE COMMUNICA	CRESTVIEW CABLE - Monthly Services (April)	\$0.57
4/2/2016	CRESTVIEW CABLE COMMUNICA	CRESTVIEW CABLE - Monthly Services (April)	\$0.28
4/13/2016	MAIL COPIES & MORE LLC	MAIL COPIES & MORE - Postage for PW Refund (Double Charge)	(\$13.28)
3/31/2016	PHILS HARDWARE	ACE - Credit for Screen Material for City Hall	(\$122.67)
4/4/2016	PAPE MACHINERY	PAPE MACHINERY - Credit for Filler Cap	(\$138.41)
4/11/2016	OVHD DR CO CNTRL OREGON	OVERHEAD DOOR - Double Charged on Door	(\$291.50)

Grand Total \$75,714.72

OFFICIAL MINUTES

CITY COUNCIL, CITY OF MADRAS APRIL 26, 2016

I CALL TO ORDER

The City Council meeting was called to order by Mayor Royce Embanks at 7:00 p.m. on Tuesday, April 26, 2016 in the Madras City Hall Council Chambers located at 125 S.W. "E" Street.

CITY COUNCIL MEMBERS IN ATTENDANCE WERE:

Mayor Royce Embanks Jr., and Councilors Gary Walker, Tom Brown, Richard Ladeby, Bartt Brick, Bill Montgomery, and Chuck Schmidt.

CITY STAFF MEMBERS IN ATTENDANCE WERE:

City Administrator, Gus Burrell; City Attorney, Garrett Chrostek, with the firm of Bryant, Lovlien and Jarvis PC; HR and Administrative Coordinator, Sara Puddy; Police Chief, Tanner Stanfill; Public Works Director, Jeff Hurd; Community Development Director, Nicholas Snead; Finance Director, Brandie McNamee; Building/Fleet/Street Supervisor, Rodney R. Fulton, and City Recorder, Karen J. Coleman.

VISITORS IN ATTENDANCE WERE:

Floyd Courtain, Madras Sister City; Holly Gill, News Editor with the Madras Pioneer; J.R. Brooks, Jefferson County Tourism Group, and Jefferson County Commissioner, Mae Huston.

II PLEDGE OF ALLEGIANCE AND PRAYER

Mayor Embanks asked Councilor Schmidt to lead the pledge of allegiance to the flag of the United States of America and Councilor Walker to lead the prayer, which they did.

III CONSENT AGENDA

All matters listed within the Consent Agenda have been distributed to each member of the Madras City Council for reading and study, are considered to be routine, and will be enacted by one motion of the Council with no separate discussions. If separate discussion is desired, that item may be removed from the Consent Agenda and placed on the Regular Agenda by request.

- A. Approval of Minutes From the April 12, 2016
City Council Work Session
- B. Approval of Minutes From the April 12, 2016
City Council Meeting

OFFICIAL MINUTES

CITY COUNCIL, CITY OF MADRAS APRIL 26, 2016

- C. Approval of Revocable License Agreement Between the City of Madras and the Madras Modelers #3550 for use of a Portion of the Madras Municipal Airport for Model Airplane Activities
- D. Approval of Revisions to Exhibit A of the Letter of Support for Designation of Central Oregon Regional Large Lot Industrial Site at Madras Airport
- E. Approval of Professional Services Contract Between City of Madras and Summer Sears CPA for General Finance and Accounting Services
- F. Approval of Amendment No. 1 to Professional Services Agreement Blackmore Planning and Development Services, LLC for As-Needed Planning and Development Services
- G. Approval of Professional Services Contract With Carl Sr. Landscape for Weed Abatement Enforcement Program Services

A MOTION WAS MADE BY COUNCILOR TOM BROWN AND SECONDED BY COUNCILOR CHUCK SCHMIDT THAT COUNCIL ACCEPT THE CONSENT AGENDA AS PRESENTED. THE MOTION PASSED UNANIMOUSLY, 6/0.

Staff was having technical difficulty with the recording system, so Sections I through IV of the meeting could not be recorded.

IV VISITOR COMMENTS

Madras Sister City

Floyd Courtain, Madras Sister City primary contact, came forward and introduced himself to the City Council. He then provided a history of the Madras Sister City activities that have taken place since the formation of the committee in 1993, which included visitations to Japan and the dates when representatives from Japan had visited the City of Madras. He indicated that he and his wife had traveled to Japan on a number of occasions, but that they are at a point in their life where they can no longer travel these long distances and would like someone to take over the program for them.

He told the Council that if the Sister City Program is to continue and have any permanence he thinks that it is necessary that someone on City staff be designated as the primary contact. In his opinion it is time that new people become involved. Tomi City, Japan has a contact person who is an employee of the city.

OFFICIAL MINUTES
CITY COUNCIL, CITY OF MADRAS
APRIL 26, 2016

He questioned whether interest in the Sister City Program may have waned as the Budget Committee had not showed much interest in providing funding for the program. He asked the Council if they wanted to continue with the program, and said that if they decide that they want to continue the Madras Sister City Program he would like them to consider funding five students for a trip to our sister city in Japan. They tried to do this last year, but the time and the funding were too short.

He explained that he was not expecting the Council to answer these questions tonight, but he does want to know where they stand on this. In any case, after this summer, he and his wife will no longer be the primary contacts.

Mayor Embanks thanked Mr. Courtain and mentioned that this is something that he has always supported. In his opinion, the Council needs to reconsider their decision, and pointed out that the City has not done our share as a City and that this is an excellent program for broadening people's horizons. Young people get to come over here to see America and it would be a very beneficial experience for our young people to visit Japan. He asked if the Council wants to reconsider their decision.

Floyd Courtain advised Council that Tomi City provides half of the student's travel expense when they send students over here. They have indicated that they would be willing to assist with transportation costs once the students get to Japan, but he would like to see the City of Madras stand on our own two feet.

Councilor Montgomery questioned the value of the program, and pointed out that this program had been initiated years ago. This is something that the City committed to and it would be nice if the City could do something with it. His decision had to do more with the funding as he questioned the use of economic development funds for this type of program. He wanted to know if there was another way to fund this. He mentioned that he does not see how it would be feasible to have sufficient funding in this fund to send students over there every year.

Councilor Brick indicated that he is 100% in support of giving young people in this community this opportunity. In his opinion, the City needs to make a commitment or walk away.

Councilor Walker agreed that this is a good program, but that the Council has an obligation to the people of the City not to waste money. He mentioned that it wouldn't hurt to come up with a way to get people over there.

Mayor Embanks told City Administrator Burril that he does not want to drop this. It is obvious that the Council does not want to do anything about this right now, but he wants to come up with a plan to see if the City can budget for it and wants to do this within a

OFFICIAL MINUTES

CITY COUNCIL, CITY OF MADRAS

APRIL 26, 2016

year or two. If the City does not do something with this, it will disappear and we will not have a Sister City. Madras is not the only City that has a Sister City.

City Administrator Burril suggested the possibility of taking a closer look at the budget and a look at the forecast for year end. The City may have an opportunity to assist this year. This can be added as a discussion item for the May 10, 2016 Work Session.

Mayor Embanks offered to contact former Mayor, Melanie Widmer, to determine whether she would be interested in taking over as the primary contact. He mentioned the need to determine who on staff is going to be involved if the Council decides to continue with the Sister City Program.

V SOLAR ECLIPSE EVENT SPONSOR - AIRPORT SUBLEASE AGREEMENT AND SPECIAL EVENT AGREEMENT DRAFT TERMS (JEFFERSON COUNTY TOURISM GROUP)

City Administrator Burril advised Council that this evening he wants to discuss where the Solar Eclipse planning committee has been, present some things that City staff has worked on with the Jefferson County Tourism Group, and get some feedback from the Council on whether the Council is generally agreeable to entering into a sublease and special event agreement with the Jefferson County Tourism Group.

The Solar Eclipse Advisory Committee was created last fall. The City advertised for an Event Planner / Coordinator, but didn't get any initial applications. When this was re-advertised the City received a proposal from the Jefferson County Tourism Group. In that proposal was envisioned both event permitting and coordinating for the community as a whole, and a percentage basis proposed in that proposal. After the City asked for more refinement and more involvement in how that would go, the Jefferson County Tourism Group said that they wanted to remove their proposal. Staff then reached out to them to let them know that the City was still interested in working with them.

The City Attorney, Jefferson County Tourism Group, staff, and Council Brick (as a member of the planning committee) have been meeting. A new proposal was submitted by the Jefferson County Tourism Group on March 28, 2016. The new proposal essentially says that they are interested in subleasing a portion of the City's property (e.g. approximately 88.0 acres which is currently under lease by the Deschutes Basin Farms). It is their understanding that the lessee (Greg Williams) is interested in working with the Jefferson County Tourism Group, but the City is the property owner and that lease does not allow the assignment or subleasing of the property without the City's permission.

OFFICIAL MINUTES

CITY COUNCIL, CITY OF MADRAS APRIL 26, 2016

The City will need to enter into a sublease agreement with the Jefferson County Tourism Group, and Greg Williams, Deschutes Basin Farms, to approve this, should the Council decide to allow it. The Jefferson County Tourism Group has also clarified that they are more interested in being an Event Sponsor rather than a full-blown community Event Coordinator / Planner, so we do still have need for an Event Coordinator / Planner. It is staff's intention to go back out and seek an Event Coordinator / Planner. We have a potential local individual that may be able to help, but if not, staff will once again make contact with parties that are willing to do this.

He explained that the Solar Eclipse Committee is still meeting monthly. He indicated that he had met with Executive Director, Joe Krenowicz, Madras-Jefferson County Chamber of Commerce, Councilor Bart Brick, and Mayor Embanks to determine what still needs to be done. They have some new proposed actions, but tonight's focus is to determine whether the Council wants to go ahead and work with the Jefferson County Tourism Group to hold a large event at our Airport.

The vision would be that they would additionally manage the City's properties to provide dry camping and parking leading up to the event and the day of the event. Any other major event would be under their management, be their responsibility, and would require that they insure it. They would agree to indemnify the City and anybody they bring on as a vendor, partner, or other party, and would additionally insure and indemnify the City and the City's agents.

He suggested the need to hear from J.R. Brooks and hear their vision as to what they would like to plan to do. If the Council is agreeable and is generally good with considering this, he will need to start some discussion on what the Council thinks a fee structure might be.

Councilor Brick advised Council that he thinks that the focus they are taking now, where the focus is on an event run by the Jefferson County Tourism Group where the City isn't a financial partner specifically, takes a lot of the complexity and the risk out of the arrangement. It is important to remember that there are a whole bunch of people that are going to show up in this town whether we have an event at the Airport or not, and we need to leverage the fact that these folks are coming to put an event together that would generate long-term interest in the City, and would also be a spring-board for the possibility of an ongoing event of some kind. This is a wonderful opportunity for us. The structure they put together, in his opinion, is better, but we still really need to get moving quickly on all of the City's responsibilities that are associated with up to 60,000 people showing up here.

J.R. Brooks came forward and told the Council that he had been invited here to answer any questions they might have on what the Jefferson County Tourism Group is doing. They have not started the full brunt of the marketing, but they are having a Solar Fest.

OFFICIAL MINUTES

CITY COUNCIL, CITY OF MADRAS APRIL 26, 2016

They are naming it the Oregon Solar Fest. They are having a festival somewhere and are hoping that it will be at the Airport as, in their opinion, it is the most logical place to have it. They have currently rented the entire Fairgrounds facility, but the Fairgrounds is not a viable option for a large festival as it lacks sufficient parking area. They would have approximately 300 to 500 parking spaces at the Jefferson County Fairgrounds and that is not going to do it.

When they started this endeavor they envisioned a festival at the Fairgrounds with camping, educational type activities, a festival brew fest, food, commercial vendors, but it has kind of grown in its scope over the course of the last few months. Right now they are in partnership with NASA and Goddard Space Center, and are currently picking up national marketing with Budwiser. He mentioned that they also have some other major sponsors on the line right now to help them with their event.

They believe that the properties at the Airport would be the best option for Madras, just simply because if you are talking about tens of thousands of vehicles (e.g. 20,000 to 80,000 or more) and people coming into the area within a three to five day period of time or the day of, you are going to have to have some property to get those people parked and situated before the event happens on Monday morning at 10:19 a.m. There are a lot of people from Deschutes County that have been contacting them and asking them as to the possibility of just driving in on the morning of the event and they are telling them that they may want to come the evening before otherwise they may be stuck in traffic somewhere on Juniper Hills and miss the whole thing.

He told the Council that they have been in contact with quite a few farmers out in the plains areas as a contingency plan if the City decides that they want to do something different, so the Solar Fest will be here, but they would like to work with the City as in his opinion, this makes for a better option than anything else.

Mayor Embanks expressed concerns as this has morphed quite a lot from what he thought was going to happen. He said that he thought that we were going to have an event manager that would help us set up a system to get people hooked up with a parking spot or a camping spot and take care of all of the needs for all of those folks as far as having a place to park, water, medical, police, fire, etc. He advised Mr. Brooks that he didn't envision a party out there. He indicated that he is concerned about what kind of mess is going to be left if you get a bunch of people in here for some concert and serve beer and food. He wanted to know how they plan on arranging parking if the highways have not been cleared. The highway could be jammed up all of the way to Warm Springs and all of the way down to Terrebonne. How would people even get there?

OFFICIAL MINUTES

CITY COUNCIL, CITY OF MADRAS APRIL 26, 2016

He mentioned that he had left the meetings as he thought that they were going in one direction and that he didn't need to be there as they had everybody lined up in their particular areas, but this has changed so much that he is concerned about the liability to the City because if anybody gets hurt out there or gets killed or anything horrible happens, the City has the deepest pockets and the City will be the one that is going to end up getting sued.

He told Mr. Brooks that the City is leasing the property already to a farmer and he is going to sublease to them so this is kind of convoluted. We need an Event Planner and we do not have one and this sets us back. Now we have to go out and try to find one. He is upset because he thought that they were stepping up and would be the Event Planner and all of the sudden this has changed.

City Administrator Burril explained that they are trying to refine their proposal. It is diverging. They are moving towards sponsoring an event. The City is still in need of an Event Planner. In his opinion, they will work together. They set up ticket sales for our properties, manage our properties, and the Event Planner will make sure that they are getting people there safely, but when they get there the Jefferson County Tourism Group would take care of the property, take care of the ticket sales, and take care of the management and cleanup of the site. We are doing something that we haven't done before. The Jefferson County Tourism Group is trying to figure out what the right approach is. There is not a whole bunch of people waiting in line to do this so he wants us to work together as much as possible and still address everybody's concerns.

Mayor Embanks wanted to know if the City would be making enough money out of this to cover our expenses.

City Administrator Burril told Mayor Embanks that it is very possible that we may not, but we are trying to set ourselves up in a way to cover basic expenses and control our losses. The risk is oriented towards the Jefferson County Tourism Group, but if the event grows then the net profits are only headed towards them. He indicated that one of the discussions had been whether we should build the agreement in a way that should it grow, because we will have impact costs (e.g. transportation, public safety, public works, our RV dumps, possible cleanup, park restrooms and other impacts from inviting a big event here) that the City's share should reflect this increase to help cover these expenses.

He explained that he thinks that we are proposing the agreement in such a way that insurance will be there to help limit liability, and agreements that will clarify our roles. We are going to need to bring in another party in addition to the Jefferson County Tourism Group to assist if we are going to have 50,000 people in town,

OFFICIAL MINUTES

CITY COUNCIL, CITY OF MADRAS APRIL 26, 2016

Councilor Brick advised Mayor Embanks that he shares his concerns. When he first joined the group he had thought that the proposal looked good. There had been conversations that it is taking too long or not taking long enough, and they all agreed to disagree, but at the end of the day the original proposal was pulled. If we are going to move forward we need to look at the opportunity that is in front of us, not the opportunity that we thought we might have, that is no longer there.

If we were just going to invite 50,000 people to come to Madras and have a party, he would have the same concerns that Mayor Embanks brought up. They are coming whether we have a party or not. If we can leverage that fact with what is on the table, get that locked down and move forward, we can then build the processes and decision making around what we have to provide, which is public safety.

Mayor Embanks asked if the Jefferson County Tourism Group would be providing the security for the event, as he does not want our police force providing security at this event because they are stretched thin already.

J.R. Brooks assured Mayor Embanks that they will have everything arranged. He explained that there appears to be a little misconception as the City is going to have an Event Coordinator because they are coordinating the event. They are currently setting up a chart to address issues like education, public safety, infrastructure on sanitation, garbage, etc. They are coordinating this event as they have a vested interest in making sure that this thing runs smoothly.

Quite honestly he does not see that this would be any different than the Air Show. He told Mayor Embanks that he is talking about liability and people getting hurt; but the City has the same liability at the Air Show. They are trying to capitalize on the fact that there is going to be a bunch of people in town whether they have an event or don't have an event. They are trying to get some sort of festival set up that they can do on a yearly basis as they honestly believe that tourism would be a great economic push for this community. He advised Mayor Embanks that he believes that his comment that the City does not have a coordinator is, in his opinion, incorrect.

The Council continued to discuss the proposal and ask questions such as:

- 1) When is the Jefferson County Tourism Group going to start taking reservations for guests to come in and rent a parking spot?

J.R. Brooks indicated that this question can be addressed once they know where they are going to hold the event. They are currently selling parking spots at the Jefferson County Fairgrounds so are starting to fill the Fairgrounds right now with camping.

OFFICIAL MINUTES
CITY COUNCIL, CITY OF MADRAS
APRIL 26, 2016

- 2) Will they be coordinating with other people who might want to do the same thing (e.g. a farmer)?

J.R. Brooks explained that they will not be coordinating with anyone other than what they are doing. Everybody is more than welcome to do their own thing.

- 3) Which pieces of property do they have in mind and how do they propose to manage the cars going in and out of there?

J.R. Brooks explained that City Administrator Burril is already aware of the properties they want to utilize.

City Administrator Burril suggested the Council pull up the exhibits to the staff report. He then described the properties being considered for parking, dry camping, vendor area, music, and any other particular events. There is a vision with the Air Museum to interrelate with activities.

He does not believe that they are being asked to provide a traffic control agreement before an actual agreement is entered into. This is something that will be further developed over a period of time. This is something where we will need help from the Oregon Department of Transportation, the Jefferson County Sheriff's Department, and the State Police to make sure that people get to the event safely. Once they get on the property they will be handed over to J.R. Brooks, Jefferson County Tourism Group, who will be managing porta potties, and clean-up when everybody leaves the site.

J.R. Brooks advised Council that he cannot give them a parking plan unless he is talking to ODOT, the City, the State, and the County police, and until they figure out what properties they actually have available to them.

- 4) Who will be responsible for cutting the grass down and leveling the fields for parking?

J.R. Brooks explained that this will depend on the properties they get. There are expenses for the City if they have to mow or level out the ground. He wanted to know if those expenses would be coming back to them or if they are responsible for improving the property to make sure that it is viable for parking, camping, etc.

OFFICIAL MINUTES
CITY COUNCIL, CITY OF MADRAS
APRIL 26, 2016

Councilor Montgomery mentioned that he would like to see this addressed somewhere in the plan.

City Administrator Burril pointed out that the City generally mows the Air Show lots so these areas will likely be prepped already, but once the event starts for them and ends for them it is in their management. There will be a clear understanding of when they take it over and what we will do before they take it over.

He indicated that they have talked about approximately 3,500 feet of security fencing from the Dogwood lot to prevent people from drifting into Runway 4-22. In the agreement it will be necessary to clarify who will be putting that fence up and whether the City will be leveling the ground or if they will be leveling the ground for parking.

Councilor Brown suggested that they get together with the Air Show people and possibly do some cost sharing. In his opinion, the security fencing could be put up a week ahead of time. He stressed the importance of keeping people off the runway areas.

J.R. Brooks explained that he is a pilot and understands Airport operations and the fencing needs for Runway 4-22 as well as the fencing needs immediately west of the Airport. There are things that they can be involved in with the Air Show and the Solar Fest itself.

5) How long is this event going to last?

J.R. Brooks answered that the event is planned from Thursday to Tuesday.

6) Is the Council supportive of continuing refinement of this agreement?

Councilor Brown mentioned that he is comfortable with staff continuing with this.

Councilor Montgomery said that he thinks that it makes sense to go ahead and proceed. In his opinion, it is a good idea to have someone else managing this process as long as the City knows clearly what we are responsible for.

OFFICIAL MINUTES
CITY COUNCIL, CITY OF MADRAS
APRIL 26, 2016

7) Security and Emergency Services?

Police Chief Stanfill pointed out that they will be entering into agreements with the Oregon State Police and likely with Deschutes County for some additional police personnel. They will also be working with Mark Carman, Emergency Preparedness for Jefferson County, the Emergency Medical Services, and the Jefferson County Fire District to come up with a plan for incident command. There are going to be incidents occur (e.g. heart attacks, heat stroke, etc.). We will need proper routes to get personnel around town because Fourth and Fifth Streets are going to be pretty locked up with that amount of traffic. Having the event at the Airport makes sense to him.

Getting this first step completed, so they will have an idea of where we are going to have the most mass of people, is going to be beneficial as they can then start planning the routes and how they will evacuate out in case of a major disruption, and can plan for a proper amount of security personnel at the event, especially if people are going to be drinking.

This will be on a much bigger scale than the Jefferson County Fair, but they do have police personnel that go to the Fairgrounds that are there all day long with the security personnel, so you have that uniform presence because not everybody is as respectful as they should be to security personnel, and they will be there to supplement those services as much as possible.

J.R. Brooks mentioned that they have other contingency plans for additional medical personnel. There is a medical company out of Bend that has worked with Mark Carmen and others that will actually be setting up an on-site mobile hospital that will have the capability of handling everything from heart attacks to minor surgery if need be. The only thing they won't have is the capability for transport, so they will be working with the Emergency Medical Services for transport.

He announced that at this point in time because they do not have hard numbers, the National Guard won't be involved, but if the numbers get high enough and the threat matrix becomes such that we need the National Guard, he has a direct line to the State Provost Marshal in Portland.

They are looking at putting this event up at the Airport because it makes the most sense to keep the masses out of Madras. It will also be easier to coordinate if you can keep them all in basically one large area.

OFFICIAL MINUTES
CITY COUNCIL, CITY OF MADRAS
APRIL 26, 2016

8) Lease / Fee Structure?

Councilor Brick suggested that, since we do not know the size of the event, the City should charge a base amount in addition to a per ticket fee. This number and base amount could be based on whether they would anticipate that the City would bear the cost of getting the land ready or whether the Jefferson County Tourism Group would bear that cost.

J.R. Brooks mentioned that this would be negotiated. The City can identify any additional costs which can be negotiated as well.

City Administrator Burril clarified that the proposal to Council would be to direct staff to consider a base fee plus a per ticket fee (e.g. \$10,000 base fee, \$1 per ticket fee).

9) Marketing?

J.R. Brooks advised Council that they are currently holding off from doing their marketing the way that they need to do their marketing because they do not have a landing spot. They will need an answer soon as they are looking at farm property near the Airport facility as a backup opportunity, but would rather hold the event at the Airport.

10) Event Coordinator / Planner?

City Administrator Burril indicated that he is getting a sense that the consensus is that the Council is supportive. Staff will continue a second process for an Event Coordinator / Planner that works with the Jefferson County Tourism Group.

11) Plan

Mayor Embanks stressed that he wants to see a plan, in writing, from all parties by August 2016. If they can't come up with what their plans are by then, we will have some serious problems. We need to look at the safety plan and the fire plan, not just for the event, but for the entire area. People need to start making decisions. If this makes the decision faster, we should go ahead and do it. He said that he doesn't agree with it, but that we should go ahead and do it.

OFFICIAL MINUTES

CITY COUNCIL, CITY OF MADRAS APRIL 26, 2016

He told City Administrator Burril that he has his support, but that he is worried about safety and liability. He questioned how we would be getting people moved off of the highway to the event if it is running for the days that it is proposed to be running. He indicated that at a minimum we are going to have 20,000 people.

City Administrator Burril indicated that he thinks that it is appropriate to set some dates for plans back from the groups that will be serving (e.g. the police, the fire department, public works, the State Police, etc.). There have been some things recommended:

- That we increase communications; and
- Identify a core group that has decision making authority as we go forward so we will not have to make decisions slowly from a board level.

A MOTION WAS MADE BY COUNCILOR BARTT BRICK AND SECONDED BY COUNCILOR BILL MONTGOMERY THAT COUNCIL IS SUPPORTIVE OF DEVELOPING AN AGREEMENT WITH JEFFERSON COUNTY TOURISM GROUP FOR A SUBLEASE ON THE DESCHUTES BASIN FARMS PROPERTY AND A SPECIAL EVENTS AGREEMENT FOR THE OTHER PROPERTIES. THE MOTION PASSED UNANIMOUSLY, 6/0.

Councilor Brick stressed the importance of accelerating the pace of the Solar Eclipse Committee. He recommended that they begin meeting weekly until a plan of action is developed that identifies all of the key players within the City (e.g. the County, suppliers of services, etc.) with the idea of having a plan presented by every party who has some involvement in this project submitted to the Council for approval by August 1, 2016. He questioned whether this could be accomplished by having monthly meetings by indirectly interested parties.

City Administrator Burril mentioned that he is not sure if we will have an Event Planner in place until early June 2016. He questioned whether this would give enough time for this person to help or if they should ask specific agencies to provide their written plan on how they propose to accommodate 50,000 people coming into the region, which they would be coordinating with, and what resources they have or things they may need. He indicated that he would be looking at the City's Public Works Director and Police Chief to be developing their contingency plans for a heavy inundation of people for a four to five day period.

Councilor Montgomery wanted to know if they have a job description for the Event Planner.

OFFICIAL MINUTES
CITY COUNCIL, CITY OF MADRAS
APRIL 26, 2016

City Administrator Burril explained that they are refining the job description as we will now be looking at more of a coordinator role and maybe not so much of a ticketing role. We now have an Event Sponsor. The thing that the Event Coordinator is going to help with is getting people there as safely as possible. The County needs to be involved and the State needs to be involved. The Jefferson County Tourism Group did not want to be involved with managing those ten other sites.

He suggested the need to guard against getting too involved in any one private property otherwise we will get flooded and overwhelmed so fast that we will be unable to keep up with the public ways, public infrastructure, and public safety.

Councilor Brick told City Administrator Burril that he is not comfortable waiting for an Event Coordinator to get chosen as this could take two days or it could take three months. In his opinion, they need to accelerate and then bring that person on when that person can be brought on.

Police Chief Stanfill agreed with the need to accelerate the meetings. In his opinion, the start off point would be to bring this up to the group at the next Solar Eclipse meeting and start pushing these other entities to come to the table (e.g. OSP, EMS, the hospital, and the Fire Department). All of those entities know about it.

Councilor Brick suggested the need for this committee to move from a debate society to decision maker. The committee should be made up of four or five people who are empowered to make decisions and are connected with the people that need to be informed.

City Administrator Burril indicated that this item will be placed on the regular meeting agendas. He and Police Chief Stanfill will visit on what a core decision group would need to look like and then ask for a blessing giving authority to that group to make some recommendations, but know that they have the authority to call some things particularly as we get into the middle of the event.

VI ADOPTION OF ANNUAL STRATEGIC IMPLEMENTATION PLAN FOR FY 2016-2017

City Administrator Burril reminded the Council that the Annual Strategic Implementation Plan was sent to them in early February. He pointed out that a couple of items were added to the plan. He explained that Objective 2.8 was the result of March feedback that had been received from the Council asking that staff research and identify the City's Records Preservation Retention Plan and provide a summary report to the Council.

OFFICIAL MINUTES

CITY COUNCIL, CITY OF MADRAS APRIL 26, 2016

He explained that staff was contacted by an ADA advocate wanting to know if we have a transition plan in place. He and Public Works Director Hurd looked at our transition plan and found that it hadn't been updated for a couple of decades. This has been added as Objective 3.3.

He advised Council that he had heard from the Airport-Industrial Site Committee last week that there has been a lot of interest at our Airport to have some usable building space and options ready to go for financing. He proposed that they add Objective 1.2 that looks at Airport building facilities to attract economic development opportunities and get financing readied when we have a client ready to go. He mentioned that he will work with Public Works Director Hurd to look at cost estimates and with our new Finance Director on financing options.

A MOTION WAS MADE BY COUNCILOR GARY WALKER AND SECONDED BY COUNCILOR BILL MONTGOMERY THAT THE CITY COUNCIL ADOPTS THE ATTACHED ANNUAL STRATEGIC IMPLEMENTATION PLAN FOR FY 2016-2017 AS PREPARED WITH AMENDMENTS AS REQUESTED BY THE CITY COUNCIL AS PART OF THE REVIEW AND MEETING DISCUSSION [AND] WITH THE ADDITION OF [OBJECTIVE] 1.2 AS WE DISCUSSED. THE MOTION PASSED UNANIMOUSLY, 6/0.

[Note: The Annual Strategic Implementation Plan will not be attached to the meeting minutes as mentioned in the motion; however, a copy will remain on file at the Madras City Hall for review by the public upon request.]

VII PUBLIC HEARING (LEGISLATIVE)

A. CITY OF MADRAS SIGN ORDINANCE TEXT AMENDMENTS COMMUNITY DEVELOPMENT DEPARTMENT FILE #TA-15-4

1) Open Public Hearing

The Public Hearing was opened at 8:27 p.m.

2) Staff Report

Community Development Director Snead explained that staff is presenting the draft text amendments to the City Sign Ordinance to the Council this evening. These amendments were initiated in general because staff was aware of problems with interpretation or administering

OFFICIAL MINUTES

CITY COUNCIL, CITY OF MADRAS APRIL 26, 2016

the code. Garrett Chrostek, one of the City's land use attorneys, determined the need to update the ordinance as it was getting to a point where while they were making reasonable interpretations of the ordinance, some of those interpretations were at the benefit of property owners and being reasonable, but the plain letter of our ordinance may not have outright supported that interpretation.

They wanted to amend this ordinance to recognize their current practices of which they believe are reasonable for our community. One of the reasons that Council is probably not seeing a lot of the public here is because they are not really changing the standards. They are primarily updating definitions and things like that.

The other reason had to do with the Reed Case, a recent U.S. Supreme Court decision. Attorney Chrostek is in attendance to explain some of the legal parameters of that case which are impacting the City and necessitating some of the ordinance changes as well.

He advised Council that a summary of the amendments can be found on page two of the staff report. They have updated the definitions for clarity or consistency. The other reason would be best practices. They updated the residential provisions in Section 2.4. Senior care facilities, nursing facilities, and apartment complexes tend to be a challenge for them to address so they have updated that section. The largest change to the ordinance is in Article 3, Temporary Signs. There were also some administrative or housekeeping updates with respect to enforcement for any violation of the sign ordinance. These violations would now be a nuisance so we would enforce violations through the nuisance ordinance process. The standards and procedures established for sign variances are kind of weak.

City Attorney Chrostek referred to the housekeeping updates and explained that the City has about four or five different ordinances that have some type of enforcement procedure and none of them were the same. This created a lot of confusion as with some you would have to send the notice within ten days, sometimes it is fifteen days, sometimes it is five and then three, so they are trying to go to a uniform process for all of that.

There are appeal processes set out in about five different ordinances so they are trying to make those processes the same. The variance process appears more than once, so they are trying to make them uniform across the various ordinances and their subject matter realms.

OFFICIAL MINUTES

CITY COUNCIL, CITY OF MADRAS APRIL 26, 2016

The City of Gilbert, Arizona, has a sign ordinance, just like the City of Madras and pretty much every other city in the United States. The conflict that arose had to do with a church that doesn't meet in the same location each Sunday, but moves around the City, so they have a bunch of temporary signs that they set out to let people know where their church is. They were falling out of compliance with the sign ordinance because the sign ordinance had restrictions on the amount of time and the location of those signs and because they were moving around all of the time it didn't line up with their needs so far as adequate signage.

What created the tension had been that the City finally said that you left your signs where you met last week and you need to clean those up. What they were eventually arguing was that because signs are a first amendment free speech provision of the Constitution it brought it up to the Supreme Court level. What they were saying was the City was discriminating based on the type of content in their signs because the regulations for their temporary signs for churches were different than those for a city owned sign and those of a business owned sign. They are saying that because you are regulating the content, you are held to what is referred to as strict scrutiny, the highest test under the free speech doctrine, and it is very difficult to pass.

What the Supreme Court has said is that the need has to be so compelling, so tailored that you are not regulating more than you need to and you are not regulating less than you need to and this is essentially impossible to meet. What the Court ended up saying is that there is no meaningful reason to regulate in a different manner content based signs based on the owner of the sign and essentially the category of content. Even if you are not saying that you can only display signs that promote these types of messages and get really into the content, what the court has said, even at the higher level, is that you cannot treat a business sign differently than a non-profit sign and a government sign.

The existing sign ordinance is rife with what they will call content category discrimination. For example, franchises like McDonalds had their own special set of rules. There was a different set of rules for political signs, and a different set of rules for garage signs all through there. What they have done with the temporary sign category in response to the Reed case is to try and make those as even and uniform as possible recognizing that the court is saying that there is really no good reason to discriminate between those categories of signs.

OFFICIAL MINUTES

CITY COUNCIL, CITY OF MADRAS APRIL 26, 2016

You do not need to get a permit for them, but now they all have the same standards in terms of duration, how many, those sorts of things.

3) Comments From The Public

Mayor Embanks provided those in attendance with the opportunity to present comments at this time.

There were no comments offered.

4) Close Public Hearing

The Public Hearing was closed at 8:37 p.m.

5) Council Deliberations (Comments and/or Questions)

Council offered no comments and asked no questions.

6) Council Takes Formal Action at This Time to Approve, Modify, Deny, or to Continue the Hearing to a Time and Date Certain

A MOTION WAS MADE BY COUNCILOR CHUCK SCHMIDT AND SECONDED BY COUNCILOR BARTT BRICK THAT THE CITY COUNCIL APPROVE THE PROPOSED TEXT AMENDMENTS TO THE CITY OF MADRAS SIGN ORDINANCE AND DIRECT STAFF TO PREPARE THE NECESSARY ADOPTING ORDINANCE FOR CONSIDERATION AT A FUTURE CITY COUNCIL MEETING. THE MOTION PASSED UNANIMOUSLY, 6/0.

VIII QUARTERLY COMMUNITY DEVELOPMENT DEPARTMENT UPDATE

Community Development Director Snead reviewed his department's quarterly update for those in attendance. They have had five Building Permits for single-family dwellings filed with the City in the last forty-five days. The Department had 31 code enforcement cases open and seventeen of those have been completed. This is the time of year when the department receives a number of complaints from citizens about tall grasses.

OFFICIAL MINUTES

CITY COUNCIL, CITY OF MADRAS APRIL 26, 2016

[Note: A copy of his report will remain on file at the Madras City Hall for viewing by the public upon request.]

IX REVIEW AND PRIORITIZATION OF COMMUNITY CLEAN-UP EFFORTS AND RESOURCES

Community Development Director Snead explained that the Community Development Department is working to resolve two significant cases that the department is working on in terms of code enforcement. By significant he means that it will likely require a significant amount of resources for these violations to be abated as the property owners have been unresponsive.

He referred to the staff report and mentioned that the staff report provides an overview of both cases (179 S.E. "D" Street and 283 S.W. "H" Street) in addition to pictures. What precipitated the need to have this discussion is that the Council authorized the Community Development Department to spend up to \$3,500 on the abatement of 179 S.E. "D" Street. They have largely spent a lot of that money. The County Parole and Probation work crew did not feel safe about going into the basement so there is trash that still remains in the basement at that location. Subsequently they had a resident in the neighborhood identify his concern for the trash potentially creating odors and the potential for pests (e.g. mice) and animals coming into the property and creating problems for the neighborhood.

Does Council want to spend more resources than they have already allocated for that particular property? He said that he and City Administrator Burril conducted a recent site visit. They went inside the structure and evaluated it. The basement is full all of the way to the top of the stairs that lead down into the basement. If we were going to remove the trash, it would be necessary to get a contractor that had the proper insurance, skills, and ability to do that, as the Parole and Probation work crew will not be able to do that for us.

There is another property at 283 S.W. "H" Street where he does not know why the neighbors are not beating down the door to his office as he is astonished at the amount of trash and debris on this property. There are at least six piles of trash that extend almost ten or twelve feet high. Staff began researching the ownership of the property and determined that there is a probate set up, so they spoke with the local attorney about that and the local attorney told them that the property owner was not going to be able to clean it up, that the property is in the process of being foreclosed on, and that eventually the City will probably need to work with the mortgage holder to clean it up.

What staff would like to do is not remove the trash from 179 S.E. "D" Street as staff believes at this point that this property is properly secured. The County is going to take

OFFICIAL MINUTES

CITY COUNCIL, CITY OF MADRAS APRIL 26, 2016

ownership of that property in October 2016. He was told that someone was interested in buying that property and remodeling the house.

He recommended that we focus our attention and limited resources on 283 S.W. "H" Street. The Community Development Department has received three complaints. He said that he does not know how the trash got there. The abatement effort there would be limited to just removing the trash. There is nothing at this time that they are aware of that is wrong with any of the structures.

Councilor Schmidt requested an estimate on what it would cost to take all of the trash to the landfill.

Community Development Director Snead estimated that it would cost around \$4,000 to \$5,000. One of the things that really helped with the property at 179 S.E. "D" Street had been the Public Works Department. He indicated that he is not sure they will have the ability to assist this time as they are ramping up in the spring and summer season as they have construction and maintenance going on. He said that he does not know that they are going to be able to have a front-end loader operator be there and in a matter of hours take away the trash. This would be something that he would need to schedule with the Public Works Department. If not then we would need to look at alternatives. This is probably one of the larger costs there, aside from the cost to dispose of the trash at the Box Canyon Transfer Station.

City Administrator Burril advised Council that the City receives about \$9,500 per year through the Community Clean-up Fund and this can vary from year to year depending on if the County does some community wide things and at what level. He believes that the Jefferson County work crew cost is approximately \$200 per day. The cost would really be adding up in the dump fees.

His understanding is that this property is not in the tax scenario that the other property was in where it looks like it is going to be taken over and owned by the County. This property is still in good standing so our likelihood to lien and get paid back is better than with the other property.

It may not be possible to get this to where we want it, but we may be able to get it to a reasonable point and save some of the remaining funds for use on other sites as we are going to have one or two each year that we will want to get to. He said that he would hate to use all of the funding on one site and have no funding available to respond to one or two more sites in a year.

He asked for Council's authorization to make our best effort on the property located at 283 S.W. "H" Street. He explained that he understands that there is sensitivity with the property at 179 S.E. "D" Street, but he did walk it with Community Development Director

OFFICIAL MINUTES

CITY COUNCIL, CITY OF MADRAS APRIL 26, 2016

Snead and he didn't sense that there was going to be an odor issue and he believes that the County will take it over this fall and have first position on any gain from the property. The City has done our best to make it reasonable. The County will have to decide what the best way to move forward will be this fall.

Community Development Director Snead mentioned that staff's recommendation is that the Council take formal action to direct staff to remove the trash on 283 S.W. "H" Street and not remove the trash at 179 S.E. "D" Street until such time as there is sufficient community clean-up funds available or conditions change that require immediate action by the City. If this situation should occur, staff will come back with a report, and request any necessary authorization.

A MOTION WAS MADE BY COUNCILOR GARY WALKER AND SECONDED BY COUNCILOR BILL MONTGOMERY THAT COUNCIL DIRECT STAFF TO REMOVE THE TRASH ON 283 S. [W.] "H" STREET AND NOT REMOVE THE TRASH AT 179 "D" STREET UNTIL SUCH TIME AS THERE IS SUFFICIENT COMMUNITY CLEAN-UP FUNDS AVAILABLE. THE MOTION PASSED UNANIMOUSLY, 6/0.

X CONFIRMATION OF APPOINTMENT PROCESS FOR CITIZEN AND MARIJUANA INDUSTRY REPRESENTATIVES TO THE CITY'S RECREATIONAL MARIJUANA ADVISORY COMMITTEE (RMAC)

Community Development Director Snead reminded the Council that at the last City Council meeting staff had said that they would bring back a resolution saying here create this committee. What he didn't quite realize is that the resolution actually called for the names of the committee members to be written in and we needed to have those names written in before Council could consider the resolution. This elicited some concern as he was not sure if the Council wanted to actually select the three Marijuana industry representatives and two at-large citizens based on the applications filed with the City or whether the Council preferred to have staff review those applications, draft a resolution, and basically make a recommendation on who would serve on the committee for those five positions.

When the Council approves the resolution, they are in affect telling the Advisory Committee to develop regulations for the time, place, and manner ordinance that will address the community's concerns.

Councilor Brick mentioned that he understands that they are setting up rules on the off chance that sales are permitted at the November election, but isn't it also true that if it is not permitted won't we also have to have some kind of enforcement regulations to deal with that as well. Would this be part of this committee's task?

OFFICIAL MINUTES

CITY COUNCIL, CITY OF MADRAS APRIL 26, 2016

Community Development Director Snead told Councilor Brick that they are clearly intending to development regulations that if the result of the November election by the voters of Madras indicates that they want to allow Recreational Marijuana to be grown, processed, and sold in Madras then these would be the regulations by which that would occur.

Police Chief Stanfill pointed out that there is a set of rules that have been put out by the Oregon Liquor Control Commission which have been passed. They will rely on OLCC in cooperation to enforce those rules.

Community Development Director Snead explained that whatever these regulations turn out to be, the adopting ordinance will contain an automatic clause that if the voters in November say that they do not want Recreational Marijuana, these time, place, and manner rules would not apply.

A MOTION WAS MADE BY COUNCILOR RICHARD LADEBY AND SECONDED BY COUNCILOR GARY WALKER THAT COUNCIL DIRECT STAFF TO SOLICIT AND SELECT INTERESTED CITIZEN AND MARIJUANA REPRESENTATIVES THAT PROVIDE A DIVERSITY OF INTEREST, EXPERIENCE, AND PERSPECTIVE AND PRESENT A RESOLUTION WITH THE NAMES OF THOSE INDIVIDUALS THAT HAVE BEEN SELECTED TO SERVE ON THE RECREATIONAL MARIJUANA ADVISORY COMMITTEE, AT THE MAY 10, 2016 MEETING. THE MOTION PASSED UNANIMOUSLY, 6/0.

XI QUARTERLY FINANCIAL UPDATE

Finance Director McNamee told the Council that she had tried to simplify the quarterly update without the PowerPoint presentation by providing an operating financial snapshot as a one page summary. The Caselle accounting system interfaces directly with Excel. Whenever her department runs the financials on a given month, they are 52 pages long. For staff it is difficult to sort through all of the budgets to actuals. This one-page summary is directly linked to the system. It gives an operating budget to actual because it doesn't include debt transfers or contingency. The dash board is built in Excel and all you have to do is change the dates in it and the report will automatically run.

There was a major accomplishment this month. They have always had negative fund balances. It is generally in the SDC funds as there wasn't enough development revenue coming in. Based on Daimler revenue coming in this month, we now have 100% positive fund balances amongst all funds. This has been an audit comment every year for a decade.

OFFICIAL MINUTES

CITY COUNCIL, CITY OF MADRAS APRIL 26, 2016

She announced that they are preparing a budget resolution for year end. There will be one Supplemental Budget coming on June 14, 2016 for the other major changes to ensure that we do have appropriation authority.

Mayor Embanks thanked Finance Director McNamee as she has done an excellent job in getting everything correct and on track. It has made understanding the budgeting process a lot easier.

XII ADDITIONAL COMMENTS, ANNOUNCEMENTS, AND DEPARTMENT REPORTS

■ PUBLIC WORKS DEPARTMENT REPORT

West Access Road Project (Daimler)

Public Works Director Hurd advised Council that they had the bid opening today for the Daimler road project and bids came back extremely well. The low bid was around \$750,000. There were some discrepancies in the paperwork so he is not saying who it is yet as he needs to do some investigation before releasing the results.

County Trail Project

Public Works Director Hurd indicated that he is starting to scope out putting together a trail project with the County. They have a flat grant that is out right now. It is for the Willow Creek Trail all of the way down to Simtustus. He said that he has offered to help them write the application as it ties into the City's trail system. What we need the County to do is get their trail going up to their State designated trail. He mentioned that he had been talking to County Administrative Officer, Jeff Rasmussen, and had volunteered to help write the application because it benefits not only the County, but the City as well.

■ POLICE DEPARTMENT REPORT

Central Oregon Community College

Police Chief Stanfill advised Council that he had met with COCC (Central Oregon Community College) at an all Chief's luncheon. They brought in emergency personnel in Bend. We do have the COCC campus here in Madras. He explained that he had discussed campus security with them even though it is a small building as there is always some threat assessment that needs to occur.

OFFICIAL MINUTES

CITY COUNCIL, CITY OF MADRAS APRIL 26, 2016

They were agreeable to his suggestions on starting to do some drills similar to what Jefferson County School District 509-J has been doing. It was a good meeting.

Child Abuse Summit

Police Chief Stanfill reported that he had sent two staff members to the Child Abuse Summit at the Clackamas County Sheriff's Office. The Sheriff's Office puts on a Child Abuse Summit every year. It is about as high speed training as you can possibly get in the nation. He said that people from all over the nation (e.g. doctors, nurses, counselors, police officers, child welfare, etc.) participate in this training.

It is excellent training and is the most up-to-date training that is available for officers and/or detectives that have to work with children that are victims of crime. It is very educational and is not the easiest training. It is very trying going through those cases, even in a training setting. They do a good job with their activities and things for everybody to do to kind of gear down at the end of the day after going over horrific things. The officers came back with a lot more knowledge than they had before going.

Traffic Safety Blitz

Police Chief Stanfill advised Council that they had participated in a traffic safety blitz last week which was headed up by the Oregon State Police. This was a 48-hour traffic blitz. They ended up roughly with 100 traffic stops resulting in 50/50 on citations and warnings. In his opinion, it had a good impact. When you are pulling that many people over in such a short period of time he had expected some complaints, but hasn't received any yet.

■ **FINANCE DEPARTMENT REPORT**

Budget Committee Meeting

Finance Director McNamee reminded the Council that the Budget Committee meeting that was originally scheduled for Thursday, April 28, 2016 has been cancelled because they finished the budget process last Thursday (April 21,

OFFICIAL MINUTES

CITY COUNCIL, CITY OF MADRAS APRIL 26, 2016

2016). She has completed the budget resolutions that are scheduled to come before the Council on June 14, 2016.

She then reminded the Council members that are on the Madras Redevelopment Commission Budget Committee, that the Budget Committee meeting has been scheduled for 5:30 p.m. on Tuesday, May 3, 2016.

■ CITY ADMINISTRATOR COMMENTS

Solar Eclipse

City Administrator Burril thanked Council for walking through the Solar Eclipse discussion with the Jefferson County Tourism Group tonight and giving direction to staff who will continue to follow up on that.

Finance Director Position

City Administrator Burril reported that we are currently interviewing for the Finance Director position. We had two candidates on Monday and will have two more this coming Monday, May 2, 2016. He thanked HR and Administrative Coordinator, Sara Puddy, for helping organize that. The Finance Department is running the applicants through technical drills, and the Department Head Team, City Recorder, Mayor Embanks, and Councilor Brick are assisting with the interviews. He told the Council that we should know next week whether we have a candidate that we are comfortable with.

■ CITY ATTORNEY COMMENTS

City Attorney Chrostek briefed the Council on a legal opinion from the Attorney General pertaining to a change in the Public Meetings Law

XIII ADJOURN

The City Council meeting was adjourned at 9:16 p.m.

Karen J. Coleman, City Recorder

Royce Embanks, Mayor

The actual cost of the stormwater improvements were \$300,168. The City's portion of the improvements was \$102,057.12. Saint Charles is also providing ADA ramps that are non-adjacent to the property that are SDC eligible. The total cost of those improvements is \$22,184.00. Saint Charles System Development Charge equates to \$93,996.79 leaving \$30,244.33 owed by the City.

SUMMARY:

- A. Fiscal Impact:
 - City's cost share of the Stormwater Improvements and SDC Eligible Improvements = \$124,241.12

- B. Funding Source:
 - Transportation Operations Fund, \$30,244.33
 - A budget resolution will be required to transfer excess beginning cash to be utilized for the improvement.

- C. Recognition of Collateral Material and Technical Report:
 - Saint Charles Conditional Building Permit Approval.

RECOMMENDATION:

Formal action/motion that Council ratifies the expenditure of \$30,244.33 and System Development Credits of \$93,996.79 towards stormwater improvements and ADA Improvements on 12th Street, Oak Street, A Street and Nordic Drive.



THE CITY OF MADRAS

February 19, 2016

TO: The Neenan Company
Joe Ashcraft
2607 Midpoint Drive
Fort Collins, CO 80525

RE: Conditional Building Permit Approval from Public Works – Permit 451-CB15-0053 –
Saint Charles Health System

Dear Mr Ashcraft,

The Public Works Department has approved the construction plans with the exception of the Fire Suppression System. The Public Works Department has released the building permit with the following conditions:

1. No work may begin on the Fire Suppression System nor will Certificate of Occupancy be issued until the Public Works Department and the City Engineer (Harper Houf Peterson Righellis – Wen Jou) are satisfied that the proposed Fire Suppression System will not create additional demand on the City's existing water distribution system and that it is in compliance with the Fire Code and Fire Marshal's requirements. If through the hydraulic analysis it is determined that the proposed fire suppression system for the development will impact the City's water distribution system, the developer will be responsible for mitigating that impact.
2. Before beginning work on any public facility including work within the Right-of-Way a preconstruction meeting is required to be held with the Public Works Department. In order to schedule a preconstruction conference please call Michele Quinn at 541-475-2344

Releasing of the building permit does not relieve the applicant of complying with the conditions set forth in the site plan decision and the applicant/owner will be required to meet all conditions prior to final occupancy.

The City will participate in a 66/34 cost share on the public storm water improvements. The estimated cost of the public Stormwater Improvements is \$300,168. The City's cost share will

be \$102,057.12. The City will also participate in additional non-adjacent public improvements as an SDC eligible improvement and credit the developer in System Development Charges for the following improvements:

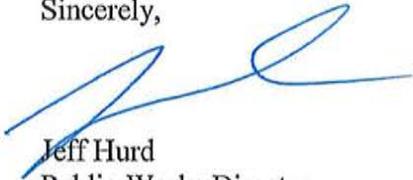
1. North Concrete ADA Ramp at 12 th and Oak	=	\$8,380.00
2. West Concrete ADA Receiving Ramp at 12 th and Oak	=	\$2,000.00
3. West Concrete ADA Receiving Ramp at 12 th and A	=	\$2,200.00
4. South Concrete ADA Receiving Ramp at 12 th and A	=	\$2,000.00
5. South Concrete ADA Ramp at Nordic and A	=	<u>\$7,604.00</u>
Total SDC Eligible Improvements	=	\$22,184.00

The cost of the stormwater improvements and SDC eligible improvements were verified to be actual costs from the developer's contractor. The City credits the development in the amount of \$124,241.12 for its participation in public improvements.

Attached you will find a breakdown of the City Development Fees and Charges to be paid by the applicant in order to process the building permit.

If you have any questions in regard to these details, please call the Public Works Department at 541-475-2344.

Sincerely,



Jeff Hurd
Public Works Director

Cc: Building Permit File, Nick Snead, Community Development Director, Brandie McNamee, Finance Director

Attachments: Saint Charles Madras Public Works Permit Fee Summary; Saint Charles Madras Community Development Fees; Email Correspondence between Joe Ashcraft and Jeff Hurd dated Saturday February 6 – verification of offsite costs by Neenan; Email Correspondence between Joe Ashcraft and Jeff Hurd dated Monday February 1 – costs of offsite work.

THE FOLLOWING CITY REGULATION REQUIREMENTS NEED TO BE MET AND FEES PAID:

APPLICATIONS:

		<u>CODE</u>
Business License	\$	3-301
City Review for Bldg. Permit	\$ 100.00	24-2401
Lien Clearance:		
Abatements	\$ -	24-2402
Curb. Paving & Sewer Assessments	\$ -	4-401
Sewer Bills	\$	1-101
Water Bills	\$	1-101

CITY PERMITS:

Right-of-Way Permit includes Sidewalk		\$ 100.00		24-2401
Sanitary Sewer Connection/Inspection Permit		\$ -		12-1206
Non-Remonstrance Fee (Recording)		\$ -		19-1905
Water Connection/Inspection Permit	Mtr Size _____	\$ -		11-1104
Water Meter Installation		\$ -		11-1104
Consent to Annexation				14-1401
Landscaping Fee (Ordinance 8-12)		\$ 1,000.00		14-1407
Improvement Fee		\$ -		34-3401
Plan Review Assurance Admin & Inspections		\$ 14,079.18		24-2403

SYSTEMS DEVELOPMENT CHARGES:

Parks				\$ -	28-2804
Sewer	Mtr Size <u>N/A</u>		\$ -	Improv. Fee	\$ - 27-2701
				Reimb. Fee	\$ - 30-3001
Storm Drainage	Sq. Ft. <u>51,725</u>		\$ 3,603.51		32-3201 <i>8,30,244.33</i>
Street/Trans.	PHT <u>26.08 x \$3,466</u>	\$ 90,393.28		Improv. Fee	\$ 79,546.09 21-2112
				Reimb. Fee	\$ 10,847.19 33-3301
Water Service	EDU <u>N/A Fire sprinkler</u>				\$ - 31-3101

Public Improvement Credits \$ 124,241.12
 Revised Public Works Fees and SDCs **(\$14,965.15)**

COMMUNITY DEVELOPMENT FEES:

Building Value:	\$11,895,915				
\$ 225 + .006 X Valuation	\$0 to \$300,000		\$ 45,316.83		14-1402
\$ 2,025 + .005 X Valuation	\$300,001 to \$1,000,000		\$		14-1402
\$ 5,525 + .004 X Valuation	\$1,000,001 to \$5,000,000		\$		14-1402
\$21,525 + .002 X Valuation	\$5,000,000 and above		\$ -		14-1402

(Example: A commercial structure valued at \$450,000 would be figured as follows: \$2,025.00 + (\$150,000 X .005) = \$750 = \$2,775)

CODE ENFORCEMENT FEES:

CD Fee X .10 (Resolution 02-2005)		Total \$ 4,531.68	5-518
Amount due at release of building permit			\$34,883.36

Name of Development: Saint Charles Health System - Hospital Addition
 Site Address: 470 A Street Map# 11-13-1CD Tax Lot# 102
 Contact Name and Phone Number: Neenan Company - Joe Ashcroft - 303-710-1844

Lien Sign Off/Customer Accounting Clerk _____ Date _____
 Finance Director _____ Date _____
 Public Works Director *[Signature]* _____ Date 2/19/16
 Community Development Director *[Signature]* _____ Date 2/17/2016

No receipt is allowed to be processed without this form completed:

Receipt No. _____

UTILITY LOCATES: You must call 1-800-332-2344 for utility locates prior to any excavation work.

Public Works Department Fee Summary - City of Madras
 System Development Charges & PW Fees - Saint Charles Madras Hospital Expansion
 Fees shown are effective from July 1, 2015 - June 30, 2016

BUILDING PERMIT NOT TO BE RELEASED UNTIL ALL PERMITS COMPLETED

DATE 2-Feb-16

Description	Area (SF) or # of Units	# PH Trips/Units	# Trips	Trip Rate (\$/PH Trip)	SDC Total
Hospital Use (Land Use 810)	21,920.00	1.19	26.08	\$3,456.00	\$90,393.28
			0.00	\$3,456.00	\$0.00
			0.00	\$3,456.00	\$0.00
			0.00	\$3,456.00	\$0.00
Madras Transportation SDC			26.08		\$90,393.28

City Use Only

Improve	Reimburse	Total
\$79,546.09	\$10,847.19	\$90,393.28

Parks SDC Calculation = \$1775/ Home, Business, New Facility or Apartment Unit

Water SDC (City water meter billed separately) (DWWD rates vary from the City)	#Units	Rate	Total
	0.00	\$0.00	\$0.00

Improve	Reimburse	Total
\$0.00	\$0.00	\$0.00

Sewer SDC - Amount based upon water meter size - schedule of rates

Water Meter Size	EDU Equiv.	Rate	Total
	EDU Equiv.	\$5,010.00	\$0.00

Improve	Reimburse	Total
\$0.00	\$0.00	\$0.00

Stormwater Calculation = Impervious Surface (Est.) 3,000 SF per RDE = SF Area x \$209/ RDE =

Lot Size (SF)	Rate	Total
Building roof area 21520	\$209	\$4,498.80
Parking Lot and walkways 29805	\$209	\$6,229.05
Impervious area = 51725		\$10,727.85
Total SDC Charges =		\$93,996.79

Improve	Reimburse	Total
\$0.00	\$0.00	\$0.00

SDC Eligible Public Improvements

North ADA Ramp at 12th and Oak	\$8,380.00
West Receiving Ramp at 12th and Oak	\$2,000.00
West Receiving Ramp at 12th and A	\$2,200.00
South Receiving Ramp at 12th and A	\$2,000.00
South Ramp at Nordic and A	\$7,604.00
Offsite Storm piping cost share (34% of 300,169)	\$102,057.12
Total Credit Amount =	\$124,241.12

Over/Under (\$30,244.33)

RECEIVED COMPLETED FORM

1 Right-of-way permit	\$100.00
2 City Review for Bids, Permit	\$100.00
3 Landscape Deposit	\$1,000.00
4 Sanitary Sewer Connection and Inspection permit	\$0.00
5 Non-remonstrance Fee	\$0.00
6 Water Connection and Inspection permit	\$0.00
7 Plan Review, Assurance Administration & Inspection Fee	\$14,079.18
8 Water Meter Installation (3/4" to 1.5")	\$0.00
9 Improvement Fee	\$0.00

Total Non-SDC Fees for Public Works Dept = \$15,279.18

Plan Review, Assurance Administration & Inspection Fee for Public Improvements & Stormwater Review

-Onsite Stormwater Improvements	\$ 165,300.00
-Off site Stormwater Improvements	\$ 300,168.00
-Street lighting	\$ 9,882.00
-Sidewalk Improvements	\$ 40,894.00
-Driveway Improvements	\$ 40,773.00
-ADA Ramps	\$ 52,241.00
-Undegrounding of utilities	\$ 6,588.00
Total Estimated Value of Infrastructure Improvements =	\$615,836.00

TOTAL PUBLIC WORKS FEES \$-14,965.15

Note: Other fees to take into account
 1) City Hall Fees 541-475-2344
 2) Community Development Fees (based upon value of development) 541-475-9388
 3) Building Permit Fees (Jefferson County Building Department) 541-475-4462
 4) DWWD - Water Utility for systems outside of City 541-475-3459

Improve	Reimburse	Total
\$0.00	\$0.00	\$0.00

Project Information	
Date Prepared	11/9/2015
Prepared By	Nicholas Snead
Project Name	St. Charles Hospital (PH2)
Project Description	Phase 2 of the St. Charles Hospital building and site renovations
Project Value*	\$0
Building Valuation*	\$11,895,915

Required Permits & Fees		
Planning Applications	Fee Amount	Status
Site Plan Review		
Conditional Use Permit		
Land Use Application Notification Postage		
Subtotal	\$0.00	
Building Permit Review		
Community Development Structural Building Permit Fee	\$45,316.83	
Code Enforcement fee	\$4,531.68	
Subtotal	\$49,848.51	
Grand Total	\$49,848.51	

*Values provided by applicant

Note: This is an estimate. Please contact the Community Development Department for a revised estimate if values change.

Community Development Structural Building Permit Review Fee

INPUTS - STRUCTURAL BUILDING FEE					Formula Used (X)	INPUT VALUATION FROM "Fee Summary" Sheet	
Beginning Fee	Variable part of fee	Valuation		Building Valuation		Fee Assessment	
		Low	High				
\$ 225	0.008	\$ -	\$ 300,000		\$ 150,000.00	\$ 1,125.00	
\$ 2,025	0.005	\$ 300,001	\$ 1,000,000		\$ 300,001.00	\$ 3,525.01	
\$ 5,525	0.004	\$ 1,000,001	\$ 5,000,000		\$ 4,000,000.00	\$ 21,525.00	
\$ 21,525	0.002	\$ 5,000,001		X	\$ 11,895,915.00	\$ 45,316.83	

Fee - with if
formula
\$ 1,125

Site Plan Review & Conditional Use Permit Fee

INPUTS - SITE PLAN REVIEW APPLICATION FEE					Formula Used (X)	INPUT VALUATION FROM "Fee Summary" Sheet	
Beginning Fee	Variable part of fee	Valuation		Building & Site Improvement Value		Fee Assessment	
		Low	High				
\$ 800	0	\$ -	\$ 12,500		\$ 9,000.00	\$ 800.00	
\$ 1,100	0	\$ 12,501	\$ 25,000		\$ 12,502.00	\$ 1,100.00	
\$ 1,300	0	\$ 25,001	\$ 50,000		\$ 50,000.00	\$ 1,300.00	
\$ 1,500	0	\$ 50,001	\$ 100,000		\$ 100,000.00	\$ 1,500.00	
\$ 1,700	62	\$ 100,001			\$ 300,000.00	\$ 1,948.00	

\$ 200,000

4 #of \$50,000 increments

Jeffrey Hurd

From: Joe Ashcraft <joe.ashcraft@neenan.com>
Sent: Saturday, February 06, 2016 8:23 AM
To: Jeffrey Hurd
Cc: Nick Snead; Wen Jou (WenJ@hhpr.com); Brett Parker (brettp@hwa-inc.org); Sean Passage; Gus Burrell; Brandie McNamee
Subject: RE: SCMC Stormwater Report 3d Review Comments

Jeff,

Thank you for this. Does this mean that the City has signed off on their portion of the review and the building permit would be ready to pick up? Please let me know.

I have verified that the costs that we provided for all of the offsite scopes of work (offsite storm, concrete, etc.) are accurate and are what we have contracted for with our subcontractors.

Thanks, Joe

From: Jeffrey Hurd [<mailto:jhurd@ci.madras.or.us>]
Sent: Wednesday, February 3, 2016 5:54 PM
To: Joe Ashcraft <joe.ashcraft@neenan.com>
Cc: Nick Snead <nsnead@ci.madras.or.us>; Wen Jou (WenJ@hhpr.com) <WenJ@hhpr.com>; Brett Parker (brettp@hwa-inc.org) <brettp@hwa-inc.org>; Sean Passage <SeanP@hwa-inc.org>; Gus Burrell <gburriel@ci.madras.or.us>; Brandie McNamee <bmcmamee@ci.madras.or.us>
Subject: RE: SCMC Stormwater Report 3d Review Comments

Joe,

The construction plans including the stormwater have been approved with the exception of the booster pump. I've also attached the fee estimate based on the conversations we've had about the SDC eligible items. Please review and let me know if this makes sense to you. Also please remember to send me an memo in regards to the offsite improvements that the City is cost sharing in to verify that it is the actual cost of construction.

Thanks Joe.

Jeff Hurd
Public Works Director
City of Madras
125 SW "E" Street
Madras, OR 97741
Phone: 541-325-0309
jhurd@ci.madras.or.us

CONFIDENTIALITY NOTICE: This email (including any attachments) is for the sole use of the intended recipient(s) and may contain confidential and/or privileged information. Any unauthorized review, use, disclosure, and/or distribution of this email is prohibited. If you are not the intended recipient, please contact the sender by reply email and destroy all copies of the email (including any attachments).

PUBLIC RECORDS LAW DISCLOSURE: Under Oregon's Public Records Law (ORS 192.410 - 192.505), emails are generally considered "public records." Therefore, this email (including any attachments) may be subject to public inspection unless exempt from disclosure under Oregon's Public Records Law.

From: Wen Jou [<mailto:wenj@hhpr.com>]
Sent: Wednesday, February 03, 2016 3:43 PM
To: Sean Passage; Brett Parker

Cc: Jeffrey Hurd; Nick Snead
Subject: RE: SCMC Stormwater Report 3d Review Comments

Here is the attachment.

From: Wen Jou
Sent: Wednesday, February 03, 2016 3:41 PM
To: 'Sean Passage' <SeanP@hwa-inc.org>; Brett Parker <brettp@hwa-inc.org>
Cc: jhurd@ci.madras.or.us; 'Nick Snead' <nsnead@ci.madras.or.us>
Subject: SCMC Stormwater Report 3d Review Comments

Sean and Brett,

Please see the attached.

Wen

Jeffrey Hurd

From: Joe Ashcraft <joe.ashcraft@neenan.com>
Sent: Monday, February 01, 2016 11:56 AM
To: Jeffrey Hurd
Subject: FW: Madras ROW breakout and on site storm

Jeff,

Regarding the offsite work costs, see below for the breakout that Johnny Walston sent you back in August. Are you looking for this or something different? Please let me know. Thanks, Joe

From: Johnny Walston
Sent: Monday, February 01, 2016 12:43 PM
To: Joe Ashcraft <joe.ashcraft@neenan.com>
Subject: FW: Madras ROW breakout and on site storm

From: Jeffrey Hurd [mailto:jhurd@ci.madras.or.us]
Sent: Monday, August 10, 2015 3:06 PM
To: Johnny Walston <johnny.walston@neenan.com>
Cc: Joe Ashcraft <joe.ashcraft@neenan.com>; Matt Wycoff <mawycoff@stcharleshealthcare.org>
Subject: RE: Madras ROW breakout and on site storm

Thank you Johnny. I'll wrap up my fee estimate this afternoon and email it to the team.

Jeff

CONFIDENTIALITY NOTICE: This email (including any attachments) is for the sole use of the intended recipient(s) and may contain confidential and/or privileged information. Any unauthorized review, use, disclosure, and/or distribution of this email is prohibited. If you are not the intended recipient, please contact the sender by reply email and destroy all copies of the email (including any attachments).

PUBLIC RECORDS LAW DISCLOSURE: Under Oregon's Public Records Law (ORS 192.410 - 192.505), emails are generally considered "public records." Therefore, this email (including any attachments) may be subject to public inspection unless exempt from disclosure under Oregon's Public Records Law.

From: Johnny Walston [mailto:johnny.walston@neenan.com]
Sent: Monday, August 10, 2015 1:56 PM
To: Jeffrey Hurd
Cc: Joe Ashcraft; Matt Wycoff
Subject: Madras ROW breakout and on site storm

	Budget	Comments
SE ADA Ramp at 12th and Oak	\$ 12,726	
North ADA Ramp at 12th and Oak	\$ 8,380	SDC Eligible

West Receiving ramp at 12th and Oak	\$	2,000	SDC Eligible
West Receiving ramp at 12th and A	\$	2,200	SDC Eligible
South Receiving ramp at 12th and A	\$	2,000	SDC Eligible
NE ADA ramp at 12th and A	\$	10,193	
North Ramp at Nordic and A	\$	7,138	
South Ramp at Nordic and A	\$	7,604	SDC Eligible
Sidewalk	\$	40,884	
New street lights at Oak and 12 th , 12 th and A, A and Nordic	\$	9,882	
City required undergrounding of power poles.	\$	6,588	ROW work only
Driveways	\$	40,773	
Onsite storm piping	\$	165,300	
Offsite storm piping	\$	300,168	Cost share 66/34
Total costs	\$	615,835	

total credit
\$124,241.12

Johnny Walston
Preconstruction Operations Manager

THE NEENAN COMPANY
2620 E. Prospect Road, Suite 100 | Fort Collins, CO 80525
P: 970.495.6333 | C: 303.710.1864 | Johnny.Walston@neenan.com

Visit us on the web:
www.neenan.com | [Blog](#) | [Twitter](#) | [Facebook](#) | [Flickr](#) | [YouTube](#)

CITY OF MADRAS

Request for Council Action

Date Submitted: May 2, 2016

Agenda Date Requested: May 10, 2016

To: Mayor and City Council

Through: Rod Fulton, Building/Fleet/Street Supervisor

Subject: Surplus Four (4) pieces of Equipment

TYPE OF ACTION REQUESTED: (Check One)

- | | |
|----------------------------------------------------------|------------------------------------|
| <input type="checkbox"/> Resolution | <input type="checkbox"/> Ordinance |
| <input checked="" type="checkbox"/> Formal Action/Motion | <input type="checkbox"/> Other |
| <input type="checkbox"/> No Action - Report Only | |

Formal action/motion that Council approves staff to surplus City equipment per City of Madras Ordinance No. 886: Public Contracting Rules and Procedures.

DESCRIPTION:

City of Madras Ordinance 886 Public Contracting Rules & Procedures Section 14 (Disposal of Surplus Property), subsection (A), allows the city to auction off surplus equipment by publicly advertised auction to the highest bidder.

STAFF ANALYSIS:

Staff has identified 4 pieces of equipment to surplus, one (1) from Police Department, and three (3) from the Public Works Department.

The proposed items to be surplusd are as follows:

- 1 - Ford F250 Service pickup (1992)
- 1 - Chevy S-15 Pickup (1996)
- 1 - Ford F150 Pickup (1984) No Title
- 1 - Crown Vic Police Cruiser (2005)

Per City of Madras Ordinance No. 886: Public Contracting Rules and Procedures, staff intends to auction off the equipment. If approved, the City will advertise the auction items through the Public Surplus Group. The purchaser has one week to collect their purchased equipment

A minimum bid applies for each of the surplus items. The minimum bid amount was established by comparing similar surplus equipment sales in the same condition. All sales are in “As Is” condition. Additional review and decision required of bids that do not meet the minimum set bid amounts. If minimum bid is not received, the city is not obligated to sell.

Staff met with one other department to review the proposed items for surplus, each department recommended equipment from their department. Staff has determined the equipment listed is unsafe and is no longer repairable due to the cost of repairs and/or availability of parts. Staff recommends the surplus of the equipment listed.

SUMMARY:

A. Fiscal Impact

- Minimum bid amount for each surplus item:
 - 1- 1996 Chevy S15 Pickup 2,500.00
 - 1- 1992 Ford F-250 Pickup \$1,500.00
 - 1- 2005 Ford Crown Vic \$1,900.00
 - 1- 1984 Ford F-150 Pickup \$1,700.00
 - **Potential Revenue from Surplus Items = \$6,700.00**

B. Funding Source

Revenue earned from the sale of the four surplus items (owned by the Police, and Public Works Department) will be placed in the Internal Services Fleet - Miscellaneous Revenue - 805-101-350-4501

C. Recognition of Collateral Material and Technical Report:

- See attached Resolution Exhibit B, pictures of surplus equipment

RECOMMENDATION:

Formal action/motion that Council approves staff to surplus City equipment per City of Madras Ordinance No. 886: Public Contracting Rules and Procedures.









procurement procedures. The city administrator may select any method of disposal including, without limitation, donation to a charitable organization.

[Prev. adopt. in Res. No. 12-2006]

14. Disposal of Surplus Property.

- (A) Methods. Surplus property may be disposed of by any commercially reasonable method upon a determination by the city administrator that the method of disposal is in the best interests of City. Factors that may be considered by the city administrator include costs of sale, administrative costs, and public benefits to City. The city administrator will maintain a record of the reason for the disposal method selected, and the manner of disposal, including the name of the person to whom the surplus property was transferred. For the purpose of this rule, "commercially reasonable method" includes, without limitation, transfer or sale to another City department or agency, auction, bid, liquidation sale, fixed-price sale, trade-in, donation, and any other method determined reasonable under the circumstances by the city administrator.
- (B) Disposal of Property with Minimal Value. Surplus property which has a value of less than \$500, or for which the costs of sale are likely to exceed sale proceeds, may be disposed of by any means determined to be cost-effective, including by disposal as waste. Prior to disposing property pursuant to this subsection (B), the City official proposing to dispose the property will obtain a written confirmation from another City official determining that the value of the property is less than \$500. City official making the disposal will make a record of the value of the item and the manner of disposal.
- (C) Restriction on Sale to City Employees. City employees will not be restricted from competing, as members of the public, for the purchase of publicly-sold surplus property, but will not be permitted to offer to purchase property to be sold to the first qualifying bidder until at least three days after the first date on which notice of the sale is first publicly advertised.

15. Temporary Extensions or Renewals.

City may enter into contracts for a single period of one year or less, for the temporary extension or renewal of an expiring and non-renewable, or recently expired, contract, other than a contract for public improvements, without competitive bidding.

[Prev. adopt. in Res. No. 12-2006]

16. Temporary Use of City Property.

City may negotiate and enter into a license, permit or other contract for the temporary use of City-owned property without using a competitive selection process under the following circumstances:

- (A) The contract results from an unsolicited proposal to City based on the unique attributes of the property or the unique needs of the proposer; and

CITY OF MADRAS
Request for Council Action

Date Submitted: May 3, 2016
Agenda Date Requested: May 10, 2016
To: Mayor and City Council
Through: City Administrator, Gus Burrell
From: City Recorder, Karen J. Coleman
Subject:

**REQUEST FROM NATIVE AMERICAN PROGRAM COORDINATOR FOR
CENTRAL OREGON COMMUNITY COLLEGE THAT COUNCIL DECLARE
THE SECOND MONDAY IN OCTOBER AS INDIGENOUS PEOPLES' DAY**

TYPE OF ACTION REQUESTED: (Check One)

- | | | | |
|-------------------------------------|--------------------------------|--------------------------|-----------------------|
| <input type="checkbox"/> | Resolution | <input type="checkbox"/> | Ordinance |
| <input checked="" type="checkbox"/> | Formal Action/Motion | <input type="checkbox"/> | Other |
| <input type="checkbox"/> | No Action - Report Only | <input type="checkbox"/> | Consent Agenda |

DESCRIPTION AND STAFF ANALYSIS:

The City of Madras received a request from Gina Ricketts, Native American Program Coordinator for the Central Oregon Community College, asking that the Council pass a resolution that would change Columbus Day to Indigenous Peoples' Day. The "sample" resolution was adopted by the City of Eugene on March 14, 2016.

Ms. Ricketts is asking that the City pass a resolution that:

- recognizes the inherent sovereignty of the nine federally recognized tribal nations in the State of Oregon and all Indigenous peoples everywhere;
- indicates that the City of Madras values the many contributions made to the Madras community through Indigenous peoples' knowledge, labor, technology, science, philosophy, arts, and the deep cultural contribution that has substantially shaped the character of the City of Madras;

- accepts responsibility to oppose the systematic racism towards Indigenous people in the United States;
- commits to protecting and advocating for justice, human rights, and the dignity of all people who live and work in the City of Madras and vows to uphold the United Nations' declaration on the Rights of Indigenous Peoples endorsed by the United States on December 16, 2010;
- recognizes that colonization was not a historic event but was an ongoing structure predicated on the elimination of Indigenous life and land, and that the celebration of Christopher Columbus and his alleged "discovery" of Indigenous lands celebrates the colonization and dispossession of Indigenous peoples throughout the Americas;
- recognizes the second Monday in October as Indigenous Peoples' Day rather than Columbus Day;
- agrees to strike from its calendars and websites all references to Columbus Day;
- agrees to encourage the School District to comply with the Oregon American Indian/Alaska Native State Plan which mandates that the public schools teach about the history, culture, contemporary lives, and governments of the Indigenous peoples' of the Americas, with special emphasis on those from Oregon and across the Pacific Northwest;
- agrees to encourage other businesses, organizations, and public institutions to recognize Indigenous Peoples' Day as being the second Monday in October; and
- commits to continue its efforts to promote the well-being and growth of Madras' Indigenous community.

SUMMARY:

A. Fiscal Impact

Not Applicable.

B. Supporting Documentation

- A copy of the "sample" resolution has been attached along with a copy of the PowerPoint Presentation Ms. Ricketts would like to present.

STAFF'S RECOMMENDATION IS:

Staff would prefer not to make a recommendation, but to leave this decision to the Council's discretion:

Council has several options available:

- 1) Council can agree with the information that has been presented and instruct staff to prepare an appropriate resolution for approval at a future City Council meeting;
- 2) Council can listen to the presentation and make a determination that they would prefer to take more time to consider the request; or
- 3) Council can thank Ms. Ricketts for her presentation, but deny the request recognizing that the City of Madras is a diverse community and already recognizes the Native American people and other nationalities as being an important part of the Madras community.

"Sample"

Resolution : Declare the Second Monday of October as Indigenous Peoples' Day

WHEREAS, the City of Eugene Human Rights Commission (CEHRC) recognizes that the Indigenous peoples of the lands that would later become known as the Americas have lived on these lands since time immemorial; and

WHEREAS, the CEHRC honors the fact that the City of Eugene is built upon the traditional homelands of the Kalapuya peoples and recognizes the inherent sovereignty of the nine federally recognized tribal nations in the State of Oregon and all Indigenous peoples everywhere; and

WHEREAS, the CEHRC values the many contributions made to our community through Indigenous peoples' knowledge, labor, technology, science, philosophy, arts and the deep cultural contribution that has substantially shaped the character of the City of Eugene ; and

WHEREAS, the CEHRC has a responsibility to oppose the systematic racism towards Indigenous people in the United States, which perpetuates high rates of poverty and income inequality, exacerbating disproportionate health, education, and social crises ; and

WHEREAS, Indigenous Peoples' Day was first proposed in 1977 by a delegation of Native Nations to the United Nations sponsored International Conference on Discrimination Against Indigenous Populations in the Americas; and

WHEREAS, the CEHRC is committed to protecting and advocating for justice, human rights, and the dignity of all people who live and work in Eugene and vows to uphold the United Nations Declaration on the Rights of Indigenous Peoples (the "Declaration") endorsed by the United States on December 16, 2010; and

WHEREAS, the Declaration recognizes the right of Indigenous peoples "to the dignity and diversity of their cultures, traditions, histories and aspirations which shall be appropriately reflected in education and public information," and places an obligation on States to "take effective measures, in consultation and cooperation with the Indigenous peoples concerned, to combat prejudice and eliminate discrimination and to promote tolerance, understanding and good relations among Indigenous peoples and all other segments of society"; and

WHEREAS, the CEHRC understands colonization not as an historic event but as an ongoing structure predicated on the elimination of Indigenous life and land, and contends that the celebration of Christopher Columbus and his alleged "discovery" of Indigenous lands celebrates the colonization and dispossession of Indigenous peoples throughout the Americas; and

NOW THEREFORE BE IT RESOLVED that the CEHRC declares its support for the City of Eugene to recognize Indigenous Peoples' Day on the second Monday in October; and

BE IT FURTHER RESOLVED that the City of Eugene strike from the calendars and websites all references to Columbus Day; and

BE IT FURTHER RESOLVED that the City of Eugene utilize this day as an opportunity to reflect upon the ongoing struggles of Indigenous people of this land, to celebrate the thriving cultures and values of the Indigenous Peoples of our region, and to stand in solidarity with with Indigenous peoples elsewhere; and

BE IT FURTHER RESOLVED that the CEHRC strongly encourages the Eugene 4J and Bethel School Districts and Board members to comply with the Oregon American Indian/Alaska Native State Plan which mandates that the public schools of our City teach about the history, culture, contemporary lives, and governments of the Indigenous peoples of the Americas, with special emphasis on those from Oregon and across the Pacific Northwest ; and

BE IT FURTHER RESOLVED that the CEHRC encourages other businesses, organizations, and public institutions to recognize Indigenous Peoples' Day on the second Monday in October; and

BE IT FURTHER RESOLVED that the CEHRC firmly commits to continue its efforts to promote the well-being and growth of Eugene's Indigenous community .

Adopted by the City of Eugene Human Rights Commission on __, 2016 .



COUNCIL RESOLUTION NO. 5148

**A RESOLUTION DECLARING THE SECOND MONDAY OF OCTOBER AS
INDIGENOUS PEOPLES' DAY.**

PASSED: 8:0

REJECTED:

OPPOSED:

ABSENT:

CONSIDERED: March 14, 2016



RESOLUTION NO. 5148

A RESOLUTION DECLARING THE SECOND MONDAY OF OCTOBER AS INDIGENOUS PEOPLES' DAY.

The City Council of the City of Eugene finds that:

A. The City Council of the City of Eugene recognizes that the Indigenous peoples of the lands that would later become known as the Americas have lived on these lands since time immemorial.

B. The City Council honors the fact that the City of Eugene is built upon the traditional homelands of the Kalapuya peoples and recognizes the inherent sovereignty of the nine federally recognized tribal nations in the State of Oregon and all Indigenous peoples everywhere.

C. The City Council values the many contributions made to our community through Indigenous peoples' knowledge, labor, technology, science, philosophy, arts and the deep cultural contribution that has substantially shaped the character of the City of Eugene.

D. The City of Eugene has a responsibility to oppose the systematic racism towards Indigenous people in the United States, which perpetuates high rates of poverty and income inequality, exacerbating disproportionate health, education, and social crises.

E. Indigenous Peoples' Day was first proposed in 1977 by a delegation of Native Nations to the United Nations sponsored International Conference on Discrimination Against Indigenous Populations in the Americas.

F. The City of Eugene is committed to protecting and advocating for justice, human rights, and the dignity of all people who live and work in Eugene, and supports the principles in the United Nations Declaration on the Rights of Indigenous Peoples (the "Declaration") endorsed by the United States on December 16, 2010.

G. The Declaration recognizes the right of Indigenous peoples "to the dignity and diversity of their cultures, traditions, histories and aspirations which shall be appropriately reflected in education and public information," and places an obligation on States to "take effective measures, in consultation and cooperation with the Indigenous peoples concerned, to combat prejudice and eliminate discrimination and to promote tolerance, understanding and good relations among Indigenous peoples and all other segments of society."

H. The City of Eugene understands colonization not as an historic event but as an ongoing structure predicated on the elimination of Indigenous life and land, and contends that the celebration of Christopher Columbus and his alleged "discovery" of Indigenous lands celebrates the colonization and dispossession of Indigenous peoples throughout the Americas.

NOW, THEREFORE,

**BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF EUGENE, a
Municipal Corporation of the State of Oregon, as follows:**

Section 1. The City Council understands colonization not as an historic event but as an ongoing structure predicated on the elimination of Indigenous life and land, and contends that the celebration of Christopher Columbus and his alleged “discovery” of Indigenous lands celebrates the colonization and dispossession of Indigenous peoples throughout the Americas.

Section 2. The City Manager shall strike from City of Eugene calendars and websites all references to Columbus Day.

Section 3. The City of Eugene shall utilize the second Monday in October as an opportunity to reflect upon the ongoing struggles of Indigenous people of this land, to celebrate the thriving cultures and values of the Indigenous Peoples of our region, and to stand in solidarity with Indigenous peoples elsewhere.

Section 4. The City Council strongly encourages the Eugene 4J and Bethel School Districts and Board members to comply with the Oregon American Indian/Alaska Native State Plan which mandates that the public schools of our City teach about the history, culture, contemporary lives, and governments of the Indigenous peoples of the Americas, with special emphasis on those from Oregon and across the Pacific Northwest.

Section 5. The City Council encourages other businesses, organizations, and public institutions to recognize Indigenous Peoples’ Day on the second Monday in October.

Section 6. The City Council firmly commits to continue its efforts to promote the well-being and growth of Eugene’s Indigenous community.

Section 7. This Resolution is effective immediately upon its passage by the City Council.

The foregoing Resolution adopted the 14th day of March, 2016.

Beth Forrest

City Recorder

Debunking Columbus

Celebrating Indigenous

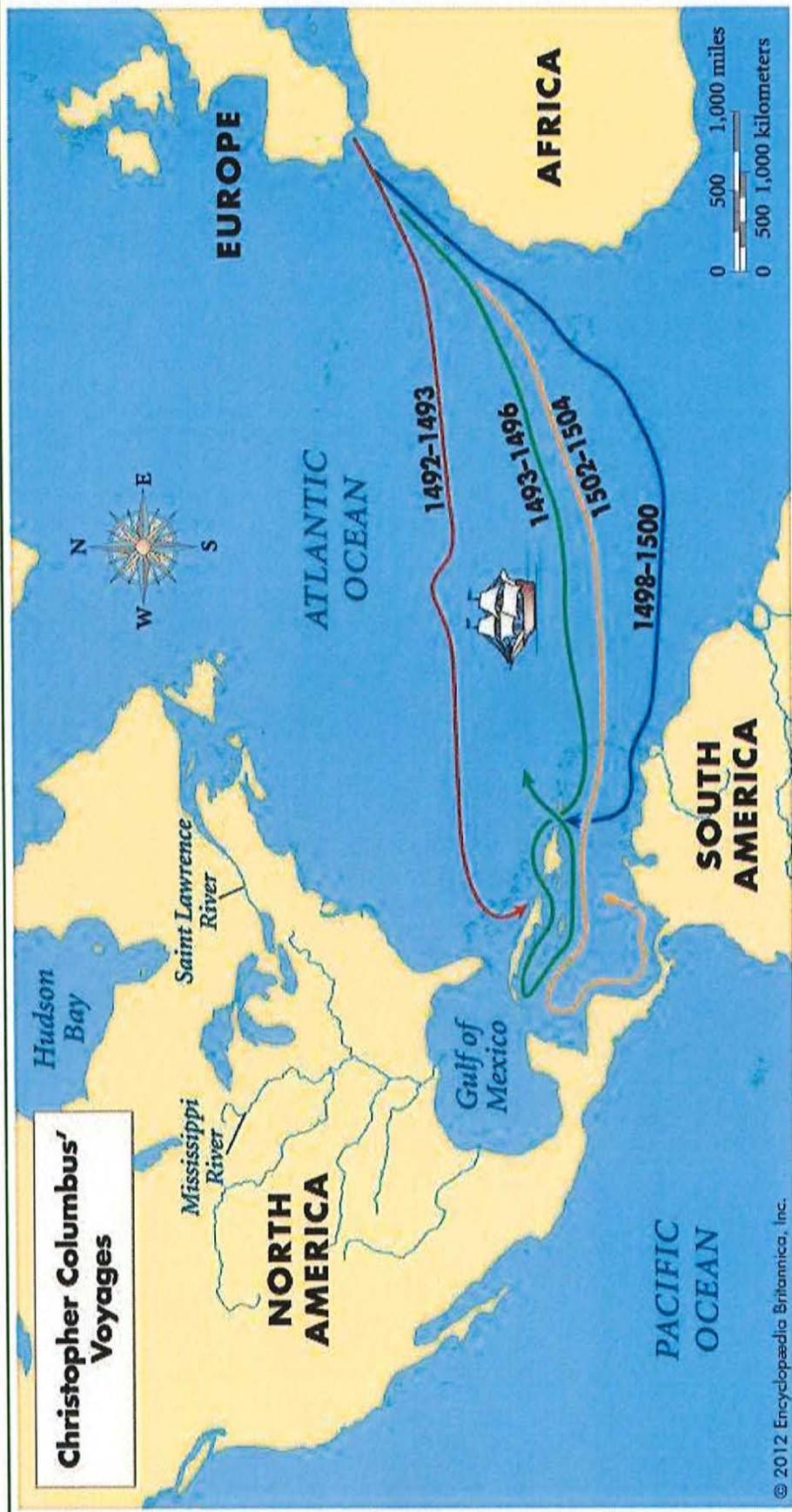
Columbus Facts

He was imprisoned by his own government

He never discovered America

- The closest he came was the Bahamas, or Haiti and the Dominican Republic
- He offered \$5,400 to the first person to “discover” a new land. Another sailor saw the Bahamas so he then retracted his reward saying he saw a “dim light.”
- After a multitude of witnessed horrors committed by him he was brought back to Spain in chains
- He was stripped of his governor’s title but then pardoned by King Ferdinand

Christopher Columbus' Voyages



Doctrine of Discovery

- A principle of international law dating from the late 15th century. It had its roots in a papal decree issued by Pope Nicholas V in 1452 that specifically sanctioned and promoted the conquest, colonization and exploitation of non-Christian territories and peoples.

Doctrine of Discovery

- The earth pertaining, then, by divine right to the children of God there is here no question of applying the law and policy of Nations, by which it would not be permissible to claim the territory of another. This begins so, we must possess it and preserve its natural inhabitants and plant therein with determination the name of Jesus Christ and of France.
- Johnson v. M'Intosh-the tribes which occupied the land were, at the moment of "discovery" had no property rights but merely a title of occupancy and the "discovering" nation could take possession by conquest

Columbus Facts

- He provided Indigenous sex slaves to his men – “girls from 9-10 are now in great demand.”
- He used Indigenous men as live bait for his dogs, dubbed “Monteria infernal,” live babies were used as bait for his dogs and the Indigenous bodies were sold in butcher shops throughout the Caribbean.
- If enslaved people did not deliver their quote of gold to Columbus, he cut off their hands and strung them around their necks as they bled to death, it is estimated that 10,000 people were killed in this manner



Columbus' Journal

- “as soon as I arrived...I took some of the Natives by force in order that they may give me the information I need”
- “We fifty men could subjugate them all and make them do whatever we want.”
- “They willingly traded everything they owned, they would make fine servants”



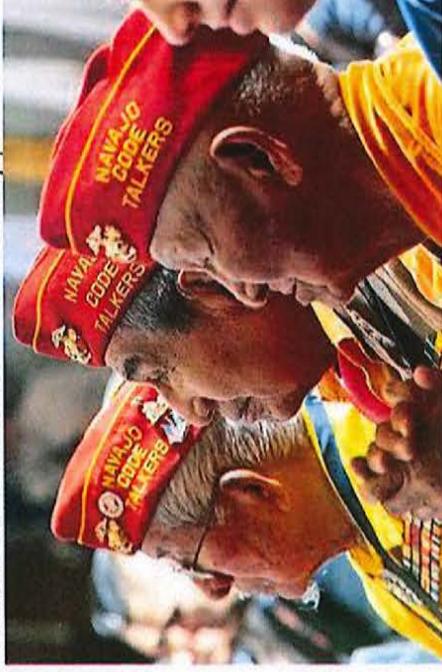
When we celebrate Columbus Day...

- We tell our children it is acceptable for a dominant group to claim control and power
- We tell our children that racism is normal
- We celebrate an invasion and the first acknowledgement of a genocide
- We listen to the perspective of the self-proclaimed winner
- We celebrate conquest and domination of Indigenous peoples world-wide
- We perpetuate untruths in our schools and communities

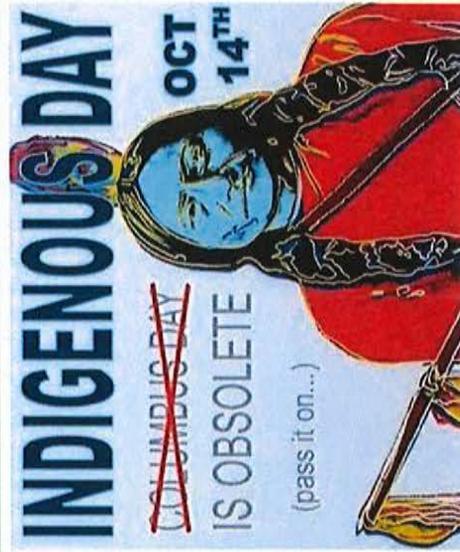
When you celebrate Columbus' Day...

- Old wounds are opened and generational trauma, that we still struggle with, is condoned
- We are dehumanized and our history is unimportant
- An idol is made of a man who started slavery in the "New World."

- Our contributions to communities and the world are not recognized



Why Rethink Columbus?



- We hope to encourage a deeper understanding of the European invasion's consequences
- We wish to honor the rich legacy of resistance to the injustices it created
- We want to convey appreciation for the diverse indigenous cultures of the hemisphere
- We want to reflect on what this all means for us today

When you celebrate Indigenous Days...

- You educate, inspire and create joy and happiness
- You create a shared history
- You educate
- You tell the truth and a deeper understanding of this truth
- You recognize and honor Indigenous people
- You celebrate thriving Indigenous communities

Christopher Columbus, as everyone knows, is honored by posterity because he was the last to discover America.” James Joyce



“I believe Indigenous Days is in honor of all those lives that were lost and the families who lost their loved ones to a man who was known as a discoverer in history.. The Native People were murdered, enslaved and killed for sport. In schools this information was misleading, especial for Indian people” Mable

“Indigenous Days makes more sense because we should remember the facts about what happened instead of what they want us to forget.” Merlin

“All my life I have celebrated and not realized that it was all falsehood. My reaction was of disheartenment and betrayal. I have to consider who writes the history books and their perspective.” Janice

“Continuing to recognize Columbus Day as an official holiday glorifies tyrannical genocide, perpetuates historical trauma, perjures American history and undermines the integrity of humanitarian American values. Replacing it with Indigenous Days instead would honor current and past victims and survivors of slavery, human trafficking and exploitation, thereby honoring survivors and social justice. “ Vickie

“Indigenous Days would be an honorable recognition to the people who have lost their lives to the horrendous acts of Columbus.”

“When I think of the founders of American, there is a long list and Columbus is not included anywhere on that list. Columbus was nothing more than a failed experiment.”

Kelly

Resources:

Bigelow, Bill and Bob Peterson Eds, **Rethinking Columbus The Next 500 Years**, Rethinking Schools, Milwaukee, WS, 1996.

Gadoua, Renee, **Nuns Blast Catholic Church's Doctrine of Discovery That Justified Indigenous Oppression**, Religion News Service, Huffington Post, 9/2014

Minneapolis Votes to change Columbus Day to Indigenous People's Day, Popularresistance.org

Newcomb, Steve, **Five Hundred Years of Injustice**, NativeWeb.org

Zinn, Howard, **A People's History of the United States, : 1492-2001** 1922-2010. 2003

Columbus, The Indians and Human ProgressThe voyages of Christopher Columbus. [Being the journals of his first and third, and the letters concerning his first and last voyages, to which is added the account of his second voyage written by Andres Bernaldez. *Christopher Columbus Andrés Bernaldez* -

1513

CITY OF MADRAS
Request for Council Action

Date Submitted: April 20, 2016
Agenda Date Requested: April 26, 2016
To: Madras City Council
Through: Gus Burrell, City Administrator
From: Nicholas Snead, Community Development Director
Subject: **Approval of Revisions to Previously Approved City of Madras Comprehensive Plan Economic Opportunities Analysis for Daimler Site Needs (File: PA-15-1).**

TYPE OF ACTION REQUESTED: (Check One)

- | | | | |
|-------------------------------------|-------------------------|--------------------------|-----------|
| <input type="checkbox"/> | Resolution | <input type="checkbox"/> | Ordinance |
| <input checked="" type="checkbox"/> | Formal Action/Motion | <input type="checkbox"/> | Other |
| <input type="checkbox"/> | No Action - Report Only | | |

OVERVIEW:

On February 23, 2016 the City Council formal action to approve amendments to the City's Comprehensive Plan including:

1. Updated Economic Opportunities Analysis (EOA)
2. City of Madras Comprehensive Plan Text amendments to provide policy support for the MUE zone.
3. City of Madras Comprehensive Plan Map amendments to map the MUE zone.
4. City of Madras Zoning Ordinance (No. 864) Text Amendments to create MUE zone.

After the February 23, 2016 meeting, the Community Development Director and the City's consultant (EcoNorthwest) advised that that City request approval from the City Council and Board of Commissioners to make additional revisions to the City's updated EOA prior to each approving the adopting ordinance. The revisions (Attachment A, pg. 48) would add Site Needs for the Daimler Heavy Truck Testing Facility and would enable the City to make future land use decisions related to UGB expansions and permitting development more efficiently regarding the Daimler Heavy Truck Testing Facility. In particular, if Daimler needs additional land for their operations that is not in the City's UGB, the City would be able to respond to Daimler's needs more easily and expand the UGB with the Site Needs being added to the EOA.

Accordingly, staff presents the City Council the revised EOA that was approved to the City Council on February 23, 2016 and requests that they approve the revised EOA and direct staff to prepare the necessary adopting ordinance.

SUMMARY:

A. Fiscal Impact:

N/A

B. Funding Source:

N/A

C. Explanation of Impact:

City Council approval of the revisions to the EOA will allow

D. Relationship to City Council Annual Strategic Implementation Plan:

Yes No

Discussion: Approval of the revised EOA is consistent with the objectives in the FY 2015-16 and FY 2016-17 Annual Strategic Implementation Plans.

E. Supporting Documentation:

Attachment A: Revised Economic Opportunities Analysis

STAFF RECOMMENDATION:

That the City Council approves the revised EOA and direct staff to prepare the necessary adopting ordinance.

MOTION FOR COUNCIL ACTION:

I move that the City Council approves the revised EOA and direct staff to prepare the necessary adopting ordinance.

Madras Economic Opportunities Analysis Update 2015 to 2035

Final Report

Prepared for:

City of Madras

March 2016

ATTACHMENT A

Contact Information

Beth Goodman and Robert Parker, AICP prepared this report. ECONorthwest is solely responsible for its content.

ECONorthwest specializes in economics, planning, and finance. Established in 1974, ECONorthwest has over three decades of experience helping clients make sound decisions based on rigorous economic, planning and financial analysis.

For more information about ECONorthwest, visit our website at www.econw.com.

For more information about this report, please contact:

Nicholas S. Snead, AICP
Community Development Director
City of Madras
125 SW "E" Street
Madras, OR, 97741
Phone: 541-323-2916
nsnead@ci.madras.or.us

Beth Goodman
ECONorthwest
222 SW Columbia, Suite 1600,
Portland, OR 97201
503-222-6060
goodman@econw.com

Acknowledgements

ECONorthwest and the City of Madras thank the many people who helped to develop the Madras Economic Opportunities Analysis.

Technical Advisory Committee

Bill Adams, Jefferson County, Planning Director
Bill Montgomery, City Councilor, City of Madras
Chet Antonsen, Property Owner & Developer
Chuck Schmidt, City Councilor, City of Madras
Dallas Stoval, CEO, Brightwood Corporation
Dick Dodson, Planning Commissioner, Jefferson County
Doug Lofting, Shielding International, owner
Janet Brown, Jefferson County Economic Development Manager, EDCO
Jim Bryant, Senior Planner, ODOT Region 4
Joe Krenowicz, Executive Director, Jefferson County-Madras Chamber of Commerce
Mark Foster, President, Keith Manufacturing
Michael Duncan, Planner, ODOT Region 4
Mike Ahern, County Commissioner, Jefferson County
Roger Lee, Executive Director, EDCO
Scott Edelman, Regional Representative, DLCD
Tom Brown, City Councilor, City of Madras
Tom Hogue, Economic Development Specialist, DLCD

City of Madras

Gus Burrell, City Administrator
Jeff Hurd, Public Works Director, City of Madras
Nicholas Snead, AICP, Community Development Director
Rob Berg, Madras Airport

Consultants

Beth Goodman, ECONorthwest
Bob Parker, ECONorthwest
DJ Heffernan, Daniel Heffernan Company
Rebecca Steckler, AICP

Table of Contents

Executive Summary	i
1 Introduction	1
1.1 Framework for Regional Economic Opportunities Analysis	1
1.2 Organization of the Report.....	3
2 Commercial and Industrial Buildable Lands Inventory	4
2.1 Definitions	4
2.2 Employment Buildable Land Inventory Results.....	7
3 Factors Affecting Future Economic Growth in Madras	14
3.1 Implications of National, State and Regional Trends on Economic Development within Madras	14
3.2 Madras' Comparative Advantages	20
4 Employment Growth and Target Industries in Madras	22
4.1 Employment Forecast	22
4.2 Economic Development Objectives and Target Industries	30
5 Land Demand and Site Needs	36
5.1 Land Sufficiency	37
5.2 Site Needs for Target Industries.....	38
Appendix A. Economic Trends and Factors Affecting Future Economic Growth in Madras	A-1
National, State, and Regional Trends	A-1
Factors Affecting Economic Growth in Madras	A-7
Appendix B. Potential UAV Use at the Madras Airport and Industrial Center	B-1

ATTACHMENT A

This page intentionally left blank.

Executive Summary

This document presents an update to the Economic Opportunities Analysis (EOA) from the *Madras Urbanization Report* (November 2007), with updates of the buildable lands inventory, forecasts, and key parts of the factual basis, starting with information from the EOA and population and employment forecasts in the 2007 *Madras Urbanization Report*. The update provides Madras with more-recent information about Madras' economy and commercial and industrial land base. This information will be used to update Madras' land use policies that guide commercial and industrial development, such as the City's zoning and Comprehensive Plan policies.

How much employment growth is Madras planning for?

Table S-1 summarizes population and employment forecasts for Madras. The population forecast is the official, adopted forecast for the City. The employment forecast represents shows Madras growth at 3.35% per year between 2015-2035.

Table S-1. Employment forecast, Madras 2015-2035

Year	Total Employment
2015	4,808
2035	9,292
2057	16,205
Change 2015 to 2035	
Employees	4,484
Percent	93%
AAGR	3.35%

How much land does the City currently have?

Madras has about 1,073 acres of employment within the current Urban Growth Boundary (UGB). The City has about 444 acres of buildable commercial and industrial, land within its UGB. The majority of land (384 acres) is vacant, with 14% of employment land categorized as partially vacant.

Two-thirds of Madras' vacant and partially vacant land is in the Industrial zone (182 acres) or in the Airport Development zone (119 acres) Table S-2 summarizes the buildable land inventory.

Table S-2. Net acres of vacant and partially vacant land by generalized zoning, Madras UGB, 2015

Development Status/Zone	Number of Tax Lots	Total Acres	Unsuitable Acres	Vacant, Suitable Acres	Percent of Vacant, Suitable Acres
Partially Vacant					
AD	1	60	23	37	8%
C1	2	7	2	5	1%
CC	2	5	3	3	1%
I	1	22	7	15	3%
Subtotal	6	94	34	60	14%
Vacant					
AD	15	82	0	82	18%
C1	54	86	4	82	19%
C2	16	5	2	3	1%
C3	11	3	0	3	1%
CC	14	44	0	44	10%
I	24	167	0	167	38%
NC	1	3	0	3	1%
Subtotal	135	390	6	384	86%
All Land					
AD	16	142	23	119	27%
C1	56	93	5	87	20%
C2	16	5	2	3	1%
C3	11	3	0	3	1%
CC	16	49	3	47	11%
I	25	189	7	182	41%
NC	1	3	0	3	1%
Total	141	484	40	444	100%

Source: Jefferson County GIS data; analysis by ECONorthwest

How much land will be required for employment growth?

Employment forecasts indicate that Madras will add 3,543 jobs between 2015 and 2035, excluding land for government employment.¹ The EOA identifies opportunities to accommodate about 477 employees on land with existing development, through redevelopment and filling of vacant built spaces.

Table S-4 shows that Madras will grow by 3,066 jobs, requiring 258 gross acres of land for the 2015-2035 period.

Table S-4 Forecast of land needed for employment, Madras UGB, 2015-2035

Land Use Type	Emp. on Vacant Land	EPA (Net Acres)	Land Demand (Net Acres)	Land Demand (Gross Acres)
Employment Growth 2015-2035				
General Industrial	963	10	96	113
Airport-Related Industrial	235	10	24	28
Retail Commercial	496	20	25	31
Non-Retail Commercial	1,372	20	69	86
Total	3,066		214	258

Source: ECONorthwest

Does Madras have enough land to accommodate expected employment growth?

Yes. The land needs analysis indicates the City has enough land to accommodate expected growth over the 2015-2035 period within the UGB.

Table S-5 Forecast of land needed for all types of uses, Madras UGB, 2015-2035

Land Use Type	Land Supply (Gross Acres)	Employment Growth 2015-2035	
		Land Demand (Gross Acres)	Land Surplus (Deficit)
General Industrial	182	113	69
Airport-Related Industrial	119	28	91
Commercial and Retail	143	117	26
Total	444	258	

Source: ECONorthwest

¹ In the 2007 Madras Urbanization Report, land needed for government employment was accommodated through an analysis of land needed for public and semi-public lands, including uses such as government offices and schools. This analysis excludes government employment to avoid double counting land need for public uses.

What are the key findings and recommendations of the EOA?

The key findings of the EOA are that:

- **Madras has a surplus of land for commercial and retail uses.** Madras' commercial land surplus to accommodate growth for the 20-year planning period is about 28 gross acres. The majority of Madras' vacant commercial land is in the C-1 and CC zones, with concentrations of vacant land in the southern section of Madras along Highways 97 and 26 and the middle part of Madras along Highway 97.
- **Madras has a surplus of general industrial land.** The surplus of Industrial (I) land is about 69 gross acres. All of Madras' vacant industrial land is located at in the northern part of Madras, near the Madras Airport and along Highway 26. Two-thirds of Madras' vacant Industrial land is in two sites, one with 42 acres of vacant suitable land and the other with 75 suitable acres of vacant.
- **Madras has a limited number of smaller general industrial sites.** General industrial businesses in Madras will need sites on a variety of sizes, including sites smaller than 5-acres, sites 5 to 20 acres, and sites larger than 20 acres. Madras' supply of general industrial sites are all near the Airport, with five vacant suitable sites smaller than one acre, 10 sites between 1 to 2 acres, and seven sites between 2 and 5 acres.
- **Madras has a surplus of airport-related industrial land.** The surplus of Airport Development (AD) land is 91 gross acres, all of which is located at the Madras Airport. AD land is in a range of site sizes from one acre parcels to a 27 acre parcel.

Based on these findings and the analysis in the EOA, we provide the following recommendations:

- **Madras should provide a variety of types of sites for employment.** Not all traded-sector employment is industrial or will locate in industrial areas. Traded-sector businesses are businesses that produce goods or services that are exported out of the community, bringing money into the community. Some examples of traded-sector businesses in office settings include software development, professional and technical services that provide services outside of the community, or finance and insurance businesses that provide services outside of the community.

These types of traded-sector employment may locate in a variety of locations and building types, such as in an office building in downtown or in an office park. By implication, Madras will need to provide a variety of opportunities for employment growth in industrial areas, in commercial areas, and in mixed-use areas like downtown. Madras should evaluate opportunities for developing a zone that will allow a mixture of industrial

ATTACHMENT A

and non-residential commercial employment. The best area for this type of zone would be along a State highway, in an area with vacant land in sizes ranging from smaller than an acre up to 10 acre sites.

- **Madras should evaluate whether the existing industrial land supply meets the City's economic development goals.** All of the land is located near the airport, along Highway 26 and two-thirds of the land is concentrated in two larger sites. Discussions with City staff and EDCO staff indicate that the owner of the larger site is unwilling to sell or lease the land and has no apparent intention of doing so in the foreseeable future.

In addition, Madras has 24 Industrial sites smaller than five acres (about 50 acres of land), all of which are located near the Madras Airport. More than 90% of existing employment in Madras is located on sites smaller than five acres, with nearly all of Madras' employment on Industrial zoned sites located on sites smaller than five acres.

The site needs of the target general industrial industries suggest that these industries will need sites in a variety of sizes, including small sizes, in a variety of locations throughout the city, with access to state highway, as well as some with access to rail. The City should evaluate opportunities to rezone land within Madras in areas that meet the need for smaller sites.

- **Madras should revise its land development policies to meet the needs identified in the EOA.** Madras may need to update its Comprehensive Plan policies to align with the City's economic development goals. In addition, the City may need to redesignate or rezone land to meet the needs identified in the EOA, especially for small to mid-sized industrial sites in areas away from the Madras Airport. The surplus of commercial land in the southern portion of the Madras UGB, along Highways 97 and 26, provide an opportunity for rezoning land from commercial uses to employment uses in a new zone that allows both commercial and light industrial employment, focusing on traded-sector employment.
- **Madras should continue to coordinate economic development opportunities at the Madras Airport to further the community's economic development goals.** Although land at the Madras Airport is not within the UGB, this land is a key economic development asset. Much of the recent economic growth in Madras is focused on city-owned land at the Airport, with the planned expansion of a business involved in vehicle testing. Land at the Madras Airport is city-owned, which gives the City opportunities to focus on development of businesses that meet the City's economic development objectives, especially with attracting family-wage jobs.

ATTACHMENT A

- **Encourage redevelopment of existing commercial areas.** The City has a substantial supply of commercial land, some of which may have redevelopment potential over the next 20 years. However, as the City develops new residential areas, these areas may need commercial development to provide commercial retail nodes in new neighborhoods. The City should encourage redevelopment of underutilized commercial areas in places with demand for new commercial development. The City has policies to facilitate redevelopment of employment areas, such as designating areas as urban renewal areas.
- **Madras should monitor and report on industrial and commercial land development.** The City should monitor and report on development and redevelopment of employment land. Monitoring can help the City understand where there is employment land pressure, allowing the City to better respond to the market. Monitoring also allows the City to track land development, as a means to ensure a long-term supply of industrial land.

1 Introduction

This document presents an update to the Economic Opportunities Analysis (EOA) from the *Madras Urbanization Report* (November 2007). This EOA is consistent with the requirements of statewide planning Goal 9, the Goal 9 administrative rules (OAR 660 Division 9) and the court decisions that have interpreted them. Goal 9 describes the EOA as “an analysis of the community's economic patterns, potentialities, strengths, and deficiencies as they relate to state and national trends” and states that “a principal determinant in planning for major industrial and commercial developments should be the comparative advantage of the region within which the developments would be located.”

Goal 9 requires cities to state objectives for economic development (OAR 660-009-0020(1)(a)) and to identify the characteristics of sites needed to accommodate industrial and other employment uses to implement the economic development objectives (OAR 660-009-0025(1)) over the 20-year planning period. This approach could be characterized as a *site-based* approach that projects land need based on the forecast for employment growth, the City's economic development objectives and the specific needs of target industries.

This report updates the buildable lands inventory, forecasts, and key parts of the factual basis, starting with information from the EOA and population and employment forecasts in the 2007 *Madras Urbanization Report*. The update provides Madras with more-recent information about Madras' economy and commercial and industrial land base. This information will be used to update Madras' land use policies that guide commercial and industrial development, such as the City's zoning and Comprehensive Plan policies.

1.1 Framework for Regional Economic Opportunities Analysis

The content of this report is designed to meet the requirements of Oregon Statewide Planning Goal 9 and the administrative rule that implements Goal 9 (OAR 660-009). The analysis in this report is designed to conform to the requirements for an Economic Opportunities Analysis in OAR 660-009 as amended.

1. *Economic Opportunities Analysis (OAR 660-009-0015)*. The Economic Opportunities Analysis (EOA) requires communities to identify the major categories of industrial or other employment uses that could reasonably be expected to locate or expand in the planning area based on information about national, state, regional, county or local trends; identify the number of sites by type reasonably expected to be needed to

ATTACHMENT A

accommodate projected employment growth based on the site characteristics typical of expected uses; include an inventory of vacant and developed lands within the planning area designated for industrial or other employment use; and estimate the types and amounts of industrial and other employment uses likely to occur in the planning area. Local governments are also encouraged to assess community economic development potential through a visioning or some other public input-based process in conjunction with state agencies.

2. *Industrial and commercial development policies (OAR 660-009-0020)*. Cities with a population over 2,500 are required to develop commercial and industrial development policies based on the EOA. Local comprehensive plans must state the overall objectives for economic development in the planning area and identify categories or particular types of industrial and other employment uses desired by the community. Local comprehensive plans must also include policies that commit the city or county to designate an adequate number of employment sites of suitable sizes, types and locations. The plan must also include policies to provide necessary public facilities and transportation facilities for the planning area.
3. *Designation of lands for industrial and commercial uses (OAR 660-009-0025)*. Cities and counties must adopt measures to implement policies adopted pursuant to OAR 660-009-0020. Appropriate implementation measures include amendments to plan and zone map designations, land use regulations, public facility plans, and transportation system plans. More specifically, plans must identify the approximate number, acreage and characteristics of sites needed to accommodate industrial and other employment uses to implement plan policies, and must designate serviceable land that is suitable to meet the identified site needs.

1.2 Organization of the Report

This report is organized as follows:

- **Chapter 2, Commercial and Industrial Buildable lands inventory** presents a summary of the inventory of commercial and industrial employment lands.
- **Chapter 3, Factors Affecting Future Economic Growth in Madras** summarizes historic economic trends that affect current and future economic conditions in Madras, as well as the city's competitive advantages for economic development.
- **Chapter 4, Employment Growth and Target Industries in Madras** presents a forecast for employment growth in Madras and describes the city's target industries.
- **Chapter 5, Land Demand and Site Needs** compares the supply of and demand for commercial and industrial land, as well as the site needs of target industries.
- **Chapter 6, Conclusions** presents the key conclusions and recommendations from the EOA.

This report also includes three appendices:

- **Appendix A, Commercial and Industrial Buildable Lands Inventory**
- **Appendix B, Economic Trends and Factors Affecting Future Economic Growth in Madras**
- **Appendix C, Madras Employment Forecast**

2 Commercial and Industrial Buildable Lands Inventory

The commercial and industrial buildable lands inventory is intended to identify lands that are available for employment within the Madras UGB. The inventory is sometimes characterized as the supply of land to accommodate growth. Population and employment growth drive demand for land. The amount of land needed depends on the density of development and other factors.

This chapter presents an updated commercial and industrial buildable lands inventory for the City of Madras. It builds from the inventory presented in the *Madras Urbanization Report* (ECONorthwest, 2007). The results are based on an analysis of Jefferson County GIS data by ECONorthwest (ECO) and were reviewed by City staff.

2.1 Definitions

ECO began the buildable lands analysis with an April 2015 tax lot database provided by the City of Madras through the Jefferson County GIS department. ECO merged assessment data into the tax lot database. The inventory was verified through City staff review in May 2015. The commercial and industrial buildable lands inventory builds from a tax lot-level database to estimate the amount of buildable land by plan designation. Because some tax lots have areas both inside and outside the UGB, the first step in the analysis was to identify lands within the Madras UGB. The 2015 commercial and industrial buildable lands inventory includes the following plan designations:

- C1
- C2
- C3
- NC – Neighborhood Commercial
- I – Industrial
- AD – Airport Development

Tax lots that were split by one of these plan designations were “clipped” to include only the portion of the tax lot within a commercial or industrial plan designation.

The next step in the buildable lands inventory was to develop a set of working definitions and assumptions. This involved classifying each tax lot into a set of mutually exclusive categories. ECO developed a set of working definitions that specify the rules used to classify the tax lots with input from City staff. The

ATTACHMENT A

commercial and industrial buildable lands inventory classified all tax lots in the UGB into one of the following categories:

- **Vacant land.** Tax lots that have no structures or have buildings with very little value. For the purpose of this inventory, lands with improvement values under \$5,000 were considered vacant.² For the purpose of this study, vacant acres are considered "suitable" for employment uses consistent with the definition in OAR 660-009-0005(12).
- **Partially vacant land.** Partially vacant tax lots are those occupied by a use but which contain enough land to be further subdivided without need of rezoning. Partially vacant commercial and industrial tax lots were identified by analysis of GIS data, aerial photographs, and fieldwork.
- **Undevelopable land.** Land that is under the minimum lot size for the underlying zoning district, land that has no access or potential access, or land that is already committed to other uses by policy.
- **Developed land.** Land that is developed at densities consistent with zoning and improvements. Lands not classified as vacant, partially-vacant, public, or undevelopable are considered developed. Redevelopable land is a subset of developed land. This includes land on which development has already occurred but on which, due to present or expected market forces, there exists the potential that existing development will be converted to more intensive uses during the planning period.
- **Public land.** Lands in public or semi-public ownership are generally considered unavailable for employment development. This includes lands in Federal, State, County, or City ownership. Lands owned by churches and other semi-public organizations such as water districts are considered unavailable if they have improvements. ECO identified such lands using tax-exempt property classifications (900 level) and property ownerships.

Using the definitions above, ECO then classified each of the tax lots in the database. City staff reviewed and verified the classifications. The inventory includes all lands within the Madras UGB. Map 1 shows lands by plan designation within the Madras UGB.

² Note that this study uses a more inclusive (e.g., it classifies more land as vacant) definition of vacant land than required by OAR 660-009-0005(14) "Vacant Land" means a lot or parcel:

(a) Equal to or larger than one half-acre not currently containing permanent buildings or improvements; or

(b) Equal to or larger than five acres where less than one half-acre is occupied by permanent buildings or improvements.

Map 1. Commercial and Industrial Plan Designations, Madras UGB, 2015



Source: Jefferson County GIS data; analysis by ECONorthwest

2.2 Employment Buildable Land Inventory Results

Table 1 shows acres by plan designation within the Madras UGB in 2015. According to the Jefferson County GIS data, Madras 1,073 acres in 672 tax lots were in employment land designations.

Table 1. Acres by plan designation, Madras UGB, 2015

Plan Designation	Code	Tax Lots	Acres
Airport Development	AD	22	184
C1	C1	217	252
C2	C2	193	51
C3	C3	82	26
County Commercial	CC	25	69
Industrial	CC	131	485
Neighborhood Commercial	I	2	5
Total		672	1,073

Source: Jefferson County GIS data; analysis by ECONorthwest

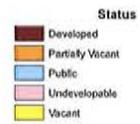
Table 2 and Map 2 show employment land by development status (i.e., classification) for the Madras UGB in 2015. The data show that about 545 acres of the 1,073 acres of employment land was classified “developed.” About 444 acres were classified as “suitable” and 83 acres were classified as “constrained.”

Table 2. Acres in tax lots by classification, Madras UGB, 2015

Development Status	Number of Tax Lots	Total Acres	Developed Acres	Constrained Acres	Suitable Acres
Developed	461	521	475	46	0
Partially Vacant	6	94	34	0	60
Public	66	49	36	13	0
Undevelopable	4	19	0	19	0
Vacant	135	390	0	6	384
Total	672	1,073	545	83	444

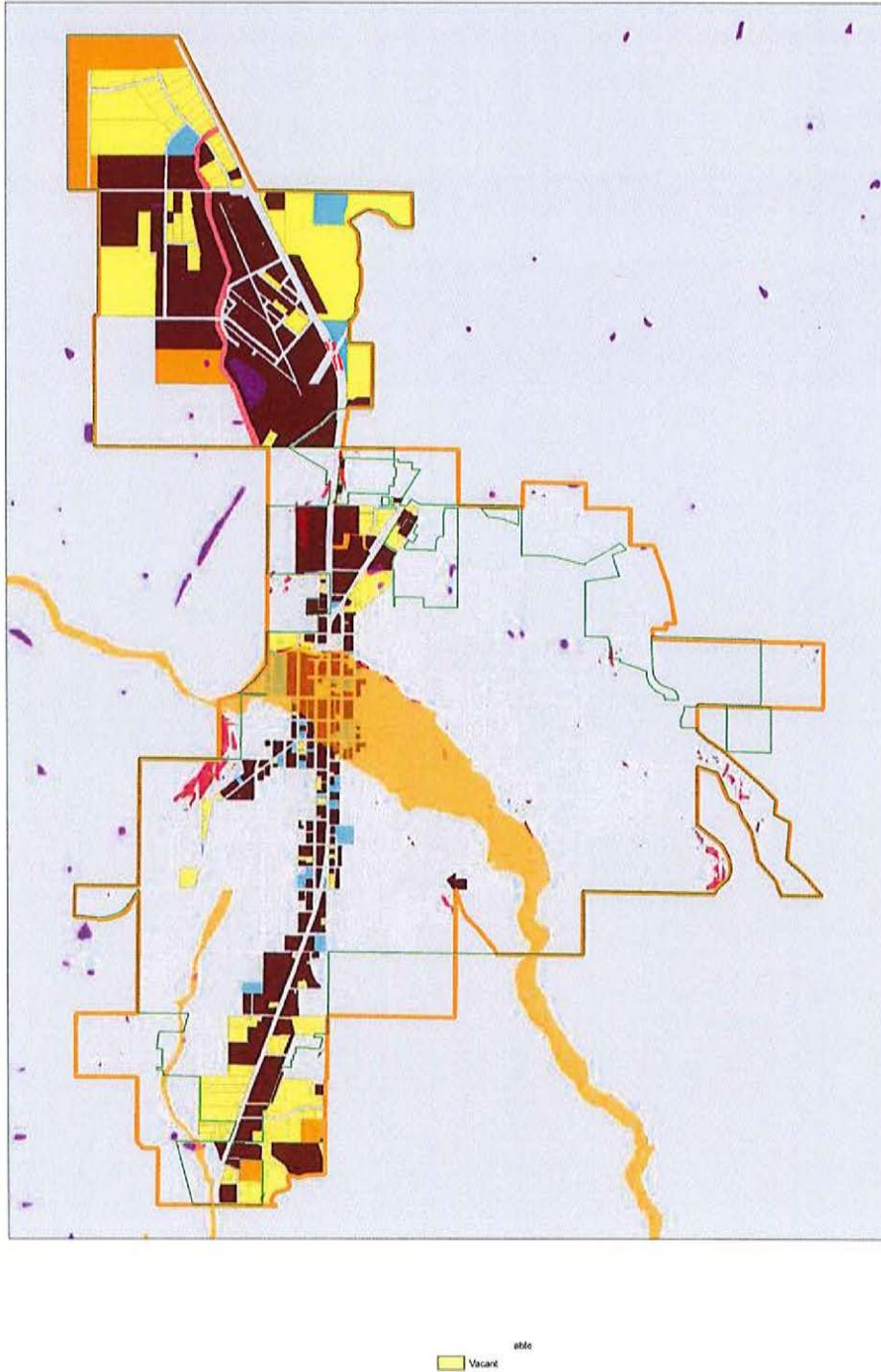
Source: Jefferson County GIS data; analysis and tabulations by ECONorthwest, 2015

Map 2. Land by classification, Madras UGB, 2015



Source: Jefferson County GIS data; analysis by ECONorthwest

Map 3. Land by classification with development constraints, Madras UGB, 2015



Source: Jefferson County GIS data; analysis by ECONorthwest

Table 3 shows total acres by plan designation and development status for the Madras UGB in 2015. The data show that about 49% of the land area tax lots was developed, while about 45% of the land area in tax lots is classified as vacant or partially vacant. It is important to note that not all vacant and partially vacant acres are buildable—some areas of partially vacant lots are developed and some vacant areas have development constraints (e.g., are in canal easements, steep slopes, or a floodplain).

Table 3. Acres in tax lots by classification and plan designation, Madras UGB, 2015

Plan Designation	Number of Tax Lots	Development Status (Classification)					Total	Percent of Total
		Developed	Public	Undevelopable	Partially Vacant	Vacant		
AD	22	32	6	4	60	82	184	17%
C1	217	146	14	0	7	86	252	24%
C2	193	37	9	0	0	5	51	5%
C3	82	19	4	0	0	3	26	2%
CC	25	20	0	0	5	44	69	6%
I	131	266	15	15	22	167	485	45%
NC	2	2	0	0	0	3	5	0%
Total	672	521	49	19	94	390	1,073	100%
Percent of Total		49%	5%	2%	9%	36%	100%	

Source: Jefferson County GIS data; analysis and tabulations by ECONorthwest, 2015
 Note: Partially Vacant classification includes both developed and vacant acres in tax lots.

Vacant Suitable Employment Land

The next step in the buildable land inventory is to calculate vacant, buildable acres. To do this, ECO netted out portions of vacant and partially vacant tax lots that are unavailable or unsuitable for development. Areas unavailable or unsuitable for development fall into two categories: (1) developed areas of partially vacant tax lots, and (2) areas with physical constraints (in this instance, areas within canal easements and a floodplain).

Table 4 shows vacant and partially vacant land by plan designation. The data show that 484 acres within the UGB are in tax lots classified as vacant or partially vacant. Of those, 40 are unavailable for development, leaving about 444 vacant suitable acres within the UGB. About 42% of the net vacant suitable acres (185 net acres) are in industrial designations, while about 32% are in commercial designations. About 27% are in the Airport Development designation.

Table 4. Vacant and partially vacant land by Plan Designation, Madras UGB, 2015

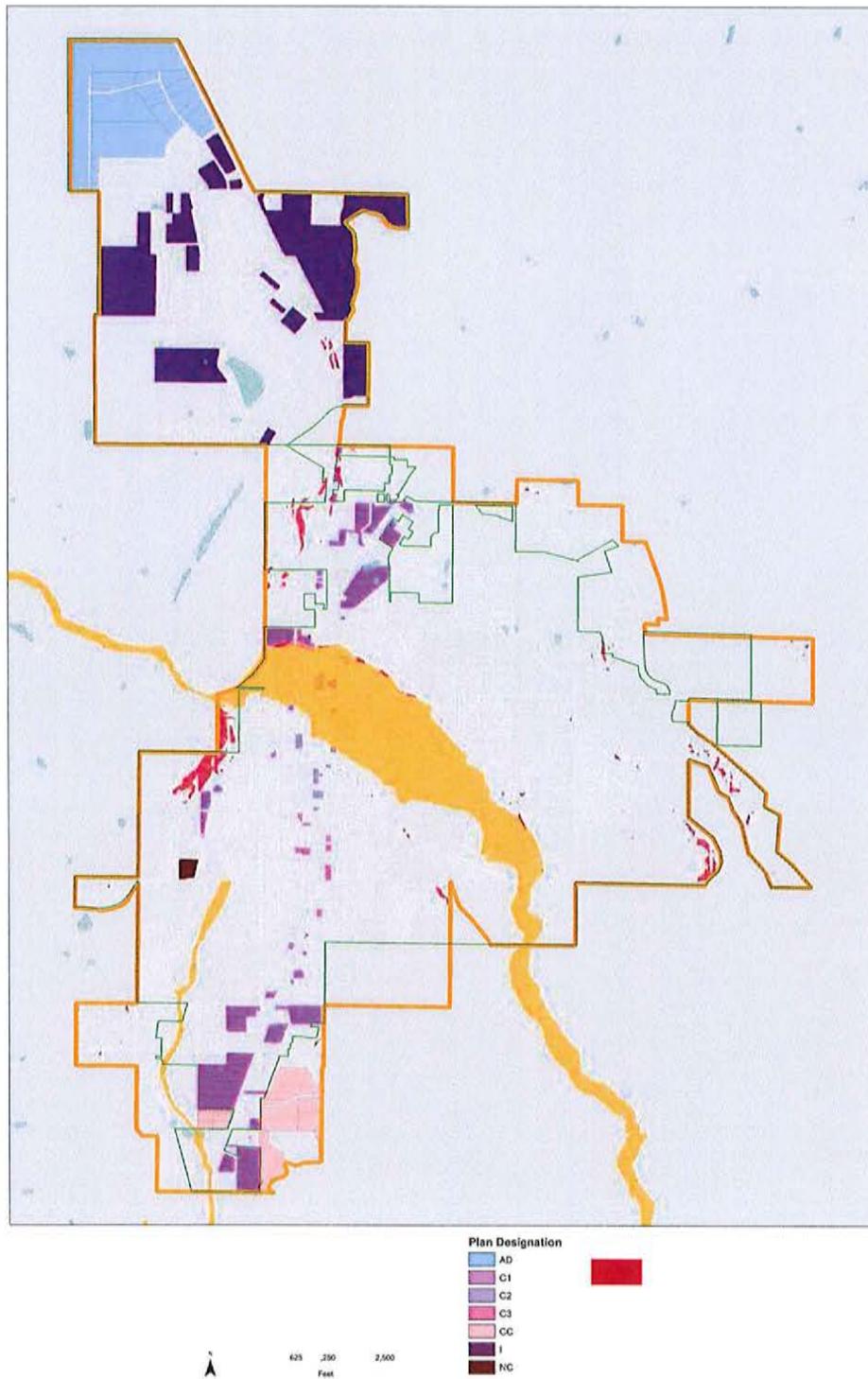
Development Status/Zone	Number of Tax Lots	Total Acres	Unsuitable Acres	Vacant, Suitable Acres	Percent of Vacant, Suitable Acres
Partially Vacant					
AD	1	60	23	37	8%
C1	2	7	2	5	1%
CC	2	5	3	3	1%
I	1	22	7	15	3%
Subtotal	6	94	34	60	14%
Vacant					
AD	15	82	0	82	18%
C1	54	86	4	82	19%
C2	16	5	2	3	1%
C3	11	3	0	3	1%
CC	14	44	0	44	10%
I	24	167	0	167	38%
NC	1	3	0	3	1%
Subtotal	135	390	6	384	86%
All Land					
AD	16	142	23	119	27%
C1	56	93	5	87	20%
C2	16	5	2	3	1%
C3	11	3	0	3	1%
CC	16	49	3	47	11%
I	25	189	7	182	41%
NC	1	3	0	3	1%
Total	141	484	40	444	100%

Source: Jefferson County GIS data; analysis by ECONorthwest

Notes: Acres Unavailable for Development includes developed areas of partially vacant tax lots and constrained lands

The number of vacant buildable acres in Table 3 is greater than vacant acres shown in Table 4 because the total includes vacant portions of partially vacant tax lots

Map 4. Vacant/Partially Vacant with development constraints, Madras UGB, 2015



Source: Jefferson County GIS data; analysis by ECONorthwest

ATTACHMENT A

Table 5 shows vacant buildable land by zoning and parcel size. This analysis is useful in that it shows the distribution of vacant buildable land by parcel size, which allows an evaluation of whether a sufficient mix of parcels is available. The distribution varies by zoning. For example, relatively few vacant parcels exist in the Industrial Zone—a result that is consistent with the average size of industrial parcels. The commercial designations show a broader range of parcel sizes. Madras has three vacant parcels larger than 20 buildable acres in size, including one that is larger than 50 buildable acres.

Table 5. Buildable acres in vacant and partially vacant tax lots by plan designation and parcel size, Madras UGB, 2015

Plan Designation	Lot Size (Gross Suitable Acres)							Total
	< 1 acre	1.0- 1.9	2.0- 4.9	5.0- 9.9	10.0- 19.9	20.0- 50.0	50+	
Suitable Acres								
AD	37	5	25	7	17	27	0	146
C1	9	15	31	32	0	0	0	87
C2	3	0	0	0	0	0	0	3
C3	3	0	0	0	0	0	0	3
CC	5	3	2	0	36	0	0	47
I	18	13	24	10	0	42	75	299
NC	0	0	3	0	0	0	0	3
Total	75	37	86	49	53	69	75	444
Number of Tax Lots	< 1 acre	1.0- 1.9	2.0- 4.9	5.0- 9.9	10.0- 19.9	20.0- 50.0	50+	
AD	1	3	9	1	1	1	0	17
C1	30	11	10	5	0	0	0	56
C2	16	0	0	0	0	0	0	16
C3	11	0	0	0	0	0	0	11
CC	9	3	1	0	3	0	0	16
I	5	10	7	1	0	1	1	27
NC	0	0	1	0	0	0	0	1
Total	72	27	28	7	4	2	1	141

Source: Jefferson County GIS data; analysis by ECONorthwest

3 Factors Affecting Future Economic Growth in Madras

This chapter summarizes the key findings and implications of information presented in Appendix A about Madras' economy, in the context of Central Oregon and the state as a whole.

3.1 Implications of National, State and Regional Trends on Economic Development within Madras

This section presents the implications of national, state, and regional economic trends on economic growth in Madras.

Table 6. Implications of national, state, and regional economic and demographic trends on economic growth in Madras

National, State, and Regional Economic Trends	Implications for economic growth in Madras
<p>Moderate growth rates and recovery from the national recession</p> <p>According to the National Bureau of Economic Research, "The Great Recession" ended in 2009, but sluggish growth continued to affect businesses and workers alike for several years after.</p> <p>Unemployment at the national level has gradually declined since the height of the recession. Unemployment rates in Oregon and Jefferson County are typically higher than those of the nation as a whole.</p> <p>The federal government's economic forecast from the Congressional Budget Office predicts a moderate pace of economic growth, with GDP increasing by around 2.3% annually between 2014 and 2025, and the unemployment rate falling to 5.4% in 2025. Economic growth in Oregon typically lags behind national growth.</p>	<p>Economic growth in Madras – in measures such as employment growth, unemployment rates, and wage growth – is gradually improving from previous years (i.e. since 2007).</p> <p>The rate of employment growth in Madras will depend, in part, on the rate of employment growth in Oregon and the nation. Employment in Madras in 2013 (not most recently available data) was 355 fewer employees than in 2004 (the base data for the employment forecast in <i>Madras Urbanization Report</i>).</p> <p>Growth in Madras' employment lags behind statewide employment growth, consistent with growth in other rural parts of Oregon. Madras' economy will begin to grow faster as the regional economy in Central Oregon begins to grow faster.</p> <p>Madras' comparative advantages, especially the city's location and proximity to regional population centers like Bend and Redmond, access to transportation, and supply of development-ready employment land, make Madras attractive to companies who want to grow, expand, or locate in Central Oregon.</p>

ATTACHMENT A

National, State, and Regional Economic Trends	Implications for economic growth in Madras
<p>Growth of service-oriented sectors</p> <p>Increased worker productivity and the international outsourcing of routine tasks led to declines in employment in the major goods-producing industries. Projections from the Bureau of Labor Statistics indicate that U.S. employment growth will continue to be strongest in healthcare and social assistance, professional and business services, and other service industries. Construction employment will grow with the economy, but manufacturing employment will decline. These trends are also expected to affect the composition of Oregon's economy.</p>	<p>Commercial employment grew at a faster-than-average rate in Jefferson County between 1980 to 2013 (2% average annual growth rate) , adding nearly 1,500 jobs over the 33-year period.</p> <p>Manufacturing employment, however, did not follow national trends. Jefferson County's manufacturing sector grew by nearly 100 jobs over the 1980 to 2013 period, contrary to national and statewide trends. Discussions with stakeholders indicate that wood products manufacturing continues to be an important part of Madras' economy.</p> <p>The Oregon Employment Department forecasts that the sectors likely to have the most employment growth in Crook, Deschutes, and Jefferson Counties over the 2012 to 2022 period are: Construction, Health Care, Nondurable Goods Manufacturing, and Professional and Business Services. These sectors represent employment opportunities for Madras.</p>
<p>Lack of diversity in Oregon's economy</p> <p>In 2013, 52% of Oregon's private employment was concentrated in just four industrial sectors. About 15% of employment, or 207,211 employees, was in Health Care and Social Assistance, 14%, or 191,113 employees, in Retail Trade, 12%, or 174,642 employees, in Manufacturing, and 11%, or 153,744 employees, in Accommodation and Food Services. In comparison, these industries account for 40% of employment at the national level.</p>	<p>Data from the Oregon Employment Department shows that employment in Madras is currently concentrated in a few sectors: Manufacturing (24%), Government (21%), and Health Care and Social Assistance and Private Education (15%) combined make up more than 59% of all employment.</p> <p>Manufacturing in Madras includes wood products and specialty manufacturing, such as medical equipment (e.g., lead aprons that provide protection from x-rays) or specialty flooring systems.</p> <p>Opportunities for growth of traded-sector employment include manufacturing of: aviation and aeronautics products (including UAV equipment), agricultural manufacturing and services, general manufacturing, and advanced manufacturing.</p>
<p>Importance of small businesses in Oregon's economy</p> <p>Small business, with 100 or fewer employees, account for 41% of private-sector employment in Oregon. Workers of small businesses typically have had lower wages than the state average.</p>	<p>The average size for a private business in Madras is 14.1 employees per business, compared to the state average of 11.2 employees per private business.</p> <p>Businesses with 100 or fewer employees account for roughly 63% of private employment in Madras and businesses with 10 or fewer employees account for nearly 50% of businesses in Madras.</p> <p>Growth of small businesses presents significant opportunities for economic growth in Madras.</p>

ATTACHMENT A

National, State, and Regional Economic Trends	Implications for economic growth in Madras
<p>Availability of trained and skilled labor</p> <p>Businesses in Oregon are generally able to fill jobs, either from available workers living within the state or by attracting skilled workers from outside of the state.</p> <p>Availability of labor depends, in part, on population growth and in-migration. Oregon added more than 1,076,000 new residents and about 638,620 new jobs between 1990 and 2013.</p> <p>Availability of labor also depends on workers' willingness to commute. Workers in Oregon typically have a commute that is 30 minutes or shorter. In the 2009-2013 period, about 71% of Oregonians had a travel-to-work time of less than 30 minutes.</p> <p>Availability of skilled workers depends, in part, on educational attainment. In the 2009-2013 period, about 30% of Oregon workers had a Bachelor's degree or higher.</p>	<p>Employment in Jefferson County grew at about 0.9% annually over the 2001 to 2013 period, while population grew at about 2.1% over the same period.</p> <p>Madras attracts workers from throughout the Central Oregon region. About 62% of workers at businesses located in Madras lived in Jefferson County, and 27% lived within Madras city limits.</p> <p>Madras' residents were less likely to have a Bachelor's degree or higher (18%) than the state average (30%).</p> <p>Businesses in Madras should be able to find qualified workers, either already living in the region or willing to relocate into the region. Businesses who need a relatively large number of workers with specialized training may need to work with education stakeholders in the region (e.g., OSU in Bend or the Central Oregon Community College) to develop training programs.</p>
<p>Changes in energy prices</p> <p>Although energy prices are currently low by historical standards, over the long-term, energy prices are forecast to return to relatively high levels, such as those seen in the 2006 to 2008 period, possibly increasing further over the planning period.</p>	<p>Currently, low energy prices have decreased the costs of commuting. Over the long-term, if energy prices increase, these increased prices will likely affect the mode of commuting before affecting workers' willingness to commute. For example, commuters may choose to purchase a more energy-efficient car, use the train, bus, or carpool.</p> <p>Very large increases in energy prices may affect workers' willingness to commute, especially workers living the furthest from Madras or workers with lower paying jobs.</p>
<p>Aging of the population</p> <p>The number of people age 65 and older will more than double between 2010 and 2050, while the number of people under age 65 will grow by only 20%. The economic effects of this demographic change include a slowing of the growth of the labor force, an increase in the demand for healthcare services, and an increase in the percent of the federal budget dedicated to Social Security and Medicare.</p> <p>People are retiring later than previous generations and continuing to work past 65 years old. This trend is seen both at the national and state levels. Even given this trend, the need for workers to replace retiring baby boomers will outpace job growth. Management occupations and teachers will have the greatest need for replacement workers because these occupations have older-than-average workforces.</p>	<p>The changes in the Madras' age structure are similar to those of the state, with the most growth observed in people 45 years and older. Madras' population is generally younger than the State's, with a larger share of its population below the age of 45. The median age in Madras is 32 years, compared to 39 years for the state as a whole.</p> <p>The state projects that the share of the population over the age of 60 in the Jefferson County will increase from 25% of the population in 2015 to 34% of the population in 2035.</p> <p>Firms in Madras will need to replace workers as they retire. Demand for replacement workers is likely to outpace job growth in Madras, consistent with state trends.</p>

ATTACHMENT A

National, State, and Regional Economic Trends	Implications for economic growth in Madras
<p>Comparatively low wages</p> <p>The income of a region affects the workforce and the types of businesses attracted to the region. Average income affects workers and businesses in different ways. Workers may be attracted to a region with a higher average wage or high wage jobs. Businesses, however, may prefer to locate in regions with lower wages, where the cost of doing business may be lower.</p> <p>Since the early 1980's, Oregon's per capita personal income has been consistently lower than the U.S. average. In 2013, Oregon's per capita personal income was 89% of the national average.</p>	<p>Per capita income in Jefferson county was lower than the state and national averages.</p> <p>Income in Oregon has historically been below national averages, and income in Jefferson County has been below state averages. There are four basic reasons that income has been lower in Oregon and Jefferson County than in the U.S.: (1) wages for similar jobs are lower; (2) the occupational mix of employment is weighted towards lower paying occupations; (3) a higher proportion of the population has transfer payments (e.g. social security payments for retirees), which are typically lower than earnings; and (4) lower labor force participation among working age residents (in part due to the presence of a large number of college students). To a certain degree, these factors are all true for both Oregon and Jefferson County, and result in lower income.</p> <p>In addition, wages in Jefferson County and Oregon tend to be more volatile than the national average. The major reason for this volatility is that the relative lack of diversity in the state and county economy. Wages in Oregon and Jefferson County are impacted more than the national average by downturns in either the national economy or in industries in Oregon and Jefferson County that are dependent on natural resources (e.g., timber and wood processing or R.V. manufacturing).</p> <p>The lower wages in Madras may be attractive to firms that typically pay lower wages, such as retail or accommodations and food services.</p>
<p>Education as a determinant of wages</p> <p>The majority of the fastest growing occupations will require an academic degree, and on average they will yield higher incomes than occupations that do not require an academic degree. The fastest growing of occupations requiring an academic degree will be: computer software application engineers, elementary school teachers, and accountants and auditors.</p> <p>Occupations that do not require an academic degree (e.g., retail sales person, food preparation workers, and home care aides) will also grow, accounting for about half of all jobs by 2018. These occupations typically pay less than occupations requiring an academic degree.</p>	<p>Madras' residents were less likely to have a Bachelor's degree or higher than the state average (18% versus 30%).</p> <p>Wages in Madras are relatively low compared to Oregon as a whole, and this is largely a result of the composition of the regional economy. Increasing the relatively low wages in the region is dependent on changing the composition of the regional economy, through growing or attracting businesses with higher paying occupations.</p> <p>Some of the businesses in Madras and businesses that Madras wants to attract require highly educated workers. Some examples include aerospace and aviation manufacturing and engineering, advanced manufacturing, or professional services such as health care. Madras' residents have opportunities for education and training at the Madras Campus of the Central Oregon Community College.</p>

ATTACHMENT A

National, State, and Regional Economic Trends	Implications for economic growth in Madras
<p>Importance of high quality natural resources</p> <p>The relationship between natural resources and local economies has changed as the economy has shifted away from resource extraction. Increases in the population and in households' incomes, plus changes in tastes and preferences, have dramatically increased demands for outdoor recreation, scenic vistas, clean water, and other resource-related amenities. Such amenities contribute to a region's quality of life and play an important role in attracting both households and firms.</p>	<p>The region's high quality natural resources and recreational opportunities present economic growth opportunities for Madras, ranging from wood products manufacturing to amenities that attract visitors and contribute to the region's high quality of life.</p>
<p>Growth in Aviation Employment</p> <p>Employment in aviation and aerospace technologies is a small industry in Oregon but one that is growing. Employment in aviation and related sectors includes air transportation, manufacturing aviation and aerospace products, and support activities for air transportation. About half of Oregon's nearly 7,500 jobs in these sectors in 2014 were in support activities for air transportation. Between 2010 and 2014, Oregon added 1,200 jobs in these industries. Between 2010 and 2014, job growth in these industries grew at an average annual growth rate of 2.2%, compared to overall annual job growth in Oregon of 2.0%.</p>	<p>In Central Oregon (Deschutes, Jefferson, and Crook Counties), employment in aviation grew from 155 jobs in 2010 to 285 jobs in 2014, growth of 130 jobs. Aviation-related employment accounts for a small share of overall employment in Central Oregon (0.36% of the Region's covered employment). Between 2010 and 2014, aviation-related employment grew substantially faster than other employment, with a 16% average annual growth rate, compared to the regional average of 3% for all employment.</p> <p>Erikson Air Tanker and Aircraft Collection located at the Madras Airport in 2013. The factors that brought Erikson to Madras were a climate suitable for long-term maintenance of historic aircraft, and the existing hangar facility developed by the City of Madras, with assistance from a ConnectOregon grant, for Butler Aircraft (a firm purchased by Erikson).</p>

National, State, and Regional Economic Trends	Implications for economic growth in Madras
<p>Growth in Development of Unmanned Aerial Vehicles</p> <p>Development of unmanned aerial vehicles (UAVs) for civilian uses is increasing in the U.S. The Association for Unmanned Vehicle Systems International estimates that UAV development, manufacturing, and sales will result in the addition of about 100,000 jobs in the U.S. between 2015 and 2025, with an economic impact of \$82 billion. The states forecast to have the largest economic impact from UAVs are California, Washington, Texas, Florida, and Arizona. Economic impacts in Oregon between 2015 and 2025 are forecast to include growth of more than 600 jobs and economic impacts of \$60 million.³</p> <p>The potential uses of UAVs are primarily related to precision agriculture and public safety, such as: agricultural monitoring, mapping wildfires, disaster management, monitoring weather, aerial mapping and imaging, telecommunications, oil and gas exploration, and freight transportation.</p>	<p>The Warm Springs Reservations is one of the three UAV test sites in Oregon. It has characteristics that make it attractive as a test site for UAVs: (1) varied terrain and elevation to test UAVs, (2) a dry climate with 300 sunny days per year, (3) privacy on the Reservation, (4) relatively sparse development on the Reservation, (5) local workforce from the Central Oregon cluster of aviation employment, and (6) high quality of life and amenities in Madras and Central Oregon.</p> <p>As the closest airport to the Warm Springs test range, the Madras Airport will provide aviation infrastructure necessary for UAV testing. The Airport provides a runway for take off and landing of UAVs, although some UAVs are hand-launched. The Airport can also provide hangar space and storage areas for UAV and related equipment.</p> <p>There are several types of activities associated with UAV development and testing that may require built space in Madras or at the Madras Airport:</p> <ul style="list-style-type: none"> • Researchers and development teams based in other cities (or other states) that come to Madras periodically to test UAVs on the Warm Springs Reservation. These teams of 15 to 30 people may need workspace and places to stay in Madras. In addition, the businesses may need secured storage or hangar space at the Madras Airport. • One or more companies may have local offices in Madras with a development and testing staff. While these businesses may be small, potentially ranging from one to five employees, they would need office space and may need secured storage or hangar space. • Engineers and other skilled workers in Madras able to fix small engines or do other manufacturing related to UAV development and testing. These workers would need work space and possibly secured storage or hangar space.

³ *The Economic Impact of Unmanned Aircraft Systems Integration in the United States*, Association for Unmanned Vehicle Systems International, March 2013.

This report's estimates of job growth and economic impacts include both direct impacts of UAV development, manufacture, and sale, as well as indirect and induced impacts from economic activity related to UAVs. This report only considers the economic benefits of UAV development, without considering potential costs.

3.2 Madras' Comparative Advantages

The mix of productive factors present in Madras, relative to other communities in Central Oregon, are Madras' comparative advantage. The primary comparative advantages in Madras are its proximity to Bend and Redmond, access to Highways 97 and 26, its low housing costs, and its rural character and small town atmosphere. The City's encouragement of the development of livable, complete communities is also a comparative advantage. These factors make Madras attractive to residents and businesses that want to live and work in a community that has access to rural amenities but still have access to urban amenities and a regional transportation system.

Appendix B shows the industries that have shown growth and business activity in Jefferson County over the last few decades. These industries are indicative of businesses that might locate or expand in Madras. The characteristics of Madras will affect the types of businesses most likely to locate there:

- Madras' semi-rural setting, along with its access to Highways 97 and 26, and rail access (BNSF and UP mainline railways) make it attractive for businesses in specialty manufacturing. Examples include wood products manufacturing, food processing, industrial equipment, recreational equipment, and other specialty manufacturing.
- Madras' Airport is a general aviation airport, with connections to western hubs. The Madras Airport is the closest airport to the UAV test site on the Warm Springs Reservation, which is one of the six UAV test sites in the U.S. This may lead businesses involved with aviation and UAV research and development may choose to locate in Madras.
- Madras' semi-rural setting, along with its high quality of life, access to outdoor recreation in Central Oregon, and relatively easy access to Portland and other parts of Western Oregon make Madras appealing to entrepreneurs and businesses considering re-locating in Central Oregon for its quality of life. The types of businesses that may locate in Madras range from manufacturers to research and design companies to high tech companies.
- Madras' access to State highways, proximity to Bend and Redmond, and access to outdoor recreational areas make it likely that Madras will experience an increase in tourism. Businesses in the food and accommodation sector are likely to continue locating or expanding in Madras to serve the growing population and the tourists.
- Madras' proximity to Portland and access to outdoor recreational areas make it likely that Madras will experience an increase in households purchasing second homes or active pre-retirees buying in advance of retirement. Both housing segments are typically affluent, and expect high-quality housing that has recreational and social amenities.

ATTACHMENT A

- As the housing market continues to improve and demand for housing increases in Madras, residential development activity occurring in Madras makes it likely that construction businesses will expand in Madras.

Cities exist in an economic hierarchy in which larger cities offer a wider range of goods and services than smaller cities. The location of a community relative to larger cities, as well as its absolute size, affects the mix of goods and services that can be supported by a small city. Madras' small size and proximity to Bend and Redmond has implications for the types of retail and service firms most likely to locate in Madras:

- If big-box retailers locate in Madras, they are likely to build relatively small stores to serve the comparatively small population in and around Madras. Big-box retailers are more likely to build larger, regional retail facilities in Bend or Redmond.
- Population growth in Madras will drive more development of small and specialty retail, both in new and traditional areas of Madras.

4 Employment Growth and Target Industries in Madras

This chapter presents an employment forecast for Madras for the 2015 to 2035 period. The chapter presents a summary of Madras' economic development goals and target industries for growth.

4.1 Employment Forecast

This section presents Madras' employment forecast for the 2015 to 2035 period, as well as for the 2035 to 2057 period for urban reserves. To provide for an adequate supply of commercial and industrial sites consistent with plan policies, Madras needs an estimate of the amount of commercial and industrial land that will be needed over the planning period. Goal 9 requires cities identify "the number of sites by type reasonably expected to be needed to accommodate the expected employment growth based on the site characteristics typical of expected uses." The number of needed sites is dependent on the site requirements of employers. The estimate of land need is presented in the site needs analysis in the next section.

Demand for commercial and industrial land will be driven by the expansion and relocation of existing businesses and new businesses locating in Madras. The level of this business expansion activity can be measured by employment growth in Madras. This section presents a projection of future employment levels in Madras for the purpose of estimating demand for commercial and industrial land.

The projection of employment has five major steps:

1. **Establish base employment for the projection.** We start with the estimate of covered employment in Madras' UGB. Covered employment does not include all workers, so we adjust covered employment to reflect total employment in Madras.
2. **Project total employment.** The projection of total employment will be calculated using the safe harbor method suggested in OAR 660-024.
3. **Allocate employment.** This step involves allocating employment to different land use types.
4. **Forecast employment land that will require vacant commercial and industrial land.** This step accounts for employment that will be accommodated on land with existing built space, such as redevelopment.

5. **Forecast employment land need.** This step projects commercial and industrial land demand based on employment growth and future development densities.

Employment Base for Projection

To forecast employment growth in Madras, we must start with a base of employment growth on which to forecast. Table 7 shows the estimate of total employment in the Madras UGB in 2013. To develop the figures, ECO started with estimated covered employment in the Madras UGB from confidential QCEW (Quarterly Census of Employment and Wages) data provided by the Oregon Employment Department (presented in Table A-8).

Covered employment, however, does not include all workers in an economy. Most notably, covered employment does not include sole proprietors. Analysis of data shows that covered employment reported by the Oregon Employment Department for Jefferson County is only about 81% of total employment reported by the U.S. Bureau of Economic Analysis. We made this comparison by sector for Jefferson County and used the resulting ratios to convert covered employment to total employment in Madras. Table 7 shows Madras had an estimated 4,501 employees within its UGB in 2013.

Table 7. Estimated total employment in the Madras UGB by sector, 2013

Sector	Covered Employment		Estimated Total Employment
	Number	% of Total Emp.	
Natural Resources and Mining	90	3%	111
Construction	24	1%	59
Manufacturing	823	24%	909
Wholesale	76	2%	88
Retail	444	13%	571
Transportation, Warehousing, & Utilities	20	1%	44
Information	22	1%	37
Finance & Insurance	69	2%	131
Real Estate Rental & Leasing	28	1%	156
Professional and Technical Services & Management of Companies	44	1%	54
Admin. Support & Cleaning Srv.	76	2%	149
Health Care & Social Assistance and Private Education	502	15%	679
Arts, Entertainment & Recreation	41	1%	77
Accommodations & Food Services	355	10%	392
Other Services (except Public Admin.)	111	3%	324
Government	712	21%	720
Total	3,437	100%	4,501

Source: 2013 covered employment from confidential Quarterly Census of Employment and Wage (QCEW) data provided by the Oregon Employment Department. Covered employment as a percent of total employment calculated by ECONorthwest using data for Jefferson County employment from the U.S. Department of Commerce, Bureau of Economic Analysis (total) and the Oregon Employment Department (covered).

Note: The estimate of the percent of covered to total employment was not available for the following sectors because confidential employment data could not be disclosed for these sectors by either the Oregon Employment Department or the Bureau of Economic Analysis: Natural Resources and Mining; Information; Professional, Scientific, and Technical Services; and Management of Companies.

Employment Projection

Table 7 presents an estimate of total employment in Madras' UGB in 2013, 4,501 employees. Given the resurgence in job growth as recovery from the recent recession continues, we assume that Madras' employment base in 2015 grew at the same rate between 2013 and 2015 as the forecast rate (3.35% average annual growth rate) in the forecast in Table 8.

Madras does not have an existing employment forecast and there is no required method for employment forecasting. OAR 660-024-0040(9) sets out some optional "safe harbors" that allow a city to determine employment land need.

Madras is relying on the safe harbor at OAR 660-024-0040(9)(a)(B), which allows Madras to assume that the current number of jobs in the Madras urban area will grow during the 20-year planning period at a rate equal to "the population growth rate for the urban area in the appropriate 20-year coordinated population forecast." Table A-9 presents Madras' coordinated, adopted population forecast for growth between 2015 and 2057. The average annual growth rate of population growth in the adopted forecast is 3.35% between 2015 and 2035; between 2035 to 2057 the average annual growth rate is 2.56%.

The City of Madras is using the growth rates of the adopted forecast for population growth in Madras as the basis for employment growth for the 2015 to 2035 period. This approach is consistent with OAR 660-024-0040(9)(a)(A). Madras is using the growth rate in the population forecast to forecast long-term growth for the 2035 to 2057 period, consistent with the City's approach to establishing urban reserves for commercial and residential lands in the 2007 process.

Table 8 presents a forecast of employment in Madras for the 2015 to 2035 period, as well as a forecast for growth in urban reserves for the 2035 to 2065 period. Table 8 shows that Madras will grow by 4,484 employees between 2015 to 2035. Madras will grow 6,913 employees between 2035 and 2057.⁴

⁴ The City plans to establish urban reserves for industrial land to meet the forecast of growth through 2057. The City is establishing urban reserves for industrial for a 21-year period, rather than a 30-year period as allowed by OAR 660-021 to be consistent with the urban reserves established in 2007 for Madras for residential and commercial lands through 2057.

Table 8. Employment growth in Madras UGB, 2015-2035 and 2035-2057

Year	Total Employment
2015	4,808
2035	9,292
2057	16,205
Change 2015 to 2035	
Employees	4,484
Percent	93%
AAGR	3.35%
Change 2035 to 2057	
Employees	6,913
Percent	74%
AAGR	2.56%

Source: ECONorthwest

Allocate Employment to Different Land Use Types

The next step in the employment forecast is to allocate future employment to land use types by grouping employment into land use types with similar building and site requirements, based on the North American Industry Classification System (NAICS) and (for industrial employment) whether employment is located on land zoned as Airport Development. The land use types are:

- **General Industrial** businesses in the following sectors located on land zoned Industrial: Natural Resources and Mining, Construction, Manufacturing, Wholesale Trade, and Transportation, Warehousing, and Utilities. Industrial employment accounted for 29% of Madras’ employment in 2013.
- **Airport-Related** businesses on land zoned Airport Development accounted for 2% of Madras’ employment in 2013.⁵
- **Retail Commercial** businesses are in the Retail Trade sector and accounted for 13% of Madras’ employment in 2013.
- **Non-Retail Commercial** businesses in the following sectors: Information, Finance and Insurance, Real Estate, Professional and Scientific Services, Management of Companies, Administrative and Support Services, Private Educational Services, Health Care and Social Assistance, Accommodations

⁵ This estimate is based on an estimate of employment at the Madras Airport from Rob Berg, Madras Airport Manager. It includes businesses located on land zoned AD the Airport, all of which are aviation-related businesses or industrial businesses located at the Airport.

and Food Services, and Other Services. Non-retail commercial employment accounted for 36% of Madras’ employment in 2013.

- **Government** includes employment local, state, and federal agencies, including public educational services. Government employment accounted for 21% of Madras’ employment in 2013.

Table 9 shows the forecast of employment growth by land use type in Madras’ UGB from 2015 to 2035 and 2035-2057. Table 9 forecasts growth in all land-use types. It only forecasts a minor shift in the distribution of employment, with small growth in the share of industrial employment at the Airport, compared with other industrial employment growth. This shift would be the result of investments that the City is making in Airport facilities.

Table 9. Forecast of employment growth in by land use type, Madras UGB, 2015-2035 and 2035-2057

Land Use Type	2015		2035		2057		Change 2015 to 2035	Change 2035 to 2057
	Emp.	% of Total	Emp	% of Total	Emp	% of Total		
General Industrial	1,346	28%	2,416	26%	4,213	26%	1,070	1,797
Airport-Related Industrial	96	2%	372	4%	648	4%	276	276
Retail Commercial	625	13%	1,208	13%	2,107	13%	583	899
Non-Retail Commercial	1,731	36%	3,345	36%	5,834	36%	1,614	2,489
Government	1,010	21%	1,951	21%	3,403	21%	941	1,452
Total	4,808	100%	9,292	100%	16,205	100%	4,484	6,913

Source: ECONorthwest

Note: Green shading denotes an assumption by ECONorthwest

Forecast of Employment that will Require Vacant Land

The next step in the forecast is forecasting employment growth that will require vacant commercial and industrial land in Madras. Not all employment growth will locate on land that is currently vacant. Employment can be accommodated in the following ways that do not require additional commercial and industrial land:

- **Underutilized built space.** In vacant buildings, vacant office or other space in multitenant buildings, and through intensifying employment in existing buildings (e.g., adding a new cubicle to office space currently in use).
- **Redevelopment or reuse of existing buildings.** Goal 9 does not provide specific guidance to cities about how to address redevelopment and it provides cities with local discretion about how to meeting requirements for considering redevelopment potential. However, a reasonable definition of redevelopment would be development that occurs on a tax lot that creates more employment space than the current use, increasing the capacity for employment on the tax lot.

One negative externality of redevelopment is that existing employment is often forced to move as a result of redevelopment, with the consequence

ATTACHMENT A

that the business may leave the city or cease to exist because of redevelopment. Madras wants to focus redevelopment efforts in areas with little or no existing employment, to avoid displacing existing employment. Analysis of employment patterns in Madras show that the majority of parcels identified as developed that do not have employment (in 2013) were small parcels, many along Highway 97. The majority of these parcels are in commercial uses.

In addition, City staff indicates that no employment sites in Madras have redeveloped (adding new employment capacity) over the past five years. This suggests that, in the absence of policies to increase redevelopment, Madras may see relatively little redevelopment over the next 20 years.

- **Employment in residential plan designations.** About 6% of Madras' employment in 2013 was in residential plan designations. All of this employment was retail or non-retail commercial employment.

Table 10 uses the information above to make the following assumptions about employment growth requiring vacant commercial and industrial land for 2015 to 2035 period:

- **General Industrial and Airport-Related Industrial.** About 10% of employment growth in these types of industrial employment will not require vacant land. This assumption is based on the relatively low amount of redevelopment that can be expected of existing industrial space, based on historically low levels of redevelopment in Madras.
- **Retail Commercial and Non-Retail Commercial.** About 15% of employment growth of these types of commercial employment will not require vacant commercial or industrial land. This assumption is based on: (1) the relatively low amount of redevelopment that can be expected of existing commercial space, based on historically low levels of redevelopment in Madras, and (2) assuming that about 5% to 6% of new commercial employment will locate on land designated for residential development.
- **Government.** Table 10 does not forecast any land need for government employment. The 2007 Madras Urbanization report included a forecast of lands needed for public and semi-public uses, which includes all types of government employment. This report focuses only on the forecast of new commercial and industrial employment.

For the 2035 to 2057 period, Table 10 uses the same assumptions from above for General Industrial and Airport-Related Industrial employment growth. Table 10 does not forecast growth of Retail Commercial and Non-Retail Commercial employment for this period. The City established urban reserves for commercial uses in the 2007 process.

Table 10. Forecast of employment growth that will require commercial or industrial vacant land, Madras UGB, 2015-2035 and 2035-2057

Land Use Type	Employment Growth 2015-2035			Employment Growth 2035-2057		
	New Employment	New Emp		New Employment	New Emp	
		That does not require vacant land	New Emp that requires vacant land		That does not require vacant land	New Emp that requires vacant land
General Industrial	1,070	107	963	1,797	180	1,617
Airport-Related Industrial	276	41	235	276	41	235
Retail Commercial	583	87	496	NA	NA	NA
Non-Retail Commercial	1,814	242	1,372	NA	NA	NA
Total	3,543	477	3,066			

Source: ECONorthwest

Forecast of Employment Land Need

Table 11 shows demand for vacant (including partially vacant) land in Madras. The assumptions used in Table 11 are:

- **Employment density.** Table 11 assumes the following number of employees per acre (EPA): Industrial will have an average of 10 employees per acre and Commercial and government will have an average of 20 EPA.

These employment densities are consistent with employment densities in Oregon cities of similar size as Madras.⁶ Some types of employment will have higher employment densities (e.g., a multistory office building) and some will have lower employment densities (e.g., a convenience store with a large parking lot).

- **Conversion from net-to-gross acres.** The data about employment density is in *net* acres, which does not include land for public right-of-way. Future land need for employment should include land in tax lots needed for employment plus land needed for public right-of-way. One way to estimate the amount of land needed for employment including public right-of-way is to convert from *net* to *gross* acres based on assumptions about the amount of land needed for right-of-way.⁷ A net to gross

⁶ The draft report *Analysis of Land Use Efficiency in Oregon Cities: A report to the HB 2254 Rulemaking Committee* (March 2015) prepared by researchers at the University of Oregon provides information about employment densities in Oregon cities. For cities of Madras' size (5,000 to 9,999 people), the average commercial employment density of 17.4 employees per acre and 9.4 employees per acre for industrial employment. For cities of all sizes in Central Oregon, the commercial average was 20.3 employees per acre and industrial was 8.8 employees per acre.

⁷ OAR 660-024-0010(6) uses the following definition of net buildable acre. "Net Buildable Acre" consists of 43,560 square feet of residentially designated buildable land after excluding future rights-of-way for streets and roads. While the administrative rule does not include a definition of a gross buildable acre, using the definition above, a gross buildable acre will include areas used for rights-of-way for streets and roads. Areas used for rights-of-way are considered unbuildable.

conversion is expressed as a percentage of gross acres that are in public right-of-way.

Net-to-gross factors generally range from 15% to 20% for cities like Madras. Given that Madras has an existing well-developed street system, ECO uses a net-to-gross conversion factor of 15% for industrial and 20% for commercial and government.⁸

Table 11. Demand for vacant land to accommodate employment growth, Madras UGB, 2015-2035 and 2035-2057

Land Use Type	Emp. on Vacant Land	EPA (Net Acres)	Land Demand (Net Acres)	Land Demand (Gross Acres)
Employment Growth 2015-2035				
General Industrial	963	10	96	113
Airport-Related Industrial	235	10	24	28
Retail Commercial	496	20	25	31
Non-Retail Commercial	1,372	20	69	86
Total	3,066		214	258
Employment Growth 2035-2057				
General Industrial	1,617	10	162	191
Airport-Related Industrial	235	10	24	28
Total	1,852		186	219

Source: ECONorthwest

⁸ The draft report *Analysis of Land Use Efficiency in Oregon Cities: A report to the HB 2254 Rulemaking Committee* (March 2015) prepared by researchers at the University of Oregon provides information about land in rights-of-way in Oregon cities. For cities of Madras' size (5,000 to 9,999 people), the average land in rights-of-way (excluding waterbodies) is 15%, with a low of 5% and a high of 43% of land in rights-of-way

4.2 Economic Development Objectives and Target Industries

An analysis of growth industries in Madras should address two main questions: (1) Which industries are most likely to be attracted to Madras? and (2) Which industries best meet Madras' economic objectives?

Economic Development Vision and Goals

The following section presents Madras' vision, goals, policies, and implementation steps for economic development over the 20-year planning period.

Vision

Madras, Oregon is a healthy community with a diverse economy that focuses on traded-sector (export) industries. The City strives to promote "family-wage" job growth and provide opportunities for economic development in a business-friendly environment. Madras supports the growth and expansion of existing businesses, especially businesses that provide jobs in core economic sectors, which include agricultural products and support services, manufacturing, aviation/aeronautics, trucking services and testing, and wood product manufacturing. Madras supports investment in community and higher education and training to ensure we have the skilled labor force needed to support our economy.

Goals

1. Madras seeks opportunity for economic expansion in many economic sectors including new businesses that expand Madras Traded Sector economy, and that make use of existing economic development assets. Examples include but are not limited to:
 - Agricultural and Mining Industries (National)
 - Aviation and Aerospace Development Services (National)
 - Health Care and Community Services (Regional)
 - Manufacturing – material handling, wood products, high tech (Regional/National/International)
 - Tourism and Recreational Services (Regional)
 - Transportation testing (National/International)
 - Warehousing and Distribution Facilities (Regional)
2. Madras will take steps to facilitate economic growth and development by:
 - a. Investing in basic transportation infrastructure that supports economic development, including roads, rail access, and aviation facilities.

ATTACHMENT A

- b. Ensuring the availability of public water and sanitary sewer service to land designated for employment uses.
 - c. Supporting community investment in essential “high-speed” communication and information exchange infrastructure that supports education, commerce, and institutional land uses.
 - d. Maintaining enough developable land to support economic development, including at the Madras Airport for air-side support services and business aviation.
 - e. Pursuing the designation of a regional large-lot industrial site.
 - f. Enacting programs that take advantage of the State of Oregon Enterprise Zone and other tax-incentive programs for new and existing businesses.
3. Madras is committed to balancing economic development goals with long-term preservation of the environment, including the area’s surface and ground water resources, air quality, and high-value farmland, which sustain the local economy.

Policies

Madras will work to achieve these economic development goals using the following policies, which are number for reference purposes. All policies have equal standing and need to be balanced when applied to land use planning decisions.

1. Provide an adequate supply of employment land in a variety of site sizes and locations, to meet employment growth forecasts.
2. Provide capacity and maintain the public infrastructure necessary to support local businesses and their employees, including roads, aviation and rail facilities, drinking water supply, and sanitary sewers.
3. Actively support investment in essential high-speed communications infrastructure to support the emerging information-economy, and seek ways to reduce communication tariffs on existing businesses and incubator sites.
4. Take steps to encourage investment downtown by adopting incentive programs that encourage redevelopment of property within the Willow Creek floodplain.

ATTACHMENT A

5. Encourage redevelopment of vacant and underutilized downtown commercial properties through fiscal policy, zoning regulations, and streamlined permitting.
6. Support businesses expansion and recruitment through local and regional economic development incentive programs.
7. Actively participate in regional economic development and recruitment efforts through Economic Development Central Oregon (EDCO).
8. Support planning and development of intermodal rail access through a rail siding and/or intermodal reload facility accessible to all employers in Jefferson County.
9. Promote economic development at the airport consistent with the Airport Master Plan.
10. Support workforce development and re-education efforts by the Jefferson County School District and the Madras campus of the Central Oregon Community College (COCC).

Implementation

Madras will take steps to achieve these economic development objectives using the following program and regulatory measures:

- a. Facilitate formation of an Ad Hoc economic development committee to identify and remove barriers to economic development in Madras and Jefferson County.
- b. Work with EDCO and local property owners to identify and designate a Regional Large-lot Industrial Development Site in or near Madras.
- c. Lead a rail access economic feasibility study that examines ways to improve intermodal freight accessibility in Madras and Jefferson County, including facilities that support basalt mining and other commodity exports.
- d. Make public improvements in downtown and commercial corridors that reduce flood hazards and enhance development opportunities using urban renewal, ODOT highway enhancement, and local improvement financing tools.
- e. Pursue Oregon Enterprise Zone designations and other tax incentive programs for industrial development sites.
- f. Review the city's development application fees and look for ways to streamline development review with a "fast track" approval process for targeted reinvestment areas, including downtown Madras.

ATTACHMENT A

- g. Investigate regulatory and policy approaches to preserve the irrigated agricultural land base in the county that may be impacted by urban development.
- h. Work with Jefferson County and local property owners to expand the inventory of for small to medium sized development parcels suitable for employment use.
- i. Review noise regulations and zoning in the vicinity of the Madras Airport to reduce future conflicts between uses.
- j. Review and update the Madras Enterprise Zone every other year to ensure consistency with state law.

Target Industries

The characteristics of Madras will affect the types of businesses most likely to locate in Madras. Madras' attributes that may attract firms are: the City's access to Highways 97 and 26, access to two mainline railroads, the Madras Airport, relative proximity to the Portland region, availability of buildable land with services, access to the workforce in Madras and Central Oregon, availability of skilled and semi-skilled labor, high quality of life, existing business base, and proximity to indoor and outdoor recreational opportunities.

The selection of target industries is based on Madras' economic development goals and strategies, economic conditions in Madras and Central Oregon, and the City's competitive advantages. Madras identified the following target industries as examples of the types of industries that the City wants to encourage. For the most part, these industries are traded-sector and likely to have above-average wages.

- **Aerospace and avionics.** The UAV test site on the Warm Springs Reservation, relatively dry climate, and facilities at the Madras Airport make Madras an attractive place for aerospace and avionics manufacturing, research and development, and aviation support services. Attracting aviation-related businesses will require sites in a variety of sizes, generally from five acres to 10 acres, with airside access to the runways at the Madras Airport.
- **Wood products.** Madras' history of wood products manufacturing and access to rail make it attractive to wood product manufacturers, such as firms that produce lumber or furniture. Attracting businesses in this target industry will require that Madras has a relatively flat site that is about 10-acres (see Table 15).
- **Agricultural manufacturing and services.** Madras has a long history of agricultural manufacturing, such as seed production, and providing support services to farms near Madras. Agricultural businesses likely to grow in Madras are those related to farming with in the region or processing of regional crops, such as food products manufacturing or additional seed production. In addition, Madras' agricultural areas provide an opportunity for development of UAV hardware and software used in to support agriculture, such as imaging of fields or monitoring crops.
- **General Manufacturing.** Madras' attributes (e.g., availability of labor and accessibility to transportation) may attract manufacturing firms. The type and size of manufacturing firm may depend on land availability. Larger manufacturers may require large, flat sites, and smaller manufacturers (i.e., firms with fewer than 50 employees) may have greater flexibility in where to locate. Table 15 shows the amount of land that is necessary to be competitive for attracting manufacturers: 10 acres

ATTACHMENT A

for general manufacturing, 20 acres for food processors, 25 acres for heavy industrial or heavy manufacturing, 25 acres for high-tech manufacturing or campus industrial, and 50 acres for clean-tech manufacturing. In addition, Madras should have a range of industrial sites smaller than 10 acres, especially those smaller than five acres, for small-scale industrial firms.

Examples of manufacturing include aggregate manufacturing, advanced manufacturing, high technology manufacturing, renewable energy equipment, specialty food processing, or recreational equipment.

- **Warehouse and distribution.** Madras' location in Central Oregon at the intersection of Highways 97 and 26 makes the City attractive to small-scale and regional warehouse and distribution businesses. The types of warehouse and distribution firms that may locate in Madras include those that are part of or are serving the manufactures in Madras and Central Oregon, as well as distribution firms serving businesses along the Highway 97 corridor. Madras will have a range of site sizes for warehouse and distribution, from sites about five acres up to sites about 25 acres in size (see Table 15).
- **Construction.** As a growing area with relatively low costs in Central Oregon, Madras may be the home to construction firms, especially those engaged in development in Madras.
- **Services for Residents.** Population growth will drive development of retail, professional services (e.g., lawyers or finance), medical services, and government services, including education, in Madras.
- **Tourism.** Visitors may be attracted to Madras to take advantage of recreational opportunities and other amenities. Industries that serve tourists, such as food services and accommodations, are likely to grow if tourism increases.
- **Services for seniors.** Madras' growing population of those near or in retirement may attract or create demand for health services that cater to the elderly, such as assisted living facilities, retirement centers, and medical services.

5 Land Demand and Site Needs

OAR 660-009-0015(2) requires the EOA to “identify the number of sites by type reasonably expected to be needed to accommodate the expected [20-year] employment growth based on the site characteristics typical of expected uses.” The Goal 9 rule does not specify how jurisdictions conduct and organize this analysis.

The rule, OAR 660-009-0015(2), does state that “[i]ndustrial or other employment uses with compatible site characteristics may be grouped together into common site categories.” The rule suggests, but does not require, that the City “examine existing firms in the planning area to identify the types of sites that may be needed.” For example, site types can be described by: (1) plan designation (e.g., heavy or light industrial), (2) general size categories that are defined locally (e.g., small, medium, or large sites), or (3) industry or use (e.g., manufacturing sites or distribution sites). For purposes of the EOA, Madras groups its future employment uses into categories based on their need for land with a particular plan designation (i.e., industrial or commercial) and by their need for sites of a particular size.

This section provides an estimate of employment land needs based on information about the amount of employment growth that will require new land, employment densities, and land need by site size. This section provides a *demand-based* approach to estimating employment land needs. It projects employment land need using the forecast of employment growth and recent employment densities (e.g., the number of employees per acre) to estimate future commercial and industrial land demand.

This chapter includes two sections: land sufficiency and site needs for target industries.

5.1 Land Sufficiency

Table 12 presents a comparison of the supply of employment land (Table 4) with the forecast for demand for land (Table 11) within the Madras UGB. For the 2015-2035 period, Table 12 shows:

- **General Industrial** land surplus of about 69 acres.
- **Airport-Related Industrial** land surplus of about 91 acres.
- **Commercial and Retail** land surplus of about 26 acres.

For the 2035-2057 period, Table 12 shows:

- **General Industrial** land deficit of about 122 acres.
- **Airport-Related Industrial** land surplus of about 63 acres.
- **Commercial and Retail** land need is not estimated for this period because Madras established urban reserves for commercial uses.

Table 12. Sufficiency of employment land to accommodate employment growth, gross acres, Madras UGB, 2015-2035 and 2035-2057

Land Use Type	Land Supply (Gross Acres)	Employment Growth 2015- 2035		Employment Growth 2035- 2057	
		Land Demand (Gross Acres)	Land Surplus (Deficit)	Land Demand (Gross Acres)	Land Surplus (Deficit)
General Industrial	182	113	69	191	-122
Airport-Related Industrial	119	28	91	28	63
Commercial and Retail	143	117	26	NA	NA
Total	444	258		219	

Source: ECONorthwest

Note: Vacant land includes land identified in the buildable lands inventory as vacant or partially vacant.

5.2 Site Needs for Target Industries

Typical Site Needs of Large Employers

Chapter 4 describes potential growth industries for Madras, based on the city's economic advantages. These target industries focus on manufacturing, including aerospace/aviation, wood products, and other types of manufacturing, as well as warehouse and distribution. This section focuses on the site needs for these target industries, considering site needs for businesses that need sites of all sizes.

Businesses considering locating in Oregon and in Madras will consider many factors before selecting a location (e.g., access to markets, availability of skilled workers, and availability of suitable land). The availability of vacant, large, and flat parcels of land is one of the key factors that businesses consider when making decisions about where to locate. Table 13 shows examples of traded-sector firms that considered locating in Oregon and Southern Washington since 1997. Table 13 shows that firms looking for office or flex space required sites from 30 acres up to more than 100 acres. Warehouse and distribution firms looked for sites between about 50 and 200 acres. Manufacturing firms required sites from 25 acres to 250 acres in size.

These firms worked with Business Oregon to find suitable sites in Oregon. Some of the firms chose to locate in Oregon and some chose to locate elsewhere. One of the key factors that influenced decisions to locate elsewhere was availability of large parcels of land with infrastructure services (e.g., transportation access, wastewater, etc.).

Table 13. Examples of firms that considered locating in Oregon and Southern Washington between 1997 and 2010

Type of business	General Location Considered	Site size (acres)	Building Size (square feet)	Located in Oregon ?
Office or Flex space				
Private technology firm	Northern Oregon I-5	100+	1 msf	
Facebook Data Center	Prineville	118	147,000 sf	Yes
Siltronics	Portland Harbor	35		
Nautilus	Vancouver	35	489,000	Yes
Google Data Center	The Dalles	30		Yes
Warehouse and Distribution				
Lowes	Lebanon	204	1.3 to 2.2 msf	Yes
NOAH-PepsiCo	Albany	204	2.5 msf	No
Wal-Mart	Hermiston	200	1.3 msf	Yes
Target	Albany	175	1.3 msf	Yes
Fed Ex	Troutdale	78	500,000 sf	Yes
Dollar-Tree	Ridgefield, Wa	75	800,000 sf	
Home Depot	Salem	50 to 100	400,000+	Yes
Manufacturing				
Apricus	Northern Oregon	250	Very large	No
Navitas	Oregon	150 to 200		No
Pacific Ethanol	Boardman	137		Yes
SolarWorld	Hillsboro	75	1 msf	Yes
Schott Solar	I-5 corridor	50+	up to 800,000 sf	No
Genentech	Hillsboro	50	500,000 sf	Yes
Arny's Kitchen	White City	50		Yes
Sanyo Solar	Salem	25	150,000 sf	Yes
Spectrawatt	Hillsboro	25	225,000 sf	No

Source: Business Oregon

Table 14 shows examples of manufacturers of clean energy technologies, such as solar panel manufacturers, that announced plans to build new manufacturing plants in 2009 or 2010. More than one-third of these firms considered locating in Oregon. The site size requirements of these firms ranged from 50 to nearly 500 acres, with an average site size of around 100 acres. These firms are within one of the potential growth industries identified in Chapter 4, renewable energy manufacturing.

Table 14. Examples of clean energy technologies that announced plans to build new manufacturing plants in 2009 or 2010

Company	Site Size (Acres)	Location	Industry
Tokuyama*	494	Malaysia	Solar
Vestas*	300	Colorado	Wind
US REG - A Power	150	Nevada	Wind
REC*	150	Singapore	Solar
Tindall	144	Kansas	Wind
Green2V	124	New Mexico	Solar
LG Chem Ltd.	120	Michigan	Batteries
Autoport/AC Propulsion	102	Delaware	Electric Vehicles
Energy Composites Corps	94	Wisconsin	Wind
Tesla	90	California	Electric Cars
Mitsubishi Heavy Industries*	90	Arkansas	Wind
Schott Solar*	80	New Mexico	Solar
Enerdel	75	Indiana	Batteries
Energy Composites Corporation	54	Wisconsin	Wind
Proterra*	50	South Carolina	Electric Buses
Confluence	50	Tennessee	Solar

Source: Business Oregon

*Note: These firms considered locating in Oregon.

Table 15 shows the characteristics required to make a site competitive for businesses considering locating or expanding in Oregon, based on information from Business Oregon. Sites for most manufacturing uses are generally between 10 acres to 50 acres. Some large industrial uses, such as businesses in the renewable and clean energy sector, require sites of 100 acres. Regional distribution centers require sites of 200 acres. Industrial users need sites that are relatively flat, generally with a slope of 5% or less.

Table 15. Site characteristics of common business types in Oregon

Industry Sector	Site size* (Acres)	Site topography (Slope)	Site Access Max distance in miles to interstate or major arterial	Utilities (Min. line size in inches) Water / Sanitary Sewer
Regionally to Nationally Scaled Clean-Tech Manufacturer	50	0-5%	10	10 / 10
Globally Scaled Clean Technology Campus	100	0-5%	10	10 / 10
Heavy Industrial/ Manufacturing	25	0-5%	10	8 / 8
General Manufacturing	10	0-5%	20	8 / 8
Food Processing	20	0-5%	30	10 / 10
High-tech Manufacturing or Campus Industrial	25	0-7%	15	10 / 10
Regional (multistate) Distribution Center	200	0-5%	5 Only Interstate highway or equivalent	4 / 4
Warehouse/Distribution	25	0-5%	5 Only Interstate highway or equivalent	4 / 4

Source: Business Oregon

*Note: Site size is the competitive acreage that would meet the site selection requirements of the majority of industries in this sector

Some industrial and large-scale commercial businesses may prefer to locate in an industrial or business park. Business parks are developments with multiple buildings, designed to accommodate a range of uses, from heavy industry to light industry to office uses. Most industrial parks, a subset of business parks, have large-scale manufacturing, distribution, and other industrial uses, with relatively little office space.

Table 16 shows examples of business park sites in the Portland Metro area. Business parks in the Portland area generally range in size from 25 acres to 75 or 100 acres in size. Some of the business parks are primarily industrial (e.g., Beaverton Creek, Columbia Commerce Park, or Southshore Corporate Park), some are primarily commercial (e.g., Creekside Corporate Park or Nimbus Corporate Center), and some are office and flex space (e.g., Cornell Oaks Corporate Center)

Table 16. Examples of business park sites, Portland Metro area

Business Park	Site Acres	Building Square Feet
AmberGlen Business Center	72	572,685
AmberGlen East and West	44	536,000
Beaverton Creek	56	512,852
Columbia Commerce Park	31	562,888
Cornell Oaks Corporate Center	107	684,000
Creekside Corporate Park	50	615,113
Kruse Woods Corporate Center	76	1,652,105
Lincoln Center	22	728,770
Nimbus Corporate Park	47	688,632
Oregon Business Park 1	36	782,294
Oregon Business Park 3	35	501,029
PacTrust Business Center	40	570,539
Pacific Business Park (South)	26	340,864
Pacific Corporate Center	56	601,542
Parkside Business Center	52	687,829
Southshore Corporate Park	312	1,630,000
Tualatin Business Center I and II	33	383,305
Wilsonville Business Center	30	710,000
Woodside Corporate Park	37	579,845

Source: Metro UGR, Appendix 5 Multi-tenant (business park)/Large lot analysis

In addition, the Portland Metro area has the following types of major employment sites, on sites ranging from 25 acres to more than 500 acres:⁹

- **General industrial.** The Portland region has 21 general industrial major employment sites, ranging in size from 25 acres to 164 acres and averaging 53 acres. Firms on these sites range from beverage manufacturers to construction product manufacturers to specialty manufacturing enterprises.
- **Warehouse and distribution.** The Portland region has 15 warehouse and distribution major employment sites, ranging in size from 25 acres to 452 acres and averaging 74 acres. Firms on these sites range from wholesalers to general warehouse and distribution to company-specific distributors.
- **Flex.** The Portland region has 14 flex major employment sites, ranging in size from 25 acres to 522 acres and averaging 112 acres. Firms on these sites include small and large semiconductor manufacturing and other high tech manufacturing. Flex buildings also house a variety of small start-up businesses, light manufacturing uses, as well as office uses.

⁹ These examples are documented in the Portland Metro 2009-2030 Urban Growth Report, Appendix 4

Site Needs of Businesses Who Considered Locating in Madras

The majority of Madras' available vacant industrial land is at or near the Madras Airport Industrial Park. Between August 2012 and December 2014, 31 businesses made inquiries about potentially locating in at the Madras Airport Industrial Park.

- **Site Size.** Seven businesses were looking for sites between 1 and 5 acres, 11 businesses needed sites 5 to 10 acres, six businesses needed sites 10 to 20 acres, and eight businesses needed sites 20 to 80 acres.
- **Ownership.** FAA regulations restrict private uses at airports to land leases, rather than allowing private ownership of land at airports. The Airport Industrial Park has a few smaller sites for available sale at the Business Park, none of which have existing buildings or runway access. At least six of the businesses that inquired about land at the Airport Industrial Park chose not to further consider locating there because of the lease-only restrictions. Other businesses would consider leasing property.
- **Availability.** Inquiries about purchasing or leasing industrial land in or around the Airport Industrial Park require that the land is available for sale or lease. Much of the property in the Airport Industrial Park is city-owned and available for lease. There are some parcels smaller than seven acres that are privately owned and potentially available for sale. The largest industrial parcel near the airport is 80 acres and is not currently available for sale.
- **Transportation.** All businesses need access by automotive (car or trucks) and some businesses need access by pedestrian or bicycle for workers and customers. Businesses involved with freight transportation need access to Highway 97 or Highway 26, either directly from the site or via local roads. Businesses who transport bulky or heavy freight may need access to a rail line. Aviation and aerospace businesses will need access to a runway.

Site Needs for Businesses with Airside Access at the Madras Airport

shows the businesses at the Madras Airport with airside access, which gives businesses access to the taxiway and runway at the Airport. The facilities at the Madras Airport with airside access are (from north to south on the map):

- Erickson Aircraft Collection, an air museum with more than twenty vintage aircraft. The museum was built in 2013. The hangar is about 63,000 square feet in size.
- Erikson Airtanker, a firm used to convert and maintain airplanes used in fire suppression. Erikson Airtanker began operations in Madras in 2010. The hangar is about 43,000 square feet in size.
- Two (Parallel) T-hangars, built in the 1950's or so and used by single-engine fixed wing aircraft. Each hangar is about 10,600 square feet in size.
- T-hangar, built in the 1950's and currently vacant. The City is in a long-term lease for this hangar but is unused because the lessee is choosing not to use it currently. The hangar is about 3,600 square feet in size.
- T-hangar, built in the 1950's and used by single-engine fixed wing aircraft. The hangar is about 3,600 square feet in size.
- Hangar owned by the City of Madras, built in the 1990's and used by single-engine fixed wing aircraft and aircraft storage. The hangar is about 3,250 square feet in size.
- North Hangar owned by the City of Madras, built in the 1930's and used by single- and multi-engine fixed wing aircraft. The hangar is about 15,000 square feet in size.
- South Hangar owned by the City of Madras, built in the 1930's and used by single- and multi-engine fixed wing aircraft. The hangar is about 15,000 square feet in size and is located just outside of the UGB.
- Two hangars (parallel to each other), built in 1970's, one 6,000 square feet in size and one 4,250 square feet in size.
- One hangar, built in 1970's, 9,000 square feet in size.
- One hangar, built in 1970's, 1,800 square feet in size.
- One hangar, built in the 1970's and used by single- and multi-engine fixed wing aircraft. The hangar is about 2,770 square feet in size.

ATTACHMENT A

The Madras Municipal Airport Master Plan Update (December 2010) forecasts growth of 29 additional airplanes that will be based at the Madras Airport by 2030, with 90% of the airplanes requiring hangar space. Accommodating these aircraft in hangars will require 26 additional hangar spaces in about 39,000 square feet of space. The Master Plan recommends establishing a hangar reserve sufficient for an additional 29 aircraft through 2030. In total, the Master Plan recommends that the Airport plan for hangar space for 58 additional aircraft, which will require about 78,000 square feet of hangar space.

Aviation and business activity at the Madras Airport have increased since 2014, with the location of Erickson Airtanker and Erickson Aircraft Collection at the Airport. The number of aircraft based at the Madras Airport approximately doubled with the location of Erikson Airtanker and Erickson Aircraft Collection, including about 25 vintage airplanes at the Erickson Aircraft Collection. This increase is equivalent to all of the Airport Master Plan's forecast of the need for hangar space (up to 60 additional aircraft) through 2030.

The Madras Airport continues to attract businesses that are considering locating at the Airport. Several businesses are discussing locating at the airport, with each business requiring hangar space and airside access. In addition, Aero Air is planning to expand their presence at the Madras Airport. Aero Air's facilities at the Madras Airport are used for conversion airplanes for use in firefighting, as well as maintenance of existing planes for fire fighting.

In addition, Madras hopes to attract businesses involved in UAV and other aerospace development. Developing aviation-related businesses is an important part of the City's vision for economic development. The City, working with grants from the FAA and ConnectOregon, has made \$3 million in infrastructure improvements, including renovations of the runways and fuel tanks. The City is in the process of expanding its enterprise zone to include the Madras Airport, as a way to attract more aviation-related businesses.

ATTACHMENT A

Map 5 shows that the size of Madras' existing hangars vary from 1,800 square feet to 63,000 square feet. The spacing between hangars varies from 15 feet to 443 feet, with most hangars having from 65 to 200 feet between hangars. Most hangars are located directly airside, with a few examples of parallel hangars. The size of each hangar "site" (floor area of the hangar and space between hangars) varies from about one-half and acre to 2 acres.

The area occupied by hangars within the UGB where hangars are located is between the airway (western edge of the UGB) and Berg Drive, just north of the Erickson Aircraft Collection and just south of the City's north hangar. This area is about 20 acres in size. With eight hangars, each hangar requires about 2.5 acres of land, including the hangar foot-print, areas between hangars, and access to the airway.

In the future, the types of aircraft likely to locate at Madras will need hangars with sufficient space between hangars to safely maneuver aircraft, as well as access to the airway. Newer hangars are likely to need spacing similar to the two newer Erikson hangars, with about 150 feet between hangars to allow for maneuvering.

Accommodating growth of about 60 aircraft at the Madras Airport will require availability of about six spaces for new hangars, assuming that each hangar is about 10,000 to 15,000 square feet in size. At an average of 2.5 acres per hangar, six new hangars will need about 15 acres of land.

Need for these types of sites is currently being met through airside sites at the Madras Airport in unincorporated Jefferson County, shown in Map 5 south of the UGB.

Site Needs for Daimler Truck Testing Facility

Daimler Trucks North America (Daimler) is building a truck testing facility at the Madras Airport. The facility will be a vehicle proving grounds for testing commercial trucks ranging from delivery trucks to dump trucks to tractor trailers (e.g., 18-wheelers). Once the facility is built, truck testing will occur in two shifts per day, six days per week. The vehicle proving grounds will include:

- **Campus** that includes office space, shop space, a truck wash, ballasting building with truck scales (to load the trucks with weight for testing), outdoor truck testing event area, storage yard for truck parts, and other facilities needed to support testing of the trucks. The campus must include enough room to maneuver the trucks through the shop and other facilities in the campus area.
- **Durability test track** that is one mile long with features such as bumps and cobbles to test the durability of the trucks.
- **Vehicle dynamics area** to test the handling, steering, acceleration, stopping, active and passive safety systems, and truck systems. The vehicle dynamics area will include a circle for driving the trucks and acceleration lanes. The circle will have a radius of 150 feet, with room for future expansion to a 350 feet radius circle.
- **Three mile long high-speed test track** to test drive the trucks.

The vehicle proving ground will be built in two or more phases. The first phase will be development of the campus and durability test track. These facilities will require about 90 acres of unconstrained land, to provide sufficient space for the campus buildings, test track, storage yards, and space for truck maneuvering. The subsequent phases of development will include the vehicle dynamics area and a portion of the three mile long test track and will require about 100 to 110 acres of unconstrained land.

To meet the needs of Daimler's first phase of development of the facility, the City is proposing (as part of a separate project) to bring one site of 100 to 200 acres into the UGB using the Regional Large Lot Industrial Land process described in OAR 660-024-045. Daimler plans to develop the campus and durability test track in 2016, with plans for future expansion to include the vehicle dynamics area and three-mile long test track.

The City will decide how to address the land needs of subsequent phases of the project development in the future, to fit the evolving site needs of the facility.

Characteristics of Needed Sites for Manufacturing, Aviation and Aerospace, and Warehouse and Distribution

The Goal 9 Administrative Rule (OAR 660-009) requires that jurisdictions describe the characteristics of opportunity sites (OAR 660-009-0025(1)). The Administrative Rule defines site characteristics as follows in OAR 660-009-0005(11):

(11) "Site Characteristics" means the attributes of a site necessary for a particular industrial or other employment use to operate. Site characteristics include, but are not limited to, a minimum acreage or site configuration including shape and topography, visibility, specific types or levels of public facilities, services or energy infrastructure, or proximity to a particular transportation or freight facility such as rail, marine ports and airports, multimodal freight or transshipment facilities, and major transportation routes.

Friends of Yamhill County v. City of Newberg, 62 Or LUBA 5 (2010), established a two-prong test for establishing relevant "site characteristics" as follows: (1) that the attribute be "typical of the industrial or employment use," and (2) that it have "some meaningful connection with the operation of the industrial or employment use." The first of those prongs, that the attributes be "typical," appears expressly in OAR 660-009-0015(2), which refers to "site characteristics typical of expected uses." In upholding LUBA's two prong test, the Court of Appeals agreed, "[t]hat 'necessary' site characteristics are those attributes that are reasonably necessary to the successful operation of particular industrial or employment uses, in the sense that they bear some important relationship to that operation." *Friends of Yamhill County v. City of Newberg*, 240 Or App 738, 747 (2011).

Characteristics of Needed Airside Sites for Aviation and Aerospace

The following summarizes the site characteristics for aviation and aerospace related employment for businesses that require airside access to the taxiways and runways at the Madras Airport. These businesses are all involve flying aircraft, such as airplane manufacturing or conversion, UAV research and development, or aviation services. This section provides an overview of the two-prong test established for site characteristics under *Friends of Yamhill County v. City of Newberg*, 62 Or LUBA 5 (2010), *aff'd* 240 Or App 738 (2011).

The need for these sites is currently being met, through the existing airside sites at the Madras Airport in unincorporated Jefferson County. If there are barriers that prevent development of the airside sites and those barriers would be lowered or eliminated by bringing this land into the Madras UGB, the City may want to consider a UGB expansion to include sites that have the following characteristics.

ATTACHMENT A

1. **Location at an airport.** Businesses involved in flying planes and UAVs (except for some hand-held UAVs) need to be located at an airport with access to taxiways and runways.
 - Attribute is "typical of the industrial or employment use" – Aviation businesses that involve flying aircraft need to locate at an airport for access to a runway and proximity aviation services.
 - Attribute has "some meaningful connection with the operation of the industrial or employment use" – Flying airplanes and other aircraft requires an airport location for access to a runway and proximity to other aviation businesses.
2. **Airside access.** Flying aircraft requires an airside location, with direct access to a taxiway and runways.
 - Attribute is "typical of the industrial or employment use" - OAR 660-009-0005(11) specifically cites the "proximity to a particular transportation or freight facility such as rail, marine ports and airports, multimodal freight or transshipment facilities, and major transportation routes" as a site characteristic.
 - Attribute has "some meaningful connection with the operation of the industrial or employment use" – This site characteristic provides the opportunity for the take-off and landing of aircraft. Aircraft must have airside access that avoids conflicts with other vehicles or aircraft, with clear and safe access to the taxiway. Hangars at the Madras Airport are located to the east of cement tie-down pads, west of the access road (such as Berg Drive).
3. **Site size.** Airside sites at general aviation airports like Madras generally include a hangar, which is used by one or more businesses. Hangar sites at airports like Madras are an average of 2.5 acres in size and have direct access to the airstrip and taxiway.
 - Attribute is "typical of the industrial or employment use" - OAR 660-009-0005(11) specifically cites "a minimum acreage" as a site characteristic. Hangars at Madras Airport generally have a building footprint smaller than one acre, with two buildings (both owned by Erikson) about 2 acres in size. Hangars need to have space between adjacent hangars for aircraft maneuvering. Hangars have frontage on the airway of between 200 to 500 feet wide, depending on the size and type of hangar (including space between hangars). Hangar sites in the Madras UGB average 2.5 acres per hangar.
 - Attribute has "some meaningful connection with the operation of the industrial or employment use" – Having a site the appropriate

size for the business is important to aviation and aerospace companies. The site needs to be large enough to accommodate the needed built space for the hangar, as well as to provide appropriate frontage and access to the taxiway. Sites need to be large enough to allow room to maneuver airplanes between hangars. In addition, the sites need to provide space for automotive parking.

4. **Topography.** Airport hangars and aviation businesses are located at airports, which are developed on relatively flat sites, with slopes of not more than 5%.
 - Attribute is "typical of the industrial or employment use" - OAR 660-009-0005(11) specifically cites "site configuration including shape and topography" as a site characteristic.
 - Attribute has "some meaningful connection with the operation of the industrial or employment use" – A flat site is important for take-off of aircraft, so that aircraft do not have to climb a slope prior to becoming airborne.
5. **Automotive access.** Aviation-related businesses are generally located at an airport with automotive access for cars and trucks.
 - Attribute is "typical of the industrial or employment use" - OAR 660-009-0005(11) specifically cites the "proximity to a particular transportation or freight facility such as rail, marine ports and airports, multimodal freight or transshipment facilities, and major transportation routes" as a site characteristic.
 - Attribute has "some meaningful connection with the operation of the industrial or employment use" – This site characteristic provides the opportunity for workers and customers to access the business and allows for freight movement by truck.
6. **Access to municipal services.** City services should be directly accessible to the site, including sanitary sewer, and municipal water.
 - Attribute is "typical of the industrial or employment use" - OAR 660-009-0005(11) specifically cites the "specific types or levels of public facilities, services or energy infrastructure" as a site characteristic. Some aviation businesses need water and wastewater service similar to commercial office space. Some aviation businesses, such as those involved in fire fighting, need access to large quantities of water.
 - Attribute has "some meaningful connection with the operation of the industrial or employment use" – Industrial buildings, including those at airports, require access to municipal water,

municipal sanitary sewer, and electricity/gas. Developing a site with direct access to municipal services is substantially more cost-effective than extending municipal services to an unserved site.¹⁰

7. **Surrounding land uses.** Surrounding uses must be compatible with usage aircraft and meet FAA regulations.
 - Attribute is "typical of the industrial or employment use" - OAR 660-009-0025(6) strongly encourages cities to manage encroachment and intrusion of incompatible uses with employment uses. Aviation uses are generally compatible with uses that do not interfere with airport operations and are located in single-story buildings. Compatible uses exclude businesses with bright outdoor lights, smoke, or other operational characteristics that would interfere with airport operations. Compatible uses must be tolerant of airport noise and other disruptions present at airports. Compatible uses generally include other aviation uses, some types of industrial uses, and services for passengers or workers at the airport.
 - Attribute has "some meaningful connection with the operation of the industrial or employment use" - Aviation uses are able to operate efficiently where they are not in conflicts with adjacent land uses that could disrupt aviation activity. Noise makes aviation uses incompatible with adjacent residential uses.
8. **Land ownership.** Land at public airports, like the Madras Airport, is publicly owned. Businesses are allowed to lease land or buildings at the airport. FAA regulations strongly discourage private ownership of land at public airports, especially where the Federal government has made investments in airport facilities.
 - Attribute is "typical of the industrial or employment use" - OAR 660-009-0005(11) specifically cites the "site configuration" as a site characteristic. The FAA requires public ownership of airport land where the Federal government has made investments in airport facilities. While the FAA does not review all leases, the FAA provides guidance on terms of leases at airports like the Madras Airport.¹¹

¹⁰ Miles, Mike E., Haney, Richard L., Bernes, Gayle, "Real Estate Development: Principles and Process," The Urban Land Institute, 1997.

¹¹ FAA Airport Compliance Manual – Order 5190.6b, Chapter 12.

- Attribute has "some meaningful connection with the operation of the industrial or employment use" – The FAA discourages or disallows private ownership of airport land to protect the public interest in investments in airport infrastructure. FAA review of leasing arrangements is designed to ensure that the airport "maintains a fee and rental structure that will make the airport as self-sustaining as possible and that the facilities of the airport are made available to the public on reasonable terms without unjust discrimination"¹²

Characteristics of Needed Sites for Manufacturing

The following summarizes the site characteristics for manufacturing, for businesses that locate at the Madras Airport and on other lands that allow industrial development in Madras. Potential users include target industries such as wood products, agricultural manufacturing and services, aviation manufacturing, aviation and aerospace research (such for UAVs), and other types of manufacturing. This section provides an overview of the two-prong test established for site characteristics under *Friends of Yamhill County v. City of Newberg*, 62 Or LUBA 5 (2010), *aff'd* 240 Or App 738 (2011).

1. **Site size.** Sites for manufacturing firms range in size from sites of one to five acres up to larger sites of 10 to 50 acres. Some manufacturing firms may prefer to locate in a manufacturing or flex business park, which range in size from about 25 acres or several hundred acres.
 - Attribute is "typical of the industrial or employment use" - OAR 660-009-0005(11) specifically cites "a minimum acreage" as a site characteristic. Business Oregon finds that competitively-sized general manufacturing firms have sites 10 acres in size. Competitive sites for heavy manufacturing, high-tech manufacturing, or campus industrial manufacturing require 25-acre sites. Competitive sites for regionally scaled clean technology require 50-acre sites.

The *Central Oregon Large Lot Industrial Land Need Analysis*¹³ documents need for six sites 50-acres and larger in Central Oregon for high technology manufacturing or alternative energy equipment manufacturing.

Some businesses will prefer to locate in manufacturing to flex

¹² FAA Airport Compliance Manual – Order 5190.6b, Chapter 12.

¹³ *Central Oregon Large Lot Industrial Land Need Analysis*, November 20, 2012.

ATTACHMENT A

business parks. Business parks are typically at least 25 acres in size to allow for development of multiple buildings and associated parking. In the Portland area, these parks generally range in size from about 25 acres to 50 acres, with a few examples of parks around 75, 100, or 300 acres.

Major employment sites with general industrial uses in the Portland Metro area range in size from 25 to 160 acres and average about 50 acres in size. Businesses parks will need to be at least 25 to 50 acres and possibly as large as 75 to 100 acres.

- Attribute has "some meaningful connection with the operation of the industrial or employment use" – Site size is important to general industrial users. The site needs to be large enough to accommodate the needed built space, as well as to accommodate storage space or space for future expansion. In addition, the site needs to be large enough to accommodate not only the general industrial uses, but also parking, on-site circulation, connections to public transportation, rail connections, and other access to the transportation network.
2. **Land ownership.** Sites with two or fewer owners are necessary to reduce the cost and uncertainty of land assembly. Some businesses will require the opportunity to own the site, rather than lease a site.
- Attribute is "typical of the industrial or employment use" - OAR 660-009-0005(11) specifically cites the "site configuration" as a site characteristic. Developing an industrial building on a site with more than two owners requires negotiating land assembly and purchase from multiple owners. Land assembly is difficult and often costly for a number of reasons. People own land for a variety of reasons, such as the desire to develop the land, keep the land undeveloped, or sell the land for a profit. Getting landowners to sell land can be difficult, especially if the ownership is legally disputed, as is the case with some inheritances. If a landowner is a willing seller, they may have an unrealistic expectation of their land's value, in the context of comparable land values. In addition, one parcel of land may have multiple owners, compounding the issues described above.

Developers attempting land assembly often have difficulty assembling a site at a cost that makes development economically viable. When assembling land, developers often find that owners of key sites are not willing sellers, have unrealistic expectations of the value of their land, or cannot get agreement among multiple

ATTACHMENT A

owners to sell the land. As a result, developers of industrial buildings typically choose to develop sites with one or two owners.

Sites that are available only for lease, such as sites at the Madras Airport, will not meet the needs of businesses who need to own the site and building where the business is located. At least six of the 31 businesses that considered locating at the Madras Airport Industrial Park did not locate there because sites at the Industrial Park are only available for leasing.

- Attribute has "some meaningful connection with the operation of the industrial or employment use" – The cost of land assembly, in financial terms and in terms of extra time needed for site assembly, can make developing an industrial site with multiple land owners financially infeasible.

Some businesses will only locate on sites that they own, rather than sites that they lease. This is most common for businesses that build or redevelop an existing building to meet their specific production needs.

3. **Automotive access.** Manufacturing buildings generally are located on arterial or major collector streets. Traffic from the industrial development should not be routed through residential neighborhoods. The ideal site would have direct access to an arterial or state highway.
 - Attribute is "typical of the industrial or employment use" - OAR 660-009-0005(11) specifically cites the "proximity to a particular transportation or freight facility such as rail, marine ports and airports, multimodal freight or transshipment facilities, and major transportation routes" as a site characteristic. Business Oregon finds that manufacturing and industrial firms need to be located relatively close to an interstate highway or principle arterial road, generally within 20 miles or less.
 - Attribute has "some meaningful connection with the operation of the industrial or employment use" – This site characteristic helps to minimize the amount of traffic on local streets, minimize freight traffic in residential neighborhoods, improve mobility, minimize adverse effects on urban land use and travel patterns, and provide for efficient long distance travel, which are all necessary for effective industrial operations.
4. **Rail access.** Manufacturers that product bulky products, such as wood products manufacturing, may need access to a main line rail road from their site, via a rail spur, track siding, or reload facility.

ATTACHMENT A

- Attribute is "typical of the industrial or employment use" - OAR 660-009-0005(11) specifically cites the "proximity to a particular transportation or freight facility such as rail, marine ports and airports, multimodal freight or transshipment facilities, and major transportation routes" as a site characteristic. Manufacturing firms that ship freight via rail must have access to a rail spur with a connection to the main line railroad from their site.
 - Attribute has "some meaningful connection with the operation of the industrial or employment use" – This site characteristic provides the opportunity to ship freight via rail.
5. **Topography.** Manufacturing sites should be relatively flat, with slopes of not more than 5%.
- Attribute is "typical of the industrial or employment use" - OAR 660-009-0005(11) specifically cites "site configuration including shape and topography" as a site characteristic. Business Oregon finds that competitive sites generally have a slope of 5% or less, except high tech manufacturing and campus industrial, which have a slope of 7% or less.
 - Attribute has "some meaningful connection with the operation of the industrial or employment use" – Industrial buildings require level floorplates to reduce costs and offer maximum flexibility, as well as level areas to provide for freight access and pedestrian walkways that meet ADA standards. The real estate development literature describes the increases in development costs and other difficulties associated with industrial development on a sloped site.
6. **Access to services.** City services should be directly accessible to the site, including sanitary sewer, and municipal water.
- Attribute is "typical of the industrial or employment use" - OAR 660-009-0005(11) specifically cites the "specific types or levels of public facilities, services or energy infrastructure" as a site characteristic. Business Oregon finds that competitive sites must have access to urban services, including water, wastewater, natural gas, electricity, and major telecommunications facilities.
 - Attribute has "some meaningful connection with the operation of the industrial or employment use" – Industrial buildings require access to municipal water, municipal sanitary sewer, and electricity/gas. Developing a site with direct access to municipal

services is substantially more cost-effective than extending municipal services to an unserved site.¹⁴

7. **Surrounding land uses.** Industrial buildings are directly compatible with other industrial uses, commercial uses, and agricultural uses.
 - Attribute is "typical of the industrial or employment use" - OAR 660-009-0025(6) strongly encourages cities to manage encroachment and intrusion of incompatible uses with employment uses. Industrial uses are generally compatible with other industrial uses, commercial uses, and some public uses. Industrial uses may be compatible with agricultural uses, provided that the industrial use does not encroach on the agricultural uses.
 - Attribute has "some meaningful connection with the operation of the industrial or employment use" - Industrial uses are able to operate efficiently where they are not in conflicts with adjacent land uses that could disrupt industrial business activity. Noise or odor conflicts may make some industrial uses incompatible with nearby residential uses.

Characteristics of Needed Sites for Warehouse and Distribution

Many of Madras' industries are dependent on warehouse and distribution firms for distribution of products manufactured in Madras or Central Oregon, as well as for getting inputs into the sales or manufacturing process. The following summarizes the site characteristics and provides an overview of the two-prong test established for site characteristics under *Friends of Yamhill County v. City of Newberg*, 62 Or LUBA 5 (2010), *aff'd* 240 Or App 738 (2011).

1. **Site size.** Sites for warehouse and distribution range from a site smaller than five-acre site for local distribution to 25-acre sites for regional distribution. Local firms may need a site five-acre or smaller warehouse and distribution site. In contrast, regional distribution sites are 25 acres.
 - Attribute is "typical of the industrial or employment use" - OAR 660-009-0005(11) specifically cites "a minimum acreage" as a site characteristic. Business Oregon finds that competitively sized warehouse and distribution sites are 25 acres.
 - Attribute has "some meaningful connection with the operation of the industrial or employment use" – Site size is important to

¹⁴ Miles, Mike E., Haney, Richard L., Bernes, Gayle, "Real Estate Development: Principles and Process," The Urban Land Institute, 1997.

ATTACHMENT A

warehouse and distribution. The site needs to be large enough to accommodate the needed built space, as well as accommodate storage space, space for trucks, or space for future expansion. In addition, the site needs to be large enough to accommodate employee parking.

2. **Freight and Automotive Access.** Warehouse and distribution buildings generally are located on arterial streets with good access to an interstate highway. Traffic from the warehouse and distribution development should not be routed through residential neighborhoods. In addition, some warehouse and distribution firms prefer to locate near to regional airports or main railroad lines. The ideal site would have nearby access to a state highway.
 - Attribute is "typical of the industrial or employment use" - OAR 660-009-0005(11) specifically cites the "proximity to a particular transportation or freight facility such as rail, marine ports and airports, multimodal freight or transshipment facilities, and major transportation routes" as a site characteristic. Business Oregon finds that warehouse and distribution firms need to be located within five miles of an interstate highway or equivalent (such as a State highway).
 - Attribute has "some meaningful connection with the operation of the industrial or employment use" – This site characteristic helps to minimize the amount of traffic on local streets, minimize freight traffic in residential neighborhoods and commercial areas, improve mobility, minimize adverse effects on urban land use and travel patterns, and provide for efficient long distance travel, which are all necessary for effective distribution operations.
3. **Topography.** Warehouse and distribution sites should be relatively flat, with slopes of not more than 5%.
 - Attribute is "typical of the industrial or employment use" - OAR 660-009-0005(11) specifically cites "site configuration including shape and topography" as a site characteristic. Business Oregon finds that competitive sites generally have a slope of 5% or less.
 - Attribute has "some meaningful connection with the operation of the industrial or employment use" – Warehouse and distribution buildings require level floorplates to reduce costs and offer maximum flexibility, as well as level areas to provide for freight access and pedestrian walkways that meet ADA standards. The real estate development literature describes the increases in development costs and other difficulties associated with development on a sloped site.

ATTACHMENT A

4. **Access to services.** City services should be directly accessible to the site, including sanitary sewer, and municipal water.
 - Attribute is "typical of the industrial or employment use" - OAR 660-009-0005(11) specifically cites the "specific types or levels of public facilities, services or energy infrastructure" as a site characteristic. Business Oregon finds that competitive sites must have access to urban services, including water, wastewater, natural gas, electricity, and telecommunications facilities.
 - Attribute has "some meaningful connection with the operation of the industrial or employment use" – Warehouse and distribution buildings require access to municipal water, municipal sanitary sewer, and electricity/gas. Developing a site with direct access to municipal services is substantially more cost-effective than extending municipal services to an unserved site.¹⁵
5. **Surrounding land uses.** Warehouse and distribution buildings are directly compatible with industrial uses, some commercial uses, and agricultural uses.
 - Attribute is "typical of the industrial or employment use" - OAR 660-009-0025(6) strongly encourages cities to manage encroachment and intrusion of incompatible uses with employment uses. Warehouse and distribution uses are generally compatible with other industrial uses or some commercial uses. Warehouse and distribution uses may be compatible with agricultural uses, provided that the industrial use does not encroach on the agricultural uses.
 - Attribute has "some meaningful connection with the operation of the industrial or employment use" - Warehouse and distribution uses are able to operate efficiently where they are not in conflicts with adjacent land uses that could disrupt business activity.

¹⁵ Miles, Mike E., Haney, Richard L., Bernes, Gayle, "Real Estate Development: Principles and Process," The Urban Land Institute, 1997.

Conclusions and Recommendations

The key findings of the EOA are that:

- **Madras has a surplus of land for commercial and retail uses.** Madras' commercial land surplus to accommodate growth for the 20-year planning period is about 28 gross acres. The majority of Madras' vacant commercial land is in the C-1 and CC zones, with concentrations of vacant land in the southern section of Madras along Highways 97 and 26 and the middle part of Madras along Highway 97.
- **Madras has a surplus of general industrial land.** The surplus of Industrial (I) land is about 69 gross acres. All of Madras' vacant industrial land is located at in the northern part of Madras, near the Madras Airport and along Highway 26. Two-thirds of Madras' vacant Industrial land is in two sites, one with 42 acres of vacant suitable land and the other with 75 suitable acres of vacant.
- **Madras has a limited number of smaller general industrial sites.** General industrial businesses in Madras will need sites on a variety of sizes, including sites smaller than 5-acres, sites 5 to 20 acres, and sites larger than 20 acres. Madras' supply of general industrial sites are all near the Airport, with five vacant suitable sites smaller than one acre, 10 sites between 1 to 2 acres, and seven sites between 2 and 5 acres.
- **Madras has a surplus of airport-related industrial land.** The surplus of Airport Development (AD) land is 91 gross acres, all of which is located at the Madras Airport. AD land is in a range of site sizes from one acre parcels to a 27 acre parcel.
- **Madras has a deficit of aviation sites with airside access to the taxiway and runways.** Madras has eight developed airside sites with hangars and direct access to the taxiway and runways. Most of the hangars at Madras' Airport were developed more than two decades ago. Two of these sites, Erikson Airtanker and the Erickson Aircraft Collection developed since 2010 and provide an example of modern hangar design.

Madras has one site within the UGB available for development of a new hangar with airside access. The Madras Airport Master Plan recommends that the Airport plan for hangar space for 58 additional aircraft, which will require about 78,000 square feet of hangar space.

Accommodating growth of about 60 aircraft at the Madras Airport will require availability of about six spaces for new hangars, assuming that each hangar is about 10,000 to 15,000 square feet in size. At an average of 2.5 acres per hangar, six new hangars will need about 15 acres of land.

ATTACHMENT A

Madras has one vacant hangar site within the UGB. Madras will need five additional sites for hangars, on about 13 suitable acres of land. These five sites must be located airside and have direct access and taxiways. The sites must include sufficient space between hangars to allow for safe maneuvering of aircraft.

Based on these findings and the analysis in the EOA, we provide the following recommendations:

- **Madras should provide a variety of types of sites for employment.** Not all traded-sector employment is industrial or will locate in industrial areas. Traded-sector businesses are businesses that produce goods or services that are exported out of the community, thereby bringing money into the community. Some examples of traded-sector businesses in office settings include software development, professional and technical services that provide services outside of the community, or finance and insurance businesses that provide services outside of the community.

These types of traded-sector employment may locate in a variety of locations and building types, such as in an office building in downtown or in an office park. By implication, Madras will need to provide a variety of opportunities for employment growth in industrial areas, in commercial areas, and in mixed-use areas like downtown. Madras should evaluate opportunities for developing a zone that will allow a mixture of industrial and non-residential commercial employment. The best area for this type of zone would be along a State highway, in an area with vacant land in sizes ranging from smaller than an acre up to 10-acre sites.

- **Madras should evaluate whether the existing industrial land supply meets the City's economic development goals.** All of the land is located near the airport, along Highway 26 and two-thirds of the land is concentrated in two larger sites. Discussions with City staff and EDCO staff indicate that the owner of the larger site is unwilling to sell or lease the land and has no apparent intention of doing so in the foreseeable future.

In addition, Madras has 24 Industrial sites smaller than five acres (about 50 acres of land), all of which are located near the Madras Airport. More than 90% of existing employment in Madras is located on sites smaller than five acres, with nearly all of Madras' employment on Industrial zoned sites located on sites smaller than five acres.

The site needs of the target general industrial industries suggest that they will need sites in a variety of sizes, including small sizes, in a variety of locations throughout the city, with access to state highway, as well as some

ATTACHMENT A

with access to rail. The City should evaluate opportunities to rezone land within Madras in areas that meet the needs of smaller industrial and traded sector industries.

- **Madras should continue to coordinate economic development opportunities at the Madras Airport to further the community's economic development goals.** Although land at the Madras Airport is not within the UGB, this land is a key economic development asset. Much of the recent economic growth in Madras is focused on city-owned land at the Airport, with the planned expansion of a business involved in vehicle testing. Land at the Madras Airport is city-owned, which gives the City opportunities to focus on development of businesses that meet the City's economic development objectives, especially with attracting family-wage jobs.
- **Madras should work with Jefferson County to ensure that development can continue to occur at airside sites at the Madras Airport.** The EOA identified the importance of and need for additional hangar space at the Madras Airport, on sites with airside access. The majority of land at the Madras Airport with airside access is in unincorporated Jefferson County. The City has been and should continue to work with the County to develop new hangars and other airside facilities at the Madras Airport. In the future, if there are barriers that prevent development of these sites and those barriers would be lowered or eliminated by bringing this land into the Madras UGB, the City may want to consider such a UGB expansion.
- **Encourage redevelopment of existing commercial areas.** The City has a substantial supply of commercial land, some of which may have redevelopment potential over the next 20 years. However, as the City develops new residential areas, these areas may need commercial development to provide commercial retail nodes in new neighborhoods.

The City should encourage redevelopment of underutilized commercial areas in places with demand for new commercial development. The City has policies to facilitate redevelopment of employment areas, such as designating areas as urban renewal areas.

The City can also encourage redevelopment by limiting land available for development. This approach is most effective at encouraging retail and retail service redevelopment. Redevelopment generally occurs because the achievable rents on a specific site exceed the costs of development, making development financially feasible. In addition, a business may want to locate in a specific district or location.

- **Madras should revise its land development policies to meet the needs identified in the EOA.** Madras may need to update its Comprehensive Plan policies to align with the City's economic development goals. In

ATTACHMENT A

addition, the City may need to redesignate or rezone land to meet the needs identified in the EOA, especially for small to mid-sized industrial sites in areas away from the Madras Airport. The surplus of commercial land in the southern portion of the Madras UGB, along Highways 97 and 26, provide an opportunity for rezoning land from commercial uses to employment uses in a new zone that allows both commercial and light industrial employment, focusing on traded-sector employment.

- **Madras should monitor and report on industrial and commercial land development.** The City should monitor and report on development and redevelopment of employment land. Monitoring can help the City understand where there is employment land pressure, allowing the City to better respond to the market. Monitoring also allows the City to track land development, as a means to ensure a long-term supply of industrial land.

Appendix A. Economic Trends and Factors Affecting Future Economic Growth in Madras

Madras exists as part of the larger economy of Central Oregon and is strongly influenced by regional economic conditions. This chapter summarizes national, state, county, and local trends and other factors affecting economic growth in Madras. Each heading in this chapter represents a key trend or economic factor that will affect Madras' economy and economic development potential.

National, State, and Regional Trends

Economic development in Madras over the next 20 years will occur in the context of long-run national trends. The most important of these trends include:

- **Economic growth will continue at a moderate pace.** Analysis from the Congressional Budget Office (CBO) predicts that, following a slow recovery from the recession, the economy will grow at a solid pace in 2014 and for the next few years. Annual growth rates (in real GDP) are projected to be roughly 3% through 2017.

Unemployment rates have also improved with the recovery, and the CBO expects continued decline, but CBO estimates that it will remain above 6.0% until late 2016.

Beyond 2017, the CBO projects that economic growth will decline to a pace below the average seen over the past several decades. This expectation reflects long-term trends—in particular, slower growth in the labor force due to the aging of the population.

- **The aging of the baby boom generation, accompanied by increases in life expectancy.** The number of people age 65 and older will more than double by 2050, while the number of working age people under age 65 will grow only 19%. The economic effects of this demographic change include a slowing of the growth of the labor force, an increase in the demand for healthcare services, and an increase in the percent of the federal budget dedicated to Social Security and Medicare.¹⁶

Baby boomers are expecting to work longer than previous generations. An increasing proportion of people in their early to mid-50s expect to work full-time after age 65. In 2004, about 40% of these workers

¹⁶ The Board of Trustees, Federal Old-Age and Survivors Insurance and Federal Disability Insurance Trust Funds, 2011, *The 2011 Annual Report of the Board of Trustees of the Federal Old-Age and Survivors Insurance and Federal Disability Insurance Trust Funds*, May 13, 2011.

ATTACHMENT A

expected to work full-time after age 65, compared with about 30% in 1992.¹⁷ This trend can be seen in Oregon, where the share of workers 65 years and older grew from 2.9% of the workforce in 2000 to 4.1% of the workforce in 2010, an increase of 41%. Over the same ten-year period, workers 45 to 64 years increased by 15%.¹⁸

- **Need for replacement workers.** The need for workers to replace retiring baby boomers will outpace job growth. According to the Bureau of Labor Statistics, net replacement needs will be 33.7 million job openings over the 2010-2020 period, compared with growth in employment of 21.1 million jobs. The occupations with the greatest need for replacement workers include: retail sales, food service, registered nurses, office workers and teachers.¹⁹
- **The importance of education as a determinant of wages and household income.** According to the Bureau of Labor Statistics, a majority of the fastest growing occupations will require an academic degree, and on average, they will yield higher incomes than occupations that do not require an academic degree. The fastest growing occupations requiring an academic degree will be: health care service, computer programming, management and business services, college teachers, and architectural and engineering services. Occupations that do not require an academic degree (e.g., retail sales person, food preparation workers, and home care aides) will grow, accounting for more than two-thirds of all new jobs by 2020. These occupations typically have lower pay than occupations requiring an academic degree.²⁰

The national median income in 2013 was about \$43,004. Workers without a high school diploma earned \$18,460 less than the median income, and workers with a high school diploma earned \$9,152 less than median income. Workers with some college earned slightly less than median, and workers with a bachelor's degree earned \$14,612 more than median. Workers in Oregon experience the same patterns as the nation, but pay is generally lower in Oregon than the national average.²¹

¹⁷ "The Health and Retirement Study," 2007, National Institute of Aging, National Institutes of Health, U.S. Department of Health and Human Services.

¹⁸ Analysis of 2000 Decennial Census data and 2010 U.S. Census American Community Survey, 1-Year Estimates for the table Sex by Age by Employment Status for the Population 16 Years and Over

¹⁹ "Occupational Employment Projections to 2010-2020," Bureau of Labor Statistics, February 2012.

²⁰ "Occupational Employment Projections to 2010-2020," Bureau of Labor Statistics, February 2012.

²¹ Bureau of Labor Statistics, Employment Projections, March 2014.
http://www.bls.gov/emp/ep_chart_001.htm

- **Need for diversity in the skills of workers.** While workers with academic degree or “high” skills are forecast to continue to be in demand (e.g., managers, lawyers, engineers, or health care practitioners), businesses will need other skilled workers. These workers, termed “middle-skill,” are in occupations such as sales, administrative support, construction, maintenance, or transportation. Middle-skill workers may have a high school diploma or may have completed an Associate’s degree but are less likely to have a Bachelor’s degree. Middle-skill workers have specialized skills and need more training than a high school diploma.

The Oregon Department of Employment projects that about 28% of job openings in Oregon between 2010 and 2020 will be in middle-skill occupations.²²

- **Increases in labor productivity.** Productivity, as measured by output per hour, increased over the 1995 to 2005 period. The largest increases in productivity occurred over the 1995 to 2000 period, led by industries that produced, sold, or intensively used information technology products. Productivity increased over the 2000 to 2005 period but at a slower rate than during the later half of the 1990’s. The sectors that experienced the largest productivity increases over the 2000 to 2005 period were: Information, Manufacturing, Retail Trade, and Wholesale Trade. Productivity in mining decreased over the five-year period. Productivity continued to increase after 2005, growing at an average annual growth rate of 1.7% over the 2007-2013 period.²³
- **Continued shift of employment from manufacturing and resource-intensive industries to the service-oriented sectors of the economy.** Increased worker productivity and the international outsourcing of routine tasks lead to declines in employment in the major goods-producing industries. Projections from the Bureau of Labor Statistics indicate that U.S. employment growth will continue to be strongest in healthcare and social assistance, professional and business services, and other service industries. Construction employment will also grow but manufacturing employment will decline.²⁴

²² “A careful Analysis of Oregon’s middle-Skill Jobs,” July 2012 Oregon Employment Department.

²³ Corey Holman, Bobbie Joyeaux, and Christopher Kask, “Labor Productivity trends since 2000, by sector and industry,” Bureau of Labor Statistics *Monthly Labor Review*, February 2008. Shawn Sprague, “What Can Labor Productivity tell us about the Economy,” Bureau of Labor Statistics, May 2014 http://www.bls.gov/opub/btn/volume-3/what-can-labor-productivity-tell-us-about-the-us-economy.htm#_edn3.

²⁴ “Occupational Employment Projections to 2010-2020,” Bureau of Labor Statistics, February 2012.

- **Continued increase in demand for energy.** Energy prices are forecast to remain at relatively high levels, with continued, gradual increased prices over the planning period. While energy use per capita is expected to decrease to 2040, total energy consumption will increase with rising population. Energy consumption is expected to grow primarily from industrial and (to a lesser extent) commercial users, and remain relatively flat by residential users. Energy consumption for transportation is expected to decrease, as federal standards for energy efficiency in vehicles increases.

Energy consumption by type of fuel is expected to change over the planning period. By 2040, the U.S. will consume a little less oil and more natural gas and renewables. Despite increases in energy efficiency and decreases in demand for energy by some industries, demand for energy is expected to increase over the 2013 to 2040 period because of increases in population and economic activity.²⁵

- **Impact of rising energy prices on commuting patterns.** Energy prices may continue to be high (relative to historic energy prices) or continue to rise over the planning period.²⁶ The increases in energy prices may impact willingness to commute long distances.
- **Potential impacts of global climate change.** There is a consensus among the scientific community that global climate change is occurring and will have important ecological, social, and economic consequences over the next decades and beyond.²⁷ Extensive research shows that Oregon and other western states already have experienced noticeable changes in climate and predicts that more change will occur in the future.²⁸

²⁵ Energy Information Administration, 2013, *Annual Energy Outlook 2013 with Projections to 2040 Early Release Overview*, U.S. Department of Energy, December 2012.

²⁶ Energy Information Administration, 2014, *Annual Energy Outlook 2014 with Projections to 2040 Early Release Overview*, U.S. Department of Energy, April 2014.

²⁷ Karl, T.R., J.M. Melillo, and T.C. Peterson, eds. 2009. *Global Climate Change Impacts in the United States*. U.S. Global Change Research Program. June. Retrieved June 16, 2009, from www.globalchange.gov/usimpacts; and Pachauri, R.K. and A. Reisinger, eds. 2007. *Climate Change 2007: Synthesis Report. Contribution of Working Groups I, II, and III to the Fourth Assessment Report of the Intergovernmental Panel on Climate Change*.

²⁸ Doppelt, B., R. Hamilton, C. Deacon Williams, et al. 2009. *Preparing for Climate Change in the Upper Willamette River Basin of Western Oregon*. Climate Leadership Initiative, Institute for a Sustainable Environment, University of Oregon. March. Retrieved June 16, 2009, from http://climlead.uoregon.edu/pdfs/willamette_report3.11FINAL.pdf and Doppelt, B., R. Hamilton, C. Deacon Williams, et al. 2009. *Preparing for Climate Change in the Rogue River Basin of Southwest Oregon*. Climate Leadership Initiative, Institute for a Sustainable Environment, University of Oregon. March. Retrieved June 16, 2009 from http://climlead.uoregon.edu/pdfs/ROGUE%20WS_FINAL.pdf

In the Pacific Northwest, climate change is likely to (1) increase average annual temperatures, (2) increase the number and duration of heat waves, (3) increase the amount of precipitation falling as rain during the year, (4) increase the intensity of rainfall events, and 5) increase sea level. These changes are also likely to reduce winter snowpack and shift the timing of spring runoff earlier in the year.²⁹

These anticipated changes point toward some of the ways that climate change is likely to impact ecological systems and the goods and services they provide. There is considerable uncertainty about how long it would take for some of the impacts to materialize and the magnitude of the associated economic consequences.

Short-term national trends will also affect economic growth in the region, but these trends are difficult to predict. At times, these trends may run counter to the long-term trends described above. A recent example is the downturn in economic activity in 2008 and 2009 following declines in the housing market and the mortgage banking crisis. The result of the economic downturn was a decrease in employment related to the housing market, such as construction and real estate. Employment in these industries continue recover as the housing market recovers and will continue to play a significant role in the national, state, and local economy over the long run. This report takes a long-run perspective on economic conditions (as the Goal 9 requirements intend) and does not attempt to predict the impacts of short-run national business cycles on employment or economic activity.

State, Regional, and Local Trends

State, regional, and local trends will also affect economic development in Madras over the next 20 years. The most important of these trends includes: continued in-migration from other states, distribution of population and employment across the state, and change in the types of industries in Oregon.

²⁹ Mote, P., E. Salathe, V. Duliere, and E. Jump. 2008. *Scenarios of Future Climate for the Pacific Northwest*. Climate Impacts Group, University of Washington. March. Retrieved June 16, 2009, from <http://cses.washington.edu/db/pdf/moteetal2008scenarios628.pdf>; Littell, J.S., M. McGuire Elsner, L.C. Whitely Binder, and A.K. Snover (eds). 2009. "The Washington Climate Change Impacts Assessment: Evaluating Washington's Future in a Changing Climate - Executive Summary." In *The Washington Climate Change Impacts Assessment: Evaluating Washington's Future in a Changing Climate*, Climate Impacts Group, University of Washington. Retrieved June 16, 2009, from www.cses.washington.edu/db/pdf/wacciaexecsummary638.pdf; Madsen, T. and E. Figdor. 2007. *When it Rains, it Pours: Global Warming and the Rising Frequency of Extreme Precipitation in the United States*. Environment America Research & Policy Center and Frontier Group.; and Mote, P.W. 2006. "Climate-driven variability and trends in mountain snowpack in western North America." *Journal of Climate* 19(23): 6209-6220.

- **Continued in-migration from other states.** Oregon will continue to experience in-migration from other states, especially California and Washington. According to a U.S. Census study, Oregon had net interstate in-migration (more people moved *to* Oregon than moved *from* Oregon) during the period 1990-2010. Oregon had an annual average of 26,290 more in-migrants than out-migrants during the period 1990-2000, while the annual average dropped to 9,800 during the period 2000-2010. Between 2010 and 2013, the annual average was 15,612 a year.³⁰
- **Change in the type of the industries in Oregon.** As Oregon has transitioned away from natural resource-based industries, the composition of Oregon's employment has shifted from natural resource based manufacturing and other industries to service industries. The share of Oregon's total employment in Service industries increased from its 1970s average of 19% to 59% in 2013, while employment in Manufacturing declined from an average of 18% in the 1970s to an average of 10% in 2013.
- **Continued importance of manufacturing to Oregon's economy.** In 2013, Oregon's exports totaled over \$18.6 billion. Oregon's largest export industries were computer and electronic products and agricultural products, which accounted for nearly half of Oregon's exports. In 2014, Oregon's exports climbed about 11% to reach \$20.9 billion.³¹
- **Small businesses continue to account for a large share of employment in Oregon.** While small firms played a large part in Oregon's expansion between 2003 and 2007, they also suffered disproportionately in the recession and its aftermath (64% of the net jobs lost between 2008 and 2010 were from small businesses).

In 2013, small businesses (those with fewer than 100 employees) accounted for 96% of all businesses and 41% of all private-sector employment in Oregon. Said differently, most businesses in Oregon are small (in fact, 77% of all businesses have fewer than 10 employees), but the largest share of Oregon's workers work for large businesses.

The average annualized payroll per employee at small businesses (less than 100) was about \$34,248 in 2012, which is considerably less than that

³⁰ Portland State University Population Research Center, Population Report, Components of Population Change for 1990-2000, 2000-2010, and 2010-2013. <http://pdx.edu/prc/annual-oregon-population-report>.

³¹ U.S. Census Bureau, State Exports from Oregon, <http://www.census.gov/foreign-trade/statistics/state/data/or.html>. International Trade Administration, Oregon Exports, Jobs, and Foreign Investment, <http://www.trade.gov/mas/ian/statereports/states/or.pdf>.

at large businesses (\$48,938) and the statewide average for all businesses (\$42,887).³²

Factors Affecting Economic Growth in Madras

Availability of Labor

The availability of trained workers in Madras will impact development of Madras' economy over the planning period. Key trends that will affect the workforce in Madras over the next 20 years include its growing population, aging population, and commuting trends.

Growing Population

Population growth in Oregon tends to follow economic cycles. Historically, Oregon's economy is more cyclical than the nation's, growing faster than the national economy during expansions, and contracting more rapidly than the nation during recessions. Oregon grew more rapidly than the U.S. in the 1990s (which was generally an expansionary period) but lagged behind the U.S. in the 1980s. Oregon's slow growth in the 1980s was primarily due to the nationwide recession early in the decade. As the nation's economic growth slowed during 2007, Oregon's population growth began to slow.

Oregon's population grew from 2.8 million people in 1990 to 3.9 million people in 2012, an increase of over 1,000,000 people at an average annual rate of 1.43%. Oregon's growth rate slowed to 1.06% annual growth between 2000 and 2012.

Table A-1 shows that Madras' population grew faster, on a percentage basis, than the State's between 1990 and 2013, expanding by 2.6% annually and adding over 2,800 people over the 23-year period. Madras' population also grew faster than Jefferson County as a whole, which grew by 2.1% annually and added 8,364 residents.

Table A-1. Population in the U.S., Oregon, Jefferson County, Madras 1990-2013

Area	Population			Change 1990 to 2013		
	1990	2000	2014	Number	Percent	AAGR
U.S.	248,709,873	281,421,906	318,857,056	70,147,183	28%	1.0%
Oregon	2,842,321	3,421,399	3,962,710	1,120,389	39%	1.4%
Jefferson County	13,676	19,150	22,205	8,529	62%	2.0%
Madras	3,443	5,130	6,260	2,817	82%	2.5%

Source: Portland State University, Population Research Center

Note: AAGR is average annual growth rate.

³² U.S. Census Bureau, 2011 and 2012 Statistics of U.S. Businesses, Annual Data, Enterprise Employment Size, U.S and States.

Migration is the largest component of population growth in Oregon. Between 1990 and 2010, in-migration accounted for 68% of Oregon’s population growth. Over the same period, in-migration accounted for roughly 62% of population growth in Jefferson County, adding more than 8,000 residents over the 20-year period.

Aging Population

The number of people age 65 and older in the U.S. is expected to double by 2050, while the number of people under age 65 will only grow by 12%. The economic effects of this demographic change include a slowing of the growth of the labor force, need for workers to replace retirees, aging of the workforce for seniors that continue working after age 65, an increase in the demand for healthcare services, and an increase in the percent of the federal budget dedicated to Social Security and Medicare.³³

The average age of Madras residents is increasing. Table A-2 shows the change in age distribution between 2000 and 2010. All age groups gained population. The age group that experienced the largest growth over the ten-year period—in terms of population (487 people) as well as percentage change (60%)—were those between the ages of 45 and 64. This trend is consistent with statewide trends.

Table A-2. Population by age, Madras, 2000 and 2010

Age Group	2000		2010		Change 2000-2010		
	Number	Percent	Number	Percent	Number	Percent	Share
Under 5	521	10%	602	10%	81	16%	0%
5-17	1,158	23%	1,260	21%	102	9%	-2%
18-24	538	11%	620	10%	82	15%	0%
25-44	1,509	30%	1,638	27%	129	9%	-3%
45-64	818	16%	1,305	22%	487	60%	5%
65 and over	534	11%	621	10%	87	16%	0%
Total	5,078	100%	6,046	100%	968	19%	0%

Source: U.S. Census 2000 Table P12, U.S. Census 2010 Table P12

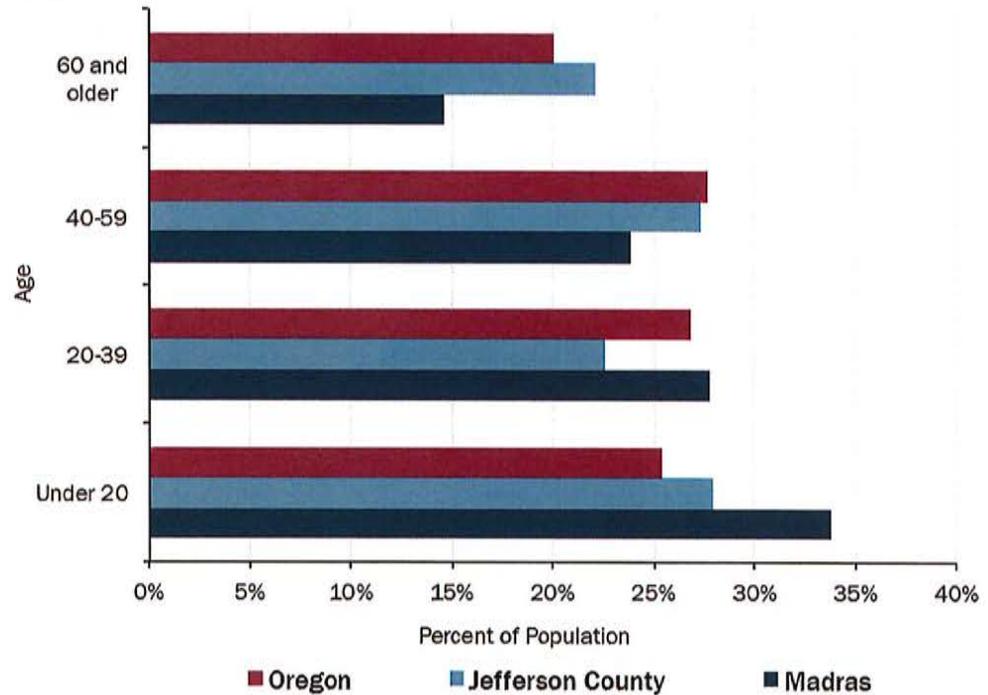
³³ The Board of Trustees, Federal Old-Age and Survivors Insurance and Federal Disability Insurance Trust Funds, 2008, *The 2008 Annual Report of the Board of Trustees of the Federal Old-Age and Survivors Insurance and Federal Disability Insurance Trust Funds*, April 10, 2008. *The Budget and Economic Outlook: Fiscal Years 2007 to 2016*, January; and Congressional Budget Office, 2005, *The Long-Term Budget Outlook*, December.

ATTACHMENT A

Madras has a younger population than Jefferson County and Oregon as a whole. Table A-3 shows the age structure for Oregon, Jefferson County and Madras in 2010. Madras has a larger share of residents under the age of 20, and between the ages of 20 and 39 than Jefferson County and the State. Madras also has a comparatively smaller share of residents aged 40 and older.

The median age of Madras' residents in 2010 was 32 years old, compared to 40 in Jefferson County and 39 in the State as a whole.

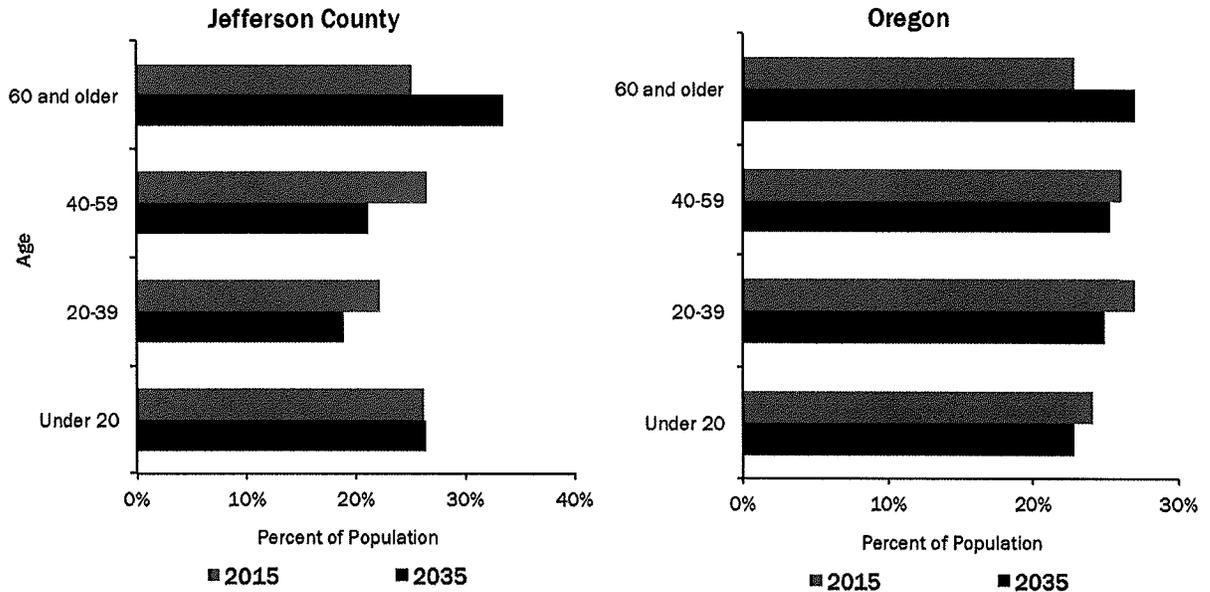
Table A-3. Population distribution by age, Oregon, Jefferson County, and Madras, 2010



Source: U.S. Census 2010, Profile of General Population and Housing Characteristics

Table A-4 shows the Oregon Office of Economic Analysis' (OEA) projection of the age structure in Jefferson County and Oregon in 2015 and 2035. The OEA projects that the share of the population over the age of 60 in Jefferson County will grow from 25% in 2015 to 34% in 2035, while Oregon will see an increase from 23% to 27%.

Table A-4. Current and projected population by age, Jefferson County and Oregon, 2015 and 2035



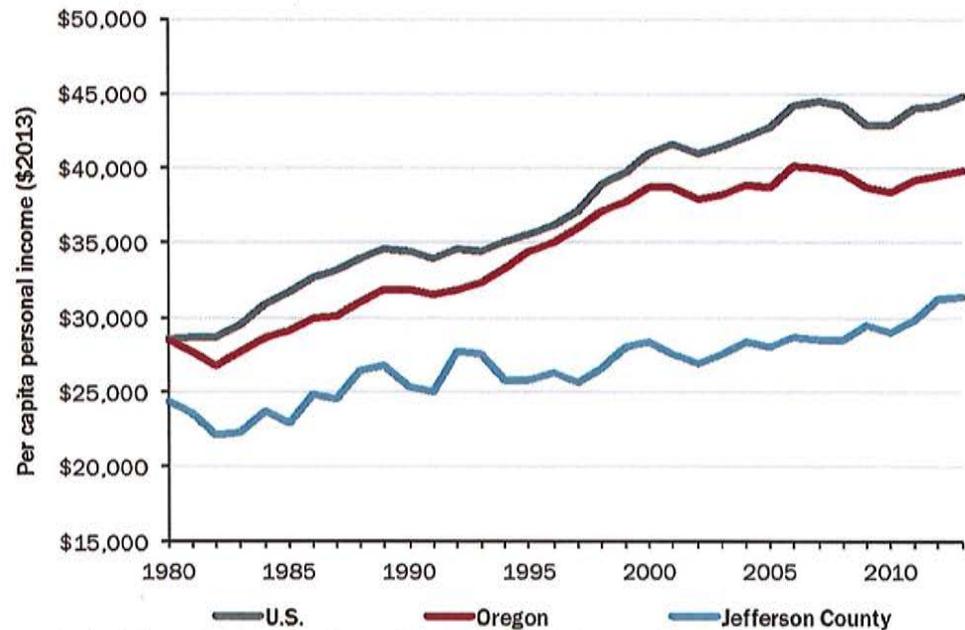
Source: Oregon Office of Economic Analysis: <http://www.oregon.gov/DAS/OEA/Pages/demographic.aspx>.
 Note: OEA develops demographic forecasts for counties and the state as a whole, but not individual cities and towns.

Income

Figure A-1 shows the change in per capita personal income for the U.S., Oregon, and Jefferson County between 1980 and 2013 (in constant 2013 dollars). Per capita income increased annually during the 33-year period, with the exception of decreases observed during recessions (such as the 2007-2009 period). Since 1980, Oregon's per capita personal income has consistently been lower than the U.S. average. In 1980, Oregon's per capita person income was 100% of the national average and by 2013, this had decreased to 89% of the national average.

Jefferson County's per capita income has consistently been lower than National and State averages. In 1980, Jefferson County's per capita income was 85% of both the national and state average, and decreased to 70% and 79%, respectively, by 2013.

Figure A-1. Per capita personal income in the U.S., Oregon, and Jefferson County, 1980-2013, (2013 dollars)

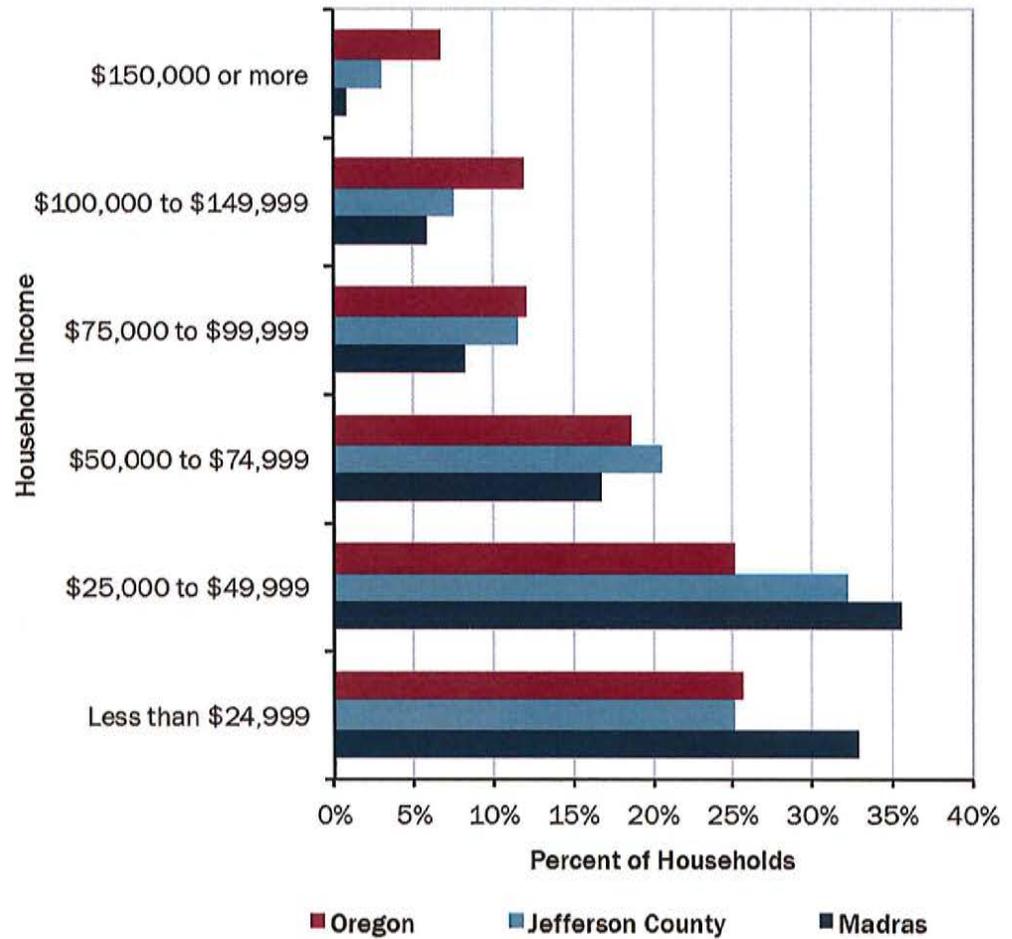


Source: Regional Economic Information System, Bureau of Economic Analysis, U.S. Department of Commerce, Table CA1-3. <http://www.bea.gov/iTable/iTable.cfm?ReqID=70&step=1>.

ATTACHMENT A

In 2013, the median household income in Madras was \$38,934, compared to \$43,373 in Jefferson County, and \$50,229 in Oregon as a whole. Figure A-2 shows the distribution of household income in Oregon, Jefferson County and Madras between 2009 and 2013. About 68% of Madras' households had income of less than \$50,000, compared with 51% of State households.

Figure A-2. Household Income, Oregon, Jefferson County, and Madras, 2009-2013

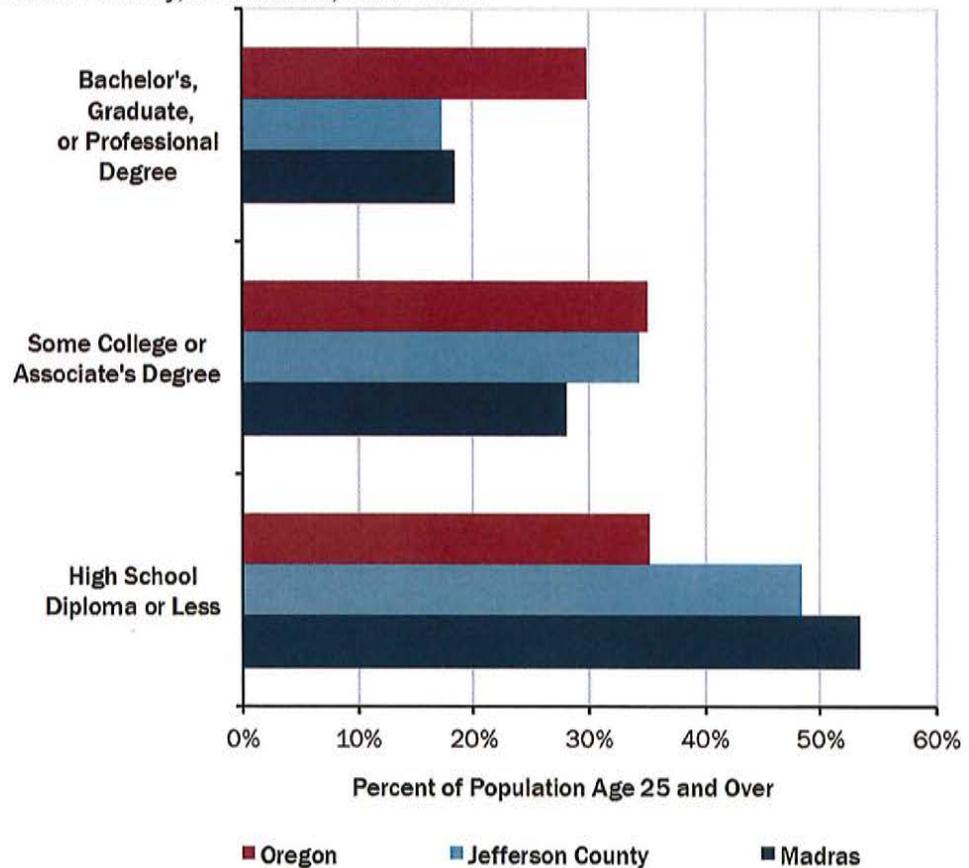


Source: American Community Survey, 2013; Table B19001

Educational Attainment

The availability of trained, educated workers affects the quality of labor in a community. Educational attainment is an important labor force factor because firms need to be able to find educated workers. Figure A-3 shows the share of population by education level completed in Oregon, Jefferson County, and Madras between 2009 and 2013. During this period, Madras and Jefferson County had similar shares of residents above the age of 25 with a bachelor's degree or higher (18% and 17%, respectively), which was lower than the State's share, at 30%. Madras also had a higher share of residents with a high school diploma or less (54%) than Jefferson County (48%) and the state as a whole (35%), and a lower share with some college or an associates degrees (28%, versus 34% in Jefferson County and 35% in Oregon).

Figure A-3. Educational attainment for the population 25 years and over, Oregon, Jefferson County, and Madras, 2009-2013

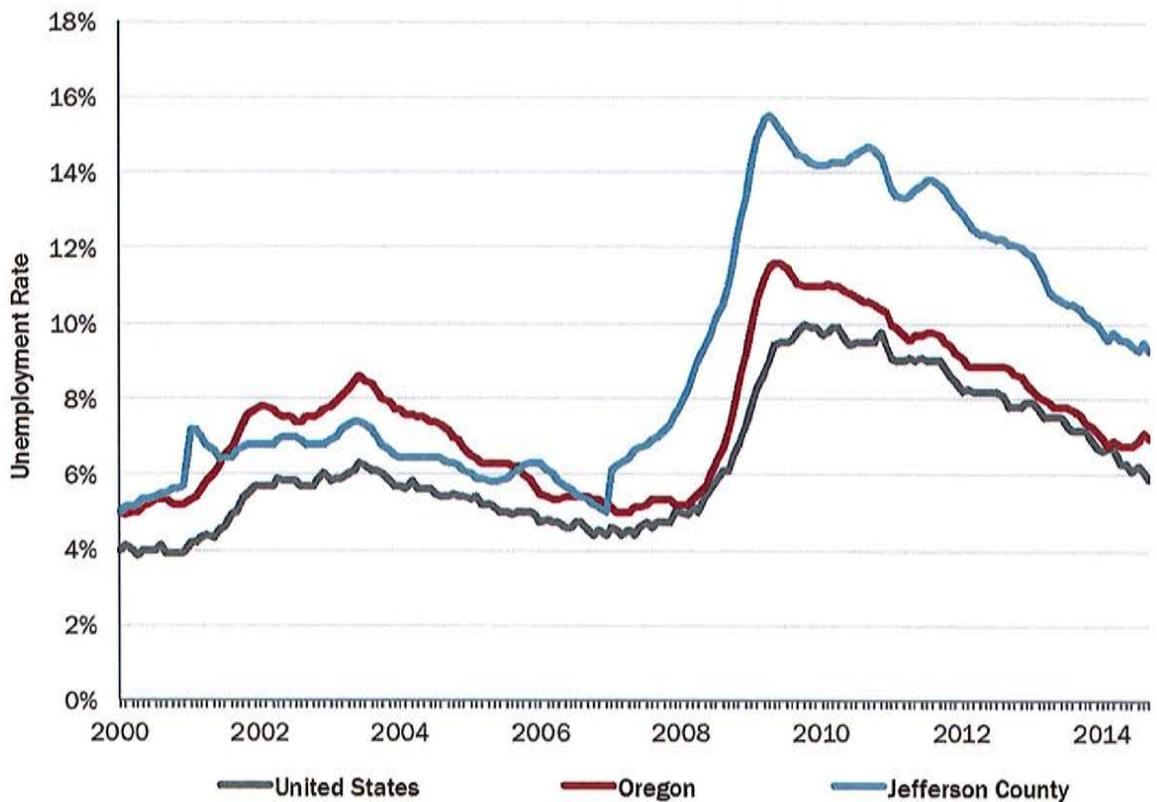


Source: 2009-2013 American Community Survey, B15003

Unemployment

The unemployment rate is one indicator of the relative number of workers who are actively seeking employment. Figure A-4 shows the unemployment rate for the U.S., Oregon, and Jefferson County 2000 and 2014. During this period, Oregon's unemployment rate was consistently higher than the nation's. Between 2000 and 2007, prior to the recession, Jefferson County's unemployment rate was similar to, or below, that of Oregon. The recession had an immediate impact on Jefferson County's unemployment rate, however, and it has remained substantially higher than that of both Oregon and the nation since.

Figure A-4. Unemployment Rate, U.S., Oregon, Jefferson County, and Madras, 2000-2014

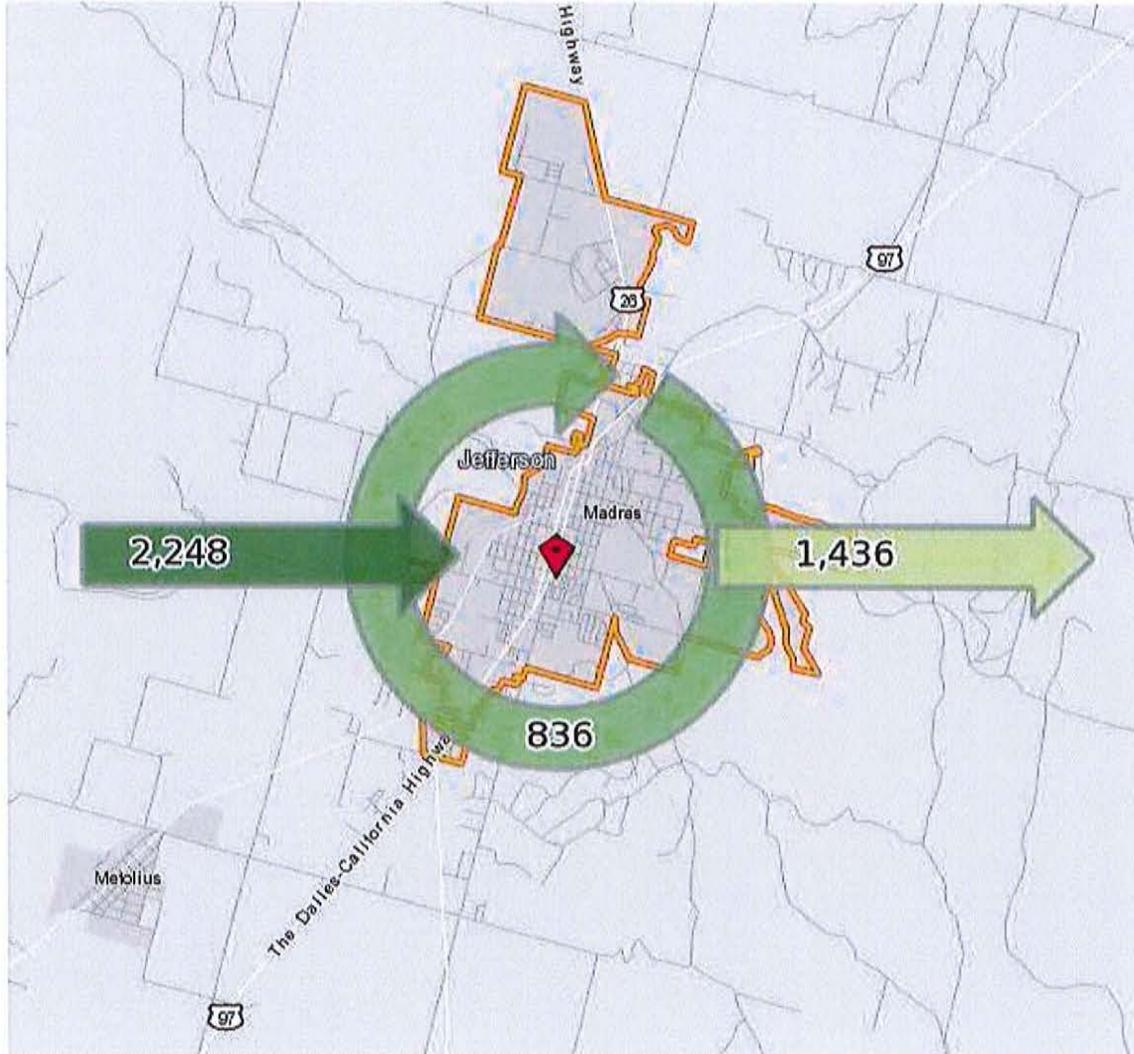


Source: Bureau of Labor Statistics, via Oregon Labor Market Information System: <http://www.qualityinfo.org/olmisj/labforce>

Commuting Patterns

Commuting plays an important role in Madras' economy because employers in Madras are able to access workers from people living in Madras, as well as the broader Central Oregon region. Figure A-5 shows that in 2011 2,248 people commuted into Madras for work, 836 worked and lived in Madras, and 1,436 people live in Madras and work elsewhere.

Figure A-5. Inflow and outflow of labor in Madras, 2011



Source: U.S. Census Bureau: LED on the Map, <http://lehdmap3.did.census.gov/themap3/>.

Table A-5 shows where Madras residents go to work. Workers commute into Madras primarily from within Jefferson County (62%), as well as Deschutes County (15%). Roughly three-quarters of Madras' workforce commute in from other cities, including Redmond, Bend, Culver, and Prineville.

Table A-5. Where Madras residents work, 2011

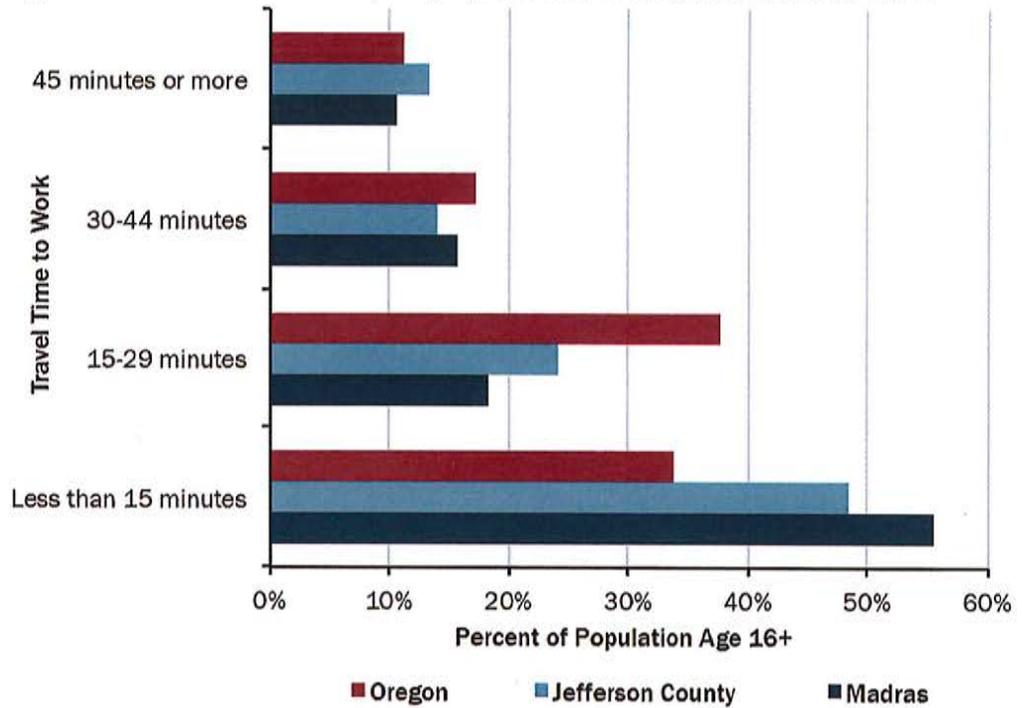
Location	Number	Percent
Counties		
Jefferson County	1,902	62%
Deschutes County	468	15%
Crook County	145	5%
Klamath County	82	3%
Wasco County	61	2%
Harney County	58	2%
Marion County	37	1%
Multnomah County	34	1%
All other counties	297	10%
Cities		
Madras	836	27%
Redmond	205	7%
Bend	114	4%
Culver	112	4%
Prineville	63	2%
All other cities	1,754	57%
Total	3,084	100%

Source: U.S. Census Bureau: LED on the Map,
<http://lehdmap3.did.census.gov/themap3/>

These commuting patterns show that Madras' firms have access to workforce living throughout the region. Even though commutes in Madras are generally shorter than the State average, these commuting patterns create demand for automotive and other forms of transportation, both within Madras and on roads throughout the region.

Figure A-6 shows travel time to work for commuters in Oregon, Jefferson County, and Madras in the 2009-2013 period. About 56% of Madras residents have a commute of less than 15 minutes, compared to 48% in Jefferson County, and 34% in the state as a whole.

Figure A-6. Travel time to work, Oregon, Jefferson County, Madras, 2009-2013



Source: 2009-2013 American Community Survey, B08303.

Over the long-term, increasing energy prices may impact commuting patterns within Madras. The impact is most likely to be greatest for workers living in the cities and areas outside of Madras, because the commute to Madras is longer from these outlying cities and areas. Willingness to commute by most workers living and working within Madras is likely to have relatively little impact from fuel prices, unless prices increase or decrease dramatically.

Changes in Employment

The national economy changed substantially between 1980 and 2014. These changes have affected the composition of Oregon's economy, including that of Madras. At the national level, the most striking change was the shift from manufacturing employment to services. The most important shift in Oregon (including Madras) during this period has been the shift from a timber-based economy to a more diverse economy, with a concentration of employment in the services sector.

Employment Trends in Jefferson County and Madras

Over the past few decades, employment in the U.S. has shifted from manufacturing and resource-intensive industries to service-oriented sectors of the economy. Increased worker productivity and the international outsourcing of routine tasks have led to declines in employment in the major goods-producing industries.

In the 1970s, Oregon started to transition away from reliance on traditional resource-extraction industries. An important indicator of this transition is the shift within Oregon's manufacturing sector, with a decline in the level of employment in the Lumber & Wood Products industry³⁴ and concurrent growth of employment in high-technology manufacturing industries (Industrial Machinery, Electronic Equipment, and Instruments).³⁵

As Oregon has transitioned away from natural resource-based industries, the composition of Oregon's employment has generally shifted away from natural resource-based manufacturing to service industries. The share of Oregon's total employment in Service industries, for example, increased from its 1970s average of 19% to 30% in 2000, while employment in Manufacturing declined from an average of 18% of total employment in the 1970s to an average of 12% in 2000.

The long-term employment trends in the Jefferson County are similar to those observed for national and state employment. Table A-6 and Table A-7 present data from the Bureau of Labor Statistics and the Oregon Employment Department that show changes in covered employment for Jefferson County between 1980 and 2013.³⁶ The changes in sectors and industries are shown in two tables: (1) between 1980 and 2000 and (2) between 2001 and 2013. The analysis is

³⁴ Lumber and Wood Products manufacturing is in Standard Industrial Classification (SIC) 24

³⁵ SIC 35, 36, 38

³⁶ Covered employment refers to jobs covered by unemployment insurance, which includes most wage and salary jobs but does not include sole proprietors, seasonal farm workers, and other classes of employees.

ATTACHMENT A

divided in this way because of changes in industry and sector classification that make it difficult to compare information about employment collected after 2001 with information collected prior to 2000.

Employment data in this section is summarized by *sector*, each of which includes several individual *industries*. For example, the Retail Trade sector includes General Merchandise Stores, Motor Vehicle and Parts Dealers, Food and Beverage Stores, and other retail industries.

Table A-6 shows changes in covered employment by sector in Jefferson County between 1980 and 2000. Covered employment grew from 3,664 to 6,553, an increase of 79% or 2,889 jobs. Every sector except for construction added jobs during this period. The private sectors with the greatest change in employment were Manufacturing, Retail Trade, and Services, adding a total of 2,064 jobs or about 71% of all new jobs.

Table A-6. Covered employment by Industry, Jefferson County, 1980-2000

Sector	1980	1990	2000	Change 1980 to 2000			
				Difference	Percent	AAGR	Share
Agriculture, Forestry, and Fishing	144	268	377	233	162%	4.9%	2%
Mining	N/A	(D)	(D)				
Construction	71	(D)	(D)				
Manufacturing	826	1,398	1,928	1,102	133%	4.3%	7%
Transportation and Public Utilities	93	85	133	40	43%	1.8%	-1%
Wholesale Trade	210	267	296	86	41%	1.7%	-1%
Retail Trade	617	754	977	360	58%	2.3%	-2%
Finance, Insurance, and Real Estate	95	91	148	53	56%	2.2%	0%
Services	693	944	1,295	602	87%	3.2%	1%
Government	915	1,007	1,399	484	53%	2.1%	-4%
Total	3,664	4,814	6,553	2,889	79%	2.9%	

Source: Oregon Employment Department, Oregon Labor Market Information System, Covered Employment & Wages, <http://www.qualityinfo.org/olmisj/CEP>. Summary by industry and percentages calculated by ECONorthwest

Note: (D) indicates that data is unavailable due to non-disclosure. N/A indicates that data was not provided for the respective category in Jefferson County in that year.

ATTACHMENT A

Table A-7 shows the change in covered employment by sector in Jefferson County between 2001 and 2013. Total covered employment increased by 603 jobs, or 11%, during this period. The private sectors with the largest increases in number of employees were Education and Health Services, Natural Resources and Mining, and Professional and Business Services. Many other sectors lost jobs during this period, including the Manufacturing sector, which lost 622 jobs.

Table A-7. Covered employment by Industry, Jefferson County, 2001-2013

Sector	2001		2013		Change 2001 to 2013			
	Number	Share	Number	Share	Difference	Percent	AAGR	Share
Natural Resources and Mining	378	7%	454	7%	76	17%	1.5%	1%
Construction	90	2%	71	1%	-19	-27%	-2.0%	0%
Manufacturing	1,530	27%	908	15%	-622	-69%	-4.3%	-13%
Wholesale	237	4%	151	2%	-86	-57%	-3.7%	-2%
Retail	543	10%	518	8%	-25	-5%	-0.4%	-1%
Transportation & Warehousing	92	2%	125	2%	33	26%	2.6%	0%
Information	27	0%	26	0%	-1	-4%	-0.3%	0%
Finance & Insurance	79	1%	73	1%	-6	-8%	-0.7%	0%
Real Estate Rental & Leasing	52	1%	38	1%	-14	-37%	-2.6%	0%
Professional and Business Services	83	1%	148	2%	65	44%	4.9%	1%
Education and Health Services	179	3%	540	9%	361	67%	9.6%	6%
Arts, Entertainment & Recreation	29	1%	68	1%	39	57%	7.4%	1%
Accommodations & Food Services	479	9%	476	8%	-3	-1%	-0.1%	-1%
Other Services	153	3%	182	3%	29	16%	1.5%	0%
Government	1,616	29%	2,392	39%	776	32%	3.3%	10%
Total	5,567	100%	6,170	100%	603	11%	0.9%	

Source: Oregon Employment Department, Oregon Labor Market Information System, Covered Employment & Wages, <http://www.qualityinfo.org/olmisj/CEP>. Summary by industry and percentages calculated by ECONorthwest

Employment in Madras

Table A-8 shows a summary of confidential employment data for the Madras UGB in 2013. Madras had 3,437 jobs at 244 establishments in 2013, with an average firm size of 14 employees. The sectors with the greatest employees were: Manufacturing (24%), Government (21%), Health Care and Social Assistance and Private Education (15%), Retail (13%), and Accommodation and Food Services (10%). These sectors accounted for 2,836 or 83% of Madras' jobs.

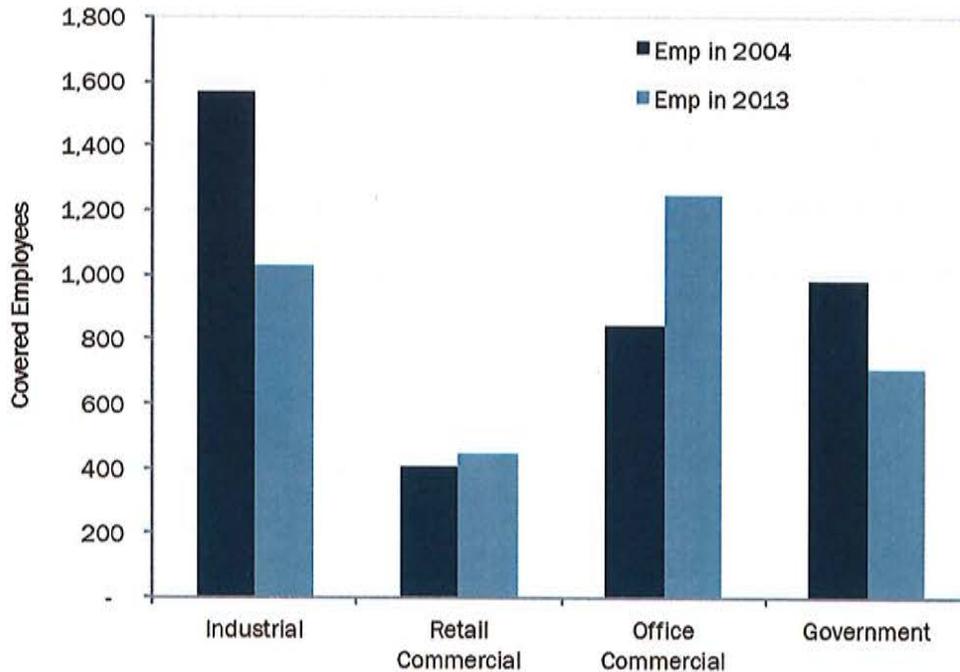
Table A-8. Covered employment, Madras UGB, 2013

Sector / Industry	Establishments	Employees		Payroll	
		Number	% of Total Emp.	Total	Average Pay per Employee
Agriculture, Forestry, Fishing, Hunting & Mining	7	90	3%	\$ 3,526,495	\$ 39,183
Construction	6	24	1%	\$ 685,439	\$ 28,560
Manufacturing	8	823	24%	\$ 32,943,308	\$ 40,028
Wholesale Trade	11	76	2%	\$ 3,339,157	\$ 43,936
Retail Trade	39	444	13%	\$ 10,608,203	\$ 23,892
Food and Beverage Stores	7	188	5%	\$ 3,710,765	\$ 19,738
Motor Vehicle and Parts Dealers	11	86	3%	\$ 3,456,139	\$ 40,188
General Merchandise Stores	3	56	2%	\$ 1,193,997	\$ 21,321
Other Retailers	18	114	3%	\$ 2,247,302	\$ 19,713
Transportation & Warehousing & Utilities	6	20	1%	\$ 1,371,562	\$ 68,578
Information	5	22	1%	\$ 636,849	\$ 28,948
Finance & Insurance	12	69	2%	\$ 2,473,527	\$ 35,848
Real Estate & Rental & Leasing	14	28	1%	\$ 555,126	\$ 19,826
Professional and Technical Services & Management of Companies	14	44	1%	\$ 1,239,752	\$ 28,176
Admin. & Support & Waste Mgt. & Remediation Srv.	6	76	2%	\$ 1,636,468	\$ 21,532
Health Care & Social Assistance and Private Education	32	502	15%	\$ 20,553,166	\$ 40,943
Arts, Entertainment, & Recreation	4	41	1%	\$ 398,277	\$ 9,714
Accommodation & Food Services	30	355	10%	\$ 5,026,273	\$ 14,159
Accommodation	6	70	2%	\$ 957,136	\$ 13,673
Food Services and Drinking Places	24	285	8%	\$ 4,069,137	\$ 14,278
Other Services (except Public Administration)	27	111	3%	\$ 1,777,142	\$ 16,010
Government	23	712	21%	\$ 29,773,523	\$ 41,817
Federal Government	1	11	0%	\$ 595,174	\$ 54,107
State Government	7	58	2%	\$ 2,578,259	\$ 44,453
Local Government	15	643	19%	\$ 26,600,090	\$ 41,369
Total	244	3,437	100%	\$116,544,267	\$ 33,909

Source: Oregon Employment Department Quarterly Census of Employment and Wages (QCEW). Summary by industry and percentages calculated by ECONorthwest

Figure A-7 shows change in covered employment by sector for the Madras UGB from 2004 to 2013. Over that period, covered employment fell in Madras by 355 employees from 3,792 to 3,437. Industrial employment fell the most, falling by 530 employees, or 34%, Government employment fell by 267 employees, or 27%. However, employment in Office Commercial rose by 405 employees, or 48%, and employment rose in Retail Commercial by 37 employees, or 9%. In 2013, Office commercial was the largest employment sector, with 1,248 employees, 36% of total employment.

Figure A-7. Change in covered employment by sector, Madras UGB, 2004 and 2013



Source: Oregon Employment Department Quarterly Census of Employment and Wages (QCEW). Summary by industry and percentages calculated by ECONorthwest

Note: Industrial includes the following sectors: Agriculture, Mining, Construction, Manufacturing, Wholesale Trade, and Transportation, Warehousing, and Utilities.

Retail Commercial is Retail Trade.

Commercial Office includes the following sectors: Information, Finance and Insurance, Real Estate, Professional and Technical Services, Administration and Waste Management, Health Care and Social Assistance, Private Education, Accommodations and Food Services, and Arts and Entertainment, and Other Services.

More recent business activity in Madras, beyond employment shown in Table A-8, includes:

- **Erikson Air Tanker and Aircraft Collection.** Erikson purchased Butler Aircraft, a business located in Madras, and moved the company's Air Tanker maintenance and manufacturing operations to Madras. In addition, Erikson located the Aircraft Collection, an air museum formerly located in Tillamook, in Madras. Both of Erikson's businesses are located at the Madras Airport, within the Madras UGB.
- **Central Oregon Seeds.** This company has been located in Madras and expanded its presence in Madras, with new facilities including new research green houses. Seed production has long been an important part of agricultural services in Madras.
- **Central Oregon Basalt.** This company has been located in Madras and expanded its facilities in Madras. Central Oregon Basalt's quarry is northeast of Madras and produces high-quality basalt used for specialty products such as in jetties or ballast used for railroads.

ATTACHMENT A

In addition, several businesses have located on sites just outside of the Madras UGB. A company involved in vehicular road testing is leasing a 100-acre city-owned site at the Madras Airport (on land outside of the UGB) for a test track and related facilities. This company is making an approximately \$18 million investment in these facilities, adding 45 to 60 new employees. This firm may expand further, as part of a second phase of development, onto additional land.

In addition, four companies investigated locating solar arrays near Madras, both on city-owned land at the Airport and on privately owned land. Each company was looking for sites between 80 to 100 acres in size. Two companies have leased privately owned land to build 10 megawatt solar arrays.

Figure A-8 shows the distribution of employment by plan designation for covered employment in Madras.

- **Commercial Plan Designations.** About 1,200 employees were located in commercial plan designations. Nearly 85% of employment in commercial plan designations was in commercial sectors, such as retail, accommodations and food services, or health care.
- **Industrial Plan Designation.** More than 900 employees in Madras were located in the Industrial Plan designation. Nearly all employment in Industrial was in industrial sectors, with the majority in manufacturing.
- **Airport Development Plan Designation.** About 35 employees were located in the Airport Development Plan Designation, nearly all of whom were in industrial sectors.
- **Residential Plan Designations.** More than 200 employees were in Residential Plan Designations, with most employment in commercial sectors like health care and social assistance.
- **Public Facilities.** More than 500 employees were in the Public Facilities Plan Designation, with most employment in commercial sectors like education and administrative support and waste remediation.

Figure A-8. Location of covered employment by Plan Designation, Madras UGB, 2013

Source: Oregon Employment Department Quarterly Census of Employment and Wages (QCEW). Plan Designations from Jefferson County GIS data

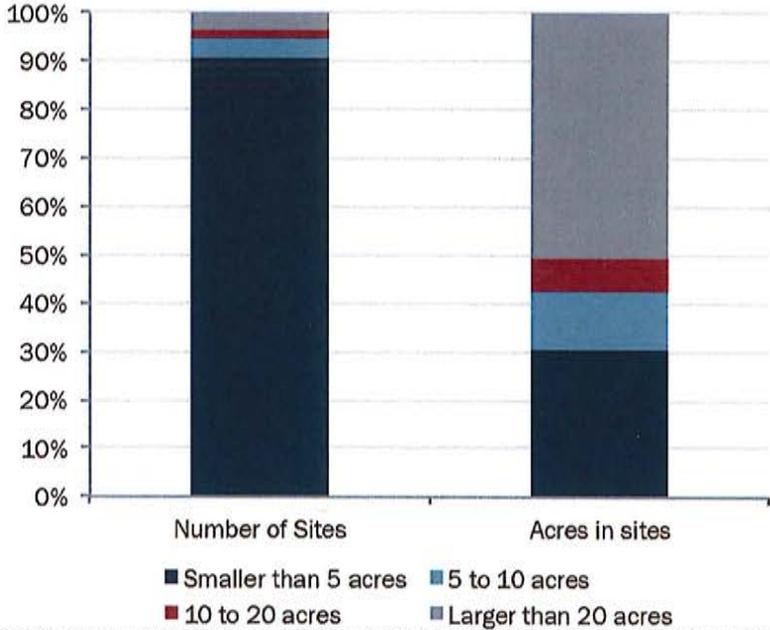
Summary by ECONorthwest

Note: The information in this figure does not separate government employment from private employment. It is reasonable to assume that the majority of government employment is in the Public Facilities Plan Designation, with a large amount of employment in this Designation in schools.

Figure A-9 shows the sizes of sites with covered employment in 2013. Figure A-9 shows that 90% of sites with employment in Madras were smaller than five acres in size.

When looked at by number of employees per site size, Madras' employees are concentrated on sites 20 acres and larger (50% of employment at five sites) and sites 5 acres and smaller (30% of employment at 128 sites). Sites larger than 20 acres were in the Airport Development or Public Facilities Plan Designations. Sites 5 acres and smaller were in the following Plan Designations (from most sites to fewest sites: Commercial (94 sites), Industrial (11 sites), and Public Facilities (4 sites).

Figure A-9. Size distribution of employment sites, Madras UGB, 2013



Source: Oregon Employment Department Quarterly Census of Employment and Wages (QCEW). Plan Designations from Jefferson County GIS data
Summary by ECONorthwest

Outlook for Growth in Madras

Table A-9 shows the coordinated, adopted population forecast for the City of Madras for the 2015 to 2056 period. Madras is forecast to grow by 7,946 people between 2015 to 2035, at an average annual growth rate of 3.35%. Between 2035 and 2056, Madras is forecast to add 11,532 people, growing at an average annual growth rate of 2.56%.

Table A-9. Population forecast, City of Madras, 2015 to 2056

Year	Population
2005	5,592
2010	6,969
2015	8,519
2020	10,365
2025	12,610
2030	14,510
2035	16,465
2040	18,683
2045	21,201
2050	24,057
2055	27,298
2056	27,997
Change 2015-2035	
Amount	7,946
% Change	93%
AAGR	3.35%
Change 2035-2056	
Amount	11,532
% Change	70%
AAGR	2.56%
Change 2015-2056	
Amount	19,478
% Change	229%
AAGR	2.94%

Source: Jefferson County Comprehensive Plan, Adopted Dec 27, 2006

Table A-10 shows the Oregon Employment Department’s forecast for employment growth by industry for the Central Oregon region (Crook, Deschutes, and Jefferson Counties) over the 2012 to 2022 period. The sectors that will lead employment growth in the region for the 10-year period are Educational and health services (adding 5,800 jobs), Trade, Transportation and Utilities (adding 2,900 jobs), Professional and Business Services (adding 2,900 jobs) and Local Government (adding 2,400 jobs). Together, these sectors are expected to add 14,000 new jobs or 42% of employment growth in the Region.

Table A-10. Employment projections by industry, Central Oregon (Crook, Deschutes and Jefferson Counties), 2012-2022

Industry Sector	2012	2022	Change 2012-2022		
			Number	Percent	AAGR
Natural resources and mining	1,330	1,590	260	20%	1.8%
Mining and logging	270	320	50	19%	1.7%
Construction	3,250	4,100	850	26%	2.4%
Manufacturing	5,370	6,380	1,010	19%	1.7%
Durable goods	4,320	5,080	760	18%	1.6%
Wood product manufacturing	1,890	2,310	420	22%	2.0%
Nondurable goods	1,040	1,300	260	25%	2.3%
Trade, transportation, and utilities	14,260	15,920	1,660	12%	1.1%
Wholesale trade	2,300	2,520	220	10%	0.9%
Retail trade	10,300	11,510	1,210	12%	1.1%
Transportation, warehousing, and utilities	1,660	1,890	230	14%	1.3%
Information	1,450	1,510	60	4%	0.4%
Financial activities	4,490	5,110	620	14%	1.3%
Professional and business services	6,990	8,680	1,690	24%	2.2%
Educational and health services	10,780	13,400	2,620	24%	2.2%
Health care and social assistance	9,990	12,450	2,460	25%	2.2%
Health care	8,690	10,860	2,170	25%	2.3%
Leisure and hospitality	10,660	12,810	2,150	20%	1.9%
Accommodation and food services	8,980	10,730	1,750	19%	1.8%
Other services	2,600	2,930	330	13%	1.2%
Federal government	1,330	1,250	-80	-6%	-0.6%
State government	1,780	1,990	210	12%	1.1%
Local government	9,330	10,090	760	8%	0.8%
Total payroll employment	73,620	85,760	12,140	16%	1.5%

Source: Oregon Employment Department. Employment Projections by Industry 2012-2022.

<http://www.qualityinfo.org/pubs/projections/r5.pdf>. Projections summarized by ECONorthwest. Factors Affecting Future Economic Growth in Madras

Each economic region has different combinations of productive factors: land (and natural resources), labor (including technological expertise), and capital (investments in infrastructure, technology, and public services). While all areas have these factors to some degree, the mix and condition of these factors vary. The mix and condition of productive factors may allow firms in a region to produce goods and services more at a lower cost, or to generate more revenue, than firms in other regions.

By affecting the cost of production and marketing, comparative advantages affect the pattern of economic development in a region relative to other regions. Goal 9 and OAR 660-009-0015(4) recognizes this by requiring plans to include an analysis of the relative supply and cost of factors of production.³⁷ An analysis of competitive advantage depends on the geographic areas being compared. In

³⁷ OAR 660-009-0015(4) requires assessment of the "community economic development potential." This assessment must consider economic advantages and disadvantages—or what Goal 9 broadly considers "comparative advantages."

general, economic conditions in Madras will be largely shaped by national and Pacific Northwest regional economic conditions affecting Oregon and the Central Oregon region.

The previous section presents trends and forecasts of conditions in Oregon and Madras to help establish the context for economic development in Madras. Local economic factors will help determine the amount and type of development in Madras relative to other communities in Central Oregon and throughout the rest of the state. This section focuses on the competitive advantages of Madras for attracting businesses relative to the Central Oregon region, and Oregon as a whole.

Madras' Comparative Advantages

Location

Madras' location will have a substantial influence on its future development. Madras is located in Jefferson County in Central Oregon, slightly more than 40 miles (or an hour's drive) north of Bend. Madras' location has played a critical role in its growth, and will continue to have implications for economic development in the region:

- Highways 97 and 26 run through Madras. Highway 97 is the major north-south freight route east of the Cascades. Highway 26 connects Madras to the Portland Metropolitan area. Madras' proximity to Highways 97 and 26 provide businesses with access to markets in Portland and the West Coast.
- Madras has access to workers and markets of other cities in Central Oregon. Madras' proximity to Bend, Redmond, and Prineville give Madras access to the labor force and markets in these cities.
- Madras provides access to rural housing and recreational opportunities. Madras has a small-town atmosphere and access to a rural lifestyle, with housing and life-style options for workers in Bend and Redmond.

Madras' location, the presence of Highways 97 and 26, and proximity to Bend and Redmond are primary comparative advantages for economic development in Madras.

Transportation

Madras has several transportation options: two U.S. highways, Union Pacific and Burlington Northern Railroads, the Greyhound/ Amtrak Thruway bus line, and the Madras City-County Airport as well as the Redmond Municipal Airport, located 28 miles from Madras.

Madras is located at the intersection of US highways 97 and 26. Highway 97 is a north-south highway that connects eastern Washington to California, passing through the cities of Redmond, Bend, and Klamath Falls south of Madras.

Highway 26 is a primarily northwest to southeast highway that runs northwest over the Cascade Mountains to the Portland metropolitan area and southeast through Prineville to the Idaho border.

- The Oregon Trunk Railroad, utilized by Burlington-Northern and Union Pacific Railroad Companies, provides daily freight service to Madras. A spur line of the Oregon Trunk line serves the Madras Industrial Park. The Both lines run from northern Klamath County north to the Oregon/Washington border.
- The Madras Airport, formerly used by the U. S. Army during World War II as a training center for the B-17, serves the City of Madras. The airport runs an average of 29 flights per day, 56% of which are local general aviation, 38% transient general aviation, 6% air taxi, and 1% military.³⁸ Air charter services are available. The Redmond Municipal Airport, 28 miles south of Madras, provides freight and passenger service. Three air carriers provide approximately 26 arriving and departing flights per day.
- Madras is served by the Pacific Trailways Bus System, and is the only city served by bus in the county. Pacific Trailways makes ten departures daily-- four each to Portland and Bend, and two to The Dalles—and also offers freight service from Madras.

Public services

This section presents a discussion of public services that are important to economic development, including planning support for economic development, water facilities, and wastewater facilities.

Utilities

Madras is served by a variety of public and private utilities. Cascade Natural Gas provides natural gas, Pacific Power & Light provides electricity, both Pacific Northwest Bell and United Telephone provide telephone service, and Crestview TV Cable provides cable service. North Unit Irrigation District and the Deschutes Valley Water District (DVWD) also serve the City of Madras. The Central Electric Cooperative provides electricity.

Renewable and non-renewable resources

Goal 9 requires economic development plans to consider the availability of renewable and non-renewable resources and pollution control requirements in the planning jurisdiction. Goal 9 also requires economic projections to consider the availability of natural resources to support expanded development, and

³⁸ "Madras Municipal Airport," www.airnav.com/airport/S33, December 19th, 2014.

ATTACHMENT A

planning should consider a major determinant the carrying capacity of the air, land, and water resources of the planning area.

The Oregon Department of Environmental Quality (DEQ) has historically maintained compliance with all Environmental Protection Agency (EPA) health standards for outdoor air pollutants in Madras. Possible air quality issues that may arise with more intensive development in Madras could include the following, according to the DEQ:

- Smoke and dust management, related to agricultural field burning and disking, could become a nuisance issue for new residential development;
- Pollution from wood burning stoves and automobiles could lead to air stagnation and reduced air quality, especially if an inversion forms over the “bowl” surrounding Madras.
- Widespread use of open burning to dispose of yard waste may have to be curtailed as the DEQ begins to comply with the increasingly stringent EPA standards for particulates (lowering the particulate matter from PM₁₀ to PM_{2.5}). Areas that fail to meet any of the EPA’s National Ambient Air Quality Standards (NAAQS) are required, by law, to develop strategic plans to bring the areas back into compliance with the standards and maintain compliance.

The production of vegetable seed crops dominates agriculture activity in the Madras area because of the ideal regional climate; 85% of domestic carrot seed is produced near Madras. Grass seed, peppermint, and alfalfa are other types of crops grown in this area. Because growers have a strong niche market in vegetable seed production, they have remained successful. However, the Madras Oregon State Extension office predicts that in the next quarter century agriculture will gradually play a less important role in the Madras-area economy for three reasons:

- Although Madras has a niche market, it is also vulnerable to national trends: farming is becoming a less profitable way to earn a living, and large-scale commercial operations are dominating the national agriculture industry.
- Demographics demonstrate that the current generation of farmers is aging, and will retire within the next decade. Most Madras farmers do not have children who want to take over farming operations, and have no contingency plans for farm management.
- The economics of land value will gradually diminish the role of agriculture near Madras, as residential development becomes more lucrative than continued agricultural land use.

Quality of life

Quality of life is difficult to assess because it is subjective—different people will have different opinions about factors affect quality of life, desirable characteristics of those factors, and the overall quality of life in any community. Economic factors such as income, job security, and housing cost are often cited as important to quality of life. These economic factors and overall economic conditions are the focus of this report, so this section will focus on non-economic factors that affect quality of life.

Quality of life can be important for economic development in Madras because it affects the relative attractiveness of the City to households. The OEA forecasts that net migration will account for about 71% of population growth in Jefferson County and 79% of growth in over the next twenty years (to 2035). A relatively desirable quality of life may help Madras attract more households than it otherwise would. Many households bring work skills that will help increase availability of labor in the region and support economic activity in the construction, retail trade, and services sectors. Some migrants may be highly-skilled and can help generate further economic development by adding their skills to existing businesses or by attracting new businesses to the area.

Madras' quality of life characteristics are primarily related to its location and its rural character. Madras' proximity to Bend and Redmond, as well as Portland, give its residents access to urban amenities, such as shopping and cultural opportunities. On the other hand, Madras is located far enough way from Bend and Redmond to have lower housing costs. It provides urban and rural housing options. Madras is located near outdoor recreational areas, such as Lake Billy Chinook or ski resorts, that provide recreational opportunities for water sports, skiing, hiking, horseback riding, high desert hunting, and fishing. Madras' comprehensive plan policies and Master Planned Community overlay encourage development that will increase the desirability and livability of Madras. For example, a project developed under the overlay zone will be required to provide generous open space (at least 30% of the site area) and is encouraged to provide a mix of housing types and abundant amenities.

Appendix B. Potential UAV Use at the Madras Airport and Industrial Center

This Appendix presents to the memorandum developed by Becky Steckler, AICP for the City of Madras about potential for UAV use at the Madras Airport.

January 20, 2014

To	Nick Snead, City of Madras
CC	DJ Heffernan, AICP, DHC and Beth Goodman, ECONorthwest
From	Becky Steckler, AICP
SUBJECT	FINAL DRAFT TECHNICAL RESEARCH ON UAV USE AT THE MADRAS AIRPORT AND INDUSTRIAL CENTER

This memorandum is the draft technical research of Unmanned Aerial Vehicles (UAV) to inform the update of the City of Madras Economic Opportunities Analysis and Buildable Lands Inventory.

Introduction

This memorandum is an analysis of the regulatory practices that may be adopted by the City of Madras (City) concerning land uses and development in the vicinity of the Madras Airport and Industrial Center including land that is restricted under federal land-lease contracts for airport and aviation related use. The goal of the analysis is to identify a regulatory framework for the portion of the City's employment land inventory that is set aside exclusively for aviation-related development.

This memorandum describes a variety of factors that the City of Madras should consider regarding land use and development regulations for aviation uses on private land and on land subject to federal aviation lease restrictions. Specifically, it focuses on options for regulating land uses that engage in research, development, and operation of unmanned aerial vehicles³⁹ (UAV or drones) on industrial, airport management, and airport overlay zones in the City of Madras.

Background

In December 2013, the Federal Aviation Administration approved the University of Alaska's proposal of a diverse set of test site range locations in Alaska, Hawaii, and Oregon. The three test sites in Oregon are in Tillamook, Pendleton, and Warm Springs

³⁹ There are three terms that are commonly (and often interchangeably) used: unmanned aerial vehicles (UAV), unmanned aircraft systems (UAS), and drones. The industry tends to use UAV and UAS instead of drones, which is the term generally used in the media to describe the unmanned military vehicles used in Afghanistan, Iraq, and elsewhere.

ATTACHMENT A

(the Madras Airport is the closest airport to the test range). According to *The Oregonian*, "Economic development officials hope that Oregon will become a hotbed for emerging UAV applications, such as search and rescue, forest management and what Lee calls "precision agriculture."⁴⁰ The article also states that the research plan includes "the development of a set of standards for unmanned aircraft categories, state monitoring and navigation. Alaska also plans to work on safety standards for UAS operations." All of these test sites have Certificates of Authorization (COA) from the FAA and have flown a small number of test flights. Alaska is required to oversee operations in Oregon's test ranges.

The University of Alaska proposal provides testing in arctic, temperate, and tropical climates and was the only test operator that was chosen on the west coast (the other test operators are the State of Nevada, New York's Griffiss International Airport, North Dakota Department of Commerce, Texas A&M University – Corpus Christi, and Virginia Polytechnic Institute and State University (Virginia Tech)).

The City of Madras is updating its 2007 Buildable Lands Inventory (BLI) and 2007 Economic Opportunities Analysis (EOA). Given the limited number of test sites in Oregon and on the west coast (there are six additional test sites in Alaska and none of the test sites in Hawaii are active at this time), Madras is in a unique position to attract firms with work related to the flight-testing unmanned aerial vehicles. The updated EOA will help the City plan for and accommodate new employment in the UAV sector.

This analysis is designed to provide a framework for reviewing land use regulations at the Madras Airport and Industrial Center. The regulations need to be consistent with the recently adopted Madras Airport Master Plan and help the city take advantage of the recent federal designation for flight-testing unmanned aerial vehicles at Warm Springs.

This memorandum is organized into the following sections:

- **Anticipated needs of UAV firms** describes the land use needs of firms working on testing unmanned aerial vehicles (either directly or supporting firms).
- **Existing regulatory framework** describes the existing federal, state, and city regulations governing land at the Madras Airport and Industrial Center with a focus on how the impact of UAV uses.
- **Implications for updating regulations** lists factors that the City of Madras should consider when updating its industrial use regulations for the Madras Airport and Industrial Park.

⁴⁰ Mike Francis, *The Oregonian*, "FAA decision means more unmanned aerial vehicles -- drones -- are coming to Oregon skies" December 30, 2013. Viewed online on October 23, 2014 at http://www.oregonlive.com/business/index.ssf/2013/12/faa_decision_means_more_unmann.html.

Anticipated needs of UAV users at the airport

The FAA approval of Warm Springs as an UAV test site provides a significant opportunity for the City of Madras Airport. According to Mark Morrisson,⁴¹ Executive Director of SOAR Oregon, the Warm Springs test site has multiple advantages over other test sites in the Western United States, that include (but are not limited too):⁴²

- **Varied terrain.** The Confederated Tribe of Warm Springs UAS test range includes 645,000 acres or 1,000+ sq. miles of forest, mountains, high desert, and canyons within elevation between 1,000' to 10,500'.
- **Local applications.** Central Oregon offers opportunities to test applications related to forestry, agriculture, natural hazards (fire hazards, flooding, drought), geo thermal, and other sectors.
- **Favorable weather.** Madras enjoys the dry climate of the high desert with about 11 inches of precipitation and 300 days of sunshine per year.
- **Privacy.** Population centers at Warm Springs are concentrated, leaving most of the area uninhabited. In addition, access is controlled, adding an additional level of privacy.
- **Local workforce.** UAV test ranges often make use of small engines and provide other support services. Central Oregon is an aviation cluster; it has the second highest concentration of aviation companies in the state (over 50), after the Portland metro area (also over 50 firms).
- **Livability and amenities for workers.** Central Oregon has multiple communities that offer good schools, affordable housing, outdoor amenities (skiing, mountain biking, white water rafting, hiking and backpacking, and much more), that will be attractive to potential UAV firms.
- **Low volume airport.** Unlike Tillamook, Madras is a relatively low volume airport, which will reduce the number of conflicts between manned and unmanned aircraft.
- **Land and building regulations similar to manned aircraft.** Currently, there are no substantial differences in the need for land and buildings between manned aircraft and UAV users. UAV users are used to working within the existing regulatory framework at airports and are likely to do so into the future.

While Madras has many desirable attributes, it may have competition from Pendleton, home to the Oregon National Guard Detachment 1 of Bravo Company⁴³ 41st Special

⁴¹ Telephone interview with Mark Morrisson, SOAR Oregon on November 13, 2014.

⁴² SOAR Oregon Unmanned Unlimited website: <http://uastestranges.soaroregon.com/>. Viewed November 25, 2014.

⁴³ The Bravo Company is a military intelligence Company that provides "eyes in the sky." They regularly fly the RQ-7 Shadow among other small, hand-help camera UAVs.

ATTACHMENT A

Troops Battalion, which tested its first UAV flight in October 2014.⁴⁴ Warm Springs is scheduled to test its first UAV in December 2014.

Mr. Morrisson said that each UAV test site is expected to attract between 300 and 400 new jobs, though some of these jobs may be temporary (workers that come in for a month or two at a time to test). The *Association for Unmanned Vehicle Systems*⁴⁵ provides estimates that are slightly more conservative. They estimate that Oregon will increase direct UAV employment of 214 by 2017 with an additional 212 indirect employment. They also project the industry will generate 70,000 jobs nationwide by 2017 with an economic impact of \$13.5 billion.⁴⁶ Their study finds that 90% of the potential market for UAV will be in precision agriculture and public safety. They also conclude that manufacturing jobs will be high paying (\$40,000) and require a technical baccalaureate degree.

Authors of an economic impact report for the *Association for Unmanned Vehicle Systems International* concluded that local communities can do a lot to attract UAV firms, "While we project more than 100,000 new jobs by 2025, states that create favorable regulatory and business environments for the industry and the technology will likely siphon jobs away from states that do not."⁴⁷ However, the report did not estimate that Oregon will be in the top 10 states for UAV. California and Washington are expected to see the most gains in terms of job creation and economic impact (ranked 1 and 2), while the other top states are in the mid-US (Texas) and east coast. The authors note that a variety of factors will impact where economic impacts are realized, including the establishment of test sites (which had not been established when the report was written).

According to Brian Whitehead, President of VDOS Global⁴⁸ (a private company that provides UAV inspection, photography, and operations support and services) and on contract to manage the Warm Springs Test Site for the Tribe, UAV firms are used to working within the same land use and building regulations as manned aircraft firms. He commented on the rapid change in technology, from radar to fiber, and that the ability

⁴⁴ "Experts discuss UAVs at Kah-Nee-Ta" by Rachael Rees, *The Bulletin* October 2, 2014 and accessed online at <http://www.bendbulletin.com/home/2463534-151/experts-discuss-uavs-at-kah-nee-ta#> on November 25, 2014.

⁴⁵ Jenkins, Darryl and Dr. Bijan Vasigh, for the Association for Unmanned Vehicle Systems International, *The Economic Impact of Unmanned Aircraft Systems Integration in the United States*, March 2013. Downloaded from http://issuu.com/auvsi/docs/auvsi_economic_report#download on November 25, 2014.

⁴⁶

⁴⁷ Jenkins, Darryl and Dr. Bijan Vasigh, for the Association for Unmanned Vehicle Systems International, *The Economic Impact of Unmanned Aircraft Systems Integration in the United States*, March 2013. Downloaded from http://issuu.com/auvsi/docs/auvsi_economic_report#download on November 25, 2014. P. 2.

⁴⁸ Interviewed on Wednesday, December 3, 2014 via phone. Mr. Whiteside is also the president of the Cascade Chapter of Association of Unmanned Vehicle Systems International (AUVSI) and actively involved in the region as an industry representative of the national organization.

for the City of Madras decision-makers to respond quickly and make the necessary regulatory changes to take advantage of new technology will be important.

Mr. Morrisson and Mr. Whitehead also mentioned a number of improvements that would make industrial properties at the airport or other industrial, commercial, or office space close by. These improvements include:

- **High capacity fiber.** The UAVs will collect terabytes (or more) of data that will need to be downloaded and transmitted.
- **Secure hangers.** Companies testing UAVs for sensitive military or commercial purposes will want secure, protected hangers close to active runways at the airport.
- **Radar.** In order to “secure the air” and make it safe for both manned and unmanned flights, installation of radar and staffing to monitor it was recommended.

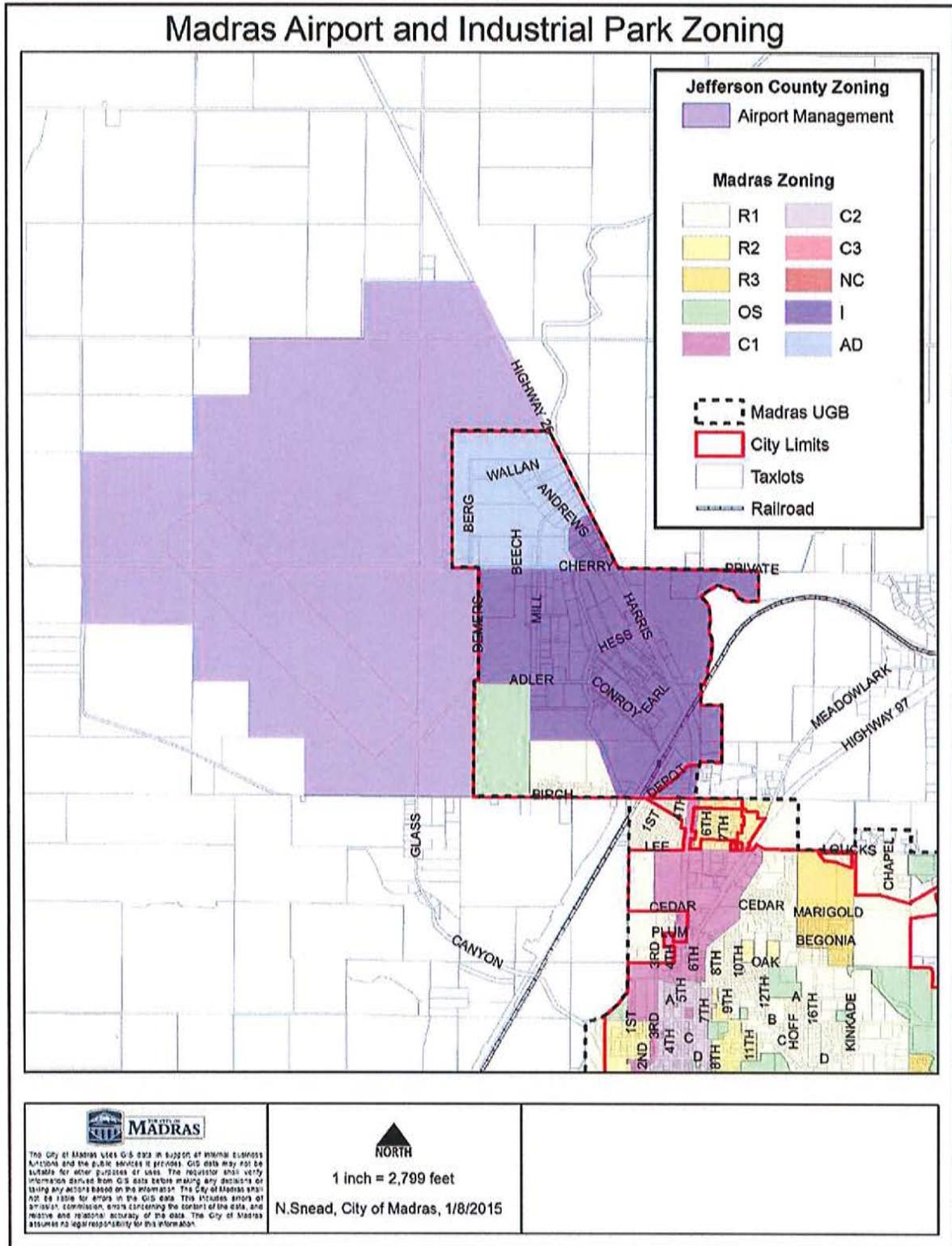
Janet Brown, Manager for Jefferson County for Economic Development for Central Oregon (EDCO), is currently working on several inquiries for sites that are one to two acres and would house approximately 60 to 75 employees. She noted that she has received 31 inquiries for land in the Madras area between August 2012 and December 2014. Of those inquiries, at least six did not consider airport property because of lease-only restrictions. It is not clear if the lease restriction, which is common at many municipal and port authority airports, poses a significant constraint for UAV developers.

Commercial applications of UAVs are anticipated to focus on precision agriculture, public safety, professional firefighting, and other applications (e.g. UAV packages delivery). UAVs are well suited to conduct aerial reconnaissance, from photographing landscape changes to filming movies from the air. Agricultural applications are likely to include remote sensing and precision application of water, fertilizer, or pesticides. UAVs can be used to record plant health, record growth rates, and pinpoint locations of disease. UAVs may soon allow farmers to apply fertilizers or pesticides only to that area of their farm that needs it, saving time, money, and reducing environmental impacts. These are just a few of the currently anticipated uses of UAVs. The potential commercial use of the technology is evolving rapidly and will likely expand into areas and services that have not even been thought up yet.

Existing Regulatory Framework

Land at the Madras Industrial Center is currently regulated by a mix of federal, state, and local regulations. The FAA is currently working to create rules for commercial UAV use. At the state level, the Oregon Legislature is just beginning to weigh in on UAV regulation, starting with the passage of HB 2710 in 2013. Finally, the City of Madras regulates land use and development with the application of three city zoning districts: (1) Industrial, which applies to industrial uses in the Madras Industrial Park, (2) Airport Development, (3) and the Airport Overlay Zone, as shown in Figure B- 1.

Figure B- 1. Madras Airport and Industrial Park Zoning, 2015



Source: City of Madras, 2015.

Federal Regulations

National Plan of Integrated Airport Systems⁴⁹

As a General Aviation Airport (National Plan of Integrated Airport Systems (NPIAS)), the Madras Municipal Airport has agreed to comply with 39 obligations, called assurances,⁵⁰ in exchange for FAA grants or land.⁵¹ Typically, these assurances are binding for 20 years. In general, most of the assurances are related to complying with federal regulations (the FAA lists 55 regulations), as well as legal and fiscal requirements for accepting and administering federal funding, and ensuring safe practices.

General Aviation Airports that acquire land with federal grants can only develop it as a lease option. If airport land is sold (only when no longer needed for airport use), then the funds (all or a portion) must be paid back into a federal Trust Fund or reinvested in another eligible airport improvement project at that airport or within the airport system.

The FAA also requires the assurance of consistency with local plans (“reasonably consistent”) that are authorized by the state to plan for lands surrounding the airport, as well as zoned to protect runway approaches. As such, the City, who operates the Madras Airport, is responsible for compliance with the applicable Federal, state, and local regulations.

In addition, airport sponsors must develop an Airport Layout Plan (signed and approved by the FAA). The Airport Master Plan describes how the airport will accommodate improvements and expansions to the Airport Layout Plan over time. The Madras Airport Master Plan was updated in December 2010, before Warm Springs was designated as a UAV test site. The City of Madras may want to consider adding operation of unmanned aircraft systems into the next update of its Airport Master Plan, depending on future federal and state regulation of the industry.

⁴⁹ Information in this section is summarized from the AOPA’s (Aircraft Owners and Pilots Association) Guide to FAA Airport Compliance,

⁵⁰ US Department of Aviation, Federal Aviation Administration, FAA Airport Compliance Manual (Order 5190.6B), September 30, 2009. Downloaded from http://www.faa.gov/airports/resources/publications/orders/compliance_5190_6/media/5190_6b.pdf on December 3, 2014.

⁵¹ http://www.faa.gov/airports/aip/grant_assurances/media/airport-sponsor-assurances-aip.pdf viewed online on November 30, 2014.

Unmanned Aircraft Systems

The FAA tightly regulates UAV flights⁵² and has designated six test sites across the country. Operations may range from near ground level to above 50,000 feet, depending on the specific type of aircraft. UAV operations, however, are not currently authorized in Class B airspace, which extends over major urban areas where the density of manned aircraft in the National Airspace System is highest. The FAA classifies three different types of unmanned aircraft systems: civil, public, and model aircraft.

Currently, UAVs can be tested on military sites (for military purposes) and individual hobbyists can fly UAVs for entertainment, but it is almost always illegal to fly UAVs for commercial uses. A recent article in the December 2014 Portland Monthly magazine⁵³ described commercial operators of UAVs as “operating in a gray zone.” The industry is waiting, in part, for the Federal Aviation Administration (FAA) to determine how to integrate unmanned aerial systems into the National Airspace System (NAS), as required by the 2012 FAA Modernization and Reform Act. According to an FAA guidebook on airport assurances “the main inhibitor of US commercial and civil development of the UAS is the lack of a regulatory structure. Because of current airspace restrictions, non-defense use of UAS has been extremely limited. However, the combination of greater flexibility, lower capital and lower operating costs could allow UAS to be a transformative technology in fields as diverse as urban infrastructure management, farming, and oil and gas exploration to name a few.”⁵⁴ The FAA will establish UAV operating rules by the end of 2015, hopefully, at which time the City of Madras and Warm Springs may need to revise their regulations to be consistent with the changes.

⁵² Information in this section is summarized from the FAA website <http://www.faa.gov/uas/> viewed on November 30, 2014.

⁵³ Frochtz wajg, Jonathan, “Drones are Set to Conquer Oregon’s Skies. Are you Ready?” Portland Monthly, Published December 1, 2014. Accessed at <http://www.portlandmonthlymag.com/news-and-profiles/science-and-technology/articles/drones-are-set-to-conquer-oregons-skies-are-you-ready-december-2014> on December 3, 2014.

⁵⁴ Jenkins, Darryl and Dr. Bijan Vasigh, for the Association for Unmanned Vehicle Systems International, *The Economic Impact of Unmanned Aircraft Systems Integration in the United States*, March 2013. Downloaded from http://issuu.com/auvsi/docs/auvsi_economic_report#download on November 25, 2014. P. 2.

State Regulations⁵⁵

Airport land use planning is regulated by OAR 660-013 - Airport Planning.⁵⁶ This division implements ORS 836.600 – 836.630 and Statewide Planning Goal 12 (Transportation) related to aviation. These rules require the State to adopt an Aviation System Plan as part of the State Transportation System Plan, for cities and counties to adopt comprehensive plan and land use regulations for airports consistent with these rules and acknowledged transportation system plans (including MPOs). The rule also requires the local government to map the airport boundaries, existing and planned expansion of airport facilities, location of safety zones, compatibility zones, and existing noise impact boundaries. In addition, local governments must plan and regulate uses that are compatible with airport uses as well as provide economic and use forecast information. Many local governments adopt the Airport Master Plan as part of their comprehensive land use plan, which satisfies most or all of these requirements.

Local governments are also required to develop Airport Safety Overlay zones (OAR 660-013-0070) to protect aircraft from structures, trees, and other objects. The rule also requires “compatibility” with airport uses (OAR 660-013-0080), for example, by prohibiting new residential development within the Runway Protection Zone, limit uses within a noise impact boundary, or restrict uses that might cause smoke, dust, or steam to obscure visibility. Outdoor lighting, transmission facilities, water impoundments, and locating new landfills near airports are also regulated.

The Oregon legislature may enact additional regulations on UAV uses that have implications for land use regulations. The 2013 Legislature passed HB 2710 that requires UAVs operated by law enforcement to be registered with the state and that the agencies must obtain a warrant before using it for surveillance on individuals, among other provisions. In addition, it directed the Oregon Department of Aviation to prepare a report to the Legislature regarding the status of federal regulations relating to unmanned aerial vehicles and whether or not private parties (recreational users and commercial users) should register UAVs with the state in a similar manner required for other aircraft. That report was published in December 2014. It notes that the state law pre-empts local jurisdictions from regulating UAV ownership or operations. As the use of UAVs grows, state regulation may follow. This is a topic that federal, state, and local regulators are monitoring and actively considering new regulations to address privacy, safety, and other concerns.

⁵⁵ Additional information and context about statewide land use planning related to airports was provided by Jeff Caines, Aviation Planner with the Oregon Department of Aviation in a telephone interview on December 4, 2014.

⁵⁶ See http://www.oregon.gov/aviation/docs/resources/appendixa_airport-planning.pdf for more information. Viewed online on December 4, 2014.

City and County Regulations

The Madras Airport and Industrial Center is located both in the City of Madras and unincorporated Jefferson County. The portion of the Airport inside the UGB is zoned Industrial, Airport Development, and Open Space/Public Facilities on the City's Urban Area Comprehensive Plan and Zone Map. The City is responsible for all planning and development at the Madras Airport for all land inside the City's UGB. Jefferson County is responsible for planning and development at the Madras Airport for all land outside the City's UGB. The runways and taxiways and surrounding areas are located outside the Madras city limits and UGB and are subject to Jefferson County Airport Management zoning.

City of Madras: Industrial

59.55 acres of the Madras Municipal Airport is zoned Industrial and is governed by Section 8-12.3.6 of the City's Zoning Ordinance (No. 864). The permitted uses (subject to site plan review) include (but are not limited to) the following types of uses that are likely to include UAV users or suppliers:

- Electronic firms with professional offices
- Precision machine shops
- Corporation headquarters and business offices directly related to industry
- Aircraft service, maintenance, and aviation related industry
- Manufacturing of photographic equipment
- General research and development facilities
- Facilities necessary to the operation of an industrial enterprise, or for a night watchman dwelling
- Transportation terminals
- Manufacturing, fabricating, processing, packaging or storage, repairing and warehousing, which are conducted within an enclosed building
- Processing and packaging of agricultural products
- High tech industry

All UAV uses at the airport would be subject to the same design review, approval standards, and other associated criteria as industrial uses.

City of Madras: Airport Development

Approximately 200.45 acres of the Madras Municipal Airport are zoned Airport Development and are governed by Section 8-12.3.9 of the City of Madras Zoning Ordinance (No. 846). The permitted uses (subject to site plan review) include the following types of uses (site plan required) that are likely to include UAV users or suppliers:

1. Air cargo terminals
2. Aircraft sales, repair, service, storage and schools related to aircraft operations, and facilities essential for the operation of airports, such as fuel storage, hangar use, and F.B.O. offices.

3. Terminals (passenger - air, taxi, and bus)
4. Public and semi-public buildings, structures and uses essential to the welfare of an area, such as fire stations, pump stations, and water storage.
5. Ancillary uses with a total floor area of no larger than 1,000 square feet.
6. Uses where the ongoing operations must be directly, dependent upon and associated with the airport.
7. Assembly and manufacture of goods.
8. Assembly, repair, and storage of heavy vehicles and machinery.
9. Storage and processing of agricultural products.
10. Warehouse and freight terminal operations.
11. Professional offices.
12. Public utility facilities.
13. Call Centers.

Jefferson County: Airport Management⁵⁷

The Airport Management Zone covers 1,790.81 acres of the Madras Municipal Airport and is governed by Section 313 of the Jefferson County Zoning Code. It allows uses compatible with airport uses. While the regulations don't specifically identify UAVs, they do allow "customary and usual aviation-related activities" as well as law enforcement and firefighting activities, aircraft service, maintenance, and training, as well as agriculture and forestry activities and other uses that can be interpreted to generally cover UAVs.

Implications for updating regulations

The technology for UAVs is evolving rapidly and regulators at the federal, state, and local level are having a difficult time keeping up. Public unease regarding privacy issues related to UAV use will likely result in calls for additional regulation. Becky Straus, legislative director the ACLU of Oregon said in the Portland Monthly drone article, "Unmanned aircraft carrying cameras raise the prospect of a significant new avenue for the surveillance of American life. Technology is outpacing our laws, and we in Oregon were lucky to be able to come up with commonsense policies to address that in regard to drones."⁵⁸ The ACLU of Oregon supported the passage of HB 2710. The article states that UAV supporters suggest that the collection and storage of data should be regulated, not the UAVs themselves.

⁵⁷ Jefferson County Zoning Ordinance, Section 313 viewed online at <http://www.co.jefferson.or.us/LinkClick.aspx?fileticket=uQrc-i4oK7U%3d&tabid=4550&language=en-US> on November 30, 2014.

⁵⁸ Frochtzwaig, Jonathan, "Drones are Set to Conquer Oregon's Skies. Are you Ready?" Portland Monthly, Published December 1, 2014. Accessed at <http://www.portlandmonthlymag.com/news-and-profiles/science-and-technology/articles/drones-are-set-to-conquer-oregons-skies-are-you-ready-december-2014> on December 3, 2014.

ATTACHMENT A

Conversations with Oregon UAV experts found that UAV users are used to working within the existing regulations at airports, and they are unlikely to need significant changes to regulations to operate successfully. Given the impending federal regulations, along with the changing technology, the City of Madras should wait until FAA rules related to the commercial use of UAVs is released to consider updates to it's zoning codes at the Madras Municipal Airport.

That said, the parties that were interviewed emphasized the need for the City of Madras to position itself to compete for future UAV employment. They mentioned that there were numerous economic development strategies the city could undertake, from partnerships with community colleges and universities to ensure there is a skilled, local workforce to facilitating relocation of regional offices of UAV companies and their workers to the City of Madras, just to name a few.

CITY OF MADRAS
Request for Council Action

Date Submitted: May 4, 2016
Agenda Date Requested: May 10, 2016
To: Madras City Council
Through: Gus Burrell, City Administrator
From: Nicholas Snead, Community Development Director
Subject: **Resolution No. 09-2016, A Resolution of the City of Madras Establishing the Recreational Marijuana Advisory Committee; and Prescribing the Committee's Responsibilities and Duties.**

TYPE OF ACTION REQUESTED: (Check One)

- | | |
|---------------------------------------------------------|-------------------------------------------|
| <input checked="" type="checkbox"/> Resolution | <input type="checkbox"/> Ordinance |
| <input type="checkbox"/> Formal Action/Motion | <input type="checkbox"/> Other |
| <input type="checkbox"/> No Action - Report Only | |

OVERVIEW:

The Community Development Director presented a draft resolution and discussed with the City Council the process to appoint members to the Recreational Marijuana Advisory Committee (RMAC) at the March 22, 2016, April 12, 2016, and the April 26, 2016 City Council meetings. Staff presents the final draft of Resolution 09-2016 for Council approval which will form the Recreational Marijuana Advisory Committee.

DISCUSSION:

Staff solicited marijuana industry representatives and City residents to serve on the RMAC. Staff requested applications be submitted by 5:00 pm on May 3, 2016. Five applications from Marijuana Industry Representatives were submitted (see Table 1 below). Staff has reviewed those applications and recommends that Mike Boynton, Sam Stapleton, and Jocelyn Anderson be appointed to the RMAC as shown in Exhibit A of Attachment A.

Staff however did not receive any applications from City residents as of the May 3, 2016 application submittal deadline. Staff has extended the deadline to May 10, 2016 to allow interested residents to submit an application to be considered for appointment to the RMAC. Accordingly, staff will present all applications submitted by citizens to the City Council at the May 10, 2016 Council meeting. Staff will provide a recommendation to the Council on which two citizens to appoint to the RMAC.

Table 1. Summary of Applications from Marijuana Industry Representatives

Applicant	City Resident (Yes/No)	Area of Expertise				
		Growing	Processing	Edibles	Retail Sales	Other
Mike Boynton	Yes	X	X	X	X	Consulting, grow room desing & building
Sam Stapleton	No	X	X	X		
Kristen White	No				X	
Jocelyn Anderson	No	X	X	X	X	
Andy Anderson	No	X	X	X		

SUMMARY:

A. Fiscal Impact:

N/A

B. Funding Source:

N/A

C. Explanation of Impact:

City Council approval of Resolution No. 09-2016 will create the Recreational Marijuana Advisory Committee and thereby commence the development of the Recreational Marijuana Zoning and Time, Place, and Manner regulations for the City of Madras.

D. Relationship to City Council Annual Strategic Implementation Plan:

Yes No

Discussion: Approval of Resolution No. 09-2016 will allow the City to complete Objective 3.2 in the FY 2015-16 Annual Strategic Implementation Plan.

E. Supporting Documentation:

Attachment A: Resolution No. 09-2016

STAFF RECOMMENDATION:

That the City Council approve Resolution No. 09-2016 and appoint two specific City residents to the RMAC.

MOTION FOR COUNCIL ACTION:

I move that the City Council Resolution No. 09-2016 and appoint _____ and _____ to the RMAC.

RESOLUTION NO. 09-2016

A RESOLUTION OF THE CITY OF MADRAS ESTABLISHING THE RECREATIONAL MARIJUANA ADVISORY COMMITTEE; AND PRESCRIBING THE COMMITTEE'S RESPONSIBILITIES AND DUTIES.

WHEREAS, the City of Madras (the "City") has the authority to adopt zoning regulations and reasonable time, place, and manner restrictions concerning the operation of recreational marijuana establishments in the City; and

WHEREAS, the Madras City Council (the "City Council") is aware of concerns raised by community members relating to the establishment and operation of recreational marijuana establishments within the City; and

WHEREAS, the City Council desires to establish a citizen advisory committee to work with knowledgeable members of the community to, among other things, (a) assist the City in developing reasonable time, place, and manner regulations and (b) provide advice to the City Council on recreational marijuana-related matters concerning or affecting the City; and

WHEREAS, the City Council's goal is to adopt zoning and reasonable, time, place, and manner regulations prior to the general election on November 8, 2016, at which time the Madras voters will determine whether to prohibit the establishment and operation of recreational marijuana producers, processors, wholesalers, and retailers in the City.

NOW, THEREFORE, BE IT RESOLVED, by and through the City Council meeting in regular session, as follows:

- Section 1. Findings. The above-stated findings are hereby adopted.
- Section 2. Creation and Membership. This Resolution No. 09-2016 (this "Resolution") hereby establishes the Recreational Marijuana Advisory Committee ("RMAC"). The RMAC will operate subject to, and in accordance with, this Resolution. The RMAC will have 11 members. Members are appointed by City Council and consist of those individuals on the attached Exhibit A and as otherwise appointed by Council.
- Section 3. Term. Each member is appointed to serve on the RMAC commencing upon the adoption of this Resolution and ending on November 8, 2016, or until such earlier date as City Council determines.
- Section 4. Committee Duties. The RMAC will act as an advisory body to the City of Madras Planning Commission (the "Planning Commission") and City Council. To this end, and except as otherwise provided or directed by the City Council from time to time, the RMAC will have the following advisory duties and responsibilities: (a) provide advice to the City Council and the Planning Commission on general recreational marijuana-related matters concerning or affecting the City; (b) formulate reasonable time, place, and manner regulations for City Council's consideration; (c) recommend specific City of Madras Zoning Ordinance regulations; and (d) recommend a separate permitting or licensing process for recreational marijuana establishments.

- Section 5. Officers; Duties of Chair and Vice-Chair. The RMAC will, at its first meeting, elect a chair, vice-chair, and secretary. The chair and vice-chair will hold office at the pleasure of the Committee. The secretary need not be a member of the RMAC. A majority of the members will constitute a quorum. The chair will call RMAC meetings, preside at all meetings, and sign all correspondence on behalf of the RMAC. The vice-chair will perform the duties of the chair in the absence of the chair and such other duties as may be assigned by the chair from time to time
- Section 6. Authority. The RMAC will operate at the direction of the City Council and in conformance with, and subject to, this Resolution, Oregon law, and any and all City rules, procedures, resolutions, and ordinances now in force and/or which may hereafter be created, amended, modified, enacted, or promulgated. The RMAC has no authority to bind the City or represent to any person that the RMAC may bind the City. The RMAC has no authority to make expenditures on behalf of the City, or to obligate the City for payment of any sums of money, unless and until the City Council has authorized such expenditures by appropriate ordinance or resolution (which ordinance or resolution will provide the administrative method by which funds will be drawn and expended).
- Section 7. Committee Meetings. The RMAC will, at its first meeting on June 9, 2016, schedule at least one meeting. A majority of Committee members will constitute a quorum. A majority vote of a quorum will be necessary to act on any matter before the RMAC. In addition to any other duties or responsibilities assigned to the members under this Resolution, each member must regularly attend RMAC meetings and must notify the Community Development Director when he or she will be unable to attend an RMAC meeting. In addition, if requested by the City Council, one or more members will attend any City Council meeting that relates to recreational marijuana issues that may impact or affect the City. Prior to each RMAC meeting, members will review all pertinent written documents in preparation for deliberation and decision making. All Committee recommendations and suggestions made to the City Council will be in writing. All meetings of the RMAC will be held in accordance with applicable Oregon law.
- Section 8. Conflicts of Interest. A member will not participate in any RMAC proceeding or action in which the member has a conflict of interest.

(end of resolution – signature page immediately follows)

ATTACHMENT A

ADOPTED by the City Council of the City of Madras and signed by the mayor this ____ day of _____, 2016.

Ayes: _____
Nays: _____
Abstentions: _____
Absent: _____
Vacancies: _____

Royce Embanks, Mayor

ATTEST:

Karen J. Coleman, City Recorder

Exhibit A

Recreational Marijuana Advisory Committee Members

City Councilors:

- Position 1: Mayor Royce Embanks
- Position 2: Councilor Richard Ladeby
- Position 3: Councilor Tom Brown

Planning Commission:

- Position 4: Commissioner Joe Krenowicz
- Position 5: Commissioner Ali Alire

Marijuana Industry Representatives:

- Position 6: Mike Boynton
- Position 7: Sam Stapleton
- Position 8: Jocelyn Anderson

Jefferson County Economic Development Manager:

- Position 9: Janet Brown

At-Large City Residents:

- Position 10: To Be Determined
- Position 11: To Be Determined

CITY OF MADRAS

Request for Council Action

Date Submitted: May 2, 2016
Agenda Date Requested: May 10, 2016
To: Mayor and City Council Members
Through: Jeff Hurd, Public Works Director
From: Michele Quinn, Public Works Administrative Assistant
Subject: Construction Services Contract between the City of Madras and Alex Hodges Construction, Inc for Construction of Daimler Road

TYPE OF ACTION REQUESTED:

- Resolution Ordinance
 Formal Action/Motion Contract Review Board
 None - Report Only

Formal Action/Motion that Council approves the construction services contract between the City of Madras and Alex Hodges Construction, Inc. for construction of the new Daimler Road in the amount of \$767,416.00.

DESCRIPTION:

The work includes the following for a 4,300 linear foot roadway on airport property to serve the travelling public including Daimler Trucks of North America.

1. Excavation and construction of base road material to grade.
2. Placement of multiple utility conduits in a trench parallel to the roadway.
3. Installation of multiple underground power transformer vaults.
4. Installation of light pole base assemblies.
5. Construct drainage ditches and stormwater facilities.
6. Placement of new asphalt roadway.
7. Placement of signs, striping, and temporary features.

STAFF ANALYSIS:

The City requested formal proposals for construction of the new Daimler Road. Staff received bids from:

- James Dean Construction = \$997,795.70
- Robinson and Owen Heavy Construction = \$ 789,927.01
- Knife River = \$1,098,929.25
- Direct Drilling = 928,713.87
- Jack Robinson and Sons = 948,411.70
- Alex Hodge Construction = 767,416.00
- High Desert Aggregate and Paving = Rejected

Alex Hodges Construction was the low responsive bidder in the amount \$767,416.00.

Staff recommends approval of the construction services contract for Alex Hodges Construction in the amount of \$767,416.00.

SUMMARY:

A. Fiscal Impact:

Madras Municipal West Access Road Project (aka Daimler Road)

• Design and Const. Engineering (Century West)	=	\$ 125,473.00
• Construction Services Contract Material (Latham)	=	\$ 35,700.00
▪ Change Order #1 (Time Extension)	=	\$ 0.00
▪ Change Order #2	=	\$ -14,700.00
• Revised Contract Amount	=	\$ 21,000.00
• Mat. and Equip. for Road Construction (estimated)	=	\$ 50,895.37
• Pacific Power Lighting contract	=	\$ 48,618.00
• Bypass Road and Airport perimeter Road	=	\$ 56,937.50
• High Desert Aggregate and Paving By-Pass Road	=	\$ 19,330.00
• Road Construction (City Forces In Kind)	=	\$ 164,012.50
• Land Dedication for Road	=	\$ 154,149.00
• Water Line Estimated (DVWD)	=	\$ 187,304.00
• Road Construction – Contracted (TBA)	=	\$ 767,416.00
• Contingency	=	\$ 800,766.05
• Total Road Project Cost	=	\$2,395,901.42

Revenue

• Infrastructure Finance Authority	=	\$ 150,000.00
• Immediate Opportunity Fund	=	\$ 841,137.21
• City (land & labor/equipment grading)	=	\$ 318,161.56
• Developer (Daimler) Cost Share	=	\$1,086,602.65
• Total Revenue	=	\$2,395,901.42

B. Funding Source:

- Airport Operations Fund, Capital Outlay, 509-090-540-1003
- This project has been budgeted for FY 15-16 therefore a budget resolution is not required.

C. Recognition of Collateral Material and Technical Report:

See attached:

- Recommendation of award letter from Century West
- Paving bids
- Bid Tab
- Construction Services Contract with Alex Hodges

RECOMMENDATION:

Formal Action/Motion that Council approves the construction services contract between the City of Madras and Alex Hodges Construction, Inc. for construction of the new Daimler Road in the amount of \$767,416.00.



April 27, 2016

Jeff Hurd, PW Director
City of Madras
125 West "E" Street
Madras, OR 97741

RE: Daimler West Access Road Construction – Recommendation for Award

Dear Jeff,

Included within this letter is the bid review and recommendation for award pertaining to the Daimler West Access Road construction project. Bids were received and opened after the 2 pm deadline on April 26, 2016. Seven (7) bids were received, however one bid was rejected due to the failure to disclose the first tier subcontractors as detailed within Section IX of the contract documents and subsequent ORS requirements.

Therefore, the remaining six (6) bids were reviewed for completeness as shown on the spreadsheet on page 2. The Engineers estimate for the project was \$904,305. The highest bid was \$1,098,929.25 (+21.5%), the lowest was \$767,416 (-15.1%). Providing an average bid of \$930,898 and within 2.85% of the engineers estimate. One bid received required an adjustment to the bid price due to an incorrect total and was noted within the bid tabulation.

The lowest responsive bidder was provided by Alex Hodge Construction, 63004 Layton Avenue, Suite 160, Bend Oregon with an amount of \$767,416.00. It is Century West's recommendation to award the contract to Alex Hodge Construction. If you have any questions, feel free to contact me at 541-322-8962.

Sincerely,

A handwritten signature in blue ink, appearing to read "J. Pex", is written over the typed name.

James Pex, P.E.
Century West Engineering
1020 SW Emkay Drive, Suite 100
Bend, OR 97702
541.322.8962

Revised Bid Tabulation Form
04/20/2016



No.	Description	Specification Number	QTY	Unit	Unit Price Bid	Total Price Bid
1	Mobilization (not to exceed 8%)	00210	1	Lump Sum	38000 ⁰⁰	38000 ⁰⁰
2	Temporary Work Zone Traffic Control, Complete	00225	1	Lump Sum	4000 ⁰⁰	4000 ⁰⁰
3	Erosion Control	00280	1	Lump Sum	500 ⁰⁰	500 ⁰⁰
4	General Excavation	00330	2,448	Cubic Yard	10 ⁰⁰	24480 ⁰⁰
5	Aggregate Base 3/4"-0 Non-State Spec	00641	19,964	Square Yard	10 ⁰⁰	199640 ⁰⁰
6	Level 3, 1/2-Inch Dense, HMA	00745	2,825	Ton	67 ⁰⁰	189275 ⁰⁰
7	Longitudinal Pavement Markings - Paint	00860	9,332	Linear Foot	0 ⁰⁰	5599 ⁰⁰
8	Pavement Bar, Type B-HS	00867	30	Square Foot	16 ⁰⁰	480 ⁰⁰
9	Sign/Support Footings/Breakaway Mounts	00900	7	EA	900 ⁰⁰	6300 ⁰⁰
10	Joint Utility Trench, Detail 2 D-1	00960	1,658	Foot	50 ⁰⁰	82900 ⁰⁰
11	Joint Utility Trench, Detail 3 D-1	00960	3,410	Foot	38 ⁰⁰	129580 ⁰⁰
12	Joint Utility Trench, Detail 4 D-1	00960	3,550	Foot	37 ⁰⁰	131350 ⁰⁰
13	Utility Trench, Detail 5 D-1	00960	4,267	Foot	14 ⁵⁰	61871 ⁵⁰
14	Utility Power Vaults	00960	6	Each	3800 ⁰⁰	22800 ⁰⁰
15	Utility Light Base	00962	19	Each	1200 ⁰⁰	22800 ⁰⁰
16	Topsoil	01040	5,000	SY	6 ⁵⁰	32500 ⁰⁰
17	Standard 20-foot Gate, Chevrons	01050	2	Each	2300 ⁰⁰	4600 ⁰⁰
18	Standard 40-foot Gate, Chevrons	01050	1	Each	4200 ⁰⁰	4200 ⁰⁰
19	Steel Post, Type 1-3W Fence	01050	9,230	LF	4 ⁰⁰	36920 ⁰⁰
20	Deleted					
21	Deleted					
Basic Bid Total					997795 ⁷⁰	
Total					997795 ⁷⁰	

Jeffrey S. Dean
Name of Authorized Representative
Jeffrey S. Dean
Signature by Authorized Representative
4/26/2016
Date

nine hundred ninety seven thousand seven hundred and seventy five
Basic Bid Written in Dollars
ninety five and 70/100 dollars

Addendum Date: April 20, 2016

Addenda Acknowledgment: The undersigned acknowledges receipt of the following addenda: (List by number and date appearing on addenda.)

Addendum No. 1 Date 4/20/16

James Dean Construction

Revised Bid Tabulation Form
04/20/2016



No.	Description	Specification Number	QTY	Unit	Unit Price Bid	Total Price Bid
1	Mobilization (not to exceed 8%)	00210	1	Lump Sum	\$52,566.29	\$52,566.29
2	Temporary Work Zone Traffic Control, Complete	00225	1	Lump Sum	\$10,005.60	\$10,005.60
3	Erosion Control	00280	1	Lump Sum	\$22,307.50	\$22,307.50
4	General Excavation	00330	2,448	Cubic Yard	\$11.98	\$29,327.04
5	Aggregate Base 3/4"-0 Non-State Spec	00641	19,964	Square Yard	\$8.65	\$172,688.60
6	Level 3, 1/2-inch Dense, HMA	00745	2,825	Ton	\$68.12	\$192,439.00
7	Longitudinal Pavement Markings - Paint	00860	9,332	Linear Foot	\$0.31	\$2,892.92
8	Pavement Bar, Type B-HS	00867	30	Square Foot	\$15.00	\$450.00
9	Sign/Support Footings/Breakaway Mounts	00900	7	EA	\$375.00	\$2,625.00
10	Joint Utility Trench, Detail 2 D-1	00960	1,658	Foot	\$19.91	\$33,010.78
11	Joint Utility Trench, Detail 3 D-1	00960	3,410	Foot	\$14.41	\$49,138.10
12	Joint Utility Trench, Detail 4 D-1	00960	3,550	Foot	\$14.94	\$53,037.00
13	Utility Trench, Detail 5 D-1	00960	4,267	Foot	\$10.28	\$43,864.76
14	Utility Power Vaults	00960	6	Each	\$3,128.49	\$18,770.94
15	Utility Light Base	00962	19	Each	\$1,064.92	\$20,233.48
16	Topsoil	01040	5,000	SY	\$8.70	\$43,500.00
17	Standard 20-foot Gate, Chevrons	01050	2	Each	\$1,725.00	\$3,450.00
18	Standard 40-foot Gate, Chevrons	01050	1	Each	\$2,700.00	\$2,700.00
19	Steel Post, Type 1-3W Fence	01050	9,230	LF	\$4.00	\$36,920.00
20	Deleted					
21	Deleted					
					Basic Bid Total	\$789,927.01
					Total	\$789,927.01

Mike Owen

Name of Authorized Representative

Mike Owen

Signature by Authorized Representative

04/26/2016

Date

Seven hundred eighty nine thousand nine hundred twenty seven dollars and one cent

Basic Bid Written in Dollars

Addendum Date: April 20, 2016

Addenda Acknowledgement: The undersigned acknowledges receipt of the following addenda: (List by number and date appearing on addenda.)

Addendum No.

1

Date

04/20/2016

Robinson & Owen

Revised Bid Tabulation Form
04/20/2016



No.	Description	Specification Number	QTY	Unit	Unit Price Bid	Total Price Bid
1	Mobilization (not to exceed 8%)	00210	1	Lump Sum	\$61,600.00	\$61,600.00
2	Temporary Work Zone Traffic Control, Complete	00225	1	Lump Sum	\$11,475.00	\$11,475.00
3	Erosion Control	00280	1	Lump Sum	\$1,300.00	\$1,300.00
4	General Excavation	00330	2,448	Cubic Yard	\$18.95	\$46,389.60
5	Aggregate Base 3/4"-0 Non-State Spec	00641	19,964	Square Yard	\$10.25	\$204,631.00
6	Level 3, 1/2-inch Dense, HMAC	00745	2,825	Ton	\$59.55	\$168,228.75
7	Longitudinal Pavement Markings - Paint	00860	9,332	Linear Foot	\$0.30	\$2,799.60
8	Pavement Bar, Type B-HS	00867	30	Square Foot	\$13.00	\$390.00
9	Sign/Support Footings/Breakaway Mounts	00900	7	EA	\$330.00	\$2,310.00
10	Joint Utility Trench, Detail 2 D-1	00960	1,658	Foot	\$67.50	\$111,915.00
11	Joint Utility Trench, Detail 3 D-1	00960	3,410	Foot	\$35.70	\$121,737.00
12	Joint Utility Trench, Detail 4 D-1	00960	3,550	Foot	\$32.30	\$114,665.00
13	Utility Trench, Detail 5 D-1	00960	4,267	Foot	\$29.90	\$127,583.30
14	Utility Power Vaults	00960	6	Each	\$4,275.00	\$25,650.00
15	Utility Light Base	00962	19	Each	\$1,350.00	\$25,650.00
16	Topsoil	01040	5,000	SY	\$7.00	\$35,000.00
17	Standard 20-foot Gate, Chevrons	01050	2	Each	\$1,500.00	\$3,000.00
18	Standard 40-foot Gate, Chevrons	01050	1	Each	\$2,300.00	\$2,300.00
19	Steel Post, Type 1-3W Fence	01050	9,230	LF	\$3.50	\$32,305.00
20	Deleted					
21	Deleted					
					Basic Bid Total	\$1,098,929.25
					Total	\$1,098,929.25

Chris Doan
Name of Authorized Representative

[Signature]
Signature by Authorized Representative

4/26/16
Date

\$1,098,929.25
Basic Bid Written in Dollars

Addendum Date: April 20, 2016

Addenda Acknowledgement: The undersigned acknowledges receipt of the following addenda: (List by number and date appearing on addenda.)

Addendum No. 1 Date 4/20/16

Knife River

Revised Bid Tabulation Form
04/20/2016



No.	Description	Specification Number	QTY	Unit	Unit Price Bid	Total Price Bid
1	Mobilization (not to exceed 8%)	00210	1	Lump Sum		4,000.00
2	Temporary Work Zone Traffic Control, Complete	00225	1	Lump Sum		12,204.00
3	Erosion Control	00280	1	Lump Sum		3,500.00
4	General Excavation	00330	2,448	Cubic Yard	25.00	61,200.00
5	Aggregate Base 3/4"-0 Non-State Spec	00641	19,964	Square Yard	11.80	235,575.20
6	Level 3, 1/2-inch Dense, HMA	00745	2,825	Ton	74.07	209,242.75
7	Longitudinal Pavement Markings - Paint	00860	9,332	Linear Foot	.30	2,799.60
8	Pavement Bar, Type B-HS	00867	30	Square Foot	14.40	432.00
9	Sign/Support Footings/Breakaway Mounts	00900	7	EA	360.00	2520.00
10	Joint Utility Trench, Detail 2 D-1	00960	1,658	Foot	21.00	34,818.00
11	Joint Utility Trench, Detail 3 D-1	00960	3,410	Foot	11.50	39,215.00
12	Joint Utility Trench, Detail 4 D-1	00960	3,550	Foot	12.00	42,600.00
13	Utility Trench, Detail 5 D-1	00960	4,267	Foot	11.00	46,937.00
14	Utility Power Vaults	00960	6	Each	5,550.00	33,300.00
15	Utility Light Base	00962	19	Each	2,000.00	38,000.00
16	Topsoil	01040	5,000	SY	18.00	90,000.00
17	Standard 20-foot Gate, Chevrons	01050	2	Each	5,237.50	10,475.00
18	Standard 40-foot Gate, Chevrons	01050	1	Each		5,237.50
19	Steel Post, Type 1-3W Fence	01050	9,230	LF		9,234.82
20	Deleted					
21	Deleted					
					Basic Bid Total	
					Total	928,713.87

Crystal Clute
Name of Authorized Representative
Crystal Clute
Signature by Authorized Representative
04/20/2016
Date

Nine-hundred and twenty-eight thousand, seven-hundred and thirteen dollars and eighty-seven cents.

Addendum Date: April 20, 2016

Addenda Acknowledgement: The undersigned acknowledges receipt of the following addenda: (List by number and date appearing on addenda.)

Addendum No.	Date
_____	_____
_____	_____
_____	_____

Direct Drilling

Revised Bid Tabulation Form
04/20/2016



No.	Description	Specification Number	QTY	Unit	Unit Price Bid	Total Price Bid
1	Mobilization (not to exceed 8%)	00210	1	Lump Sum	60,000	60,000
2	Temporary Work Zone Traffic Control, Complete	00225	1	Lump Sum	8,300	8,300
3	Erosion Control	00280	1	Lump Sum	7,500	7,500
4	General Excavation	00330	2,448	Cubic Yard	53	129,744
5	Aggregate Base 3/4"-0 Non-State Spec	00641	19,964	Square Yard	7.15	142,742.60
6	Level 3, 1/2-inch Dense, HMA	00745	2,825	Ton	63.50	179,387.50
7	Longitudinal Pavement Markings - Paint	00860	9,332	Linear Foot	0.30	2,799.60
8	Pavement Bar, Type B-HS	00867	30	Square Foot	14	420
9	Sign/Support Footings/Breakaway Mounts	00900	7	EA	385	2,695
10	Joint Utility Trench, Detail 2 D-1	00960	1,658	Foot	49	81,242
11	Joint Utility Trench, Detail 3 D-1	00960	3,410	Foot	33.50	114,235
12	Joint Utility Trench, Detail 4 D-1	00960	3,550	Foot	29.50	104,725
13	Utility Trench, Detail 5 D-1	00960	4,267	Foot	3.00	12,801
14	Utility Power Vaults	00960	6	Each	2,650	15,900
15	Utility Light Base	00962	19	Each	575	10,925
16	Topsoil	01040	5,000	SY	7.45	37,250
17	Standard 20-foot Gate, Chevrons	01050	2	Each	1,520	3,040
18	Standard 40-foot Gate, Chevrons	01050	1	Each	2,400	2,400
19	Steel Post, Type 1-3W Fence	01050	9,230	LF	3.50	32,305
20	Deleted					
21	Deleted					
					Basic Bid Total	
					Total	\$948,411.70

Greg Goss
Name of Authorized Representative

[Signature]
Signature by Authorized Representative

4-20-16
Date

NINE HUNDRED FORTY-EIGHT THOUSAND FOUR
Basic Bid Written in Dollars
HUNDRED ELEVEN & 70/100

Addendum Date: April 20, 2016

Addenda Acknowledgement: The undersigned acknowledges receipt of the following addenda: (List by number and date appearing on addenda.)

Addendum No.	Date
<u>1</u>	<u>4-20-16</u>
_____	_____
_____	_____
_____	_____

Jack Robinson & Sons

Revised Bid Tabulation Form
04/20/2016



No.	Description	Specification Number	QTY	Unit	Unit Price Bid	Total Price Bid
1	Mobilization (not to exceed 8%)	00210	1	Lump Sum	\$56,845.00	\$56,845.00
2	Temporary Work Zone Traffic Control, Complete	00225	1	Lump Sum	\$4,500.00	\$4,500.00
3	Erosion Control	00280	1	Lump Sum	\$500.00	\$500.00
4	General Excavation	00330	2,448	Cubic Yard	\$12.00	\$29,376.00
5	Aggregate Base 3/4"-0 Non-State Spec	00641	19,964	Square Yard	\$8.75	\$174,685.00
6	Level 3, 1/2-inch Dense, HMAC	00745	2,825	Ton	\$66.00	\$186,450.00
7	Longitudinal Pavement Markings - Paint	00860	9,332	Linear Foot	\$1.00	\$9,332.00
8	Pavement Bar, Type B-HS	00867	30	Square Foot	\$55.00	\$1,650.00
9	Sign/Support Footings/Breakaway Mounts	00900	7	EA	\$250.00	\$1,750.00
10	Joint Utility Trench, Detail 2 D-1	00960	1,658	Foot	\$28.00	\$46,424.00
11	Joint Utility Trench, Detail 3 D-1	00960	3,410	Foot	\$14.00	\$47,740.00
12	Joint Utility Trench, Detail 4 D-1	00960	3,550	Foot	\$13.00	\$46,150.00
13	Utility Trench, Detail 5 D-1	00960	4,267	Foot	\$12.00	\$51,204.00
14	Utility Power Vaults	00960	6	Each	\$2,595.00	\$15,570.00
15	Utility Light Base	00962	19	Each	\$900.00	\$17,100.00
16	Topsoil	01040	5,000	SY	\$7.90	\$39,500.00
17	Standard 20-foot Gate, Chevrons	01050	2	Each	\$1,518.00	\$3,036.00
18	Standard 40-foot Gate, Chevrons	01050	1	Each	\$2,376.00	\$2,376.00
19	Steel Post, Type 1-3W Fence	01050	9,230	LF	\$3.60	\$33,228.00
20	Deleted					
21	Deleted					
Basic Bid Total					\$767,416.00	
Total					\$767,416.00	

Alex Hodge, President
Name of Authorized Representative

Signature by Authorized Representative

04/25/16
Date

seven-hundred and sixty-seven thousand, four hundred and sixteen
Basic Bid Written in Dollars

Addendum Date: April 20, 2016

Addenda Acknowledgement: The undersigned acknowledges receipt of the following addenda: (List by number and date appearing on addenda.)

Addendum No.	Date
<u>01</u>	<u>04/20/16</u>
_____	_____
_____	_____

Alex Hodge Construction

VI. CONTRACT

THIS AGREEMENT made as of the 10th day of May, 2016 between

"CITY":

City of Madras
125 SW "E" Street
Madras, OR 97741
Phone: 541/475-7672
Fax: 541/475-7061

and

"CONTRACTOR":

Alex Hodge Construction, Inc
P.O. Box 339
Bend, Oregon 97709
(541) 419-3239
(541) 317-5826

for

Daimler Road

City and Contractor agree as set forth below:

1. The Contract Documents

The following documents (the "Contract Documents") form the Contract and all are as fully a part of the Contract as if attached to this Agreement or repeated herein:

- A) This Agreement.
- B) Invitation to Bid
- C) Information for Bidders
- D) Proposal
- E) Conditions of the Contract (General, Supplementary and other Conditions)
- F) Special Provisions
- G) Drawings
- H) Specifications
- I) Payment and Performance Bonds.
- J) Approved Submittals
- K) Addenda issued prior to, and all Modifications and Change Orders issued after execution of this Agreement.

2. The Work.

The Contractor shall furnish all labor, tools, equipment, and services necessary to perform the following Work: Daimler Road construction described in the Contract Documents.

Contractor shall perform all of the Work in strict accordance with and as required by the Contract Documents and in accordance with any instructions as issued by the City.

3. The Contract Sum.

City shall pay Contractor for the performance of the Work, subject to additions and deductions by Written Change Order as provided in the Contract Documents, the sum of SEVEN HUNDRED SIXTY SEVEN THOUSAND FOUR HUNDRED SIXTEEN DOLLARS AND NO CENTS (\$767,416.00) (the "Contract Sum"). Monthly progress payments and final payment shall be made in accordance with the General Conditions.

4. Time of Commencement and Completion.

The Work shall be commenced on the date stipulated in a written notice issued to Contractor by City (the "Notice to Proceed"), and subject to authorized adjustments, Substantial Completion shall be achieved on or before August 26, 2016 (the "Contract Time").

Should Contractor fail to complete performance of the Work within the time prescribed herein, the harm that will be caused by such delay will be impossible or very difficult to accurately determine. Contractor agrees to pay City \$500 per day as agreed liquidated damages for the delay, not as a penalty, but as a reasonable forecast of just compensation for loss and expenses for each and every calendar day or fraction thereof elapsing between the specified substantial completion date and the date the work is actually substantially completed by Contractor.

5. Suspension and Debarment.

Contractor shall fully comply with Subpart C of 2 C.F.R. 180 and Subpart C of 2 C.F.R. 1532 regarding debarment and suspension, and agrees to include or cause to be included in any subcontract at any tier the requirement that the subcontractor comply with Subpart C of 2 C.F.R. 180 and Subpart C of 2 C.F.R. 1532 if the contract is expected to equal or exceed \$25,000. Contractor, by signing this Agreement, certifies that it is not suspended, debarred, proposed for debarment, declared ineligible or otherwise excluded from contracting with the federal government, or from receiving contracts paid for with federal funds. If Contractor is unable to certify to the statements contained in this certification, they must provide an explanation as to why they cannot. Contractor shall provide immediate written notice to the Department if at any time Contractor learns that its certification was erroneous when submitted or had become erroneous by reason of changed circumstances. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this section, have the meaning set out in the Definitions and Coverage sections of rules implementing Executive Order 12549. Contractor agrees it shall not knowingly enter into any lower tier covered transaction with a person who is proposed for debarment under the applicable Code of Federal Regulations, debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction. Contractor further agrees by signing this Agreement, that it will include this section titled "**Suspension and Debarment**" without modification in all lower tier covered transactions and in all solicitations for lower tier covered transactions. Pursuant to 2CFR180.330, Contractor is responsible for ensuring that any lower tier covered transaction complies with certification of suspension and debarment requirements. Contractor acknowledges that failing to disclose the information required in the Code of Federal Regulations may result in the delay or negation of this funding agreement, or pursuance of legal remedies, including suspension and debarment. Contractor agrees to keep proof in its agreement file, that it, and all lower tier recipients or contractors, are not suspended or debarred, and will make this proof available to the Department upon request. Contractor must run a search in www.epls.gov and print a copy of completed searches to document proof of compliance.

6. Severability.

If any provisions of this Contract are found to be unenforceable by a court of competent jurisdiction, all other provisions of this Contract shall remain in full force and effect and the Contract shall be read and interpreted without the invalid provision.

7. Third-Party Beneficiaries.

Contractor agrees that the State of Oregon shall be a third-party beneficiary of this Contract.

8. Entire Agreement.

This contract signed by both parties, constitutes a final written expression of all of the terms of this agreement and is the complete and exclusive statement of those terms. Any and all representations, promises, warranties, or statements by Contractor or Contractor's agents that differ in any way from the terms of this written agreement shall be given no force and effect.

City of Madras

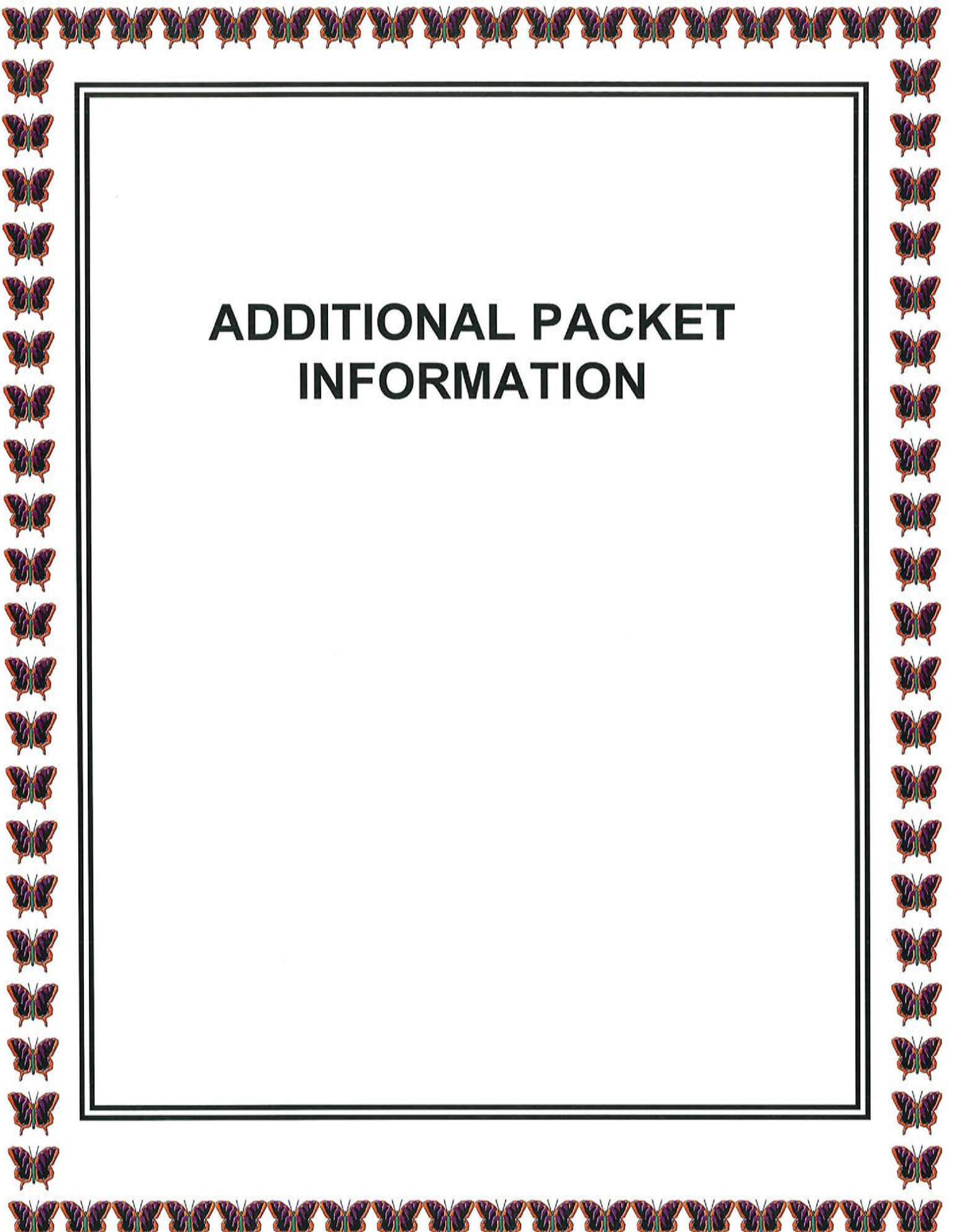
Contractor

By: _____

By: _____

Title: _____

Title: _____

A decorative border of colorful butterflies (purple, orange, and black) surrounds the central text. The butterflies are arranged in a continuous line along the top, bottom, left, and right edges of the page.

ADDITIONAL PACKET INFORMATION



THE CITY OF **MADRAS**

125 S.E. "E" Street, Madras, OR 97741 Telephone (541)475-2622 – Fax (541)475-1038

City of Madras
Airport-Industrial Site Committee
General Aviation Building
2028 NW Airport Way

February 18, 2016
4 P.M.

MINUTES

I. CALL TO ORDER

Meeting was called to order at 4:00 by Chair Royce Embanks on February 18, 2016 at the General Aviation Building 2028 NW Airport Way

MEMBERS PRESENT

Tom Hansen
Ed Fuller
Bill Randolph
Royce Embanks
Gordon Nicholson
Janet Brown
Mike Folkestad
Tom Gray
Mike Ahern
Tom Brown

STAFF MEMBERS PRESENT

Jeff Hurd, Public Works Director
Gus Burrell, City Administrator
Michele Quinn, Public Works Administrative Assistant

II. CONSENT AGENDA

- A. Approval of agenda
- B. Approval of minutes for the November 19, 2015 meeting

A motion was made by Janet Brown; seconded Tom Brown to approve the November 19, 2015 Consent agenda motion carried unanimously.

III. Visitor Comments

None

IV. New Business

A. Doug Shepard sale of hangar to Richard Macy

Chair Royce Embanks asked if anyone would like to discuss this any further?

Janet Brown asked about this being one of the old leases and we are supposed to correct them over time by FAA requirements. Does the lease correct with Richard Macy buying it? Will the hangar go to a fair market lease rate?

Gus Burril said these leases are interrupted to be perpetual.

Janet Brown asked even when the leases sell?

Gus Burril said I am not aware of any changes this has come through several times and it doesn't trigger anything that the City can do. The only way we can step in is if this person is in bad standings.

The Committee discussed the lease and that FAA requires we lease the land at fair market value.

Gus Burril read the lease for the Committee

The Committee continued to discuss the terms of the lease and the income that is generated. The lease was not written with the City in mind it was very poorly written. The only way the City may have some leverage to change the lease would be if they wanted to upgrade the hangars. The City has control if the hangars are being misused and not being used to store aircraft.

A motion to recommend was made by Tom Brown; seconded Mike Ahern to approve the Doug Shepard sale of bay #4 in hangar #3 to Richard Macy motion carried unanimously.

V. Project Updates

A. Madras Municipal Airport West Access Road Project

Jeff Hurd told the Committee that we are getting close we have 90% plans, we should have final plans by next week. We are at an agreement with Daimler on the lease we are waiting for it to come by executed; we are within two weeks of signing. So we are about a month out for us to start clearing.

B. Grass Runway

Jeff Hurd told the Committee that the agreement has been signed between Aero Air and the City. Aero Air will need to provide the City with some provisions on what they are going to build, verify where they are going to tie into the runway, how they are going to tie into the runway, where the irrigation system is going to go, and how it is going to be routed. We have been working with Lee Baggett and North Unit Irrigation. We have set

up to transfer 8.6 acres of irrigation from the Woodworth farm up to the airport. This will allow them to pull North Units irrigation for the runway, but with the spotted frog issue who knows what will happen. The primary source will be from North Unit but in the event we have some extra water from the North Wastewater Plant we can send them some water.

The Committee discussed how the spotted frog issue will affect the grass runway along with the golf course and all the surrounding farmers. There was continued discussion on the spotted frog controversy and how it will affect the economy not only here in Madras but all of Central Oregon.

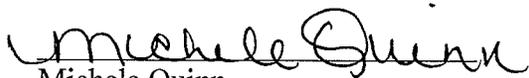
VI. ADDITIONAL DISCUSSION.

Tom Gray asked about the OMSI meeting and how it will affect the airport?
The Committee discussed the eclipse and the plan to have an event coordinator.

VII. ADJOURN

Meeting Adjourned at 4:43

Respectfully Submitted



Michele Quinn
Public Works Administrative Assistant



THE CITY OF **MADRAS**

City of Madras
Public Works and Parks Committee
City Council Work Room

March 2, 2016
8 A.M.

MINUTES

I. CALL TO ORDER

Meeting was called to order by Vice Chair Louise Muir at 8:00 a.m. on Wednesday March 2, 2016 at 125 SW "E" Street City Council Work Room

MEMBERS PRESENT

Bill Ferguson
Bartt Brick
Louise Muir

MEMBERS ABSENT

Stan Nowakowski

STAFF MEMBERS PRESENT

Public Works Director; Jeff Hurd
Public Works Administrative Assistant; Michele Quinn
Park Supervisor; Jon Burchell
Street Supervisor; Rod Fulton

VISTORS PRESENT

II. CONSENT AGENDA

APPROVAL OF AGENDA AND MINUTES

A Motion was made by Bartt Brick; seconded by Bill Ferguson to approve the Consent Agenda and February 3, 2016 minutes as amended motion carried unanimously.3/0

III. VISTOR COMMENTS

IV. NEW BUSINESS

V. **PROJECT/EVENT UPDATES**

A. ***Highway 97 Sidewalk Improvement at L Street***

Jon Burchell told the Committee that the project has started. We have run into a few issues when the US 97 & J Street Project was built they added a crosswalk on the east side of the road. The plans for the Hwy 97 Sidewalk Improvement at L Street did not have the crosswalk added to match the west side of the road. So we may have to go back to ODOT with a change order to get the crosswalk added.

The Committee discussed the need for a flashing light for the public to cross in that section of the highway.

B. ***Speed Radar Sign***

No Update

C. ***Kenwood Park Playground Equipment***

Jon Burchell told the Committee that he finally got ahold of the correct personnel at the League of Oregon Cities. We will be going through the League of Oregon Cities to purchase the playground equipment. They have already gone through the bidding process so we will be guaranteed the lowest price.

Louise Muir asked if Kenwood Park will be maintained by the City?

Jon Burchell said yes we already maintain Kenwood Park.

D. ***Spray Park***

Jeff Hurd informed the Committee that he met with Keith Manufacturing and the Bean Foundation and they want to move forward. The City would like to have an agreement or MOU in place. We will check with legal counsel to make sure we are not breaking any public contracting rules. The Bean Foundation and Keith's want to build the spray park, and then donate it to the City.

Bartt Brick asked about having insurance.

Jeff Hurd explained as long as we don't charge for use of the park we are not held liable.

The Committee continued to discuss the use of the spray park and how it would be donated or given to the City after it is built.

E. ***Skate Park to Fishing Pond Trail Addition***

Jeff Hurd told the Committee that the RTP Grant has been submitted and we are going to apply for the Local Government Grant Program. We were going to wait to apply until next year, but then realized they have changed their grant cycles and we still have time to apply this year. We are in the process of preparing a resolution to take to the March 22, 2016 Council meeting.

F. Court House Update

No Update

G. Warm Springs Truck Stop Update

Jeff Hurd informed the Committee that he received a call from Travis Wells yesterday and they want to move forward. They have developed their traffic analysis impact (TIA), and would like the City to vacate the rail located in the building.

The Committee discussed the affect the Truck Stop will have and the impact that the trucks will have on Cherry Lane. There is a possibility that they may realign Cherry Lane and there may be a need for turn lanes.

H. Madras Municipal Airport West Access Road

Jeff Hurd updated the Committee we now have 100% plans and are in the process of reviewing them. Daimler is running the lease through for execution. Daimler wants to have a ground breaking ceremony on March 21, 2016. We should start in about two weeks.

The Committee discussed the Daimler site and the revenue it will generate, and how that will help the airport and City.

Louise Muir asked how we figure overtime into the budget for things like snow removal.

Jeff Hurd explained how he budgets for overtime and if it is not used it rolls over to the next year.

I. Speed Radar Signs on McTaggart

Rod Fulton told the Committee that he spoke with the City Engineer on the recommendation from Public Works and Parks. Rod said he will start working on the staff report to take to Council and after it is approved we will install the signs and notify the schools.

Jeff Hurd suggested we put something in the paper for the community so they know there has been a change in signage.

J. Request for Stop Signs on Turner Street and Tracie Street

Rod told the Committee that he had just received the information and it is conflicting. He would like to go over it with Jeff and bring it back to next meeting so there is no misinformation. Rod has been keeping in touch with Mr. Hoff, and we have set the speed radar trailer out. Mr. Hoff said that has helped slow traffic down.

Additional Discussions

- Bill Ferguson said that the fence at Fairgrounds Road has graffiti on it.
- Bill Ferguson asked about the dead cedars along the road at the South Waste Water Plant.
- Bill Ferguson asked about the old Bead Shop on the south end of town it is starting to get trashy, is it in the City limits?

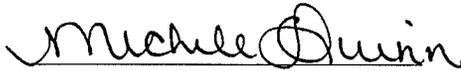
Jeff Hurd told Bill that it is outside the City limits.

- Louise Muir asked about the bushes on Oak Street and 16th Street the need to be trimmed.
- Louse Muir asked about the code enforcement status of the house on H Street and Madison.

ADJOURN

Public Works & Parks meeting adjourned at 8:47 a.m.

Respectfully submitted by:



Michele Quinn, Public Works Administrative Assistant



THE CITY OF **MADRAS**

City of Madras
Public Works and Parks Committee
City Council Work Room

April 6, 2016
8 A.M.

MINUTES

I. CALL TO ORDER

Meeting was called to order by Vice Chair Louise Muir at 8:00 a.m. on Wednesday April 6, 2016 at 125 SW "E" Street City Council Work Room

MEMBERS PRESENT

Bill Ferguson
Bartt Brick
Louise Muir
Chuck Schmidt

MEMBERS ABSENT

Stan Nowakowski

STAFF MEMBERS PRESENT

Public Works Director; Jeff Hurd
Public Works Administrative Assistant; Michele Quinn
Park Supervisor; Jon Burchell
Street Supervisor; Rod Fulton

VISTORS PRESENT

Mayor Royce Embanks
Hannah Rowley
Austin Cooper

II. CONSENT AGENDA

APPROVAL OF AGENDA AND MINUTES

A Motion was made by Bill Ferguson; seconded by Chuck Schmidt to approve the Consent Agenda and March 2, 2016 minutes as amended motion carried unanimously.4/0

III. VISTOR COMMENTS

Hannah Rowley introduced herself and told the Committee she has lived in Madras for two years and she works at St. Charles Hospital as a nurse. She is here to learn about the community and see what is going on.

IV. NEW BUSINESS

A. **Community Clean-up**

Austin Cooper told the Committee that she has received donations from Oregon Beef, Madras Pub & Deli, Outpost, and Erickson's we are still waiting to hear back from Safeway. Austin said she talked to the Rotary and Darryl Booren of Bright Wood Corporation said he would bring their BBQ trailer and he could cook all 100 hotdogs at one time. The Library Band has offered to play music during the picnic after the clean-up event. We already have several Church groups volunteering along with the Heart of Oregon, ROTC and 4-H kids. Austin said she has been in touch with SOLVE and they are putting our event on their website so we might get some volunteers from that.

Jeff Hurd said we will be going to Council to ask for funds to pay for trash bags, gloves and two dumpsters.

V. PROJECT/EVENT UPDATES

A. ***Highway 97 Sidewalk Improvement at L Street***

Jon Burchell told the Committee that the curbs are poured, paving along the edge has been done, light pole base is in, and they should be pouring the sidewalk this week. Everything is moving along well and is on schedule.

B. ***Speed Radar Sign***

Jeff Hurd told the Committee that he has budgeted for one speed radar sign. Once it is approved we will need to decide where we want to place it. Do we want it on the north end of town or south end of town? I will ask Joel McCarol the ODOT Transportation Engineer to come talk to the Committee to help decide the best place to install the sign.

C. ***Kenwood Park Playground Equipment***

No Update

D. ***Spray Park***

Chuck Schmidt told the Committee that he met with Council and we have a memorandum of understanding with the Bean Foundation as we go into this. The Bean Foundation was going to fund the project but that fell apart. Now Mark Foster with Keith Manufacturing is going to fund half and the Bean Foundation will fund the other half. I went up and met with Mark a couple of weeks ago and asked him what his vision of the spray park is. Mark said he would like to see this as a community event like a barn raising in the old days. I thought I would bring it to this Committee and see what we come up with. We have not discussed what we are

going to do for seating so Mark called COSI and asked if they would donate the basalt columns to be used as seating. Now we have three groups involved in the funding right now, but he led me to believe he would like to see some more. I thought I would bring it here and see what ideas everybody has to get more community involvement.

Jeff Hurd asked Chuck what is Mark looking for volunteer labor or cash donations?

Chuck said I am not sure what Mark wants. I think the funding would be the most important in my perspective. Mark wants this to be good quality he is going to donate this in his father's name.

The Committee continued to have a discussion on how the community might get involved. The Committee decided that they would like to have clarification on what kind of community involvement Mark is wanting.

E. Skate Park to Fishing Pond Trail Addition

Jeff Hurd told the Committee that we have submitted both the RTP and LGGP Grants. We will be presenting for the RTP grant in May and the LGGP grant in June. We will be going from the Skate Park to the Youth Fishing Pond this will help to complete the loop around town.

F. Court House Update

Jeff Hurd informed the Committee that we have come to a resolution for their driveways. They had an issue with stormwater on 2nd Street going into their driveway. They will also be completing the second phase of their parking lot.

G. Warm Springs Truck Stop Update

Jeff Hurd said that Warm Springs has finished their TIA they will need to install a right turn lane for south bound 26 to turn onto Cherry. We will need to cut back the concrete island and also move the crosswalk back.

There was a continued discussion on the truck traffic and the speed of vehicles traveling on Hwy 26 and how will the trucks get back to Hwy 97.

H. Madras Municipal Airport West Access Road

Rod Fulton told the Committee that we broke ground this week started working on grubbing and the culverts have been delivered.

I. Speed Radar Signs on McTaggart

Rod Fulton told the Committee that he will be taking this to Council on April 12th once it is approved we will work on getting them installed.

J. Request for Stop Signs on Turner Street and Tracie Street

Rod Fulton informed the Committee that ODOT does not want to install stop signs if they don't have to. ODOT's recommendation is to install four 25 mph speed signs in the area, and install a Hwy 97 sign to relocate traffic back to the Hwy. ODOT is checking on the funding to see if they can get it done this year. We are trying to get ODOT to pay for the signs and installation and have it not cost the City.

Additional Discussions

- Jeff Hurd told the Committee we have a price for the south entrance sign but not sure where the funding will come from.

- Bill Ferguson asked about having a POW flag?

Jon said he has a five foot extension for the flag pole I have to change the sizes, but I will get a POW flag up.

- Bill Ferguson asked about the pothole that is by the Senior Center.

Rod Fulton said the schedule is we will be out pothole patching the week of April 13th.

- Rod Fulton told the Committee that Jeff had started working with ODOT on 4th and F Street. We have painted a crosswalk in for the kids at Westside Elementary. ODOT will be installing stop here pedestrian signs.

- Louse Muir asked when someone is building a new house do they have to put in sidewalk.

- Bartt Brick asked about having a side walk between F & G Street.

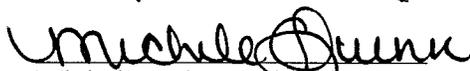
Jeff said I am working with ODOT to get the sidewalk installed. Bill Hilton contacted me about putting that section of sidewalk in.

- Louse Muir the corner of J Street and 1st looks good since it has been cleaned up.

ADJOURN

Public Works & Parks meeting adjourned at 9:08 a.m.

Respectfully submitted by:



Michele Quinn, Public Works Administrative Assistant



THE CITY OF **MADRAS**

City of Madras
Urban Forestry Commission
216 NW "B" Street

March 1, 2016
6 P.M.

MINUTES

I. CALL TO ORDER

The Urban Forestry Commission meeting was called to order by Chair Bill Donaghu at 6:00 p.m. on March 1, 2016 at the Public Works Building located at 216 NW B Street.

MEMBERS PRESENT

Brad Jorgensen
Rob Osborn
Tom Brown
John Arena
Rebekah Burchell
Bill Donaghu

STAFF MEMBERS PRESENT

Parks Supervisor; Jon Burchell
Public Works Administrative Assistant; Michele Quinn
Community Development Director; Nicholas Snead

VISITORS PRESENT

Councilor Gary Walker

II. CONSENT AGENDA

- A. Approval of Agenda
- B. Minutes for the February 3, 2016

APPROVAL OF AGENDA AND MINUTES

A motion was made by Rob Osborn; seconded by Tom Brown; to approve the February 3, 2016 minutes, and agenda as presented, motion passed unanimously.

1- Urban Forestry Commission Meeting
March 1, 2016

216 N.W. "B" Street, Madras, OR 97741 Telephone (541)475-2622 – Fax (541)475-1038

The City of Madras is an Equal Opportunity Provider

III. VISITOR COMMENTS

Tom Brown introduced Gary Walker and explained to the Commission that Gary Walker would be replacing him on Urban Forestry Commission.

IV. NEW BUSINESS

A. Billboard/Sign Code (Nicholas Snead, Community Development Director)

Jon Burchell reminded the Commission that Carlson Sign had asked about replacing some of the street trees that they feel is blocking their billboard. Jon told the Commission that Nicholas Snead, Community Development Director was here tonight to give them some information on the sign ordinance and to answer any questions they may have.

Nicholas Snead told the Urban Forestry Commission that Carlson Sign and Meadow Outdoor have a settlement agreement with the City which limits the amount of billboards in our community. This settlement says that no additional billboards will be installed in the City including the Urban Growth Boundary. The current sign ordinance says if you remove a billboard for any reason including wanting to move the sign; this would be in violation of our ordinance. Nick also told the Commission that Carlson Sign could increase the height of their sign as long as it did not exceed 35 feet in height.

Nicholas Snead further told the Commission that he had the discussion with the City Attorney regarding Carlson Signs wanting to replace the trees with a different species. The trees that are in question are older established trees, and if they were to be replaced it could be requested that they be replaced with the same diameter at breast height (DBH) caliper tree. Usually all replacement or new construction uses a two inch caliper tree. There are things that can be done on site to the billboard to address the ability to see the billboard. If you want to allow Carlson Sign to replace the trees with a different tree species, that is within your authority.

Rebekah Burchell asked Nicholas Snead if he knows how high the billboard in question currently is. Nicholas Snead replied he does not, but probably under 35 feet. The Commission discussed the height of the billboard and other billboards in town.

Jon Burchell said if you are willing to allow Carlson Sign to remove and replace trees and we choose to go with the same diameter what are we really solving? How hard would a tree that is 6" DBH grow in the narrow strip of grass? How long would it take to settle, acclimate, and extend its roots so it does not topple over? Older trees take a longer time to adapt to the area they are planted compared to a younger tree that is a two inch caliper. (This is the minimum tree size required by the City)

There was continued discussion about the revenue that is generated by the billboard.

Brad Jorgensen said the whole point in planting the trees is to beautify the City.

Rob Osborn said he would rather see the sign be raised instead of replacing trees.

The Commission discussed that if they start making exceptions and allow trees to be replaced, what kind of precedence does that set. We don't allow any trees downtown to be removed for signs. What will happen if we accommodate the billboard company and who else would want to remove and replace trees?

Jon Burchell said we can allow pruning that would give people short windows of opportunity to view the billboard while driving as long as it does not damage the tree. He mentioned that this is what he does to the trees downtown. The Commission discussed that we are not willing to take any existing trees out, but as the trees die we can consider replacing them with a different species.

Jon Burchell said he is getting a sense of where the Commission wants to go with this and could draft a letter stating the intent of the Commission; include language in the ordinance that would support the Commission's decision and have the Commission look at it next month. The Commission decided to table the Carlson Sign decision and revisit this topic next month.

B. Arbor Day Activities

Jon Burchell reminded the Commission that we needed to decide on a theme and we had discussed trying to get some teachers involved. Rebekah Burchell told the Commission her contact never got back with her. Rob Osborn asked about getting some classroom curriculum from the Arbor Day Foundation.

The Commission discussed the theme for this year and where we will be planting the trees.

A motion was made by Brad Jorgensen; seconded by Rebekah Burchell; to recommend "Celebrate Trees in Our Community" as the 2016 Arbor Day Theme, motion passed unanimously.

The Commission discussed getting kid's involved from the elementary schools and also contacting the kids club. Last year they didn't have a large amount of kids involved from the Kids Club.

Jon Burchell explained the City's history of Arbor Day activities to Gary Walker.

Rebekah Burchell suggested that in April a couple of Commissioners go to the Kids Club and talk to the kids about trees. This might help spark their interest to do a poster and then give them the week to make their posters. She suggested the UFC needs to get more involved with the Kids Club. Jon Burchell said he would talk to the Kids Club about the UFC coming and talking with the kids about Arbor Day. Rebekah Burchell and Bill Donaghu agreed to go to the Kids Club the week of April 4, 2016.

3- Urban Forestry Commission Meeting
March 1, 2016

216 N.W. "B" Street, Madras, OR 97741 Telephone (541)475-2622 – Fax (541)475-1038

The City of Madras is an Equal Opportunity Provider

The Commission decided to change the date of their next meeting to April 11, 2016 at 6:00 p.m. so they can judge the posters.

The Arbor Day trees will be planted in the 9th to B Street Park replacing some trees that have died. Jon Burchell told the Commission we would probably plant five trees depending on how many kids we think will show up.

Bill Donaghu will work on getting the bird houses and tree saplings.

V. Updates

A. **Downtown Sidewalk Grant Program Tree Approval**

Jon Burchell told the Commission that the Prunus species that died last year downtown at the corners of D and 5th Streets will be replaced. Some of the trees will be planted using the Downtown Sidewalk Grant Program money. He is recommending we replace the trees with the following species: Bowhall Red Maple, and Crimson King Maple.

Jon Burchell explained we need to start thinking of downtown trees in a seven to ten year life span cycle. We should pull them out and replace them before the sidewalks buckle or the pavers are lifted. The Commission discussed replacing the downtown trees possibly every ten years. Bill Donaghu mentioned the amount of money that would be required to accomplish this. Jon said he will look into funding sources for the future of the downtown trees.

A motion was made by Brad Jorgensen; seconded by John Arena; to recommend the removal and replacement of the trees on 5th and D Street as presented by Jon Burchell, motion passed unanimously.

B. **Hwy 97 and L Street Pedestrian Improvement Project Tree Approval**

Jon Burchell told the Commission that his recommendations are based on the trees that have been planted in the new South Y. His recommendation is going to be a European Hornbeam. The Commission discussed the European Hornbeam and if they are an approved tree on our list; they were planted in the South Y.

A motion was made by Rob Osborn; seconded by Brad Jorgensen; to approve the European Hornbeam as the tree specie for the Hwy 97 & L Street Project as recommended by Jon Burchell, motion passed unanimously.

C. **Update Urban Forestry Management Plan**

Jon Burchell gave an update on the update of the Urban Forestry Management Plan for Bill Donaghu and Gary Walker.

VI. ADDITIONAL DISCUSSION

- Rebekah Burchell told the Commission that it is time to clean the UFC's section of trail. The Commission decided to clean their section on March 8, 2016. Jon Burchell mentioned to Bill Donaghu and Gary Walker that the UFC has given up another section of trail to the Middle Deschutes Watershed Council for adoption.
- Jon Burchell told the Commission that Mountain Sky will be back next week to finish the Hwy 26 Industrial Tree Strip.

VII. ADJOURN

The Urban Forestry Commission Meeting was adjourned at 7:10 p.m.

Respectfully Submitted



Michele Quinn

Public Works Administrative Assistant



THE CITY OF **MADRAS**

City of Madras
Urban Forestry Commission
216 NW "B" Street

April 11, 2016
6 P.M.

MINUTES

I. CALL TO ORDER

The Urban Forestry Commission meeting was called to order by Chair Bill Donaghu at 6:00 p.m. on April 11, 2016 at the Public Works Building located at 216 NW B Street.

MEMBERS PRESENT

Brad Jorgensen
Rob Osborn
Gary Walker
Rebekah Burchell
Bill Donaghu
Stan Nowakowski

STAFF MEMBERS PRESENT

Parks Supervisor; Jon Burchell
Public Works Administrative Assistant; Michele Quinn

VISITORS PRESENT

Denise Soria

II. CONSENT AGENDA

- A. Approval of Agenda
- B. Minutes for the March 1, 2016

APPROVAL OF AGENDA AND MINUTES

A motion was made by Rebekah Burchell; seconded by Rob Osborn; to approve the March 1, 2016 minutes, and agenda as presented, motion passed unanimously.

III. VISITOR COMMENTS

1- Urban Forestry Commission Meeting
April 11, 2016

216 N.W. "B" Street, Madras, OR 97741 Telephone (541)475-2622 – Fax (541)475-1038

The City of Madras is an Equal Opportunity Provider

IV. NEW BUSINESS

A. Arbor Day Activities (Poster Judging, Tree Planting)

Rebekah Burchell told the Commission that she and Bill Donaghu went to the Kid's Club and spoke with about 200 kids. They also met with the 3rd and 4th graders and talked with them about what do trees do for the community, and what are trees good for. They asked the kids to make posters for Arbor Day and explained the winners will receive bird houses. Joe McHaney agreed to donate an additional \$20.00 to be given to the winner of the poster contest.

The Commission was discouraged with the turnout of poster entries as they only received five. They discussed different ways to get the kids involved for next year. The Commission could reach out to the Metolius and Culver School districts to see if they would like to participate in the Arbor Day events. The Commission agreed that they would like to go back to the Kid's Club to award the winners of the poster contest with their bird houses. Hopefully this will spark more interest for next year's poster contest.

Jon Burchell told the Commission we will advertise the Arbor Day event in the paper next week. The planting will be at 9th and B Street at 4:00. If there is a time change Rebekah will notify the Commission and staff.

Jon also told the Commission that the Tree City USA signs are up and he has inquired about our growth award. We should be receiving a sticker that will be added to the Tree City USA signs.

B. Review Ordinance No. 527 Urban Forestry Ordinance

Jon Burchell informed the Commission that the way Ordinance 527 is written the Commission should be recommending all ideas and/or changes to City Council. He would like to go over this with the Commission and make some changes so that this Commission has the authority to make some decisions on our own. We want to be able to make decisions like deciding what kind of tree to plant, or where to plant it. He would like to bring this to the City Council in a work session and talk to them about the Ordinance and the Commission.

Jon Burchell went through Ordinance 527 and pointed out some areas he would like to see changed. He asked the Commission to take the ordinance home and come back with comments and suggestions to the next meeting.

V. Updates

A. Downtown Sidewalk Grant Program Tree Approval

Jon Burchell told the Commission that we should be starting this week or maybe next week. Lee Baggett will be removing the sidewalks, then we will address the tree roots and add root barrier where it is needed. Then Ryan Simmons Construction will come back in and form and pour the sidewalks back.

Jon Burchell talked to the Commission about the trees that need to be replaced in Sahalee Park. He asked them what they thought about planting Bowhall Maples or possibly Swedish Aspen. Jon commented that he would like to get something planted that will withstand the cold.

B. Hwy 97 and L Street Pedestrian Improvement Project Tree Approval

Jon Burchell informed the Commission that the light pole base is in, curbs are poured, and the asphalt has been patched back. Possibly they will pour concrete for the sidewalk this week.

Bill Donaghu asked about the weeds on the south end of town. Jon Burchell told the Commission that the landscaper is going to spray out the weeds and fill in any low spots and reseed.

C. Update Urban Forestry Management Plan No Update

VI. ADDITIONAL DISCUSSION

- Jon Burchell read a letter that he drafted that is to be sent to Carlson Sign and asked if the Commission if they approve of the letter. The Commission agreed that they liked the letter that Jon had drafted.

Gary Walker mentioned that when you are up the hill you can see the sign, but to have visual from the other direction you would have to take out the trees and plant shrubs.

- Stan Nowakowski informed the Commission about the upcoming Community Clean-up. They are looking at about 100 volunteers from the feedback they have received.
- Rebekah Burchell told the Commission that Roxy's Café down at Lake Simtustus is now called the Deep Canyon Grill and will be opening at the end of the month.
- Michele Quinn told the Commission that Jeff Hurd is working with Jefferson County on a FLAP grant for funding for the Willow Canyon Trail.

VII. ADJOURN

The Urban Forestry Commission Meeting was adjourned at 7:00 p.m.

Respectfully Submitted



Michele Quinn
Public Works Administrative Assistant

3- Urban Forestry Commission Meeting
April 11, 2016

