City of Keizer
Budget Preparation Calendar
FY'1997

November 3	Staff Recommended Budgets Due to Manager
November 6-10	Dept. Head Meetings with Manager
November 16	Notice of Budget Committee Meeting
November 27	Printed Budget Available to Public
November 28	Budget Message
November 30/December 12	Budget Committee Meetings (4 meetings)
December 14	Publish Approved Budget
January 2	Public Hearing
January 8	Adopt Levy Resolution
January 11	Filing Deadline
March 12	Special Election
March 21	Filing Deadline for Tax Base
May 21	Primary Election

material
presented
at
11-6-95
cc mtg.

CCTV Proposal to Keizer for Limited Community Television Services

Capital Community Television (CCTV) proposes to offer limited community TV services to the City of Keizer in a pilot project to introduce services to the Keizer community. CCTV requests $500 per month for a one year period beginning January 1, 1996, for a total of $6,000. In return, CCTV will televise two Keizer City Council meetings each month (live if Viacom's rebuild of the cable systems allows live transmission) and a monthly Keizer Today forum program on issues of interest to the Keizer community (such as the Keizer Downtown).

CCTV is able to offer this project contingent on the funding of a Production Trainee position. Additional staff would allow CCTV to meet a growing work load, to commit professional staff to the production of Keizer programming as outlined, and to conduct an outreach and information campaign which will encourage Keizer residents to support participation in community television. The pilot project proposal to Keizer funds approximately one-quarter of the trainee position; other funders have verbally committed the remainder.

Summary details

Term of Pilot Project:
January 1 through December 31, 1996.

CCTV will provide:
1. Coverage of two Keizer City Council meetings each month (live if cable system allows)
2. A monthly forum program, tentatively titled *Keizer Today*, on issues important to Keizer
3. An community TV outreach and information campaign in Keizer

Keizer will provide:
1. $6,000 of funding ($500 per month)
2. Minor assistance in preparing the Keizer City Council Chambers for TV
3. Assistance in developing monthly forum concepts and arranging for participants and location production

The project is contingent on participation of all funding agencies.

ROTARY CLUB OF KEIZER

P.O. Box 20081 * * * Keizer, OR 97307-0081

August 10, 1995

Club President
Rotary Club of Tatebayashi
Tatebayashi, Japan

Dear Club President,

Greetings from the Rotary Club of Keizer, Oregon, USA. We are a club within District 5100 of Rotary International.

This letter serves to introduce to you Mr. Katsumi Itoh. Mr. Itoh is escorting the youth exchange from our district to Japan. He is a member of the Sunrise Rotary Club of Salem, Oregon, the capitol city of our state which is immediately south of the city of Keizer.

Keizer Rotary Club has served as host to several international youth exchange students from your country. At the present time we are honored to have Ms. Aya Tsuchida of Sasebo, Japan as our student for 1995-1996.

Mr. Itoh also has encouraged me to suggest our clubs consider a Rotary Recreational or Vocational Fellowship, or perhaps a Friendship Exchange. Please accept this as an expression of Keizer's interest in pursuing an exchange at your recommendation. Mr. Itoh's suggestion seems to fit perfectly with our international theme as we "Act with Integrity; Serve with Love; Work for Peace."

Sincerely,

Bob Newton

BOB NEWTON
President
Keizer Rotary Club

Enclosures:
District 5100 Directory
Keizer Rotary Banner

3 NOVEMBER 1995

ODOT & DLCD TRANSPORTATION & GROWTH MANAGEMENT PROGRAM

WHATEVER THE MARKET WILL BEAR

PANEL DISCUSSION
MARKET FEASIBILITY OF ALTERNATIVE LAND USE STRATEGIES

LELAND CONSULTING GROUP

REAL ESTATE ECONOMISTS, DEVELOPMENT ADVISORS & PROJECT MANAGERS
DENVER • PORTLAND • SEATTLE

TWO-MINUTE MARKET UNIVERSITY

- The primary urban land use categories include:
  - Residential (owner, renter, commercial lodging)
  - Retail-commercial (retail, service commercial, dining)
  - Office-commercial
  - Industrial (manufacturing, distribution, warehousing)
  - Governmental-institutional
- <u>Markets</u> <u>are</u> <u>people</u> -- their needs, desires and ability to pay for such.
- The market for each land use is measured differently:
  - Residential: population growth, household growth, household size, age, income
  - Retail-commercial: income, buying power and preferences
  - Office-commercial: employment growth in selected sectors (FIRE)
  - Industrial: employment growth in selected sectors (manufacturing, distribution)
  - Governmental-institutional: employment growth and policy

TWO-MINUTE MARKET UNIVERSITY

- Measuring a market is a formula: demand less supply equals opportunity.

- More challenging is <u>determining market share -- how to capture a specific market opportunity at a specific location</u>.

- Each location has distinct characteristics, hence, each solution should also be distinct:

    - Demographics
    - Land use pattern
    - Level of existing investment - price / quality
    - History
    - Political structure
    - Environment

- Generic solutions are not likely to succeed.

MARKET SHARE ISSUES

- Actual development results from an alignment of the willingness of the various members of the "delivery system" to agree on a project:
  - A willing market (an environment to live / spend)
  - A willing developer (predictable investment risk)
  - A willing lender (meets loan underwriting criteria)
  - A willing public body (supporting policy and regulation)
- Development is based primarily on market opportunity. That opportunity can be enhanced by proximity to transit (light rail and bus).
- The physical relationship of a TOD project to a station might increase market potential by 10 to 20 percent.
- Housing tends to be the leader in innovative, alternative land use strategies:
  - Population and household growth
  - Income staying at three to four percent
  - Housing costs rising at eight to twelve percent

HOUSEHOLD COMPOSITION
SELECTED OREGON CITIES (1990)

Households	Portland	Eugene	Salem	Medford
One-Person	34.79%	30.74%	29.68%	26.41%
Two-Person	32.75%	35.74%	34.38%	36.16%
Subtotal	67.54%	66.48%	64.06%	62.57%
Three or More	32.46%	33.52%	35.94%	37.43%
Total	100.00%	100.00%	100.00%	100.00%

Source: U.S. Census Bureau and Leland Consulting Group.

HOUSEHOLD COMPOSITION
SELECTED METROPOLITAN AREAS (1990)

Households	Portland	Eugene	Salem	Medford
One-Person	26.69%	25.00%	23.96%	23.86%
Two-Person	33.82%	36.36%	34.99%	38.00%
Subtotal	60.51%	61.36%	58.95%	61.86%
Three or More	39.49%	38.64%	41.05%	38.14%
Total	100.00%	100.00%	100.00%	100.00%

Source: U.S. Census Bureau and Leland Consulting Group.

ALTERNATIVE HOUSING
MEDIUM & HIGHER-DENSITY PRODUCTS

Product	Units Per Net Acre	Owner	Renter
Small Lot Single-Family	8 to 10	●	
Cluster Housing	8 to 12	●	
Patio Homes	8 to 12	●	
Zero Lot Line Homes	8 to 12	●	
Townhouses	12 to 18	●	●
Stacked Low-Rise	12 to 30	●	●
Garden Apartments	16 to 24		●
Low-Rise High-Density	20 to 70	●	●
Mid-Rise	40 to 120	●	●
High-Rise	60 to 250+	●	●

OBSERVATIONS ABOUT ALTERNATIVE HOUSING

- The problem is more supply than demand.
- Alternative housing challenges (solving the right problems):
  - Small builders
  - Undercapitalized
  - Fear of changing product lines
  - Don't work with architects
  - Neighborhoods resistant to change
  - Fear of approval process
  - Finding willing lenders (with reasonable loans)
  - Controlling costs on new products
- Alternative housing opportunities:
  - Market, market, market

OBSERVATIONS ABOUT RETAIL

- Inner-city retail tends to be supported by smaller households.
- Suburban retail tends to be supported by larger households.
- Smaller households with more jobs per household results in fewer shopping trips (stores-within-stores).
- Shoppers are not ready to be separated from their cars.
- Expectations are too high for retail in alternative land use strategies.
- Traditional retailing has been vigorously challenged for more than a decade.
- Big box and category killer retailers have impacted smaller, independent operators in downtowns, retail strips and other traditional locations.
- Some big box chains are in trouble and some department stores appear to be coming back.

OBSERVATIONS ABOUT RETAIL

	Major Retailers	Annual Sales In Billions
+	Wal-Mart	$100
-	Kmart (Builders Square, Sports Authority)	$34
+	Dayton Hudson (Mervyn's, Target, Marshall Field)	$21
+	J.C. Penney	$20
-	Price/Costco	$18
+	May Co. (Payless Shoes, Lord & Taylor)	$12
-	Woolworth	$8

Source: Kemper Securities and Leland Consulting Group.

MARKET SHARE IMPLEMENTATION PRINCIPLES

- Public-private solutions are particularly important in accelerating downtown and main street redevelopment.
- Private investment typically follows public commitment -- particularly in challenged areas.
- Solutions should be holistic: political, physical, economic, social and environmental -- the setting must be right for investment.
- Include a broad range of stakeholders.
- Do not limit thinking, even though some short-term solutions are difficult.
- Continually communicate successes.

MARKET SHARE IMPLEMENTATION PRINCIPLES

Successful implementation of alternative land use strategies is comprehensive:

- A big enough vision
- An exciting, yet workable plan
- Infrastructure and amenities committed
- Political commitment to the process
- Market opportunity
  - Housing development
  - Commercial development
  - Office commercial development
  - Public and institutional development
- Social programs in support of development
- Constant (positive) publicity

MARKET SHARE IMPLEMENTATION PRINCIPLES

Successful capture of market share for implementation of alternative land use strategies requires understanding of (and addressing):

- Market criteria:
    - Relationships (competition, image, etc.)
    - Price / value
    - Quality
- Developer criteria:
    - Risk tolerance
    - Capital structure (debt / equity)
    - Yields (return on investment)
    - Timing (pay day)
- Lender criteria:
    - Loan to value
    - Loan terms
    - Cost of capital
    - Borrower criteria

MARKET SHARE IMPLEMENTATION PRINCIPLES

Successful capture of market share for alternative land use strategies requires the support and participation of:

- City and affiliated agencies
- Neighborhood
- Developers
- Lenders
- Business owners and operators
- Civic organizations
- Environmental / special interest groups
- Markets
- Others

Successful market share implementation also includes:

- Removal of barriers
- Market opportunities
- Developer / lender education (removing fears)
- Bellcow projects need to be championed
- Developers with vision need encouragement