CITY OF KEIZER MISSION STATEMENT
KEEP CITY GOVERNMENT COSTS AND SERVICES TO A MINIMUM BY PROVIDING CITY SERVICES TO THE COMMUNITY IN A COORDINATED, EFFICIENT AND LEAST COST FASHION

A G E N D A

KEIZER CITY COUNCIL
EXECUTIVE SESSION

June 17, 2013
5:45 p.m.
Keizer Civic Center
Keizer, Oregon 97303

1. **CALL TO ORDER**

2. **ROLL CALL**

3. **DISCUSSION**

   a. **Pursuant to ORS 192.660(2)(i) –** *To review and evaluate the employment-related performance of the chief executive officer of any public body, a public officer, employee or staff member who does not request an open hearing.*

4. **ADJOURN**

Upon request, auxiliary aids and/or special services for those with disabilities will be provided. To request services, please contact us at (503) 390-3700 or through Oregon Relay 1-800-735-2900 at least two working days(48 hours) in advance.

The Oregon Public Meeting Law authorizes governing bodies to meet in executive session in certain limited situations. An executive session is defined as any meeting or part of a meeting of a governing body which is closed to certain persons for deliberations on certain matters as defined by ORS 192.660. These sessions are closed to the public. The media may attend the session, unless the Oregon State Statutes specifically prohibits media attendance. The governing body is not allowed to take any final action or make any final decisions during the executive sessions. Any final action or decision must be made after returning or at the next regularly scheduled meeting.

CITY OF KEIZER MISSION STATEMENT
KEEP CITY GOVERNMENT COSTS AND SERVICES TO A MINIMUM BY PROVIDING CITY SERVICES TO THE COMMUNITY IN A COORDINATED, EFFICIENT, AND LEAST COST FASHION

AGENDA

KEIZER CITY COUNCIL
REGULAR SESSION

Monday, June 17, 2013
7:00 p.m.
Robert L. Simon Council Chambers
Keizer, Oregon

1. CALL TO ORDER

2. OATH OF OFFICE – Councilor Kim Freeman – Council Position #2

3. ROLL CALL

4. PLEDGE OF ALLEGIANCE

5. PUBLIC TESTIMONY
This time is provided for citizens to address the Council on any matters other than those on the agenda scheduled for public hearing.

6. PUBLIC HEARINGS

7. ADMINISTRATIVE ACTION

a. **ORDER – Adopting the Economic Opportunity Analysis and Housing Needs Analysis Consistent with Periodic Review Requirements (Case No. 2012-03)**
RESOLUTION – Accepting Reports of Consultant Relating to Evaluation of Land Use Efficiency Measures, Residential Development Policies, and Economic Development Policies; and Initiating Legislative Amendments to the Keizer Development Code Consistent with the Regional Economic Opportunities Analysis and Housing Needs Analysis

b. **RESOLUTION – Adopting the City of Keizer Council Rules of Procedure (Repealing R2012-2275)**

8. CONSENT CALENDAR

a. **RESOLUTION – Authorizing City Manager to Enter Into Lease Agreement with Pitney Bowes for Keizer Police Department Postage Meter**

b. **RESOLUTION – Initiating Aldine Meadows Street Lighting District**

c. **RESOLUTION – Authorizing the City Manager to Award and Enter Into an Agreement with Roy Houck Construction LLC for Annual Street Resurfacing Project**

d. **RESOLUTION – Granting Step Increase to the City Manager**

e. **Approval of May 20, 2013 Regular Session Minutes**

9. COMMITTEE REPORTS

a. **Recognition of Keizer Police Department Volunteer – Dee Rexroad**

b. **PROCLAMATION – Keizer Community Library Summer Reading Program**

10. OTHER BUSINESS

This time is provided to allow the Mayor, City Council members, or staff an opportunity to bring new or old matters before the Council that are not on tonight's agenda.

a. **New Business or Old Business Issues**

11. WRITTEN COMMUNICATIONS

***To inform the Council of significant written communications*.**

12. AGENDA INPUT

July 1, 2013
7:00 p.m. – City Council Regular Session

July 8, 2013
5:45 p.m. – City Council Work Session
- **Code Enforcement**

July 15, 2013
7:00 p.m. – City Council Meeting

13. ADJOURNMENT

Upon request, auxiliary aids and/or special services will be provided. To request services, please contact us at (503)390-3700 or through Oregon Relay at 1-800-735-2900 at least two working days (48 hours) in advance.

OATH OF OFFICE

State of Oregon)
County of Marion) ss.
City of Keizer)

I, Kim Freeman being first duly sworn, upon oath say:

That I will support the constitution and the laws of the United States and the State of Oregon and that I will faithfully perform the duties of COUNCILOR, for the City of Keizer, according to the best of my ability, for the term of my office.

DATED this 17th day of June, 2013.

____

Kim Freeman
Councilor – Position #2

Sworn to before me this 17th day of June, 2013.

____

E. Shannon Johnson
Keizer City Attorney

CITY COUNCIL MEETING: June 17, 2013

AGENDA ITEM NUMBER:____________

TO: MAYOR CHRISTOPHER AND COUNCIL MEMBERS

THROUGH: CHRISTOPHER C. EPPLEY, CITY MANAGER

FROM: E. SHANNON JOHNSON, CITY ATTORNEY

SUBJECT: ADOPTION OF ECONOMIC OPPORTUNITIES ANALYSIS AND HOUSING NEEDS ANALYSIS; ACCEPTING CONSULTANT'S REPORTS AND INITIATING LEGISLATIVE AMENDMENTS TO THE KEIZER COMPREHENSIVE PLAN AND KEIZER DEVELOPMENT CODE

At its June 3, 2013 Council meeting, the Council directed staff to prepare an appropriate Order adopting the Economic Opportunities Analysis (EOA) and Housing Needs Analysis (HNA). In addition, the Council directed staff to initiate the legislative amendments to the Keizer Comprehensive Plan and Keizer Development Code.

Attached please find for your review the Order adopting the EOA and HNA. Also attached is the resolution accepting the consultant's reports and initiating the process for legislative amendments to the Keizer Comprehensive Plan and Keizer Development Code. The Resolution delegates to staff the authority to draft the proposed text amendments for notice purposes.

In the near future and as part of the periodic review process, staff will prepare a Local Review Order for consideration. The Local Review Order will be presented before the Planning Commission and City Council along with the legislative amendment process. Once the Local Review Order is adopted by Council Ordinance, it is presented to the Land Conservation and Development Commission (LCDC) for its consideration.

RECOMMENDATION:

Adopt the attached documents in the following order:

1. Order Adopting the Economic Opportunity Analysis and Housing Needs Analysis Consistent with Periodic Review Requirements (Case No. 2012-03).
2. Resolution Accepting Reports of Consultant Relating to Evaluation of Land Use

Efficiency Measures, Residential Development Policies, and Economic Development Policies; and Initiating Legislative Amendments to the Keizer Comprehensive Plan and the Keizer Development Code Consistent with the Regional Economic Opportunities Analysis and Housing Needs Analysis.

Please contact me if you have any questions in this regard. Thank you.

ESJ/tmh

CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

ORDER

ADOPTING THE ECONOMIC OPPORTUNITY ANALYSIS AND HOUSING NEEDS ANALYSIS CONSISTENT WITH PERIODIC REVIEW REQUIREMENTS (CASE NO. 2012-03)

The City of Keizer orders as follows:

Section 1. PURPOSE. This matter comes before the Keizer City Council as a requirement of the period review process to analyze and adopt an updated Economic Opportunity Analysis, Housing Needs Analysis, and Building Lands Inventory.

Section 2. JURISDICTION. The land in question in this Order is within the city limits of the City of Keizer. The City Council is the governing body for the City of Keizer. As the governing body, the City Council has the authority to make final land use decisions concerning land within the city limits of the City of Keizer.

Section 3. PUBLIC HEARING. In addition to the public hearings from the Planning Commission, public hearings were held on this matter before the Keizer City Council on May 20, 2013 and June 3, 2013. The following persons either appeared at the City Council hearings or provided written testimony on the application before the Council:

1. Nate Brown, Community Development Director
2. Johnson Reid, LLC Representatives, City's Consultant

Keizer City Attorney
930 Chemawa Road NE
PO Box 21000
Keizer, Oregon 97307
503-856-3433

3. 1000 Friends of Oregon
4. Department of Land Conservation and Development
5. Bill Horning, Lee Piculell's Consultant
6. Lee Piculell, Concerned Citizen
7. Mike Erdmann, Homebuilders Association
8. James Hauge, Member of Task Force
9. David Dempster, Concerned Citizen

Section 4. EVIDENCE. Evidence before the City Council in this matter is summarized in Exhibit "A" attached.

Section 5. OBJECTIONS. No objections have been raised as to notice, jurisdiction, alleged conflicts of interest, evidence presented or testimony taken at the hearing.

Section 6. CRITERIA AND STANDARDS. The criteria and standards relevant to the decision in this matter are set forth in Exhibit "A" attached.

Section 7. FACTS. The facts before the City Council in this matter are set forth in Exhibit "A" attached.

Section 8. ACTION. The City Council of the City of Keizer hereby ORDERS that the Executive Summary, the Economic Opportunities Analysis, the Housing Needs Analysis, and the Buildable Lands Inventory as set forth in Exhibit "B" attached is hereby ADOPTED.

Section 9. FINAL DETERMINATION. This Order is the final determination in this matter.

Keizer City Attorney
930 Chemawa Road NE
PO Box 21000
Keizer, Oregon 97307
503-856-3433

Section 10. EFFECTIVE DATE. This Order shall take effect immediately upon its passage.

Section 11. APPEAL. A party aggrieved by the final determination in a proceeding for a discretionary permit or a zone change may have it reviewed under ORS 197.830 to ORS 197.834.

PASSED this ________ day of ____________________, 2013.

SIGNED this ________ day of ____________________, 2013.

____
Mayor

____
City Recorder

Keizer City Attorney
930 Chemawa Road NE
PO Box 21000
Keizer, Oregon 97307
503-856-3433

EXHIBIT "A"

Findings regarding the adoption of an update Economic Opportunities Analysis (EOA) and Housing Needs Analysis (HNA) including Buildable Lands Inventory (BLI).

The review criteria are listed in Section 3.111.04 of the Keizer Development Code.

The City of Keizer finds that:

1. <u>General Findings</u>.

   a. The particulars of this case are found within planning file Comp Plan 2012-03. Public hearings were held before the Planning Commission on April 24, 2013 and also on May 8, 2013, and before the City Council on May 20, 2013 and also on June 3, 2013. The Planning Commission reviewed the proposed revisions and in a 6-1 vote recommended that it be adopted. The City Council voted unanimously to direct staff to prepare findings and an order to adopt the proposed EOA and HNA.

   b. The remaining periodic review update tasks are the adoption of an EOA and a HNA and BLI. This work has been on-going for the past year and has made use of a Technical Advisory Committee (TAC) comprised of representatives from the City Council, Planning Commission, business and civic groups as well as general citizens. The city's consultant, Johnson Reid, developed a local EOA and HNA that builds on both the regional EOA and regional HNA, and is also consistent with the 20 year population forecast that the City Council adopted last year. The planning process included input from staff, members of the TAC, Planning Commission, DLCD, 1,000 Friends of Oregon, Homebuilders Association and members of the public. In addition, an open house was held on April 10, 2013 and was attended by approximately 45 people. The BLI was developed by Johnson Reid in conjunction with Mid-Willamette Valley Council of Governments.

   c. The Planning Commission held a presentation of the proposed material at their March meeting and held public hearings at their April and May meetings. Testimony was received regarding the buildable lands inventory methodology; concerns regarding the ratio of single family attached housing vs. single family detached housing; perceived math errors which resulted in the need for additional residential land being too low; and, concerns relating to growth in general. Staff and the consultant reviewed and studied all of the concerns raised and made appropriate revisions to address all of the relevant concerns. These revisions were presented to the Planning Commission and are adopted herein. Also expressed in the hearing were concerns the adopted growth rate is overstating the eventual population figures, particularly in light of the economic downturn. However, the population numbers used in the EOA and HNA are those previously adopted by the City Council.

d. The Salem Home Builders Association raised concerns that insufficient land was being planned to adequately meet future school needs. Staff and the consultant worked with the Salem-Keizer School District to calculate the amount of land needed to meet future school needs based on the school district's established methodology. It should be pointed out that much of the land outside of the Keizer city limits is not within the Salem Keizer School District, but is within the Gervais School District. However, at this point in the task to determine the future residential and employment needs of Keizer it is not appropriate to make location determinations since it has not yet been determined whether or not a urban growth boundary amendment will be undertaken or not.

e. The foundation of the analysis is the Buildable Land Inventory that was developed by the Mid-Willamette Valley Council of Governments which identified the existing supply of land available in the city. The city's adopted population forecast was used to determine an annual growth rate that then allowed for a calculation of the amount of land that will be required for future housing needs. In an attempt to make the analysis as accurate as possible the methodology was reviewed as a result of testimony received and the inventory refined by staff to ensure that only lots that have potential to be re-developed were included and eliminated those that are unlikely to be re-developed due to shape, topography, or other physical constraints. In addition, the assumptions relating to the allocation of single family detached versus single family attached homes was revised when it was discovered that the margin of error within the American Community Survey census data was considered to be too high when compared to actual data from the Marion County tax assessor. The resulting revisions, though increasing the land needed for future residential needs, are more accurate and defensible.

f. The consultant developed a detailed, full analysis of the Goal 9 (EOA) and Goal 10 (HNA), and Buildable Land Inventory, Efficiency Measures, and other material which are all included in these findings by this reference. The analysis summarized below and detailed in the attached reports results in a projected need for 370 gross acres of land beyond the current capacity of the City's current boundary.

Projected Total New Land Need
City of Keizer, 2033

Category of Land	Gross Acreage Remaining Need
Commercial:	21.6
Industrial:	0
Institutional:	41.8
Residential:	267.6
Parks and Recreation:	43.5
Schools:	10
Total New 20-Year Land Need:	384.5

Source: Johnson Reid LLC

2. Amendments to the Comprehensive Plan or Development Code shall be approved in an individual text amendment process. Amendments to the map shall be reviewed for compliance with each of the following, while text amendments shall only be reviewed for compliance with Section 3.111.04 B, C, and D. Given that this is a not an amendment to the map, Section 3.111.04 A is not applicable.

3. **<u>Section 3.111.04.B</u> - <u>A demonstrated need exists for the product of the proposed amendment -</u>**

Findings: The proposed EOA / HNA reflects a demonstrated need. The City entered into an agreement with the Department of Land Conservation and Development in 2007 to update the city's Comprehensive Plan. As part of that process a 20 year community wide visioning project was undertaken and completed in June of 2009. The community-based process created a twenty-year Vision for the community. This process, entitled "Keizer Compass", was characterized by broad community outreach, including a community survey, youth engagement forum and three community events: two public forums and an open house. A Citizen Advisory Committee (CAC) met regularly to help guide and advise on key elements of the process and serve as primary steward of the Vision.

The City engaged Cogan Owens Cogan, LLC (COC), to help design and manage the visioning process that involved citizens where the community was asked to identify attributes of their ideal community in the year 2029 and how to realize its aspirations. COC worked collaboratively with the CAC and City Staff to collect and refine this input into a Vision that is generally representative of Keizer. In addition, this Vision consists of seven key themes that further define the attributes of Keizer in 2029. These themes are followed by corresponding implementation ideas that provide the community with specific ways to "Realize our Vision" in the future. The intent of this Keizer Compass 2029 Vision is to serve as a basis for future City policy decisions and ongoing Comprehensive Plan updates and be a guide to community and partner organizations who are integral to the fabric of making this community unique.

Following the Visioning project the city adopted a 20 year population forecast of 48,089 for the year 2032. The forecast was derived from the methodology that was developed as part of Marion County's coordinated population projection study. Marion County in 2009 amended its Comprehensive Plan to include a county-wide 20-year population forecast. This population projection was for not just the county as a whole but also included forecasts for each city within the county. The county developed a forecast for the combined Keizer-Salem Urban Growth Boundary (UGB) but left it for both Keizer and Salem to determine how to allocate the projected forecast between each city. The population projection for the Keizer - Salem UGB is 299,980. In 2011, Portland State University (PSU) certified population for the city at 36,715. The projected growth for the upcoming 20-year planning period reflects an annual growth of 1.4%. The consultant for the EOA and HNA used this population forecast but adjusted it one year to be consistent with state requirements that both the EOA and HNA plan for a 20 year projection.

The adoption of the EOA and HNA and BLI reflects some of the last tasks in the state mandated periodic review process. As such, the demonstrated need is that it will allow the city to complete its required periodic review update. Therefore, the proposal complies with this criterion.

4. **Section 3.111.04.C- The proposed amendment to the Keizer Development Code complies with statewide land use goals and related administrative rules**

FINDINGS: The proposed EOA / HNA complies with the statewide land use planning goals as discussed below.

Goal 1 – Citizen Involvement: The adoption of this order followed notice to interested parties, a public process of decision making involving public hearings, deliberation, and adoption. Public notice was provided in the Keizer Times. Public hearings were held before the Planning Commission and the City

Council. Public hearings were held before the Planning Commission on April 24, 2013 and also on May 8, 2013, and before the City Council on May 20, 2013 and also on June 3, 2013. Citizens were afforded the opportunity to participate in the public process. Finally, the City Council meetings are televised further providing an avenue for awareness of the issue. This process is consistent with the provision for providing an opportunity for citizens to be involved in all phases of this proposed planning process as is required by this goal and with implementing administrative rules within Oregon Administrative Rules.

Goal 2 – Land Use Planning: This order will adopt the proposed EOA and HNA. The adoption proceeding was conducted in a manner consistent with requirements of the Keizer Comprehensive Plan, Keizer Development Code, and applicable state law. Notice was published in the Keizer Times in accordance with public notice requirements within the Keizer Development Code. Each of the public hearings that were conducted before both the Planning Commission and City Council provided an opportunity for both verbal and written testimony. Both written and public testimony was received at both the Planning Commission and at the City Council's public hearing and each decision making body considered such testimony in rendering their decisions. Written testimony included letters of support from DLCD and 1000 Friends of Oregon. Verbal testimony included comments related to future school needs may be greater than is estimated and could result in land needed for residential uses then be used for educational purposes. The council determined that the educational projections used were valid since they made use of the Salem Keizer School District calculations to determine for school needs. If at some point in the future the Salem Keizer School District determines that additional land may be needed, then the estimates will be revisited and appropriate action taken at that time. Additional testimony was received questioning the rate of infill assumptions. The city's adopted population forecast was used to determine an annual growth rate that then allowed for a calculation of the amount of land that will be required for future housing needs. In an attempt to make the analysis as accurate as possible, the methodology was reviewed as a result of testimony received and the inventory refined by staff to ensure that only lots that have potential to be re-developed were included and eliminated those that are unlikely to be re-developed due to shape, topography, or other physical constraints. Therefore, the proposed EOA / HNA and related material is consistent with this statewide planning goal and administrative rules.

Goal 3 – Farm Land: The purpose of this goal is to protect lands that are designated for agricultural uses. Within the city limits there are two zones, Exclusive Farm Use (EFU) and Special Agriculture (SA), which are designated to allow commercial agricultural uses. Within Keizer only the SA zone is considered to be a state recognized EFU qualifying zone designation. The proposed EOA / HNA only involves land that is within the boundaries of the city limits of Keizer and will not affect either the EFU or the SA zoned lands or lawful uses occurring on those lands. In fact, the SA designated land is limited to land that is intended to be developed in conjunction with the adjacent Keizer Rapids Park. While the result of the EOA and HNA indicates that there is a need for additional land to serve future residential, employment, educational and recreational needs, any revision to the city urban growth boundary to meet all, or some, of this projected need will need to be in accordance with state regulations regarding urban growth boundary expansions. Therefore, the proposed EOA / HNA only documents a demonstrated need and does not contain anything that will be inconsistent the Farm Land Goal and with any implementing administrative rules.

Goal 4 – Forest Land: The intent of this goal is to protect lands that are designated for commercial forest uses. There are no zone districts that are specifically designated within the city limits that will allow for commercial forestry. Also, there are no commercial forest lands near or adjacent to Keizer. The proposed EOA / HNA does not involve any land which is designated as forest land, nor will it impact the use of any forest lands. Therefore, this Goal and implementing administrative rules are not applicable to the proposed EOA / HNA.

Goal 5 – Natural Resources: The intent of the Natural Resources Goal is to protect various natural resources such as wetlands, waterways, big game habitat, etc. The city established a Resource Conservation overlay zone to maintain, preserve and protect the natural features adjacent to Claggett Creek. In addition, the city has also been developing storm water regulations which will further protect water quality of the local water ways. The proposed EOA / HNA will not affect any of the city's natural resources protection regulations nor the lawful use of any properties that are within this overlay zone. Further, any development which occurs as a result of these studies will be required to be done in a manner consistent with all applicable regulations. Therefore, the proposed EOA / HNA and related material will be consistent with this goal and with administrative rules designed to implement this goal.

Goal 6 – Air, Water and Land Quality: The intent of this goal is to protect the city's air, water and land qualities. The city provides its residents with city water from groundwater sources. New construction is required to be connected to the established sanitary sewer system thereby reducing the likelihood of groundwater contamination from failing on-site septic systems. The city has storm water regulations which are geared to maintain water quality in Willamette River and other local streams. Land quality is preserved through the city's erosion control regulations and through zone code development regulations. Air quality is preserved through the city's development code regulations which limit certain types of uses in certain zones. Primarily, air quality regulations will continue to be enforced by the appropriate state agencies which govern air emission standards. The proposed EOA / HNA will have no impact on the quality of air, water, or land resources and so complies with this goal and with administrative rules that implement this goal.

Goal 7 – Natural Hazards: The purpose of this goal is to protect life and property from hazards resulting from flooding, steep slopes or other natural occurrences. The city has floodplain regulations that govern the placement of structures within identified 100-year floodplains within the city limits. A floodplain is the area that is adjacent to a body of water which may be subject to periodic inundation. In Keizer, these are primarily located along the Willamette River and smaller streams such as Claggett Creek. The floodplains have been mapped by the federal government. With the exception of areas removed from the 100-year floodplain through the Letter of Map Amendment the 100-year floodplain is the area of greatest concern. While this area is referred to as a 100-year floodplain it is because it has a statistical probability of having a 1% chance of flooding in any one year. The last major 100 year flood event was the 1964 flood. By contrast, the 1996 flood was not a 100 year flood event for Keizer, although clearly there was a significant amount of water flowing through parts of Keizer during that flood event. The intent of the floodplain regulations is to minimize the loss of life and property damage by preventing development, elevating structures above the flood elevation, or flood proofing structures in the floodplain. Only in the area identified as a floodway will most forms of development be prohibited. The floodway is that area that is generally the channels of rivers and streams which during a flood event will experience very significant water depth and velocity flows. The only steep slopes in Keizer are located along the ridge in the northwest part of the city. This area was not included in either the EOA or HNA inventory owing to the slope constraints that exist in this area. The proposed EOA / HNA will neither impact this goal nor any administrative rules.

Goal 8 – Recreation: This goal requires the city to identify and plan for the current and future recreation needs of the residents of the city. The city has an adopted Parks and Recreation Master Plan that inventories the parks, playgrounds, and other recreational opportunities within the city limits and also plans for the city's future park and recreation needs. The city has 211 acres in park. This includes 1 large regional park of 120 acres; 1 large city park of 10 acres; 32 acres as small city parks in 10 different parks; 14 acres as waterfront parks; 15 acres as special use parks; 13 acres as natural areas; and, 6 acres of undeveloped parks. The proposed EOA / HNA will have a positive impact on the recreational activities that occur on any park land within the city since the HNA identifies that 42 acres of additional land will be needed in the upcoming 20 year planning period to meet the recreational and park needs associated with the projected population increase. Therefore, the proposed EOA / HNA will positively impact this goal and any administrative rules that implement it.

Goal 9 – Economic Development: The intent of this goal is to ensure that the city plans for its overall economic vitality. The city recently engaged with

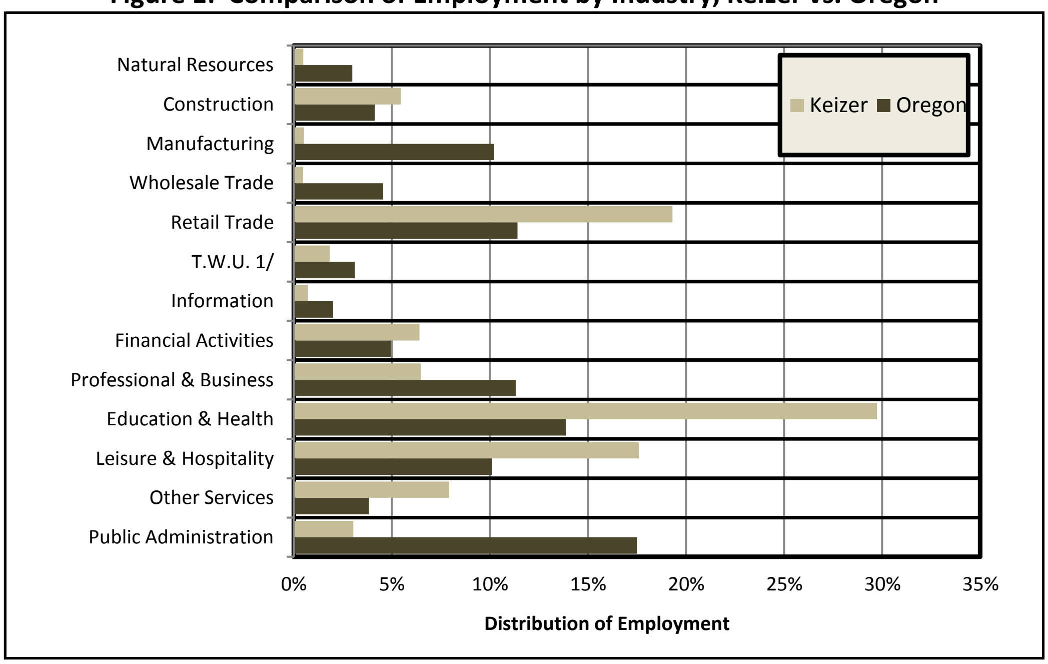
Marion and Polk Counties and with the City of Salem to conduct a planning study of an economic opportunity analysis for the Salem – Keizer regional area. The intent of this study is to identify potential economic opportunities facing the region so as to better plan to take advantage of identified economic opportunities. A follow up to that study has been undertaken that documents the economic trends and economic opportunities which are geared specifically to Keizer.

GOAL 9: ECONOMIC OPPORTUNITIES ANALYSIS (EOA)

The EOA synthesizes data on local and national economic trends, employment trends and forecasts, existing industries, economic development goals and community vision to generate employment growth projections over the next 20 years. The projections are broken down by industry category, which in turn informs what type of built space and available land will be needed to accommodate that growth.

Keizer aspires to provide more opportunities for a range of good paying jobs for people living in Keizer, which would result in faster growth in employment than in population growth. Keizer's vision for providing new employment opportunities is to capture professional services and associated uses in a "campus" setting, primarily but not exclusively related to medical office and research and education. These services may include a hospital and/or educational facilities, which are expected to provide Keizer with growth opportunities that fit the City's locational advantages. The city's economic vision is an economic strategy that will not directly compete with Salem but capitalizes on Keizer's own attributes and aspirations.

Figure 1: Comparison of Employment by Industry, Keizer vs. Oregon



1/ Transportation, Warehousing, & Utilities

SOURCE: Oregon Employment Department

- The composition of employment by industry in Keizer exhibits several large deviations from the statewide composition (Figure 1). These deviations represent Keizer's competitive advantages in the economy, which fall largely in population-driven services. Industry classifications such as Retail Trade, Education & Health, and Food Service & Drinking Places have a high representation locally.

- These well-represented industries, in combination with economic development goals and input from the stakeholders, were used to devise potential future target industries. After discussing and ranking industries based on local aspirations and current representation of that industry in Keizer, the Technical Advisory Committee arrived at the following list of target industries:

    - Medical facilities, including research, development and support
    - Information technology/back office
    - Educational services, including educational research and job training
    - Professional services, including corporate headquarters
    - Sporting events

- Current employment levels by industry were projected forward based on regional job growth estimates and the above target industry goals (Figure 2). The growth forecast calls for a total of 3,774 new jobs over the next 20 years, representing growth of 55% over current levels.

Figure 2: Forecasted Employment Growth, 2013 – 2033, Keizer

HIGH FORECAST SCENARIO	2013	Forecast Estimates				'13-'33 Growth	
NAICS	Base Year	2018	2023	2028	2033	Jobs	AAGR
Natural Resources	35	37	39	41	43	9	1.14%
Construction	368	409	456	507	564	196	2.16%
Manufacturing	26	39	60	92	139	113	8.78%
Wholesale Trade	31	34	38	42	47	17	2.17%
Retail Trade	1,231	1,331	1,439	1,555	1,681	450	1.57%
T.W.U.	7	9	11	14	17	11	4.73%
Information	39	41	42	43	45	6	0.67%
Financial Activities	889	953	1,021	1,094	1,173	284	1.40%
Professional & Business	462	546	646	764	904	442	3.41%
Private Education	37	41	44	48	53	15	1.71%
Health Care & Social Assistance	1,208	1,445	1,728	2,067	2,473	1,265	3.65%
Leisure & Hospitality	1,100	1,221	1,355	1,503	1,668	568	2.10%
Other Services	618	671	728	791	858	240	1.66%
Government	769	806	845	886	929	160	0.95%
Total	**6,820**	**7,583**	**8,452**	**9,448**	**10,595**	**3,774**	**2.23%**

Source: Oregon Employment Department and Johnson Reid

- The projected employment growth is used to estimate what types of employment land (i.e. commercial retail, office, or industrial) will be needed in the future by applying data on what types of real estate is used in each of these industry categories.

Figure 3: Forecasted Employment Land Need, 2013 – 2033, Keizer

BASELINE LAND NEED

Land Type	Forecast High
Office Lands	**34.5**
Industrial Lands	**0.6**
Commercial Lands 1/	**57.9**
Resident Driven	*50.3*
Visitor Driven	*7.6*
Overnight Lodging	***5.2***
Specialized Uses 2/	***34.8***
TOTAL EMPLOYMENT LAND NEED	**133.0**

WITH INFRASTRUCTURE 3/

Land Type	Forecast High
Office Lands	**41.4**
Industrial Lands	**0.7**
Commercial Lands	**69.5**
Resident Driven	*60.4*
Visitor Driven	*9.1*
Overnight Lodging	***6.2***
Specialized Uses	***41.8***
TOTAL EMPLOYMENT LAND NEED	**159.6**

1/ Only two scenarios were forecasted. Medium and High reflect retail need allowing for small growth in reail incomes
2/ Hospitals, Clinics, Assisted Living, etc. for employment not otherwise categorized.
3/ Assumes a 20% gross up of land need for infrastructure

- As Figure 3 shows, there is an estimated need for 160 gross acres of land to accommodate the projected employment growth. An inventory of remaining buildable lands finds 123 acres of buildable land remaining within the city boundary, in the commercial and industrial categories. However, there is no land available that is well-suited for the institutional category, which includes hospitals, higher education facilities, and other uses that figure heavily into the City's economic development strategy.

Figure 4: Forecasted Employment Land Need, 2013 – 2033, Keizer

Scenario	Demand	Supply	Surplus/ Shortage
High Growth Scenario			
Commercial	86.0	64.5	(21.6)
Industrial	31.8	59.6	27.8
Institutional	41.8	-	(41.8)

1/ Assumes a demand distribution of Office support 25% to commercial and 75% to Industrial

- As Figure 4 shows there is a net need for commercial and institutional lands amounting to 63.3 gross acres above and beyond what the City's remaining buildable employment lands can accommodate.

Therefore, the proposed EOA / HNA are consistent with this goal and with all administrative rules.

Goal 10 – Housing: This goal requires the city to plan and provide for the housing needs of its residents. The city recently engaged with the City of Salem to conduct a planning study of buildable lands inventory and housing needs analysis for the Salem – Keizer regional area. A follow up to that study will be for the city to adopt its own local housing needs analysis which has been geared specifically to Keizer and will identify the projected 20 year housing needs for the city.

GOAL 10: HOUSING AND RESIDENTIAL LAND NEEDS ANALYSIS

Unlike the Goal 9 analysis which reflects the community's vision and economic development aspirations, the methodology of a Goal 10 housing analysis is much more formulaic. The Goal 10 analysis is based on the City's adopted population forecast, and trends in household size, demographics and housing development. These are used to generate projections of population growth, number of households, and the number and types of housing units they will need over the 20-year period. The 20-year need is then compared with remaining buildable residential land to assess what additional land may be needed to accommodate that growth.

- Keizer is a City of nearly 37,000 people, making it the 14th largest city in Oregon. Keizer has grown by an estimated 4,661 people between 2000 and 2013, or 14%. This growth was roughly equal to that experienced by Marion County (13%) and the state (14%) over that period.

Figure 5: Demographic Growth and Current Profile 2000 – 2013, Keizer

POPULATION, HOUSEHOLDS, FAMILIES, AND YEAR-ROUND HOUSING UNITS					
	2000 (Census)	2010 (Census)	Growth Rate 00-10	2013 (Proj.)	Growth Rate 10-13
Population[1]	32,203	36,478	1.3%	36,864	0.4%
Households[2]	12,110	13,703	1.2%	13,824	0.3%
Families[3]	8,642	9,498	0.9%	9,582	0.3%
Housing Units[4]	12,774	14,445	1.2%	14,531	0.2%
Group Quarters Population[5]	280	364	2.7%	368	0.4%
Household Size	2.64	2.64	0.0%	2.64	0.0%
PER CAPITA AND AVERAGE HOUSEHOLD INCOME					
	2000 (Census)	2010 (Est.)	Growth Rate 00-10	2013 (Proj.)	Growth Rate 10-13
Per Capita ($)	$20,119	$24,645	2.0%	$26,192	2.0%
Average HH ($)	$53,425	$64,272	1.9%	$67,937	1.9%
Median HH ($)	$45,052	$53,042	1.6%	$55,705	1.6%

SOURCE: Claritas, Census, and Johnson Reid

[1] Population is based on the certified 2012 estimate from PSU Population Research Center, projected forward one year using the 2010 - 2012 growth rate (0.4%)

[2] 2013 Households = 2013 population/2013 HH Size

[3] Ratio of 2013 Families to total HH is kept constant from 2010.

[4] 2013 housing units are the 2010 Census total plus new units permitted from '10 through '12 (source: HUD State of the Cities Data System)

[5] Ratio of 2012 Group Quarters Population to Total Population is kept constant from 2010.

- Keizer's median household income was over $53,000 in 2010. This is 22% higher than the median income found in the City of Salem ($43,500) and is similarly higher than the Marion County median ($45,594). Median income grew 18% between 2000 and 2010, while growing 13% in Marion County.
- Over the 20-year period, the model projects growth in the number of non-group households over 20 years of 4,366 households, with accompanying population growth of 11,833 new residents. This is in keeping with Keizer's adopted 2032 forecast (Figure 6).

Figure 6: Future Housing Profile 2033, Keizer

PROJECTED FUTURE HOUSING CONDITIONS (2013 - 2033)			SOURCE
2013 Population (Minus Group Pop.)	36,496		2010 Census, PSU
Projected Annual Growth Rate	1.41%	Based on Keizer adopted 2032 forecast	City of Keizer
2033 Population (Minus Group Pop.)	48,260		
Estimated group housing population:	437	From Marion County 2030 adopted forecast	Marion Co.
Total Estimated 2033 Population:	**48,697**	Based on adopted 2032 population forecast (48,089 pop.)	City of Keizer
Estimated Non-Group 2033 Households:	**18,191**	Based on Pop/HH ratio from County 2030 forecast	Marion Co.
New Households 2013 to 2033	4,366		
Avg. Household Size:	2.65	2032 Non-Group Pop/ Non-Group Households	
Total Housing Units:	**19,044**	Based on Units/HH ratio from County 2030 forecast	Marion Co.
Occupied Housing Units:	18,191	(= Number of Non-Group Households)	
Vacant Housing Units:	854	(Total Units - Occupied Units)	
Projected Vacancy Rate:	4.5%	(Vacant Units/ Total Units)	

Sources: Keizer adopted 2032 Population Forecast, Marion County Adopted Population Forecast (2008), PSU Population Research Center, Census, JOHNSON REID LLC

- When the needs of the projected 2033 population is compared to the current housing supply, the analysis projects the need for 4,513 new units to house the future population. This includes ownership and rental units, with additional allowance for 4.5% vacancy (Figure 7).
- The largest share (50%) of one housing type is projected to be single-family detached homes, due again to the stronger need for new ownership housing. The remainder of units is projected to be some form of attached housing (46%), or mobile homes (4%).
- 54% are projected to be ownership units, while 46% are projected to be rental units.

Figure 7: Projected New Units Need by 2033, Keizer

OWNERSHIP HOUSING										
Price Range	Single Family Detached	Single Family Attached	Multi-Family 2-unit	Multi-Family 3- or 4-plex	Multi-Family 5+ Units MFR	Mobile home	Boat, RV, other temp	Total Units	% of Units	Cummulative %
Totals:	2,145	49	24	24	86	117	0	**2,445**	**% All Units:**	54.2%
Percentage:	87.7%	2.0%	1.0%	1.0%	3.5%	4.8%	0.0%	100.0%		

RENTAL HOUSING										
Price Range	Single Family Detached	Single Family Attached	Multi-Family 2-unit	Multi-Family 3- or 4-plex	Multi-Family 5+ Units MFR	Mobile home	Boat, RV, other temp	Total Units	% of Units	Cummulative %
Totals:	124	206	14	327	1,352	45	0	**2,068**	**% All Units:**	45.8%
Percentage:	6.0%	10.0%	0.7%	15.8%	65.4%	2.2%	0.0%	100.0%		

TOTAL HOUSING UNITS									
	Single Family Detached	Single Family Attached*	Multi-Family 2-unit	Multi-Family 3- or 4-plex	Multi-Family 5+ Units MFR	Mobile home	Boat, RV, other temp	Total Units	% of Units
Totals:	2,269	255	38	351	1,437	162	0	**4,513**	**100%**
Percentage:	50.3%	5.7%	0.8%	7.8%	31.8%	3.6%	0.0%	100.0%	

Sources: PSU Population Research Center, Claritas Inc., Census, Johnson Reid

- The inventory of buildable residential lands finds a current supply of 315.2 acres which are vacant, partially vacant or re-developable. These acres can hold an estimated 2,422 units. The total 20-year unit need (4,513 units) minus this remaining buildable capacity (2,422 units), leaves a remainder of 2,090 units which must be accommodated beyond the City's remaining capacity within its current boundary. (Figure 8)

Figure 8: Projected New Units Need by 2033, Keizer

Zoning Designation		Capacity of Vacant Lands (In Units)[1]	NEW UNITS NEEDED (2033) vs. CAPACITY S.F. Detached	S.F. Attached	Duplex	3- or 4-plex	5+ Units MFR	Mobile home	Total Units	
			2,269	255	38	351	1,437	162	**4,513**	← **New Units Needed (2032)**
RS	Single Family Residential	1,183	1,064	120	-	-	-	-	1,183	
RL	Limited Density Residential	-	-	-	-	-	-	-	*0*	
RL-LU	*Limited D.R. - Limited Use*	-	-	-	-	-	-	-	*0*	
RM (Medium)	Medium Density Residential	-	-	-	-	-	-	-	*0*	
RM (Medium High)	Medium Density Residential	362	-	-	-	-	362	-	362	← **Distribution of Remaining BLI Capacity**
RM-LU	MDR - Limited Use	-	-	-	-	-	-	-	*0*	
RH	High Density Residential	-	-	-	-	-	-	-	*0*	
UT	Urban Transition	310	279	31	-	-	-	-	310	
MU	Mixed Use (Keizer Station)	153	-	-	-	-	153	-	153	
MU	Mixed Use (Other)	314	-	-	-	-	314	-	314	
	Totals/Averages:	***2,322***	***1,343***	***151***	***0***	***0***	***829***	***0***	***2,322***	← **Total Capacity of Buildable Lands**
	Accessory Dwelling Unit Assumption :			*62*	*38*				*100*	
			926	*42*	*0*	*351*	*609*	*162*	***2,090***	← **Remaining Unit Need**

Sources: City of KEIZER, MWVCOG, Johnson Reid LLC

- When this remaining land need is apportioned to Keizer's residential zones, we estimate a 20-year need for 267 gross acres of residential land, to be accompanied by 43.5 acres of new land for parks to serve this new population, and 10 acres of land for new school facilities. This is a total of 385 gross acres (Figure 9)

Figure 9: Projected Residential and Support Land Need by 2033, Keizer

Category of Land	Gross Acreage Remaining Need
Residential:	267.6
Parks and Recreation:	43.5
Schools:	10
Total New 20-Year Land Need:	321.1

Source: Johnson Reid LLC

The proposed EOA and HNA will be consistent with this goal and any related rules.

Goal 11- Public Facilities and Services: The intent of this goal is to develop a timely, orderly and efficient arrangement of public facilities and services necessary to serve the residents of Keizer. The city provides its residents with water, sanitary sewer, and has an established street system. Administrative, police and public safety also are provided by the city. Fire protection services will continue to be provided by the Keizer Fire District or Marion County Fire District #1 depending on which district property is located. By itself the proposed EOA / HNA will not impact any of the city's public facilities and services since it only documents the needs that will exist to meet projected growth. The implementation of these studies will require that all lands that will serve this projected need by connected to city facilities in accordance with applicable requirements. As such, the proposed EOA / HNA and will comply with this goal and all administrative rules.

Goal 12 – Transportation: The city has an adopted Transportation System Plan that describes the city's transportation systems. This system includes streets, transit bike, and pedestrian systems. By itself the proposed EOA / HNA will have no impact on the city's existing or planned transportation systems which were recently updated, since it only documents the needs that will exist to meet projected growth. The implementation of these studies will require that all lands that will serve this projected need by connected to city facilities in accordance with applicable requirements. As such, the proposed EOA / HNA and will comply with this goal and any rules.

Goal 13 – Energy Conservation: This goal seeks to maximize the conservation of energy. All new construction requires compliance for review to applicable energy conservation standards. The proposed EOA / HNA will not impact this goal nor any of the implementing administrative rules.

Goal 14 – Urbanization: The intent of this goal to provide for an orderly and efficient transition from rural to urban land use. The city has an adopted Comprehensive Plan and zone code that complies with the goal. The proposed EOA / HNA will have no impact on the intent of this goal as it only will involve land that is within the city limits and not the use of land being transitioned from rural to urbanized uses.

Goal 15 – Willamette River: This goal seeks to protect, conserve, maintain the natural, scenic, historical, agricultural, economic and recreational qualities of lands along the Willamette River. While the Willamette River is located along the western flanks of Keizer the proposed EOA / HNA will not impact the Willamette River nor will it have any impact on the ability of the city to regulate uses along the river or the Willamette River overlay zone regulations and so this goal is not applicable.

Goal 16 (Estuarine Resources), Goal 17 (Coastal Shorelands), Goal 18 (Beaches and Dunes), and Goal 19 Ocean Resources) govern areas along the ocean. Since Keizer is not located along the coast these goals are not applicable

In consideration of the above findings, the proposed EOA / HNA complies with all applicable statewide land use goals and with all applicable administrative rules which implement the relevant goal.

5. **Section 3.111.04.D - The amendment is appropriate as measured by at least one of the following criteria:**
   a. It corrects identified error(s) in the previous plan.
   b. It represents a logical implementation of the plan.
   c. It is mandated by changes in federal, state, or local law.
   d. It is otherwise deemed by the council to be desirable, appropriate, and proper.

FINDINGS: While there are no Comprehensive Plan goals or policies that offer guidance, it is determined that the proposed EOA / HNA code represents a logical implementation of the Plan. The proposed EOA / HNA are mandated by state law. They are some of the last remaining periodic review update tasks that the city has left to be able to complete periodic review. This EOA / HNA work has been on-going for the past year and has made use of a Technical Advisory Committee (TAC) comprised of representatives from the city council, planning commission, business and civic groups as well as general citizens. The city's consultant, Johnson Reid, developed a local EOA and HNA that builds on both the regional EOA and regional HNA, and is also consistent with the 20 year population forecast that the city council adopted last year. This EOA and HNA will replace existing studies that are now out of date and so contain numerous errors. The City Council has, by this adoption, determined that the proposed EOA / HNA are desirable, appropriate, and proper. As such, the proposal complies with this criterion.

JOHNSON REID
LAND USE ECONOMICS

MEMORANDUM

DATE: May 10, 2013

TO: Nate Brown
Community Development Director
CITY OF KEIZER

FROM: JOHNSON REID, LLC

SUBJECT: Goal 9 and Goal 10 Analyses Reports

GOAL 9 ECONOMIC OPPORTUNITIES ANALYSIS
GOAL 10: HOUSING AND RESIDENTIAL LANDS NEEDS

INTRODUCTION

This memo is meant to introduce and summarize the major findings of three work products. These products have been completed over the Fall of 2012 and the first half of 2013 with contributions from City Staff, Technical Advisory Committee, State of Oregon Staff, stakeholders, and a consultant team. Final input and approval will come from the Planning Commission and City Council. The three work products are:

- **Goal 9 Economic Opportunities Analysis**
- **Goal 10: Housing and Residential Lands Needs**
- **Appendix A: Buildable Lands Inventory**

Consistent with the City of Keizer's periodic review requirements, the City has retained JOHNSON REID and ANGELO PLANNING GROUP to conduct analyses of the Goal 9 (Economic Development) and Goal 10 (Housing) elements of the City's Comprehensive Plan. This analysis generates projections of employment growth and household growth, respectively, and compares this projected growth to the amount of properly zoned land remaining in the city to accommodate those uses.

This process may find a surplus or need for different kinds of land depending on the amount of buildable land remaining and the expected growth rates. *In the case of Keizer, there will be a projected deficit over the next 20 years of both employment and residential land.* This finding leads to subsequent work to address this deficit through measures ranging from encouraging more development within the existing city to expanding the Urban Growth Boundary.

EXECUTIVE SUMMARY

This section summarizes the major findings of the Goal 9 and Goal 10 reports. Much greater detail and discussion can be found in the report documents themselves.

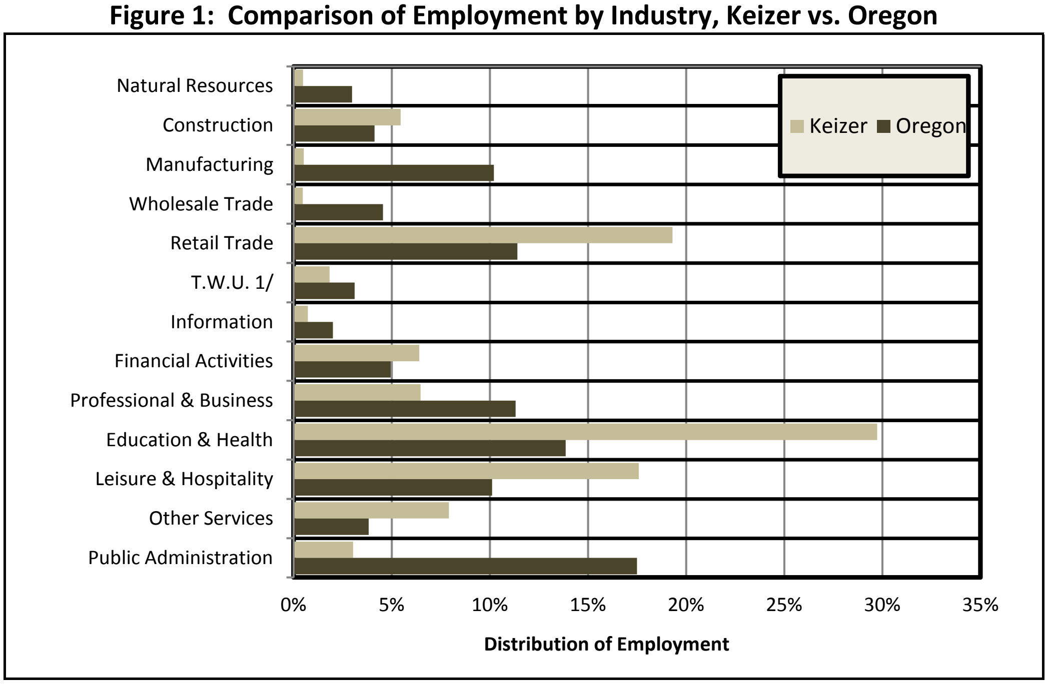
GOAL 9: ECONOMIC OPPORTUNITIES ANALYSIS (EOA)

The EOA synthesizes data on local and national economic trends, employment trends and forecasts, existing industries, economic development goals and community vision to generate employment growth projections over the next 20 years. The projections are broken down by industry category, which in turn informs what type of built space and available land will be needed to accommodate that growth.

Keizer's Economic Development Vision

Keizer aspires to provide more opportunities for a range of good paying jobs for people living in Keizer, which would result in faster growth in employment than in population growth. Keizer's vision for providing new employment opportunities is to capture professional services and associated uses in a "campus" setting, primarily but not exclusively related to medical office and research and education. These services may include a hospital and/or educational facilities, which are expected to provide Keizer with growth opportunities that fit the City's locational advantages. The city's economic vision is an economic strategy that will not directly compete with Salem but capitalizes on Keizer's own attributes and aspirations.

Figure 1: Comparison of Employment by Industry, Keizer vs. Oregon



1/ Transportation, Warehousing, & Utilities
SOURCE: Oregon Employment Department

- The composition of employment by industry in Keizer exhibits several large deviations from the statewide composition (Figure 1). These deviations represent Keizer's competitive advantages in the economy, which fall largely in population-driven services. Industry classifications such as Retail Trade, Education & Health, and Food Service & Drinking Places have a high representation locally.

- These well-represented industries, in combination with economic development goals and input from the stakeholders, were used to devise potential future target industries. After discussing and ranking industries based on local aspirations and current representation of that industry in Keizer, the Technical Advisory Committee arrived at the following list of target industries:

    - Medical facilities, including research, development and support
    - Information technology/back office
    - Educational services, including educational research and job training
    - Professional services, including corporate headquarters
    - Sporting events

- Current employment levels by industry were projected forward based on regional job growth estimates and the above target industry goals (Figure 2). The growth forecast calls for a total of 3,774 new jobs over the next 20 years, representing growth of 55% over current levels.

Figure 2: Forecasted Employment Growth, 2013 – 2033, Keizer

HIGH FORECAST SCENARIO	2013	Forecast Estimates				'13-'33 Growth	
NAICS	Base Year	2018	2023	2028	2033	Jobs	AAGR
Natural Resources	35	37	39	41	43	9	1.14%
Construction	368	409	456	507	564	196	2.16%
Manufacturing	26	39	60	92	139	113	8.78%
Wholesale Trade	31	34	38	42	47	17	2.17%
Retail Trade	1,231	1,331	1,439	1,555	1,681	450	1.57%
T.W.U.	7	9	11	14	17	11	4.73%
Information	39	41	42	43	45	6	0.67%
Financial Activities	889	953	1,021	1,094	1,173	284	1.40%
Professional & Business	462	546	646	764	904	442	3.41%
Private Education	37	41	44	48	53	15	1.71%
Health Care & Social Assistance	1,208	1,445	1,728	2,067	2,473	1,265	3.65%
Leisure & Hospitality	1,100	1,221	1,355	1,503	1,668	568	2.10%
Other Services	618	671	728	791	858	240	1.66%
Government	769	806	845	886	929	160	0.95%
Total	**6,820**	**7,583**	**8,452**	**9,448**	**10,595**	**3,774**	**2.23%**

Source: Oregon Employment Department and Johnson Reid

- The projected employment growth is used to estimate what types of employment land (i.e. commercial retail, office, or industrial) will be needed in the future by applying data on what types of real estate is used in each of these industry categories.

Figure 3: Forecasted Employment Land Need, 2013 – 2033, Keizer

BASELINE LAND NEED

Land Type	Forecast High
Office Lands	**34.5**
Industrial Lands	**0.6**
Commercial Lands 1/	**57.9**
Resident Driven	*50.3*
Visitor Driven	*7.6*
Overnight Lodging	***5.2***
Specialized Uses 2/	***34.8***
TOTAL EMPLOYMENT LAND NEED	**133.0**

WITH INFRASTRUCTURE 3/

Land Type	Forecast High
Office Lands	**41.4**
Industrial Lands	**0.7**
Commercial Lands	**69.5**
Resident Driven	*60.4*
Visitor Driven	*9.1*
Overnight Lodging	***6.2***
Specialized Uses	***41.8***
TOTAL EMPLOYMENT LAND NEED	**159.6**

1/ Only two scenarios were forecasted. Medium and High reflect retail need allowing for small growth in reail incomes
2/ Hospitals, Clinics, Assisted Living, etc. for employment not otherwise categorized.
3/ Assumes a 20% gross up of land need for infrastructure

- As Figure 3 shows, there is an estimated need for 160 gross acres of land to accommodate the projected employment growth. An inventory of remaining buildable lands finds 123 acres of buildable land remaining within the city boundary, in the commercial and industrial categories. However, there is no land available that is well-suited for the institutional category, which includes hospitals, higher education facilities, and other uses that figure heavily into the City's economic development strategy.

Figure 4: Forecasted Employment Land Need, 2013 – 2033, Keizer

Scenario	Demand	Supply	Surplus/ Shortage
High Growth Scenario			
Commercial	86.0	64.5	(21.6)
Industrial	31.8	59.6	27.8
Institutional	41.8	-	(41.8)

1/ Assumes a demand distribution of Office support 25% to commercial and 75% to Industrial

- As Figure 4 shows there is a net need for commercial and institutional lands amounting to 63.3 gross acres above and beyond what the City's remaining buildable employment lands can accommodate.

GOAL 10: HOUSING AND RESIDENTIAL LAND NEEDS ANALYSIS

Unlike the Goal 9 analysis which reflects the community's vision and economic development aspirations, the methodology of a Goal 10 housing analysis is much more formulaic. The Goal 10 analysis is based on the City's adopted population forecast, and trends in household size, demographics and housing development. These are used to generate projections of population growth, number of households, and the number and types of housing units they will need over the 20-year period. The 20-year need is then compared with remaining buildable residential land to assess what additional land may be needed to accommodate that growth.

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Percentage:	6.0%	10.0%	0.7%	15.8%	65.4%	2.2%	0.0%	100.0%		

TOTAL HOUSING UNITS									
			Multi-Family						
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Percentage:	50.3%	5.7%	0.8%	7.8%	31.8%	3.6%	0.0%	100.0%	

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			NEW UNITS NEEDED (2033) vs. CAPACITY							
Zoning Designation		Capacity of Vacant Lands (In Units)[1]	S.F. Detached	S.F. Attached	Duplex	3- or 4-plex	5+ Units MFR	Mobile home	Total Units	
			2,269	255	38	351	1,437	162	**4,513**	← New Units Needed (2032)
RS	Single Family Residential	1,183	1,064	120	-	-	-	-	1,183	
RL	Limited Density Residential	-	-	-	-	-	-	-	*0*	
RL-LU	*Limited D.R. - Limited Use*	-	-	-	-	-	-	-	*0*	
RM (Medium)	Medium Density Residential	-	-	-	-	-	-	-	*0*	
RM (Medium High)	Medium Density Residential	362	-	-	-	-	362	-	362	← Distribution of Remaining BLI Capacity
RM-LU	MDR - Limited Use	-	-	-	-	-	-	-	*0*	
RH	High Density Residential	-	-	-	-	-	-	-	*0*	
UT	Urban Transition	310	279	31	-	-	-	-	310	
MU	Mixed Use (Keizer Station)	153	-	-	-	-	153	-	153	
MU	Mixed Use (Other)	314	-	-	-	-	314	-	314	
	Totals/Averages:	***2,322***	***1,343***	***151***	***0***	***0***	***829***	***0***	***2,322***	← Total Capacity of Buildable Lands
	Accessory Dwelling Unit Assumption :			*62*	*38*				*100*	
			926	*42*	*0*	*351*	*609*	*162*	***2,090***	← Remaining Unit Need

Sources: City of KEIZER, MWVCOG, Johnson Reid LLC

- When this remaining land need is apportioned to Keizer's residential zones, we estimate a 20-year need for 267 gross acres of residential land, to be accompanied by 43.5 acres of new land for parks to serve this new population, and 10 acres of land for new school facilities. This is a total of 385 gross acres (Figure 9)

Figure 9: Projected Residential and Support Land Need by 2033, Keizer

Category of Land	Gross Acreage Remaining Need
Residential:	267.6
Parks and Recreation:	43.5
Schools:	10
Total New 20-Year Land Need:	321.1

Source: Johnson Reid LLC

SUMMARY OF TOTAL PROJECTED LAND NEED (GOAL 9 AND 10)

The analysis summarized here and detailed in the attached reports results in a projected need for 370 gross acres of land beyond the current capacity of the City's current boundary.

Figure 10: Projected Total New Land Need
City of Keizer, 2033

Category of Land	Gross Acreage Remaining Need
Commercial:	21.6
Industrial:	0
Institutional:	41.8
Residential:	267.6
Parks and Recreation:	43.5
Schools:	10
Total New 20-Year Land Need:	384.5

Source: Johnson Reid LLC

JOHNSON REID
LAND USE ECONOMICS

CITY OF KEIZER, OR
ECONOMIC OPPORTUNITIES ANALYSIS
(OREGON STATEWIDE PLANNING GOAL 9)

Prepared For:
CITY OF KEIZER, OREGON

June, 2013

This project is funded by Oregon general fund dollars through the Department of Land Conservation and Development. The contents of this document do not necessarily reflect the views or policies of the State of Oregon.

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TABLE OF CONTENTS

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I. INTRODUCTION

This report introduces analytical research presenting an Economic Opportunities Analysis (EOA) for the City of Keizer's portion of the broader Salem-Keizer Urban Growth Boundary (Referred to hereafter as the Keizer UGB)). The report fills the requirements of statewide Planning Goal 9, specifically OAR 660-009, which describes the EOA as:

> *"The economic opportunities analysis must 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."*

Cities are required to reconcile estimates of future employment land demand with existing inventories of vacant and redevelopable employment land within the UGB. The principal purpose of the analysis is to provide an adequate land supply for economic development and employment growth. This is intended to be conducted through an linkage of planning for an adequate land supply to infrastructure planning, community involvement and coordination among local governments and the state.

To this end, this report is organized into five sections:

- **Vision and Goals:** Provides an economic vision for the City of Keizer and a series of goals to achieve that vision.

- **Economic Trends:** Provides an overview of national, state and local economic trends affecting Keizer, including population projections, employment growth, retail trends and a demographic profile.

- **Economic Development Potential:** Estimates future employment growth in Keizer's portion of the UGB. Examines Keizer's economic assets and opportunities, and relates them to target industrial sectors for economic development.

- **Employment Land Supply:** Provides an inventory of suitable existing industrial and commercial land (employment land) within the City of Keizer's share of the UGB.

- **Employment Land Needs:** Examines projected demand for industrial and commercial land based on anticipated employment growth rates by sector. Compares short- and long-term demand for employment land to the existing land inventory to determine a 20-year surplus or deficit of suitable land.

II. VISION AND GOALS

VISION

Keizer aspires to provide more opportunities for a range of good paying jobs for people living in Keizer, which would result in faster growth in employment than in population growth. Keizer's vision for providing new employment opportunities is to capture professional services and associated uses in a "campus" setting, primarily but not exclusively related to medical office and research and education. These services may include a hospital and/or educational facilities, which are expected to provide Keizer with growth opportunities that fit the City's locational advantages. The city's economic vision is an economic strategy that will not directly compete with Salem but capitalizes on Keizer's own attributes and aspirations.

COMMUNITY ECONOMIC DEVELOPMENT OBJECTIVES

Keizer's objectives for the future will be to live with a thriving local economy with strong businesses, diverse industries and good jobs and enjoy…..

- A variety of jobs across the economic spectrum
- A diversified economic base that attracts and retains a variety of industries
- An availability of clean, green jobs
- Industries that are invested in the community and enhance our connections to the regional and global economy through strategic collaboration
- A range of goods and services for all
- Being a centrally-located event destination
- A high-quality, well-qualified work force

In an effort to achieve this, the following goals have been developed:

- Increase employment opportunities in Keizer
- Provide an adequate supply of sites to accommodate target business, and other employment over the planning period
- Provide high-value sites for specific uses and purposes
- Plan for infrastructure to support business development
- Encourage the continued development of the Keizer Station area
- Support existing businesses and business centers in Keizer
- Increase the potential for conference and tourist related economic activities including developing a range of competitive sporting venues
- Encourage continued redevelopment of existing commercial corridors
- Monitor and periodically adjust goals and objectives
- Encourage high quality educational and training opportunities

III. Economic Trends

The analysis in this chapter will present a summary of recent and anticipated factors affecting the future economic growth of the Keizer area. The section begins with the systematic trends and economic outlook at the national and state level before a more concentrated analysis of the competitive economic advantages of the State of Oregon and the Keizer economies. This section makes particular use of primary research and analysis produced by third party resources, specifically the Congressional Budget Office (CBO), the Bureau of Economic Analysis (BEA), and the Oregon Office of Economic Analysis (OEA).

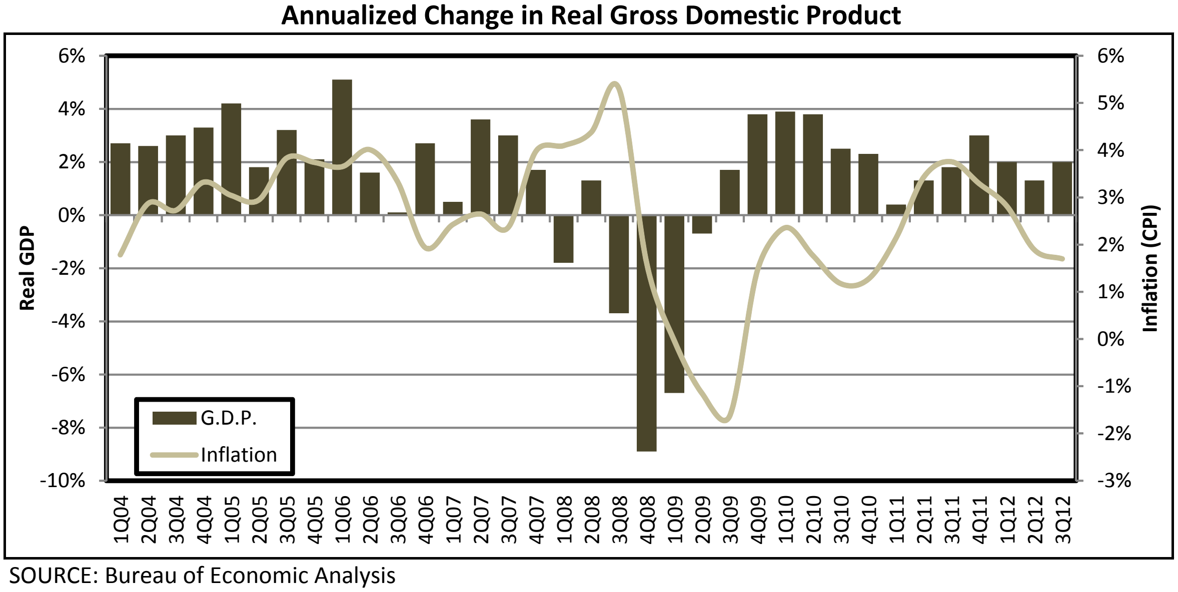
National Trends

The economic outlook for Marion County and the City of Keizer will continue to be influenced by broader economic conditions in the United States and in the global marketplace. Specific trends likely to be most influential include:

Effects of the National Recovery--Gross Domestic Product

Economic activity in the United States has continued to expand a modest pace throughout 2012. Initial "advanced" estimates of GDP came in at a 2.0% annualized for the third quarter, while second quarter estimates were revised downward to only 1.3%. According to the Bureau of Economic Analysis, "The increase in real GDP in the third quarter primarily reflected positive contributions from personal consumption expenditures (PCE), federal government spending, and residential fixed investment that were partly offset by negative contributions from exports, nonresidential fixed investment, and private inventory investment. Imports, which are a subtraction in the calculation of GDP, decreased.[1]"

Figure 1
Annualized Change in Real Gross Domestic Product



SOURCE: Bureau of Economic Analysis

While growth has remained positive, and threat of a recessionary turn remains subdued, the national economy continues to suffer from tepid hiring and exceedingly lackluster capital investment. On-going

1 Bureau of Economic Analysis. National Income and Product Accounts, 3Q12 Advanced Estimate, Released October 26, 2012

uncertainty about the future continues to drive the status quo; specifically the protracted European Debt Crisis, economic deceleration in Asia, and most importantly the lack of clarity of long-term domestic fiscal policy.

In light of exhibited growth and long-term inflation estimates stuck below the Fed's duel mandate targets, the Federal Open Market Committee (FOMC) moved in the third quarter to provide additional accommodative stimulus through balance sheet expansion (QE3). In doing so, the Fed committed to open ended purchases of mortgage-backed securities at a rate of $40 billion per month. The FOMC further expanded asset purchases by an additional $40 billion per month with the expiration of its maturity extension program (Operation Twist). The effect of QE3 will keep the Federal Funds Rate near zero for the foreseeable future, and by extension maintain historically low borrowing costs.

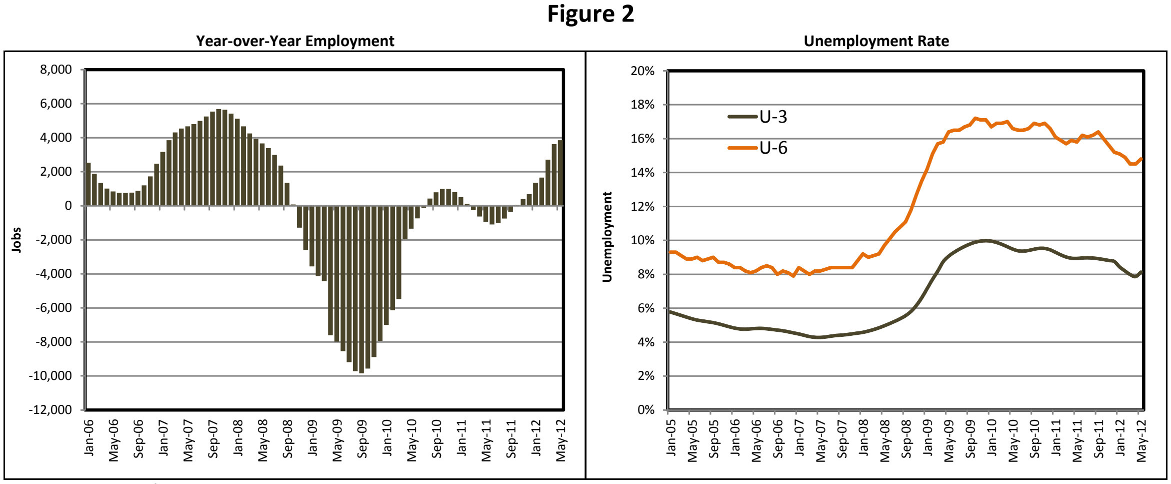
While the extent this monetary accommodation translates into economic expansion is a debated issue among academics, it is intended to provide strength to a sluggish recovery. And that is the outcome expected by both the Federal Reserve and the Blue Chip[2] consensus survey, which forecasts Real GDP growth in the vicinity 2.2% to 2.8% in 2013 and 2014.

Effects of the National Recovery--Employment and Labor Force

From peak to trough, nonfarm payroll employment in the United States fell by over 7.7 million jobs during the "Great Recession". This recession has been notably characterized for its depth and duration, a characteristic which international examples show are a common result of financial crises. During this period the unemployment rate rose to over 10% with the more broadly defined U-6 metric exceeding 17%[3]. The unemployment rate would likely have been significantly higher had there not been an unusually large decline in labor force participation.

However, the nation's employment situation has begun to slowly improve. In the first half of 2012, non-farm payrolls rose by an average of roughly 200,000 per month in the first quarter and 70,000 per month in the second quarter. The economy has regained nearly 2.8 million jobs and the unemployment rate has fallen back to 7.8%.

Figure 2



SOURCE: U.S. Bureau of Labor Statistics

2 Monthly survey of over 50 leading business economists from banking, insurance, manufacturing, and brokerage industries.

3 U-3 = The total unemployed as a percentage of the labor force. It is the official unemployment rate.
U-6 = Total unemployed, plus all persons marginally attached to the labor force, plus total employed part time for economic reasons, as a percent of the civilian labor force plus all persons marginally attached to the labor force.

Other Factors Affecting Short-Term Economic Conditions

- Housing: Housing has emerged as a surprising strong point in the national economy after several years in the doldrums. The majority of data indicates that the housing market has turned the corner, with a slow drawing down of excess inventory. Fixed residential investment is expected to provide some much needed support to the economy in coming years.

- Business Investment: Real business investment grew strongly in the first half of 2012, reaching an annualized rate of 6.4% through the first two quarters. This input is expected to maintain above average growth through the year. However, businesses are facing competing dynamics, with favorably borrowing conditions offset by the uncertainty of future fiscal conditions (see "Policy" below).

- Government Spending: Reductions in government spending continue to be a drag on the economy, and will likely continue to do so in the near future with on-going political pressure toward fiscal austerity.

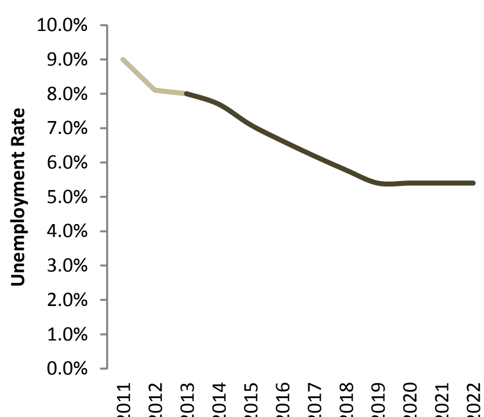
- Policy: The direction of future fiscal policy with perhaps have the greatest impact on economic conditions seen in some time. The scheduled expiration of current tax cuts in addition to spending provisions in the 2011 Budget Control Act (broadly referred to as the "fiscal cliff") would severely impact near-term growth. Just the threat of such dramatic policy action is already weighing on business investment.

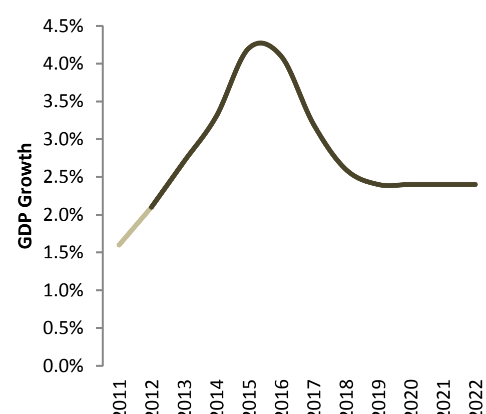
- Consumer Spending: Consumer spending has remained weak reflecting high unemployment and stagnate disposable income growth. Consumer will certainly be impacted by whether or not the Bush Tax Cuts are allowed to expire in 2014.

- External Shock: The extent to which the European Recession and financial crisis and slower economic growth in Asia impact U.S. growth.

National Economic Outlook

Over the longer term, the pace of economic growth is expected to accelerate moderately following 2013. Gradually, idle resource in the economy will begin to be productive, drawing growth higher to 4.3% between 2014 and 2017, and narrowing the production gap by 2018 and growing at the rate of potential (around 2.4%) thereafter.





Because of the large amount of unused resources currently in the economy, inflation is expected to remain subdued in the foreseeable future, despite additional monetary easing. Further, the Federal Reserve has openly committed to keeping the Federal Funds Rate low through 2015. Inflation rates should stay below 2% through 2022 on average.

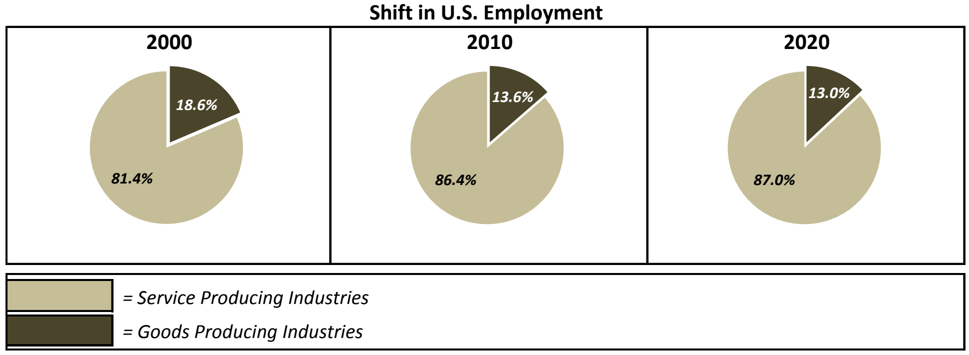
Payrolls should continue to increase at a moderate pace in the near-term, accelerating consistent with GDP growth. However, because unemployment had been driven down by lower labor force participation, the unemployment rate will recover at a slower pace. Unemployment is expected to average near 7% through 2015 and fall to 5.4% subsequently.

Factors Affecting Long-Term Economic Conditions

- National Employment Shift: The share of employment in goods producing industries has declined markedly in recent cycles on increasing worker productivity and international outsourcing. With lower cost labor still widely available in foreign markets, this is a conditions which is expected to continue in the coming decade, albeit at a far more measured pace. U.S. employment growth is expected to be strongest in Health Care, Professional & Business, and Other Services.

Figure 3

Shift in U.S. Employment



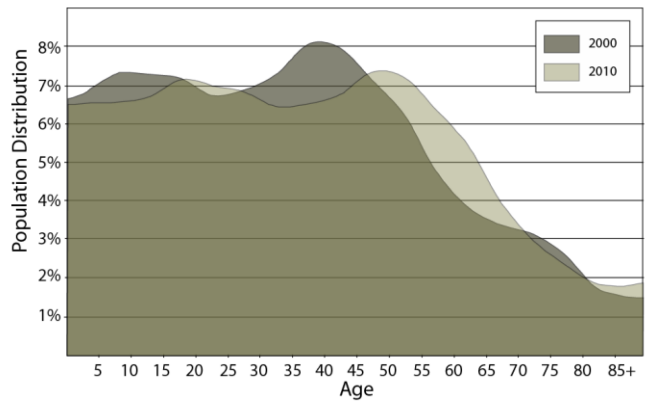
SOURCE: Bureau of Labor Statistics, Forecast of Industry Employment, CES Data

- Business Cycles: This evaluation is not attempting to predict future fluctuations in the business cycle. However, we are already several years into the current cycle, with cycles typically lasting 8 years on average. This would indicate a reasonable degree of likelihood of future economic contraction this decade.

- Monetary Policy: Monetary Policy is expected to remain accommodative into the foreseeable future. When the threat of accelerated inflation begins to solidify, Monetary Policy will subsequently tighten. However, as mentioned above, by the end of 2015 we will be approaching a typical cyclical length. With policy expected to remain tight through this period, there is some risk that monetary policy will not get off the zero bound in this timeframe, seriously constricting the monetary "toolbox" to provide future accommodation.

- Fiscal Policy: If current law holds, historic fiscal contraction will likely constrain growth considerably in the near-term, with higher growth further out resulting from a reduction in federal debt. However, if a compromise is made and the "fiscal cliff" is avoided, growth will accelerate in the near-term with slower growth farther out as federal debt crowds out private investment.

- Demographic Factors: The aging of the baby boomer generation is already underway, with the share of the population age 55 and older approaching 25% in 2010, with the number of residents age 65 and older expected to double over the next 40 years. The economic effects of this shift will be widespread. A slowing of labor force growth will coincide with exceedingly high job replacement demand. Further, the increased demand for health care services will place additional pressure of federal balance sheets.



- Lasting Impacts of Recession: The severe depth and prolonged duration of the recent recession and subsequent lackluster recovery with have permanent long term impacts on the economy. For example, job shortages have caused lowered labor force participation and in many cases early retirement. When combined with long-term unemployment increasing the risk of skill deterioration, the level of productive capital has certainly created a new reality for potential output. Similar deferrals of capital investment have occurred at sub optimal levels.

- Other Factors: A wide range of other factors, certain and otherwise, known and unknown, will continue to shape the future of the economy in the long-term. Potential factors include the direction of energy price, unexpected improvements or deterioration in business and consumer confidence, and the direction of external factors such as the European financial crisis and the economies of Asia and Latina America.

State & Local Conditions

Oregon's GDP growth between 2010 and 2011 was nearly three times that of the U.S. economy, making Oregon the second fastest growing economy over this period. The state's durable goods manufacturing industry was the second-fastest growing sector in the nation in 2011 at a rate of 3.94%, almost 20% of Oregon's economic growth. High tech companies such as Intel Corp., which employs about 16,300 in Portland, dominate the durable goods manufacturing industry. This can be attributed to a reverse off shoring trend that is occurring partially as a result of defects, delays, and theft in overseas supply chain locations.

Given its geographic location, Oregon trades largely with countries on the Pacific Rim, most notably Canada and Asian powers. Unfortunately, the later region is among the most economically volatile areas of the world right now, with economic growth falling off considerably. This, in turn, has caused Oregon's export driven growth to moderate somewhat in light of falling global demand.

Industry Analysis

The figure below outlines a breakdown of Oregon's primary industries, where they appear to be in the cycle, and forecasts of growth over the near-term.

Through the first half of 2012, employment gains were generally positive across most industries, with the exception of Government and Transportation Equipment Manufacturing. Construction grew significantly, driven by a mix of public construction projects and the beginning of a rebound in housing starts. Other export driven commodities remained positive, but growth is down from 2011 highs. Service oriented industries are stabilizing at slow and steady rates commensurate with broader economic expansion.

Figure 4
Industry Performance Analysis

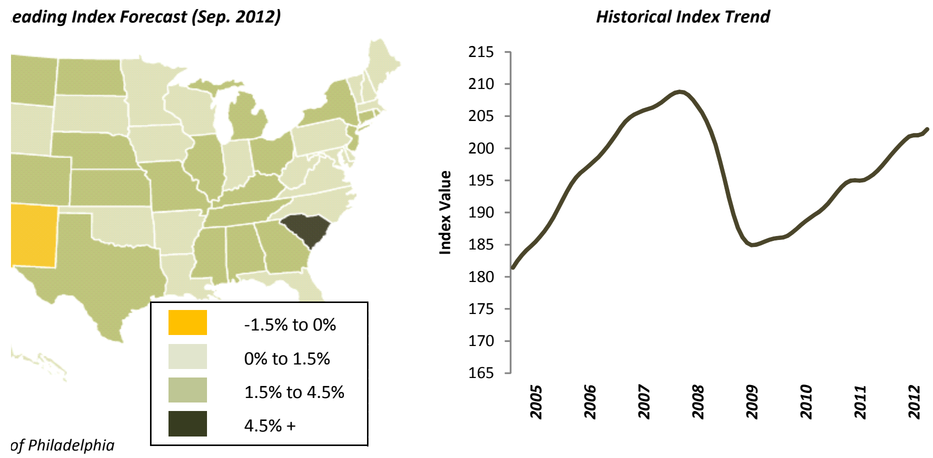
Industry	Growth Signal	Growth Projections 2012	2013	2014	Comments
Wood Products	*Strong Growth*	1.9%	6.7%	5.8%	Among the strongest forecasted sectors. Driven by exports and housing recovery.
Computer & Electronic Equipment	*Moderating Growth*	1.8%	0.2%	1.4%	Recent growth will moderate on falling export growth.
Transportation Equipment	*Early Recovery*	-0.9%	0.2%	5.2%	Among the hardest hit recession sectors. Recovery is just beginning.
Metals and Machinery	*Positive Growth*	4.8%	2.5%	-0.1%	Strong growth emerging from a hard hit sectors.
Food Processing	*Flat Growth*	1.3%	-0.5%	1.1%	Exports moderating. Global demand and price volitility
Construction	*Positive Growth*	4.8%	2.5%	3.6%	Looking forward to a rebound in housing starts. Still well below recession levels.
Industry	**Growth Signal**	**Growth Projections 2012**	**2013**	**2014**	**Comments**
Information	*Stabilizing*	0.8%	2.3%	1.9%	Beginging to see job growth. Measured growth estimated on the horizon.
Financial Activities	*Stabilizing*	0.0%	3.0%	1.6%	Weakness in real estate limits growth in 2012. Measured recovery thereafter.
Professional & Business	*Positive Growth*	3.7%	2.9%	4.2%	Will grow slightly faster than the general economy. A high growth sector
Education & Health	*Positive Growth*	1.5%	1.8%	2.3%	Sector remaind positive through recesssion, and growth will remain stable
Leisure & Hospitality	*Positive Growth*	1.9%	2.8%	2.0%	Growth curtailed by falling discresionary spending, but remaining surprisingly positive.
Government	*Negative Growth*	-1.8%	-0.1%	0.6%	Negative state and local growth partially offset by Federal gains. Future federal growth less likely.

SOURCE: Oregon Office of Economic Analysis and Johnson Reid, LLC

Economic Recovery Prospects

The Federal Reserve Bank of Philadelphia produces monthly indices of economic indicators for every state in the nation. The coincident indices combine four state-level indicators to summarize current economic conditions in a single statistic. The four state-level variables in each coincident index are nonfarm payroll employment, average hours worked in manufacturing, the unemployment rate, and wage and salary disbursements deflated by the consumer price index (U.S. city average). In its September 2012 release, Oregon's 3-month annualized growth reflected Oregon's recent soft patch, coming in at 1.9% compared to 2.5% nationally. However, The Fed's 6-month leading forecast has Oregon in the top 3 among all states, with estimated growth in the index of 4.5% annualized over the next two quarters.

Figure 5
Index of Leading Indicators

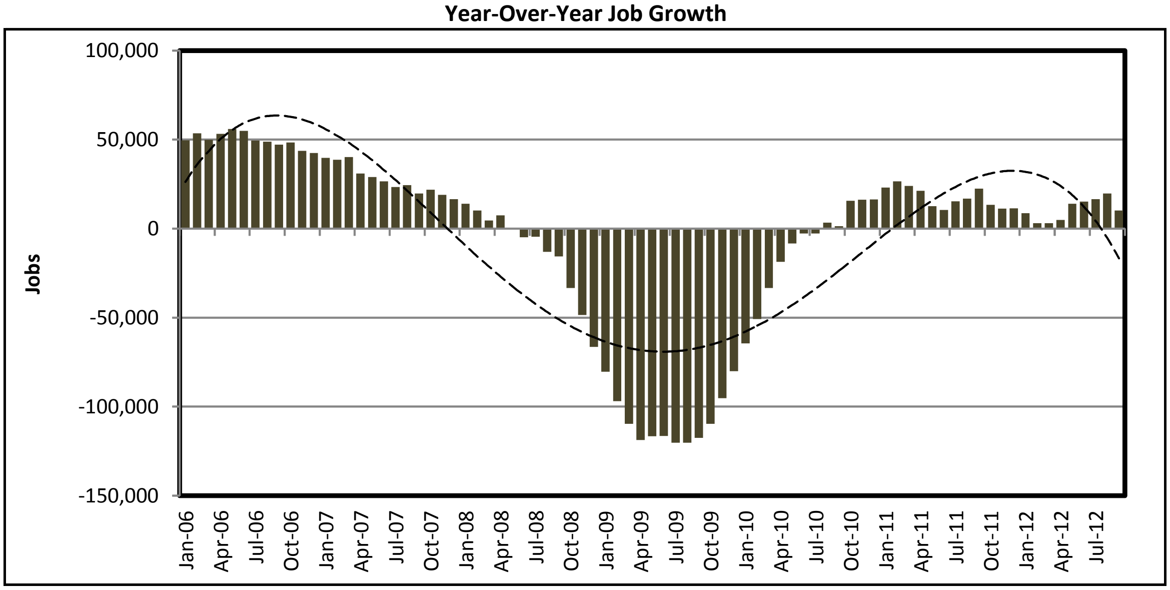


These findings from the Fed are generally echoed by the University of Oregon's Index of Economic Indicators. This series has seen steadfast improvement, increasing by 2.5% over the last 12-months.

Employment Conditions

Reflecting its recovery prospects, payroll employment in Oregon has begun to recover from the recent recession. The State has exhibited 26 consecutive months of positive year-over-year job growth while adding nearly 50,000 since post-recession low employment.

Figure 6
Year-Over-Year Job Growth



SOURCE: Oregon Employment Department

Export Market

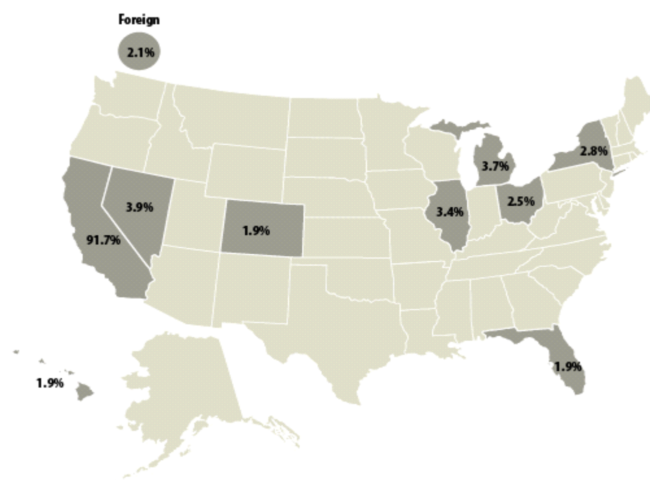
Long-term growth in Oregon's economy will continue to be a function of export potential. Oregon trades primarily with Pacific Rim countries, specifically Canada, Malaysia, Japan, China, and Taiwan. In the near-term, exports are no longer leading recovery in Oregon, with total exports flat through the first three-quarters of 2012. Exports to China and Malaysia were down nearly 20% for the second consecutive year. However, the long-term outlook for developing Asian markets is quite strong, and the strength and on-going development of these economies and increased purchasing power will translate into growth for Oregon's export firms.

Net In-Migration

Oregon continues to benefit from the exodus of households from California in light of exceedingly high taxes and a dire state fiscal position. Between 2004 and 2010, Oregon averaged a migration rate of 5.56 persons per 1,000 residents. During this time an astonishing 91% of net growth were households originating from California. This is a trend that is expected to continue, as the exodus from California in light of exceedingly high taxes and a dire state fiscal position does not seem to have an end in sight.

Figure 7
Oregon Net-Migration (2004-2010)

State	Net Migration	Net Income
California	82,220	$2,641,513,000
Nevada	3,453	$25,274,000
Michigan	3,340	$85,928,000
Illinois	3,010	$112,489,000
New York	2,492	$130,814,000
Ohio	2,265	$65,849,000
Foreign	1,879	$185,000
Florida	1,737	$46,620,000
Colorado	1,711	$48,394,000
Hawaii	1,662	$37,990,000
Total, All States:	89,619	$2,928,807,000
Average Net-Migration Rate:		*5.56*

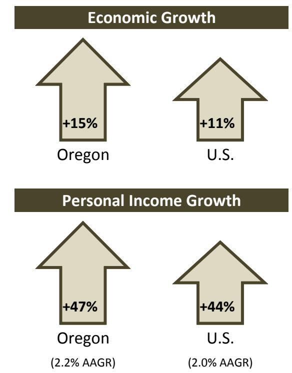


Risk Factors

While it would appear that a systematic recovery, albeit at a slow pace, is underway both nationally and in Oregon, significant downside risks remain. The single greatest risk remains external factors such as further financial meltdown in the Euro zone, a bursting housing bubble in China, or military conflict in Iran. The housing market is beginning to move from the risk to the upside category, but many other downside factors remain:

- A reversal of commodity prices from declining to inflation.
- The Fiscal Cliff
- Unknowns legislative changes and referendums derived out of the current election cycle
- Again, external factors in Europe, Asia, and the Middle East

Statewide Outlook



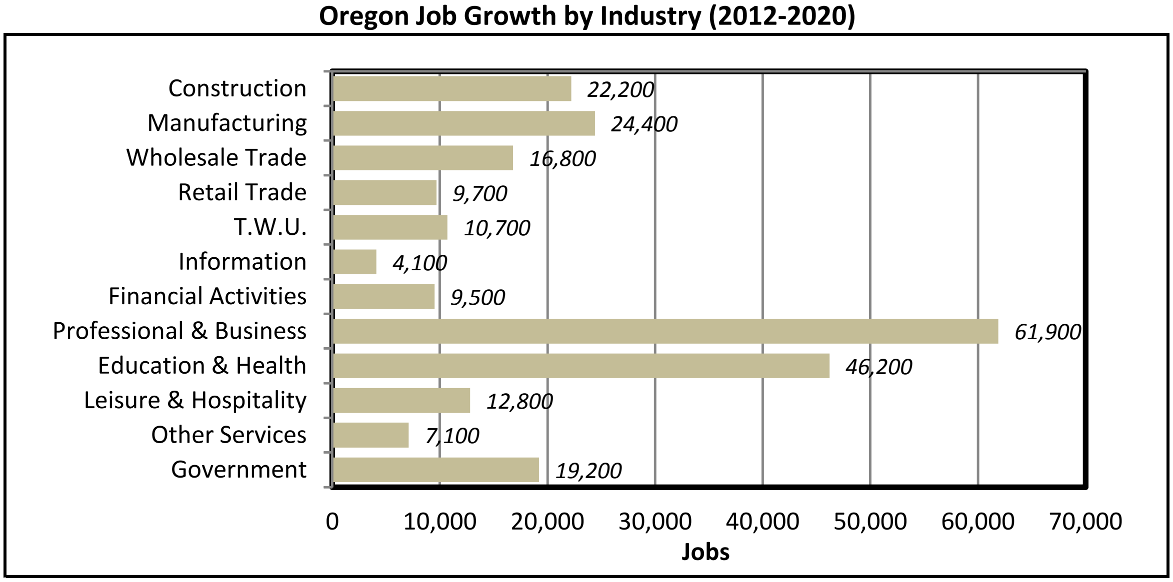
In the long-term, Oregon's economic growth is expected to outpace growth at the national level. Through 2020, the Oregon economy, as measured by employment, is expected to outpace the national average, growing by an estimated 15% compared to 11% nationally. Incomes in Oregon are also expected to be above average, growing at 2.2% annually compared to just 2% at the national level. Over the intermediate term, Oregon's growth prospects will be a function of a number of factors.

- Location to Asian countries and Canada continuing to drive trade growth.
- High commodity prices for Oregon exports.
- Business cost advantages.
- Relative cost of living and housing affordability advantages.
- Statewide focus on traded sector industry recruitment and retention.
- Quality of life.
- Continued growth in renewable energy and clean technology sectors.
- State and local tax incentives[4]
- Positive population growth, most notably due to net-migration from California, Nevada, and large Midwest and Eastern states. Oregon maintains a negative migration rate with Washington State and Idaho.

Through 2020, the Oregon Office of Economic Analysis forecasts 245,000 new jobs in the Oregon economy. Mirroring national forecasts, a significant share (44%) are expected to fall on Professional and Health Services. Manufacturing and Construction are expected to ad over 46,000 jobs in the state while growth in trade and other service categories is expected to be more measured.

Figure 8

Oregon Job Growth by Industry (2012-2020)



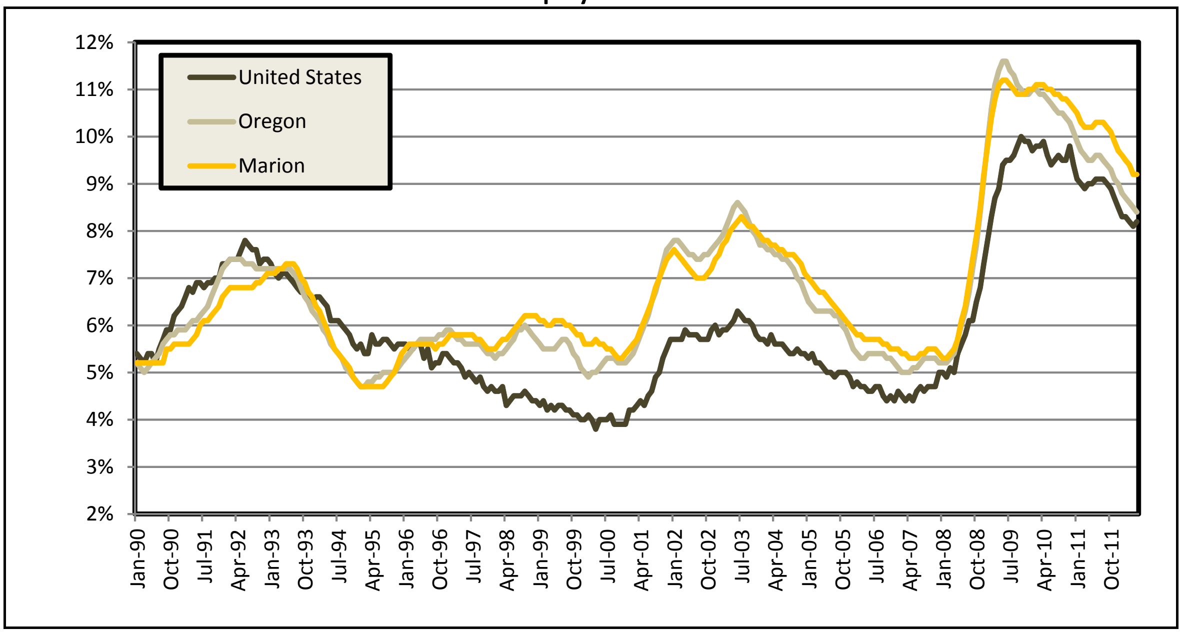
SOURCE: Oregon Office of Economic Analysis

4 http://www.oregon4biz.com/The-Oregon-Advantage/Incentives/

Regional Unemployment

The unemployment rate at all levels has declined in recent years, albeit at an less than inspiring pace. By mid-2012 unemployment in Oregon had fallen to 8.4%, its lowest level since 2008. Oregon typically lags the nation in employment inflection points as well as in magnitude. For example, between 2005 and 2009 the unemployment rate in Oregon averaged roughly 100 basis point higher than the national average. Conditions in Marion County have historically tracked very closely to Oregon's performance, however, the high concentration of government workers brings slightly less volatility. In May 2012 the unemployment rate was measurably higher than the state average, coming in at 9.2%

Figure 9
Unemployment Rate



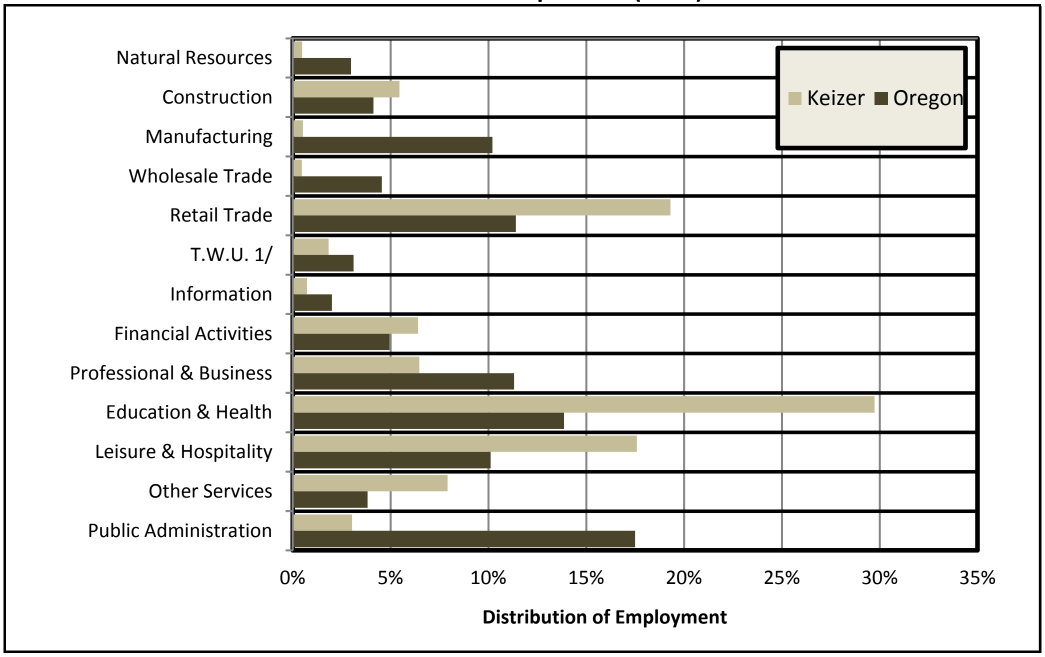
SOURCE: Oregon Employment Department

As the economy continues to slowly improve, unemployment should continue a downward trend. However, the extent to which the labor market fully recovers from the "Great Recession" remains to be seen. Many late life stage households may never return to the labor force, while the long-term unemployed may have significant deterioration of skills to be optimally productive.

Industrial Compostion

The composition of employment by industry in Keizer exhibits several large deviations from statewide levels. A subject we will discuss in length in the following section, these deviations represent Keizer's competitive advantages in the economy. Keizer's advantages fall largely in population driven services. Industry classifications such as Retail Trade, Education & Health, and Food Service & Drinking Places have an exceedingly high composition locally.

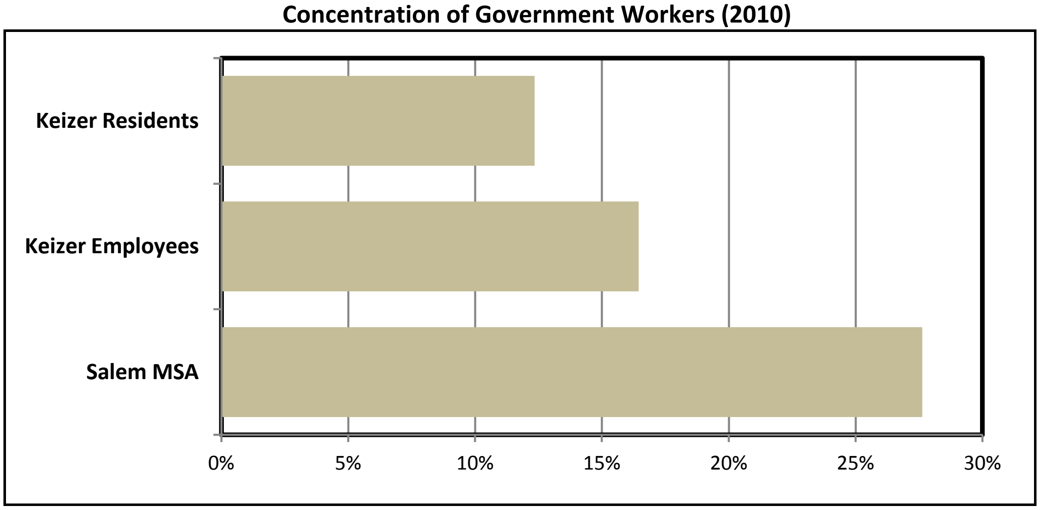
Figure 10
Industrial Composition (2010)



1/ Transportation, Warehousing, & Utilities
SOURCE: Oregon Employment Department

Among these concentrations that is not necessarily represented in the figure above in Government. With Salem as the State Capitol, the influence of State employment on the regional economy is quite significant. In Broader Salem MSA, roughly 27% of all employees are government workers (which also includes local government positions such as teachers). However, the sector's influence does not appear to be reaching Keizer. Roughly 12% of employed residents in Keizer are Government employees with 16% of actual employees in Keizer are in Government. Most of these, however, are in Education as opposed to State Public Administration.

Figure 11
Concentration of Government Workers (2010)

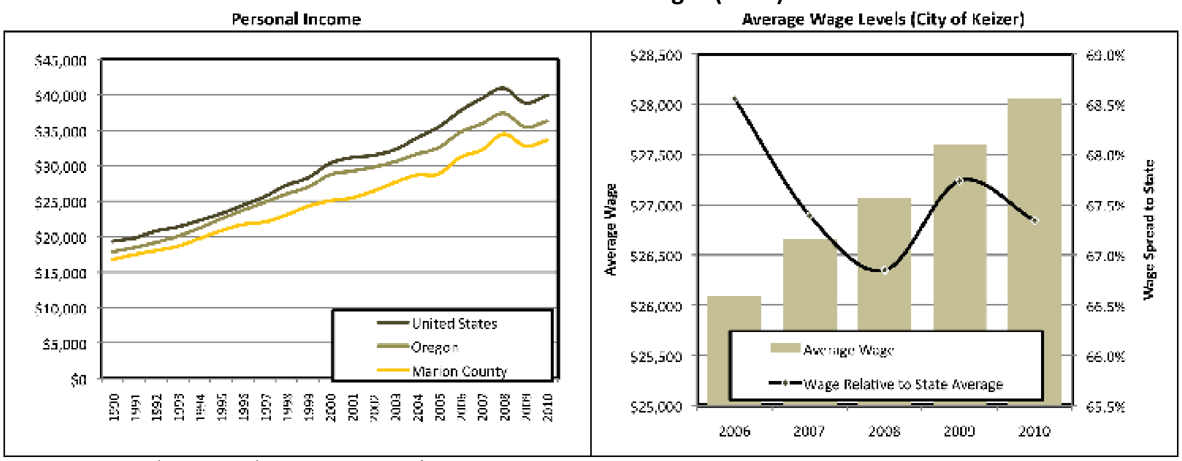


SOURCE: Oregon Employment Department, U.S. Census Bureau LEHD data

Personal Income

Wages in Marion County have historically remained well below statewide levels, affording local businesses a competitive advantage of lower business costs at the expense of the region's purchasing power. For example, in 2010 average wages in Marion County were roughly 67% of statewide levels. Unfortunately, this spread has been widening in recent years, with wage growth locally lagging. However, personal income in the region had exhibited an annual increase of 4.1% between 2000 and the "Great Recession, before a decline commensurate with the state and national levels. In the long-run, we expect wage differentials to remain between 65% and 70% of statewide levels, increasing on average in line with the long-term trend.

Figure 12
Personal Income and Wages (2010)

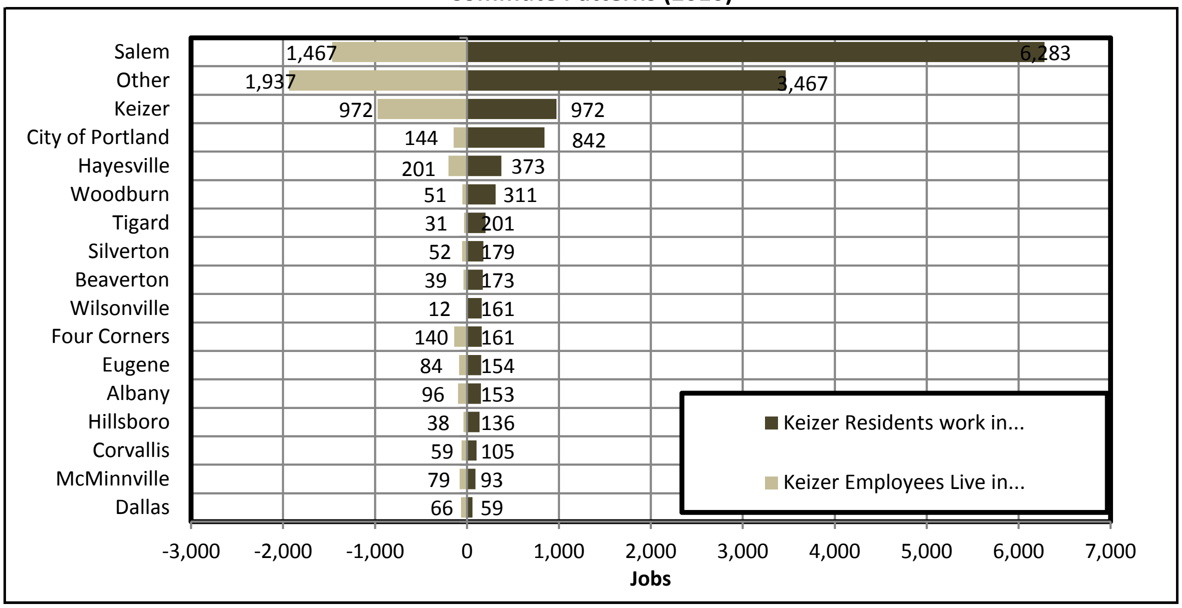


SOURCE: U.S. Bureau of Economic Analysis and the Oregon Employment Department

Commute Patterns

The City of Keizer has long been a bedroom community for the broader Salem MSA. In 2010 there were 13,823 working residents in the City of Keizer. However, only 972 (7%) actually work in Keizer. The remaining residents commute to other employment centers throughout the region, specifically Salem (45%) and Portland (6%). Alternatively, in the same year there were 5,468 people employed in the City of Keizer. Again, 972 (18%) actually live in Keizer with the remaining employees living in areas throughout the region, specifically Salem (27%) and other unincorporated and incorporated areas throughout the region. "Other" in this case represents a broad range of smaller cities and unincorporated areas. However, our data set does not permit us to drill down to these geographies.

Figure 13
Commute Patterns (2010)



SOURCE: U.S. Census Bureau

Population Growth

The rate of Keizer's population growth will continue to drive Keizer's population centric sectors of the economy, most notably Retail Trade, Education, Housing Construction, and most importantly Health Services. Over the last ten years, population growth in the City of Keizer (1.1% AAGR) slightly outpaced both statewide (1.05%) and Marion County (1.0%) levels. Over this time the City added nearly 3,800 new residents to its population base.

Over the next ten years, We expect population in Keizer to average 1.33% annual growth based on its capture of projected growth in Marion County.

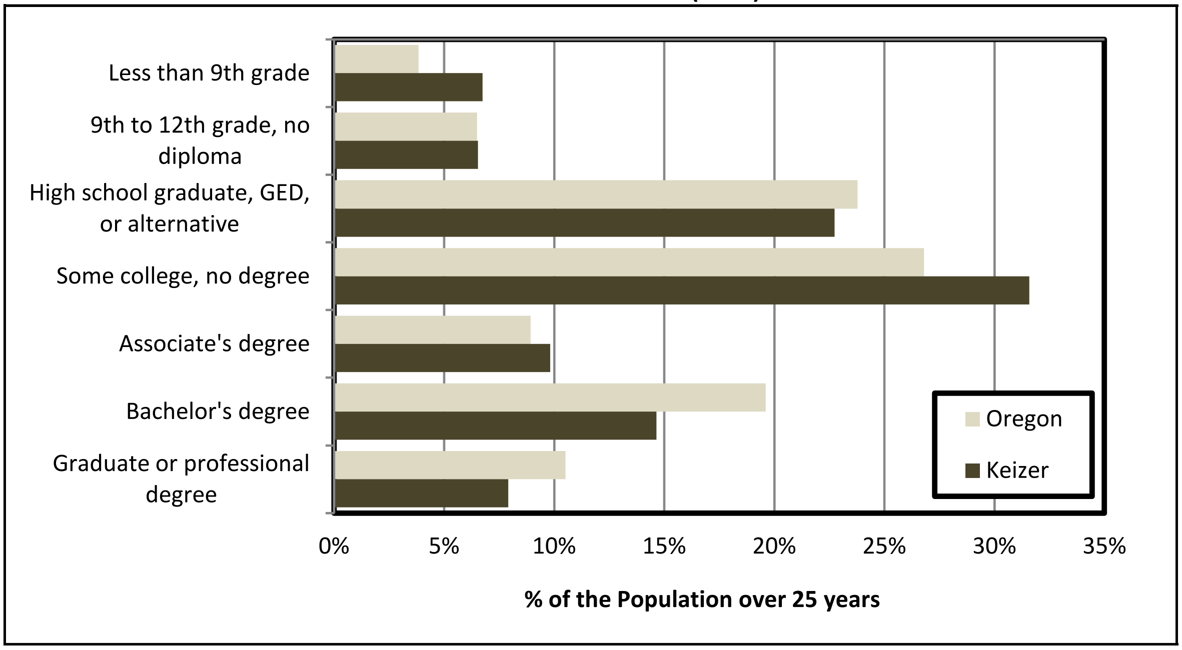
Figure 14
Population Trend

Region	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	AAGR
Oregon	3,470,385	3,502,588	3,538,591	3,578,895	3,626,938	3,685,206	3,739,359	3,784,182	3,815,775	3,837,300	3,857,625	1.06%
Marion	287,676	289,757	294,188	296,268	299,484	303,545	307,481	310,807	313,643	315,900	318,150	1.0%
Keizer	32,950	33,100	34,010	34,380	34,735	34,880	35,435	36,150	36,220	36,570	36,715	1.1%

Educational Attainment

An appropriately trained workforce is among the most critical inputs in managing economic development. Businesses need sufficiently trained workers to meet growth expectations. Further, workforce is among the primary criteria or relocating firms. In Keizer, the share of the adult population age 25-64 with at least a bachelors degree is 22%, which is measurably below the statewide average of 30%. Of greater concern is the local concentration of workers at the lowest education level. In Keizer an estimated 13.3% of workforce residents never finished high school. This is also above 10% at the state level. With education an increasingly important determinate of wage levels, changes in local education levels will influence Keizer's economic prosperity in the long-run. While figure 15 is informative, one limitation of Census data is the failure to consider other vocational training, such as industry continuing education, trade-certificates, and apprenticeships.

Figure 15
Educational Attainment (2010)



SOURCE: U.S. Census Bureau, 2010

IV. TARGET INDUSTRY ANALYSIS

Sound economies are best organized around a healthy set of industry clusters—similar and related businesses and industries that are mutually supportive, regionally competitive, attract capital investment, and encourage entrepreneurship. As an economic development strategy, specific clusters are targeted, and emerge, when a particular geography holds an innate competitive advantage in that industry—whether it is natural resources, human capital, political policies or geography. For example, Oregon's oldest industries—namely forestry and agriculture, emerged from physical and environmental attributes such as its climate, trees, soils, and access to shipping and distribution networks. In turn, these industries spawned interrelated clusters that include Food Processing & Manufacturing, Wood Product Manufacturing, Wholesaling & Distribution, Machinery Manufacturing, and host of other industries.

What follows is critical evaluation of this concept as it relates to the Keizer economy, specifically Keizer's opportunities to change the status quo and improve its economic future.

REGIONAL COORDINATION

The target industry analysis in this report was coordinated with recent regional planning efforts. Specifically, in May 2011, the region competed a regional economic opportunities analysis (REOA) that collectively evaluated the economic characteristics of the region, including the communities of Salem, Keizer, and Turner. This report identified several industries important to the region, based primarily on the region's competitive advantage in serving the needs of these business type. This analysis began with a regional Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis, which we recreate here:

STRENGTHS	***WEAKNESSES***
Regional employment center, located between Eugene and Portland	Low wages and income
State capital, with a substantial amount of State employment	Comparatively small share of residents with a Bachelor's degree or higher
Access to Interstate-5	Lack of diversity in the composition of the regional economy
Large parcels of industrial land with urban services and access to Interstate-5	Slow state and regional job growth
High quality of life, including public services and access to natural areas	Access to inexpensive electricity
Many existing small businesses	Availability of potable water
Access to natural resources and agricultural production	
Access to skilled, educated workers	
Housing costs that are comparable to or lower than costs in nearby urban areas	
Access to Union Pacific rail lines	
Salem Convention Center and related facilities	
Existing business concentration in:	
Agriculture, Food, & Beverage Production	
Traded-Sector Services	
Metals, Machinery, & Equipment	
Forest Products	
Specialty Manufacturing	

OPPORTUNITIES	***THREATS***
Growth in traded-sector services and production	Slow state-wide recovery from the recession
Growth in agriculture and food and beverage related products	Potential for national large increase in energy prices
Long-term growth in state and local government	Shrinking national manufacturing base
Growth in higher paying services, such as health care or professional services	Outsourcing and off-shoring of jobs
Growth of small businesses	Diversifying the regional economy
Coordinating economic development throughout the region	
Availability of large, vacant parcels of employment land	

We note that this regional effort may include some factors not particularly applicable to conditions at the City of Keizer level, most notably the availability of larger vacant industrial sites. Nevertheless, the table above characterizes the regional context in which the City of Keizer's economy will function over the intermediate term.

KEIZER TARGETED INDUSTRIES

Building upon the regional evaluation of economic opportunities in the region, Johnson Reid further profiled a range of potential growth industries relating to Keizer. These profiles were developed from employment data provided by the Oregon State Employment Department, and refined through several work sessions with the project's Technical Advisory Committee.

The following is a brief summary of trends and patterns by target industry over the 2004 through 2010 time period. This analysis relied on geocoded covered employment data from the Oregon Employment Department. The term "covered employment" refers to firms where employees are covered under unemployment insurance. Jobs not covered and therefore not considered in this analysis include self employment and real estate brokers/agents.

Data limitations

- Geocoding errors in the input data. Firms can often be misclassified in one year and classified correctly the next. This can be interpreted as a "new firm" in a certain geography when in fact it is simply a fix in the data.

- The North American Industrial Classification System (NAICS) was broadly instituted by the Oregon Employment Department beginning in 2001. because of the systems youth and frequent industrial classification revisions, it is not uncommon for a firm's NAICS code to change, sometime broadly. This can be interpreted as an emergence of a new firm in a particular industry but it is simply a reclassification.

- Firms with employees in multiple locations around the region are often reporting under a single ID# with an associated address. The can lead to instances where a firm looks to be of a particular size in a single location but may have many smaller locations around the region. This is common in retail.

- Conversely, some firms may have multiple entities with unique ID# numbers located in a given geographic location. In other words, a single large company in a single campus or location may be reported as five or six smaller firms.

- Employment in target industries are tallied by broad NAICS category, and may include some firms that are not actually engaged in activities associated with that target. Conversely, there may be firms in other industries that do engage in a target's activities that are not included.

A basic location quotient analysis was prepared for the City, which compares the mix of employment by industrial sector with national averages. While simplistic in nature, this type of analysis can identify industries with a disproportionate representation in the local economy, which is used as a proxy for "traded sector" or export industries. Traded sector industries sell their products and services outside of the region, providing a net influx of wealth into the local economy. As a result, these are typically a primary target of economic development efforts.

As shown in the following table, the analysis indicates that the City of Keizer has a high concentration of nursing and residential care facilities, with a location quotient of 4.01 indicating that the local concentration is over four times the national average. The City also has high concentrations in retail trade industries, most likely associated with the Keizer Station development which has a regional draw. A wide range of other industries are also indicated to export at least some component of their production. The relatively high representation of retail in the employment mix is also indicative of a bedroom community with a less than mature industrial/commercial base. Residential expenditures associated with household growth drives retail trade, while a lack of a traditional industrial base yields a high reliance upon retail for local employment opportunities.

NAICS	NAICS Description	Employment	L.Q.
623	Nursing and Residential Care Facilities	531	4.01
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	183	3.28
451	Sporting Goods, Hobby, Book, and Music Stores	76	2.97
444	Building Material and Garden Equipment and Supplies Dealers	141	2.91
453	Miscellaneous Store Retailers	88	2.68
221	Utilities	90	2.62
713	Amusement, Gambling, and Recreation Industries	151	2.58
443	Electronics and Appliance Stores	53	2.47
531	Real Estate	135	2.30
445	Food and Beverage Stores	256	2.15
722	Food Services and Drinking Places	713	1.80
711	Performing Arts, Spectator Sports, and Related Industries	29	1.76
811	Repair and Maintenance	82	1.70
452	General Merchandise Stores	201	1.58
236	Construction of Buildings	81	1.55

We also prepared a shift-share analysis of the local employment base. A shift-share analysis is one way to account for the competitiveness of a City's industries and to analyze the local economic base. This analysis assesses how well the City's current industries are performing by systematically examining the national, local, and industrial components of employment change. A shift-share analysis will provide a dynamic account of total regional employment growth that is attributable to growth of the national economy, a mix of faster or slower than average growing industries, and the competitive nature of the local industries. The analysis provides a representation of changes in employment growth or decline.

The shift-share analysis divides the change in local industry employment into three components:

- **National growth share** - The share of local job growth that can be attributed to growth of the national economy. This factor describes the change that would be expected simply by virtue of the fact that the local area is part of a changing national economy.

- **Industrial mix** - The share of local job growth that can be attributed to the region's mix of industries being analyzed. This second factor is the change in a local industry that would be attributable to the growth or decline of the industry nationally. This component isolates the fact that nationwide, some industries have grown faster or slower than others. It represents the contribution that a specific industry nationally has made to the change in the number of jobs in the region.

- **Local share (Regional shift)** - This share of local job growth describes the extent to which factors unique to the local area have caused growth or decline in regional employment of an industrial group. This is usually attributed to some local comparative advantage such as natural resources, linked industries, or favorable local labor situations.

Shift-share, and the local share component in particular, can point to industries that enjoy local comparative advantage. The following is a summary of top industries in the City based on a shift-share analysis of trends from 2004 through 2010. It shows a substantial level of growth attributable to regional shifts in retail trade sectors, utilities, data processing and health and educational services.

Code	NAICS Description	Shift Share AAGR
448	Clothing and Clothing Accessories Stores	56.1%
517	Telecommunications	53.8%
451	Sporting Goods, Hobby, Book, and Music Stores	42.1%
221	Utilities	32.2%
443	Electronics and Appliance Stores	31.6%
444	Building Material and Garden Equipment and Supplies Dealers	30.7%
453	Miscellaneous Store Retailers	14.1%
442	Furniture and Home Furnishings Stores	12.8%
518	Data Processing, Hosting and Related Services	11.1%
522	Credit Intermediation and Related Activities	9.7%
814	Private Households	9.5%
713	Amusement, Gambling, and Recreation Industries	9.3%
531	Real Estate	9.1%
541	Professional, Scientific, and Technical Services	8.6%
515	Broadcasting (except Internet)	8.3%
523	Securities, Commodity Contracts, and Other Financial Investmen	7.6%
722	Food Services and Drinking Places	7.1%
452	General Merchandise Stores	5.6%
511	Publishing Industries (except Internet)	5.1%
721	Accommodation	4.7%
623	Nursing and Residential Care Facilities	4.4%
236	Construction of Buildings	4.3%
621	Ambulatory Health Care Services	3.8%
446	Health and Personal Care Stores	2.4%
337	Furniture and Related Product Manufacturing	1.3%
611	Educational Services	1.3%

Based on the preceding analysis, we tiered industries according to their level of regional aspiration as well as their level of local representation. This analysis resulted in the following industrial tiers.

Tier 1: Regional Aspiration, but Little or no Local Representation

- Renewable Energy Manufacturing
- Food Processing
- Metals & Machinery Manufacturing

- Corporate Headquarters

Tier 2: Regional Aspiration, with Some Local Representation

- **Information Technology/Back Office**
- **Medical Facilities, including Research, Development, and Support**
- **Professional Services**
- Warehouse and Distribution
- **Education Services**

Tier 3: Regional Aspiration, with Some Local Representation

- Retail Trade
- Leisure & Hospitality
- **Sporting Events**
- Other Services

While each of the industries identified was seen as having potential to account for future employment growth within the City of Keizer, the Technical Advisory Committee made a decision to focus on a smaller number of targeted industries. This was coordinated with the City of Keizer's economic vision, which outlines a strategy that does not directly compete with Salem but capitalizes on Keizer's attributes and aspirations. The following list outlines the City's targeted industries:

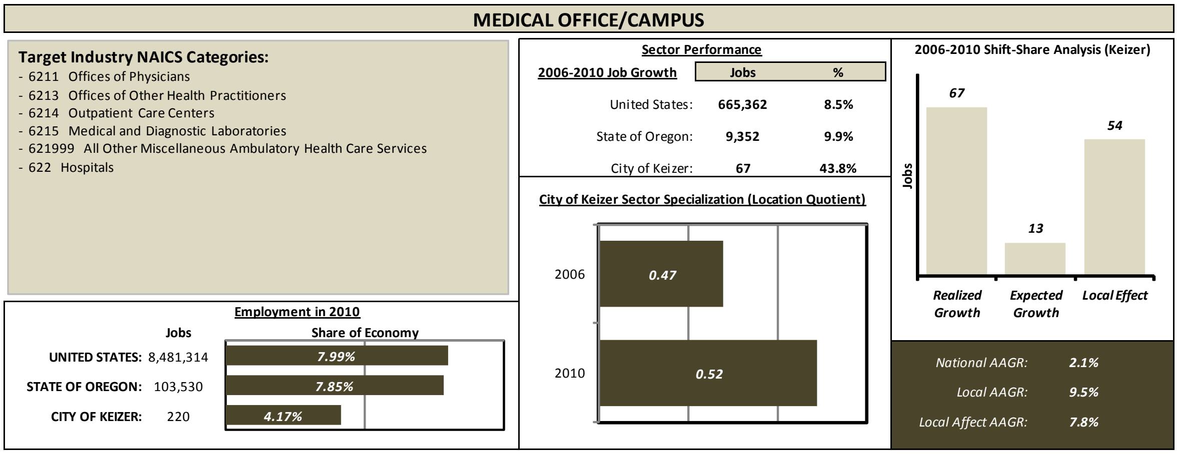
- **Medical facilities, including research, development and support**
- **Information technology/back office**
- **Educational services, including educational research and job training**
- **Professional services, including corporate headquarters**
- **Sporting events**

HISTORIC SECTOR PERFORMANCE

Medical Facilities

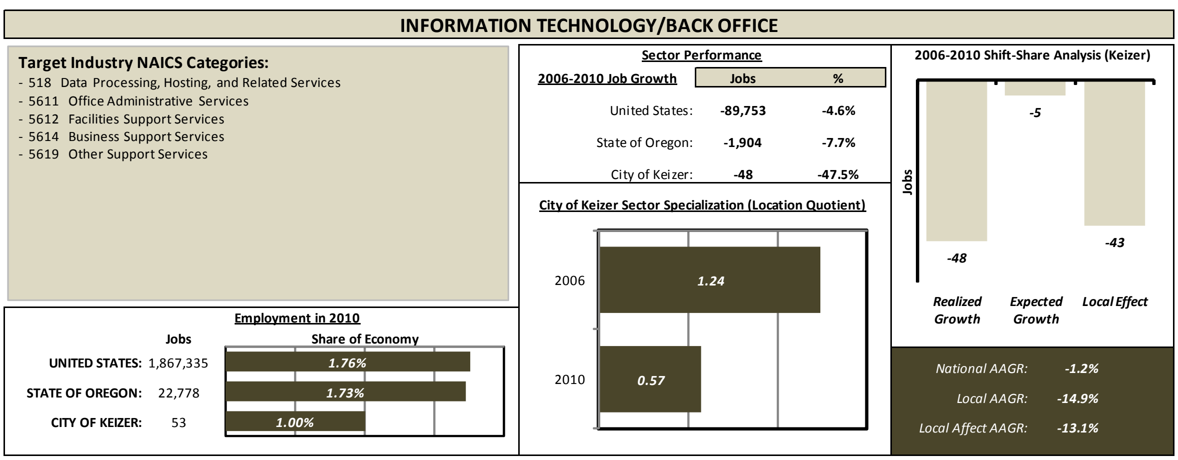
This sector added 67 jobs, representing a 43.8% expansion from 2004 through 2010. This reflects an average annual growth rate of 9.5%. The sector locally fared significantly better than the nation as whole, which expanded by 8.5% over the same interval. Despite the rapid pace of recent growth, the City remains below the State and National average for employment in this sector, indicating substantial potential for future growth.

While the area has done quite well recently with medical services, the local population base and the potential to appeal to a broader market area north and east of the Salem/Keizer metro area makes the location of additional services in the City of Keizer highly likely.



Information Technology/Back Office

This sector has performed poorly at the National, State and Local level. From 2004 through 2010, employment in the sector declined by 47.5%. As a share of the local economy, this industry is currently under-represented. While identified by in Keizer's Preliminary Economic Vision, this industry sector does not appear to represent a major area of opportunity.



Educational Services

The educational services sector includes educational research and job training, in addition to the traditional K-12 education. The sector performed well during the 2006 through 2010 period locally, reporting a local average annual growth rate of 2.1%. This was considerably higher than the national or statewide rate.

EDUCATIONAL SERVICES

Target Industry NAICS Categories:
- 611 Educational Services
  - Private
  - Federal
  - State
  - Local

Sector Performance

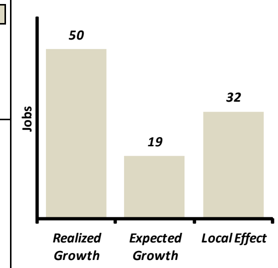
2006-2010 Job Growth	Jobs	%
United States:	371,952	3.2%
State of Oregon:	10,034	7.7%
City of Keizer:	50	8.6%

Employment in 2010

	Jobs	Share of Economy
UNITED STATES:	12,106,318	9.77%
STATE OF OREGON:	140,790	8.81%
CITY OF KEIZER:	636	12.06%

City of Keizer Sector Specialization (Location Quotient)

2006-2010 Shift-Share Analysis (Keizer)



National AAGR:	0.8%
Local AAGR:	2.1%
Local Affect AAGR:	1.3%

Professional Services

Professional Services is an industry that has grown modestly at the national level (+0.4% AAGR), with stronger growth (+5.4% AAGR) at the local level. This reflects the current under development of this sector in the City of Keizer, which has a considerably lower level than would be anticipated. We would expect that professional services will be a major source of new employment growth over the next twenty years as the local service sector matches the area's population base and growth.

PROFESSIONAL SERVICES/CAMPUS

Target Industry NAICS Categories:
- 5411 Legal Services
- 5412 Accounting, Tax Preparation, Bookkeeping, and Payroll Services
- 5413 Architectural, Engineering, and Related Services
- 5414 Specialized Design Services
- 5415 Computer Systems Design and Related Services
- 5416 Management, Scientific, and Technical Consulting Services
- 5417 Scientific Research and Development Services
- 5418 Advertising, Public Relations, and Related Services
- 5419 Other Professional, Scientific, and Technical Services
- 5511 Management of Companies and Enterprises

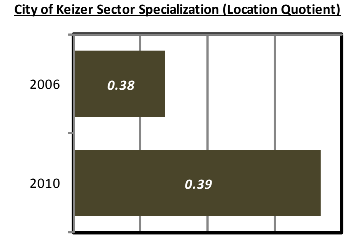
Sector Performance

2006-2010 Job Growth	Jobs	%
United States:	134,584	1.5%
State of Oregon:	2,927	3.0%
City of Keizer:	36	24.7%

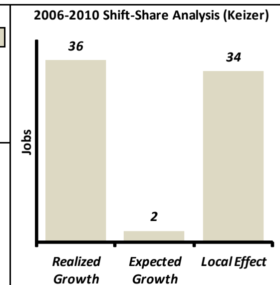
Employment in 2010

	Jobs	Share of Economy
UNITED STATES:	9,312,691	8.77%
STATE OF OREGON:	100,251	7.60%
CITY OF KEIZER:	182	3.45%

City of Keizer Sector Specialization (Location Quotient)



2006-2010 Shift-Share Analysis (Keizer)



National AAGR:	0.4%
Local AAGR:	5.7%
Local Affect AAGR:	5.4%

Sporting Events

The City has targeted the development of a range of competitive sporting venues to support local tourism. Current assets include Volcanoes Stadium, which is the home field for the Keizer Volcanoes, Class A short-season affiliate of the San Francisco Giants. The stadium seats 4,252 fans, and has 11 concession stands, a sports bar, kids playground, a bandstand and 13 luxury box suites. The Keizer Youth Sports Association also has a multiple field facility, and hosts a series of youth tournaments throughout the year.

V. REQUIRED SITE TYPES

In addition to the aggregate land demand associated with projected employment growth, this section addresses specific requirements at the site level to accommodate targeted employment sectors.

The land needs associated with the projected employment growth are often quite specific by sector, and land requirements are more appropriately addressed through an assessment of site requirements for specific targeted and/or anticipated uses. For many use types, such as convenience commercial and professional services, the site requirements are relatively flexible and the uses are likely to find viable locations without much specific attention. For other uses, such as warehouse/distribution and medical campus uses, the requirements with respect to necessary scale and accessibility are highly significant.

Then following table outlines some basic site requirements for target industries.

Target Industries	Min. Site Size/Acres	Site Requirements
Education Services		
Campus	25+	- Transit access
Education Centers	0.5+	- Proximity to service population
Sporting Events		
Arena	5-40	- Excellent local and regional access
Tournament Grounds	10-100+	
IT/ Back Office		
Campus	5	- Scale
End User Built	0.5	- Access
Speculative	0.5	- Visibility often marketable
Medical Office/ Campus		
General Hospital	25	- Preference for co-location of uses
Emergency/Acute Care	5	- System control of properties
Surgicenter	2	- Physicians prefer ownership
Medical Office Space	0.5	- Many related tenants
Professional Services	0.5	Proximity to service population

As shown, the site needs for targeted industry cluster vary widely. For some sectors such as professional services and education center, site requirements are not particularly difficult to meet. For others, such as educational and medical campus uses, the needs are quite specific and less specific. While the site characteristics for sporting events are specific, the City already has these facilities in place, and they are not expected to require major site commitments.

The two targeted industries with specific land requirements are educational services and medical office/campus uses. The need for educational services facilities is best determined through the strategic planning of school districts (Salem-Keizer Public Schools. School District 24J), community colleges (Chemeketa Community College), the Oregon University System. We would also expect some need from privately held schools.

For the medical office/campus uses, we can take a look at the other recent major medical facility projects to provide feedback on site characteristics.

Facility	Characteristics	
Sacred Heart at Riverbend PeaceHealth Springfield, OR	▪ 1.2 Million SF ▪ 338 Beds ▪ 181 Acres ▪ 1.0 miles from I-5 ▪ 1.5 miles from I-105	
Legacy Salmon Creek Vancouver, WA	▪ 1.1 Million SF ▪ 220 Beds ▪ 29 Acres ▪ 1/4 miles from I-5	
Three Rivers Community Hospital Grants Pass, OR	▪ 193,000 SF ▪ 98 Beds ▪ 19.6 acres ▪ Adjacent to Hwy. 199 ▪ 3.5 miles from I-5	
Salem Hospital Salem Health Salem, OR	▪ 454 Beds ▪ 58 acres ▪ 3.0 miles from I-5	

Within the survey, facilities had an average ratio of beds per acre of 3.9, with a median closer to 6.2. It is important to note that health systems will show a strong preference to acquire additional lands, assuring that they do not become land locked in the future and allowing for high-value related uses such as medical office space. In addition to the hospital facilities themselves, major medical facilities also typically include a proximate concentration of medical office space, allowing physicians with privileges at the hospital to conveniently access the hospital facilities. Most hospital systems prefer to control much of this space, while private medical practices also seek ownership of property in the immediate area.

Beds	Acres	Beds/Acre
220	29.0	7.6
98	19.6	5.0
338	181.0	1.9
454	58.0	7.8
1,110	287.6	3.9

Based on the experience outlined in the case studies, an appropriate site for a major medical facility would be in the 30 to 50 acre range, proximate to the I-5 interchange, and have adequate infrastructure in place to accommodate the water, sewer and transportation loads of this type of facility.

VI. FORECASTS OF EMPLOYMENT AND LAND NEED

EMPLOYMENT FORECASTS

To assess future economic growth, and subsequently estimates of land need, The analysis herein employs two methods. The first method develops a baseline forecast for the Keizer UGB. It closely follows DLCD's Goal 9 Handbook, relying on trended analysis and secondary sources produced by the State of Oregon for forecasted growth rates. It is a classically planning-driven approach that begins with an evaluation of anticipated employment growth by broad industry category in the Oregon Employment Department's Workforce Region 3, which includes Marion, Polk, and Yamhill Counties. These forecasts produced by highly qualified economists at the State of Oregon form the basis for trended growth rates. This approach is predicated on the assumption that growth trends locally will generally reflect trends at the Regional level.

The second method produces alternative growth scenarios based on the economic vision and objectives of the community, the relative strengths of the local economy, and the evaluation of targeted industries in Section IV. These alternative forecasts represent the path of growth Keizer anticipates would result, beyond the status quo, as a result of its economic development efforts and policies.

Regardless of the forecast scenario, each forecast will begin with the same estimate of employment in the 2013 base year. The analytical steps to derive this estimate of total employment in 2013 from 2010 covered employment are as outlined below.

Creating a Base Year Estimate

The Goal 9 rule requires an evaluation over a 20-year period. The period of evaluation for this analysis is from 2013 to 2033. The primary source of data on current employment patterns is the Oregon Employment Department's ES-202 employment data. The ES-202 data is the best source for local employment counts at the UGB level. However, it omits certain sectors of the workforce. Further, ES-202 data is uncommonly available in the current year, and must be updated to the current period.

Conversion to Total Employment:

For the year 2010, ES-202 reports estimate employment in Keizer to total 5,276 employees. However, our source ES-202 data reports "covered employment" only—employer firms that tracked through unemployment insurance. Because this data omits a significant portion of the workforce that are not covered (i.e. sole-proprietors, self-employed, commission workers) we must revise our estimates to reflect true total employment. Estimates from the Bureau of Economic Analysis (BEA) indicate that in 2010 covered employment accounted for approximately 73 percent of total employment in Marion County, with individual estimates reported by broad sector. Therefore, based on countywide estimates, in the same year, we estimate the *total* employed level in 2010 to be in the area of 7,174 employees. This reflects a slightly larger share of non-wage employers locally than at the county level as a result of different concentrations of employment by sector.

Figure 13
Conversion of Covered Employment to Total Employment

NAICS	Keizer UGB Covered Employment 1/	Covered Share of Total Employment 2/	Est. Keizer UGB Total Employment
Natural Resources	25	76.4%	33
Construction	288	67.6%	426
Manufacturing	28	99.4%	28
Wholesale Trade	25	82.2%	31
Retail Trade	1,019	79.4%	1,283
T.W.U.	5	75.9%	6
Information	39	73.9%	53
Financial Activities	338	40.0%	845
Professional & Business	342	64.5%	530
Private Education	17	48.0%	36
Heath Care & Social Assistance	933	77.6%	1,202
Leisure & Hospitality	928	81.6%	1,139
Other Services	418	60.5%	691
Government	871	100.0%	871
Total	**5,276**	**73.5%**	**7,174**

1/ From the Oregon Employment Department ES-202 data

2/ Data from the Bureau of Economic Analysis for 2010. the most recent year complete data is available. Assumption displays the percent of total wage and salary (covered) employment to total nonfarm employment in Marion County.

SOURCE: Oregon Employment Department,U.S. Bureau of Economic Analysis, and Johnson Reid

Update to Base Year Estimate:

The second step to creating our base year estimate is updating our 2010 total employment estimate to the current period, 2013. This process involves the evaluation of the recent employment trends in the region in addition to our anecdotal knowledge about local economic activity in Keizer. To update total employment estimates from 2010 to a 2013 base year, we apply the realized regional (Marion County) growth rates by industry over maximum data interval achievable. Outlined in Figure 14, we assume that between 2010 and 2012, the Keizer economy posted a modest employment loss, declining by roughly 40 jobs. Because data has not yet been released for 2013, we extrapolate this trend one additional year to include an additional 10 job loses. This 2013 estimate serves as the base year employed level for all forecast scenarios.

Figure 14
Base Year Employment Estimate

NAICS	Est. 2010 Total Employment	'10-'12 Regional Growth Rate [1]	2013 Base Year Estimate
Natural Resources	33	2.8%	36
Construction	426	-3.4%	385
Manufacturing	28	-1.0%	27
Wholesale Trade	31	1.7%	32
Retail Trade	1,283	0.1%	1,288
T.W.U.	6	3.8%	7
Information	53	-7.9%	41
Financial Activities	845	3.2%	930
Professional & Business	530	-3.0%	483
Private Education	36	2.7%	39
Health Care & Social Assistance	1,202	1.7%	1,264
Leisure & Hospitality	1,139	0.4%	1,151
Other Services	691	-2.2%	646
Government	871	-2.6%	804
Total	**7,174**	**-0.3%**	**7,134**

[1] Based on the realized 2Q10 to 2Q12 Marion County growth rate in covered employment
SOURCE: Oregon Employment Department and Johnson Reid

Other Factors Affecting Growth Estimates

Below we outline additional adjustments and assumptions utilized in the development of our baseline economic forecasts:

Adjustment for the Self-Employed

In Figure 13 above we converted covered employment to total employment to account for the self-employed, sole-proprietors, etc. However, a share of these workers are likely to be non-space utilizing (i.e. work from home), and should not be counted in our land/space utilizing employment forecasts. According to commute trends from the U.S. Census Bureau, roughly 4.4 percent of Keizer's workers classify themselves as "working from home". We make this revision in the base year and expect it to remain constant through the forecast period.

Variance in Employment Distribution:
Because Keizer’s employment distribution by industry differs slightly from the regional level, forecasted growth varies from regional averages slightly.

Baseline Employment Forecast

As discussed above, the baseline estimate regional growth rates by industry to our 2013 base year to project long-term employment by industry sector. Every two years, the Oregon Employment Department produces 10-year growth estimates for industries by workforce region. The most recent forecast was published in December 2011 and covers the period from 2010 to 2020.

For this forecast interval, the Oregon Employment Department forecasts that the regional economy will expand by 1.5% annually while adding over 30,000 jobs. The greatest growth is expected occur in Education & Health Services (2.9% AAGR), Professional & Business Services (2.7% AAGR) and a rebound in Construction (1.9%) from the impending housing market recovery.

NAICS	Region 3 Estimate 2010	2020	'10-'20 Growth Rate
Natural Resources	14,100	15,800	1.1%
Construction	7,700	9,300	1.9%
Manufacturing	17,400	20,000	1.4%
Wholesale Trade	4,000	4,700	1.6%
Retail Trade	19,300	21,900	1.3%
T.W.U.	4,200	5,000	1.8%
Information	1,400	1,400	0.1%
Financial Activities	8,000	9,000	1.2%
Professional & Business	13,200	17,200	2.7%
Private Education	5,400	6,100	1.2%
Health Care & Social Assistance	22,400	29,800	2.9%
Leisure & Hospitality	14,600	17,500	1.8%
Other Services	6,300	7,300	1.5%
Government	47,000	50,300	0.7%
Total	**185,000**	**215,300**	**1.5%**

SOURCE: Oregon Employment Department, 2010-2020 Employment Projections by Industry

When applied to space-utilizing estimates of employment and extrapolated to 2033, the baseline forecast estimates growth of 2,990 new jobs over the forecast period, averaging 1.77% average annual growth over the 20-year planning period.

BASELINE FORECAST	2013	Forecast Estimates				'13-'33 Growth	
NAICS	Base Year	2018	2023	2028	2033	Jobs	AAGR
Natural Resources	36	38	41	43	45	9	1.14%
Construction	385	423	465	511	561	176	1.91%
Manufacturing	27	29	31	33	36	9	1.40%
Wholesale Trade	32	35	38	41	44	12	1.63%
Retail Trade	1,288	1,372	1,461	1,557	1,658	370	1.27%
T.W.U.	7	8	9	9	10	3	1.76%
Information	41	41	42	42	42	1	0.10%
Financial Activities	930	986	1,046	1,110	1,177	247	1.18%
Professional & Business	483	552	630	719	820	337	2.68%
Private Education	39	42	44	47	50	11	1.23%
Health Care & Social Assistanc	1,264	1,458	1,681	1,939	2,236	973	2.90%
Leisure & Hospitality	1,151	1,260	1,380	1,511	1,654	503	1.83%
Other Services	646	696	749	806	868	222	1.48%
Government	804	832	861	891	921	117	0.68%
Total	**7,134**	**7,771**	**8,476**	**9,258**	**10,124**	**2,990**	**1.77%**

SOURCE: Oregon Employment Department and Johnson Reid

Alternative Growth Forecasts

This forecast method relies in large part on the research and analysis conducted in Section IV on Target Industries. This analysis identifies industries that present economic opportunities for the City of Keizer. In Figure 21, we translate and summarize this analysis into targeted growth estimates for these specific industries. In other words, Figure 21 presents our assessment of potential growth in the local economy beyond the status quo of trended or "capture" estimates.

Figure 21
Keizer Industrial and Commercial Targets

Broad Industry Sector	Potential Growth Areas	Targeted Job Growth Potential ('13-'33)	Comments/Strengths
Manufacturing	- Renewable Energy Manufacturing - Food Processing - Metals & Machinery Manufacturing	**4-5 net-new jobs annually**	- Targeted clusters for recruitment/growth regionally - Proximity to high value agriculture - Existing concentration of firms/workers regionally
Professional & Business Services	- Business Services - Back Office/Call Center - Engineering, Research, etc.	**4-6 net-new jobs annually**	- Relative wage affordability - Cost of living - Access to skilled educated workers - -
Education & Health Services	- Retirement and Nursing - Various Health Care Practitioners - Family Services - Hosptials	**10-15 net-new jobs annually**	- Potential gap in service area - favorable demographics/reirement growth - Existing retirement care concentration
Leisure & Hospitality	- Arts & Recreation - Accomodations - Wineries	**3-4 net-new jobs annually**	- Strong natural and recreational amenities - Exhibited growth in regional travel spending - Proximity to wine driven tourism
Other Industry Response	- Retail Trade - Other Services - Housing/Construction - Construction - Financial Services - Local Education & Government	**7-13 net-new jobs annually**	- Response of economy to additional growth in targeted industries, concentrated in household and education services and retail

We assume targeted growth of 28 to 48 new jobs annually above and beyond structural growth in existing industry sectors. Growth is allocated across the Manufacturing, Professional & Business, Education & Health, and Leisure & Hospitality sectors. These estimates are considered aspirational potential employment growth that could reasonably occur in these sectors given the competitive advantages, land and location characteristics, support organizations, and commitment through policy of the City of Keizer and other stakeholders.

Structural Growth Sensitivity

For sensitivity purposes, we also assume a moderate variation in structural economic growth under each alternative scenario. We assume 15-20 percent acceleration of baseline average annual growth rates by industry sector for the medium and high growth scenario, respectively. In both scenarios, we maintain baseline growth through 2013 as the economy has yet to exhibit a robust recovery stage.

Alternative Growth Forecast by Industry

This methodology translates into an additional 543 to 916 jobs across the planning period. As detailed above, these forecasts are driven in large part by growth in Keizer's Professional & Business Services, Education & Health, Manufacturing, and Leisure & Hospitality sectors.

Figure 22
Alternative Employment Forecasts by Industry

MEDIUM FORECAST SCENARIO	2013	Forecast Estimates				'13-'33 Growth	
NAICS	Base Year	2018	2023	2028	2033	Jobs	AAGR
Natural Resources	35	37	39	41	43	9	1.14%
Construction	368	406	448	495	546	178	2.00%
Manufacturing	26	37	52	74	106	80	7.30%
Wholesale Trade	31	34	37	40	43	13	1.74%
Retail Trade	1,231	1,324	1,424	1,531	1,647	415	1.46%
T.W.U.	7	8	10	12	15	8	3.80%
Information	39	40	40	41	41	2	0.22%
Financial Activities	889	946	1,006	1,070	1,138	250	1.24%
Professional & Business	462	539	629	734	856	394	3.13%
Private Education	37	40	43	46	50	12	1.43%
Health Care & Social Assistance	1,208	1,424	1,677	1,977	2,329	1,121	3.34%
Leisure & Hospitality	1,100	1,216	1,343	1,483	1,638	538	2.01%
Other Services	618	670	727	788	855	237	1.63%
Government	769	803	839	876	914	145	0.87%
Total	**6,820**	**7,522**	**8,313**	**9,208**	**10,222**	**3,401**	**2.04%**

HIGH FORECAST SCENARIO	2013	Forecast Estimates				'13-'33 Growth	
NAICS	Base Year	2018	2023	2028	2033	Jobs	AAGR
Natural Resources	35	37	39	41	43	9	1.14%
Construction	368	409	456	507	564	196	2.16%
Manufacturing	26	39	60	92	139	113	8.78%
Wholesale Trade	31	34	38	42	47	17	2.17%
Retail Trade	1,231	1,331	1,439	1,555	1,681	450	1.57%
T.W.U.	7	9	11	14	17	11	4.73%
Information	39	41	42	43	45	6	0.67%
Financial Activities	889	953	1,021	1,094	1,173	284	1.40%
Professional & Business	462	546	646	764	904	442	3.41%
Private Education	37	41	44	48	53	15	1.71%
Health Care & Social Assistance	1,208	1,445	1,728	2,067	2,473	1,265	3.65%
Leisure & Hospitality	1,100	1,221	1,355	1,503	1,668	568	2.10%
Other Services	618	671	728	791	858	240	1.66%
Government	769	806	845	886	929	160	0.95%
Total	**6,820**	**7,583**	**8,452**	**9,448**	**10,595**	**3,774**	**2.23%**

LAND NEED FORECASTS

For each growth scenario above, employment forecasts are first translated into demand for commercial and industrial space. This allows a filter of "space utilizing employment", or jobs which require a need for physical space, and by extension land. This involves two critical assumptions:

Natural Resources: We assume that Natural Resource employment does not utilize urban land to a significant degree. Industry's in this sector include crop and animal production, logging, and crop harvesting. We assume this industry is not likely to translate into significant demand for net-new urban land.

Existing Underutilized Space: Our employment forecast scenarios above consider accelerated growth as the economy recovers from the national recession. However, a significant share of this growth from a 2013 base is likely to locate in existing underutilized space. Therefore, we assume slower net-new space-utilizing employment growth during the first five years of our forecast as markets equalize.

Findings

The results summarized in Figure 26 highlight projections of net new demand within Keizer for commercial and industrial land between 2013 and 2033. Detailed findings by use type and growth scenario are included in the technical appendix. Over the next twenty years, net new demand for commercial and industrial land is expected to range from 91 to 133 net buildable acres, contingent upon Keizer's realized growth pattern.

These projections reflect the net developable land, required for building and impervious surface space requirements. Roads, right-of-ways, parks and public facilities, among other things necessary to serve projected land development, are also included by applying a typical 20 percent gross up of net-buildable land need for growth and availability of infrastructure in potential expansion areas.

Figure 26:
Projected Aggregate Need for Commercial and Industrial Land in the Keizer Urban Growth Boundary, (Net-Buildable Acres) 2013-2033

BASELINE LAND NEED				WITH INFRASTRUCTURE 3/			
	Forecast Scenario				Forecast Scenario		
Land Type	Baseline	Medium	High	Land Type	Baseline	Medium	High
Office Lands	26.3	30.8	34.5	**Office Lands**	31.5	37.0	41.4
Industrial Lands	-8.2	-2.9	0.6	**Industrial Lands**	-8.2	-2.9	0.7
Commercial Lands 1/	47.7	57.9	57.9	**Commercial Lands**	57.3	69.5	69.5
Resident Driven	*41.5*	*50.3*	*50.3*	*Resident Driven*	*49.8*	*60.4*	*60.4*
Visitor Driven	*6.2*	*7.6*	*7.6*	*Visitor Driven*	*7.5*	*9.1*	*9.1*
Overnight Lodging	1.7	2.9	5.2	**Overnight Lodging**	2.1	3.5	6.2
Specialized Uses 2/	23.1	30.0	34.8	**Specialized Uses**	27.7	36.0	41.8
TOTAL EMPLOYMENT LAND NEED	90.6	118.8	133.0	**TOTAL EMPLOYMENT LAND NEED**	108.8	142.6	159.6

1/ Only two scenarios were forecasted. Medium and High reflect retail need allowing for small growth in reail incomes
2/ Hospitals, Clinics, Assisted Living, etc. for employment not otherwise categorized.
3/ Assumes a 20% gross up of land need for infrastructure

Industrial and Office Land Need Methodology

Demand for industrial and office commercial land is a direct function of employment growth in industrial sectors that occupy this type of space. As a result, our projections of industrial and office demand are based on forecasted employment growth by industrial sector within Keizer. Methodology for forecasting need for industrial and office commercial land follow a standard, multi-step process, summarized below. A number of exhibits are referenced, which are found in the technical appendix to this document.

Demand for Office Building Space

Sector employment growth for each of the three economic scenarios is converted into growth in office employment based on typical percentages of jobs, or capture factors, by sector that will be located in office development rather than industrial development. Employment density ratios, the average space in square feet necessary per office job, were utilized to calculate total office space demand given projected employment growth. Ratios and densities utilized are from the Urban Land Institute.

[Exhibits 1.01 and 1.02]

Demand for Office Commercial Land

Demand for office land is a conversion of demand for space by an office floor area ratio (FAR). FAR is defined as the gross leasable building area divided by the buildable land area used. For example, a 5,000 square foot office building on a 10,000 square foot site would be an example of a 0.50 FAR. For projections under each of the three Keizer economic scenarios, JOHNSON REID assumed a relatively conservative 0.30 FAR. While surface parked office space can be produced at an FAR up to 0.50, the historic pattern in the region has included more single story structures at a substantially lower ratio. The FAR standards used here reflect the results of studies of built commercial and industrial lands in Oregon, as well as Urban Land Institute data.

[Exhibit 1.03]

Demand for Industrial Building Space

Keizer's industry employment growth for each of the three economic scenarios is converted into growth in industrial employment based on typical percentages of employment by sector that will be located in industrial space. Employment is then further stratified by type of space, including warehouse/distribution, general industrial and high-tech/flex space. Finally, employment density ratios, calculated as average square feet of space necessary per industrial job, were utilized to calculate total space demand by industrial space type given projected employment growth. These ratios and densities are based on industry standards.

[Exhibits 1.04 through 1.05]

Demand for Industrial Land

Demand for industrial land is a conversion of demand for space by floor area ratios (FARs) by industrial development type and the addition of non-industrial use demand for industrial land typical of business park space. Projections utilize the following FARs:

- *Warehouse/Distribution:* 0.31
- *General Industrial:* 0.30; and
- *High-Tech/Flex:* 0.26.

[Exhibits 1.06]

Commercial Land Need Methodology

Unlike industrial and office commercial land need, retail land need is a direct function of households moving into Keizer, typical spending patterns by those households and visitor/tourist spending. Methodology for forecasting retail commercial land need is summarized below.

Household Growth Projections

For modeling growth in retail commercial land need driven by residential growth, JOHNSON REID utilized household growth rates within the Keizer UGB across the planning period. The Baseline Growth Scenario utilized household growth forecasts coordinated with Johnson Reid's ongoing Goal 10 housing analysis. Adjustments were made for Medium and High growth scenario forecasts for sensitivity purposes. Baseline, Medium, and High growth scenarios, and resulting household growth projections through 2033, were estimated as follows:

> ***Household Forecast:*** *Assumes household growth rate of 1.41% annually in accordance with adopted population forecasts.*
> ***Real Income Growth:*** *Baseline scenario assumes no real income growth, alternative growth scenario assumes 0.25% average annual real income growth.*

Estimated Keizer Per-Household Retail Spending

JOHNSON REID estimated per-household annual spending by retail category utilizing data derived from the US Bureau of Labor Statistics Consumer Expenditure Survey. Categories are as detailed in the following table by the North American Industry Classification System (NAICS). Estimates are in 2012 dollars because 2013 spending data is not yet available.

Figure 27
Average Household Expenditures on Retail Goods, Keizer, Oregon

CONSUMER SPENDING PATTERNS		Per Household
NAICS	Category	Expenditures[1]
Estimated Households in 2013:	*13,824*	
441	Motor Vehicle and Parts Dealers	$6,631
442	Furniture and Home Furnishings Stores	$715
443	Electronics and Appliance Stores	$824
444	Building Materials and Garden Equipment	$3,302
445	Food and Beverage Stores	$5,416
446	Health and Personal Care Stores	$2,066
448	Clothing and Clothing Accessories Stores	$1,696
451	Sporting Goods, Hobby, Book and Music Stores	$768
452	General Merchandise Stores	$5,069
453	Miscellaneous Store Retailers	$982
722	Foodservices and Drinking Places	$1,617
	Totals/Weighted Averages	***$29,087***

[1] Average Retail Sales Figures in 2012 Dollars

SOURCE: *Nielsen Claritas and JOHNSON REID*

Estimate Future Keizer Resident-Driven Retail Sales

Future retail sales originating within Keizer were simply calculated as the product of future household counts under the baseline, medium, and high growth scenarios through 2033 and annual average retail sales by category.

[Exhibit 1.07]

Demand for Retail Commercial Space

Future retail sales are converted into need for developed retail space by calculating the product of future Keizer retail sales by category to a category-specific Sales Support Factor. The Sales Support Factor is the national average retail sales per square foot of space for each category of retail. Sales support factors are from the Urban Land Institute publication *Dollars & Cents*.

[Exhibit 1.08]

Demand for Retail Commercial Land

Demand estimates for developed retail space at different time points was then converted into demand for retail commercial land by applying the industry-standard retail Floor Area Ratio (FAR) of 0.25. The FAR assumes standard suburban retail space requiring four parking spaces per 1,000 square feet of retail floor area.

[Exhibit 1.09]

Region/Visitor Spending Projections

The City of Keizer maintains an above average concentration of retail employment relative to its population, exemplifying that people who are not living in Keizer are spending a share of their retail dollars in Keizer. This effect is driven largely by the Keizer Station, whose tenants draw from a broad trade area. Further, tourism spending in Marion County totaled $285 million in 2011, up 36% over the last 10 years. A share of this spending, specifically on retail goods, provides support for Keizer businesses. To compensate for non-resident commercial support, we assume that non-residents account for 15% of total retail capture in Keizer, fixed over the forecast period.

VII. BUILDABLE LAND INVENTORY

A detailed profile of the methodology used to determine the Buildable Land Inventory is included in Appendix C, with key findings below.

The following map shows the identified parcels by category: vacant, partially vacant, and redevelopable. Based on the MWVCOG methodology partially vacant parcels are assumed to be 30% buildable. "Redevelopable" parcels are assumed to be 100% developable. The section of Keizer Station shown in purple, is an industrial parcel which is currently in planning and development to include 25% commercial "flex" space as allowed under zoning. For this inventory, it is therefore counted as 25% commercial, and 75% industrial.

Figure 28
Employment Buildable Land Inventory, Keizer, Oregon (2013)

Source: MWVCOG B.L.I., City of Keizer, Johnson Reid LLC

For those parcels identified as “redevelopable”, the entire parcel is assumed to be buildable within the 20-year time horizon. *There is one important exception to this assumption:* The industrial lands in the northwest corner of the city, which are zoned Agricultural Industrial (AI) and shown here as potentially redevelopable are not assumed be to be 100% buildable over the 20-year period. These lands, while they show a low level of built-space development are generally under current uses which are envisioned and permitted under the AI zone. Furthermore, these parcels surround the wastewater treatment plant, in an Odor Improvement Overlay zone.

According to the City of Keizer development code, “the purpose of the Agricultural Industrial zone is to provide appropriate areas suitable for agricultural uses, agricultural related industries, warehousing, transportation facilities, and other agricultural, industrial, and recreational uses that have relatively low employees per acre ratios.” This analysis assumes that some of these parcels may develop into somewhat more intensive uses such as agricultural processing or warehousing in the 20-year period, but not all of them.

Therefore, this analysis includes an assumption that these “potential redevelopment” parcels in the northwestern area of the city are 20% redevelopable over the planning period. All other industrial and commercial “redevelopment” parcels shown below are assumed to be 100% redevelopable.

Figure 29
Employment Buildable Land Inventory, by Zone
Keizer, Oregon (2013)

Zoning		Total Acreage
AI	Agricultural Industrial	22.2
CG	Commercial General	4.7
CM	Commercial Mixed Use	11.4
CO	Commercial Office	0.4
CR	Commercial Retail	2.7
IBP	Industrial Business Park	16.0
IG	Industrial General	12.0
MU	Mixed Use	41.4
TOTAL:		**110.7**

Source: MWVCOG B.L.I., City of Keizer, Johnson Reid LLC

VIII. RECONCILIATION OF VACANT LAND AND NEED

The last step of the analysis is to compare the long-term demand for industrial and commercial land from the land need forecast with the existing supply of industrial and commercial acreage as identified through the Buildable Lands Inventory (BLI). The purpose of the reconciliation is (1) to assess whether the City of Keizer has an adequate supply of suitable employment land to satisfy economic expansion demands over the next 20 years, and (2) to serve as a basis for determining Urban Growth Boundary (UGB) expansion or other policy measures to increase the available employment land supply.

In this section we compared the existing supply of buildable industrial and commercial acreage over the planning period for all three potential growth scenarios. **It is important to remember that the different categories of employment land are not (necessarily) substitutable.** For instance, a shortage of 10 acres of commercial land, and a surplus of 10 acres of industrial land do not cancel each other. The available industrial land may not be properly zoned, configured or located to serve as commercial land. In addition, there may be reasons to preserve the industrial land for the future. The net result in this example would be that there is still a need for 10 acres of commercial land, despite the apparent surplus of industrial land.

Figure 30 shows the findings of land need for commercial, industrial and institutional uses based on the three employment growth scenarios. Institutional uses include hospitals, assisted living and other care facilities, post-secondary education facilities, etc. In all three scenarios, there is a projected need for commercial and institutional land and a projected surplus of industrial land.

Figure 30
Reconciliation of Projected 20-Year Land Need and Existing Supply
Keizer, Oregon

Scenario	Demand	Supply	Surplus/ Shortage
Baseline Growth Scenario			
Commercial	67.2	64.5	(2.8)
Industrial	15.5	46.3	30.8
Institutional	27.7	-	(27.7)
Medium Growth Scenario			
Commercial	82.2	64.5	(17.8)
Industrial	24.9	46.3	21.4
Institutional	36.0	-	(36.0)
High Growth Scenario			
Commercial	86.0	64.5	(21.6)
Industrial	31.8	46.3	14.5
Institutional	41.8	-	(41.8)

1/ Assumes a demand distribution of Office support 25% to commercial and 75% to Industrial

- The City has a shortage of commercial land in all three scenarios, ranging from 3 acres to 22 acres depending on the realized path of growth.

- The City currently has roughly 46 acres of industrial land available for development. However, the City's economic development strategy identifies no net-new demand for strictly industrial space when refill employment is included. Specifically refill in “Transportation, Warehousing and Utilities” and “Construction.” This results in a net surplus of 15 to 31 acres of industrial land relative to pure industrial demand.

- However, the City's economic development strategy is heavily influenced by potential institutional uses, specifically targeted medical, research, and support, campus, and private educational services. These employment areas may typically locate on high value industrial land, but not exclusively. Development on commercial land is possible. Projected need for institutional land ranges from 28 acres to 42 acres.

With the assumptions of this analysis, Keizer has a deficient 20-year employment land supply.

Employment Land Need Conclusion

Assuming no substitutability of industrial land for commercial or institutional use, and adopting the high employment growth scenario based on City policy and economic development strategy, results in a projected shortage of a total of 63.3 employment land acres (21.6 commercial and 41.8 institutional).

Note: The need for special purpose employment lands for target industries is not fungible with other commercial uses and shall not be displaced. The locational decisions made in the future to provide land for the targeted industries, will depend on a variety of factors, including transportation capacity, infrastructure capacity, public services capacity and community fabric. The statement is made by the City, in the strongest terms—that provision of special purpose employment land to provide for the objectives outlined in the Economic Development Vision contained in the Economic Opportunities Analysis will not be displaced by other uses, whether residential, public or retail.

TECHNICAL APPENDIX

APPENDIX A: ACKNOWLEDGMENTS

City Staff

-

Technical Advisory Committee

-

Consulting Team

-

APPENDIX B: JOBS NOT INCLUDED IN COVERED EMPLOYMENT

According to the Oregon Employment Department, employment and wage data on interstate railroad workers, who are covered under a separate unemployment insurance law administered by the Railroad Retirement Board, are not included in covered employment estimates. Also excluded from these numbers are:

1. Self-employment.
2. Agricultural labor performed for a farm with a quarterly payroll of less than $20,000 or not employing at least 10 persons in each of 20 separate weeks during any calendar year.
3. Domestic service in a home, sorority or fraternity, providing the quarterly payroll at no time exceeds $1,000.
4. Casual labor not in the course of an employer's trade or business.
5. Service performed as an officer or member of the crew of any American vessel primarily engaged in interstate, foreign, or high seas navigation, which does not maintain an office within Oregon from which the operations of the vessel are regularly managed and controlled, and service performed on any vessel of foreign registry. Officers and crews of vessels engaged in inland navigation on the Willamette and Columbia Rivers are covered.
6. Service performed by a person in the employ of a son, daughter, or spouse, and service performed by a child under the age of 18 in the employ of his father or mother.
7. Service performed by certain part-time, irregular and emergency employees of state or local government.
8. Service performed by elected officials.
9. Service by an appointed policymaking official of state or local government provided he or she works less than eight hours a week.
10. Service performed by an individual in the delivery of newspapers or shopping news.
11. Service performed by a real estate broker, real estate salesman, real estate agent, insurance agent, insurance solicitor or securities salesperson to the extent that compensation is solely by commission.
12. Service performed by an individual or partnership in the distribution of petroleum products with remuneration for service primarily consisting of the difference between the amount the individual pays or is obligated to pay for the petroleum products and the amount the individual receives.
13. Commission sales of home improvements and in-home sales of consumer goods.
14. The 1999 Legislature passed legislation that impacted a certain segment of the fishing industry. Effective October 23, 1999, House Bill 3308 excluded from unemployment insurance fishing services performed by workers on boats with crews of less than 10 individuals where the payment is based on the share of the catch.
15. Wages paid to corporate officers of closely held family corporations *may* elect to exclude from UI coverage those corporate officers who are directors of the corporation, have a substantial ownership interest in the corporation and are members of the same family.

APPENDIX C: BUILDABLE LAND INVENTORY METHODOLOGY

INTRODUCTION & METHODOLOGY

The Buildable Lands Inventory (BLI) used in this analysis is founded on the BLI prepared by the Mid-Willamette Valley Council of Governments (MWVCOG) as part of the Regional Economic Opportunities Analysis (EOA) prepared over recent years and adopted in 2011. This analysis focused on employment lands. MWVCOG's BLI of residential lands was updated through the end of 2009.

For the current Goal 9 and Goal 10 analyses prepared for the City of Keizer, the MWVCOG BLI was used as a foundation, with findings further screened by JOHNSON REID and the City of Keizer to reflect more recent development activity, and other discrepancies.

In keeping with State requirements, the BLI includes an assessment of vacant buildable lands, partially vacant lands, and redevelopment parcels. The BLI for employment land and residential land differ somewhat, as described below.

Employment Lands BLI

An in-depth discussion of the MWVCOG Buildable Lands Inventory completed in conjunction with the Salem-Keizer Metropolitan Area EOA can be found in Appendix A of that report at:

www.mwvcog.org:8080/2/document-folder/eoa/economic-opportunity-analysis-final-report-and-appendices

Key portions of Appendix A describing the MWVCOG BLI methodology are included here:

> **Methodology**
>
> A review of the buildable land inventory methodology and definitions used for the Salem Keizer Metropolitan Area EOA is provided as follows.
>
> The buildable land inventory was conducted in two (2) phases. Phase One of the analysis included classifying all land into one of two categories - vacant or developed land. Phase Two of the analysis included an analysis of development constraints that were deducted as unbuildable land from the inventory.
>
> The buildable land inventory was completed primarily using Geographic Information Systems (GIS) technology. Data was gathered and analyzed at the parcel (tax lot) level using a combination of existing parcel-based land use inventory data, County Assessor's records, building permit data through December 31, 2009, and aerial photographs. The output of this analysis is a database of land inventory information by plan designation, which are summarized in both tabular and map format in this report.
>
> The buildable land inventory was also verified to ensure accuracy using aerial photo analysis and agency staff review.
>
> Although data for the inventory was gathered and evaluated at the parcel level, the inventory does not represent a parcel-level analysis of lot availability and suitability. The

inventory does not take into account all of the specific factors needed to determine whether or not an individual lot is suitable and available for development. The results of the BLI have been aggregated by Comprehensive Plan designations, consistent with state planning requirements. As such, the BLI is intended to be considered accurate in the aggregate only and not at the parcel-level.

[…]

Definitions

For the purposes of this study, the following definitions were used:

> ***Vacant Land*** -
>
> 1. Properties with no current development[5] and available for future employment use; or
>
> 2. Properties with a commercial or industrial plan designation with a Floor Area Ratio (FAR) of .10 or less; and commercial lots one-half acre or greater in size, or industrial lots five (5) acres or greater in size. Of these selected lots, the estimated vacant portion is 30% of the lot.

Developed Land – Land that contains existing development and is not classified as vacant under the above definitions.

MWVCOG and ECONorthwest also helped each jurisdiction in the planning area complete an analysis of ***Redevelopable Lands***, which for the purposes of Goal 9 are included under the "Developed Land" category. In general, redevelopable lands were identified as properties with the potential to redevelop or change their land use over the twenty year planning period, based upon local redevelopment policies.

The definitions used for this study are similar to the definitions for "vacant" and "developed land" described in Goal 9 and the safe harbor method provisions found in OAR 660-024-0005(3). The definition of "vacant land" however, deviates somewhat to provide a more inclusive definition that is not restricted by a minimum parcel size of one-half acre. The more inclusive definition of vacant land provides a more accurate description of vacant land within the planning area by identifying smaller vacant infill parcels within established employment areas.

Source: Salem Keizer Metropolitan Area Economic Opportunities Analysis, Appendix A (MWVCOG, 2011)

[5] Vacant land has no permanent building structure. Sheds, storage buildings or garages may be present. [footnote from original]

In addition to Appendix A to the regional EOA, MWVCOG supplied additional detail of parameters used to narrow down the estimates of buildable employment lands. The following parameters were approved by the Technical Advisory Committee of the regional EOA and applied using GIS analysis:

Vacant Land

1. Vacant Land – for commercial and industrial
    a. All commercial land, regardless of size
    b. All industrial land, regardless of size
    c. Apply constraints
    d. Exclude from summary tables any resulting sliver or small lots LT 5000 sq. feet

2. FAR less than .10
    a. Commercial land , started with ½ acre lots or greater
    b. Industrial land, started with 5 acres lots or greater
    c. Apply constraints
    d. 30% of resulting area is considered buildable
    e. Exclude from BLI if the area is less than 30% of the original size threshold, for Industrial this is 5 acres, for Commercial lands this is 1/2 acre.

Developed Land

3. Non- conforming
    a. Commercial, started with ½ acre or greater
    b. Industrial, ALL non-conforming uses regardless of size
    c. Apply constraints
    d. Resulting unconstrained area considered buildable
    e. Exclude any summary tables any resulting sliver/small lots LT 5000 sq feet

    With the exceptions of specific properties identified for redevelopment in Turner by the city, and in Keizer with Mixed Use property at Keizer Station Area C.

4. FAR between .10 to .20
    a. Commercial, started with ½ acre or greater
    b. Industrial, started with 5 acres or greater
    c. Apply constraints
    d. 30% of resulting area is considered buildable
    e. Exclude from BLI if the area considered buildable is less than 30% of the original size threshold, for Industrial this is less than 5 acres, for Commercial lands this is less than 1/2 acre.

Source: Buildable Lands GIS Documentation (MWVCOG, 2011)

<u>BLI Refinement</u>

For the City of Keizer Goal 9 EOA and Goal 10 Housing analysis conducted in 2012, and the subject of this report, the MWVCOG BLI data discussed above was mapped by Johnson Reid using GIS software and presented to the City of Keizer and Technical Advisory Committee for further refinement. The refinement generally reflected new development activity which had occurred since the MWVCOG BLI was prepared, and some on-the-ground discrepancies which were not caught in the regional BLI given its wider scope and inability to perform parcel-by-parcel analysis.

The findings of the City of Keizer BLI analysis of Employment Lands are presented below with additional discussion.

EMPLOYMENT - BUILDABLE LANDS INVENTORY

The methodology as described above finds an existing buildable employment lands inventory as follows:

FIGURE C1: SUMMARY OF EMPLOYMENT BUILDABLE LAND INVENTORY, KEIZER

Zoning		Total Acreage
AI	Agricultural Industrial	22.2
CG	Commercial General	4.7
CM	Commercial Mixed Use	11.4
CO	Commercial Office	0.4
CR	Commercial Retail	2.7
IBP	Industrial Business Park	16.0
IG	Industrial General	12.0
MU	Mixed Use	41.4
TOTAL:		**110.7**

Source: MWVCOG B.L.I., City of Keizer, Johnson Reid LLC

The following map shows the identified parcels by category: vacant, partially vacant, and redevelopable. Based on the MWVCOG methodology partially vacant parcels are assumed to be 30% buildable. This 30% estimate was based on examination of actual property cases which estimated the buildable lands remaining after existing structure and circulation needs are accounted for. This standard was ultimately acceptable to the parties involved and technical advisors of the MWVCOG regional EOA process.

For those parcels identified as "redevelopable", the entire parcel is assumed to be buildable within the 20-year time horizon. *There is one important exception to this assumption:* The industrial lands in the northwest corner of the city, which are zoned Agricultural Industrial (AI) and shown here as potentially redevelopable are not assumed be to be 100% buildable over the 20-year period. These lands, while they show a low level of built-space development are generally under current uses which are envisioned and permitted under the AI zone. Furthermore, these parcels surround the wastewater treatment plant, in an Odor Improvement Overlay zone.

According to the City of Keizer development code, "the purpose of the Agricultural Industrial zone is to provide appropriate areas suitable for agricultural uses, agricultural related industries, warehousing, transportation facilities, and other agricultural, industrial, and recreational uses that have relatively low employees per acre ratios." This analysis assumes that some of these parcels may develop into somewhat more intensive uses such as agricultural processing or warehousing in the 20-year period, but not all of them.

Therefore, this analysis includes an assumption that these "potential redevelopment" parcels in the northwestern area of the city are 20% redevelopable over the planning period. All other industrial and commercial "redevelopment" parcels shown below are assumed to be 100% redevelopable.

FIGURE C2: EMPLOYMENT BUILDABLE LANDS INVENTORY, KEIZER (2013)

Source: MWVCOG B.L.I., City of Keizer, Johnson Reid LLC

APPENDIX D: LAND DEMAND FORECASTS

EXHIBIT 1.01: TOTAL AND OFFICE SPACE-UTILIZING EMPLOYMENT

Baseline Scenario	Base Year	Total Employment Growth*				*Office*	Cumulative Office Space-Utilizing Employment			
Employment Sector	**2013**	**2018**	**2023**	**2028**	**2033**	***Share*** [1]	**2018**	**2023**	**2028**	**2033**
Construction	368	-233	-193	-149	-101	*2%*	-5	-4	-3	-2
Manufacturing	26	-13	-11	-9	-7	*5%*	-1	-1	0	0
Wholesale Trade	31	-25	-22	-19	-16	*5%*	-1	-1	-1	-1
Retail Trade	1,231	243	328	420	517	*5%*	12	16	21	26
T.W.U.	7	-42	-41	-40	-40	*30%*	-13	-12	-12	-12
Information	39	4	4	4	4	*90%*	3	3	4	4
Financial Activities	889	234	292	352	417	*90%*	211	262	317	375
Professional & Business	462	-67	7	93	190	*90%*	-60	7	83	171
Private Education	37	-8	-5	-2	0	*40%*	-3	-2	-1	0
Health Care & Social Assistance	1,208	333	546	793	1,077	*35%*	116	191	278	377
Leisure & Hospitality	1,100	259	373	498	635	*5%*	13	19	25	32
Other Services	618	-153	-102	-48	11	*27%*	-41	-28	-13	3
Government	769	-13	14	43	72	*30%*	-4	4	13	22
Total	**6,786**	**519**	**1,190**	**1,935**	**2,761**		**228**	**456**	**710**	**994**

Medium Growth Scenario	Base Year	Total Employment Growth*				*Office*	Cumulative Office Space-Utilizing Employment			
Employment Sector	**2013**	**2018**	**2023**	**2028**	**2033**	***Share*** [1]	**2018**	**2023**	**2028**	**2033**
Construction	368	-231	-189	-142	-91	*2%*	-5	-4	-3	-2
Manufacturing	26	-4	11	34	65	*5%*	0	1	2	3
Wholesale Trade	31	-25	-22	-18	-15	*5%*	-1	-1	-1	-1
Retail Trade	1,231	255	355	462	578	*5%*	13	18	23	29
T.W.U.	7	-41	-39	-37	-35	*30%*	-12	-12	-11	-10
Information	39	4	4	5	5	*90%*	4	4	4	5
Financial Activities	889	237	298	362	430	*90%*	214	268	326	387
Professional & Business	462	-56	34	139	262	*90%*	-50	31	125	235
Private Education	37	-7	-4	-1	2	*40%*	-3	-2	0	1
Health Care & Social Assistance	1,208	363	617	916	1,268	*35%*	127	216	321	444
Leisure & Hospitality	1,100	270	397	537	692	*5%*	13	20	27	35
Other Services	618	-148	-92	-30	36	*27%*	-40	-25	-8	10
Government	769	-6	30	67	106	*30%*	-2	9	20	32
Total	**6,786**	**611**	**1,400**	**2,292**	**3,304**		**257**	**522**	**824**	**1,167**

High Growth Scenario	Base Year	Total Employment Growth*				*Office*	Cumulative Office Space-Utilizing Employment			
Employment Sector	**2013**	**2018**	**2023**	**2028**	**2033**	***Share*** [1]	**2018**	**2023**	**2028**	**2033**
Construction	368	-228	-182	-130	-73	*2%*	-5	-4	-3	-1
Manufacturing	26	-1	19	51	98	*5%*	0	1	3	5
Wholesale Trade	31	-24	-20	-16	-11	*5%*	-1	-1	-1	-1
Retail Trade	1,231	262	370	486	612	*5%*	13	18	24	31
T.W.U.	7	-41	-38	-36	-32	*30%*	-12	-12	-11	-10
Information	39	5	6	8	9	*90%*	4	6	7	8
Financial Activities	889	244	313	386	464	*90%*	220	281	347	418
Professional & Business	462	-48	52	170	309	*90%*	-43	46	153	278
Private Education	37	-7	-3	1	5	*40%*	-3	-1	0	2
Health Care & Social Assistance	1,208	384	668	1,006	1,412	*35%*	134	234	352	494
Leisure & Hospitality	1,100	275	409	557	722	*5%*	14	20	28	36
Other Services	618	-147	-90	-28	40	*27%*	-40	-24	-7	11
Government	769	-3	36	77	120	*30%*	-1	11	23	36
Total	**6,786**	**672**	**1,539**	**2,533**	**3,677**		**281**	**576**	**916**	**1,308**

* Cumulative

1 Share of industry employment that utilizes office space. From the Urban Land Institute converted to NAICS by JOHNSON REID.

EXHIBIT 1.02: CUMULATIVE OFFICE SPACE NEED

Baseline Scenario	Cumulative Office Space-Utilizing Employment				Avg. Space	Cumulative Office Space Need[2]			
Employment Sector	**2018**	**2023**	**2028**	**2033**	***Per Job*** [1]	**2018**	**2023**	**2028**	**2033**
Construction	-5	-4	-3	-2	*366*	-1,876	-1,554	-1,200	-811
Manufacturing	-1	-1	0	0	*366*	-265	-224	-181	-135
Wholesale Trade	-1	-1	-1	-1	*366*	-499	-443	-381	-315
Retail Trade	12	16	21	26	*366*	4,889	6,612	8,446	10,400
T.W.U.	-13	-12	-12	-12	*366*	-5,060	-4,977	-4,886	-4,787
Information	3	3	4	4	*366*	1,327	1,399	1,471	1,543
Financial Activities	211	262	317	375	*366*	84,951	105,674	127,654	150,967
Professional & Business	-60	7	83	171	*366*	-24,356	2,682	33,546	68,776
Private Education	-3	-2	-1	0	*366*	-1,219	-816	-388	66
Health Care & Social Assistance	116	191	278	377	*366*	46,866	76,987	111,729	151,801
Leisure & Hospitality	13	19	25	32	*366*	5,209	7,508	10,026	12,782
Other Services	-41	-28	-13	3	*366*	-16,647	-11,119	-5,168	1,237
Government	-4	4	13	22	*366*	-1,583	1,733	5,164	8,713
Total	**228**	**456**	**710**	**994**		**91,739**	**183,463**	**285,831**	**400,240**

Medium Growth Scenario	Total Employment				Avg. Space	Cumulative Office Space Need[2]			
Employment Sector	**2018**	**2023**	**2028**	**2033**	***Per Job*** [1]	**2018**	**2023**	**2028**	**2033**
Construction	-5	-4	-3	-2	*366*	-1,862	-1,522	-1,147	-734
Manufacturing	0	1	2	3	*366*	-82	231	676	1,309
Wholesale Trade	-1	-1	-1	-1	*366*	-495	-434	-368	-296
Retail Trade	13	18	23	29	*366*	5,140	7,149	9,309	11,632
T.W.U.	-12	-12	-11	-10	*366*	-4,965	-4,758	-4,509	-4,210
Information	4	4	4	5	*366*	1,412	1,569	1,729	1,890
Financial Activities	214	268	326	387	*366*	85,962	107,823	131,078	155,817
Professional & Business	-50	31	125	235	*366*	-20,131	12,433	50,427	94,756
Private Education	-3	-2	0	1	*366*	-1,155	-681	-172	374
Health Care & Social Assistance	127	216	321	444	*366*	51,115	86,896	129,059	178,743
Leisure & Hospitality	13	20	27	35	*366*	5,426	7,986	10,813	13,937
Other Services	-40	-25	-8	10	*366*	-16,111	-9,962	-3,293	3,939
Government	-2	9	20	32	*366*	-683	3,604	8,080	12,754
Total	**257**	**522**	**824**	**1,167**		**103,571**	**210,333**	**331,682**	**469,912**

High Growth Scenario	Total Employment				Avg. Space	Cumulative Office Space Need[2]			
Employment Sector	**2018**	**2023**	**2028**	**2033**	***Per Job*** [1]	**2018**	**2023**	**2028**	**2033**
Construction	-5	-4	-3	-1	*366*	-1,835	-1,463	-1,048	-587
Manufacturing	0	1	3	5	*366*	-29	386	1,019	1,982
Wholesale Trade	-1	-1	-1	-1	*366*	-481	-403	-316	-219
Retail Trade	13	18	24	31	*366*	5,279	7,447	9,791	12,325
T.W.U.	-12	-12	-11	-10	*366*	-4,918	-4,644	-4,299	-3,863
Information	4	6	7	8	*366*	1,736	2,232	2,745	3,275
Financial Activities	220	281	347	418	*366*	88,523	113,291	139,837	168,287
Professional & Business	-43	46	153	278	*366*	-17,460	18,708	61,485	112,076
Private Education	-3	-1	0	2	*366*	-1,064	-484	148	836
Health Care & Social Assistance	134	234	352	494	*366*	54,134	94,063	141,823	198,950
Leisure & Hospitality	14	20	28	36	*366*	5,536	8,229	11,218	14,534
Other Services	-40	-24	-7	11	*366*	-16,030	-9,785	-3,006	4,355
Government	-1	11	23	36	*366*	-305	4,395	9,322	14,486
Total	**281**	**576**	**916**	**1,308**		**113,085**	**231,974**	**368,719**	**526,436**

1 Average office employment density by industry sector based on Urban Land Institute guidelines.
2 Assumes a market-clearing 10% office space vacancy rate.

EXHIBIT 1.03: CUMULATIVE OFFICE LAND NEED

Baseline Scenario	Cumulative Office Space Need				*Typical*	Cumulative Land Need			
Employment Sector	**2018**	**2023**	**2028**	**2033**	***F.A.R.***	**2018**	**2023**	**2028**	**2033**
Construction	-1,876	-1,554	-1,200	-811	*0.35*	-0.1	-0.1	-0.1	-0.1
Manufacturing	-265	-224	-181	-135	*0.35*	0.0	0.0	0.0	0.0
Wholesale Trade	-499	-443	-381	-315	*0.35*	0.0	0.0	0.0	0.0
Retail Trade	4,889	6,612	8,446	10,400	*0.35*	0.3	0.4	0.6	0.7
T.W.U.	-5,060	-4,977	-4,886	-4,787	*0.35*	-0.3	-0.3	-0.3	-0.3
Information	1,327	1,399	1,471	1,543	*0.35*	0.1	0.1	0.1	0.1
Financial Activities	84,951	105,674	127,654	150,967	*0.35*	5.6	6.9	8.4	9.9
Professional & Business	-24,356	2,682	33,546	68,776	*0.35*	-1.6	0.2	2.2	4.5
Private Education	-1,219	-816	-388	66	*0.35*	-0.1	-0.1	0.0	0.0
Health Care & Social Assistance	46,866	76,987	111,729	151,801	*0.35*	3.1	5.0	7.3	10.0
Leisure & Hospitality	5,209	7,508	10,026	12,782	*0.35*	0.3	0.5	0.7	0.8
Other Services	-16,647	-11,119	-5,168	1,237	*0.35*	-1.1	-0.7	-0.3	0.1
Government	-1,583	1,733	5,164	8,713	*0.35*	-0.1	0.1	0.3	0.6
Total	**91,739**	**183,463**	**285,831**	**400,240**		**6.0**	**12.0**	**18.7**	**26.3**

Medium Growth Scenario	Total Employment				*Typical*	Cumulative Land Need			
Employment Sector	**2018**	**2023**	**2028**	**2033**	***F.A.R.***	**2018**	**2023**	**2028**	**2033**
Construction	-1,862	-1,522	-1,147	-734	*0.35*	-0.1	-0.1	-0.1	0.0
Manufacturing	-82	231	676	1,309	*0.35*	0.0	0.0	0.0	0.1
Wholesale Trade	-495	-434	-368	-296	*0.35*	0.0	0.0	0.0	0.0
Retail Trade	5,140	7,149	9,309	11,632	*0.35*	0.3	0.5	0.6	0.8
T.W.U.	-4,965	-4,758	-4,509	-4,210	*0.35*	-0.3	-0.3	-0.3	-0.3
Information	1,412	1,569	1,729	1,890	*0.35*	0.1	0.1	0.1	0.1
Financial Activities	85,962	107,823	131,078	155,817	*0.35*	5.6	7.1	8.6	10.2
Professional & Business	-20,131	12,433	50,427	94,756	*0.35*	-1.3	0.8	3.3	6.2
Private Education	-1,155	-681	-172	374	*0.35*	-0.1	0.0	0.0	0.0
Health Care & Social Assistance	51,115	86,896	129,059	178,743	*0.35*	3.4	5.7	8.5	11.7
Leisure & Hospitality	5,426	7,986	10,813	13,937	*0.35*	0.4	0.5	0.7	0.9
Other Services	-16,111	-9,962	-3,293	3,939	*0.35*	-1.1	-0.7	-0.2	0.3
Government	-683	3,604	8,080	12,754	*0.35*	0.0	0.2	0.5	0.8
Total	**103,571**	**210,333**	**331,682**	**469,912**	***0.35***	**6.8**	**13.8**	**21.8**	**30.8**

High Growth Scenario	Total Employment				*Typical*	Cumulative Land Need			
Employment Sector	**2018**	**2023**	**2028**	**2033**	***F.A.R.***	**2018**	**2023**	**2028**	**2033**
Construction	-1,835	-1,463	-1,048	-587	*0.35*	-0.1	-0.1	-0.1	0.0
Manufacturing	-29	386	1,019	1,982	*0.35*	0.0	0.0	0.1	0.1
Wholesale Trade	-481	-403	-316	-219	*0.35*	0.0	0.0	0.0	0.0
Retail Trade	5,279	7,447	9,791	12,325	*0.35*	0.3	0.5	0.6	0.8
T.W.U.	-4,918	-4,644	-4,299	-3,863	*0.35*	-0.3	-0.3	-0.3	-0.3
Information	1,736	2,232	2,745	3,275	*0.35*	0.1	0.1	0.2	0.2
Financial Activities	88,523	113,291	139,837	168,287	*0.35*	5.8	7.4	9.2	11.0
Professional & Business	-17,460	18,708	61,485	112,076	*0.35*	-1.1	1.2	4.0	7.4
Private Education	-1,064	-484	148	836	*0.35*	-0.1	0.0	0.0	0.1
Health Care & Social Assistance	54,134	94,063	141,823	198,950	*0.35*	3.6	6.2	9.3	13.0
Leisure & Hospitality	5,536	8,229	11,218	14,534	*0.35*	0.4	0.5	0.7	1.0
Other Services	-16,030	-9,785	-3,006	4,355	*0.35*	-1.1	-0.6	-0.2	0.3
Government	-305	4,395	9,322	14,486	*0.35*	0.0	0.3	0.6	1.0
Total	**113,085**	**231,974**	**368,719**	**526,436**	***0.35***	**7.4**	**15.2**	**24.2**	**34.5**

EXHIBIT 1.04: CUMULATIVE TOTAL AND INDUSTRIAL SPACE-UTILIZING EMPLOYMENT

Baseline Scenario	Base Year	Total Employment Growth*				Industrial	Cumulative Industrial Space-Utilizing Employment			
Employment Sector	2013	2018	2023	2028	2033	Share [1]	2018	2023	2028	2033
Construction	368	-233	-193	-149	-101	*60%*	-140	-116	-89	-60
Manufacturing	26	-13	-11	-9	-7	*95%*	-12	-11	-9	-6
Wholesale Trade	31	-25	-22	-19	-16	*95%*	-24	-21	-18	-15
Retail Trade	1,231	243	328	420	517	*0%*	0	0	0	0
T.W.U.	7	-42	-41	-40	-40	*70%*	-29	-29	-28	-28
Information	39	4	4	4	4	*10%*	0	0	0	0
Financial Activities	889	234	292	352	417	*0%*	0	0	0	0
Professional & Business	462	-67	7	93	190	*10%*	-7	1	9	19
Private Education	37	-8	-5	-2	0	*10%*	-1	-1	0	0
Health Care & Social Assistance	1,208	333	546	793	1,077	*0%*	0	0	0	0
Leisure & Hospitality	1,100	259	373	498	635	*0%*	0	0	0	0
Other Services	618	-153	-102	-48	11	*63%*	-96	-64	-30	7
Government	769	-13	14	43	72	*10%*	-1	1	4	7
Total	**6,786**	**519**	**1,190**	**1,935**	**2,761**		**-310**	**-238**	**-161**	**-76**

Medium Growth Scenario	Base Year	Total Employment Growth*				Industrial	Cumulative Industrial Space-Utilizing Employment			
Employment Sector	2013	2018	2023	2028	2033	Share [1]	2018	2023	2028	2033
Construction	368	-231	-189	-142	-91	*60%*	-139	-113	-85	-55
Manufacturing	26	-4	11	34	65	*95%*	-4	11	32	62
Wholesale Trade	31	-25	-22	-18	-15	*95%*	-23	-20	-17	-14
Retail Trade	1,231	255	355	462	578	*0%*	0	0	0	0
T.W.U.	7	-41	-39	-37	-35	*70%*	-29	-28	-26	-24
Information	39	4	4	5	5	*10%*	0	0	0	1
Financial Activities	889	237	298	362	430	*0%*	0	0	0	0
Professional & Business	462	-56	34	139	262	*10%*	-6	3	14	26
Private Education	37	-7	-4	-1	2	*10%*	-1	0	0	0
Health Care & Social Assistance	1,208	363	617	916	1,268	*0%*	0	0	0	0
Leisure & Hospitality	1,100	270	397	537	692	*0%*	0	0	0	0
Other Services	618	-148	-92	-30	36	*63%*	-93	-58	-19	23
Government	769	-6	30	67	106	*10%*	-1	3	7	11
Total	**6,786**	**611**	**1,400**	**2,292**	**3,304**		**-295**	**-202**	**-95**	**29**

High Growth Scenario	Base Year	Total Employment Growth*				Industrial	Cumulative Industrial Space-Utilizing Employment			
Employment Sector	2013	2018	2023	2028	2033	Share [1]	2018	2023	2028	2033
Construction	368	-228	-182	-130	-73	*60%*	-137	-109	-78	-44
Manufacturing	26	-1	19	51	98	*95%*	-1	18	48	94
Wholesale Trade	31	-24	-20	-16	-11	*95%*	-23	-19	-15	-10
Retail Trade	1,231	262	370	486	612	*0%*	0	0	0	0
T.W.U.	7	-41	-38	-36	-32	*70%*	-29	-27	-25	-22
Information	39	5	6	8	9	*10%*	0	1	1	1
Financial Activities	889	244	313	386	464	*0%*	0	0	0	0
Professional & Business	462	-48	52	170	309	*10%*	-5	5	17	31
Private Education	37	-7	-3	1	5	*10%*	-1	0	0	1
Health Care & Social Assistance	1,208	384	668	1,006	1,412	*0%*	0	0	0	0
Leisure & Hospitality	1,100	275	409	557	722	*0%*	0	0	0	0
Other Services	618	-147	-90	-28	40	*63%*	-93	-57	-17	25
Government	769	-3	36	77	120	*10%*	0	4	8	12
Total	**6,786**	**672**	**1,539**	**2,533**	**3,677**		**-287**	**-184**	**-62**	**87**

* Cumulative

1 Share of industry employment that utilizes office space. From the Urban Land Institute converted to NAICS by JOHNSON REID.

Exhibit 1.05: Cumulative Industrial Space Need

Baseline Scenario	Cumulative Industrial Space-Utilizing Employment				Avg. Space	Cumulative Industrial Space Need[2]			
Employment Sector	**2018**	**2023**	**2028**	**2033**	***Per Job*** [1]	**2018**	**2023**	**2028**	**2033**
Construction	-140	-116	-89	-60	*517*	-79,501	-65,847	-50,843	-34,352
Manufacturing	-12	-11	-9	-6	*517*	-7,100	-6,019	-4,859	-3,616
Wholesale Trade	-24	-21	-18	-15	*2,518*	-65,219	-57,843	-49,847	-41,179
Retail Trade	0	0	0	0	*0*	0	0	0	0
T.W.U.	-29	-29	-28	-28	*1,707*	-55,062	-54,158	-53,170	-52,093
Information	0	0	0	0	*467*	188	198	209	219
Financial Activities	0	0	0	0	*0*	0	0	0	0
Professional & Business	-7	1	9	19	*467*	-3,453	380	4,756	9,751
Private Education	-1	-1	0	0	*467*	-389	-260	-124	21
Health Care & Social Assistance	0	0	0	0	*0*	0	0	0	0
Leisure & Hospitality	0	0	0	0	*0*	0	0	0	0
Other Services	-96	-64	-30	7	*517*	-54,868	-36,648	-17,035	4,077
Government	-1	1	4	7	*908*	-1,309	1,433	4,270	7,205
Total	**-310**	**-238**	**-161**	**-76**		**-266,713**	**-218,763**	**-166,643**	**-109,968**

Medium Growth Scenario	Cumulative Industrial Space-Utilizing Employment				Avg. Space	Cumulative Industrial Space Need[2]			
Employment Sector	**2017**	**2022**	**2027**	**2032**	***Per Job*** [1]	**2018**	**2023**	**2028**	**2033**
Construction	-139	-113	-85	-55	*517*	-78,890	-64,503	-48,621	-31,090
Manufacturing	-4	11	32	62	*517*	-2,204	6,194	18,137	35,121
Wholesale Trade	-23	-20	-17	-14	*2,518*	-64,729	-56,778	-48,111	-38,664
Retail Trade	0	0	0	0	*0*	0	0	0	0
T.W.U.	-29	-28	-26	-24	*1,707*	-54,027	-51,780	-49,072	-45,810
Information	0	0	0	1	*467*	200	223	245	268
Financial Activities	0	0	0	0	*0*	0	0	0	0
Professional & Business	-6	3	14	26	*467*	-2,854	1,763	7,149	13,434
Private Education	-1	0	0	0	*467*	-369	-217	-55	119
Health Care & Social Assistance	0	0	0	0	*0*	0	0	0	0
Leisure & Hospitality	0	0	0	0	*0*	0	0	0	0
Other Services	-93	-58	-19	23	*517*	-53,103	-32,833	-10,853	12,983
Government	-1	3	7	11	*908*	-565	2,980	6,682	10,547
Total	**-295**	**-202**	**-95**	**29**		**-256,540**	**-194,952**	**-124,499**	**-43,092**

High Growth Scenario	Cumulative Industrial Space-Utilizing Employment				Avg. Space	Cumulative Industrial Space Need[2]			
Employment Sector	**2018**	**2023**	**2028**	**2033**	***Per Job*** [1]	**2018**	**2023**	**2028**	**2033**
Construction	-137	-109	-78	-44	*517*	-77,752	-61,980	-44,427	-24,892
Manufacturing	-1	18	48	94	*517*	-790	10,357	27,337	53,198
Wholesale Trade	-23	-19	-15	-10	*2,518*	-62,848	-52,633	-41,261	-28,602
Retail Trade	0	0	0	0	*0*	0	0	0	0
T.W.U.	-29	-27	-25	-22	*1,707*	-53,524	-50,539	-46,779	-42,041
Information	0	1	1	1	*467*	246	316	389	464
Financial Activities	0	0	0	0	*0*	0	0	0	0
Professional & Business	-5	5	17	31	*467*	-2,475	2,652	8,717	15,889
Private Education	-1	0	0	1	*467*	-339	-154	47	267
Health Care & Social Assistance	0	0	0	0	*0*	0	0	0	0
Leisure & Hospitality	0	0	0	0	*0*	0	0	0	0
Other Services	-93	-57	-17	25	*517*	-52,835	-32,252	-9,906	14,353
Government	0	4	8	12	*908*	-252	3,635	7,709	11,980
Total	**-287**	**-184**	**-62**	**87**		**-250,570**	**-180,598**	**-98,175**	**616**

1 Share of industry employment that utilizes industrial space. Regional Industrial Land Study Phase III (EcoNorthwest and Otak, Inc., 2001) converted to NAICS by JOHNSON REID. Reconciled with ULI Estimates.

EXHIBIT 1.06: CUMULATIVE INDUSTRIAL LAND NEED

Baseline Scenario	Cumulative Industrial Space Need				*Typical*	Cumulative Land Need			
Employment Sector	2018	2023	2028	2033	*F.A.R.*	2018	2023	2028	2033
Construction	-79,501	-65,847	-50,843	-34,352	*0.29*	-6.3	-5.2	-4.0	-2.7
Manufacturing	-7,100	-6,019	-4,859	-3,616	*0.29*	-0.6	-0.5	-0.4	-0.3
Wholesale Trade	-65,219	-57,843	-49,847	-41,179	*0.30*	-5.0	-4.4	-3.8	-3.2
Retail Trade	0	0	0	0	*0.00*	0.0	0.0	0.0	0.0
T.W.U.	-55,062	-54,158	-53,170	-52,093	*0.31*	-4.1	-4.0	-3.9	-3.9
Information	188	198	209	219	*0.26*	0.0	0.0	0.0	0.0
Financial Activities	0	0	0	0	*0.00*	0.0	0.0	0.0	0.0
Professional & Business	-3,453	380	4,756	9,751	*0.26*	-0.3	0.0	0.4	0.9
Private Education	-389	-260	-124	21	*0.26*	0.0	0.0	0.0	0.0
Health Care & Social Assistance	0	0	0	0	*0.00*	0.0	0.0	0.0	0.0
Leisure & Hospitality	0	0	0	0	*0.00*	0.0	0.0	0.0	0.0
Other Services	-54,868	-36,648	-17,035	4,077	*0.29*	-4.3	-2.9	-1.3	0.3
Government	-1,309	1,433	4,270	7,205	*0.26*	-0.1	0.1	0.4	0.6
Total	**-266,713**	**-218,763**	**-166,643**	**-109,968**		**-20.7**	**-16.9**	**-12.7**	**-8.2**

Medium Growth Scenario	Cumulative Industrial Space Need				*Typical*	Cumulative Land Need			
Employment Sector	2018	2023	2028	2033	*F.A.R.*	2018	2023	2028	2033
Construction	-78,890	-64,503	-48,621	-31,090	*0.29*	-6.2	-5.1	-3.8	-2.5
Manufacturing	-2,204	6,194	18,137	35,121	*0.29*	-0.2	0.5	1.4	2.8
Wholesale Trade	-64,729	-56,778	-48,111	-38,664	*0.30*	-5.0	-4.3	-3.7	-3.0
Retail Trade	0	0	0	0	*0.00*	0.0	0.0	0.0	0.0
T.W.U.	-54,027	-51,780	-49,072	-45,810	*0.31*	-4.0	-3.8	-3.6	-3.4
Information	200	223	245	268	*0.26*	0.0	0.0	0.0	0.0
Financial Activities	0	0	0	0	*0.00*	0.0	0.0	0.0	0.0
Professional & Business	-2,854	1,763	7,149	13,434	*0.26*	-0.3	0.2	0.6	1.2
Private Education	-369	-217	-55	119	*0.26*	0.0	0.0	0.0	0.0
Health Care & Social Assistance	0	0	0	0	*0.00*	0.0	0.0	0.0	0.0
Leisure & Hospitality	0	0	0	0	*0.00*	0.0	0.0	0.0	0.0
Other Services	-53,103	-32,833	-10,853	12,983	*0.29*	-4.2	-2.6	-0.9	1.0
Government	-565	2,980	6,682	10,547	*0.26*	0.0	0.3	0.6	0.9
Total	**-256,540**	**-194,952**	**-124,499**	**-43,092**		**-19.9**	**-15.0**	**-9.3**	**-2.9**

High Growth Scenario	Cumulative Industrial Space Need				*Typical*	Cumulative Land Need			
Employment Sector	2018	2023	2028	2033	*F.A.R.*	2018	2023	2028	2033
Construction	-77,752	-61,980	-44,427	-24,892	*0.29*	-6.2	-4.9	-3.5	-2.0
Manufacturing	-790	10,357	27,337	53,198	*0.29*	-0.1	0.8	2.2	4.2
Wholesale Trade	-62,848	-52,633	-41,261	-28,602	*0.30*	-4.8	-4.0	-3.2	-2.2
Retail Trade	0	0	0	0	*0.00*	0.0	0.0	0.0	0.0
T.W.U.	-53,524	-50,539	-46,779	-42,041	*0.31*	-4.0	-3.7	-3.5	-3.1
Information	246	316	389	464	*0.26*	0.0	0.0	0.0	0.0
Financial Activities	0	0	0	0	*0.00*	0.0	0.0	0.0	0.0
Professional & Business	-2,475	2,652	8,717	15,889	*0.26*	-0.2	0.2	0.8	1.4
Private Education	-339	-154	47	267	*0.26*	0.0	0.0	0.0	0.0
Health Care & Social Assistance	0	0	0	0	*0.00*	0.0	0.0	0.0	0.0
Leisure & Hospitality	0	0	0	0	*0.00*	0.0	0.0	0.0	0.0
Other Services	-52,835	-32,252	-9,906	14,353	*0.29*	-4.2	-2.6	-0.8	1.1
Government	-252	3,635	7,709	11,980	*0.26*	0.0	0.3	0.7	1.1
Total	**-250,570**	**-180,598**	**-98,175**	**616**		**-19.4**	**-13.8**	**-7.3**	**0.6**

EXHIBIT 1.07: TOTAL HOUSEHOLD RETAIL SPENDING

Baseline Scenario		Per Household	Household Retail Spending (In Millions)					
NAICS	Category	Expenditures	2013	2018	2023	2028	2033	'13-'33 Δ
441	Motor Vehicle and Parts Dealers	$6,631	$91.7	$98.2	$105.2	$112.6	$120.6	***$29.0***
442	Furniture and Home Furnishings Stores	$715	$9.9	$10.6	$11.3	$12.1	$13.0	***$3.1***
443	Electronics and Appliance Stores	$824	$11.4	$12.2	$13.1	$14.0	$15.0	***$3.6***
444	Building Materials and Garden Equipment	$3,302	$45.6	$48.9	$52.4	$56.1	$60.1	***$14.4***
445	Food and Beverage Stores	$5,416	$74.9	$80.2	$85.9	$92.0	$98.5	***$23.7***
446	Health and Personal Care Stores	$2,066	$28.6	$30.6	$32.8	$35.1	$37.6	***$9.0***
448	Clothing and Clothing Accessories Stores	$1,696	$23.4	$25.1	$26.9	$28.8	$30.8	***$7.4***
451	Sporting Goods, Hobby, Book and Music Stores	$768	$10.6	$11.4	$12.2	$13.1	$14.0	***$3.4***
452	General Merchandise Stores	$5,069	$70.1	$75.1	$80.4	$86.1	$92.2	***$22.1***
453	Miscellaneous Store Retailers	$982	$13.6	$14.5	$15.6	$16.7	$17.9	***$4.3***
722	Foodservices and Drinking Places	$1,617	$22.3	$23.9	$25.6	$27.5	$29.4	***$7.1***
	Totals/Weighted Averages	***$29,087***	***$310.4***	***$332.5***	***$356.1***	***$381.4***	***$408.5***	***$98.1***

Alternative Commercial Retail Scenario		Per Household	Household Retail Spending (In Millions)					
NAICS	Category	Expenditures	2013	2018	2023	2028	2033	'13-'33 Δ
441	Motor Vehicle and Parts Dealers	$6,631	$91.7	$99.4	$107.8	$116.9	$126.8	***$35.1***
442	Furniture and Home Furnishings Stores	$715	$9.9	$10.7	$11.6	$12.6	$13.7	***$3.8***
443	Electronics and Appliance Stores	$824	$11.4	$12.4	$13.4	$14.5	$15.8	***$4.4***
444	Building Materials and Garden Equipment	$3,302	$45.6	$49.5	$53.7	$58.2	$63.1	***$17.5***
445	Food and Beverage Stores	$5,416	$74.9	$81.2	$88.1	$95.5	$103.6	***$28.7***
446	Health and Personal Care Stores	$2,066	$28.6	$31.0	$33.6	$36.4	$39.5	***$10.9***
448	Clothing and Clothing Accessories Stores	$1,696	$23.4	$25.4	$27.6	$29.9	$32.4	***$9.0***
451	Sporting Goods, Hobby, Book and Music Stores	$768	$10.6	$11.5	$12.5	$13.5	$14.7	***$4.1***
452	General Merchandise Stores	$5,069	$70.1	$76.0	$82.4	$89.4	$96.9	***$26.9***
453	Miscellaneous Store Retailers	$982	$13.6	$14.7	$16.0	$17.3	$18.8	***$5.2***
722	Foodservices and Drinking Places	$1,617	$22.3	$24.2	$26.3	$28.5	$30.9	***$8.6***
	Totals/Weighted Averages	***$29,087***	***$310.4***	***$336.7***	***$365.1***	***$396.0***	***$429.4***	***$119.0***

EXHIBIT 1.08: COMMERCIAL RETAIL SPACE NEED

Baseline Growth Scenario		Sales Support	Spending Supported Retail Demand [2]					
NAICS	Category	Factor [1]	2013	2018	2023	2028	2033	'13-'33 Δ
441	Motor Vehicle and Parts Dealers	$387	260,568	279,079	298,904	320,138	342,881	***82,313***
442	Furniture and Home Furnishings Stores	$209	51,986	55,679	59,635	63,871	68,409	***16,422***
443	Electronics and Appliance Stores	$302	41,515	44,465	47,623	51,006	54,630	***13,115***
444	Building Materials and Garden Equipment	$389	129,079	138,249	148,070	158,589	169,855	***40,776***
445	Food and Beverage Stores	$430	191,543	205,151	219,725	235,334	252,052	***60,509***
446	Health and Personal Care Stores	$279	112,579	120,577	129,143	138,317	148,143	***35,564***
448	Clothing and Clothing Accessories Stores	$156	165,310	177,053	189,631	203,102	217,531	***52,221***
451	Sporting Goods, Hobby, Book and Music Stores	$199	58,720	62,892	67,359	72,145	77,270	***18,550***
452	General Merchandise Stores	$164	470,044	503,436	539,200	577,505	618,531	***148,487***
453	Miscellaneous Store Retailers	$127	117,621	125,976	134,926	144,511	154,777	***37,156***
722	Foodservices and Drinking Places	$267	92,077	98,618	105,624	113,128	121,164	***29,087***
	Totals/Weighted Averages		***1,430,474***	***1,532,095***	***1,640,935***	***1,757,508***	***1,882,361***	***451,887***

Alternative Commercial Retail Scenario		Sales Support	Spending Supported Retail Demand [2]					
NAICS	Category	Factor [1]	2013	2018	2023	2028	2033	'13-'33 Δ
441	Motor Vehicle and Parts Dealers	$387	260,568	282,584	306,462	332,356	360,438	***99,871***
442	Furniture and Home Furnishings Stores	$209	51,986	56,379	61,142	66,309	71,911	***19,925***
443	Electronics and Appliance Stores	$302	41,515	45,023	48,827	52,953	57,427	***15,912***
444	Building Materials and Garden Equipment	$389	129,079	139,985	151,813	164,641	178,552	***49,473***
445	Food and Beverage Stores	$430	191,543	207,728	225,280	244,315	264,958	***73,415***
446	Health and Personal Care Stores	$279	112,579	122,092	132,408	143,596	155,729	***43,150***
448	Clothing and Clothing Accessories Stores	$156	165,310	179,277	194,425	210,853	228,670	***63,360***
451	Sporting Goods, Hobby, Book and Music Stores	$199	58,720	63,682	69,063	74,898	81,226	***22,506***
452	General Merchandise Stores	$164	470,044	509,760	552,833	599,544	650,203	***180,159***
453	Miscellaneous Store Retailers	$127	117,621	127,559	138,337	150,026	162,702	***45,082***
722	Foodservices and Drinking Places	$267	92,077	99,857	108,295	117,445	127,369	***35,291***
	Totals/Weighted Averages		***1,430,474***	***1,551,342***	***1,682,423***	***1,824,580***	***1,978,748***	***548,274***

1 Based on national averages derived from "Dollars & Cents of Shopping Centers," Urban Land Institute, 2008. Median sales for neighborhood scale centers were used.

2 *Assumes a Market Clearing Vacancy Rate of 10%*

EXHIBIT 1.09: COMMERCIAL RETAIL LAND NEED

Baseline Growth Scenario		Retail	Commercial Retail Land Need (Acres)					
NAICS	Category	F.A.R. [1]	2013	2018	2023	2028	2033	'13-'33 Δ
441	Motor Vehicle and Parts Dealers	0.25	23.9	25.6	27.4	29.4	31.5	***7.6***
442	Furniture and Home Furnishings Stores	0.25	4.8	5.1	5.5	5.9	6.3	***1.5***
443	Electronics and Appliance Stores	0.25	3.8	4.1	4.4	4.7	5.0	***1.2***
444	Building Materials and Garden Equipment	0.25	11.9	12.7	13.6	14.6	15.6	***3.7***
445	Food and Beverage Stores	0.25	17.6	18.8	20.2	21.6	23.1	***5.6***
446	Health and Personal Care Stores	0.25	10.3	11.1	11.9	12.7	13.6	***3.3***
448	Clothing and Clothing Accessories Stores	0.25	15.2	16.3	17.4	18.7	20.0	***4.8***
451	Sporting Goods, Hobby, Book and Music Stores	0.25	5.4	5.8	6.2	6.6	7.1	***1.7***
452	General Merchandise Stores	0.25	43.2	46.2	49.5	53.0	56.8	***13.6***
453	Miscellaneous Store Retailers	0.25	10.8	11.6	12.4	13.3	14.2	***3.4***
722	Foodservices and Drinking Places	0.25	8.5	9.1	9.7	10.4	11.1	***2.7***
	Totals/Weighted Averages		***131.4***	***140.7***	***150.7***	***161.4***	***172.9***	***41.5***

Alternative Commercial Retail Scenario		Retail	Commercial Retail Land Need (Acres)					
NAICS	Category	F.A.R. [1]	2013	2018	2023	2028	2033	'13-'33 Δ
441	Motor Vehicle and Parts Dealers	0.25	23.9	25.9	28.1	30.5	33.1	***9.2***
442	Furniture and Home Furnishings Stores	0.25	4.8	5.2	5.6	6.1	6.6	***1.8***
443	Electronics and Appliance Stores	0.25	3.8	4.1	4.5	4.9	5.3	***1.5***
444	Building Materials and Garden Equipment	0.25	11.9	12.9	13.9	15.1	16.4	***4.5***
445	Food and Beverage Stores	0.25	17.6	19.1	20.7	22.4	24.3	***6.7***
446	Health and Personal Care Stores	0.25	10.3	11.2	12.2	13.2	14.3	***4.0***
448	Clothing and Clothing Accessories Stores	0.25	15.2	16.5	17.9	19.4	21.0	***5.8***
451	Sporting Goods, Hobby, Book and Music Stores	0.25	5.4	5.8	6.3	6.9	7.5	***2.1***
452	General Merchandise Stores	0.25	43.2	46.8	50.8	55.1	59.7	***16.5***
453	Miscellaneous Store Retailers	0.25	10.8	11.7	12.7	13.8	14.9	***4.1***
722	Foodservices and Drinking Places	0.25	8.5	9.2	9.9	10.8	11.7	***3.2***
	Totals/Weighted Averages		***131.4***	***142.5***	***154.5***	***167.5***	***181.7***	***50.3***

1 Assumes typical suburban retail profile: single-story with four parking spaces per 1,000 square feet of developed space.

JOHNSON REID
LAND USE ECONOMICS

CITY OF KEIZER, OR
HOUSING AND RESIDENTIAL LAND NEEDS ASSESSMENT
(OREGON STATEWIDE PLANNING GOAL 10)

Prepared For:
CITY OF KEIZER, OREGON

June, 2013

This project is funded by Oregon general fund dollars through the Department of Land Conservation and Development. The contents of this document do not necessarily reflect the views or policies of the State of Oregon.

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20-YEAR HOUSING NEED FORECAST

INTRODUCTION

This analysis outlines a forecast of housing need within the City of Keizer/Urban Growth Boundary. Housing need and resulting land need are forecast to 2033 consistent with 20-year need assessment requirements of periodic review. This report presents a housing need analysis (presented in number and types of housing units) and a residential land need analysis, based on those projections.

The primary data sources used in generating this forecast were:

- City of Keizer Adopted 2032 Population Forecast
- Marion County Adopted 2030 Population Forecast
- MWVCOG Buildable Lands Inventory
- MWVCOG regional Housing Needs Analysis and Economic Opportunities Analysis (2011)
- U.S. Census
- Claritas Inc.[1]
- Portland State University Population Research Center.
- Other sources are identified as appropriate.

CITY OF KEIZER DEMOGRAPHIC PROFILE

Population and Households

- Keizer is a City of nearly 37,000 people located in the greater Salem-Keizer metropolitan area.
- Keizer is the 14th largest city in Oregon, but its population is nearly equal to that of the 13th largest (Lake Oswego).
- Keizer has grown by an estimated 4,661 people between 2000 and 2013, or 14%. This growth was roughly equal to that experienced by Marion County (13%) and the state (14%) over that period. The City of Salem experienced greater growth of 16%. (US Census and PSU Population Research Center)
- Keizer was home to over 13,800 households in 2013. The percentage of families fell somewhat between 2000 and 2010 from 71.4% to 69.3% of all households. This is very similar to the Marion County figure of 68.2% family households, and the state's 63.4%.
- Keizer's average household size is 2.64 persons, unchanged since 2000. This is slightly smaller than the Marion County average of 2.7 but larger than the statewide average of 2.47.

The following table (Figure 1) presents a profile of City of Keizer demographics from the 2000 and 2010 Census. It also presents projected demographics in 2013, based on assumptions detailed in the table footnotes.

[1] Claritas Inc. is a third-party company providing data on demographics and market segmentation. It is owned by the Nielson Company which conducts direct market research including surveying of households across the nation. Nielson combines proprietary data with data from the U.S. Census, Postal Service, and other federal sources, as well as local-level sources such as Equifax, Vallassis and the National Association of Realtors. Claritas promotes a "bottom-up" and "top-down" analysis using these sources to produce annual demographic and economic profiles for individual geographies. Projections of future growth are based on the continuation of long-term and emergent demographic trends identified through the above sources.

FIGURE 1: KEIZER DEMOGRAPHIC PROFILE

POPULATION, HOUSEHOLDS, FAMILIES, AND YEAR-ROUND HOUSING UNITS					
	2000 (Census)	**2010 (Census)**	**Growth Rate 00-10**	**2013 (Proj.)**	**Growth Rate 10-13**
Population[1]	32,203	36,478	1.3%	36,864	0.4%
Households[2]	12,110	13,703	1.2%	13,824	0.3%
Families[3]	8,642	9,498	0.9%	9,582	0.3%
Housing Units[4]	12,774	14,445	1.2%	14,531	0.2%
Group Quarters Population[5]	280	364	2.7%	368	0.4%
Household Size	2.64	2.64	0.0%	2.64	0.0%
PER CAPITA AND AVERAGE HOUSEHOLD INCOME					
	2000 (Census)	**2010 (Est.)**	**Growth Rate 00-10**	**2013 (Proj.)**	**Growth Rate 10-13**
Per Capita ($)	$20,119	$24,645	2.0%	$26,192	2.0%
Average HH ($)	$53,425	$64,272	1.9%	$67,937	1.9%
Median HH ($)	$45,052	$53,042	1.6%	$55,705	1.6%

SOURCE: Claritas, Census, and Johnson Reid

[1] Population is based on the certified 2012 estimate from PSU Population Research Center, projected forward one year using the 2010 - 2012 growth rate (0.4%)

[2] 2013 Households = 2013 population/2013 HH Size

[3] Ratio of 2013 Families to total HH is kept constant from 2010.

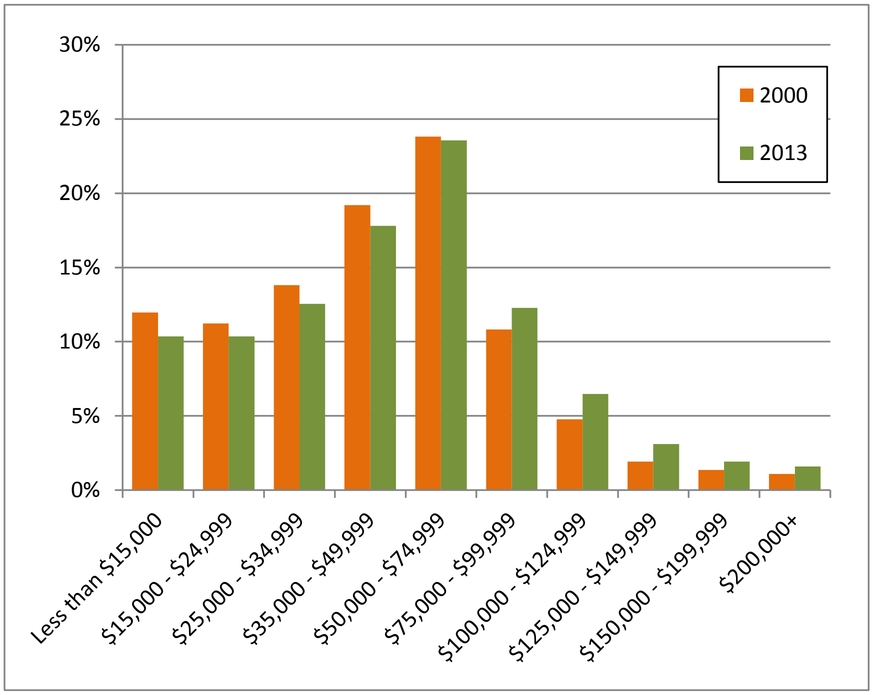
[4] 2013 housing units are the 2010 Census total plus new units permitted from '10 through '12 (source: HUD State of the Cities Data System)

[5] Ratio of 2012 Group Quarters Population to Total Population is kept constant from 2010.

Income Levels

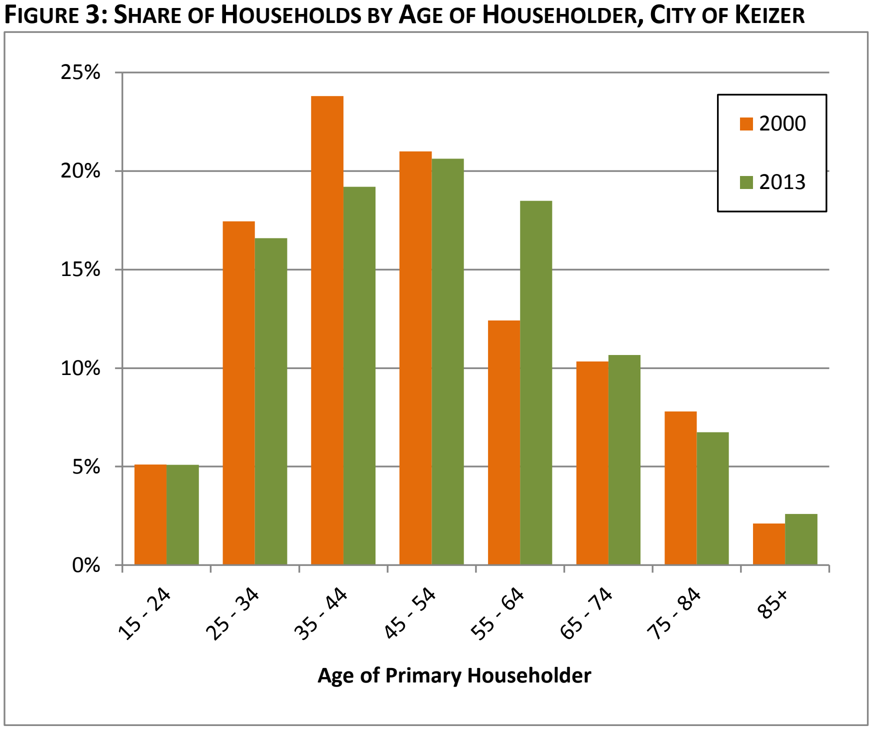
- Keizer's median household income was over $53,000 in 2010. This is 22% higher than the median income found in the City of Salem ($43,500) and is similarly higher than the Marion County median ($45,594).
- Median income grew 18% between 2000 and 2010, while growing 13% in Marion County.
- Figure 2 shows the distribution of households by income in 2000 and 2013 (estimated). The largest single income cohort is those households earning between $50k and $75k, at 24% of households. 51% of households earn less than this, while 25% of households earn $75k or more per year.
- 20% of households earn $25k or less, down from 23% of households in 2000.

FIGURE 2: SHARE OF HOUSEHOLDS WITHIN INCOME GROUPS, CITY OF KEIZER



SOURCE: Claritas Inc., Johnson Reid LLC

FIGURE 3: SHARE OF HOUSEHOLDS BY AGE OF HOUSEHOLDER, CITY OF KEIZER



SOURCE: Claritas Inc., Johnson Reid LLC

Age Trends

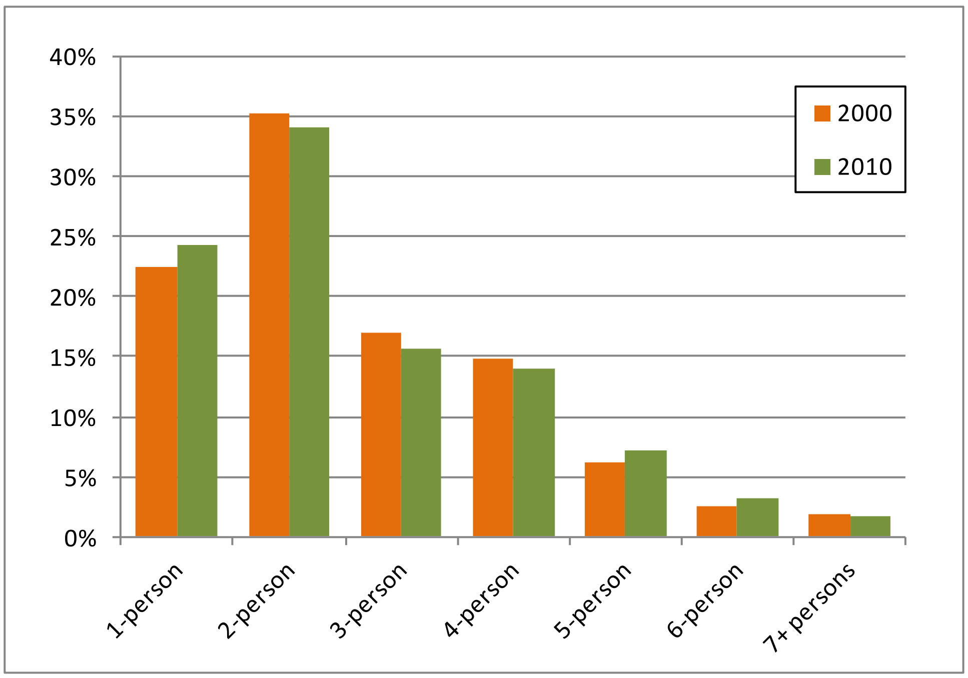
- Figure 3 shows the share of households by the age of the primary householder. In general, the distribution of households has shifted away from younger households and towards older households. Nevertheless, 56% of householders still fall 25 to 54 year range.
- The greatest growth was in households in the 55 to 64 age range, coinciding with the oldest of the Baby Boom cohort. This cohort grew from 12.4% to 18.5% of households.

- 20% of householders are now 65 years or older.
- These figures reflect the age of householders, which is an important metric of housing needs as discussed more below. In terms of the total population, 27.3% of Keizer's citizens are children under the age of 18 years, essentially unchanged since 2000. Keizer has more children than the statewide average of 22.6% of the population.
- 13% of Keizer's population is 65 years or older which is slightly more than the share in 2000 (12.2%), and roughly equivalent to the statewide average.

Household Size

- Keizer's average household size is 2.64 persons, unchanged since 2000.
- Figure 4 shows the share of households by the number of people. 24% are single-person households, up slightly since 2000. This is similar to the percentage in Marion County (25%), but less than the statewide average (27%).
- The share of households with two to four people fell slightly, while large households of five or six people grew in share.

FIGURE 4: NUMBER OF PEOPLE PER HOUSEHOLD, CITY OF KEIZER



SOURCE: US Census, Johnson Reid LLC

CURRENT HOUSING NEEDS

The profile of current housing conditions in the study area is based on Census 2010, forecasted forward to 2013 based on the most recent certified estimates from the Population Research Center at Portland State University. Estimates of current population and households were cross referenced with estimates from Claritas, and the U.S. Census.

FIGURE 5: CURRENT HOUSING PROFILE (2013)

CURRENT HOUSING CONDITIONS (2013)			SOURCE
Total 2013 Population:	36,864		US Census, PSU Pop. Research Center
- Estimated group housing population:	368	(1.0% of Total)	US Census
Estimated Non-Group 2013 Population:	**36,496**	(Total - Group)	
Avg. HH Size:	2.64		US Census
Estimated Non-Group 2013 Households:	**13,824**	(Pop/HH Size)	
Total Housing Units:	**14,531**	(Occupied + Vacant)	Census 2010 + permits
Occupied Housing Units:	13,824	(= # of HH)	
Vacant Housing Units:	707	(Total HH - Occupied)	
Current Vacancy Rate:	4.9%	(Vacant units/ Total units)	

Sources: Johnson Reid, LLC, City of KEIZER, PSU Population Research Center, U.S. Census

We estimate a current population of roughly 36,864, living in 13,824 households (excluding group living situations). Average household size is 2.64 persons (compared to 2.5 statewide). Keizer has a somewhat higher percentage of family households (69%) in comparison to the state or Salem (each with 63% family households.)

There are an estimated 14,531 housing units in the city, with 707 units vacant. The estimated 2013 vacancy rate of housing units is 4.9% (Claritas, Census).

ESTIMATE OF CURRENT HOUSING DEMAND

Following the establishment of the current housing profile, the current housing demand was determined based upon the age and income characteristics of current households.

The analysis considered the propensity of households in specific age and income levels to either rent or own their home (Census), in order to derive the current demand for ownership and rental housing units and the appropriate housing cost level of each.

The analysis takes into account the average amount that owners and renters tend to spend on housing costs. For instance, lower income households tend to spend more of their total income on housing, while upper income households spend less on a percentage basis. In this case, it was assumed that households in lower income bands would prefer housing costs at no more than 30% of gross income (a common measure of affordability). Higher income households pay a decreasing share down to 20% for the highest income households.

Figure 6 presents a snapshot of current housing demand (i.e. preferences) equal to the number of households in the study area (13,824).

The breakdown of tenure (owners vs. renters) reflects data from the 2010 Census. The 61% ownership rate is very similar to the statewide rate of 62%. The homeownership rate in Keizer has fallen since 2000 from almost 65%. During this period the statewide rate fell from 64% to 62%. While the overall rate is very similar the rate of decline was more pronounced in Keizer during this decade. Nationally, the homeownership rate has nearly reached the historical average of 65%, after the rate climbed from the late 1990's to 2004 (69%).

FIGURE 6: ESTIMATE OF CURRENT HOUSING DEMAND (2013)

Ownership				
Price Range	**# of Households**	**Income Range**	**% of Total**	**Cumulative**
$0k - $70k	442	Less than $15,000	5.2%	5.2%
$70k - $120k	541	$15,000 - $24,999	6.4%	11.7%
$120k - $170k	839	$25,000 - $34,999	9.9%	21.6%
$170k - $240k	1,284	$35,000 - $49,999	15.2%	36.8%
$240k - $300k	2,184	$50,000 - $74,999	25.9%	62.7%
$300k - $350k	1,442	$75,000 - $99,999	17.1%	79.8%
$350k - $440k	827	$100,000 - $124,999	9.8%	89.6%
$440k - $530k	402	$125,000 - $149,999	4.8%	94.4%
$530k - $640k	263	$150,000 - $199,999	3.1%	97.5%
$640k +	209	$200,000+	2.5%	100.0%
Totals:	**8,432**		**% of All:**	**61.0%**

Rental					
Rent Level	**# of Households**	**Income Range**	**% of Total**	**Cumulative**	
$0 - $380	990	Less than $15,000	18.4%	18.4%	
$380 - $620	891	$15,000 - $24,999	16.5%	34.9%	
$620 - $870	896	$25,000 - $34,999	16.6%	51.5%	
$870 - $1090	1,177	$35,000 - $49,999	21.8%	73.3%	
$1090 - $1370	1,074	$50,000 - $74,999	19.9%	93.2%	
$1370 - $1680	255	$75,000 - $99,999	4.7%	98.0%	
$1680 - $2100	69	$100,000 - $124,999	1.3%	99.2%	
$2100 - $2520	28	$125,000 - $149,999	0.5%	99.7%	
$2520 - $3360	3	$150,000 - $199,999	0.1%	99.8%	
$3360 +	11	$200,000+	0.2%	100.0%	**All Households**
Totals:	**5,392**		**% of All:**	**39.0%**	**13,824**

Sources: PSU Population Research Center, Claritas Inc., Census, JOHNSON REID

The affordable price level for ownership housing assumes 30-year amortization, at an interest rate of 6%, with 15% down payment.

[These assumptions are designed to represent prudent lending and borrowing levels for ownership households. The 30-year mortgage commonly serves as the standard. Down payment assumptions tend to range from 20% for older/established households, and 10% for first-time buyers. In recent years, down payment requirements have fallen significantly. The 15% used here represents both the average between newer and older households and recognition that despite currently tightening standards due to the 2008/2009 credit crisis, over the long-run it is anticipated that down payment standards will remain sub-20% (i.e. a new "normal" has been established).]

CURRENT HOUSING INVENTORY

The profile of current housing demand (Figure 6) represents the preference and affordability levels of households. In reality, the current housing supply (Figure 7 below) differs from this profile, meaning that some households find themselves in housing units which are not optimal, either not meeting the household's own/rent preference, or being under- or over-affordable.

A profile of current housing supply in Keizer was determined using Census data from the 2010 Census, which provides a profile of housing values, rent levels, and housing types (single family, attached, mobile home, etc.).

The following figure presents a profile of current housing supply of ownership and rental housing in the study area.

- An estimated 59.8% of housing units are ownership units, while an estimated 40.2% of housing units are rental units. The inventory includes vacant units, so the breakdown of ownership vs. rental does not exactly match the tenure split of actual households.
- 93% of ownership units are single family homes, while 41% of rental units are in structures of 5 units or more.
- Of total housing units, an estimated 63% are detached homes, while 33% are some sort of attached type. 4% are mobile home units.

FIGURE 7: PROFILE OF CURRENT HOUSING SUPPLY (2013)

OWNERSHIP HOUSING										
Price Range	Single Family Detached	Single Family Attached	Duplex	3- or 4-plex	5+ Units MFR	Mobile home	Boat, RV, other	Total Units	% of Units	Cummulative %
$0k - $70k	211	9	0	7	0	275	0	502	5.8%	5.8%
$70k - $120k	193	12	0	17	0	142	0	363	4.2%	10.0%
$120k - $170k	1,417	41	0	7	0	0	0	1,465	16.9%	26.8%
$170k - $240k	3,405	63	0	3	0	0	0	3,471	39.9%	66.7%
$240k - $300k	1,049	19	0	0	0	0	0	1,068	12.3%	79.0%
$300k - $350k	632	12	0	0	0	0	0	644	7.4%	86.4%
$350k - $440k	757	5	0	0	0	0	0	762	8.8%	95.2%
$440k - $530k	199	0	0	0	0	0	0	199	2.3%	97.5%
$530k - $640k	84	0	0	0	0	0	0	84	1.0%	98.5%
$640k +	134	0	0	0	0	0	0	134	1.5%	100.0%
Totals:	8,081	161	0	34	0	417	0	**8,693**	**% of All Units:**	59.8%
Percentage:	93.0%	1.9%	0.0%	0.4%	0.0%	4.8%	0.0%	100.0%		

RENTAL HOUSING										
Price Range	Single Family Detached	Single Family Attached	Duplex	3- or 4-plex	5+ Units MFR	Mobile home	Boat, RV, other	Total Units	% of Units	Cummulative %
$0 - $380	8	15	8	21	55	38	0	146	2.5%	2.5%
$380 - $620	173	170	64	188	452	64	0	1,111	19.0%	21.5%
$620 - $870	420	382	145	456	1,199	26	0	2,628	45.0%	66.5%
$870 - $1090	300	194	82	242	603	0	0	1,420	24.3%	90.9%
$1090 - $1370	94	74	17	44	63	0	0	292	5.0%	95.9%
$1370 - $1680	42	16	6	6	27	0	0	97	1.7%	97.5%
$1680 - $2100	36	25	4	0	0	0	0	64	1.1%	98.6%
$2100 - $2520	45	20	0	0	0	0	0	65	1.1%	99.7%
$2520 - $3360	16	0	0	0	0	0	0	16	0.3%	100.0%
$3360 +	0	0	0	0	0	0	0	0	0.0%	100.0%
Totals:	1,134	896	324	958	2,399	128	0	**5,838**	**% of All Units:**	40.2%
Percentage:	19.4%	15.3%	5.6%	16.4%	41.1%	2.2%	0.0%	100.0%		

TOTAL HOUSING UNITS									
	Single Family Detached	Single Family Attached	Duplex	3- or 4-plex	5+ Units MFR	Mobile home	Boat, RV, other	Total Units	% of Units
Totals:	9,215	1,056	324	992	2,399	544	0	**14,531**	**100%**
Percentage:	63.4%	7.3%	2.2%	6.8%	16.5%	3.7%	0.0%	100.0%	

Sources: US Census, PSU Population Research Center, JOHNSON REID

Comparison of Current Housing Demand with Current Supply

A comparison of estimated current housing *demand* with the existing *supply* identifies the existing discrepancies between needs and the housing which is currently available.

In general, this identifies a current need for additional ownership units at a range of price points, counterbalanced by a surplus of units in the $120,000 to $240,000 range. This is simply an indicator that most housing in the Keizer market is found in this range. Based on analysis of household incomes and ability to pay, there may be support for some ownership housing at higher price points.

The analysis identifies a general need for rental units at the lowest price level and at middle price levels. There are levels of estimated surplus for apartments ($380 to $1090 per month), representing the average rent prices in Keizer, where most units can be expected to congregate. Rentals at more expensive levels generally represent single family homes for rent.

Figure 8: Comparison of Current Need to Current Supply

Ownership				Rental			
Price Range	Estimated Current Need	Estimated Current Supply	Unmet (Need) or Surplus	Rent	Estimated Current Need	Estimated Current Supply	Unmet (Need) or Surplus
$0k - $70k	442	502	60	$0 - $380	990	146	(844)
$70k - $120k	541	363	(177)	$380 - $620	891	1,111	220
$120k - $170k	839	1,465	627	$620 - $870	896	2,628	1731
$170k - $240k	1,284	3,471	2187	$870 - $1090	1,177	1,420	243
$240k - $300k	2,184	1,068	(1116)	$1090 - $1370	1,074	292	(782)
$300k - $350k	1,442	644	(798)	$1370 - $1680	255	97	(158)
$350k - $440k	827	762	(65)	$1680 - $2100	69	64	(4)
$440k - $530k	402	199	(203)	$2100 - $2520	28	65	37
$530k - $640k	263	84	(179)	$2520 - $3360	3	16	13
$640k +	209	134	(75)	$3360 +	11	0	(11)
Totals:	**8,432**	**8,693**	**261**	**Totals:**	**5,392**	**5,838**	**446**

Occupied Units:	**13,824**
All Housing Units:	**14,531**
Total Unit Surplus:	**707**

Sources: PSU Population Research Center, Claritas Inc., Census, Johnson Reid

Overall, the analysis identifies a total surplus of 261 ownership units, and a larger current surplus of rental units of 446. This is based on a model of general preferences of households in different age and income cohorts to either own or rent.

There are an estimated 707 units more than the current number of households, which reflects the city's current vacancy rate of 4.9%.

ANTICIPATED HOUSING TRENDS

This section discusses current and anticipated demographic and market trends which are expected to impact the nature of housing demand and development in the future. These are macro-level trends which generally apply on a regional or nationwide scale, but the potential impact for Keizer is discussed in each case. The impacts of these trends are factored into the projection of housing need and residential land need detailed in following sections of this report.

The major demographic trends discussed here are:

- Migration to urban environments
- Diminishing household sizes
- Baby Boom generation transitions
- Millennial generation preferences
- Immigration
- Workforce housing

A. <u>Migration to Urban Environments</u>

The United States, and indeed most of the world, has been undergoing a long-term shift of population from rural areas to urban areas. For the first time in history, as of 2008, more people globally live in an urban environment than in rural areas. This shift is caused by the decline of small-scale farming as agriculture is mechanized, and the increasing dominance of cities in the global economy. In the developing world, cities are the location of jobs in factories and the export sectors.

In the United States, metropolitan areas are the heart of the high-tech, creative and services-based sectors which are growing as manufacturing declines. Ironically, as communication technology increasingly enables dispersed work environments and the ability to connect from anywhere, the urban environment seems to have only grown in popularity. Sociologists and other experts now acknowledge the enduring importance of physical proximity for networking, doing business and forming clusters of competitors within an industry to spur innovation and share a talent pool of employees.

These trends have been accompanied by the revitalization of city centers and a return of population growth in the core. For many cities, including Portland, this is a reversal of the out-migration trends of the 1970's and 1980's when the perception of urban crime and dysfunction led many to move to the suburbs to find a better family environment plus more space, cheaper housing and better schools. Since the late 1990's, the return of urban prosperity, continuously falling crime rates, and a reaction against long commutes, many cities have seen increasing demand to live in the downtown area, or the surrounding neighborhoods.

There is currently some speculation that this trend will have a negative impact on the suburban cities which surround the larger "core" city, and especially on the farther-flung "exurban" cities. As yet, the evidence is not conclusive that this will be the case.

Rather than see this trend as an ominous sign for suburban cities, some experts interpret it as impetus for suburbs to encourage some aspects of urban lifestyle in the suburbs, most notably by revitalizing traditional downtowns, zoning for mixed uses, and/or creating new town center environments which offer the benefits of a larger central city on a smaller scale.[2] This trend is already apparent in many suburban cities, including Keizer.

In fact, a 2011 survey from the National Association of Realtors of community preferences found that the largest share of homeowners live in the suburbs (either residential-only areas, or neighborhoods with a mix of uses). When asked where they would prefer to live, the suburbs were still dominant, but with a greater preference for mixed-use suburban environments, over residential-only neighborhoods.[3] For renter households, the city market was the most popular, but roughly 34% still expressed a preference for the suburban market.

---

[2] McIlwain, John. "Housing in America: The Next Decade." ULI, 2010.
[3] Logan, Gregg. "RCLCO Forecast: Does the Housing Market Still Want the Suburbs?" RCLCO, "The Advisory," 4/30/12.

Implications for Keizer: As a first-tier suburb in the Salem metro area, the City of Keizer will continue to benefit from the general trend of migration to urban areas. The metro area as a whole can expect continued growth, with different suburbs filling different niches in terms of housing affordability, lifestyle amenities, and employment opportunities.

The growing popularity of the urban core should not be interpreted as a zero-sum game in terms of attracting households. Suburban housing will continue to meet the needs for some households depending on life-stage and personal preferences.

Keizer can continue to prioritize bringing some of the benefits of a more urban environment to the city, through the long-term development of mixed use areas.

B. Diminishing Household Sizes

There is a clear long-term trend in the United States of falling household (and family) sizes. In 1900, the average household size in the US was 4.6 persons. By 1950, it was 3.4 persons, and in 2010 it was 2.58 persons (US Census). This is a rate of decline of -0.5% per year since 1900.

However, in recent decades the trend has slowed considerably. Since 1980, the rate of decline has been -0.2%. Between 2000 and 2010, the average household size was essentially unchanged. This is reflected in Keizer, where the average household size remained constant from 2000 to 2010 (2.64 persons).

Nationally, a continued slow decline of household size is expected over coming decades. Younger baby boomers will transition to empty nest status as kids leave the households. Older boomers will transition to single-person households as spouses pass away, if not in the coming decade than the following decade. (As discussed in more detail below, the size of the baby boom generation causes them to have an outsized effect on demographic trends.)

At the same time, the trend for younger generations to delay having children and having fewer children than previous generations will continue. However, the rate of decline will continue to slow and the average household size is likely to reach a stable level eventually, as it cannot realistically approach a size of 1.0 person per household.

Implications for Keizer: The city of Keizer has experienced a stable average household size since the year 2000. Given its nature as a suburban city of mostly detached single-family homes, it should continue to attract family households which will support the household size, and buck the national trend towards smaller households. The projections of future households in the following section reflect a household size which will grow very slightly to 2.65 over the next 20 years.

C. Baby Boom Generation Transitions

Due to its sheer size, the baby boom generation has dominated US demographic trends since its appearance between 1946 and 1965. (Exact definitions of generational periods vary, but this is the generally accepted definition of the baby boom generation.) There are an estimated 78 million boomers, making them approximately 26% of the US population. In 2012, this generation is roughly 47 to 66 years old.

Demographers often split the baby boom generation into an older and younger cohort when discussing their needs and preferences.[4] The prospects of these two cohorts are likely to be very different given the severity of the recent economic downturn.

The older cohort, aged 56 to 66, is closer to retirement, with less time to repair household finances if it is needed. Many in this generation have not saved adequately for retirement, and the recent expectation of using rising home

[4] Most of this discussion draws from the following reports:
McIlwain, John. "Housing in America: The Next Decade." ULI, 2010.
"State of the Nation's Housing 2011." Joint Center for Housing Studies of Harvard University, 2011.

equity as a backstop has been frustrated by the housing downturn. This situation may limit some opportunities in retirement.

Still, many in this older cohort were already near to retirement when the recession hit, and had built sufficient nest eggs and pension benefits to retire as planned. This cohort was able to take advantage of generally rising income growth and national prosperity over their careers. As incomes have stagnated over the last decade, they were still in their peak earning years. Many have access to pension and health benefits in retirement that are no longer offered to most workers.

The younger cohort (aged 47-56) is larger, representing about 2/3 of the generation. This cohort is still entering the prime of its earning years, many with children still at home. Though job and income prospects may be diminished, there is still the opportunity to retrench for retirement.

Economically, this younger boomer cohort has more in common with younger generations, in that it has experienced wage stagnation over the last decade. They did not necessarily share in the constant income growth and generous retirement benefits sometimes associated with older boomers.

In terms of housing, the baby boom generation is more likely to own their homes, having decades to enter the ownership market and build equity. They are more likely to have greater equity in their homes, providing some cushion from the recent downturn. Nevertheless, many in this generation are still locked in underwater mortgages, and face the same dilemma as younger generations in being unable or unwilling to sell for a loss. For those entering retirement, the lack of mobility may be a source of frustration and inconvenience, but is not damaging in the sense that they are not compelled to move for job opportunities. For younger boomer, the lack of mobility may hurt job prospects.

The older boomers also have the advantage of selling their current homes as “move up” housing to the younger boomers following them, though the prices received are likely to be greatly diminished. Younger boomers are once again in a tougher position, as their homes are most appropriate as move-up housing for the following generation: Generation X. The problem is that Generation X is much smaller, tends to be less prosperous, and shares the younger generations’ preference for an urban environment, rather than the suburbs where many younger boomers have located.

What are the anticipated housing preferences of empty nesters and retirees? Two studies by RCLCO present somewhat different conclusions on this matter. A 2009 survey found that 75% of retiring boomers said they want to live in mixed-age, mixed-use communities, which implies a more urban environment. However, this mixed environment can be found in suburban town centers as well.

A 2010 survey asked a sample of affluent households of a variety of ages what housing choices they anticipated making upon coming empty-nesters and/or retirees. 65% of respondents stated that they prefer to age in place. An additional 14% anticipated moving to a different single-family home in the same market. 7% stated the preference to move to a condominium either in the central city or suburb.[5]

These findings suggest caution with the oft-stated belief that older households will increasingly want to live in multi-family housing in dense environments. While some segment of the population will make this choice, this trend can be overstated.

Since baby boomers are likely to remain healthier and more active for longer than the previous generation, as well as face problems with underwater mortgages, they are likely to delay downsizing and seeking out senior-focused facilities for some time.

Implications for Keizer: The baby boom generation’s share of Keizer’s population (33%) is higher than that of the state (27%), and the nation (26.5%). Keizer may expect to see the impacts of this generation’s lifestyle transitions to a somewhat greater degree.

[5] Ducker, Adam and Bob Gardner. “Anticipating the Upscale Empty-Nester Condo Market Recovery” RCLCO, “The Advisory,” 8/11.

Over the coming 20 years, the baby boom generation will remain healthier and more independent for longer than their parents, meaning that the transition to retirement communities will be postponed or never undertaken for some of these households. The youngest in this generation will have just reached the traditional retirement age in 20 years.

Their housing legacy may be in leaving behind a large stock of large suburban homes to generations with lower incomes, and/or preferences for a more urban setting (see below). If this is the case, then housing prices in suburban locations may not experience as robust of gains as central urban housing.

A subset of the baby boom generation will be interested in opportunities to live in well-planned and safe mixed-use communities in the future. The demand from older households for multi-family housing opportunities in town centers should be significant enough to be addressed by the market, but should not be overstated. Also, older seniors may prefer or require single-level housing.

D. Millennial Generation Preferences

As the baby boom generation moves through mid-life and into retirement, the millennial generation is emerging as the dominant demographic group of the future. This generation, sometimes called the Echo Boomers or Generation Y, is actually larger than the baby boom generation at 83 million people. Definitions vary, but members of this generation were born roughly between 1980 and 2000 and are now in their teens to early 30's.

Aside from being large, this generation is in the prime years of defining popular culture as its greatest consumers. In broad strokes, the millennial generation is more technologically savvy, networked, environmentally and socially responsible than previous generations. They value diversity and activity, and therefore gravitate to urban environments more-so than older generations.

This generation grew up in a time of generally rising economic prosperity in the 1980's and 1990's, but they find themselves at a disadvantage in the current economic downturn. Jobs are scarce while average student debt has risen sharply. Incomes for people younger than 35 have fallen over the last decade, meaning that this generation is starting from behind. Many experts expect that over their lifetimes, millennials will make less money and have a more modest quality of life than their parents.

The reported desire of this generation to live in an urban setting seems to be very real:

> A 2008 survey by RCLCO found that 77 percent of generation Y reports wanting to live in an urban core, not in the suburbs where they grew up. They want to be close to each other, to services, to places to meet, and to work, and they would rather walk than drive. They say they are willing to live in a smaller space in order to be able to afford this lifestyle.[6]

Given their age and current finances, this currently means that millennial households are much more likely to rent units than own. In fact, the experience of the housing downturn has likely tempered the desire of many in this generation to own a home for the foreseeable future.

Due to the economy, other members of this generation are currently living with their parents, or with many roommates, as evidenced by the falling rate of household formation. After 2008, the rate fell by more than half. Once the economy improves and unemployment drops among the young, this generation is likely to make up for lost time in forming new households and generating new demand for housing. There are indications that this trend is already beginning.

Looking forward at the future housing needs of this large generation raises some questions. While they currently demand rental housing in the urban core, they will be less well-positioned to afford central city housing as they change life-stages and seek ownership opportunities and room for families. In the urban core, where they prefer to live, single-family homes will be scarce and expensive, owned mostly be generation X and boomer households.

[6] McIlwain, John. "Housing in America: The Next Decade." ULI, 2010.

Childless millennials will continue to accept smaller multi-family units in order to remain in their preferred neighborhoods, either continuing to rent, or buying condos. But millennials with children will find many urban options either too constrained or too expensive. Like previous generations, they will seek a house with a yard at a price they can afford.

This may create opportunities for close-in suburbs. The millennial generation may eventually provide a stock of demand for the suburban single family homes vacated by the boomer generation. Similarly, they will value well-planned town centers in suburban locations. Suburbs that are able to revitalize their traditional mixed-use town centers or create new ones may be more attractive to young refugees from the urban core.

Millennials are expected to continue the trend of putting off child rearing until they are older, and therefore this trend may be slow to develop. If they move to the suburbs, this generation may be more accepting of living in denser types of housing, such as attached single-family, even with children.

Implications for Keizer: It is generally believed that when millennials claim to prefer the urban core, they truly mean the center of a larger city (for instance, central Portland), rather than a suburban environment. However, the eventual impacts of affordability and life-stage decisions are likely to cause some significant share of this generation to either never move into the urban core, or move back out at some point.

As of the 2010 Census, the generation born between 1980 and 2000 represented 27% of Keizer population. In comparison to larger nearby urban centers, this is lower than Salem (29%) and equivalent to Portland (27%). However, as of 2010 many in this generation were still dependents living with their parents. A closer examination of those aged 20 to 29 years in 2010 found that this group makes up 12% of Keizer's population compared to 15% in Salem, and 17% in Portland. The data show that Keizer has more young millennials living as dependents, but is either losing them or not attracting them as residents in their 20's the same extent as larger cities in the area.

Keizer, like many suburban cities, can plan ahead for this generation by creating mixed-use town centers which will provide some urban amenities. Transit options and opportunities to walk and bike will also be attractive. For all of their differences, good schools and a safe environment will appeal to millennial households just as much as preceding generations.

Whether millennials remain in Keizer or relocate from the city, a greater share of new housing units can be expected to be attached forms. This generation will need a sufficient stock of multi-family rentals. Townhomes will likely represent larger share of for-sale starter homes.

E. Immigration

Immigration is expected to be one of the key drivers of population growth, and therefore housing need over the coming decades. Immigrants and their U.S.-born children and grandchildren constitute one of the fastest growing population segments.

While native households are expected to trend towards smaller households, fewer children, and more childless households, the number of families and children among immigrant communities is expected to grow. Demographers credit the growth in immigrant households with slowing the decline in household size.[7]

The result of this rapid growth among immigrants and their children is that minorities are expected to account for most of the population growth between now and 2050. Latinos and Asians are the key drivers of this trend.

Immigrant households and their children have some key characteristics which impact their housing needs. These households tend to be poorer and larger than average. This means that many immigrants are reliant on rental housing, and often in lower-priced areas. They may stay in rental housing for more of their lifetime than other populations.

[7] "State of the Nation's Housing 2011." Joint Center for Housing Studies of Harvard University, 2011.

In rental and ownership housing, immigrants will need more space to house larger families. For this reason, suburbs will continue to be increasingly attractive to immigrant households. The old pattern of immigrants moving directly to a central city, and moving outwards in later generations has been reversed, and now many immigrant households move directly to suburban communities.

Going forward, as smaller native households move back into the central city, the stock of older large suburban homes will be attractive to immigrant households. Suburban apartments also tend to be larger and offer more two and three bedroom units than central apartment properties. Suburbs can expect the trends towards greater diversity to continue.

Implications for Keizer: Keizer's foreign-born population is 9.2% of the total population, up from 8.2% in 2000. This is slightly less than the statewide figure of 10% foreign-born. The median income of foreign-born households tends to be lower than the general median, and household size tends to be larger. However, the immigrant population is not homogeneous and includes households ranging from refugees to highly-skilled recruits to local companies, from diverse countries and cultures around the world.

The percentage of foreign-born households that are Latino (72%) is up from 2000 (60%). The next greatest share of the foreign-born population are European and Asian at 9% each.

The main impact of these groups in Keizer and other suburbs will be continuing demand for low-to-moderate cost housing options, and the type of larger housing units already found in most suburbs. As long as the policies and land inventory allow for the production of multi-family units, it will be possible to meet the rental need for immigrants and other populations. Demand for for-sale housing will largely be met by older existing housing units, rather than new housing. It is likely that immigrant households and first-generation American households will provide a key source of demand for suburban boomer housing.

F. Workforce Housing

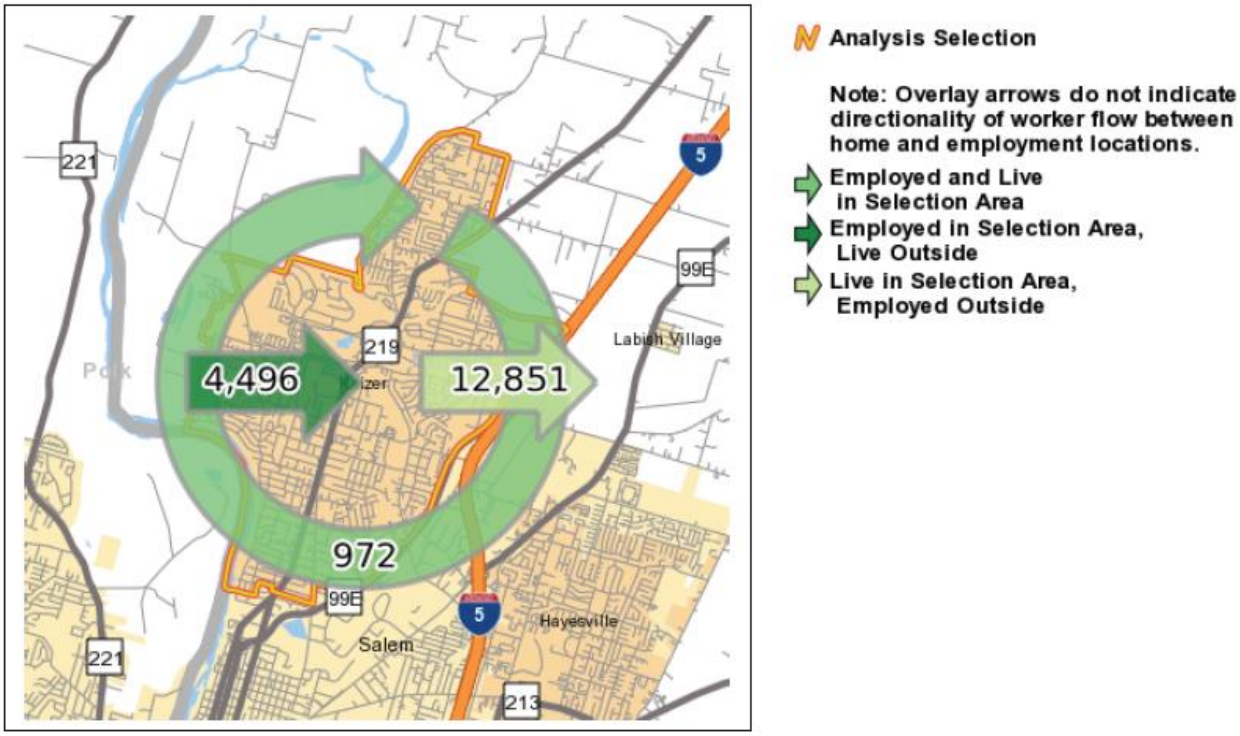
Many communities seek to better align housing opportunities with employment opportunities. There are many benefits to housing the local workforce closer to the community in which the jobs are located, as well as bringing new employment closer to local households. This arrangement helps keep economic activity within the community. It also reduces local commuting, which helps reduce traffic congestion. Residents have more transportation choices and shorter commute periods. Many communities aspire to provide greater workforce housing opportunities in order to provide greater location equity among different classes of worker.

In terms of housing, workforce housing generally means offering a full spectrum of housing at different levels of affordability. Depending on the community, there may be a lack of housing for lower-income workers who might have to commute from other communities. Or there may be a lack of higher-end or executive housing, meaning that higher-paid employees leave the community after work, bringing their financial and other resources with them.

Implications for Keizer: Keizer has a significant outflow of workers (Figure 9). As of 2010, the US Census estimated that only 7% of local working residents actually worked in Keizer. 93% of Keizer workers commute out of Keizer to their primary job. At the same time, 4,500 workers commute in to Keizer from other cities to work in Keizer jobs.

In general, a community can work to ensure a full spectrum of housing choices in order to provide opportunities to local workers to live in the community. At the same time, a community should have sufficient employment lands and economic development policies in place to encourage a broad range of employment in the community.

FIGURE 9: INFLOW AND OUTFLOW OF WORKERS, CITY OF KEIZER



SOURCE: US Census, 2010 employment data

Conclusions on Anticipated Housing Trends

These are the major demographic trends impacting future housing demand in Keizer, the region and nation. These trends were considered in building assumptions for the household growth projections presented in the following section.

The general trends that Keizer can expect to see over the next 20 years include:

- Continuing aging of the Baby Boom generation, which has higher presentation than the statewide average. These households will have a preference towards aging in place as long as possible, particularly for homeowners, and will on average be healthier longer than previous generations. When they do transition to other housing, their stock of older existing single family homes will be attractive starter and move-up homes to younger family households.

- Keizer is likely to be less attractive to 20-something residents than larger cities, but can attract some on the margin be continuing to develop mixed use areas and urban-style amenities such as multi-modal environments, shopping and entertainment, and open space. Some in this generation is already starting young families and will be well into middle age during the 20-year planning period. Some of these households may then return to communities like Keizer for affordable housing, more space, and schools.

- The share of population in Keizer that is foreign-born has grown from 8.2% to 9.2%% between 2000 and 2010. As with the rest of the state and nation, immigrants will continue to make up an increasing share of households in coming decades. While not homogeneous, these household on average tend to be larger, have lower incomes and are more likely to rent their homes than the average household.

- In general, the homeownership rate (61%) is expected to continue a slight decline over the 20-year period. However, the local rate is already lower than the statewide average (62%) and the national average (65%) and the additional downward range is likely limited. Keizer remains a largely suburban community with single-family homes at attractive price ranges. It can expect to continue to attract young families and other seeking ownership opportunities in the Salem/Keizer Metro area. The following analysis projects a 20-year decline in ownership rate to just under 60% ownership.

At the same time, the household size is expected to remain relatively stable, as the attractiveness of Keizer to families counteracts general trend towards smaller households in other demographic groups. As mentioned above the trend towards diminishing household size has been leveling off nationwide since 2000.

- The following analysis also assumes a somewhat greater shift towards attached housing styles going forward. This trend reflects development trends since Keizer's last Periodic Review, as well as the modest increase in rental tenure mentioned above. While an estimated 45% of units permitted since 2000 have been single-family detached homes, this analysis projects that 40% will be detached homes over the 20-year planning period.

- The following section presents the projected future housing needs and provides more detail on methodology, assumptions and findings.

FUTURE HOUSING NEEDS (2033)

The projected future (20-year) housing profile (Figure 10) in the study area is based on the current housing profile, multiplied by an assumed projected future population growth rate.

The projected future population is based on the recently adopted 2032 population forecast of the City of Keizer. The average 20-year growth rate from that forecast is projected forward one more year to generate a projection for the year 2033. Additional metrics such as household totals are based on the most recent Marion County Adopted Population Forecast from 2008. This forecast supplied projections of households and housing units to the year 2030. This analysis applied the ratio of population to households found in the Marion County projection, to the 2033 projected population forecast.

FIGURE 10: FUTURE HOUSING PROFILE (2033)

PROJECTED FUTURE HOUSING CONDITIONS (2013 - 2033)			SOURCE
2013 Population (Minus Group Pop.)	36,496		2010 Census, PSU
Projected Annual Growth Rate	1.41%	Based on Keizer adopted 2032 forecast	City of Keizer
2033 Population (Minus Group Pop.)	48,260		
Estimated group housing population:	437	From Marion County 2030 adopted forecast	Marion Co.
Total Estimated 2033 Population:	**48,697**	Based on adopted 2032 population forecast (48,089 pop.)	City of Keizer
Estimated Non-Group 2033 Households:	**18,191**	Based on Pop/HH ratio from County 2030 forecast	Marion Co.
New Households 2013 to 2033	4,366		
Avg. Household Size:	2.65	2032 Non-Group Pop/ Non-Group Households	
Total Housing Units:	**19,044**	Based on Units/HH ratio from County 2030 forecast	Marion Co.
Occupied Housing Units:	18,191	(= Number of Non-Group Households)	
Vacant Housing Units:	854	(Total Units - Occupied Units)	
Projected Vacancy Rate:	4.5%	(Vacant Units/ Total Units)	

Sources: Keizer adopted 2032 Population Forecast, Marion County Adopted Population Forecast (2008), PSU Population Research Center, Census, JOHNSON REID LLC

The model projects growth in the number of non-group households over 20 years of 4,366 households, with accompanying population growth of 11,833 new residents. (The number of households differs from the number of housing units, because the total number of housing units includes a percentage of vacancy. Projected housing unit needs are discussed below.)

PROJECTION OF FUTURE HOUSING UNIT DEMAND (2033)

The profile of future housing demand was derived using the same methodology used to produce the estimate of current housing need. This estimate includes current and future households, *but does not include a vacancy assumption*. *The vacancy assumption is added in the subsequent step.* Therefore the need identified below is the total need for actual households in occupied units (18,191).

The analysis considered the propensity of households at specific age and income levels to either rent or own their home, in order to derive the future need for ownership and rental housing units, and the affordable cost level of each. The projected need is for *all* 2033 households and therefore includes the needs of current households.

The price levels presented here use the same assumptions regarding the amount of gross income applied to housing costs, from 30% for low income households down to 20% for the highest income households.

The affordable price level for ownership housing assumes 30-year amortization, at an interest rate of 6%, with 15% down payment. Because of the impossibility of predicting variables such as interest rates 20 years into the future, these assumptions were kept constant from the estimation of current housing demand. Income levels and price levels are presented in 2013 dollars.

Figure 11 presents the projected occupied future housing demand (current and new households, without vacancy) in 2033.

FIGURE 11: PROJECTED OCCUPIED FUTURE HOUSING DEMAND (2033)

Ownership			
Price Range	**# Units**	**% of Units**	**Cumulative**
$0k - $70k	638	5.9%	5.9%
$70k - $120k	759	7.0%	12.9%
$120k - $170k	1,064	9.8%	22.7%
$170k - $240k	1,660	15.3%	38.0%
$240k - $300k	2,717	25.0%	63.0%
$300k - $350k	1,799	16.6%	79.6%
$350k - $440k	1,037	9.6%	89.1%
$440k - $530k	518	4.8%	93.9%
$530k - $640k	363	3.3%	97.3%
$640k +	298	2.7%	100.0%
Totals:	**10,854**	**% of All:**	**59.7%**

Rental				
Rent	**# Units**	**% of Units**	**Cumulative**	
$0 - $380	1,197	16.3%	16.3%	
$380 - $620	1,068	14.6%	30.9%	
$620 - $870	1,135	15.5%	46.3%	
$870 - $1090	1,550	21.1%	67.5%	
$1090 - $1370	1,521	20.7%	88.2%	
$1370 - $1680	482	6.6%	94.8%	
$1680 - $2100	219	3.0%	97.8%	
$2100 - $2520	106	1.5%	99.2%	
$2520 - $3360	32	0.4%	99.6%	
$3360 +	27	0.4%	100.0%	**All Units**
Totals:	**7,336**	**% of All:**	**40.3%**	**18,191**

Sources: Claritas, Census, JOHNSON REID

COMPARISON OF FUTURE HOUSING DEMAND TO CURRENT HOUSING INVENTORY

The profile of occupied future housing demand presented above (Figure 11) was compared to the current housing inventory to determine the total future need for *new* housing units by type and price range (Figure 12).

This estimate includes a vacancy assumption. As reflected by the most recent Census data, and is common in most communities, the vacancy rate for rental units is higher than that for ownership units (6.5% vs. 1.8% in 2010). This analysis maintains this discrepancy going forward, so that the vacancy rate for rentals is assumed to be higher than the overall average, while the vacancy rate for ownership units is assumed to be less.

- The results show a need for over 4,500 new housing units by 2033.
- Of the new units needed, 54% are projected to be ownership units, while 46% are projected to be rental units.
- The largest share (50%) of one housing type is projected to be single-family detached homes, due again to the stronger need for new ownership housing. The remainder of units is projected to be some form of attached housing (46%), or mobile homes (4%).
- The projected preferences for future unit types are based upon historically permitted units since the 1987 adoption of the Comp Plan, cross referenced with the profile of currently available buildable lands, and how that will shape future inventory (see next section on land need). It is projected that in coming decades a greater share of housing will be attached types, including attached single family, then the city has experienced in the past. This trend is borne out in permitting data since 2000.
- Single family attached units (townhomes, and duplexes, individually metered) are projected to meet 6% of future need.
- Two-unit through four-plex units are projected to represent 9% of the total need.
- 32% of all needed units are projected to be multi-family in structures of 5+ attached units.
- 3.6% of new needed units are projected to be mobile home units, which meet the needs of some low-income households for both ownership and rental.

Mobile home units: Mobile home units are projected to make up a small share of future demand. It is projected here that there will on-going demand for mobile home units (162 units) in keeping roughly with the current share of mobile home units in the community. Mobile home units fill an important niche of low-cost rental and ownership opportunities.

There are seven established mobile home parks in Keizer, all of which are located in residential zones. There are none currently facing displacement due to being located in commercial, industrial or high density residential zones (ORS 197.480). The existing parks feature an estimated 500 units, and are generally filled to capacity.

Mobile home parks are allowed as special permitted uses in Keizer's residential zones. A new mobile home park is required to be a minimum of three acres in size. Buildable lands of sufficient size in existing residential zones and any newly added residential land will permit new mobile home parks.

Manufactured home units on individual lots are allowed in all residential zones and also provide an important source of lower-cost ownership housing. These unit types would be included in the "single family detached" category of the following table.

Affordable Housing (Government Assisted): This report finds the need for more rental units at the bottom end of the price spectrum (below $620 in 2013 dollars). This pattern is common in most communities, because those in the lowest income cohorts generally must stretch to pay for housing near the median rent price. While a community has a full spectrum of income ranges, the rental market will naturally set most rents around the going market rate, with some variation for location, unit quality and size.

Because of this effect, truly low-cost housing is generally limited to units which are subsidized through affordable housing programs. These include Housing Authority programs such as Public Housing and Section 8, as well as tax-credit and non-profit projects.

The City of Keizer has policies and zoning in place to allow for the development of new affordable units in the city.

FIGURE 12: PROJECTED FUTURE NEED FOR NEW HOUSING UNITS (2033)

OWNERSHIP HOUSING										
			Multi-Family							
Price Range	Single Family Detached	Single Family Attached	2-unit	3- or 4-plex	5+ Units MFR	Mobile home	Boat, RV, other temp	Total Units	% of Units	Cummulative %
$0k - $70k	390	3	1	-3	5	77	0	474	19.4%	19.4%
$70k - $120k	522	3	2	-13	6	40	0	559	22.9%	42.3%
$120k - $170k	-414	-20	2	-1	8	0	0	-425	-17.4%	24.9%
$170k - $240k	-1,841	-31	4	6	13	0	0	-1,850	-75.7%	-50.8%
$240k - $300k	1,511	33	6	15	21	0	0	1,586	64.9%	14.1%
$300k - $350k	1,063	23	4	10	14	0	0	1,114	45.6%	59.7%
$350k - $440k	220	15	2	6	8	0	0	251	10.3%	69.9%
$440k - $530k	289	10	1	3	4	0	0	307	12.6%	82.5%
$530k - $640k	258	7	1	2	3	0	0	271	11.1%	93.6%
$640k +	146	6	1	2	2	0	0	157	6.4%	100.0%
Totals:	2,145	49	24	24	86	117	0	**2,445**	**% All Units:**	54.2%
Percentage:	87.7%	2.0%	1.0%	1.0%	3.5%	4.8%	0.0%	100.0%		

RENTAL HOUSING										
			Multi-Family							
Price Range	Single Family Detached	Single Family Attached	2-unit	3- or 4-plex	5+ Units MFR	Mobile home	Boat, RV, other temp	Total Units	% of Units	Cummulative %
$0 - $380	197	165	47	189	557	14	0	1,169	56.5%	56.5%
$380 - $620	10	-10	-15	-2	94	23	0	101	4.9%	61.4%
$620 - $870	-225	-212	-93	-257	-619	9	0	-1,397	-67.6%	-6.2%
$870 - $1090	-34	39	-10	29	190	0	0	214	10.3%	4.2%
$1090 - $1370	167	154	53	222	714	0	0	1,311	63.4%	67.6%
$1370 - $1680	41	56	17	78	219	0	0	411	19.9%	87.5%
$1680 - $2100	2	8	6	38	112	0	0	167	8.1%	95.5%
$2100 - $2520	-27	-4	5	19	54	0	0	47	2.3%	97.8%
$2520 - $3360	-11	5	1	6	16	0	0	17	0.8%	98.6%
$3360 +	5	4	1	5	14	0	0	28	1.4%	100.0%
Totals:	124	206	14	327	1,352	45	0	**2,068**	**% All Units:**	45.8%
Percentage:	6.0%	10.0%	0.7%	15.8%	65.4%	2.2%	0.0%	100.0%		

TOTAL HOUSING UNITS									
			Multi-Family						
	Single Family Detached	Single Family Attached*	2-unit	3- or 4-plex	5+ Units MFR	Mobile home	Boat, RV, other temp	Total Units	% of Units
Totals:	2,269	255	38	351	1,437	162	0	**4,513**	**100%**
Percentage:	50.3%	5.7%	0.8%	7.8%	31.8%	3.6%	0.0%	100.0%	

Sources: City of Keizer 2032 population forecast, Claritas, Census, JOHNSON REID LLC

20-YEAR HOUSING LAND NEEDS ANALYSIS

INTRODUCTION

This section summarizes the projected need for residential land associated with the household growth projections through 2033.

Residential land needs are determined by comparing the housing unit needs discussed in the previous section, with the remaining area, zoning and achieved density of residentially-zoned land in Keizer. This analysis relies on the Buildable Land Inventory completed by the Mid-Willamette Valley Council of Governments (MWVCOG) over recent years and adopted in 2011. This inventory was further refined by JOHNSON REID LLC and the City of Keizer to reflect new development in the area.

The Buildable Lands Inventory includes vacant, partially vacant and re-developable parcels in the city. (See Appendix A of this report for greater detail on the buildable lands inventory and methodology.)

CURRENT RESIDENTIAL LANDS

The City of Keizer has eight varieties of residential zone intended primarily for residential uses, ranging from low density to high density configurations, as well as a "Residential Commercial", and a Mixed Use zone. There are some irregularities in how these zones are implemented on the official zoning map, which are summarized here and in the footnotes to Figure 13:

- The City features an Urban Transition zone in which historical rural uses are required to develop in a manner that will allow an urban pattern in the future, and new uses which would confound an urban pattern are restricted. This zoning now applies to distinct pockets and parcels in North Keizer which are surrounded by low density residential neighborhoods. Therefore, it is assumed in this analysis that land in the Urban Transition zone will develop into Single Family Residential neighborhoods over time, and therefore a maximum future density equal to the density found in low density residential zone is applied.

- The City has two zones which are described in the Development Code, but are not actually applied to any areas of the city on the official zoning map. These zones are an RH (High Density Residential) zone, and the RC (Residential Commercial) zone.

- The highest density zone actually applied to areas of the city on the zoning map is the RM (Medium Density Residential) zone. In theory, this zone actually covers two separate underlying Comp Plan designations: "Medium Density Residential," and "Medium High Density Residential." However, as it is actually applied on the zoning map, the RM zone is only applied to areas with an underlying "Medium High Density Residential" Comp Plan designation.

- Those areas with an underlying Comp Plan designation of "Medium Density Residential" are zoned RL (Limited Density Residential) on the zoning map.

- The Mixed Use zone in the following table is split into two line items, because one contiguous group of parcels of 22.8 acres is currently in the master planning process, with a specific planned build-out of 153 residential units in conjunction with commercial uses. The average observed density is applied to the remaining buildable Mixed Use parcels, identified as "Mixed Use (Other)".

- See footnotes to Figure 13 for additional comments.

The "observed density" assumptions in the following table reflect the actual achieved density of these zones in Keizer as estimated in the broader *Salem-Keizer Housing Needs Analysis* completed in 2011. This analysis used data from the MWVCOG on the density of residential development between 1999 and 2009. Given the relatively recent vintage of this data and low housing production since 2007, this data has been used here to form the density assumption. (Source: *Salem Keizer Housing Needs Analysis*, ECONorthwest, 2011, Section 3.4, Table 3-8)

Buildable Lands in Mixed Use zones were included in both the residential and employment land Buildable Lands Inventory, to reflect the potential mix of uses on these parcels.

FIGURE 13: RESIDENTIAL COMPREHENSIVE PLAN DESIGNATIONS, CITY OF KEIZER

ZONING DESIGNATION		Net Vacant Buildable Acres	Observed Density (Units/ Net Acre)	Target Density (Units/ Net Acre)[5]	Capacity of Vacant Lands (Units)	Underlying Comp Plan Designation
RS (Vacant, Redev.)	Single Family Residential	56.1	6.6	6.6 det. 8.0 att.	378	Low Density Residential
RS (Partially vacant) [1]	*Single Family Residential*	*142.7*	*na*	*6.6 det.*	*805* [1]	*Low Density Residential*
RL	*Limited Density Residential*	*0*	*4.8*	-	-	Medium D.R. or Medium High D.R.
RL-LU	*Limited D.R. - Limited Use*	*0*	*9.6*	-	-	Medium High Density Res.
RM (Medium) [2]	*Medium Density Residential*	*0*	*na*	-	-	(See footnote)
RM (Medium High)	Medium Density Residential	24.1	9.6	15.0	362	Medium High Density Res.
RM-LU	*MDR - Limited Use*	*0*	*9.6*	-	-	Medium High Density Res.
RH [3]	*High Density Residential*	*0*	*na*	-	-	*(See footnote)*
UT (Vacant, Redev.)	Urban Transition	9.4	6.6	6.6 det. 8.0 att.	63	Low Density Residential
UT (Partially vacant) [1]	*Single Family Residential*	*41.4*	*na*	*6.6 det.*	*247* [1]	*Low Density Residential*
MU[4]	Mixed Use (Keizer Station)	22.8	6.7	6.7	153	Mixed Use
MU	Mixed Use (Other)	18.7	16.8	16.8	314	Mixed Use
Accessory Dwelling Unit Assumption:					*100*	
	Totals/Averages:	315.2		9.3	2,422	

Sources: MWVCOG, City of KEIZER, Johnson Reid LLC

[1] The capacity of partially vacant lots in the RS and UT zones was calculated by applying a methodology to each individual parcel. For each parcel, 0.25 acres was subtracted to accommodate the existing house. The target density of 6.6 units/net acre to the remaining land in the parcel. The result was then rounded down to the next whole number, to reflect that each individual parcel can hold a discreet number of real units, and not fractional units. The resulting capacity is the result of this methodology and therefore the real resulting density of these partially vacant parcels is somewhat less than the target density of 6.6 units/net acre.

[2] The City of Keizer Development Code presents standards for areas of the RM (Medium Density Residential) *zone* which also have an underlying "Medium Density Residential" Comp Plan designation, there are no actual instances of this situation in the zoning map. On the zoning map, all areas zoned RM (Medium Density Residential) have an underlying Comp Plan designation of "Medium High Density Residential."

Those parts of the Comp Plan designation map which are identified as "Medium Density Residential" are all covered by the Limited Density Residential *zone* on the zoning map.

[3] The City of Keizer Development Code presents standards for a zoning designation of RH (High Density Residential). This zone never appears on the zoning map, and no parts of the city are actually covered by this zone. Those areas of the city which are designated "Medium High Density Residential" on the Comp Plan map, are covered by the RM (Medium Density Residential) zone on the zoning map. Therefore, the RM (Medium Density Residential) zone conforms to what is called "medium high density" in the Comp Plan, and in the absense of any land designated RH, RM is the city's highest density active zone.

[4] This mixed use area is currently under master planning and is planned to include 153 units in addition to commercial uses. That unit count is reflected here, and results in the density of 6.7 units/net acre.

[5] The target density is assumed to be the achieved density in most zones, as those zones are achieving density near the mid-point of the allowed density range. In the RS zone, single family detached (SFD) and single family attached (SFA) units have two different target densities listed. The SFD target density of 6.6 units/net acre represents the acheived density in the RS zone, while the SFA density of 8 units/net acre reflects that attached units acheive higher density, but are nonetheless limited to a maximum density of 8 units/acre by the zoning code. In the case of the RM (Medium Density Zone) - which has an underlying Comp Plan desingation of "Medium High Density" - the achieved density of 9.6 units/net acre is at the low end of the allowed range (8 to 22 units/acre) and therefore, a higher target density of 15 units/net acre (midpoint of range) is assumed here for buildout of remaining parcels in this category.

GIS analysis of vacant, partially vacant and redevelopable parcels in Keizer found 315.2 net acres of buildable residential land, which will accommodate an estimated 2,322 housing units.

Accessory Residential Housing (aka Accessory Dwelling Unit): The residential BLI also includes an assumption of Accessory Residential Housing built on existing developed single family lots. These are units built on a lot with an existing single family house, usually either behind or beside the existing unit. These units have a separate address, and are sometimes offered for rent, or for family to live separate from the primary residence, and are sometimes referred to as “mother-in-law” flats. These units are rare in Keizer, with an estimate of one permitted per year.

For this analysis, we assume an increased production of 5 per year, or 100 such units over the course of the 20-year forecast period.

The BLI of vacant, partially vacant and redevelopable lands, combined with the Accessory Unit assumption finds a **total existing capacity for 2,422 units** within the current Keizer boundary.

FUTURE RESIDENTIAL LAND NEED (2033)

The total future housing need presented in the last section, minus the capacity of existing developable parcels, leaves a need for lands to accommodate new housing units by 2033. There is a total projected need for 4,513 new housing units over the next 20 years (Figure 12). As Figure 13 shows, there is an estimated capacity for 2,322 units on existing buildable lands, plus 100 accessory dwelling units. Therefore, the total 20-year need exceeds the estimated capacity of existing residential lands.

Figure 14 shows the projected need minus the remaining capacity.

FIGURE 14: PROJECTED NEW UNIT NEED MINUS REMAINING BLI CAPACITY, KEIZER (2033)

Zoning Designation		Capacity of Vacant Lands (In Units)[1]	NEW UNITS NEEDED (2033) vs. CAPACITY							
			S.F. Detached	S.F. Attached	Duplex	3- or 4-plex	5+ Units MFR	Mobile home	Total Units	
			2,269	255	38	351	1,437	162	**4,513**	← **New Units Needed (2032)**
RS	Single Family Residential	1,183	1,064	120	-	-	-	-	1,183	
RL	Limited Density Residential	-	-	-	-	-	-	-	*0*	
RL-LU	*Limited D.R. - Limited Use*	-	-	-	-	-	-	-	*0*	
RM (Medium)	Medium Density Residential	-	-	-	-	-	-	-	*0*	
RM (Medium High)	Medium Density Residential	362	-	-	-	-	362	-	362	← **Distribution of Remaining BLI Capacity**
RM-LU	MDR - Limited Use	-	-	-	-	-	-	-	*0*	
RH	High Density Residential	-	-	-	-	-	-	-	*0*	
UT	Urban Transition	310	279	31	-	-	-	-	310	
MU	Mixed Use (Keizer Station)	153	-	-	-	-	153	-	153	
MU	Mixed Use (Other)	314	-	-	-	-	314	-	314	
	Totals/Averages:	***2,322***	***1,343***	***151***	***0***	***0***	***829***	***0***	***2,322***	← **Total Capacity of Buildable Lands**
	Accessory Dwelling Unit Assumption :			*62*	*38*				*100*	
			926	*42*	*0*	*351*	*609*	*162*	***2,090***	← **Remaining Unit Need**

Sources: City of KEIZER, MWVCOG, Johnson Reid LLC

* This table integrates the findings of remaining residential capacity (vertical left column), with the findings of specific unit need (horizontal top row). This table makes assumptions regarding what types of of the needed units (top) might fill up that remaining capacity (left). For example, in the Medium Density and Mixed Use zones, it is assumed that all of the remaining unit capacity would be filled with multi-family units (in buildings of 5 or more units). This amounts to a total of 829 units accommodated by current capacity. It leaves a remaining need for 609 multi-family units (5+ units) which is not accommodated by current capacity.

In the case of the RS (Single Family Residential) and UT (Urban Transition) zones, the utilization of remaining capacity is divided between single-family detached housing, and single-family attached housing. The split between these unit types reflects City of Keizer permitting dtaa which shows that since 2000, roughly 95% of single family units have been detached, and 5% have been attached. A split of 90%/10% is applied here to represent an increase in the share of attached.

The table includes an assumption for Accessory Dwelling Units added to current single-family detached lots. These ADU's, along with the existing primary residence, essentially become duplexes and therefore are counted as a mixture of attached single-family (separately metered) and 2-unit multi-family (not seperately metered).

The bottom row represents the remaining need for units, by specific unit type, once all of the remaining capacity of vacant City lands has been utilized.

As Figure 14 shows, the projected number of future housing units exceeds the capacity of buildable lands by an estimated 2,090 units. Therefore, there is a projected need for an additional residential land in order to accommodate this additional need for housing by 2033.

Figure 15 presents a projected need for new residential lands by 2033, based on the remaining need for 2,090 units found in Figure 14.

This projection assumes that the new residential lands will primarily use four basic zoning designations and the remaining designations, with were essentially used for "special case" areas in the current city boundary would not be applied to new lands. [The RC (Residential Commercial) zone is currently unused and would remain so in the future.] The four residential zones used in new residential lands would be:

- RS (Single Family Residential)
- RM (Medium Density Residential) – with an underlying "Medium High Density" Comp Plan designation.
- RH (High Density) – currently unused, but adopted in the Development Code
- MU (Mixed Use)

Target density assumptions are explained in the table footnotes.

FIGURE 15: PROJECTED NEW RESIDENTIAL LAND NEED, KEIZER (2033)

Zoning Designation		REMAINING UNIT NEED, AFTER BLI BUILD-OUT							Target Density (Units/ Net Acre)[1]	Net Acreage Needed	Gross Acreage Needed
		S.F. Detached	S.F. Attached	Duplex	3- or 4-plex	5+ Units MFR	Mobile home	Total Units			
		926	42	0	351	609	162	**2,090**			
RS	Single Family Residential	926					162	1,088	6.6	164.9	206.2
RL	*Limited Density Residential*							*0*	-	-	-
RL-LU	*Limited D.R. - Limited Use*							*0*	-	-	-
RM (Medium)	*Medium Density Residential*							*0*	-	-	-
RM (Medium High)	Medium Density Residential		42					42	15.0	2.8	3.5
RM-LU	*MDR - Limited Use*							*0*	-	-	-
RH	High Density Residential				281	487		768	22.0	34.9	43.6
UT	*Urban Transition*							*0*	-	-	-
MU	*Mixed Use (Keizer Station)*							*0*	-	-	-
MU	Mixed Use (Other)				70	122		192	16.8	11.4	14.3
	Totals/Averages:	***926***	***42***	***0***	***351***	***609***	***162***	***2,090***	***9.8***	***214.1***	***267.6***

Sources: City of KEIZER, MWVCOG, Johnson Reid LLC

1 Target density is based on actual achieved density in the RS and MU zones.

Target density in the RM zone (15 units/acre) is based on the median value of the allowed density range in that zone (8 to 22). This density target is used because the actual RM zone has historically achieved a density of 9.6 units/acre, which is low for a medium density zone.

The RH zone has not historically been applied within the City, so a figure for the historical density achieved is not available. The permitted density of this zone is 16 units or more per net acre. The average target density of 22 units/acre applied here assumes a build-out of garden apartments and townhome-style development in this zone, which would be appropriate for a community of Keizer's size.

As Figure 15 shows, there is a projected need for 267.6 gross acres of new residential land by 2033. A majority of the land (77%) is projected to be for low-density zoned land. At a lower density, single family and mobile home units require more land to accommodate. The attached units, while constituting a greater share of unit need, can be accommodated on less land in the higher-density zones.

The provision of additional land outside of the current UGB is highly policy dependent, so the mixture of land area covered by different zoning designations may be adjusted to include either more or less of any given zone, as long as the total surplus housing need (in units) is accommodated.

PARK AND SCHOOL FACILITY NEEDS (2033)

In addition to the projected need for new residential land discussed above, there will be an accompanying need for new park and school facility lands to serve the new households. Methodology drawn from the City of Keizer Parks Master Plan and data from the Salem-Keizer Public Schools Planning and Property Services department were used to estimate future facilities needs associated with the projected 20-year population and housing growth.

Park Land Needs

The City of Keizer Parks and Recreation Master Plan adopted in January 2008 included an assessment of existing parks and recreation facilities with comparison to current population, to determine what deficiencies might exist.

The 2008 analysis (outlined in Appendix D of that report), found that at the time, the developed parks inventory of 40.7 acres was roughly sufficient to provide 1.2 acre of parks space per 1,000 Keizer residents. The report notes that is much less than the amount of park land in most Oregon communities, which average between four and six acres per 1,000 residents.[8]

However, the 2008 analysis points out that at the time of the analysis, there were five planned parks which would bring an additional 136.2 acres of developed park inventory to the community (Keizer Rapids, Bair Park, Keizer Station, Palma Ciea, River's Edge Parks). The analysis found that upon completion of these planned parks there would be sufficient developed park acreage to represent 4.4 acres per 1,000 residents for the projected 2030 population of 39,994. (This is the 2030 population projected in the Parks Master Plan, and differs from the 2033 projection in this housing analysis, as discussed below.)

This provision of 4.3 acres per 1,000 people was deemed sufficient by the Parks Master Plan for those 39,994 residents in 2030. However, the 2033 projection included in this report exceeds this population mark by 8,703 people and therefore additional park land will be required to serve this additional population.

This analysis adopts 5 acres/1,000 residents as the standard going forward as the middle of the 4-to-6 acre range cited in the Master Plan. The following outlines the analytic steps:

- Assuming full development of the five planned parks, the estimated 2030 population of 39,994 would be served by 4.4 acres of developed park per 1000 residents. (176.9 existing and planned acres/ 39,994/ 1,000).

- The projected 2033 population presented in this report (Figure 10) is 48,697 people. This is a net gain of 8,703 residents over the 2030 figure in the Parks Master Plan. This net new population would need to be served by new park land (*over and above the five planned parks*).

- New park land to serve the new population (8,703) is estimated at 43.5 acres (based on the 5 acres/1,000 residents standard).

Therefore this analysis finds the need for a total of 43.5 gross acres of new land for parks over the 20-year period. This new gross need is ***in addition to the 120 acres of Keizer Rapids Park,*** some of which is not currently within the Urban Growth Boundary (UGB). This Keizer Rapids acreage, if brought into the UGB, would serve the projected 2030 population, but not the additional 8,703 new residents. Therefore the needed 43.5 gross acres *is in addition to* the 120 acres of Keizer Rapids Park.

The Parks and Recreation Master Plan is best suited to help determine the breakdown and nature of these new park areas. The Master Plan also assesses the needs for specific Parks and Rec components such as playgrounds and ball fields. These facilities are assumed to be included in the gross acreage figure presented above.

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[8] "City of Keizer, Oregon – Parks and Recreation Master Plan", January 2008, Appendix D, Page 8. The analysis in Appendix D uses park acreage numbers which are somewhat lower that those found in the final "existing conditions" chapter of the report (for instance 36.7 acres of developed park vs. 40.7 acres). This discussion uses the higher acreage figures found in the "existing conditions" section.

School Facilities Land Needs

The Salem-Keizer Public Schools Planning and Property Services department provided information and data on how they estimate school facilities needs over time. This process was coordinated with the school district in keeping with ORS 195.110 9(b) and uses the district's methodology and data for estimating need.

The analysis uses an estimate of the number of students per household, based on different housing types. The following table is reproduced from the "Student Density by Housing Type" report from August 2006, which provides the standards the district applies. This data was compiled by the Mid-Willamette Valley Council of Governments. (While this report includes a similar table focused on just the McNary High School attendance area, the district reports using only the district-wide averages in its own calculation, and therefore they have been applied here.)

FIGURE 16: REPRODUCED FROM STUDENT DENSITY STUDY

Table 8: Student Densities by Housing Type
Units Built 1995-2005
Salem-Keizer School District

Housing Type	Students Per Unit			
	Elementary	Middle	High	Total
Single Family	0.277	0.128	0.162	0.567
Duplex/Triplex	0.176	0.069	0.067	0.313
Mobile Home Park	N/A	N/A	N/A	N/A
Multi-Family	0.131	0.050	0.049	0.231
Total	0.238	0.107	0.131	0.476

Source: "Student Density by Housing Type", MWVCOG, 2006, Page 10.

FIGURE 17: STUDENT POPULATION AND CAPACITY OF KEIZER SCHOOLS (FALL 2012)

Schools	Full Capacity	Student Population	Remaining Capacity	
Elementary				
Cummings	463	390	73	16%
Keizer	682	604	78	11%
Kennedy	543	456	87	16%
Weddle	501	449	52	10%
Clear Lake	503	483	20	4%
Forest Ridge	463	376	87	19%
Gubser	543	477	66	12%
Total:	*3,698*	*3,235*	*463*	*13%*
Middle School				
Claggett Creek	1,040	948	92	9%
Whiteaker	871	776	95	11%
Total:	*1,911*	*1,724*	*187*	*10%*
High School				
McNary	2,072	2,037	35	2%

Source: Salem-Keizer Public Schools, Johnson Reid LLC

Figure 18 applies the density factors (Figure 16) to the projected 20-year need for new housing units (Figure 12). Not all projected housing types included in the 20-year projection are included in Figure 16, so in some cases the average density for the closest housing type was assumed.

Figure 18: Estimated New Students (2033) Minus Existing Capacity

NEW UNITS NEEDED (2033)		Average Student Densities			Projected New Students		
		elem.	middle	high	elem.	middle	high
S.F. Detached	2,269	0.277	0.128	0.162	629	290	368
S.F. Attached	255	0.277	0.128	0.162	71	33	41
Duplex	38	0.176	0.069	0.067	7	3	3
3- or 4-plex	351	0.176	0.069	0.067	62	24	24
5+ Units MFR	1,437	0.131	0.050	0.049	188	72	70
Mobile home	162	0.277	0.128	0.162	45	21	26
Total Units	4,513				1001	442	532
				Current remaining capacity:	463	187	35
				Additional students (20 years):	538	255	497
				As % of Average Current School Size:	100%	27%	24%

Source: Salem-Keizer Public Schools, Johnson Reid LLC

- The projected housing types would represent 1,975 new students based on the school district's density factors.
- Minus the current excess capacity in existing schools, there is a remaining need for facilities for 1,290 students.
- Broken down by school type, the remaining 20-year projection of students would be enough to fill one elementary school, and roughly 25% each of a middle school and high school (based on student body size of current schools in Keizer.)
- Based on these findings, there will be projected need for land to accommodate one new elementary school during the 20-year period. The school district uses a size standard of 10 acres for elementary schools in its planning.
- While these additional middle and high school students will create additional demand on the current schools, a conservative assumption is that this is not enough to project new schools at these levels during the 20-year period. This excess demand may possibly be accommodated through shifting boundaries in the greater Salem-Keizer district until growth is high enough to warrant new schools.

Based on the above findings there is total projected need for 10 acres to accommodate a new elementary school facility over the 20-year period.

Important Note:
As the locational decisions necessary to meet the needs for housing land shortages cannot be made at this time, it is impossible to identify which school district will serve the needs, what policies will govern the placement of students in facilities, or even what school model will be applied. Therefore the reservation of 10 acres to provide for an elementary school is a conservative, even if possibly understated, need assertion. To go beyond this conservative statement, however, makes assumptions that cannot be made at this time.

The issue of school land needs is impossible to specifically quantify on a preliminary basis, until more information and policy direction is provided through specific implementation of the information provided in the Keizer Housing Needs Analysis.

Of particular concern is the potential that land needed to provide for school facilities may significantly impact the amount of land provided for housing purposes. If, for example, an additional high school is determined to be necessary by the school district to serve the needs of the City of Keizer, this large amount of land (typically 50 acres) would reduce the land available for residential use, thereby nullifying the specific residential land analysis, unless specific steps are taken to provide alternatives. These alternatives cannot be specified at this time, but may include working cooperatively to invoke the School District's ability to amend the UGB for school needs. As part of this analysis, the City of Keizer states in the strongest possible terms that any displacement of housing land for school purposes beyond what is stated herein must be made through augmentation of the land allocation and UGB definition—and cannot be deemed to reduce the lands available for housing or employment purposes. To this end, the City of Keizer will require any school district siting a school, other than a single elementary school, to supply all necessary technical information and analysis to either conduct a legislative review of the residential land supply, or to utilize their own legislative authority to augment the displaced land supply.

TOTAL RESIDENTIAL AND PUBLIC FACILITY LAND NEEDS (2033)

Based on the findings of projected land need presented above, this analysis concludes a total 20-year land need for residential, schools and park land need as follows:

FIGURE 19: ESTIMATED TOTAL NEW LAND NEED (2033)

Category of Land	Gross Acreage Remaining Need
Residential:	267.6
Parks and Recreation:	43.5
Schools:	10
Total New 20-Year Land Need:	321.1

Source: Johnson Reid LLC

Note: The analysis of needed land areas finds the acreage which is anticipated to supply the identified uses. These lands are not substitutable for other or additional uses identified in the future. For instance, if 15 acres of future residential land is needed for a new use not identified here, the need for those 15 acres for residential uses still exists. Therefore most additional uses not specifically identified above will be in addition to the finding of land need.

For example, a conservative estimate is being made to include needed land for one additional elementary school (10 acres). Should the school district determine in the future a need for more land for additional schools, that need would have to be addressed outside and independent of this process. The school district has available to it an expedited process of UGB expansion of under 50 acres to address needed lands. It would be expected that the district would implement this or another alternative to address such an unanticipated need. The needed land could not come from another category of land use such as residential.

GOAL 10 HOUSING EXHIBITS

EXHIBIT 1

GENERAL DEMOGRAPHIC PROFILE
KEIZER, OREGON

POPULATION, HOUSEHOLDS, FAMILIES, AND YEAR-ROUND HOUSING UNITS					
	2000 (Census)	**2010 (Census)**	**Growth Rate 00-10**	**2013 (Proj.)**	**Growth Rate 10-13**
Population[1]	32,203	36,478	1.3%	36,864	0.4%
Households[2]	12,110	13,703	1.2%	13,824	0.3%
Families[3]	8,642	9,498	0.9%	9,582	0.3%
Housing Units[4]	12,774	14,445	1.2%	14,531	0.2%
Group Quarters Population[5]	280	364	2.7%	368	0.4%
Household Size	2.64	2.64	0.0%	2.64	0.0%

PER CAPITA AND AVERAGE HOUSEHOLD INCOME					
	2000 (Census)	**2010 (Est.)**	**Growth Rate 00-10**	**2013 (Proj.)**	**Growth Rate 10-13**
Per Capita ($)	$20,119	$24,645	2.0%	$26,192	2.0%
Average HH ($)	$53,425	$64,272	1.9%	$67,937	1.9%
Median HH ($)	$45,052	$53,042	1.6%	$55,705	1.6%

SOURCE: Claritas, Census, and Johnson Reid

[1] Population is based on the certified 2012 estimate from PSU Population Research Center, projected forward one year using the 2010 - 2012 growth rate (0.4%)

[2] 2013 Households = 2013 population/2013 HH Size

[3] Ratio of 2013 Families to total HH is kept constant from 2010.

[4] 2013 housing units are the 2010 Census total plus new units permitted from '10 through '12 (source: HUD State of the Cities Data System)

[5] Ratio of 2012 Group Quarters Population to Total Population is kept constant from 2010.

EXHIBIT 2

PROFILE OF CURRENT HOUSING CONDITIONS
KEIZER, OREGON

CURRENT HOUSING CONDITIONS (2013)			SOURCE
Total 2013 Population:	36,864		US Census, PSU Pop. Research Center
- Estimated group housing population:	368	(1.0% of Total)	US Census
Estimated Non-Group 2013 Population:	**36,496**	(Total - Group)	
Avg. HH Size:	2.64		US Census
Estimated Non-Group 2013 Households:	**13,824**	(Pop/HH Size)	
Total Housing Units:	**14,531**	(Occupied + Vacant)	Census 2010 + permits
Occupied Housing Units:	13,824	(= # of HH)	
Vacant Housing Units:	707	(Total HH - Occupied)	
Current Vacancy Rate:	4.9%	(Vacant units/ Total units)	

Sources: Johnson Reid, LLC, City of KEIZER, PSU Population Research Center, U.S. Census

EXHIBITS 3

CURRENT HOUSING NEEDS - 2013
BY AGE AND INCOME COHORTS

Cohort		Tenure		Number of HH	% of all HH	Units by Tenure		Rent Range		Price Range	
Age	Income	Owner %	Renter %	13,824	100%	Owned	Rental				
15 - 24	Less than $15,000	0.5%	99.5%	128	0.9%	1	128	$0	$380	$0	$70,000
	$15,000 - $24,999	0.8%	99.2%	138	1.0%	1	136	$380	$620	$70,000	$120,000
	$25,000 - $34,999	1.3%	98.7%	127	0.9%	2	126	$620	$870	$120,000	$170,000
	$35,000 - $49,999	1.9%	98.1%	200	1.4%	4	196	$870	$1,090	$170,000	$240,000
	$50,000 - $74,999	3.2%	96.8%	91	0.7%	3	88	$1,090	$1,370	$240,000	$300,000
	$75,000 - $99,999	7.0%	93.0%	13	0.1%	1	12	$1,370	$1,680	$300,000	$350,000
	$100,000 - $124,999	7.8%	92.2%	3	0.0%	0	3	$1,680	$2,100	$350,000	$440,000
	$125,000 - $149,999	8.0%	92.0%	3	0.0%	0	3	$2,100	$2,520	$440,000	$530,000
	$150,000 - $199,999	21.3%	78.7%	0	0.0%	0	0	$2,520	$3,360	$530,000	$640,000
	$200,000+	20.3%	79.7%	0	0.0%	0	0	$3,360	na	$640,000	na
25 - 34	Less than $15,000	8.8%	91.2%	201	1.5%	18	183	$0	$380	$0	$70,000
	$15,000 - $24,999	12.4%	87.6%	206	1.5%	25	180	$380	$620	$70,000	$120,000
	$25,000 - $34,999	19.6%	80.4%	307	2.2%	60	247	$620	$870	$120,000	$170,000
	$35,000 - $49,999	26.4%	73.6%	503	3.6%	133	370	$870	$1,090	$170,000	$240,000
	$50,000 - $74,999	38.8%	61.2%	642	4.6%	249	393	$1,090	$1,370	$240,000	$300,000
	$75,000 - $99,999	60.9%	39.1%	289	2.1%	176	113	$1,370	$1,680	$300,000	$350,000
	$100,000 - $124,999	66.7%	33.3%	89	0.6%	60	30	$1,680	$2,100	$350,000	$440,000
	$125,000 - $149,999	66.7%	33.3%	21	0.2%	14	7	$2,100	$2,520	$440,000	$530,000
	$150,000 - $199,999	91.0%	9.0%	21	0.2%	19	2	$2,520	$3,360	$530,000	$640,000
	$200,000+	82.8%	17.2%	14	0.1%	12	2	$3,360	na	$640,000	na
35 - 44	Less than $15,000	20.9%	79.1%	138	1.0%	29	109	$0	$380	$0	$70,000
	$15,000 - $24,999	27.8%	72.2%	165	1.2%	46	119	$380	$620	$70,000	$120,000
	$25,000 - $34,999	40.4%	59.6%	264	1.9%	107	157	$620	$870	$120,000	$170,000
	$35,000 - $49,999	49.9%	50.1%	486	3.5%	243	243	$870	$1,090	$170,000	$240,000
	$50,000 - $74,999	64.5%	35.5%	789	5.7%	509	280	$1,090	$1,370	$240,000	$300,000
	$75,000 - $99,999	83.3%	16.7%	427	3.1%	355	71	$1,370	$1,680	$300,000	$350,000
	$100,000 - $124,999	89.2%	10.8%	216	1.6%	192	23	$1,680	$2,100	$350,000	$440,000
	$125,000 - $149,999	89.2%	10.8%	94	0.7%	84	10	$2,100	$2,520	$440,000	$530,000
	$150,000 - $199,999	100.0%	0.0%	33	0.2%	33	0	$2,520	$3,360	$530,000	$640,000
	$200,000+	93.0%	7.0%	43	0.3%	40	3	$3,360	na	$640,000	na
45 - 54	Less than $15,000	34.4%	65.6%	262	1.9%	90	172	$0	$380	$0	$70,000
	$15,000 - $24,999	43.3%	56.7%	200	1.4%	87	113	$380	$620	$70,000	$120,000
	$25,000 - $34,999	58.1%	41.9%	269	1.9%	156	113	$620	$870	$120,000	$170,000
	$35,000 - $49,999	67.1%	32.9%	451	3.3%	302	148	$870	$1,090	$170,000	$240,000
	$50,000 - $74,999	79.7%	20.3%	616	4.5%	491	125	$1,090	$1,370	$240,000	$300,000
	$75,000 - $99,999	93.1%	6.9%	449	3.2%	418	31	$1,370	$1,680	$300,000	$350,000
	$100,000 - $124,999	98.7%	1.3%	296	2.1%	292	4	$1,680	$2,100	$350,000	$440,000
	$125,000 - $149,999	98.7%	1.3%	162	1.2%	160	2	$2,100	$2,520	$440,000	$530,000
	$150,000 - $199,999	100.0%	0.0%	78	0.6%	78	0	$2,520	$3,360	$530,000	$640,000
	$200,000+	96.5%	3.5%	68	0.5%	66	2	$3,360	na	$640,000	na
55 - 59	Less than $15,000	25.5%	74.5%	118	0.9%	30	88	$0	$380	$0	$70,000
	$15,000 - $24,999	33.3%	66.7%	119	0.9%	40	79	$380	$620	$70,000	$120,000
	$25,000 - $34,999	47.0%	53.0%	108	0.8%	51	57	$620	$870	$120,000	$170,000
	$35,000 - $49,999	56.5%	43.5%	202	1.5%	114	88	$870	$1,090	$170,000	$240,000
	$50,000 - $74,999	70.7%	29.3%	317	2.3%	224	93	$1,090	$1,370	$240,000	$300,000
	$75,000 - $99,999	87.5%	12.5%	167	1.2%	146	21	$1,370	$1,680	$300,000	$350,000
	$100,000 - $124,999	93.3%	6.7%	99	0.7%	92	7	$1,680	$2,100	$350,000	$440,000
	$125,000 - $149,999	93.3%	6.7%	46	0.3%	43	3	$2,100	$2,520	$440,000	$530,000
	$150,000 - $199,999	100.0%	0.0%	39	0.3%	39	0	$2,520	$3,360	$530,000	$640,000
	$200,000+	94.6%	5.4%	39	0.3%	37	2	$3,360	na	$640,000	na

EXHIBITS 3

CURRENT HOUSING NEEDS - 2013
BY AGE AND INCOME COHORTS

Cohort		Tenure		Number of HH	% of all HH	Units by Tenure		Rent Range		Price Range	
Age	Income	Owner %	Renter %	13,824	100%	Owned	Rental				
60 - 64	Less than $15,000	49.1%	50.9%	122	0.9%	60	62	$0	$380	$0	$70,000
	$15,000 - $24,999	58.4%	41.6%	124	0.9%	72	52	$380	$620	$70,000	$120,000
	$25,000 - $34,999	72.9%	27.1%	112	0.8%	82	30	$620	$870	$120,000	$170,000
	$35,000 - $49,999	79.8%	20.2%	210	1.5%	168	43	$870	$1,090	$170,000	$240,000
	$50,000 - $74,999	89.5%	10.5%	330	2.4%	295	35	$1,090	$1,370	$240,000	$300,000
	$75,000 - $99,999	98.5%	1.5%	174	1.3%	171	3	$1,370	$1,680	$300,000	$350,000
	$100,000 - $124,999	100.0%	0.0%	103	0.7%	103	0	$1,680	$2,100	$350,000	$440,000
	$125,000 - $149,999	100.0%	0.0%	48	0.3%	48	0	$2,100	$2,520	$440,000	$530,000
	$150,000 - $199,999	100.0%	0.0%	40	0.3%	40	0	$2,520	$3,360	$530,000	$640,000
	$200,000+	98.1%	1.9%	40	0.3%	40	1	$3,360	na	$640,000	na
65 - 74	Less than $15,000	53.5%	46.5%	214	1.5%	114	99	$0	$380	$0	$70,000
	$15,000 - $24,999	62.7%	37.3%	208	1.5%	130	77	$380	$620	$70,000	$120,000
	$25,000 - $34,999	76.7%	23.3%	241	1.7%	185	56	$620	$870	$120,000	$170,000
	$35,000 - $49,999	82.9%	17.1%	246	1.8%	204	42	$870	$1,090	$170,000	$240,000
	$50,000 - $74,999	91.7%	8.3%	283	2.0%	260	23	$1,090	$1,370	$240,000	$300,000
	$75,000 - $99,999	99.6%	0.4%	144	1.0%	143	1	$1,370	$1,680	$300,000	$350,000
	$100,000 - $124,999	100.0%	0.0%	58	0.4%	58	0	$1,680	$2,100	$350,000	$440,000
	$125,000 - $149,999	100.0%	0.0%	26	0.2%	26	0	$2,100	$2,520	$440,000	$530,000
	$150,000 - $199,999	98.5%	1.5%	40	0.3%	40	1	$2,520	$3,360	$530,000	$640,000
	$200,000+	98.5%	1.5%	15	0.1%	15	0	$3,360	na	$640,000	na
75 - 84	Less than $15,000	52.2%	47.8%	166	1.2%	87	79	$0	$380	$0	$70,000
	$15,000 - $24,999	61.5%	38.5%	201	1.5%	123	77	$380	$620	$70,000	$120,000
	$25,000 - $34,999	75.6%	24.4%	223	1.6%	169	54	$620	$870	$120,000	$170,000
	$35,000 - $49,999	82.0%	18.0%	119	0.9%	98	22	$870	$1,090	$170,000	$240,000
	$50,000 - $74,999	88.5%	11.5%	146	1.1%	129	17	$1,090	$1,370	$240,000	$300,000
	$75,000 - $99,999	96.5%	3.5%	27	0.2%	26	1	$1,370	$1,680	$300,000	$350,000
	$100,000 - $124,999	99.9%	0.1%	21	0.2%	21	0	$1,680	$2,100	$350,000	$440,000
	$125,000 - $149,999	100.0%	0.0%	20	0.1%	20	0	$2,100	$2,520	$440,000	$530,000
	$150,000 - $199,999	98.4%	1.6%	9	0.1%	9	0	$2,520	$3,360	$530,000	$640,000
	$200,000+	98.4%	1.6%	0	0.0%	0	0	$3,360	na	$640,000	na
85+	Less than $15,000	16.5%	83.5%	83	0.6%	14	70	$0	$380	$0	$70,000
	$15,000 - $24,999	22.4%	77.6%	72	0.5%	16	56	$380	$620	$70,000	$120,000
	$25,000 - $34,999	33.5%	66.5%	83	0.6%	28	55	$620	$870	$120,000	$170,000
	$35,000 - $49,999	42.6%	57.4%	44	0.3%	19	25	$870	$1,090	$170,000	$240,000
	$50,000 - $74,999	55.5%	44.5%	43	0.3%	24	19	$1,090	$1,370	$240,000	$300,000
	$75,000 - $99,999	74.0%	26.0%	8	0.1%	6	2	$1,370	$1,680	$300,000	$350,000
	$100,000 - $124,999	76.1%	23.9%	10	0.1%	8	2	$1,680	$2,100	$350,000	$440,000
	$125,000 - $149,999	76.1%	23.9%	10	0.1%	8	2	$2,100	$2,520	$440,000	$530,000
	$150,000 - $199,999	90.8%	9.2%	5	0.0%	5	0	$2,520	$3,360	$530,000	$640,000
	$200,000+	90.8%	9.2%	0	0.0%	0	0	$3,360	na	$640,000	na
		TOTALS:		**13,824**	**100.0%**	**8,432**	**5,392**				

Source: Johnson Reid LLC

EXHIBITS 4

CURRENT HOUSING NEEDS (2013)
INDICATED BY TENURE AND COST

Ownership				
Price Range	**# of Households**	**Income Range**	**% of Total**	**Cumulative**
$0k - $70k	442	Less than $15,000	5.2%	5.2%
$70k - $120k	541	$15,000 - $24,999	6.4%	11.7%
$120k - $170k	839	$25,000 - $34,999	9.9%	21.6%
$170k - $240k	1,284	$35,000 - $49,999	15.2%	36.8%
$240k - $300k	2,184	$50,000 - $74,999	25.9%	62.7%
$300k - $350k	1,442	$75,000 - $99,999	17.1%	79.8%
$350k - $440k	827	$100,000 - $124,999	9.8%	89.6%
$440k - $530k	402	$125,000 - $149,999	4.8%	94.4%
$530k - $640k	263	$150,000 - $199,999	3.1%	97.5%
$640k +	209	$200,000+	2.5%	100.0%
Totals:	**8,432**		**% of All:**	**61.0%**

Rental				
Rent Level	**# of Households**	**Income Range**	**% of Total**	**Cumulative**
$0 - $380	990	Less than $15,000	18.4%	18.4%
$380 - $620	891	$15,000 - $24,999	16.5%	34.9%
$620 - $870	896	$25,000 - $34,999	16.6%	51.5%
$870 - $1090	1,177	$35,000 - $49,999	21.8%	73.3%
$1090 - $1370	1,074	$50,000 - $74,999	19.9%	93.2%
$1370 - $1680	255	$75,000 - $99,999	4.7%	98.0%
$1680 - $2100	69	$100,000 - $124,999	1.3%	99.2%
$2100 - $2520	28	$125,000 - $149,999	0.5%	99.7%
$2520 - $3360	3	$150,000 - $199,999	0.1%	99.8%
$3360 +	11	$200,000+	0.2%	100.0%
Totals:	**5,392**		**% of All:**	**39.0%**

All Households
13,824

Source: Johnson Reid LLC

EXHIBITS 5

CURRENT HOUSING INVENTORY BY PRICE/RENT RANGE

OWNERSHIP HOUSING										
Price Range	Single Family Detached	Single Family Attached	Duplex	3- or 4-plex	5+ Units MFR	Mobile home	Boat, RV, other temp	Total Units	% of Units	Cummulative %
$0k - $70k	211	9	0	7	0	275	0	502	5.8%	5.8%
$70k - $120k	193	12	0	17	0	142	0	363	4.2%	10.0%
$120k - $170k	1,417	41	0	7	0	0	0	1,465	16.9%	26.8%
$170k - $240k	3,405	63	0	3	0	0	0	3,471	39.9%	66.7%
$240k - $300k	1,049	19	0	0	0	0	0	1,068	12.3%	79.0%
$300k - $350k	632	12	0	0	0	0	0	644	7.4%	86.4%
$350k - $440k	757	5	0	0	0	0	0	762	8.8%	95.2%
$440k - $530k	199	0	0	0	0	0	0	199	2.3%	97.5%
$530k - $640k	84	0	0	0	0	0	0	84	1.0%	98.5%
$640k +	134	0	0	0	0	0	0	134	1.5%	100.0%
Totals:	8,081	161	0	34	0	417	0	**8,693**	**% of All Units:**	59.8%
Percentage:	93.0%	1.9%	0.0%	0.4%	0.0%	4.8%	0.0%	100.0%		

RENTAL HOUSING										
Price Range	Single Family Detached	Single Family Attached	Duplex	3- or 4-plex	5+ Units MFR	Mobile home	Boat, RV, other temp	Total Units	% of Units	Cummulative %
$0 - $380	8	15	8	21	55	38	0	146	2.5%	2.5%
$380 - $620	173	170	64	188	452	64	0	1,111	19.0%	21.5%
$620 - $870	420	382	145	456	1,199	26	0	2,628	45.0%	66.5%
$870 - $1090	300	194	82	242	603	0	0	1,420	24.3%	90.9%
$1090 - $1370	94	74	17	44	63	0	0	292	5.0%	95.9%
$1370 - $1680	42	16	6	6	27	0	0	97	1.7%	97.5%
$1680 - $2100	36	25	4	0	0	0	0	64	1.1%	98.6%
$2100 - $2520	45	20	0	0	0	0	0	65	1.1%	99.7%
$2520 - $3360	16	0	0	0	0	0	0	16	0.3%	100.0%
$3360 +	0	0	0	0	0	0	0	0	0.0%	100.0%
Totals:	1,134	896	324	958	2,399	128	0	**5,838**	**% of All Units:**	40.2%
Percentage:	19.4%	15.3%	5.6%	16.4%	41.1%	2.2%	0.0%	100.0%		

TOTAL HOUSING UNITS									
	Single Family Detached	Single Family Attached	Duplex	3- or 4-plex	5+ Units MFR	Mobile home	Boat, RV, other temp	Total Units	% of Units
Totals:	9,215	1,056	324	992	2,399	544	0	**14,531**	**100%**
Percentage:	63.4%	7.3%	2.2%	6.8%	16.5%	3.7%	0.0%	100.0%	

Sources: Claritas Inc., Census, Johnson Reid

EXHIBITS 6

CURRENT HOUSING NEEDS COMPARED TO CURRENT SUPPLY (2013)
INDICATED BY TENURE AND COST

Ownership			
Price Range	Estimated Current Need	Estimated Current Supply	Unmet (Need) or Surplus
$0k - $70k	442	502	60
$70k - $120k	541	363	(177)
$120k - $170k	839	1,465	627
$170k - $240k	1,284	3,471	2187
$240k - $300k	2,184	1,068	(1116)
$300k - $350k	1,442	644	(798)
$350k - $440k	827	762	(65)
$440k - $530k	402	199	(203)
$530k - $640k	263	84	(179)
$640k +	209	134	(75)
Totals:	**8,432**	**8,693**	**261**

Rental			
Rent	Estimated Current Need	Estimated Current Supply	Unmet (Need) or Surplus
$0 - $380	990	146	(844)
$380 - $620	891	1,111	220
$620 - $870	896	2,628	1731
$870 - $1090	1,177	1,420	243
$1090 - $1370	1,074	292	(782)
$1370 - $1680	255	97	(158)
$1680 - $2100	69	64	(4)
$2100 - $2520	28	65	37
$2520 - $3360	3	16	13
$3360 +	11	0	(11)
Totals:	**5,392**	**5,838**	**446**

Occupied Units:	**13,824**
All Housing Units:	**14,531**
Total Unit Surplus:	**707**

Sources: Claritas, Census, Johnson Reid

EXHIBIT 7

PROFILE OF FUTURE HOUSING CONDITIONS
KEIZER, OREGON

PROJECTED FUTURE HOUSING CONDITIONS (2013 - 2033)			SOURCE
2013 Population (Minus Group Pop.)	36,496		2010 Census, PSU
Projected Annual Growth Rate	1.41%	Based on Keizer adopted 2032 forecast	City of Keizer
2033 Population (Minus Group Pop.)	48,260		
Estimated group housing population:	437	From Marion County 2030 adopted forecast	Marion Co.
Total Estimated 2033 Population:	**48,697**	Based on adopted 2032 population forecast (48,089 pop.)	City of Keizer
Estimated Non-Group 2033 Households:	**18,191**	Based on Pop/HH ratio from County 2030 forecast	Marion Co.
New Households 2013 to 2033	4,366		
Avg. Household Size:	2.65	2032 Non-Group Pop/ Non-Group Households	
Total Housing Units:	**19,044**	Based on Units/HH ratio from County 2030 forecast	Marion Co.
Occupied Housing Units:	18,191	(= Number of Non-Group Households)	
Vacant Housing Units:	854	(Total Units - Occupied Units)	
Projected Vacancy Rate:	4.5%	(Vacant Units/ Total Units)	

EXHIBIT 8

TOTAL FUTURE HOUSING DEMAND - 2033
BY AGE AND INCOME COHORTS
(INCORPORATES CURRENT NEED BUT NO VACANCY)

Cohort		Tenure		Number of HH	% of all HH	Units by Tenure		Rent Range		Price Range	
Age	Income	Owner %	Renter %	18,191	100%	Owned	Rental				
15 - 24	Less than $15,000	0.6%	99.4%	165	0.9%	0.9	163.7	$0	$380	$0	$70,000
	$15,000 - $24,999	0.8%	99.2%	181	1.0%	1.4	179.2	$380	$620	$70,000	$120,000
	$25,000 - $34,999	1.2%	98.8%	188	1.0%	2.3	185.5	$620	$870	$120,000	$170,000
	$35,000 - $49,999	1.8%	98.2%	297	1.6%	5.4	291.8	$870	$1,090	$170,000	$240,000
	$50,000 - $74,999	3.0%	97.0%	189	1.0%	5.7	183.1	$1,090	$1,370	$240,000	$300,000
	$75,000 - $99,999	6.6%	93.4%	37	0.2%	2.5	34.6	$1,370	$1,680	$300,000	$350,000
	$100,000 - $124,999	7.3%	92.7%	6	0.0%	0.5	5.8	$1,680	$2,100	$350,000	$440,000
	$125,000 - $149,999	7.3%	92.7%	6	0.0%	0.5	5.8	$2,100	$2,520	$440,000	$530,000
	$150,000 - $199,999	19.7%	80.3%	3	0.0%	0.5	2.2	$2,520	$3,360	$530,000	$640,000
	$200,000 or more	19.7%	80.3%	3	0.0%	0.5	2.2	$3,360	na	$640,000	na
25 - 34	Less than $15,000	9.5%	90.5%	212	1.2%	20.2	191.7	$0	$380	$0	$70,000
	$15,000 - $24,999	12.9%	87.1%	204	1.1%	26.3	177.5	$380	$620	$70,000	$120,000
	$25,000 - $34,999	19.0%	81.0%	320	1.8%	61.0	259.3	$620	$870	$120,000	$170,000
	$35,000 - $49,999	25.6%	74.4%	587	3.2%	150.4	436.6	$870	$1,090	$170,000	$240,000
	$50,000 - $74,999	36.5%	63.5%	716	3.9%	261.6	454.7	$1,090	$1,370	$240,000	$300,000
	$75,000 - $99,999	56.2%	43.8%	350	1.9%	196.9	153.3	$1,370	$1,680	$300,000	$350,000
	$100,000 - $124,999	58.9%	41.1%	126	0.7%	73.9	51.6	$1,680	$2,100	$350,000	$440,000
	$125,000 - $149,999	58.9%	41.1%	39	0.2%	23.1	16.1	$2,100	$2,520	$440,000	$530,000
	$150,000 - $199,999	80.3%	19.7%	32	0.2%	25.9	6.4	$2,520	$3,360	$530,000	$640,000
	$200,000 or more	80.3%	19.7%	21	0.1%	17.2	4.2	$3,360	na	$640,000	na
35 - 44	Less than $15,000	22.5%	77.5%	158	0.9%	35.5	122.0	$0	$380	$0	$70,000
	$15,000 - $24,999	29.0%	71.0%	171	0.9%	49.6	121.4	$380	$620	$70,000	$120,000
	$25,000 - $34,999	39.2%	60.8%	290	1.6%	113.7	176.3	$620	$870	$120,000	$170,000
	$35,000 - $49,999	48.4%	51.6%	560	3.1%	271.3	288.9	$870	$1,090	$170,000	$240,000
	$50,000 - $74,999	60.8%	39.2%	902	5.0%	548.0	353.8	$1,090	$1,370	$240,000	$300,000
	$75,000 - $99,999	76.9%	23.1%	504	2.8%	387.3	116.3	$1,370	$1,680	$300,000	$350,000
	$100,000 - $124,999	78.6%	21.4%	270	1.5%	212.4	57.7	$1,680	$2,100	$350,000	$440,000
	$125,000 - $149,999	78.6%	21.4%	127	0.7%	100.0	27.1	$2,100	$2,520	$440,000	$530,000
	$150,000 - $199,999	90.2%	9.8%	42	0.2%	37.9	4.1	$2,520	$3,360	$530,000	$640,000
	$200,000 or more	90.2%	9.8%	45	0.2%	40.2	4.4	$3,360	na	$640,000	na
45 - 54	Less than $15,000	37.1%	62.9%	269	1.5%	99.6	169.1	$0	$380	$0	$70,000
	$15,000 - $24,999	45.2%	54.8%	220	1.2%	99.5	120.8	$380	$620	$70,000	$120,000
	$25,000 - $34,999	56.4%	43.6%	284	1.6%	160.2	124.1	$620	$870	$120,000	$170,000
	$35,000 - $49,999	65.1%	34.9%	485	2.7%	315.8	169.6	$870	$1,090	$170,000	$240,000
	$50,000 - $74,999	75.1%	24.9%	717	3.9%	538.7	178.8	$1,090	$1,370	$240,000	$300,000
	$75,000 - $99,999	86.0%	14.0%	567	3.1%	487.4	79.3	$1,370	$1,680	$300,000	$350,000
	$100,000 - $124,999	87.1%	12.9%	384	2.1%	334.1	49.7	$1,680	$2,100	$350,000	$440,000
	$125,000 - $149,999	87.1%	12.9%	220	1.2%	191.6	28.5	$2,100	$2,520	$440,000	$530,000
	$150,000 - $199,999	93.6%	6.4%	125	0.7%	116.9	8.0	$2,520	$3,360	$530,000	$640,000
	$200,000 or more	93.6%	6.4%	108	0.6%	101.2	7.0	$3,360	na	$640,000	na
55 - 59	Less than $15,000	27.5%	72.5%	157	0.9%	43.1	114.0	$0	$380	$0	$70,000
	$15,000 - $24,999	34.7%	65.3%	148	0.8%	51.2	96.4	$380	$620	$70,000	$120,000
	$25,000 - $34,999	45.5%	54.5%	144	0.8%	65.6	78.4	$620	$870	$120,000	$170,000
	$35,000 - $49,999	54.8%	45.2%	265	1.5%	145.1	119.5	$870	$1,090	$170,000	$240,000
	$50,000 - $74,999	66.6%	33.4%	442	2.4%	294.3	147.8	$1,090	$1,370	$240,000	$300,000
	$75,000 - $99,999	80.8%	19.2%	230	1.3%	185.7	44.1	$1,370	$1,680	$300,000	$350,000
	$100,000 - $124,999	82.3%	17.7%	140	0.8%	115.0	24.8	$1,680	$2,100	$350,000	$440,000
	$125,000 - $149,999	82.3%	17.7%	74	0.4%	60.6	13.0	$2,100	$2,520	$440,000	$530,000
	$150,000 - $199,999	91.7%	8.3%	53	0.3%	48.4	4.4	$2,520	$3,360	$530,000	$640,000
	$200,000 or more	91.7%	8.3%	53	0.3%	48.4	4.4	$3,360	na	$640,000	na

EXHIBIT 8

TOTAL FUTURE HOUSING DEMAND - 2033
BY AGE AND INCOME COHORTS
(INCORPORATES CURRENT NEED BUT NO VACANCY)

	Less than $15,000	52.9%	47.1%	163	0.9%	86.4	77.0	$0	$380	$0	$70,000
	$15,000 - $24,999	60.9%	39.1%	154	0.8%	93.6	60.0	$380	$620	$70,000	$120,000
	$25,000 - $34,999	70.7%	29.3%	150	0.8%	106.0	43.9	$620	$870	$120,000	$170,000
	$35,000 - $49,999	77.4%	22.6%	275	1.5%	213.2	62.3	$870	$1,090	$170,000	$240,000
60 - 64	$50,000 - $74,999	84.3%	15.7%	460	2.5%	387.9	72.2	$1,090	$1,370	$240,000	$300,000
	$75,000 - $99,999	91.0%	9.0%	239	1.3%	217.6	21.5	$1,370	$1,680	$300,000	$350,000
	$100,000 - $124,999	91.6%	8.4%	145	0.8%	133.2	12.2	$1,680	$2,100	$350,000	$440,000
	$125,000 - $149,999	91.6%	8.4%	77	0.4%	70.2	6.4	$2,100	$2,520	$440,000	$530,000
	$150,000 - $199,999	95.2%	4.8%	55	0.3%	52.3	2.6	$2,520	$3,360	$530,000	$640,000
	$200,000 or more	95.2%	4.8%	55	0.3%	52.3	2.6	$3,360	na	$640,000	na
	Less than $15,000	57.7%	42.3%	388	2.1%	224.1	164.3	$0	$380	$0	$70,000
	$15,000 - $24,999	65.4%	34.6%	410	2.3%	267.9	141.7	$380	$620	$70,000	$120,000
	$25,000 - $34,999	74.4%	25.6%	462	2.5%	343.9	118.3	$620	$870	$120,000	$170,000
	$35,000 - $49,999	80.4%	19.6%	510	2.8%	410.0	100.1	$870	$1,090	$170,000	$240,000
65 - 74	$50,000 - $74,999	86.4%	13.6%	603	3.3%	521.1	82.2	$1,090	$1,370	$240,000	$300,000
	$75,000 - $99,999	92.0%	8.0%	295	1.6%	271.1	23.4	$1,370	$1,680	$300,000	$350,000
	$100,000 - $124,999	92.5%	7.5%	136	0.7%	126.2	10.2	$1,680	$2,100	$350,000	$440,000
	$125,000 - $149,999	92.5%	7.5%	45	0.2%	41.9	3.4	$2,100	$2,520	$440,000	$530,000
	$150,000 - $199,999	95.5%	4.5%	72	0.4%	68.7	3.2	$2,520	$3,360	$530,000	$640,000
	$200,000 or more	95.5%	4.5%	37	0.2%	35.2	1.7	$3,360	na	$640,000	na
	Less than $15,000	56.3%	43.7%	183	1.0%	103.3	80.2	$0	$380	$0	$70,000
	$15,000 - $24,999	64.1%	35.9%	221	1.2%	141.5	79.2	$380	$620	$70,000	$120,000
	$25,000 - $34,999	73.3%	26.7%	231	1.3%	169.4	61.5	$620	$870	$120,000	$170,000
	$35,000 - $49,999	79.5%	20.5%	140	0.8%	111.3	28.6	$870	$1,090	$170,000	$240,000
75 - 84	$50,000 - $74,999	85.8%	14.2%	150	0.8%	129.0	21.3	$1,090	$1,370	$240,000	$300,000
	$75,000 - $99,999	91.8%	8.2%	39	0.2%	36.0	3.2	$1,370	$1,680	$300,000	$350,000
	$100,000 - $124,999	92.3%	7.7%	30	0.2%	27.4	2.3	$1,680	$2,100	$350,000	$440,000
	$125,000 - $149,999	92.3%	7.7%	19	0.1%	17.8	1.5	$2,100	$2,520	$440,000	$530,000
	$150,000 - $199,999	95.4%	4.6%	13	0.1%	12.5	0.6	$2,520	$3,360	$530,000	$640,000
	$200,000 or more	95.4%	4.6%	0	0.0%	0.0	0.0	$3,360	na	$640,000	na
	Less than $15,000	17.8%	82.2%	141	0.8%	25.0	115.5	$0	$380	$0	$70,000
	$15,000 - $24,999	23.4%	76.6%	119	0.7%	27.9	91.5	$380	$620	$70,000	$120,000
	$25,000 - $34,999	32.5%	67.5%	129	0.7%	42.1	87.2	$620	$870	$120,000	$170,000
	$35,000 - $49,999	41.3%	58.7%	90	0.5%	37.2	52.9	$870	$1,090	$170,000	$240,000
85+	$50,000 - $74,999	53.8%	46.2%	58	0.3%	31.2	26.7	$1,090	$1,370	$240,000	$300,000
	$75,000 - $99,999	71.8%	28.2%	20	0.1%	14.7	5.8	$1,370	$1,680	$300,000	$350,000
	$100,000 - $124,999	73.8%	26.2%	20	0.1%	14.7	5.2	$1,680	$2,100	$350,000	$440,000
	$125,000 - $149,999	73.8%	26.2%	17	0.1%	12.7	4.5	$2,100	$2,520	$440,000	$530,000
	$150,000 - $199,999	88.1%	11.9%	0	0.0%	0.1	0.0	$2,520	$3,360	$530,000	$640,000
	$200,000 or more	88.1%	11.9%	3	0.0%	2.5	0.3	$3,360	na	$640,000	na
		TOTALS:		18,191	100.0%	10,854	7,336				

Source: Johnson Reid LLC

EXHIBIT 9

TOTAL FUTURE HOUSING DEMAND (2033)
INDICATED BY TENURE AND COST
(INCORPORATES CURRENT NEED BUT NO VACANCY ASSUMPTION)

Ownership			
Price Range	**# Units**	**% of Units**	**Cumulative**
$0k - $70k	638	5.9%	5.9%
$70k - $120k	759	7.0%	12.9%
$120k - $170k	1,064	9.8%	22.7%
$170k - $240k	1,660	15.3%	38.0%
$240k - $300k	2,717	25.0%	63.0%
$300k - $350k	1,799	16.6%	79.6%
$350k - $440k	1,037	9.6%	89.1%
$440k - $530k	518	4.8%	93.9%
$530k - $640k	363	3.3%	97.3%
$640k +	298	2.7%	100.0%
Totals:	**10,854**	**% of All:**	**59.7%**

Rental			
Rent	**# Units**	**% of Units**	**Cumulative**
$0 - $380	1,197	16.3%	16.3%
$380 - $620	1,068	14.6%	30.9%
$620 - $870	1,135	15.5%	46.3%
$870 - $1090	1,550	21.1%	67.5%
$1090 - $1370	1,521	20.7%	88.2%
$1370 - $1680	482	6.6%	94.8%
$1680 - $2100	219	3.0%	97.8%
$2100 - $2520	106	1.5%	99.2%
$2520 - $3360	32	0.4%	99.6%
$3360 +	27	0.4%	100.0%
Totals:	**7,336**	**% of All:**	**40.3%**

All Units
18,191

Source: Johnson Reid LLC

EXHIBIT 10

TOTAL FUTURE NEEDED HOUSING INVENTORY (2033)
BY PRICE/RENT RANGE
(INCORPORATES CURRENT NEED & VACANCY ASSUMPTION)

OWNERSHIP HOUSING										
			Multi-Family							
Price Range	Single Family Detached	Single Family Attached	2-unit	3- or 4-plex	5+ Units MFR	Mobile home	Boat, RV, other temp	Total Units	% of Units	Cummulative %
$0k - $70k	601	12	1	3	5	352	0	655	5.9%	5.9%
$70k - $120k	715	15	2	4	6	181	0	779	7.0%	12.9%
$120k - $170k	1,003	21	2	6	8	0	0	1,092	9.8%	22.7%
$170k - $240k	1,564	32	4	9	13	0	0	1,703	15.3%	38.0%
$240k - $300k	2,560	53	6	15	21	0	0	2,788	25.0%	63.0%
$300k - $350k	1,695	35	4	10	14	0	0	1,846	16.6%	79.6%
$350k - $440k	977	20	2	6	8	0	0	1,064	9.6%	89.1%
$440k - $530k	488	10	1	3	4	0	0	532	4.8%	93.9%
$530k - $640k	342	7	1	2	3	0	0	373	3.3%	97.3%
$640k +	280	6	1	2	2	0	0	305	2.7%	100.0%
Totals:	10,226	210	24	59	86	534	0	**11,138**	**% of All Units:**	58.5%
Percentage:	91.8%	1.9%	0.2%	0.5%	0.8%	4.8%	0.0%	100.0%		

RENTAL HOUSING										
			Multi-Family							
Price Range	Single Family Detached	Single Family Attached	2-unit	3- or 4-plex	5+ Units MFR	Mobile home	Boat, RV, other temp	Total Units	% of Units	Cummulative %
$0 - $380	205	180	55	210	612	52	0	1,291	16.3%	16.3%
$380 - $620	183	160	49	187	546	87	0	1,151	14.6%	30.9%
$620 - $870	195	170	52	199	580	35	0	1,223	15.5%	46.3%
$870 - $1090	266	233	71	271	793	0	0	1,671	21.1%	67.5%
$1090 - $1370	261	228	70	266	777	0	0	1,639	20.7%	88.2%
$1370 - $1680	83	72	22	84	246	0	0	519	6.6%	94.8%
$1680 - $2100	38	33	10	38	112	0	0	236	3.0%	97.8%
$2100 - $2520	18	16	5	19	54	0	0	115	1.5%	99.2%
$2520 - $3360	5	5	1	6	16	0	0	34	0.4%	99.6%
$3360 +	5	4	1	5	14	0	0	29	0.4%	100.0%
Totals:	1,258	1,102	338	1,284	3,751	173	0	**7,907**	**% of All Units:**	41.5%
Percentage:	15.9%	13.9%	4.3%	16.2%	47.4%	2.2%	0.0%	100.0%		

TOTAL HOUSING UNITS									
			Multi-Family						
	Single Family Detached	Single Family Attached*	2-unit	3- or 4-plex	5+ Units MFR	Mobile home	Boat, RV, other temp	Total Units	% of Units
Totals:	11,484	1,312	363	1,343	3,836	707	0	**19,044**	**100%**
Percentage:	60.3%	6.9%	1.9%	7.0%	20.1%	3.7%	0.0%	100.0%	

Source: Johnson Reid LLC

* Uses Census definition, including townhomes/rowhouses and duplexes attached side-by-side, seperately metered>

EXHIBIT 11

FUTURE NEW UNITS NEEDED (2033)
BY PRICE/RENT RANGE
(TOTAL FUTURE NEED MINUS CURRENT INVENTORY)

OWNERSHIP HOUSING										
			Multi-Family							
Price Range	Single Family Detached	Single Family Attached	2-unit	3- or 4-plex	5+ Units MFR	Mobile home	Boat, RV, other temp	Total Units	% of Units	Cummulative %
$0k - $70k	390	3	1	-3	5	77	0	474	19.4%	19.4%
$70k - $120k	522	3	2	-13	6	40	0	559	22.9%	42.3%
$120k - $170k	-414	-20	2	-1	8	0	0	-425	-17.4%	24.9%
$170k - $240k	-1,841	-31	4	6	13	0	0	-1,850	-75.7%	-50.8%
$240k - $300k	*1,511*	*33*	*6*	*15*	21	*0*	*0*	*1,586*	*64.9%*	*14.1%*
$300k - $350k	1,063	23	4	10	14	0	0	1,114	45.6%	59.7%
$350k - $440k	220	15	2	6	8	0	0	251	10.3%	69.9%
$440k - $530k	289	10	1	3	4	0	0	307	12.6%	82.5%
$530k - $640k	258	7	1	2	3	0	0	271	11.1%	93.6%
$640k +	146	6	1	2	2	0	0	157	6.4%	100.0%
Totals:	2,145	49	24	24	86	117	0	**2,445**	**% All Units:**	54.2%
Percentage:	87.7%	2.0%	1.0%	1.0%	3.5%	4.8%	0.0%	100.0%		

na

RENTAL HOUSING										
			Multi-Family							
Price Range	Single Family Detached	Single Family Attached	2-unit	3- or 4-plex	5+ Units MFR	Mobile home	Boat, RV, other temp	Total Units	% of Units	Cummulative %
$0 - $380	197	165	47	189	557	14	0	1,169	56.5%	56.5%
$380 - $620	10	-10	-15	-2	94	23	0	101	4.9%	61.4%
$620 - $870	-225	-212	-93	-257	-619	9	0	-1,397	-67.6%	-6.2%
$870 - $1090	-34	39	-10	29	190	0	0	214	10.3%	4.2%
$1090 - $1370	167	154	53	222	714	0	0	1,311	63.4%	67.6%
$1370 - $1680	41	56	17	78	219	0	0	411	19.9%	87.5%
$1680 - $2100	2	8	6	38	112	0	0	167	8.1%	95.5%
$2100 - $2520	-27	-4	5	19	54	0	0	47	2.3%	97.8%
$2520 - $3360	-11	5	1	6	16	0	0	17	0.8%	98.6%
$3360 +	5	4	1	5	14	0	0	28	1.4%	100.0%
Totals:	124	206	14	327	1,352	45	0	**2,068**	**% All Units:**	45.8%
Percentage:	6.0%	10.0%	0.7%	15.8%	65.4%	2.2%	0.0%	100.0%		

TOTAL HOUSING UNITS									
			Multi-Family						
	Single Family Detached	Single Family Attached*	2-unit	3- or 4-plex	5+ Units MFR	Mobile home	Boat, RV, other temp	Total Units	% of Units
Totals:	2,269	255	38	351	1,437	162	0	**4,513**	**100%**
Percentage:	50.3%	5.7%	0.8%	7.8%	31.8%	3.6%	0.0%	100.0%	

Sources: PSU Population Research Center, Claritas Inc., Census, Johnson Reid

EXHIBIT 12

PROFILE OF
RESIDENTIAL ZONING DESIGNATIONS
KEIZER, OREGON

ZONING DESIGNATION		Net Vacant Buildable Acres	Observed Density (Units/ Net Acre)	Target Density (Units/ Net Acre)[5]		Capacity of Vacant Lands (Units)		Underlying Comp Plan Designation
RS (Vacant, Redev.)	Single Family Residential	56.1	6.6	6.6 det.	8.0 att.	378		Low Density Residential
RS (Partially vacant) [1]	*Single Family Residential*	*142.7*	*na*	*6.6 det.*		*805*	*1*	*Low Density Residential*
RL	*Limited Density Residential*	*0*	*4.8*	-		-		Medium D.R. or Medium High D.R.
RL-LU	*Limited D.R. - Limited Use*	*0*	*9.6*	-		-		Medium High Density Res.
RM (Medium) [2]	*Medium Density Residential*	*0*	*na*	-		-		(See footnote)
RM (Medium High)	Medium Density Residential	24.1	9.6	15.0		362		Medium High Density Res.
RM-LU	*MDR - Limited Use*	*0*	*9.6*	-		-		Medium High Density Res.
RH [3]	*High Density Residential*	*0*	*na*	-		-		*(See footnote)*
UT (Vacant, Redev.)	Urban Transition	9.4	6.6	6.6 det.	8.0 att.	63		Low Density Residential
UT (Partially vacant) [1]	*Single Family Residential*	*41.4*	*na*	*6.6 det.*		*247*	*1*	*Low Density Residential*
MU[4]	Mixed Use (Keizer Station)	22.8	6.7	6.7		153		Mixed Use
MU	Mixed Use (Other)	18.7	16.8	16.8		314		Mixed Use
Accessory Dwelling Unit Assumption:						*100*		
	Totals/Averages:	315.2		9.3		2,422		

Sources: MWVCOG, City of KEIZER, Johnson Reid LLC

[1] The capacity of partially vacant lots in the RS and UT zones was calculated by applying a methodology to each individual parcel. For each parcel, 0.25 acres was subtracted to accommodate the existing house. The target density of 6.6 units/net acre to the remaining land in the parcel. The result was then rounded down to the next whole number, to reflect that each individual parcel can hold a discreet number of real units, and not fractional units. The resulting capacity is the result of this methodology and therefore the real resulting density of these partially vacant parcels is somewhat less than the target density of 6.6 units/net acre.

[2] The City of Keizer Development Code presents standards for areas of the RM (Medium Density Residential) *zone* which also have an underlying "Medium Density Residential" Comp Plan designation, there are no actual instances of this situation in the zoning map. On the zoning map, all areas zoned RM (Medium Density Residential) have an underlying Comp Plan designation of "Medium High Density Residential."

Those parts of the Comp Plan designation map which are identified as "Medium Density Residential" are all covered by the Limited Density Residential *zone* on the zoning map.

[3] The City of Keizer Development Code presents standards for a zoning designation of RH (High Density Residential). This zone never appears on the zoning map, and no parts of the city are actually covered by this zone. Those areas of the city which are designated "Medium High Density Residential" on the Comp Plan map, are covered by the RM (Medium Density Residential) zone on the zoning map. Therefore, the RM (Medium Density Residential) zone conforms to what is called "medium high density" in the Comp Plan, and in the absense of any land designated RH, RM is the city's highest density active zone.

[4] This mixed use area is currently under master planning and is planned to include 153 units in addition to commercial uses. That unit count is reflected here, and results in the density of 6.7 units/net acre.

[5] The target density is assumed to be the achieved density in most zones, as those zones are achieving density near the mid-point of the allowed density range. In the RS zone, single family detached (SFD) and single family attached (SFA) units have two different target densities listed. The SFD target density of 6.6 units/net acre represents the acheived density in the RS zone, while the SFA density of 8 units/net acre reflects that attached units acheive higher density, but are nonetheless limited to a maximum density of 8 units/acre by the zoning code. In the case of the RM (Medium Density Zone) - which has an underlying Comp Plan desingation of "Medium High Density" - the achieved density of 9.6 units/net acre is at the low end of the allowed range (8 to 22 units/acre) and therefore, a higher target density of 15 units/net acre (midpoint of range) is assumed here for buildout of remaining parcels in this category.

EXHIBIT 13

REMAINING RESIDENTIAL UNIT NEED - 2033
(NEW UNITS NEEDED (2033) MINUS CAPACITY OF BUILDABLE LANDS)
KEIZER, OREGON

Zoning Designation		Capacity of Vacant Lands (In Units)[1]	NEW UNITS NEEDED (2033) vs. CAPACITY							
			S.F. Detached	S.F. Attached	Duplex	3- or 4-plex	5+ Units MFR	Mobile home	Total Units	
			2,269	255	38	351	1,437	162	**4,513**	← **New Units Needed (2032)**
RS	Single Family Residential	1,183	1,064	120	-	-	-	-	1,183	
RL	Limited Density Residential	-	-	-	-	-	-	-	*0*	
RL-LU	*Limited D.R. - Limited Use*	-	-	-	-	-	-	-	*0*	
RM (Medium)	Medium Density Residential	-	-	-	-	-	-	-	*0*	
RM (Medium High)	Medium Density Residential	362	-	-	-	-	362	-	362	← **Distribution of Remaining BLI Capacity**
RM-LU	MDR - Limited Use	-	-	-	-	-	-	-	*0*	
RH	High Density Residential	-	-	-	-	-	-	-	*0*	
UT	Urban Transition	310	279	31	-	-	-	-	310	
MU	Mixed Use (Keizer Station)	153	-	-	-	-	153	-	153	
MU	Mixed Use (Other)	314	-	-	-	-	314	-	314	
	Totals/Averages:	***2,322***	***1,343***	***151***	***0***	***0***	***829***	***0***	***2,322***	← **Total Capacity of Buildable Lands**
	Accessory Dwelling Unit Assumption :			*62*	*38*				*100*	
			926	*42*	*0*	*351*	*609*	*162*	***2,090***	← **Remaining Unit Need**

Sources: City of KEIZER, MWVCOG, Johnson Reid LLC

* This table integrates the findings of remaining residential capacity (vertical left column), with the findings of specific unit need (horizontal top row). This table makes assumptions regarding what types of of the needed units (top) might fill up that remaining capacity (left). For example, in the Medium Density and Mixed Use zones, it is assumed that all of the remaining unit capacity would be filled with multi-family units (in buildings of 5 or more units). This amounts to a total of 829 units accommodated by current capacity. It leaves a remaining need for 609 multi-family units (5+ units) which is not accommodated by current capacity.

In the case of the RS (Single Family Residential) and UT (Urban Transition) zones, the utilization of remaining capacity is divided between single-family detached housing, and single-family attached housing. The split between these unit types reflects City of Keizer permitting dtaa which shows that since 2000, roughly 95% of single family units have been detached, and 5% have been attached. A split of 90%/10% is applied here to represent an increase in the share of attached.

The table includes an assumption for Accessory Dwelling Units added to current single-family detached lots. These ADU's, along with the existing primary residence, essentially become duplexes and therefore are counted as a mixture of attached single-family (separately metered) and 2-unit multi-family (not seperately metered).

The bottom row represents the remaining need for units, by specific unit type, once all of the remaining capacity of vacant City lands has been utilized.

EXHIBIT 14

NEW FUTURE RESIDENTIAL ACREAGE NEEDED - 2033
(TOTAL FUTURE NEED MINUS CURRENT VACANT PARCELS)
KEIZER, OREGON

Zoning Designation		REMAINING UNIT NEED, AFTER BLI BUILD-OUT									
		S.F. Detached	S.F. Attached	Duplex	3- or 4-plex	5+ Units MFR	Mobile home	Total Units	Target Density (Units/ Net Acre)[1]	Net Acreage Needed	Gross Acreage Needed
		926	42	0	351	609	162	**2,090**			
RS	Single Family Residential	926					162	1,088	6.6	164.9	206.2
RL	*Limited Density Residential*							*0*	-	-	-
RL-LU	*Limited D.R. - Limited Use*							*0*	-	-	-
RM (Medium)	*Medium Density Residential*							*0*	-	-	-
RM (Medium High)	Medium Density Residential		42					42	15.0	2.8	3.5
RM-LU	*MDR - Limited Use*							*0*	-	-	-
RH	High Density Residential				281	487		768	22.0	34.9	43.6
UT	*Urban Transition*							*0*	-	-	-
MU	*Mixed Use (Keizer Station)*							*0*	-	-	-
MU	Mixed Use (Other)				70	122		192	16.8	11.4	14.3
	Totals/Averages:	***926***	***42***	***0***	***351***	***609***	***162***	***2,090***	***9.8***	***214.1***	***267.6***

Sources: City of KEIZER, MWVCOG, Johnson Reid LLC

1 Target density is based on actual achieved density in the RS and MU zones.

Target density in the RM zone (15 units/acre) is based on the median value of the allowed density range in that zone (8 to 22). This density target is used because the actual RM zone has historically achieved a density of 9.6 units/acre, which is low for a medium density zone.

The RH zone has not historically been applied within the City, so a figure for the historical density achieved is not available. The permitted density of this zone is 16 units or more per net acre. The average target density of 22 units/acre applied here assumes a build-out of garden apartments and townhome-style development in this zone, which would be appropriate for a community of Keizer's size.

Appendix A: Buildable Lands Inventory

Introduction & Methodology

The Buildable Lands Inventory (BLI) used in this analysis is founded on the BLI prepared by the Mid-Willamette Valley Council of Governments (MWVCOG) as part of the Regional Economic Opportunities Analysis (EOA) prepared over recent years and adopted in 2011. This analysis focused on employment lands. MWVCOG's BLI of residential lands was updated through the end of 2009.

For the current Goal 9 and Goal 10 analyses prepared for the City of Keizer, the MWVCOG BLI was used as a foundation, with findings further screened by JOHNSON REID and the City of Keizer to reflect more recent development activity, and other discrepancies.

In keeping with State requirements, the BLI includes an assessment of vacant buildable lands, partially vacant lands, and redevelopment parcels. The BLI for employment land and residential land differ somewhat, as described below.

Employment Lands BLI

An in-depth discussion of the MWVCOG Buildable Lands Inventory completed in conjunction with the Salem-Keizer Metropolitan Area EOA can be found in Appendix A of that report at:

www.mwvcog.org:8080/2/document-folder/eoa/economic-opportunity-analysis-final-report-and-appendices

Key portions of Appendix A describing the MWVCOG BLI methodology are included here:

> **Methodology**
>
> A review of the buildable land inventory methodology and definitions used for the Salem Keizer Metropolitan Area EOA is provided as follows.
>
> The buildable land inventory was conducted in two (2) phases. Phase One of the analysis included classifying all land into one of two categories - vacant or developed land. Phase Two of the analysis included an analysis of development constraints that were deducted as unbuildable land from the inventory.
>
> The buildable land inventory was completed primarily using Geographic Information Systems (GIS) technology. Data was gathered and analyzed at the parcel (tax lot) level using a combination of existing parcel-based land use inventory data, County Assessor's records, building permit data through December 31, 2009, and aerial photographs. The output of this analysis is a database of land inventory information by plan designation, which are summarized in both tabular and map format in this report.
>
> The buildable land inventory was also verified to ensure accuracy using aerial photo analysis and agency staff review.
>
> Although data for the inventory was gathered and evaluated at the parcel level, the inventory does not represent a parcel-level analysis of lot availability and suitability. The inventory does not take into account all of the specific factors needed to determine whether or not an individual lot is suitable and available for development. The results of the BLI have been aggregated by

Comprehensive Plan designations, consistent with state planning requirements. As such, the BLI is intended to be considered accurate in the aggregate only and not at the parcel-level.

[…]

Definitions

For the purposes of this study, the following definitions were used:

> ***Vacant Land*** -
>
> 1. Properties with no current development[1] and available for future employment use; or
>
> 2. Properties with a commercial or industrial plan designation with a Floor Area Ratio (FAR) of .10 or less; and commercial lots one-half acre or greater in size, or industrial lots five (5) acres or greater in size. Of these selected lots, the estimated vacant portion is 30% of the lot.

Developed Land – Land that contains existing development and is not classified as vacant under the above definitions.

MWVCOG and ECONorthwest also helped each jurisdiction in the planning area complete an analysis of ***Redevelopable Lands***, which for the purposes of Goal 9 are included under the "Developed Land" category. In general, redevelopable lands were identified as properties with the potential to redevelop or change their land use over the twenty year planning period, based upon local redevelopment policies.

The definitions used for this study are similar to the definitions for "vacant" and "developed land" described in Goal 9 and the safe harbor method provisions found in OAR 660-024-0005(3). The definition of "vacant land" however, deviates somewhat to provide a more inclusive definition that is not restricted by a minimum parcel size of one-half acre. The more inclusive definition of vacant land provides a more accurate description of vacant land within the planning area by identifying smaller vacant infill parcels within established employment areas.

Source: Salem Keizer Metropolitan Area Economic Opportunities Analysis, Appendix A (MWVCOG, 2011)

In addition to Appendix A to the regional EOA, MWVCOG supplied additional detail of parameters used to narrow down the estimates of buildable employment lands. The following parameters were approved by the Technical Advisory Committee of the regional EOA and applied using GIS analysis:

Vacant Land

1. Vacant Land – for commercial and industrial
   a. All commercial land, regardless of size
   b. All industrial land, regardless of size
   c. Apply constraints
   d. Exclude from summary tables any resulting sliver or small lots LT 5000 sq. feet

[1] Vacant land has no permanent building structure. Sheds, storage buildings or garages may be present. [footnote from original]

2. FAR less than .10
    a. Commercial land , started with ½ acre lots or greater
    b. Industrial land, started with 5 acres lots or greater
    c. Apply constraints
    d. 30% of resulting area is considered buildable
    e. Exclude from BLI if the area is less than 30% of the original size threshold, for Industrial this is 5 acres, for Commercial lands this is 1/2 acre.

Developed Land

3. Non- conforming
    a. Commercial, started with ½ acre or greater
    b. Industrial, ALL non-conforming uses regardless of size
    c. Apply constraints
    d. Resulting unconstrained area considered buildable
    e. Exclude any summary tables any resulting sliver/small lots LT 5000 sq feet

   With the exceptions of specific properties identified for redevelopment in Turner by the city, and in Keizer with Mixed Use property at Keizer Station Area C.

4. FAR between .10 to .20
    a. Commercial, started with ½ acre or greater
    b. Industrial, started with 5 acres or greater
    c. Apply constraints
    d. 30% of resulting area is considered buildable
    e. Exclude from BLI if the area considered buildable is less than 30% of the original size threshold, for Industrial this is less than 5 acres, for Commercial lands this is less than 1/2 acre.

Source: Buildable Lands GIS Documentation (MWVCOG, 2011)

Residential Lands BLI

MWVCOG completed a Residential Lands BLI during a similar timeframe which was updated to reflect permitting activity through the end of 2009. The residential BLI employed a similar methodology to that described above, with a two phase approach of first identifying vacant and developed land, then applying development constraints to deduct unbuildable lands from the inventory.

As with the employment BLI, the residential BLI includes vacant parcels, as well as partially vacant and redevelopable parcels. For residential uses, the "partially vacant" and "redevelopable" parcels are defined differently than in the employment BLI methodology. The following summarizes the parameters used by MWVCOG for residential lands:

Buildable Lands Documentation for Housing:

Vacant Land

1. Vacant Land
    a. All residential land vacant land, regardless of size
    b. All mixed use land if flagged likely residential, regardless of size
    c. Apply constraints

2. Partially Vacant
    a. All residential land greater than 17,000 sq. feet in size.
    b. Apply constraints

c. Screen for size again, if the resulting net area is greater than 17,000 sq. feet, deduct ¼ acre for each existing housing unit, the balance is considered vacant. **[See additional comments on Partially Vacant lots below]**

Redevelopable Land

3. Non- conforming
   a. Multi-family land with an existing single family use, greater than ½ acre in size.
   b. Apply constraints
   c. Screen for size again, if the resulting net area is greater than ½ acre in size, the entire lot is considered redevelopable.

Source: Buildable Lands GIS Documentation for Housing (MWVCOG, 2011)

Partially Vacant Parcels: The capacity of partially vacant lots in the RS and UT zones was calculated by applying an additional step to each individual parcel. For each parcel, 0.25 acres was subtracted to accommodate the existing house. The target density in low density residential zones of 6.6 units/net acre was applied to the remaining land in the parcel. The result was then rounded down to the next whole number, to reflect that each individual parcel can hold a discreet number of real units, and not fractional units. The resulting capacity is the result of this methodology and therefore the real resulting density of these partially vacant parcels is somewhat less than the target density of 6.6 units/net acre.

Redevelopable Parcels: The MWVCOG methodology of identifying redevelopable parcels described above did not result in the identification of any residential redevelopment land. Johnson Reid conducted a second screen for redevelopable parcels by identifying residential parcels, of 0.5 acres or greater in size, and with an improvement/land ratio of less than 1.0. A low improvement-to-land ratio can be one indicator that the current use may be low in value relative to the value of the land itself. This may be a sign that there is a more economical and intensive "best use" for this property. By applying these criteria for redevelopable parcels, Johnson Reid identified some potential redevelopable residential lands while the MWVCOG BLI did not.

Accessory Residential Housing (aka Accessory Dwelling Unit): The residential BLI also includes an assumption of Accessory Residential Housing built on existing developed single family lots. These are units built on a lot with an existing single family house, usually either behind or beside the existing unit. These units have a separate address, and are sometimes offered for rent, or for family to live separate from the primary residence, and are sometimes referred to as "mother-in-law" flats. These units are rare in Keizer, with an estimate of one permitted per year. For this analysis, we assume an increased production of 5 per year, or 100 such units over the course of the 20-year forecast period. These units are built across all of the existing developed single-family neighborhoods and therefore are not specifically identified in the Residential BLI map presented below.

BLI Refinement

For the City of Keizer Goal 9 EOA and Goal 10 Housing analysis conducted in 2012, and the subject of this report, the MWVCOG BLI data discussed above was mapped by Johnson Reid using GIS software and presented to the City of Keizer and Technical Advisory Committee for further refinement. The refinement generally reflected new development activity which had occurred since the MWVCOG BLI was prepared, and some on-the-ground discrepancies which were not caught in the regional BLI given its wider scope and inability to perform parcel-by-parcel analysis.

The findings of the City of Keizer BLI analysis of Employment and Residential Lands are presented below with additional discussion.

EMPLOYMENT - BUILDABLE LANDS INVENTORY

The methodology as described above finds an existing buildable employment lands inventory as follows:

FIGURE A1: SUMMARY OF EMPLOYMENT BUILDABLE LAND INVENTORY, KEIZER

Zoning		Total Acreage
AI	Agricultural Industrial	22.2
CG	Commercial General	4.7
CM	Commercial Mixed Use	11.4
CO	Commercial Office	0.4
CR	Commercial Retail	2.7
IBP	Industrial Business Park	16.0
IG	Industrial General	12.0
MU	Mixed Use	41.4
TOTAL:		**110.7**

Source: MWVCOG B.L.I., City of Keizer, Johnson Reid LLC

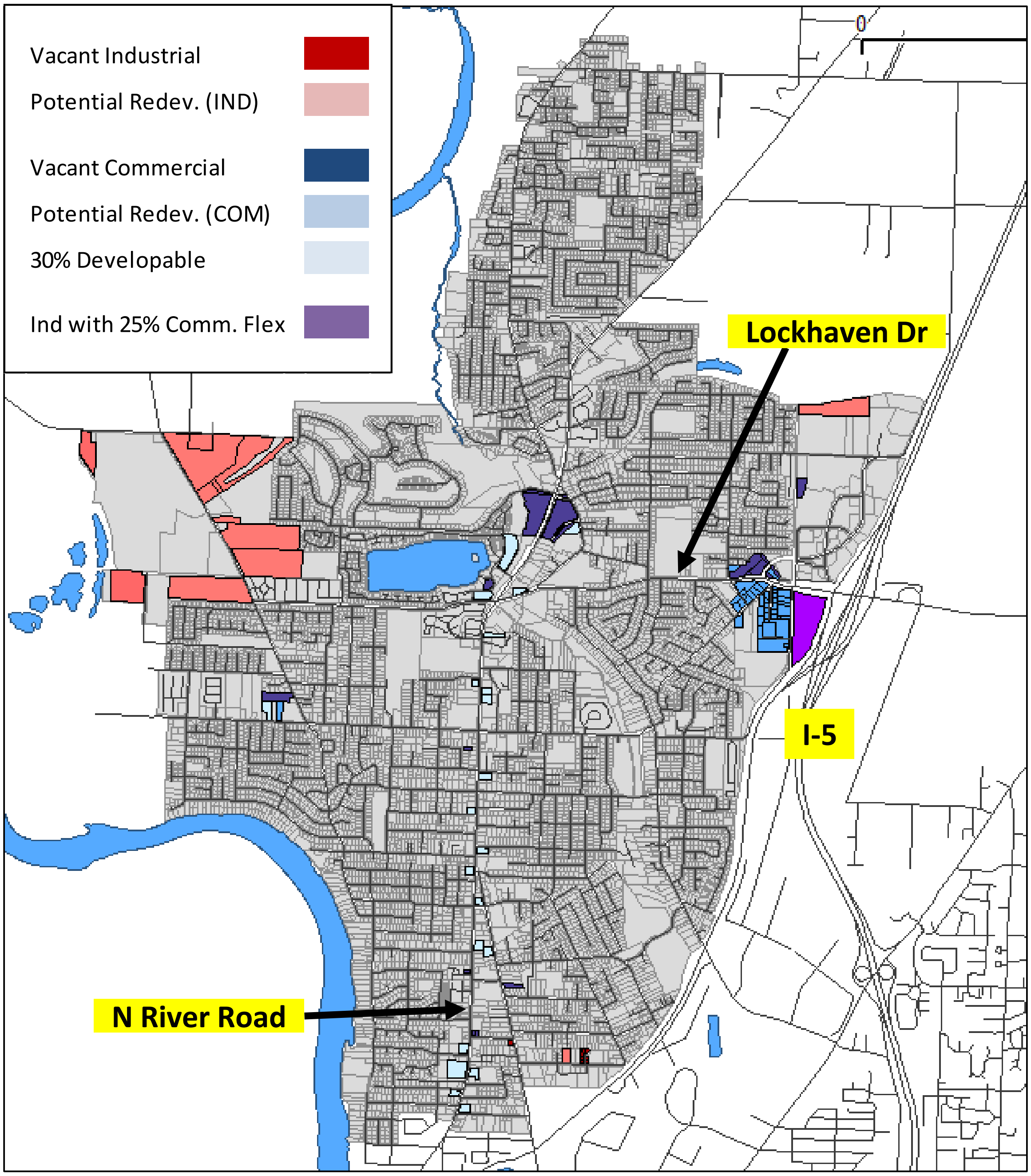
The following map shows the identified parcels by category: vacant, partially vacant, and redevelopable. Based on the MWVCOG methodology partially vacant parcels are assumed to be 30% buildable. This 30% estimate was based on examination of actual property cases which estimated the buildable lands remaining after existing structure and circulation needs are accounted for. This standard was ultimately acceptable to the parties involved and technical advisors of the MWVCOG regional EOA process.

For those parcels identified as "redevelopable", the entire parcel is assumed to be buildable within the 20-year time horizon. *There is one important exception to this assumption:* The industrial lands in the northwest corner of the city, which are zoned Agricultural Industrial (AI) and shown here as potentially redevelopable are not assumed be to be 100% buildable over the 20-year period. These lands, while they show a low level of built-space development are generally under current uses which are envisioned and permitted under the AI zone. Furthermore, these parcels surround the wastewater treatment plant, in an Odor Improvement Overlay zone.

According to the City of Keizer development code, "the purpose of the Agricultural Industrial zone is to provide appropriate areas suitable for agricultural uses, agricultural related industries, warehousing, transportation facilities, and other agricultural, industrial, and recreational uses that have relatively low employees per acre ratios." This analysis assumes that some of these parcels may develop into somewhat more intensive uses such as agricultural processing or warehousing in the 20-year period, but not all of them.

Therefore, this analysis includes an assumption that these "potential redevelopment" parcels in the northwestern area of the city are 20% redevelopable over the planning period. All other industrial and commercial "redevelopment" parcels shown below are assumed to be 100% redevelopable.

FIGURE A2: EMPLOYMENT BUILDABLE LANDS INVENTORY, KEIZER (2013)



Source: MWVCOG B.L.I., City of Keizer, Johnson Reid LLC

FIGURE A3: EMPLOYMENT BUILDABLE LANDS INVENTORY
PARCEL SUMMARY, KEIZER (2013)

Zoning		Vacant		Partially Vacant		Redevelopable		TOTAL	
		Parcels	Acres	Parcels	Acres	Parcels	Acres	Parcels	Acres
AI	Agricultural Industrial					11	22.2	11	22.2
CG	Commercial General	2	2.8	2	0.73	1	1.1	5	4.7
CM	Commercial Mixed Use	8	6.2	15	4.1	2	1.13	25	11.4
CO	Commercial Office	2	0.4					2	0.4
CR	Commercial Retail					3	2.7	3	2.7
IBP	Industrial Business Park	2	16.0					2	16.0
IG	Industrial General	7	1.0			2	11.1	9	12.0
MU	Mixed Use	8	16.7	3	2.0	36	22.8	47	41.5
TOTAL:		29	43.0	20	6.8	55	61.0	104	110.9

Source: MWVCOG B.L.I., City of Keizer, Johnson Reid LLC

RESIDENTIAL - BUILDABLE LANDS INVENTORY

The methodology as described above finds an existing buildable residential lands inventory as follows:

FIGURE A4: SUMMARY OF RESIDENTIAL BUILDABLE LAND INVENTORY, KEIZER

ZONING DESIGNATION		Net Vacant Buildable Acres	Observed Density (Units/ Net Acre)	Target Density (Units/ Net Acre)[5]	Capacity of Vacant Lands (Units)		Underlying Comp Plan Designation
RS (Vacant, Redev.)	Single Family Residential	56.1	6.6	6.6 det. 8.0 att.	378		Low Density Residential
RS (Partially vacant) [1]	*Single Family Residential*	*142.7*	*na*	*6.6 det.*	*805*	[1]	*Low Density Residential*
RL	*Limited Density Residential*	*0*	*4.8*	-	-		Medium D.R. or Medium High D.R.
RL-LU	*Limited D.R. - Limited Use*	*0*	*9.6*	-	-		Medium High Density Res.
RM (Medium) [2]	*Medium Density Residential*	*0*	*na*	-	-		(See footnote)
RM (Medium High)	Medium Density Residential	24.1	9.6	15.0	362		Medium High Density Res.
RM-LU	*MDR - Limited Use*	*0*	*9.6*	-	-		Medium High Density Res.
RH [3]	*High Density Residential*	*0*	*na*	-	-		*(See footnote)*
UT (Vacant, Redev.)	Urban Transition	9.4	6.6	6.6 det. 8.0 att.	63		Low Density Residential
UT (Partially vacant) [1]	*Single Family Residential*	*41.4*	*na*	*6.6 det.*	*247*	[1]	*Low Density Residential*
MU[4]	Mixed Use (Keizer Station)	22.8	6.7	6.7	153		Mixed Use
MU	Mixed Use (Other)	18.7	16.8	16.8	314		Mixed Use
Accessory Dwelling Unit Assumption:					*100*		
	Totals/Averages:	315.2		7.7	2,422		

Sources: MWVCOG, City of KEIZER, Johnson Reid LLC

[1] The capacity of partially vacant lots in the RS and UT zones was calculated by applying a methodology to each individual parcel. For each parcel, 0.25 acres was subtracted to accommodate the existing house. The target density of 6.6 units/net acre to the remaining land in the parcel. The result was then rounded down to the next whole number, to reflect that each individual parcel can hold a discreet number of real units, and not fractional units. The resulting capacity is the result of this methodology and therefore the real resulting density of these partially vacant parcels is somewhat less than the target density of 6.6 units/net acre.

[2] The City of Keizer Development Code presents standards for areas of the RM (Medium Density Residential) *zone* which also have an underlying "Medium Density Residential" Comp Plan designation, there are no actual instances of this situation in the zoning map. On the zoning map, all areas zoned RM (Medium Density Residential) have an underlying Comp Plan designation of "Medium High Density Residential."

Those parts of the Comp Plan designation map which are identified as "Medium Density Residential" are all covered by the Limited Density Residential *zone* on the zoning map.

[3] The City of Keizer Development Code presents standards for a zoning designation of RH (High Density Residential). This zone never appears on the zoning map, and no parts of the city are actually covered by this zone. Those areas of the city which are designated "Medium High Density Residential" on the Comp Plan map, are covered by the RM (Medium Density Residential) zone on the zoning map. Therefore, the RM (Medium Density Residential) zone conforms to what is called "medium high density" in the Comp Plan, and in the absense of any land designated RH, RM is the city's highest density active zone.

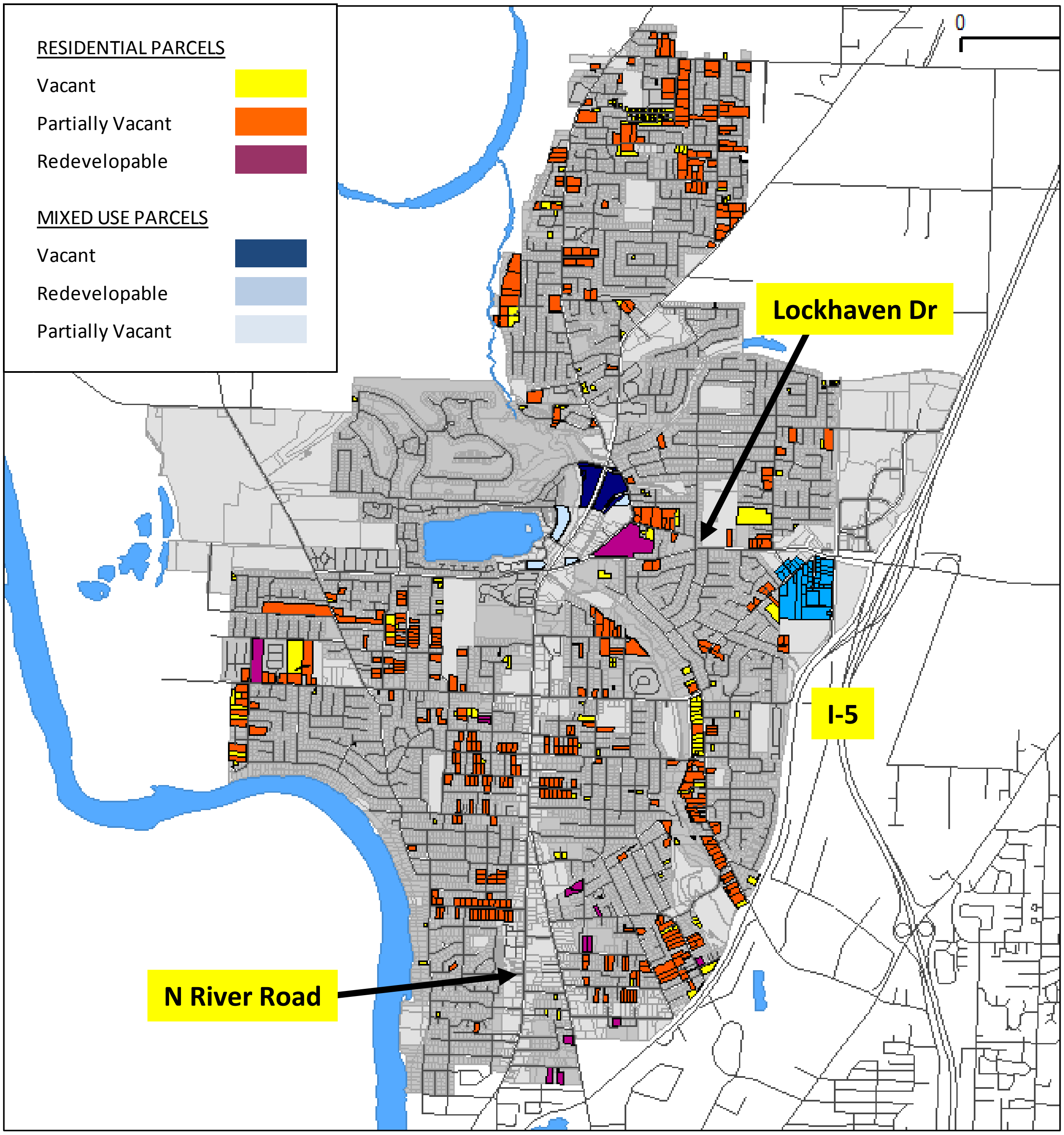
[4] This mixed use area is currently under master planning and is planned to include 153 units in addition to commercial uses. That unit count is reflected here, and results in the density of 6.7 units/net acre.

[5] The target density is assumed to be the achieved density in most zones, as those zones are achieving density near the mid-point of the allowed density range. In the RS zone, single family detached (SFD) and single family attached (SFA) units have two different target densities listed. The SFD target density of 6.6 units/net acre represents the acheived density in the RS zone, while the SFA density of 8 units/net acre reflects that attached units acheive higher density, but are nonetheless limited to a maximum density of 8 units/acre by the zoning code. In the case of the RM (Medium Density Zone) - which has an underlying Comp Plan designation of "Medium High Density" - the achieved density of 9.6 units/net acre is at the low end of the allowed range (8 to 22 units/acre) and therefore, a higher target density of 15 units/net acre (midpoint of range) is assumed here for buildout of remaining parcels in this category.

The residential BLI finds capacity for 2,422 units within the current UGB, under existing zoning, with a likely overall density of 7.7 units/net acre on remaining parcels. This does not represent the maximum potential density allowed, but is based on historically achieved density. (Efficiency measures to ensure efficient use of existing buildable lands will be addressed in a subsequent phase of this project.)

The following map shows the identified parcels by category: vacant, partially vacant, and re-developable. As noted above in the section on methodology, this map does not specifically identify locations for Accessory Residential Units, because that assumption applies generally across all single-family parcels.

FIGURE A5: RESIDENTIAL BUILDABLE LANDS INVENTORY, KEIZER (2013)



Source: MWVCOG B.L.I., City of Keizer, Johnson Reid LLC

FIGURE A6: RESIDENTIAL BUILDABLE LANDS INVENTORY
PARCEL SUMMARY, KEIZER (2013)

Zoning		Vacant		Partially Vacant		Redevelopable		TOTAL	
		Parcels	Acres	Parcels	Acres	Parcels	Acres	Parcels	Acres
RS	Single Family Res.	165	49.1	336	142.7	4	7.0	505	198.8
RM	Medium Family Res.	12	5.7			10	18.4	22	24.1
UT	Urban Transition	64	9.4	52	41.4			116	50.8
MU	Mixed Use	8	16.7	3	2.0	36	22.8	47	41.5
TOTAL:		249	80.9	391	186.1	50	48.2	690	315.2

Source: MWVCOG B.L.I., City of Keizer, Johnson Reid LLC

CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

Resolution R2013-_____

ACCEPTING REPORTS OF CONSULTANT RELATING TO EVALUATION OF LAND USE EFFICIENCY MEASURES, RESIDENTIAL DEVELOPMENT POLICIES, AND ECONOMIC DEVELOPMENT POLICES; AND INITIATING LEGISLATIVE AMENDMENTS TO THE KEIZER COMPREHENSIVE PLAN AND THE KEIZER DEVELOPMENT CODE CONSISTENT WITH THE REGIONAL ECONOMIC OPPORTUNITIES ANALYSIS AND HOUSING NEEDS ANALYSIS

WHEREAS, staff has been working with Johnson Reid, LLC to prepare documentation relating to the Economic Opportunities Analysis and Housing Needs Analysis;

WHEREAS, the City Council desires to accept the reports as prepared;

WHEREAS, the City Council of the City of Keizer considers it necessary and appropriate to initiate the legislative amendment process to review and possibly revise certain portions of the Keizer Comprehensive Plan and the Keizer Development Code;

NOW, THEREFORE,

BE IT RESOLVED by the City Council of the City of Keizer that the reports prepared by Johnson Reid, LLC relating to the Evaluation of Land Use Efficiency Measures, Residential Development Policies, and Economic Development Polices attached hereto are hereby accepted.

BE IT FURTHER RESOLVED that pursuant to KDC 3.111.02 and 3.203.01, the City Council of the City of Keizer hereby initiates the legislative amendment process to

Keizer City Attorney
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PO Box 21000
Keizer, Oregon 97307
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review the Keizer Comprehensive Plan and the Keizer Development Code and determine possible amendments to the existing Goals, Objectives and Policies consistent with the Regional Economic Opportunities Analysis and Housing Needs Analysis.

BE IT FURTHER RESOLVED that planning staff is directed to send appropriate notice to the Department of Land Conservation and Development and any other affected agencies and jurisdictions in a manner appropriate and necessary under state law. Planning staff is delegated the authority to draft proposed text amendments for notice purposes.

BE IT FURTHER RESOLVED that the Keizer Planning Commission is requested to schedule the matter for public hearing as provided in state and local law and forward a recommendation or report of its deliberations to the Keizer City Council for consideration as provided by law.

PASSED this __________ day of _________________, 2013.

SIGNED this __________ day of _________________, 2013.

____
Mayor

____
City Recorder

Keizer City Attorney
930 Chemawa Road NE
PO Box 21000
Keizer, Oregon 97307
503-856-3433

Memorandum

DATE: May 8, 2013

TO: Jerry Johnson and Brendan Buckley, *Johnson Reid*

CC: Sam Litke and Nate Brown, City of Keizer

FROM: Matt Hastie and Shayna Rehberg, *Angelo Planning Group*

SUBJECT: City of Keizer Draft - Evaluation of Land Use Efficiency Measures and Potential Amendments to the City of Keizer Development Code

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As part of the process of updating the City's Comprehensive Plan, the City of Keizer is currently conducting a Housing Needs Analysis (HNA) and Economic Opportunities Analysis (EOA) with the assistance of consulting firms Johnson Reid and Angelo Planning Group. State law requires that cities maintain a supply of buildable land within their urban growth boundaries (UGBs) that is adequate to meet housing, employment and related needs. As part of the process of preparing the HNA and EOA, the consulting team has assessed the need for future land, identified the supply of building land within the existing UGB and made a preliminary assessment regarding the ability of the current UGB to accommodate future (20-year) land needs. This initial assessment indicates that the city does not have enough land within the existing UGB to accommodate future needs. This may result in a need to expand the City's UGB.

State law requires that before considering an expansion to an urban growth boundary (UGB) to accommodate land needed to support future growth, cities must consider a variety of other measures to improve the efficiency of land use inside the existing UGB, thereby reducing or eliminating the need for a UGB expansion. These measures can include redesignating land to address targeted efficiencies (e.g., redesignating residential land for employment use), increasing allowable densities, promoting infill or redevelopment and/or other approaches. The Transportation and Growth Management Program's *Planning for Residential Growth: A Workbook for Oregon's Urban Areas* http://www.oregon.gov/LCD/docs/publications/planning_for_residential_growth.pdf identifies a number of specific types of efficiency approaches that can be considered, including the following:

- Apply appropriate plan and zone designations
- Increase densities
- Reduce parking requirements
- Establish narrower street width and turning radii standards
- Provide for more flexible development standards
- Allow types of housing that are currently prohibited, restricted, or not identified

- Offer developer incentives or reduce regulatory barriers
- Increase the efficiency of public infrastructure provision
- Require that certain housing types and densities be planned and built
- Adopt Interim development standards.

While the guidebook is somewhat out-of-date, the State has not prepared a more recent document to supplement or replace it. Following is a summary of measures that the City has considered, including those that have already been implemented, those that are not feasible, and those that could be implemented in the future.

1. Apply appropriate plan and zone designations

In some cases, it is appropriate to consider redesignating land from one Comprehensive Plan or zoning designation to another to use a surplus in the supply of land in one designation to account for a deficit in another designation. For example, if there is a deficit of employment land in the UGB but a surplus of residential land, it may be appropriate to redesignate some land from residential to employment use. Similarly, if a city has a surplus of one type of residential land (e.g., high density or multi-family residential land) and a deficit of another type of residential land (e.g., low density or single-family detached zones), it may be possible to redesignate land in one residential classification to another residential zone to address the imbalance.

Analysis Findings and/or Current Practice

The recently completed Employment Opportunities Analysis (EOA) and Housing Needs Analysis (HNA) found the following:

- There is a deficit of land in all residential zoning classifications.
- There is an overall deficit of land needed to meet future employment needs.
- There is a surplus of land zoned for industrial uses but a deficit of land zoned to meet commercial and institutional employment needs.
- Not all of the surplus industrial land is suitable to meet commercial or employment needs.

Measures Considered

Because there is both an overall deficit of land needed for future residential use and an overall deficit of employment lands, redesignating land from employment to residential use (or vice versa) is not a viable option for reducing the overall deficit of land needed to meet future residential or employment needs. Similarly, because there is a deficit in all residential zoning designations, it is not feasible to redesignate land from one residential zone to another to reduce the extent of a needed UGB expansion. One caveat is that there is no buildable land currently designated High Density Residential. So there is the possibility of redesignating lower density zoned land to High Density

Residential. However, because there is a deficit of low and medium density residential lands, this would not affect the overall need for land to accommodate future housing needs unless this were applied to industrial land with a low development capacity.

The City's industrial zone allows for some non-industrial (commercial or retail uses), so a portion of the existing industrial land supply also can be used to address the estimated deficit of commercial lands. At the same time, future institutional land uses will require specific site characteristics that cannot necessarily be met by land currently zoned for industrial use. These include the following:

- Site sizes of at least 30-50 acres
- Access to regional transportation facilities
- Ability to purchase (rather than lease) land.

As a result, the majority of the surplus industrial land in the inventory is not expected to be suitable for meeting future institutional uses.

Recommendation and Potential Impact

Two rezoning actions are recommended:

1. Consider rezoning some land zoned Agricultural Industrial (AI) toresidential; and
2. Consider rezoning some land zoned from lower density residential to higher density residential to meet a portion of the need for higher density residential uses.

These two actions will reduce the overall amount of land needed for an expansion (by approximately 10-40 acres). They also will result in locating higher density residential land in closer proximity to city and commercial services.

2. Increase densities

Analysis Findings and/or Current Practice

The City of Keizer has a two-map system that includes a Comprehensive Plan Map and a Zoning Map. Minimum and maximum residential densities are established in the Keizer Development Code (KDC) according to comprehensive plan and zoning designation. Existing residential density requirements are shown in Table 1. The table also presents the densities that were assumed in estimating 20-year land needs for housing in the 2013 HNA.

Currently, there is not land in the Keizer UGB designated as High Density Residential per the Development Code. However, as addressed in the previous section of this report, it is recommended that land be rezoned and designated High Density Residential and the assumed density is included in Table 1. There also is no buildable land in the 2013 City of Keizer Buildable Lands Inventory (BLI) that is designated Limited Density Residential (RL and RL-LU), Medium Density Residential (RM-Medium), Medium Density Residential

Limited Use (RM-LU), Mixed Use Keizer Station (MU-Keizer Station), or Urban Transition (UT), and that is also reflected in the table below.

Table 1: Summary of Existing Density Regulations and HNA Density Assumptions

Zone	**Minimum Density**	**Maximum Density**	**Density Assumed in HNA***
Single Family Residential (RS)	4 units/gross acre	8 units/gross acre	6.6 units/net acre
Limited Density Residential (RL) – Medium	6 units/gross acre	10 units/gross acre	-
Limited Density Residential (RL) – Medium High	8 units/gross acre	14 units/gross acre	-
Medium Density (RM) – Medium	6 units/gross acre	10 units/gross acre	-
Medium Density (RM) – Medium High	8 units/gross acre	22 units/gross acre	15.0 units/net acre
High Density Residential (RH)	16 units/gross acre	No maximum	22.00 units/net acre
Urban Transition (UT)**	4 units/gross acre	8 units/gross acre	-
Mixed Use (MU)	8 units/acre	24 units/acre	16.8 units/net acre

* 2013 HNA, Figure 13 and Exhibits 13 and 14

Measures Considered

As the table shows, the existing density requirements in the Medium Density Residential Zone-Medium are only slightly higher than existing RS requirements and are much lower than the existing RH requirements; density requirements in the Medium Density Residential Zone-Medium High serve as a better bridge between the low density and high density zones. In order to achieve the development and densities assumed in the HNA, more land in the existing UGB and proposed UGB expansion should be designated Medium Density Residential-Medium High and High Density Residential.

Recommendation and Potential Impact

Density assumptions in the HNA are aggressive when compared to historical development densities in Keizer but are consistent with existing density requirements, which are sufficient to achieve the densities assumed in the HNA if more fully instituted.

Rezoning recommendations are made in the previous section of this report. Recommended measures related to density include:

- Consolidate the Comprehensive Plan Designation of Medium and Medium High Density Residential so that the density requirements for the Medium Residential Zone are those of the Medium High Density Residential (8 units/acre – 22 units/acre).
- Discontinue application of UT zoning to any new areas.
- Designate and zone land in UGB expansion areas according to the land needs found in the HNA, with higher percentages of Medium Density Residential and High Density Residential than have been designated in Keizer in the past.

These measures will allow for development of housing at densities consistent with those assumed in the HNA. However, given the aggressive nature of the density assumptions in the HNA, these measures are not projected to reduce the need for residential land in a UGB amendment.

3. Reduce parking requirements

Analysis Findings and/or Current Practice

City parking space requirements for employment uses are similar to those in the Oregon Model Development Code for Small Cities (3rd edition). Requirements for residential uses were reduced during the 2009 TSP update.

Measures Considered

If lower parking requirements were warranted, they could reduce land needs associated with future development and also would lower the average cost of development.

Recommendation and Potential Impact

As noted above, the City's off-street parking requirements already are in line with recommended state guidelines and were reviewed as part of the most recent update of the City's TSP. As a result, no further changes are recommended and no impact on land needs is assumed.

4. Establish narrower street width and turning radii standards

Analysis Findings and/or Current Practice

Existing local street standards range from 28 to 34 feet of pavement and 35 to 48 feet of right-of-way (2009 TSP, Table 4-1), which are consistent with Model Code standards for local streets with parking on both sides. Existing infill standards require just 30-32 feet of right-of-way for public streets (KDC Section 2.316.06). During its 2009 TSP update, the City of Keizer developed street design standards based on the functional classification and operational needs of the roadway and in close collaboration with City planning and public works staff. These standards are consistent with the Transportation Planning

Rule's requirement for minimum standards that meet operational needs.

Consistent with the State's safe harbor requirements, the HNA assumes that 20% of the land needed for residential uses would be needed for streets, utilities and other infrastructure, excluding schools and parks (which were accounted for separately). Assumed street widths and radii can increase these land needs.

Measures Considered

Given the work completed as part of the recent TSP update, it is not necessary to consider additional measures.

Recommendation and Potential Impact

Given no recommended changes to existing standards, there would be no impact on projected future land needs. Further, reductions in street standards likely would have an insignificant impact on projected overall land needs, given that assumptions about land needs associated with public facilities (20%) is a relatively conservative assumption, consistent with state safe harbor requirements.

5. Provide for more flexible development standards (e.g., yard setbacks, lot coverage)

Analysis Findings and/or Current Practice

Existing setback standards in the KDC are generally 5-10 feet, and lot coverage standards 70-75% for residential uses. Zero side yard housing is permitted and regulated in the city by KDC Section 2.404. Infill development standards are provided in KDC Section 2.316 and flag lots are permitted pursuant to regulations in KDC Section 2.310.3.E. Particularly in allowing for zero side yard and infill housing, the City's existing code provides flexibility in development.

Measures Considered

It is not necessary to consider additional measures.

Recommendation and Potential Impact

Given no recommended changes to existing standards, there would be no impact on projected future land needs.

6. Allow types of housing that are currently prohibited, restricted, or not identified

Analysis Findings and/or Current Practice

Other than detached single family housing, existing RS zone regulations allow duplexes on corner lots; the regulations limit building to one primary building per lot. Lot sizes can be as small as 5,445 square feet except in the case of zero lot line housing, which can be sited on lots less than 5,000 square feet (4,000 square feet per Section 2.102.05.A).

In addition to uses allowed in the RS zone, the RL, RM, and RH zones permit buildings with two or more dwelling units and combinations of permitted attached or detached dwellings on a lot. In the RL zone, minimum lot sizes allow for densities up to one unit per 3,112 square feet (multi-family housing); in the RM zone, up to one unit per 1,980 square feet (multi-family housing); and in the RH zone, there are no maximum density regulations.

All residential zones allow Planned Unit Development, "shared housing" (or accessory dwelling units), and zero side yard housing as special permitted uses (KDC Sections 2.311, 2.403, and 2.404). Planned Unit Development permits detached and attached housing, is subject to the density requirements of the underlying zoning, and offers density bonuses for increases in open space above minimum requirements. Pursuant to existing regulations, access dwelling units must be separate from primary dwelling and are limited to 25% of primary dwelling building area.

There are also emerging housing types and/or arrangements, such as small home ("cottage") clusters and live/work units. These are not currently identified in the code as allowed uses but in some cases could be allowed under existing provisions.

Measures Considered

In the case of emerging housing types and arrangements, cottage clusters can be permitted as either fee simple lots with a homeowner's association holding common areas, or as condominiums with shared ownership of the entire development. In order to more easily permit and encourage cottage cluster development, code language specific to cottage clusters is typically adopted. These code provisions would address the minimum and maximum number of dwellings per development, minimum lot size, setbacks, maximum cottage area, cottage design requirements, parking, access, accessory structures, and open space.

Live/work units (especially live/work apartments or townhouses) provide for flexibility in mixed use areas, allow for co-locating residential and commercial uses, and can allow residential uses on the ground floor of live/work structures until the market is ready to support retail in these areas. They would be suitable in mixed use zones in the city. Code language for live/work units typically includes a definition of a live/work unit and standards regulating the location and size/area of commercial uses, primary street frontage, off-street parking, access, signs, and business operations.

Recommendation and Potential Impact

It is recommended that the City amend its code to allow single-family attached dwellings (i.e. townhomes) in the RS zone. The current duplex and zero-lot line permissions allow for variations of this use, but allowing outright will give flexibility to future development in the RS zone while still maintaining the existing maximum density limit.

It is recommended that the City ultimately amend its code to allow for and reduce obstacles to constructing accessory dwelling units, cottage clusters and/or live work developments. Recommended changes include removing the requirement for accessory dwelling unit separation, increasing the allowed building area (limiting it to just be smaller than primary dwelling unit), and removing or reducing parking requirements. It is also recommended that code provisions be adopted for cottage clusters and live/work units.

These code amendments will help the City meet the full range of projected housing type needs. However, given the housing density and mix assumptions which are already incorporated in the HNA, these changes would not affect projected overall land needs or the magnitude of a needed UGB expansion.

7. **Offer developer incentives or reduce regulatory barriers, including revising or developing design standards/require master plans or specific development plans; providing research, education, and up-front services to developers; streamlining the permitting and development process; providing financial incentives in the form of waiving or reducing permitting or other fees; and/or assembling or dedicating land for specific development projects.**

Analysis Findings and/or Current Practice

The City currently does not provide for reduced permitting fees for affordable housing or other specific types of housing development. The City also does not currently waive or defer system development charges (SDCs). However, the City has made a policy choice to charge less than they could potentially charge for SDCs per their adopted SDC methodology. They charge lower fees than other nearby jurisdictions (such as Salem). The City has decided to do this to help reduce the cost of residential and other development in the City, making housing development more affordable.

The City does not have a formal program or requirements for streamlining its permitting process. However, the City does provide free pre-application conferences to help provide information and answer questions about development proposals. Most other jurisdictions we work with charge a fee for these types of conferences. Therefore, this practice represents a service to developers which they reportedly find this useful and beneficial in terms of reducing the cost of permitting and development.

The City's Development Code includes provisions for Master Planning in the Keizer Station Area and the City has worked with developers in that area to develop a Master Plan for Area C that incorporates a mix of development types. As part of this process, the City also has assisted with land assembly efforts. The City does not have any other formal program to assist with land assembly or dedication and has not applied its Master Planning provisions to other areas of the City. However, there are relatively few opportunities for master planning of residential land within the existing UGB, given the character of the supply of buildable land there.

Measures Considered

To the extent that City resources are available, the City could consider implementing additional financial incentives (e.g., fee waivers or deferrals) or regulatory streamlining activities to improve the efficiency of the development review process and reduce the cost of housing, particularly for non-profit affordable housing developers. The City of Tigard has a program for offering fee relief for affordable housing developers (currently capped at $10,000 for all projects).[1] At the same time, current measures being undertaken by the City are considered to be effective in meeting these goals already and to represent a set of strategies that are consistent with the intent of these types of efficiency measures.

Similarly, the City could consider expanding it Master Planning provisions to a broader area. Such provisions could continue to include supportive efforts by the City to help assemble land for larger master-planned developments. Those efforts likely would be more applicable and effective in areas that may be brought into the UGB in the future if they represent larger vacant parcels that would lend themselves to master planning.

Recommendation and Potential Impact

All of these measures can be helpful in achieving the city's economic or housing development goals, particularly in implementing certain types of developments that meet specific community objectives or needs (e.g., mixed use development, affordable housing or targeted employment uses). However, they would not be expected to have a direct or measurable impact on the overall density or efficiency of development as evaluated in the city's EOA and HNA. As a result, implementing these programs would be beneficial for the city, developers and future residents and further consideration of them is recommended. However, they would not affect the assumptions about future development mix and density included in the EOA and HNA and therefore would not affect the estimated need for a potential UGB expansion. As a result, their implementation should not be required prior to pursuing a possible UGB expansion.

8. Increase the efficiency of public infrastructure provision (e.g., require adequate services for development, charge full cost)

Analysis Findings and/or Current Practice

The City has existing code provisions that require concurrent public facility provision for zone changes (KDC Section 3.110.04.D). The City's code does not include any other "concurrency" requirements.

Measures Considered

There is no need to consider additional measures.

Recommendation and Potential Impact

While more efficient infrastructure provision will enable the type and level of

[1] http://www.tigard-or.gov/city_hall/departments/cd/docs/affordable_housing_assistance_request.pdf.

development assumed in the EOA and HNA, it would not be expected to result in denser or more efficient development than already assumed in the HNA's development assumptions. Therefore, it would not impact projected future land needs.

9. Require that certain housing types and densities be planned and built (e.g. require a minimum percentage of multi family housing)

Analysis Findings and/or Current Practice

The City does not currently require that all or a portion of a given development in a medium or high density zone consist of single-family attached or multi-family housing.

Measures Considered

While the City does not currently implement these types of requirements, application of current and proposed minimum density requirements would essentially serve the same purpose and ensure that at least a portion of developments in these areas consist of higher density housing types, including single-family attached and multi-family housing. While additional requirements could be considered to help further ensure that needed housing types and densities are developed in line with the assumptions made in the HNA, such changes are not considered necessary or essential if the City implements changes in minimum density for the medium density housing zone recommended in this report.

Recommendation and Potential Impact

Additional measures will only assist in achieving development levels assumed in the HNA; they will not have an impact on the total future projected land need or the amount of magnitude of a potential UGB amendment.

10. Adopt Interim development standards (e.g., shadow platting)

Analysis Findings and/or Current Practice

Existing regulations in the Urban Transition (UT) zone state that "(t)he location of parcel lines shall not significantly reduce feasible options for the future location of urban roads or services, or preclude basic development options on the property or adjacent properties. A development plan may be required which indicates how the proposed division will not preclude future development at densities allowed in the Comprehensive Plan" (KDC Section2.118.10.C.3).

The City's development code does not include any other similar requirements that apply to other zones or areas of the city.

Measures Considered

These measures should be considered for application in potential future UGB expansion areas that include larger developable parcels to ensure that future development in those areas is as efficient as possible.

Recommendation and Potential Impact

Additional measures likely would increase the efficiency of future development and would improve the ability of developers to achieve the development densities assumed in the HNA. However, there would be no measurable increase in efficiency over and above levels of development already assumed in the HNA and EOA. In addition, these measures would be most successful in UGB expansion areas that include larger parcels with the capacity for multiple dwelling units. The bulk of the supply of vacant and redevelopable parcels in the inventory of building land within the existing UGB will not be affected by these measures because they typically are relatively small lots with limited capacity for additional development (e.g., one to two additional units).

Summary

As addressed in this report and summarized in the table below, most efficiency measures would help the City achieve the types and densities of development assumed in the HNA and EOA, as well as address other City planning objectives. For instance, the mix and density of housing types assumed in the HNA are higher densities and more compact forms of housing than have been built in Keizer in the last five to 20 years. Therefore, given these relatively aggressive assumptions in the HNA and EOA, instituting these measures is not expected to reduce the overall amount of land proposed in a UGB amendment.

The one efficiency measure with the most potential to reduce the need for additional land inside the UGB is rezoning. Rezoning land, whether from industrial to commercial or residential zoning or from lower to higher density residential zoning, will help reduce land needs, but only in a limited number of circumstances.

Table 2: Summary of Efficiency Measures, Findings, Recommendations, and Impacts

Efficiency Measures	***Current Practice/Findings***	***Recommendation/Impact of Measure***
1. Apply appropriate plan and zone designations	• Deficit of land in all residential zones in next 20 years • Surplus of land in industrial zones and a deficit of land for commercial and institutional uses	• **<u>Recommendation</u>: Consider rezoning some industrial land for commercial or residential use while maintaining an adequate supply of industrial land; consider rezoning some low or medium density residential land to higher density residential designations** • **Impact**: Could reduce residential land needs by 10-40 acres
2. Increase densities	• Densities assumed in the 2013 Housing Needs Analysis (HNA) consistent with density	• **<u>Recommendation</u>: Simplify or clarify differences between Comprehensive Plan and Zoning designations; ensure land in new residential areas is adequate to meet**

Efficiency Measures	*Current Practice/Findings*	*Recommendation/Impact of Measure*
	requirements • Current application of Comprehensive Plan and zoning designations is not consistent with future land needs	**specific types of housing needs and densities** • **Impact**: Will allow for achieving densities assumed in the HNA; will not reduce the estimated need for residential land
3. Reduce parking requirements	• Parking requirements for employment uses are consistent with the Oregon TGM Model Development Code for Small Cities • Parking requirements for residential uses were reduced during the 2009 TSP update	• **No recommendation**: Existing requirements have recently been reduced and are consistent with State guidelines; no changes are recommended • **Impact**: No projected impact on land needs
4. Establish narrower street standards	• Existing local street standards are consistent with Model Code standards for streets with parking on both sides and Transportation Planning Rule provisions • 20% of the projected land need for residential uses was assumed for street, utilities, and other infrastructure, consistent with State "safe harbor" provisions	• **No recommendation**: Existing requirements are consistent with State guidelines and regulations; no changes are recommended • **Impact**: No projected impact on land needs
5. Provide for more flexible development standards (e.g., yard setbacks, lot coverage)	• Existing setback and lot coverage standards are reasonable and consistent with state guidelines • Zero side yard, infill housing, and flag lot provisions are available in existing code	• **No recommendation**: Existing requirements allow for flexibility in development • **Impact**: No projected impact on land needs
6. Allow types of housing that are currently prohibited, restricted, or not identified	• Existing regulations allow detached and attached housing, duplexes, multi-family housing, shared housing/accessory dwelling units, and mixed uses (including housing)	• **Recommendation: Allow attached single family dwellings in the RS zone, subject to current density limits. Reduce restrictions on the development of "shared housing" (accessory dwelling units); add code provisions to support the development of new housing types and arrangements such as cottage clusters and live/work units** • **Impact**: Recommended changes will help the City meet the range of projected housing needs already assumed in the HNA no projected impact on residential land needs

Efficiency Measures	*Current Practice/Findings*	*Recommendation/Impact of Measure*
7. Provide developer incentives and/or reduce regulatory barriers (e.g., fee reductions, deferrals, or waivers; permit streamlining)	• The City does not currently offer fee reductions, deferrals, or waivers for targeted types of housing development, but charges low system development charges (SDCs) as a way to keep development costs more affordable • The City does not have a streamlined/fast-track development review process, but provides a free pre-application conference to applicants	• **<u>Recommendation</u>: Consider additional financial incentives and streamlining/fast-tracking the development process for applicants, including affordable housing developers; consider expanding Master Planning provisions and support for assembly of land for larger developments** • **Impact**: The recommended changes will facilitate the development of needed employment and housing identified in the HNA; no projected impact on residential land needs
8. Increase the efficiency of public infrastructure provision (e.g., require adequate services for development, charge full cost)	• Existing code provisions require concurrent public facility provision for zone changes; no other "concurrency" requirements in place	• **No recommendation**: No changes are recommended • **Impact**: More efficient infrastructure provision would facilitate development assumed in the EOA and HNA; no projected impact on residential land needs
9. Require that certain housing types and densities be planned and built (e.g. min. percentage of multi-family housing)	• These types of requirements do not currently exist, but application of existing and recommended density requirements and zoning designations will ensure housing types are consistent with zoning	• **No recommendation**: No changes are recommended • **Impact**: Additional requirements would help achieve development assumed in the HNA; no projected impact on residential land needs
10. Adopt interim development standards (e.g., shadow platting)	• Existing urban transition zone provisions require that parcelization allow for future development at urban densities, but the code does not include any other similar requirements that apply to other zones or areas of the city	• **<u>Recommendation</u>: These measures should be considered for application in potential future UGB expansion areas with large developable parcels to ensure efficient development patterns** • **Impact**: These measures will help achieve development levels assumed in the EOA and HNA; no projected impact on residential land needs

Memorandum

DATE: April 16, 2013

TO: Jerry Johnson, *Johnson Reid*

FROM: Matt Hastie and Shayna Rehberg, *Angelo Planning Group*

SUBJECT: City of Keizer Draft Proposed Economic Development Goals, Objectives and Policies

Following are updated draft goals, objectives and policies related to Economic Development proposed for inclusion in the City of Keizer's Comprehensive Plan. They would replace the existing goals, objectives and policies in this section of the Plan in their entirety. They include a combination of existing goals, objectives and policies, along with new language that is consistent with the regional Economic Opportunities Analysis and Housing Needs Analysis, as well as the work being conducted by Johnson Reid and the city specific to Keizer.

4. GOALS AND POLICIES: ECONOMIC, COMMERCIAL AND INDUSTRIAL DEVELOPMENT

Goal 1: Provide an adequate supply of sites to accommodate target industries and other employment needs identified over the planning period.

Objective 1.1: Recognize that Keizer has a limited supply of sites that will allow for target industry employment opportunities and seek to develop strategies that will result in additional inventory of these sites.

Policies:

1.1.a Provide land to meet the site characteristics and site sizes described in the 20-year land needs that are identified in the EOA. These sites may include vacant, undeveloped land, partially developed sites with potential for additional development through infill development, and redevelopable areas. The City can provide land in two ways: (1) increasing commercial and industrial land-use efficiency by promoting infill or redevelopment and (2) bringing new land into the urban growth boundary, if necessary.

1.1.b Work with property owners and their representatives to help ensure that prime development and redevelopment sites throughout the city and urban growth boundary are known, able to be aggregated and ready to develop.

1.1.c Work with property owners and their representatives to ensure that prime development and redevelopment sites throughout the city and urban growth boundary designated for employment use are preserved for future employment needs and are not subdivided or developed for non-employment uses.

1.1.d Provide a short-term supply of suitable land to respond to immediate economic development opportunities.

1.1.e Periodically review local land use regulations to determine whether they pose barriers to economic development and employment growth. Where regulations pose barriers, balance the goals of such regulations with economic development objectives.

Objective 1.2: Facilitate the development of local target industry employment sites with appropriate businesses.

Policies:

1.2.a Target industry employment businesses as identified in the local economic opportunity analysis (EOA) are those associated with medical and health care and related research, including but not limited to medical research and corporate campus facilities.

1.2.b Facilitate the development of a marketing plan to attract businesses within the identified target industry business sectors.

Objective 1.3: Analyze opportunities for rezoning of lands; developing adequate infill strategies, or consideration of an urban growth boundary expansion to allow for the provision and future development of target industry sites as identified in the Keizer EOA.

Policies:

1.3.a Conduct a planning analysis to identify employment site opportunities that can be developed through rezoning, expanding the urban growth boundary, or other means.

1.3.b Consider infill strategies to meet additional employment land needs; implement zoning map or development code amendments that will enable the city and property owners to implement these strategies.

Objective 1.4: Maintain an adequate supply of land for employment uses.

Policies:

1.4.a Develop and implement a system to monitor the supply of commercial and industrial lands. This includes monitoring commercial and industrial development (through permits) as well as land consumption (e.g. development on vacant or redevelopable lands).

1.4.b Track employment land use trends and re-evaluate employment land needs approximately every five to seven years.

Objective 1.5: Preserve large sites, especially sites with access to I-5, to provide opportunities for development by businesses that require large sites with access to regional transportation facilities, as identified in the Keizer EOA.

Policies:

1.5.a Designate land for target industry uses or business parks to provide opportunities for development of business clusters for related or complementary uses.

1.5.b Develop policies and related development code amendments, as needed to provide certainty for the future use of land on designated large target industry sites as identified in the EOA and that restrict incompatible or undesirable uses from occurring on these sites.

1.5.c To the extent there is a lack of adequate target industry sites within the City's urban growth boundary, the city may need to pursue an urban growth boundary expansion to provide for sites that will meet this future employment need.

Goal 2: Increase employment opportunities in Keizer.

Objective 2.1: Increase the city's ratio of Employment to Population. ~~from 7:1 to 4:1~~

Policies:

2.1.a Identify and facilitate development of target industry sites with appropriate potential businesses as identified in the Keizer EOA.

2.1.b Broaden, improve and diversify the Keizer economy while maintaining or enhancing its environment.

2.1.c Establish a range of employment opportunities in all wage classes, including entry-level jobs.

Goal 3: Provide infrastructure needed to support economic development.

Objective 3.1: Provide adequate infrastructure to facilitate employment growth in new and existing employment areas.

Policies**:**

3.1.a Coordinate capital improvement planning with land use and transportation planning to strengthen the City's Economic Development Strategy.

3.1.b Prioritize use of Systems Development Charge revenues for infrastructure on sites that provide prime opportunities for new employment uses as a result of location, site size, or other significant site characteristics.

3.1.c Where appropriate, ensure that public-private development agreements to recover construction costs are in effect prior to financing and constructing public improvements.

3.1.d Establish alternative funding mechanisms that provide timely completion of 'connecting' public facilities (e.g., an unpaved block of a street or missing sections of a sewer line), with preference given to projects in existing commercial or industrial areas and others that foster economic development.

3.1.e Assist with providing infrastructure through the use of urban renewal funding, where appropriate.

3.1.f Work with ODOT, Marion County and the City of Salem to develop a regional funding plan for improvements as noted in the Chemawa / I-5 Interchange Area Management Plan.

3.1.g Develop a facilities financing plan for target industry sites to plan and provide for the adequate facilities to serve those sites.

3.1.h Determine how to provide for infrastructure needs, such as telecommunication or other facilities, that are in addition to standard sewer, water, stormwater, and transportation facilities, as identified in the City's EOA and/or site-specific market analyses.

Goal 4: Facilitate the development of all of Keizer Station.

Objective 4.1: Encourage the continued development of the Keizer Station as a developing retail / mixed use /industrial development which will continue to attract new businesses and provide additional opportunities for current employees.

Policies:

4.1.a Strive to retain and attract new businesses within the Keizer Station.

4.1.b Work with potential new businesses to make them aware of the city's master plan requirements for businesses within the Keizer Station.

4.1.c Consider, as necessary, adjustments to zoning districts or requirements within the Keizer Station, master plan amendments, and allocation of square footage for retail and other uses, based on the need to respond to changing economic factors and development trends.

Goal 5: Support and assist existing businesses in Keizer.

Objective 5.1: Continue to support existing businesses within Keizer as a valuable component of the city's economy.

Policies:

5.1.a Develop and implement an outreach strategy to determine how the City can assist existing businesses. Opportunities for assistance may include options such as providing assistance with the development process, forming public-private partnerships to promote Keizer businesses and other strategies as appropriate.

5.1.b Encourage self-help methods and programs for business districts such as the formation of business associations and special self-assessment districts for economic improvement.

5.1.c Pursue special projects and grant applications that help support local business and industry.

5.1.d Remain supportive of the local Chamber of Commerce and other local business groups and their activities.

5.1.e Strive to retain and attract new businesses along River Road / Cherry Avenue corridors.

5.1.f Continue to implement projects identified by the River Road Renaissance Plan and the Keizer Urban Renewal Board.

5.1.h Ensure compatibility between commercial and industrial lands and lands adjacent to them.

5.1.i Allow commercial offices or retail uses to be located in the same structure as compatible residential uses.

5.1.j Allow transit services and shelters to be provided in lieu of a certain amount of required off-street parking.

Goal 6: Increase the potential for conference and tourist related economic activities.

Objective 6.1: Support tourism efforts within Keizer.

Policies:

6.1.a Encourage development of destination point projects such as Points of Interest and the art walk series that draw visitors to Keizer.

6.1.b Ensure that the factors that are likely to attract visitors to Keizer, especially Keizer's environmental quality and natural beauty, are protected and enhanced.

6.1.c Work closely with local businesses and the Chamber of Commerce to promote local events and activities such as the Keizer Iris Festival, Miracle of Lights and other events that highlight and promote Keizer.

Objective 6.2: Increase the use of the Keizer Convention Center.

Policies:

6.2.a Continue to operate the conference center with the goal of making it financially independent.

6.2.b Develop a marketing plan to guide the operation of the convention center.

Goal 7: Recruit target industry businesses with a range of jobs that provide for a range of incomes, including those that pay higher than average wages.

Objective 7.1: Economic development recruitment efforts for the city should focus on business that provide a range of wages and benefits, including high-wage jobs in target industry businesses.

Policies:

7.1.a Work with SEDCOR and other economic development organizations to target and recruit businesses.

7.1.b Work with local agencies to meet workforce needs, such as: training and education, job advancement, or local expansion of businesses that are less subject to boom and bust cycles.

7.1.c Coordinate with community and economic development organizations to develop a coherent and effective marketing program. Coordinate development of this strategy with local, regional and state economic development agencies.

7.1.d. Develop regional economic development policies, strategies, and an ongoing forum with partners including the City of Salem, Marion County, Polk County, and the State. Base the policies, strategies, and discussions on findings from the most recent market analyses and regional and local EOAs.

7.1.e Support industries identified in market analyses and EOAs that are "sustainable" in terms of providing living wages, using resources efficiently, and having limited environmental impacts.

7.1.f Work with regional and local planning agencies, the County Assessor, and the Oregon Department of Economic Development to prepare and update annually an inventory of vacant commercial and industrial land parcels in the city.

Goal 8: Monitor and adjust economic development goals and objectives approximately every six to 10 years.

Objective 8.1: Regularly monitor the overall completion and benefits of the identified economic goals and objectives.

Policies:

8.1.a Identify a set of criteria or events that would trigger the need for updating economic goals, policies and analyses.

8.1.a Revise economic development goals, objectives, and strategies as appropriate to reflect ongoing success, and fiscal issues, constraints and new opportunities.

Memorandum

DATE: April 16, 2013

TO: Jerry Johnson, *Johnson Reid*

FROM: Matt Hastie and Shayna Rehberg, *Angelo Planning Group*

SUBJECT: City of Keizer Draft Proposed Residential Goals, Objectives and Policies

Following are updated draft goals, objectives and policies related to Residential Development proposed for inclusion in the City of Keizer's Comprehensive Plan. They would replace the existing goals, objectives and policies in this section of the Plan in their entirety. They include a combination of existing goals, objectives and policies, along with new language that is consistent with the regional Economic Opportunities Analysis and Housing Needs Analysis, as well as the work being conducted by Johnson Reid and the city specific to Keizer.

RESIDENTIAL DEVELOPMENT GOALS, OBJECTIVES AND POLICIES:

Goal 1: Provide residential land for a variety to meet a full range of needed housing types, sizes densities, locations and costs.

Objective 1.1: Provide housing opportunities for a full range of housing needs as identified by the City's most current Housing Needs Analysis.

Policies:

1.1.A Encourage and support development of housing units for low and moderate-income households.

1.1.B Encourage housing opportunities for the elderly, people with disabilities, minority, single parent, and single-person households.

1.1.C. Account for shifts in age, ethnicity and other demographic factors, along with associated housing needs such as low- and moderate-income housing, household sizes, housing types, housing size, and more central housing locations.

1.1.D Plan for low, medium and high density residential uses consistent with 20-year housing needs analysis projections of demand. Periodically monitor and analyze the population and dwelling unit projections compared to the supply of vacant and potentially redevelopable land to provide a reliable basis for land use decisions and to assure sufficient residential land to maintain a positive balance between supply and demand.

1.1.E Ensure that residential land use designations provide opportunities for non-traditional or emerging housing types such as accessory dwelling units, cottage clusters, live-work units, other mixed residential/commercial development types, multi-generational housing and other housing options that are suited to infill and higher density residential development.

1.1.F Provide for and promote through incentives development of housing at densities that will result in a compact urban form.

1.1.G Encourage higher density residential development near industrial and commercial zones.

1.1.H Encourage in-filling of existing undeveloped lots that is sensitive to the existing neighborhood patterns.

1.1.I Provide for the retention of large parcels of residentially zoned land to facilitate their use or reuse for projects requiring such parcels.

1.1.J Periodically review development densities and consider methods for increasing residential density where density targets established in the Comprehensive Plan are not being met.

1.1.K Establish zoning, subdivision, and other appropriate ordinances to assure that site designs consider important natural features such as drainage, soils, slopes, flood plains, and significant trees.

1.1.L Ensure an adequate supply of land for housing for families with children enrolled in local schools.

Objective 1.2: Encourage and support development of housing units for low and moderate income households.

Policies:

1.2.A Support public, private, nonprofit, and cooperative associations and joint public-private partnerships which develop, assist in creating and/or manage low and moderate income housing units. In particular, coordinate and collaborate with local housing providers and advocacy groups in order to leverage funding for development of such housing.

1.2.B Continue to support the use of federal and local housing assistance programs to help fund housing projects for low and moderate-income households available through an appropriate housing authority.

1.2.C Investigate the desirability and fiscal feasibility of starting a housing authority to establish minimum housing standards in the city. This may include: emergency housing assistance, housing assistance programs, etc.

1.2.D Consider providing financial incentives such as waiving or deferring permitting or other fees for affordable housing developments.

Goal 2: Encourage the location of residential development where full urban services, public facilities, and routes of public transportation are available.

Objective 2.1 Coordinate new residential development with the provision of an adequate level of services and facilities, such as sewers, water, transportation facilities, schools and parks.

Policies:

2.1.A Develop and annually revise a capital improvement program to ensure that public facilities are provided for residential development in a timely and efficient manner. Coordinate with federal, state, regional, and local jurisdictions and agencies with responsibilities for planning and construction of such facilities.

2.1.B Consider rezoning parcels to higher residential density to meet the identified multi-family housing needs provided such proposals are consistent with the policies of this Plan and its implementing ordinances. Parcels to be considered for rezoning should have access to major transportation corridors that are served by transit; are served, or can be served, by all urban services, including parks and recreational facilities; and are in close proximity to opportunities for shopping, employment and/or schools.

2.1.C Consider establishing a study that would inventory and prioritize sites that may satisfy future multi-family needs in an effort to allow more flexibility and certainty in the land use process.

Goal 3: Stabilize and protect the essential characteristics of residential environments, including natural features.

Objective 3.1 Ensure compatibility among all types of new and existing residential uses, and between residential and non-residential uses.

Policies:

3.1.A Protect existing and proposed residential areas from conflicting non-residential land uses while providing for compatible mixed-use development (residential and non-residential).

3.1.B Conserve the existing supply of housing in stable neighborhoods through code enforcement, appropriate zoning, rehabilitation programs, and by discouraging conversions to non-residential use.

3.1.C Use development and subdivision code provisions and other regulations to protect residential uses from other land use activities that generate an excessive level of noise, pollution, traffic volume, nuisances, and hazards to residents.

CITY COUNCIL MEETING: June 17, 2013

AGENDA ITEM NUMBER:_____________

TO: MAYOR CHRISTOPHER AND COUNCIL MEMBERS

THROUGH: CHRISTOPHER C. EPPLEY, CITY MANAGER

FROM: E. SHANNON JOHNSON, CITY ATTORNEY

SUBJECT: RESOLUTION ADOPTING COUNCIL RULES OF PROCEDURE

At the Council work session on May 13, 2013, the Council reviewed the draft Council Rules of Procedure and directed staff to make changes. I made the changes that were requested. In addition, I made some minor additions or modifications that appear to be appropriate. The changes shown in red on the marked draft enclosed was presented at the May 13, 2013 work session. The changes shown in blue are the requested changes from the work session and minor modifications that appear to be appropriate.

I also incorporated the changes regarding the Councilor appointment process in case the Council wishes to permanently adopt them in the Procedures. With the addition of questions for the candidates, the Council may wish to consider increasing the five minute limit for presentations.

RECOMMENDATION:

Review the draft and if appropriate, make changes. Adopt the attached Resolution adopting the new Council Rules of Procedure, if the Council wishes.

Please let me know if you have any questions in this regard. Thank you.

ESJ/tmh

CITY OF KEIZER

CITY COUNCIL RULES OF PROCEDURE

Adopted by Council Resolution ~~R2012-2275~~ R2013-____ on ~~August 20, 2012~~ ____________, 2013

CITY OF KEIZER
COUNCIL RULES OF PROCEDURE

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[TO BE UPDATED AT FUTURE DATE]

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SECTION 1 - AUTHORITY

1.1 **Authority** - The Charter of the City of Keizer provides that the Council shall adopt rules for the government of its members and proceedings. The following rules shall be in effect upon their adoption by the Council until they are amended or new rules are adopted. These rules shall be presented to all City Council members during the first work session in January of odd-number years following general elections. Within 30 days of taking office, each appointed or elected Councilor shall sign that they have reviewed and received a copy of these rules. The City Recorder shall retain the signature copy.

SECTION 2 - GENERAL RULES

2.1 Open Meetings – All meetings will be held in accordance with the Oregon public meeting requirements of Oregon law. No final action by the Council shall have legal effect unless the motion and the vote by which it is disposed of, take place at a proceeding that are open to the public.

2.2 Ethics – All elected officials will comply with Chapter 244 – Government Ethics of the Oregon Revised Statutes.

2.3 Quorum – A majority of the members of the Council shall constitute a quorum for its business, but no less than three Councilors may meet and compel the attendance of absent members. If a quorum is not present, those in attendance will be recorded, and the City Recorder will adjourn the meeting.

2.4 Rules of Order – *Robert's Rules of Order Newly Revised* shall govern all Council proceedings unless they conflict with these rules. The Council President will act as parliamentarian with support from the City Attorney when present.

2.5 Suspension of Rules –The vote to suspend the Rules of Procedure (including *Robert's Rules of Order Newly Revised*) requires a two-thirds majority vote of those members of the Council who are present, except as set forth in Section 6.1(j). If the motion is carried by a two-thirds vote, then the rules are suspended for that item only.

2.6 Address by Council Members – Every Councilor desiring to speak to an issue will address the Presiding Officer and upon recognition, will confine remarks to the issue under debate. Councilors questioning, seeking clarification, or soliciting a recommendation from staff will direct the concern to the City Manager. The City Manager may respond as requested or redirect the inquiry to a member of the staff.

2.7 Seating Capacity and Safety Requirements – The safe occupancy and seating capacity of the Council chambers as determined by the fire marshal shall be posted within the Council chambers. The limitations on occupancy and seating shall be complied with at all times. Aisles and emergency exits shall be kept clear at all times.

SECTION 3 – COUNCIL MEETINGS

3.1 Regular Meeting - The Keizer City Council will meet in regular session on the first and third Mondays of each month at 7:00 p.m. in the Robert L. Simon Council Chambers or at another place in the City which the City Council designates. If such date falls on a legal holiday (per ORS Chapter 187), the meeting shall be held at the usual hour and place on the following day.

3.2 Work Session – The Keizer City Council may hold a work session on the second Monday of each month in the Robert L. Simon Council Chambers or at another time or place in the City in which the City Council designates. Such sessions shall allow the City Council an opportunity to review forthcoming projects of the City, determine goals for the ensuing year, receive progress reports on current programs or projects, or to hold open discussions on any City-related subject, provided that all discussions thereon shall be informal with **no vote** or **formal action** taken. Work sessions shall be open to the public, however an opportunity for public testimony will only be allowed at the discretion of the Presiding Officer or by a majority vote of the Council members.

3.3 Special Meeting – The Presiding Officer, upon his or her own motion may, or at the request of three members of the Council shall, by giving notice thereof to all members of the Council, call a special meeting of the Council. At least 24 hours notice shall be given for the meeting. Special meetings of the Council may also be held at any time by the common consent of all members of the Council. Only the subjects listed on the special meeting agenda may be acted upon.

3.4 Emergency Meeting – An emergency meeting of the City Council may be called by the Presiding Officer or City Manager on less than 24 hours' notice provided that an actual emergency exists. The minutes of the meeting must describe the emergency justifying less than 24 hours notice and why the meeting could not be delayed. Attempts will be made to contact the media to provide notice of the emergency meeting.

3.5 Executive Session – Executive sessions shall be held in accordance with Oregon law – ORS 192.660. Matters discussed in executive session shall be exempt from public disclosure pursuant to State Statutes. Executive sessions shall be closed to all persons **except** the City Council; persons reporting to Council on the subject of the executive session; the City Manager unless directed otherwise by the Council; City staff persons as allowed by the City Council to attend; news media representatives, unless excluded by the Public Meeting Law (eg…media representatives may be excluded for discussions regarding labor negotiations); and other persons authorized by the City Council to attend. No elected official who declares an actual conflict of interest on a topic to be discussed in executive session shall remain in the room during such executive session discussion.

Prior to opening an executive session the Presiding Officer shall:

- announce the purpose of the executive session,

- the state statute authorizing the executive session,
- and a notification to all present, including the media, that matters discussed in executive session are not to be disclosed or reported to the public.

An executive session may be held during any open meeting for which proper notice has been given or outside of any regular meeting when properly noticed. No formal or final action may be taken during an executive session, but an opinion or consensus of the Council may be gathered.

3.6 Cancellation of Meeting - Upon a majority vote of the members of the City Council present, a meeting may be canceled when deemed appropriate. The Charter requires one regular meeting be held each month. Notice of cancellation shall be posted on the bulletin board at City Hall, City's web site and social media sites, distributed to members of the media, and to known interested citizens.

3.7 Notice of Meeting – The City Recorder shall provide:

- notice of the time,
- place, and
- agenda items for any gathering of the Keizer City Council.

Notice shall be posted on the bulletin board at City Hall, posted on the City's web site, delivered by mail or otherwise to members of the media, and other interested persons upon written request. Notice shall be given at least 24 hours prior to the meeting to members of the governing body, the public and media for any special meeting, unless the meeting is considered an emergency as defined by law. Notice of executive sessions shall cite the specific law that authorizes the executive session.

3.8 – Americans With Disabilities Act – All meetings of the Council shall be held in compliance with the Americans With Disabilities Act.

3.9 – Attendance Duty – It is the duty of each member of the City Council to attend all meetings of the Council. The Charter provides in Chapter VII – Section 29 that a Council office will be deemed vacant upon his or her absence from meetings of the Council for 60 days without like consent. Consent will be given for good cause.

Good cause shall include, but is not limited to:

- Illness;
- Family obligations;
- Employment requirements;
- Scheduled vacations; or
- Other city business

Telephonic, video or internet attendance does not ensure that all testimony, discussions, staff information and deliberations are available fully and equally. Therefore methods of attendance other than personal onsite attendance shall not be considered “in attendance~~.~~” and a Council Member may not vote unless physically present at the meeting.

3.10 – Excused Absence – When any Council member cannot attend a meeting of the Council, the member shall notify the Presiding Officer prior to the meeting. If there are no objections from other Councilors, the Presiding Officer may announce the absence is for good cause and the absence shall be listed in the minutes as excused. If the City Council determines the absence is not for good cause, the absence shall be listed in the minutes as unexcused.

SECTION 4 – THE PRESIDING OFFICER

4.1 Mayor – The Mayor shall preside at all regular, work sessions, special meetings and executive sessions of the City Council and shall be the recognized head of the City for all ceremonial purposes. The Mayor shall have all duties and privileges of any Councilor, and shall not be denied any right or privilege by reason of his or her position as Presiding Officer. In the absence of the Mayor, the Council President shall serve as the Presiding Officer. In the absence of both the Mayor and Council President, the office of both or either shall be filled pro tem by the Councilor with the longest continuous service on Council from the Councilors present and business transacted accordingly.

4.2 Council President – At the first meeting of the Council in each odd-numbered year, the Council will elect a Council President from its members by majority vote of those Council members present. The Councilor with the longest continuous tenure, who has not served as Council President previously, will be nominated. Others may be nominated from the Council, including the current Council President. In the event that no candidate receives a majority vote, a second vote will be conducted. The first place candidates shall be nominated. If there is only one first place candidate, such candidate and all second place candidates shall be nominated. If no candidate receives a majority vote, the candidates in the second vote will draw lots to determine the Council President.

Whenever the Mayor is unable to perform the functions of the office, the Council President shall act as Mayor. The Council President will initiate a motion for all prepared resolutions and ordinances and the consent calendar unless another Councilor has requested to do so or initiate the action.

4.3 Sergeant at Arms – The Sergeant at Arms will be the Council President. It will be the duty of the Sergeant at Arms to assist the Presiding Officer, as appropriate, to maintain the order and decorum at all meetings. The Council President may appoint a designee to act as the Sergeant at Arms. In the absence of the Council President, the Sergeant at Arms will be filled by the Councilor with the longest continuous service on Council from the Councilors present.

SECTION 5 – DECORUM AND ORDER

5.1 Presiding Officer – During Council meetings, the Presiding Officer shall enforce the rules of the Council. In addition, the Presiding Officer_has the authority to preserve decorum and decide all points of order, subject to appeal to the Council. The Presiding Officer shall enforce order, prevent attacks on personalities or impugning members' motives, and keep those in debate to the question under discussion.

5.2 Councilors – Council members shall preserve order and decorum during Council meetings, and shall not by conversation or other action, delay or interrupt the proceedings or refuse to obey the orders of the Presiding Officer or these Rules. Council members shall when addressing staff, council members or members of the public, confine themselves to questions or issues then under discussion, shall not engage in personal attacks, should not impugn the motives of any speaker. Council members shall at all times conduct themselves in a manner appropriate to the dignity of their office. Council may determine by simple majority the appropriateness of a particular event or action. However, no Council member will be required to take part in an event or action that he/she believes inappropriate or undignified.

5.3 Staff and Public – Members of the administrative staff, employees of the City and other persons attending Council meetings shall observe the same rules of procedure, decorum and good conduct applicable to the members of the Council.

5.4 Removal of Any Person. Any persons making disruptive or threatening remarks or actions during a meeting will forthwith be barred from further audience at that meeting, unless permission to continue is granted by a majority vote of the Councilors present. The Presiding Officer may direct the Sergeant at Arms to prevent further interruption by such person by any action necessary including the removal of that individual. In case the Presiding Officer should fail to act, any member of the Council may obtain the floor and move to require enforcement of this rule; upon affirmative vote of the majority of the Council present, Sergeant-at-Arms shall be authorized to remove the person or persons, as if the Presiding Officer so directed.

SECTION 6 – ORDER OF BUSINESS AND AGENDA

6.1 Order of Business - The general rule to the order of business at regular meetings of the City Council will be:

a) **Call to Order** – The Presiding Officer shall call the meeting to order.

b) **Roll Call** – The City Recorder shall call the name of each Councilor and note each Councilor's attendance or absence in the record, under the guidelines as set forth in Section 3.9 and 3.10 to establish a quorum is present to conduct business.

c) **Flag Salute** – The Presiding Officer or designee may lead the Council and audience in the Pledge of Allegiance.

d) **Special** Orders of Business – Agenda items that are of special importance to the Council may be treated as Special Orders of Business. Special Orders of Business agenda items take precedence over all other items except Flag Salute, at the discretion of the Presiding Officer.

e) **Public Testimony** – An opportunity for members of the audience shall be given to address the Council on any matter, other than those issues on the agenda scheduled for public hearing, during this portion of the meeting. ~~Participants must use a microphone and state their name and city of residence for the record prior to addressing Council. Testimony will be limited to three minutes, unless additional time is granted by the Presiding Officer. Items brought before the Council from the public during public testimony may be referred to the staff for appropriate action and a report returned to the Council, if requested. Such procedure should not prevent the staff, Mayor, or City Council from answering directly to a citizen inquiry at the time it is brought before the Council.~~

f) **Public Hearings** – A public hearing shall be held on each matter required by state law or City policy. Written and oral testimony shall be heard prior to Council action. (Procedures for public hearings are addressed in Section 8 of these procedures.)

g) **Administrative Action** – Items that require formal action or Council direction on issues presented by staff.

h) **Consent Calendar** – The consent agenda shall consist of a list of routine; non-controversial matters, not typically requiring discussion, presented for Council approval by a single motion. Council members who wish to remove an item from the consent calendar shall do so prior to the motion to approve the items. Any item removed from the consent calendar shall be discussed and acted upon following approval of other consent agenda items.

i) **Committee Reports** – Special reports from various boards, commissions, or neighborhood associations can be given at this time. In addition, an oath of office, award, proclamation, or Council liaison reports may also be presented.

j) **Other Business** – Time provided for members of the Council or City staff to bring new or old matters before the Council. These matters need not be specifically listed on the agenda, but formal action on these matters will be deferred until a subsequent Council meeting. This rule may be suspended ONLY if the matter is deemed urgent by two-thirds majority vote of the Council members present and cannot wait until the next special or regular City Council meeting. A motion to reconsider a previous motion may be acted upon without suspension of the rules, as outlined in Section 12.6.

k) **Written Communications** – Opportunity to inform the Council on **significant** written communications and petitions.

l) **Agenda Input** – Issues for upcoming Council meetings shall be announced by the Presiding Officer.

m) **Adjournment** – Following completion of all matters listed on the agenda, the Presiding Officer shall declare the meeting adjourned.

The Presiding Officer may adjust the Order of Business.

6.2 Recess – The Presiding Officer may recess any meeting of the Council upon the consensus of the majority of the members present. The Presiding Officer shall announce the time in which the meeting shall reconvene.

6.3 Agenda Distribution – General practice will be copies of agendas for regular meetings shall be distributed not later than five (5) calendar days prior to the meeting to members of the Council, staff, news media, neighborhood associations and interested citizens who have requested the agenda. Council members with questions, concerns or suggestions are encouraged to communicate those to staff by no later than three (3) days before the meeting.

6.4 Councilors Placing an Item on the Agenda – A Councilor wishing to place an item on the agenda will advise the City Manager no later than seven (7) days prior to the regular meeting at which the item is to be considered. Such request to add an item for Council consideration shall require consent from two or more additional Council members to add the item.

6.5 Special Accommodations – All Council meeting agendas shall contain proper notice of the City's intent to conduct the meeting in accordance with the Americans With Disabilities Act and that persons needing accommodations may contact the City Recorder 48 hours prior to the meeting time to request the necessary accommodations. Such notice shall provide the telephone number at which the City Recorder may be contacted.

SECTION 7 – PUBLIC TESTIMONY

7.1 Public ~~Comment~~ Testimony Generally - Any member of the general public wishing to address the Council on a matter of public concern may do so at the time set for public ~~comments~~ testimony during each regular session of the Council. Participants must use a microphone and state their name and city of residence for the record prior to addressing Council. Testimony will be limited to five minutes. No yielding or ceding of time is allowed. The Council~~, in its sole discretion, may extend this time, or~~ may request further information be presented to the Council on such date and in such manner, as it deems appropriate. Items brought before the Council from the public during public testimony may be referred to the staff for appropriate action and a report returned to the Council, if requested. Such procedure should not prevent the staff, Mayor, or City Council from answering directly to a citizen inquiry at the time it is brought before the Council.

~~Any member so addressing the Council shall be limited to a period of three minutes within which to make themselves heard. The Council, in its sole discretion, may extend this time, or may request further information be presented to the Council on such date and in such manner, as it deems appropriate.~~

~~**7.2 Persons Sharing Common Concerns -** If any group of three or more persons sharing a common viewpoint on any subject wishes to address the Council during the time for public comment, the group may select a spokesperson, which may present the views of the group to the Council to a maximum of five (5) minutes, unless additional time is granted by the Presiding Officer. The Council, in its sole discretion, may request to hear the views of additional speakers from the group. Additional support for the views of the group, in the form of petitions, letters, videotapes, etc., may be presented to the City Recorder for consideration at the conclusion of the spokesperson's remarks.~~

7.2~~3~~ Roster - All persons or groups wishing to address the Council during the time set for public comments shall, prior to the convening of the meeting, sign the roster provided by the City Recorder, indicating the name of the person, the address of the person, and the subject of public concern on which the persons or groups wishes to address the Council. Those who have not signed the roster may address the Council at the discretion of the Presiding Officer.

7.3~~4~~ Complaints and Suggestions to the Council - When any citizen brings a complaint before or makes a suggestion to the Council, other than for items already on the agenda, the Presiding Officer shall first determine whether the issue is legislative or administrative in nature and then:

(1) If legislative, and a complaint about the letter or intent of legislative acts or suggestions for changes to such acts, and if the Council finds such complaint suggests a change to an ordinance or resolution of the City, the Council may refer the matter to the City Attorney, the City Manager or an advisory body for study and recommendation.

(2) If administrative, and a complaint regarding administrative staff performance, administrative execution or interpretation of legislative policy, or administrative policy within the authority of the City Manager, the Presiding Officer shall then refer the complaint directly to the City Manager for his or her review if the complaint has not already been reviewed. The Council may direct the City Manager to report to the Council when his/her review has been made.

7.4 Council Shall Carefully Consider All Testimony – All Council Members should give those presenting testimony their undivided attention. Sidebar conversations should be kept to a minimum ~~and use of electronic devices should be limited to note taking~~.

SECTION 8 – PUBLIC HEARINGS

8.1 Public Hearings - A public hearing shall be held on each matter required by state law or City policy. The Presiding Officer shall preside over the hearing and announce the type of hearing and the guidelines for the hearing. The Presiding Officer shall declare the hearing to be open and invite the City Manager or member of the staff to present the staff report together with any petitions, letters, or written comments on the matter.

8.2 Testimony – Members of the audience may present oral testimony on the matters scheduled for public hearing. The Presiding Officer will call forth members of the audience who have signed up to present testimony under the guidelines specified at the opening of the hearing. If appropriate, the Presiding Officer may first ask those persons in favor of the matter to come forward, with those speaking in opposition coming after.

Testimony will be limited to ~~three~~ five minutes~~, unless additional time is granted by the Presiding Officer.~~ The Presiding Officer may further limit testimony if a speaker persists in being threatening and disorderly, or abusive, following a warning to that effect from the Presiding Officer. Upon being recognized by the Presiding Officer, any member of the Council or the City staff may ask questions of any speaker. **Upon closure of the hearing, no further testimony will be allowed.**

8.3 Testimony - Land-Use Public Hearings – In addition to the procedures outlined above, during a quasi-judicial hearing the speaking order will be:

- the applicant will be allowed to testify first,
- then anyone who wishes to present evidence in favor of the application,
- followed by anyone presenting evidence in opposition or to provide general information.
- The applicant in the case will be offered an opportunity for rebuttal.

8.4 Attorney Representation – Any person attending a hearing has the right to be represented by an attorney.

8.5 Closing of Hearing/Council Deliberation – The Presiding Officer shall either close the hearing or continue it to a date and time certain for presentation of further evidence or argument. Upon closing the hearing, the Council may deliberate on the matter immediately, or may deliberate on the matter at a later time. During deliberations, the Council may request advice from the City Manager or staff as to the consequences and implications of the proposal or alternatives thereto based upon the facts presented during the hearing.

8.6 Reopening a Hearing – If it appears that substantial new factual material is necessary to reach a decision on the matter, the Council may, by majority vote, order the hearing reopened or refer the matter to a hearing before the City Hearings Officer or the City Planning Commission for further development of the record. In either case, a new notice of hearing shall be given.

SECTION 9 – PROCEDURE FOR LAND-USE APPEALS

9.1 Decisions Appealable – Where final decision authority is granted to the Zoning Administrator, Planning Commission or Keizer Hearings Officer as defined by the Keizer Development Code, such decision shall be final unless the City Recorder receives a Notice of Appeal to the Council pursuant to Section 3.207 of the Keizer Development Code.

9.2 Notice of Appeal – Every notice of appeal shall contain the material required and the fee as listed in the appeal provisions outlined in Section 3.207 and 3.208 of the Keizer Development Code.

9.3 Public Hearing Date and Notice – Upon receipt of an appeal of a decision of the Zoning Administrator or Hearings Officer, the City Recorder shall set a date for public hearing before the City Council not less than 30 days from the receipt of the appeal. Notice of the hearing shall be in accordance with the guidelines set forth in Section 3.204 of the Keizer Development Code.

9.4 Hearing by Council – The Council shall conduct a public hearing on the appeal at the time and place designated on the notice of hearing. The public hearing shall be conducted in accordance with the provisions of Section 3.205.03 through 3.205.06 of the Keizer Development Code and with the adopted Council Rules of Procedures. The appellant or a designated representative shall appear at said hearing and offer justification of the appeal. If the appellant or representative fails to do so, the appeal shall be denied.

9.5 Decision of Council – The City Council may affirm, amend, or reverse the action of the Hearings Officer, Planning Commission or Zoning Administrator and may grant approval subject to conditions necessary to carry out the Comprehensive Plan and as provided for in the Keizer Development Code. The City Council may also remand the matter back to the Hearings Officer, Planning Commission or Zoning Administrator for additional information, subject to the agreement of the applicant to extend the 120-day review period.

9.6 Appeal Fee – An appeal fee established by the City Council shall be required to defray costs incidental to the proceedings and shall be paid at the time of filing an appeal. The appeal fee shall be determined by the City Council. This fee is not refundable unless the City Council upholds the appeal and reverses the order of the Hearings Officer or Zoning Administrator. However, the Council may refund some or the entire appeal fee, at its discretion, if a decision is not reversed but the conditions of approval are substantially revised.

SECTION 10 – CONFLICT OF INTEREST OR OTHER DISQUALIFICATIONS

10.1 Conflict of Interest – In every case in which a Councilor is faced with a potential conflict of interest or an actual conflict of interest, the nature of the conflict must be disclosed during the public meeting and recorded in the minutes. If an actual conflict of interest exists, the Council member, after disclosing the conflict, shall remove themselves from the Council Chambers and refrain from both participation in the discussion and the vote on the issue. However, if the Councilor is a direct party on the issue, they will be allowed to remain in the Council Chambers.

> A **potential** conflict of interest would be any action, decision, or recommendation in which the effect ***could*** be to the private pecuniary benefit or detriment of the Councilor or relative of the Councilor or any business which the Councilor or Councilor's relative is associated.
> An **actual** conflict of interest would be any action, decision, or recommendation in which the effect ***would*** be to the private pecuniary benefit or detriment of the Councilor or relative of the Councilor or any business which the Councilor or Councilor's relative is associated.

10.2 Bias –In quasi-judicial cases, Councilors should recuse themselves from any decision or discussions if they have a prejudice or prejudgment of the facts to such a degree that the Councilor is incapable of rendering an objective decision on the merits. Members of the Council should avoid voicing an opinion prior to the testimony and avoid ex parte contacts.

Exception*: If the recusal results in a lack of a quorum for a decision that has to be made immediately, the Council member may be counted for the purpose of establishing a quorum, however the member must abstain from voting.*

10.3 Ex Parte Contact – Ex Parte contacts only apply in a quasi-judicial case. Members of the Council should avoid any communication outside of the public hearing process with the applicant or an outside party on land-use applications. A site visit is not considered an ex parte contact unless there is communication with an outside party or if information is gained from the visit that could be a factor in future decisions. Any ex parte contact, including the nature of the contact and the information obtained, should be disclosed at the beginning of the public hearing, and again at each continued public hearing.

10.4 Absence at Public Hearing – A member of the Council shall not participate in the discussion or vote on a quasi-judicial land use application when they were not present during the public hearing.

Exception: *If the Council member has reviewed the audio or video tape recordings of the proceedings and any evidence presented at the hearing, the Councilor may participate in the discussion and vote on the matter, following their announcement that they have done so.*

SECTION 11 – INTERNAL OVERSIGHT~~CENSURE~~

11.1 Internal Oversight~~Censure~~. The Council has the inherent right to make and enforce its own rules and to ensure compliance with those laws generally applicable to public bodies. Should any ~~Councilor~~ Council Member act in any manner constituting a substantial violation of these rules, City Ordinance or Charter, or other general laws, the remaining ~~Councilors~~ Council Members may issue a ~~reprimand.~~ censure or memorandum of concern pursuant to the following procedure:

a) The process is initiated by a written statement by a Council Member explaining the alleged misconduct of a Council Member and if true, why disciplinary action is needed. Two Council Members must date and sign the statement and deliver the original to the City Manager. The City Manager shall then place the matter before the Council at the next regular Council meeting if the written statement is submitted to the City Manager not later than five (5) calendar days prior to such meeting, otherwise the matter shall be placed on the agenda for the following Council meeting.

b) An affirmative vote by five (5) or more members of the Council shall initiate an investigation. An affirmative vote by a Council Member shall not indicate that such Member believes the truth of the statement and/or the reasoning behind a proposed sanction, but merely that further investigation is warranted under the criteria set forth in subsection c) below. The Councilor in question shall not take part in the discussion or the vote.

c) If initiated, an investigation shall be conducted by a committee consisting of three Council Members appointed by the Council. Two additional Keizer residents shall be included if the Council Member being investigated makes such request.

Such residents shall be selected by the Council. The investigation shall be completed within 30 days of being initiated by the Council. The Committee shall review whether the alleged misconduct occurred, and if so whether the alleged misconduct occurred while acting in their official capacity as a City Council member, including, but not limited to the following instances:

1. During a city meeting or while representing the City of Keizer;
2. City Council Member announced that they were a City Council Member (and therefore infers that conduct is as a City Council Member);
3. Conduct occurred in writing available to the public (social media, newspaper) as identified as a City Council Member.

~~If the alleged misconduct was as a private citizen only, it shall not be subject to sanction by the Council, unless such conduct was criminal in nature (felony only??).~~

d) If misconduct is found unanimously by the members of the City Council Committee, the Committee would present the investigation conclusion to the Council with a recommendation of any sanctions. Sanctions could include

1. A memo of concern from the full City Council, or
2. Censure.

e) The Council shall vote on the Committee recommendation. A memorandum of concern would require a ~~majority~~ four (4) member vote of the Council; a censure would require at least a five (5) member vote. The ~~City~~ Council Member in question shall not take part in the discussion or the vote.

f) If misconduct is not found unanimously by the City Council Committee, a public report of the Committee findings will be presented to the City Council during a Council meeting. A copy of that report will be given to the Council Member who was investigated.

SECTION 12 – ORDINANCES, ORDERS, RESOLUTIONS, AND MOTIONS

12.1 Form – All Ordinances, Orders, and Resolutions shall be presented to the Council in print or type-written form.

12.2 Signing Of Official Documents - The Mayor shall sign all records of proceedings approved by the Council. The Mayor shall have no veto power and shall sign all ordinances passed by the Council within three days after their passage. After the Council approves a bond of a City officer or a bond for a license, contract, or proposal, the Mayor shall endorse the bond. The Council President shall perform these functions whenever the Mayor is unavailable.

<u>12.3 Enactment of Ordinances</u> – All ordinances will be enacted pursuant to Chapter VIII of the Keizer City Charter.

<u>12.4 Motion</u> – Any Councilor moving a motion to be considered by the Council shall state the motion with clarity, specificity, and brevity so the matter is clearly understood.

<u>12.5 Procedures In Handling Parliamentary Motions</u>

a) To move a motion, a Councilor must be recognized by the Presiding Officer at a time when there is no other business on the floor. The Councilor then says, "I move adoption of an ordinance..." or "I move approval of a resolution..."

b) Another Council member seconds the motion. This can be done without being recognized by the Presiding Officer . If no member seconds the motion, it does not come before the meeting; it "dies" for lack of a second and the Presiding Officer calls for the next item of business. A second does not necessarily mean that the member favors the motion. It can be that the member simply wants the motion brought on the floor for discussion.

c) The Presiding Officer states the question on the motion. This procedure is necessary for the motion to come before the Council. Prior to this step, the Presiding Officer can suggest changes in the motion and the mover can change or withdraw it. No debate can take place until the Presiding Officer states the motion is on the floor. At this point, a mover may ask permission to withdraw the motion. It is unnecessary for the Presiding Officer to ask the member who seconded the original motion to withdraw the second. Withdrawal of the motion by general consent takes precedence to the second.

d) Debate then takes place on the motion. The original mover is entitled to the floor first. **Each member has the right to speak and to rebut any other speakers, but should not have the floor the second time until all who wish have spoken once.** Unless it is decided otherwise, each speaker is limited to five (5) minutes each time.

e) The Presiding Officer then puts the question to a vote. When the debate appears to have closed, the Presiding Officer asks "are you ready for the question?" If no one claims the floor, the Presiding Officer restates the motion and calls for a vote.

<u>12.6 Motion for Reconsideration</u> - Unless specifically governed by other provisions of the codes, ordinances, or other regulations of the City, any Councilor who voted with the majority **or who was not present at the time of the vote**, may move for reconsideration of an action at the same or at the next <u>regular</u> meeting of the Council. A vote of reconsideration requires a **majority vote of those Councilors present**. A vote for reconsideration shall take place at the same meeting when there is no other business on the floor or at the next regular meeting of the Council under the Other Business portion of the meeting. A motion for suspension of the rules is not required. After a matter has been reconsidered, it shall not preclude the issue from being raised in the future, but not before the next regular meeting.

SECTION 13 – VOTING

13.1 Voting – Unless a different voting requirement applies, the concurrence of a majority of the members of the Council in attendance, voting when a quorum of the Council is present shall decide any question before the Council. The Presiding Officer will have a vote on all questions before the Council. It is considered inappropriate for members to explain their action once the vote has been called for and until after the vote has been taken.

13.2 Abstentions – Any Councilor abstaining should state the reason for the abstention. An abstention does not count as either an affirmative or negative vote and shall not be counted toward the number of votes required to pass or reject a motion.

13.3 Methods of Voting –The standard is the voice vote, however the Presiding Officer may decide the type of vote unless directed otherwise by a majority of the Council.

- **Voice Vote**: This is the standard method when no more than a majority vote is required. The ayes are called for first and then the nays.
- **Show of Hands**: This can be used as an alternative to a voice vote, in verifying an inconclusive voice vote or when a two-thirds vote is required for adoption.
- **Vote by Written Ballot**: This is another method that is normally used only in cases of elections or a matter where initial confidentiality is needed. Each Councilor shall place their signature on the ballot and the results (including each Councilor's specific vote) must be made public immediately following the vote.
- **Roll Call: In this m**ethod, the City Recorder calls the name of each Councilor and the Councilor responds with his or her vote on the matter. Council members will be called by position number, with the Mayor being called last.

13.4 Unanimous Consent: The Presiding Officer may use unanimous consent as a voting method if it appears that all of the Council members present agree on a particular position or direction. If any Councilor objects, a formal vote shall be taken.

13.5 Voting Required: Every member of the Council that is present when a question is addressed shall vote for or against the question, unless he or she abstains for just cause (conflict of interest, bias, etc.).

13.6 Voting Results: The Presiding Officer announces the voting result. This step is always included to ensure Council understanding of the outcome and so that the Recorder will be able to accurately reflect the outcome in the minutes. If a motion ends in a tie, the motion will be considered lost.

13.7 Changing Vote: A Council member has the right to change their vote up to the time the vote is finally announced. After that, they can make the change only by permission of the Council, which may be given by unanimous concurrence of Council. If an objection is made, a motion may be made to grant the permission. The motion is undebatable.

SECTION 14 – MINUTES

<u>14.1 Recording of Minutes</u>: Minutes are the official record of the City Council meetings. They record the substance of a meeting and are a clear, accurate, concise, informative record of the proceedings. Minutes will generally follow the chronological order of items considered during a meeting. Minutes are not a verbatim transcript, and the meeting does not have to be sound recorded unless otherwise required by law. For practical purposes, however, it is general practice to sound record the meetings of the City Council for back up reference. Reporting actions taken is the single most important segment of the final minutes. The minutes are to include, at a minimum:

a) Kind of meeting (regular, special, work session, etc.)

b) The name of the body meeting (City Council, Urban Renewal Agency, Budget Committee, etc.)

c) Date of the meeting and place where it is held.

d) Name and title of Presiding Officer (usually the Mayor).

e) All motions (main, amendments, withdrawals, etc.), with dispositions, with the name of the mover and, if applicable, the name of the seconded.

f) Members present.

g) Proposals, resolutions, orders, ordinances, and measures proposed and their disposition.

h) Results of all votes and the vote of each member by name, including abstentions.

i) The substance of any discussion on any matter.

j) The name and City of residence, if available, on any person appearing before the City Council to offer testimony, and the substance of such testimony.

k) Exhibits or written testimony subject to ORS 192.410 to 192.505.

l) Reference to the appropriate ORS section under which an executive session was held.

m) The signature of the individual taking the minutes.

n) Signature lines for the Mayor and the Councilors.

<u>14.2 Distribution of Minutes</u>: Draft minutes are distributed to the City Council with the agenda on which those minutes appear as an item for approval. However, because the minutes are generally completed in draft form prior to distribution of the agenda packets, the minutes are available for earlier review should the need arise.

14.3 Correction and Approval of Minutes - Approval of the minutes usually take place at the next regular meeting following the date of the minutes under approval. Generally, minutes appear on the agenda under the Consent Calendar. If minor changes are made to the minutes, a Councilor may offer such amendment prior to the Consent Calendar being approved. For extensive amendments, the minutes should be pulled off the Consent Calendar for consideration. All corrections that appear will appear in the minutes of the meeting when the changes took place. If a member of the Council is absent from the meeting, they should announce their absence and abstain from voting for approval of the minutes. When a Councilor is absent, the word “absent” shall be printed in place of a signature.

If a Councilor has a concern over the reporting of minutes, it is that Councilor’s responsibility to review the tape of the meeting and bring corrections forward to the City Council at the next regular meeting with the tape cued, ready to be played, if necessary. It is not appropriate to expend staff time when only one member of Council is requesting the review.

14.4 Reading of Minutes: Unless the reading of the minutes of the previous Council meeting is requested by a majority of the Council, such minutes may be approved without reading if copies thereof have been previously furnished each Council member.

14.5 Executive Session Minutes – Minutes from Executive Sessions held pursuant to ORS 192.660 will be kept in the form of a tape recording. No transcription of Executive Session minutes will be made unless otherwise required by law.

SECTION 15 – PROCLAMATIONS

15.1 Request for Proclamations – Organizations or citizens requesting proclamations that proclaim a specified date or dates to recognize the efforts of various community groups and individuals on certain projects, shall be filed with the City Recorder. Upon receipt, the City Recorder will notify the Mayor of the request. If the Mayor approves the request, the City Recorder will prepare the proclamation for the Mayor’s signature.

15.2 Reading of Proclamations – It will be at the discretion of the Mayor if a proclamation will be read at a City Council meeting or presented to the organization or group. It is preferred that a representative of the requesting organization be present to receive the proclamation.

SECTION 16 – COUNCIL VACANCIES/APPOINTMENTS

16.1 Vacancy of Council Position – Chapter VII – Section 29 of the Keizer City Charter outlines circumstances in which a Council position may become vacant. Vacant elective offices shall be filled by appointment. A majority vote of the remaining members of the Council shall be required to validate the appointment. Upon validation, the appointee's term of office shall begin and continue throughout the unexpired term of the predecessor.

16.2 Vacancy of Mayor Position – In the event the office of the Mayor becomes vacant, the Council President shall become Mayor. A new Council President shall be nominated accordingly from the remaining members of the Council. The Council then shall appoint a Councilor to fill the vacancy as set forth below.

16.3 Declaration of Vacancy – The vacant position shall be declared vacant by Resolution.

16.4 Process for Appointment – Upon declaration of the vacancy, the Council shall adopt a timeline for the appointment process. A~~a~~ press release will be issued inviting members of the community, who meet the qualifications as outlined in the Charter, to submit a letter of interest and resume. Only candidates who have submitted the letter and resume by the deadline determined by the Council may be considered. Within 45 days of the declaration of vacancy, the Council shall appoint the replacement Councilor as set forth in this Section.~~the Council may nominate all who have submitted their name for consideration, or Councilors can nominate individual candidates. At the point where it appears no more nominations are to be made, a motion shall be made to close the nominations, and upon two-thirds majority vote of all remaining Council members present, the nominations are closed.~~

16.5 Presentation Process – The candidates shall be invited to make a presentation before the City Council. The presentation process is as follows:

a) Presentation length: Five minutes. There is to be no discussion or questions by the Council whatsoever, except for the written questions noted below.

b) Order of the presentations: Drawn from the official bucket.

c) Candidates will be requested to sequester themselves outside the Council Chambers until time for their presentation so they will not gain advantage by listening to the other candidates. They may remain in the audience after their presentation.

d) Each of the six current council members may submit a written question to be given the candidates. The candidates may choose to address the questions in their presentations. The deadline for submittal of the questions shall be one week before the presentation.

e) Following close of the presentation, all candidates who have submitted a letter of interest and resume shall be considered and formal nominations shall not be made.

16.6~~5~~ Appointment Vote – The ~~Mayor or~~ Presiding Officer or City Attorney shall review the appointment process with members of the audience prior to any votes being taken. Written ballots shall be prepared containing the names of all of the ~~nominated~~ candidates. The following voting process will be followed:

a) Each of the remaining members of the Council shall select one candidate and mark their ballot accordingly. If one candidate receives the majority of the votes of the remaining members of the Council, such candidate shall be appointed to fill the vacant position.

b) If no candidate receives a majority vote of all remaining members of the Council on the first ballot, a second ballot shall be distributed. The second ballot shall contain the names of the two candidates receiving the most votes from the first ballot, unless a tie resulted from the first ballot. In a first place tie situation, all first place candidates will be placed on the second ballot. If there is one first place candidate and tied second place candidates then all first and second place candidates will be placed on the second ballot. Each remaining member of the Council shall select one candidate and mark their ballot accordingly. The candidate receiving a majority of the votes of the remaining members of the Council shall then be appointed to the vacant position.

c) If no candidate receives a majority vote of all remaining members of the Council on the second ballot, a third and final ballot shall be distributed. The third and final ballot shall contain the names of the two candidates receiving the most votes from the second ballot, unless a tie resulted from the second ballot. In a first place tie situation, all first place candidates will be placed on the third and final ballot. If there is one first place candidate and tied second place candidates then all first and second place candidates will be placed on a third and final ballot. Each remaining member of the Council shall select one candidate and mark their ballot accordingly. The candidate receiving the majority of the votes of the remaining members of the Council shall be appointed to the vacant position. In case of a tie vote on this third and final vote, the Council will select the replacement Councilor according to the procedure outlined in Section 16.7~~6~~ – Tie Votes – Appointment Process.

d) By Resolution, the Council shall validate the appointment.

16.7~~6~~ Tie Votes – Appointment Process – If no candidate receives a majority vote of all remaining members of the Council on the third and final vote, the names of the two candidates receiving the most votes from the third and final ballot will be placed in an official city bucket, unless a tie resulted from the third and final ballot. In a first place tie situation, all first place candidates will be placed in the official city bucket. If there is a one first place candidate and tied second place candidates, then all first and second placed candidates' names will be placed in the official city bucket. The City Recorder will draw the successful name.

16.8~~7~~ Tie Votes – Council Election – When two or more candidates running for the same Council position, have an equal and the highest number of votes, the successful candidate will be determined by a drawing of lots. Upon confirmation of a recount by the Marion County Elections Division, this determination shall take place at the first regularly scheduled meeting after such recount confirmation. The Council will use the same process to determine the successful candidate as outlined in Section 16.7~~6~~ – Tie Votes – Appointment Process.

SECTION 17 – CREATION OF CITY COMMITTEES, BOARDS AND COMMISSIONS AND COUNCIL COMMITTEES AND AD-HOC TASK FORCES

17.1 Citizens Committees, Boards and Commissions. - At any time, the Council may by resolution establish any City Board, Commission or Committee deemed necessary and in the best interests of the City. Any committee so created may contain one or more Councilors as members. Unless otherwise provided, all City Boards, Commissions, and Committees so created shall sunset at the end of their mission, but in all events shall be reviewed every four years in odd numbered years, prior to Councilor liaison appointment. ~~At such time the City Board, Commission or Committee shall either be re-authorized or dissolved.~~

17.2 Membership Appointment –The Volunteer Coordinating Committee is the only standing City Committee that receives members by direct appointment from the City Council. Each City Councilor will make a one-member appointment to the Volunteer Coordinating Committee as allowed in Resolution 2001-1295 for a two-year term. All other applicants for City Boards, Commissions, ~~or~~ Committees or any group (other than Council Work Groups) will be recommended by the members of the Volunteer Coordinating Committee who will receive, review, and process written applications and forward recommendations to the Council for appointment consideration, unless the Resolution, Ordinance, or State Statute defines the appointment process differently.

17.3 Qualifications - No appointee may serve on more than two City Boards, Commissions or Committees at any one time, without Council approval. Budget Committee members are required to be appointed from the electorate. All of other City Boards, Commissions, Committee or Task Force members shall be appointed pursuant to Council Resolution or Ordinance.

17.4 Removal of Members of Committees, Boards, and Commissions – The Council may remove any member of any committee, board, or commission, by a vote of at least a two-thirds majority of the Council. All members of City Boards, Commissions or Committees serve at the pleasure of the Council except as otherwise provided by law. All Council seats on City Boards, ~~of~~ Commissions or Committees are reserved for sitting Councilors; upon expiration of any Councilor's term, or upon resignation, removal or death, the Councilor's seat on any City Board, Commission or Committee occupied by that person shall be immediately declared vacant, and a sitting Councilor appointed by the Mayor as a replacement.

17.5 Council Task Forces - Council Ad-Hoc Task Forces may be created at any time by resolution. All Council Ad-Hoc Task Forces shall have a City Councilor as Chair who shall be either appointed by the Mayor, or by a majority vote of the members of the committee in the absence of such appointment. Such Task Force shall report to the Council without unnecessary delay upon matters referred to them. All Council Ad-Hoc Task Forces so created shall sunset at the end of their mission, but in all events shall be reviewed ~~at the end of a period two years from the date of initial creation, and at the beginning of each subsequent two year period after reauthorization,~~ in January of odd numbered years prior to Councilor liaison appointment~~, and at such time shall either be re-authorized or dissolved~~.

17.6 Meetings Subject to Oregon Open Meetings Law - All meetings of any City Boards, Commissions, ~~and~~ Lay-Committees, ~~or~~ Council Committee,Task Force, or Work Group shall be subject to and comply with the Oregon Public Meetings law, ORS 192.610-192.710.

17.7 Registry - The City Recorder shall prepare, keep current and retain on file in the Office of the City Recorder a list of all appointees to all City Boards, Commissions, Committees and Council Ad-Hoc Task Forces, the date of their appointment, the length of their unexpired term, and their addressees and phone numbers. All Councilors shall be given a copy of this list at least once yearly, or upon any substantial change in membership of any City Board, Commission, Committee or Council Task Force.

17.8 Youth Councilor – Each school year one youth Councilor may be appointed as a non-voting member of the Council. To receive this appointment the candidate must be a Keizer resident who is either attending high school or a registered home schooled student ~~and would otherwise qualify as an elector if they were or are 18 years of age~~. The appointment shall be by majority vote of the Councilors present, following a recommendation from the Volunteer Coordinating Committee.

17.9 Outside Committees – The Mayor shall appoint Councilors to liaison positions and outside committees the first meeting in January every odd numbered year. Each Councilor shall keep the Mayor informed of the Councilor's involvement in any and all other committees, task forces, appointments, etc. of other groups, agencies or jurisdictions ~~that the Councilor may be involved in~~.

17.10 Additional Groups – No Board, Commission, Committee, Work Group, Task Force or any public body (other than the Council) may create another public body, except for subcommittees consisting only of its members. Upon recommendation by an entity, the Council may create another Group.

SECTION 18 – ELECTRONIC MAIL

<u>18.1 Electronic Mail</u> – The Council will observe the following guidelines when using an electronic method for correspondence in their elected roles:

1) All e-mail use by the Mayor and City Councilors will comply with the requirements of the Oregon Public Records Law and Oregon Revised Statutes ORS 192.410 through 192.505.

2) E-mail may be used for correspondence, to schedule meetings, send informative messages, or request information from other members of the Council, the City Manager, or City Department Managers. Councilors shall use and keep their email accounts updated. The City shall provide sufficient equipment and software for Council members.

3) E-Mail may not be used to discuss policy issues with a quorum of the Council at one time or a quorum of a standing advisory body in any manner which would be in violation of the Oregon Public Meeting Laws.

SECTION 19 – CITY COUNCIL GOAL SETTING

<u>19.1 Council Goal Setting</u>

1) **Goal Setting Parameters.** The City Council shall set goals at a minimum of every two years to coincide with mayoral terms of office. The goals shall include *Short Term Goals* that the Council plans on completing within the next 24 months and *Long Term Goals* that the Council plans to work on during the next two years, but will take longer to complete than 24 months.

2) **Creation of initial list.** Following the election in November of even numbered years, the newly elected Council members shall meet with the current Council members in a work session meeting to establish an initial list of potential Council goals. This initial “brainstorming” session shall be completed by 12/31 of the election year.

3) **Work Session.** During the first calendar quarter of the year following an election a work session shall be dedicated to Council Goal Setting. During this work session the initial list of potential Council goals will be refined and amended to reflect the needs, and goals of the community. These goals shall reflect, but not be limited to, the goals established in the City’s Strategic Plan; Master Plans, community input city staff, city committees and City Councilors.

4) **Adoption.** Council Goals shall be adopted at a regular meeting of the Keizer City Council no later than the second regular session in April of the year following an election.

SECTION 20 – CITY COUNCIL TRAINING

Section 20.1 Councilor Training – All Councilors are encouraged to attend at least one City affiliated training seminar/conference per calendar year. For example:

- League of Oregon Cities Annual Conference
- League of Oregon Cities Elected Officials Training Sessions
- Mid-Willamette Valley Council of Governments New City Councilor Training
- Mid-Willamette Valley Council of Governments State Wide Planning Seminar
- State of Oregon Emergency Management

Section 20.2 – Mayor's Training - In addition to the above expectation, the Mayor is expected to represent the City at the annual conferences of the Oregon Mayor's Association.

Section 20.3 – Reimbursement Allowance - Any reimbursement allowance must comply with City of Keizer Personnel Policies.

Section 20.4 – Council Approval – Council members requesting additional training with City reimbursement must do so with Council approval.

SECTION 21 – MISCELLANEOUS

Section – 21.1 - Amendments to Council Rules. Amendments to these rules shall be by made by resolution.

Section 21.2 - Anonymous Communications - Anonymous and unsigned communications shall not be introduced in Council meetings.

Signature Page

The foregoing Council Rules were adopted by the City Council on the ~~20th day of August, 2012 by Resolution 2012-____~~ ____ day of _____________, 2013 by Resolution R2013-____. By signing below the City Council members affirm they have read and received a copy of these rules.

~~2012~~ City Council:

____
Mayor Lore Christopher

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Council President ~~Cathy Clark~~ Joe Egli

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Councilor ~~Mark Caillier~~ Dennis Koho

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Councilor ~~Joe Egli~~ Kim Freeman

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Councilor ~~David McKane~~ Marlene Quinn

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Councilor ~~Brandon Smith~~ Cathy Clark

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Councilor James Taylor

CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

Resolution R2013-_____

ADOPTING THE CITY OF KEIZER COUNCIL RULES OF PROCEDURE; **REPEALING RESOLUTION R2012-2275**

WHEREAS, the City Charter of the City of Keizer grants the authority for the City Council to adopt Council Rules of Procedure;

WHEREAS, the City Council adopted revised procedures in 2012;

WHEREAS, the City Council has determined that the Council Rules of Procedure should be updated for readability, development of new policies, and to reflect desired changes;

NOW, THEREFORE,

BE IT RESOLVED by the City Council of the City of Keizer that the City of Keizer City Council Rules of Procedure attached hereto and by this reference made a part hereof, are hereby adopted.

BE IT FURTHER RESOLVED that Resolution R2012-2275 is hereby repealed in its entirety.

PASSED this __________ day of _________________, 2013.

SIGNED this __________ day of _________________, 2013.

____
Mayor

____
City Recorder

Keizer City Attorney
930 Chemawa Road NE
PO Box 21000
Keizer, Oregon 97307
503-856-3433

CITY OF KEIZER

CITY COUNCIL RULES OF PROCEDURE

Adopted by Council Resolution R2013-____ on June 17, 2013

CITY OF KEIZER
COUNCIL RULES OF PROCEDURE

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SECTION 1 - AUTHORITY

<u>1.1</u> <u>Authority</u> - The Charter of the City of Keizer provides that the Council shall adopt rules for the government of its members and proceedings. The following rules shall be in effect upon their adoption by the Council until they are amended or new rules are adopted. These rules shall be presented to all City Council members during the first work session in January of odd-number years following general elections. Within 30 days of taking office, each appointed or elected Councilor shall sign that they have reviewed and received a copy of these rules. The City Recorder shall retain the signature copy.

SECTION 2 - GENERAL RULES

<u>2.1 Open Meetings</u> – All meetings will be held in accordance with the Oregon public meeting requirements of Oregon law. No final action by the Council shall have legal effect unless the motion and the vote by which it is disposed of, take place at a proceeding that are open to the public.

<u>2.2 Ethics</u> – All elected officials will comply with Chapter 244 – Government Ethics of the Oregon Revised Statutes.

<u>2.3 Quorum</u> – A majority of the members of the Council shall constitute a quorum for its business, but no less than three Councilors may meet and compel the attendance of absent members. If a quorum is not present, those in attendance will be recorded, and the City Recorder will adjourn the meeting.

<u>2.4 Rules of Order</u> – *Robert's Rules of Order Newly Revised* shall govern all Council proceedings unless they conflict with these rules. The Council President will act as parliamentarian with support from the City Attorney when present.

<u>2.5 Suspension of Rules</u> –The vote to suspend the Rules of Procedure (including *Robert's Rules of Order Newly Revised*) requires a two-thirds majority vote of those members of the Council who are present, except as set forth in Section 6.1(j). If the motion is carried by a two-thirds vote, then the rules are suspended for that item only.

<u>2.6 Address by Council Members</u> – Every Councilor desiring to speak to an issue will address the Presiding Officer and upon recognition, will confine remarks to the issue under debate. Councilors questioning, seeking clarification, or soliciting a recommendation from staff will direct the concern to the City Manager. The City Manager may respond as requested or redirect the inquiry to a member of the staff.

<u>2.7 Seating Capacity and Safety Requirements</u> – The safe occupancy and seating capacity of the Council chambers as determined by the fire marshal shall be posted within the Council chambers. The limitations on occupancy and seating shall be complied with at all times. Aisles and emergency exits shall be kept clear at all times.

SECTION 3 – COUNCIL MEETINGS

<u>3.1 Regular Meeting</u> - The Keizer City Council will meet in regular session on the first and third Mondays of each month at 7:00 p.m. in the Robert L. Simon Council Chambers or at another place in the City which the City Council designates. If such date falls on a legal holiday (per ORS Chapter 187), the meeting shall be held at the usual hour and place on the following day.

<u>3.2 Work Session</u> – The Keizer City Council may hold a work session on the second Monday of each month in the Robert L. Simon Council Chambers or at another time or place in the City in which the City Council designates. Such sessions shall allow the City Council an opportunity to review forthcoming projects of the City, determine goals for the ensuing year, receive progress reports on current programs or projects, or to hold open discussions on any City-related subject, provided that all discussions thereon shall be informal with **no vote** or **formal action** taken. Work sessions shall be open to the public, however an opportunity for public testimony will only be allowed at the discretion of the Presiding Officer or by a majority vote of the Council members.

<u>3.3 Special Meeting</u> – The Presiding Officer, upon his or her own motion may, or at the request of three members of the Council shall, by giving notice thereof to all members of the Council, call a special meeting of the Council. At least 24 hours notice shall be given for the meeting. Special meetings of the Council may also be held at any time by the common consent of all members of the Council. Only the subjects listed on the special meeting agenda may be acted upon.

<u>3.4 Emergency Meeting</u> – An emergency meeting of the City Council may be called by the Presiding Officer or City Manager on less than 24 hours' notice provided that an actual emergency exists. The minutes of the meeting must describe the emergency justifying less than 24 hours notice and why the meeting could not be delayed. Attempts will be made to contact the media to provide notice of the emergency meeting.

<u>3.5 Executive Session</u> – Executive sessions shall be held in accordance with Oregon law – ORS 192.660. Matters discussed in executive session shall be exempt from public disclosure pursuant to State Statutes. Executive sessions shall be closed to all persons **except** the City Council; persons reporting to Council on the subject of the executive session; the City Manager unless directed otherwise by the Council; City staff persons as allowed by the City Council to attend; news media representatives, unless excluded by the Public Meeting Law (eg…media representatives may be excluded for discussions regarding labor negotiations); and other persons authorized by the City Council to attend. No elected official who declares an actual conflict of interest on a topic to be discussed in executive session shall remain in the room during such executive session discussion.

Prior to opening an executive session the Presiding Officer shall:

- announce the purpose of the executive session,

- the state statute authorizing the executive session,
- and a notification to all present, including the media, that matters discussed in executive session are not to be disclosed or reported to the public.

An executive session may be held during any open meeting for which proper notice has been given or outside of any regular meeting when properly noticed. No formal or final action may be taken during an executive session, but an opinion or consensus of the Council may be gathered.

3.6 Cancellation of Meeting - Upon a majority vote of the members of the City Council present, a meeting may be canceled when deemed appropriate. The Charter requires one regular meeting be held each month. Notice of cancellation shall be posted on the bulletin board at City Hall, City's web site and social media sites, distributed to members of the media, and to known interested citizens.

3.7 Notice of Meeting – The City Recorder shall provide:

- notice of the time,
- place, and
- agenda items for any gathering of the Keizer City Council.

Notice shall be posted on the bulletin board at City Hall, posted on the City's web site, delivered by mail or otherwise to members of the media, and other interested persons upon written request. Notice shall be given at least 24 hours prior to the meeting to members of the governing body, the public and media for any special meeting, unless the meeting is considered an emergency as defined by law. Notice of executive sessions shall cite the specific law that authorizes the executive session.

3.8 – Americans With Disabilities Act – All meetings of the Council shall be held in compliance with the Americans With Disabilities Act.

3.9 – Attendance Duty – It is the duty of each member of the City Council to attend all meetings of the Council. The Charter provides in Chapter VII – Section 29 that a Council office will be deemed vacant upon his or her absence from meetings of the Council for 60 days without like consent. Consent will be given for good cause.

Good cause shall include, but is not limited to:

- Illness;
- Family obligations;
- Employment requirements;
- Scheduled vacations; or
- Other city business

Telephonic, video or internet attendance does not ensure that all testimony, discussions, staff information and deliberations are available fully and equally. Therefore methods of attendance other than personal onsite attendance shall not be considered “in attendance” and a Council Member may not vote unless physically present at the meeting.

3.10 – Excused Absence – When any Council member cannot attend a meeting of the Council, the member shall notify the Presiding Officer prior to the meeting. If there are no objections from other Councilors, the Presiding Officer may announce the absence is for good cause and the absence shall be listed in the minutes as excused. If the City Council determines the absence is not for good cause, the absence shall be listed in the minutes as unexcused.

SECTION 4 – THE PRESIDING OFFICER

4.1 Mayor – The Mayor shall preside at all regular, work sessions, special meetings and executive sessions of the City Council and shall be the recognized head of the City for all ceremonial purposes. The Mayor shall have all duties and privileges of any Councilor, and shall not be denied any right or privilege by reason of his or her position as Presiding Officer. In the absence of the Mayor, the Council President shall serve as the Presiding Officer. In the absence of both the Mayor and Council President, the office of both or either shall be filled pro tem by the Councilor with the longest continuous service on Council from the Councilors present and business transacted accordingly.

4.2 Council President – At the first meeting of the Council in each odd-numbered year, the Council will elect a Council President from its members by majority vote of those Council members present. The Councilor with the longest continuous tenure, who has not served as Council President previously, will be nominated. Others may be nominated from the Council, including the current Council President. In the event that no candidate receives a majority vote, a second vote will be conducted. The first place candidates shall be nominated. If there is only one first place candidate, such candidate and all second place candidates shall be nominated. If no candidate receives a majority vote, the candidates in the second vote will draw lots to determine the Council President.

Whenever the Mayor is unable to perform the functions of the office, the Council President shall act as Mayor. The Council President will initiate a motion for all prepared resolutions and ordinances and the consent calendar unless another Councilor has requested to do so or initiate the action.

<u>4.3 Sergeant at Arms</u> – The Sergeant at Arms will be the Council President. It will be the duty of the Sergeant at Arms to assist the Presiding Officer, as appropriate, to maintain the order and decorum at all meetings. The Council President may appoint a designee to act as the Sergeant at Arms. In the absence of the Council President, the Sergeant at Arms will be filled by the Councilor with the longest continuous service on Council from the Councilors present.

SECTION 5 – DECORUM AND ORDER

<u>5.1 Presiding Officer</u> – During Council meetings, the Presiding Officer shall enforce the rules of the Council. In addition, the Presiding Officer_has the authority to preserve decorum and decide all points of order, subject to appeal to the Council. The Presiding Officer shall enforce order, prevent attacks on personalities or impugning members' motives, and keep those in debate to the question under discussion.

<u>5.2 Councilors</u> – Council members shall preserve order and decorum during Council meetings, and shall not by conversation or other action, delay or interrupt the proceedings or refuse to obey the orders of the Presiding Officer or these Rules. Council members shall when addressing staff, council members or members of the public, confine themselves to questions or issues then under discussion, shall not engage in personal attacks, should not impugn the motives of any speaker. Council members shall at all times conduct themselves in a manner appropriate to the dignity of their office. Council may determine by simple majority the appropriateness of a particular event or action. However, no Council member will be required to take part in an event or action that he/she believes inappropriate or undignified.

<u>5.3 Staff and Public</u> – Members of the administrative staff, employees of the City and other persons attending Council meetings shall observe the same rules of procedure, decorum and good conduct applicable to the members of the Council.

<u>5.4 Removal of Any Person</u>. Any persons making disruptive or threatening remarks or actions during a meeting will forthwith be barred from further audience at that meeting, unless permission to continue is granted by a majority vote of the Councilors present. The Presiding Officer may direct the Sergeant at Arms to prevent further interruption by such person by any action necessary including the removal of that individual. In case the Presiding Officer should fail to act, any member of the Council may obtain the floor and move to require enforcement of this rule; upon affirmative vote of the majority of the Council present, Sergeant-at-Arms shall be authorized to remove the person or persons, as if the Presiding Officer so directed.

SECTION 6 – ORDER OF BUSINESS AND AGENDA

<u>6.1 Order of Business</u> - The general rule to the order of business at regular meetings of the City Council will be:

a) **Call to Order** – The Presiding Officer shall call the meeting to order.

b) **Roll Call** – The City Recorder shall call the name of each Councilor and note each Councilor's attendance or absence in the record, under the guidelines as set forth in Section 3.9 and 3.10 to establish a quorum is present to conduct business.

c) **Flag Salute** – The Presiding Officer or designee may lead the Council and audience in the Pledge of Allegiance.

d) **Special** Orders of Business – Agenda items that are of special importance to the Council may be treated as Special Orders of Business. Special Orders of Business agenda items take precedence over all other items except Flag Salute, at the discretion of the Presiding Officer.

e) **Public Testimony** – An opportunity for members of the audience shall be given to address the Council on any matter, other than those issues on the agenda scheduled for public hearing, during this portion of the meeting.

f) **Public Hearings** – A public hearing shall be held on each matter required by state law or City policy. Written and oral testimony shall be heard prior to Council action. (Procedures for public hearings are addressed in Section 8 of these procedures.)

g) **Administrative Action** – Items that require formal action or Council direction on issues presented by staff.

h) **Consent Calendar** – The consent agenda shall consist of a list of routine; non-controversial matters, not typically requiring discussion, presented for Council approval by a single motion. Council members who wish to remove an item from the consent calendar shall do so prior to the motion to approve the items. Any item removed from the consent calendar shall be discussed and acted upon following approval of other consent agenda items.

i) **Committee Reports** – Special reports from various boards, commissions, or neighborhood associations can be given at this time. In addition, an oath of office, award, proclamation, or Council liaison reports may also be presented.

j) **Other Business** – Time provided for members of the Council or City staff to bring new or old matters before the Council. These matters need not be specifically listed on the agenda, but formal action on these matters will be deferred until a subsequent Council meeting. This rule may be suspended ONLY if the matter is deemed urgent by two-thirds majority vote of the Council members present and cannot wait until the next special or regular City Council meeting. A motion to reconsider a previous motion may be acted upon without suspension of the rules, as outlined in Section 12.6.

k) **Written Communications** – Opportunity to inform the Council on **significant** written communications and petitions.

l) **Agenda Input** – Issues for upcoming Council meetings shall be announced by the Presiding Officer.

m) **Adjournment** – Following completion of all matters listed on the agenda, the Presiding Officer shall declare the meeting adjourned.

The Presiding Officer may adjust the Order of Business.

6.2 Recess – The Presiding Officer may recess any meeting of the Council upon the consensus of the majority of the members present. The Presiding Officer shall announce the time in which the meeting shall reconvene.

6.3 Agenda Distribution – General practice will be copies of agendas for regular meetings shall be distributed not later than five (5) calendar days prior to the meeting to members of the Council, staff, news media, neighborhood associations and interested citizens who have requested the agenda. Council members with questions, concerns or suggestions are encouraged to communicate those to staff by no later than three (3) days before the meeting.

6.4 Councilors Placing an Item on the Agenda – A Councilor wishing to place an item on the agenda will advise the City Manager no later than seven (7) days prior to the regular meeting at which the item is to be considered. Such request to add an item for Council consideration shall require consent from two or more additional Council members to add the item.

6.5 Special Accommodations – All Council meeting agendas shall contain proper notice of the City's intent to conduct the meeting in accordance with the Americans With Disabilities Act and that persons needing accommodations may contact the City Recorder 48 hours prior to the meeting time to request the necessary accommodations. Such notice shall provide the telephone number at which the City Recorder may be contacted.

SECTION 7 – PUBLIC TESTIMONY

7.1 Public Testimony Generally - Any member of the general public wishing to address the Council on a matter of public concern may do so at the time set for public testimony during each regular session of the Council. Participants must use a microphone and state their name and city of residence for the record prior to addressing Council. Testimony will be limited to five minutes. No yielding or ceding of time is allowed. The Council may request further information be presented to the Council on such date and in such manner, as it deems appropriate. Items brought before the Council from the public during public testimony may be referred to the staff for appropriate action and a report returned to the Council, if requested. Such procedure should not prevent the staff, Mayor, or City Council from answering directly to a citizen inquiry at the time it is brought before the Council.

7.2 Roster - All persons or groups wishing to address the Council during the time set for public comments shall, prior to the convening of the meeting, sign the roster provided by the City Recorder, indicating the name of the person, the address of the person, and the subject of public concern on which the persons or groups wishes to address the Council. Those who have not signed the roster may address the Council at the discretion of the Presiding Officer.

7.3 Complaints and Suggestions to the Council - When any citizen brings a complaint before or makes a suggestion to the Council, other than for items already on the agenda, the Presiding Officer shall first determine whether the issue is legislative or administrative in nature and then:

> (1) If legislative, and a complaint about the letter or intent of legislative acts or suggestions for changes to such acts, and if the Council finds such complaint suggests a change to an ordinance or resolution of the City, the Council may refer the matter to the City Attorney, the City Manager or an advisory body for study and recommendation.
>
> (2) If administrative, and a complaint regarding administrative staff performance, administrative execution or interpretation of legislative policy, or administrative policy within the authority of the City Manager, the Presiding Officer shall then refer the complaint directly to the City Manager for his or her review if the complaint has not already been reviewed. The Council may direct the City Manager to report to the Council when his/her review has been made.

7.4 Council Shall Carefully Consider All Testimony – All Council Members should give those presenting testimony their undivided attention. Sidebar conversations should be kept to a minimum.

SECTION 8 – PUBLIC HEARINGS

8.1 Public Hearings - A public hearing shall be held on each matter required by state law or City policy. The Presiding Officer shall preside over the hearing and announce the type of hearing and the guidelines for the hearing. The Presiding Officer shall declare the hearing to be open and invite the City Manager or member of the staff to present the staff report together with any petitions, letters, or written comments on the matter.

8.2 Testimony – Members of the audience may present oral testimony on the matters scheduled for public hearing. The Presiding Officer will call forth members of the audience who have signed up to present testimony under the guidelines specified at the opening of the hearing. If appropriate, the Presiding Officer may first ask those persons in favor of the matter to come forward, with those speaking in opposition coming after.

Testimony will be limited to five minutes. The Presiding Officer may further limit testimony if a speaker persists in being threatening and disorderly, or abusive, following a warning to that effect from the Presiding Officer. Upon being recognized by the Presiding Officer, any member of the Council or the City staff may ask questions of any speaker. **Upon closure of the hearing, no further testimony will be allowed.**

8.3 Testimony - Land-Use Public Hearings – In addition to the procedures outlined above, during a quasi-judicial hearing the speaking order will be:

- the applicant will be allowed to testify first,
- then anyone who wishes to present evidence in favor of the application,
- followed by anyone presenting evidence in opposition or to provide general information.
- The applicant in the case will be offered an opportunity for rebuttal.

8.4 Attorney Representation – Any person attending a hearing has the right to be represented by an attorney.

8.5 Closing of Hearing/Council Deliberation – The Presiding Officer shall either close the hearing or continue it to a date and time certain for presentation of further evidence or argument. Upon closing the hearing, the Council may deliberate on the matter immediately, or may deliberate on the matter at a later time. During deliberations, the Council may request advice from the City Manager or staff as to the consequences and implications of the proposal or alternatives thereto based upon the facts presented during the hearing.

8.6 Reopening a Hearing – If it appears that substantial new factual material is necessary to reach a decision on the matter, the Council may, by majority vote, order the hearing reopened or refer the matter to a hearing before the City Hearings Officer or the City Planning Commission for further development of the record. In either case, a new notice of hearing shall be given.

SECTION 9 – PROCEDURE FOR LAND-USE APPEALS

9.1 Decisions Appealable – Where final decision authority is granted to the Zoning Administrator, Planning Commission or Keizer Hearings Officer as defined by the Keizer Development Code, such decision shall be final unless the City Recorder receives a Notice of Appeal to the Council pursuant to Section 3.207 of the Keizer Development Code.

9.2 Notice of Appeal – Every notice of appeal shall contain the material required and the fee as listed in the appeal provisions outlined in Section 3.207 and 3.208 of the Keizer Development Code.

9.3 Public Hearing Date and Notice – Upon receipt of an appeal of a decision of the Zoning Administrator or Hearings Officer, the City Recorder shall set a date for public hearing before the City Council not less than 30 days from the receipt of the appeal.

Notice of the hearing shall be in accordance with the guidelines set forth in Section 3.204 of the Keizer Development Code.

9.4 Hearing by Council – The Council shall conduct a public hearing on the appeal at the time and place designated on the notice of hearing. The public hearing shall be conducted in accordance with the provisions of Section 3.205.03 through 3.205.06 of the Keizer Development Code and with the adopted Council Rules of Procedures. The appellant or a designated representative shall appear at said hearing and offer justification of the appeal. If the appellant or representative fails to do so, the appeal shall be denied.

9.5 Decision of Council – The City Council may affirm, amend, or reverse the action of the Hearings Officer, Planning Commission or Zoning Administrator and may grant approval subject to conditions necessary to carry out the Comprehensive Plan and as provided for in the Keizer Development Code. The City Council may also remand the matter back to the Hearings Officer, Planning Commission or Zoning Administrator for additional information, subject to the agreement of the applicant to extend the 120-day review period.

9.6 Appeal Fee – An appeal fee established by the City Council shall be required to defray costs incidental to the proceedings and shall be paid at the time of filing an appeal. The appeal fee shall be determined by the City Council. This fee is not refundable unless the City Council upholds the appeal and reverses the order of the Hearings Officer or Zoning Administrator. However, the Council may refund some or the entire appeal fee, at its discretion, if a decision is not reversed but the conditions of approval are substantially revised.

SECTION 10 – CONFLICT OF INTEREST OR OTHER DISQUALIFICATIONS

10.1 Conflict of Interest – In every case in which a Councilor is faced with a potential conflict of interest or an actual conflict of interest, the nature of the conflict must be disclosed during the public meeting and recorded in the minutes. If an actual conflict of interest exists, the Council member, after disclosing the conflict, shall remove themselves from the Council Chambers and refrain from both participation in the discussion and the vote on the issue. However, if the Councilor is a direct party on the issue, they will be allowed to remain in the Council Chambers.

> A **potential** conflict of interest would be any action, decision, or recommendation in which the effect ***could*** be to the private pecuniary benefit or detriment of the Councilor or relative of the Councilor or any business which the Councilor or Councilor's relative is associated.
>
> An **actual** conflict of interest would be any action, decision, or recommendation in which the effect ***would*** be to the private pecuniary benefit or detriment of the

Councilor or relative of the Councilor or any business which the Councilor or Councilor's relative is associated.

10.2 Bias –In quasi-judicial cases, Councilors should recuse themselves from any decision or discussions if they have a prejudice or prejudgment of the facts to such a degree that the Councilor is incapable of rendering an objective decision on the merits. Members of the Council should avoid voicing an opinion prior to the testimony and avoid ex parte contacts.

***Exception**: If the recusal results in a lack of a quorum for a decision that has to be made immediately, the Council member may be counted for the purpose of establishing a quorum, however the member must abstain from voting.*

10.3 Ex Parte Contact – Ex Parte contacts only apply in a quasi-judicial case. Members of the Council should avoid any communication outside of the public hearing process with the applicant or an outside party on land-use applications. A site visit is not considered an ex parte contact unless there is communication with an outside party or if information is gained from the visit that could be a factor in future decisions. Any ex parte contact, including the nature of the contact and the information obtained, should be disclosed at the beginning of the public hearing, and again at each continued public hearing.

10.4 Absence at Public Hearing – A member of the Council shall not participate in the discussion or vote on a quasi-judicial land use application when they were not present during the public hearing.

***Exception**: If the Council member has reviewed the audio or video tape recordings of the proceedings and any evidence presented at the hearing, the Councilor may participate in the discussion and vote on the matter, following their announcement that they have done so.*

SECTION 11 – INTERNAL OVERSIGHT

11.1 Internal Oversight. The Council has the inherent right to make and enforce its own rules and to ensure compliance with those laws generally applicable to public bodies. Should any Council Member act in any manner constituting a substantial violation of these rules, City Ordinance or Charter, or other general laws, the remaining Council Members may issue a censure or memorandum of concern pursuant to the following procedure:

a) The process is initiated by a written statement by a Council Member explaining the alleged misconduct of a Council Member and if true, why disciplinary action is needed. Two Council Members must date and sign the statement and deliver the original to the City Manager. The City Manager shall then place the matter before the Council at the next regular Council meeting if the written statement is submitted to the City Manager not later than five (5) calendar days prior to such meeting, otherwise the matter shall be placed on the agenda for the following Council meeting.

b) An affirmative vote by five (5) or more members of the Council shall initiate an investigation. An affirmative vote by a Council Member shall <u>not</u> indicate that such Member believes the truth of the statement and/or the reasoning behind a proposed sanction, but merely that further investigation is warranted under the criteria set forth in subsection c) below. The Councilor in question shall not take part in the discussion or the vote.

c) If initiated, an investigation shall be conducted by a committee consisting of three Council Members appointed by the Council. Two additional Keizer residents shall be included if the Council Member being investigated makes such request. Such residents shall be selected by the Council. The investigation shall be completed within 30 days of being initiated by the Council. The Committee shall review whether the alleged misconduct occurred, and if so whether the alleged misconduct occurred while acting in their official capacity as a City Council member, including, but not limited to the following instances:
    1. During a city meeting or while representing the City of Keizer;
    2. City Council Member announced that they were a City Council Member (and therefore infers that conduct is as a City Council Member);
    3. Conduct occurred in writing available to the public (social media, newspaper) as identified as a City Council Member.

d) If misconduct is found unanimously by the members of the City Council Committee, the Committee would present the investigation conclusion to the Council with a recommendation of any sanctions. Sanctions could include
    1. A memo of concern from the full City Council, or
    2. Censure.

e) The Council shall vote on the Committee recommendation. A memorandum of concern would require a four (4) member vote of the Council; a censure would require at least a five (5) member vote. The Council Member in question shall not take part in the discussion or the vote.

f) If misconduct is not found unanimously by the City Council Committee, a public report of the Committee findings will be presented to the City Council during a Council meeting. A copy of that report will be given to the Council Member who was investigated.

SECTION 12 – ORDINANCES, ORDERS, RESOLUTIONS, AND MOTIONS

12.1 Form – All Ordinances, Orders, and Resolutions shall be presented to the Council in print or type-written form.

12.2 Signing Of Official Documents - The Mayor shall sign all records of proceedings approved by the Council. The Mayor shall have no veto power and shall sign all ordinances passed by the Council within three days after their passage. After the Council approves a bond of a City officer or a bond for a license, contract, or proposal, the Mayor shall endorse the bond. The Council President shall perform these functions whenever the Mayor is unavailable.

12.3 Enactment of Ordinances – All ordinances will be enacted pursuant to Chapter VIII of the Keizer City Charter.

12.4 Motion – Any Councilor moving a motion to be considered by the Council shall state the motion with clarity, specificity, and brevity so the matter is clearly understood.

12.5 Procedures In Handling Parliamentary Motions

a) To move a motion, a Councilor must be recognized by the Presiding Officer at a time when there is no other business on the floor. The Councilor then says, "I move adoption of an ordinance..." or "I move approval of a resolution..."

b) Another Council member seconds the motion. This can be done without being recognized by the Presiding Officer . If no member seconds the motion, it does not come before the meeting; it "dies" for lack of a second and the Presiding Officer calls for the next item of business. A second does not necessarily mean that the member favors the motion. It can be that the member simply wants the motion brought on the floor for discussion.

c) The Presiding Officer states the question on the motion. This procedure is necessary for the motion to come before the Council. Prior to this step, the Presiding Officer can suggest changes in the motion and the mover can change or withdraw it. No debate can take place until the Presiding Officer states the motion is on the floor. At this point, a mover may ask permission to withdraw the motion. It is unnecessary for the Presiding Officer to ask the member who seconded the original motion to withdraw the second. Withdrawal of the motion by general consent takes precedence to the second.

d) Debate then takes place on the motion. The original mover is entitled to the floor first. **Each member has the right to speak and to rebut any other speakers, but should not have the floor the second time until all who wish have spoken once.** Unless it is decided otherwise, each speaker is limited to five (5) minutes each time.

e) The Presiding Officer then puts the question to a vote. When the debate appears to have closed, the Presiding Officer asks "are you ready for the question?" If no one claims the floor, the Presiding Officer restates the motion and calls for a vote.

12.6 Motion for Reconsideration - Unless specifically governed by other provisions of the codes, ordinances, or other regulations of the City, any Councilor who voted with the majority **or who was not present at the time of the vote**, may move for reconsideration of an action at the same or at the next regular meeting of the Council. A vote of reconsideration requires a **majority vote of those Councilors present**. A vote for reconsideration shall take place at the same meeting when there is no other business on the floor or at the next regular meeting of the Council under the Other Business portion of the meeting. A motion for suspension of the rules is not required. After a matter has been reconsidered, it shall not preclude the issue from being raised in the future, but not before the next regular meeting.

SECTION 13 – VOTING

13.1 Voting – Unless a different voting requirement applies, the concurrence of a majority of the members of the Council in attendance, voting when a quorum of the Council is present shall decide any question before the Council. The Presiding Officer will have a vote on all questions before the Council. It is considered inappropriate for members to explain their action once the vote has been called for and until after the vote has been taken.

13.2 Abstentions – Any Councilor abstaining should state the reason for the abstention. An abstention does not count as either an affirmative or negative vote and shall not be counted toward the number of votes required to pass or reject a motion.

13.3 Methods of Voting –The standard is the voice vote, however the Presiding Officer may decide the type of vote unless directed otherwise by a majority of the Council.

- **Voice Vote**: This is the standard method when no more than a majority vote is required. The ayes are called for first and then the nays.
- **Show of Hands**: This can be used as an alternative to a voice vote, in verifying an inconclusive voice vote or when a two-thirds vote is required for adoption.
- **Vote by Written Ballot**: This is another method that is normally used only in cases of elections or a matter where initial confidentiality is needed. Each Councilor shall place their signature on the ballot and the results (including each Councilor's specific vote) must be made public immediately following the vote.
- **Roll Call: In this m**ethod, the City Recorder calls the name of each Councilor and the Councilor responds with his or her vote on the matter. Council members will be called by position number, with the Mayor being called last.

13.4 Unanimous Consent: The Presiding Officer may use unanimous consent as a voting method if it appears that all of the Council members present agree on a particular position or direction. If any Councilor objects, a formal vote shall be taken.

13.5 Voting Required: Every member of the Council that is present when a question is addressed shall vote for or against the question, unless he or she abstains for just cause (conflict of interest, bias, etc.).

13.6 Voting Results: The Presiding Officer announces the voting result. This step is always included to ensure Council understanding of the outcome and so that the Recorder will be able to accurately reflect the outcome in the minutes. If a motion ends in a tie, the motion will be considered lost.

13.7 Changing Vote: A Council member has the right to change their vote up to the time the vote is finally announced. After that, they can make the change only by permission of the Council, which may be given by unanimous concurrence of Council. If an objection is made, a motion may be made to grant the permission. The motion is undebatable.

SECTION 14 – MINUTES

14.1 Recording of Minutes: Minutes are the official record of the City Council meetings. They record the substance of a meeting and are a clear, accurate, concise, informative record of the proceedings. Minutes will generally follow the chronological order of items considered during a meeting. Minutes are not a verbatim transcript, and the meeting does not have to be sound recorded unless otherwise required by law. For practical purposes, however, it is general practice to sound record the meetings of the City Council for back up reference. Reporting actions taken is the single most important segment of the final minutes. The minutes are to include, at a minimum:

a) Kind of meeting (regular, special, work session, etc.)
b) The name of the body meeting (City Council, Urban Renewal Agency, Budget Committee, etc.)
c) Date of the meeting and place where it is held.
d) Name and title of Presiding Officer (usually the Mayor).
e) All motions (main, amendments, withdrawals, etc.), with dispositions, with the name of the mover and, if applicable, the name of the seconded.
f) Members present.
g) Proposals, resolutions, orders, ordinances, and measures proposed and their disposition.
h) Results of all votes and the vote of each member by name, including abstentions.
i) The substance of any discussion on any matter.

j) The name and City of residence, if available, on any person appearing before the City Council to offer testimony, and the substance of such testimony.

k) Exhibits or written testimony subject to ORS 192.410 to 192.505.

l) Reference to the appropriate ORS section under which an executive session was held.

m) The signature of the individual taking the minutes.

n) Signature lines for the Mayor and the Councilors.

14.2 Distribution of Minutes: Draft minutes are distributed to the City Council with the agenda on which those minutes appear as an item for approval. However, because the minutes are generally completed in draft form prior to distribution of the agenda packets, the minutes are available for earlier review should the need arise.

14.3 Correction and Approval of Minutes - Approval of the minutes usually take place at the next regular meeting following the date of the minutes under approval. Generally, minutes appear on the agenda under the Consent Calendar. If minor changes are made to the minutes, a Councilor may offer such amendment prior to the Consent Calendar being approved. For extensive amendments, the minutes should be pulled off the Consent Calendar for consideration. All corrections that appear will appear in the minutes of the meeting when the changes took place. If a member of the Council is absent from the meeting, they should announce their absence and abstain from voting for approval of the minutes. When a Councilor is absent, the word "absent" shall be printed in place of a signature.

If a Councilor has a concern over the reporting of minutes, it is that Councilor's responsibility to review the tape of the meeting and bring corrections forward to the City Council at the next regular meeting with the tape cued, ready to be played, if necessary. It is not appropriate to expend staff time when only one member of Council is requesting the review.

14.4 Reading of Minutes: Unless the reading of the minutes of the previous Council meeting is requested by a majority of the Council, such minutes may be approved without reading if copies thereof have been previously furnished each Council member.

14.5 Executive Session Minutes – Minutes from Executive Sessions held pursuant to ORS 192.660 will be kept in the form of a tape recording. No transcription of Executive Session minutes will be made unless otherwise required by law.

SECTION 15 – PROCLAMATIONS

15.1 Request for Proclamations – Organizations or citizens requesting proclamations that proclaim a specified date or dates to recognize the efforts of various community groups and individuals on certain projects, shall be filed with the City Recorder. Upon receipt, the City Recorder will notify the Mayor of the request. If the Mayor approves the request, the City Recorder will prepare the proclamation for the Mayor's signature.

15.2 Reading of Proclamations – It will be at the discretion of the Mayor if a proclamation will be read at a City Council meeting or presented to the organization or group. It is preferred that a representative of the requesting organization be present to receive the proclamation.

SECTION 16 – COUNCIL VACANCIES/APPOINTMENTS

16.1 Vacancy of Council Position – Chapter VII – Section 29 of the Keizer City Charter outlines circumstances in which a Council position may become vacant. Vacant elective offices shall be filled by appointment. A majority vote of the remaining members of the Council shall be required to validate the appointment. Upon validation, the appointee's term of office shall begin and continue throughout the unexpired term of the predecessor.

16.2 Vacancy of Mayor Position – In the event the office of the Mayor becomes vacant, the Council President shall become Mayor. A new Council President shall be nominated accordingly from the remaining members of the Council. The Council then shall appoint a Councilor to fill the vacancy as set forth below.

16.3 Declaration of Vacancy – The vacant position shall be declared vacant by Resolution.

16.4 Process for Appointment – Upon declaration of the vacancy, the Council shall adopt a timeline for the appointment process. A press release will be issued inviting members of the community, who meet the qualifications as outlined in the Charter, to submit a letter of interest and resume. Only candidates who have submitted the letter and resume by the deadline determined by the Council may be considered. Within 45 days of the declaration of vacancy, the Council shall appoint the replacement Councilor as set forth in this Section.

16.5 Presentation Process – The candidates shall be invited to make a presentation before the City Council. The presentation process is as follows:

a) Presentation length: Five minutes. There is to be no discussion or questions by the Council whatsoever, except for the written questions noted below.

b) Order of the presentations: Drawn from the official bucket.

c) Candidates will be requested to sequester themselves outside the Council Chambers until time for their presentation so they will not gain advantage by listening to the other candidates. They may remain in the audience after their presentation.

d) Each of the six current council members may submit a written question to be given the candidates. The candidates may choose to address the questions in their presentations. The deadline for submittal of the questions shall be one week before the presentation.

e) Following close of the presentation, all candidates who have submitted a letter of interest and resume shall be considered and formal nominations shall not be made.

16.6 Appointment Vote – The Presiding Officer or City Attorney shall review the appointment process with members of the audience prior to any votes being taken. Written ballots shall be prepared containing the names of all of the candidates. The following voting process will be followed:

a) Each of the remaining members of the Council shall select one candidate and mark their ballot accordingly. If one candidate receives the majority of the votes of the remaining members of the Council, such candidate shall be appointed to fill the vacant position.

b) If no candidate receives a majority vote of all remaining members of the Council on the first ballot, a second ballot shall be distributed. The second ballot shall contain the names of the two candidates receiving the most votes from the first ballot, unless a tie resulted from the first ballot. In a first place tie situation, all first place candidates will be placed on the second ballot. If there is one first place candidate and tied second place candidates then all first and second place candidates will be placed on the second ballot. Each remaining member of the Council shall select one candidate and mark their ballot accordingly. The candidate receiving a majority of the votes of the remaining members of the Council shall then be appointed to the vacant position.

c) If no candidate receives a majority vote of all remaining members of the Council on the second ballot, a third and final ballot shall be distributed. The third and final ballot shall contain the names of the two candidates receiving the most votes from the second ballot, unless a tie resulted from the second ballot. In a first place tie situation, all first place candidates will be placed on the third and final ballot. If there is one first place candidate and tied second place candidates then all first and second place candidates will be placed on a third and final ballot. Each remaining member of the Council shall select one candidate and mark their ballot accordingly. The candidate receiving the majority of the votes of the remaining members of the Council shall be appointed to the vacant position. In case of a tie vote on this third and final vote, the Council will select the replacement Councilor according to the procedure outlined in Section 16.7 – Tie Votes – Appointment Process.

d) By Resolution, the Council shall validate the appointment.

16.7 Tie Votes – Appointment Process – If no candidate receives a majority vote of all remaining members of the Council on the third and final vote, the names of the two candidates receiving the most votes from the third and final ballot will be placed in an official city bucket, unless a tie resulted from the third and final ballot. In a first place tie situation, all first place candidates will be placed in the official city bucket. If there is a one first place candidate and tied second place candidates, then all first and second placed candidates' names will be placed in the official city bucket. The City Recorder will draw the successful name.

16.8 Tie Votes – Council Election – When two or more candidates running for the same Council position, have an equal and the highest number of votes, the successful candidate will be determined by a drawing of lots. Upon confirmation of a recount by the Marion County Elections Division, this determination shall take place at the first regularly scheduled meeting after such recount confirmation. The Council will use the same process to determine the successful candidate as outlined in Section 16.7 – Tie Votes – Appointment Process.

SECTION 17 – CREATION OF CITY COMMITTEES, BOARDS AND COMMISSIONS AND COUNCIL COMMITTEES AND AD-HOC TASK FORCES

17.1 Citizens Committees, Boards and Commissions. - At any time, the Council may by resolution establish any City Board, Commission or Committee deemed necessary and in the best interests of the City. Any committee so created may contain one or more Councilors as members. Unless otherwise provided, all City Boards, Commissions, and Committees so created shall sunset at the end of their mission, but in all events shall be reviewed every four years in odd numbered years, prior to Councilor liaison appointment.

17.2 Membership Appointment – The Volunteer Coordinating Committee is the only standing City Committee that receives members by direct appointment from the City Council. Each City Councilor will make a one-member appointment to the Volunteer Coordinating Committee as allowed in Resolution 2001-1295 for a two-year term. All other applicants for City Boards, Commissions, Committees or any group (other than Council Work Groups) will be recommended by the members of the Volunteer Coordinating Committee who will receive, review, and process written applications and forward recommendations to the Council for appointment consideration, unless the Resolution, Ordinance, or State Statute defines the appointment process differently.

17.3 Qualifications - No appointee may serve on more than two City Boards, Commissions or Committees at any one time, without Council approval. Budget

Committee members are required to be appointed from the electorate. All of other City Boards, Commissions, Committee or Task Force members shall be appointed pursuant to Council Resolution or Ordinance.

17.4 Removal of Members of Committees, Boards, and Commissions – The Council may remove any member of any committee, board, or commission, by a vote of at least a two-thirds majority of the Council. All members of City Boards, Commissions or Committees serve at the pleasure of the Council except as otherwise provided by law. All Council seats on City Boards, Commissions or Committees are reserved for sitting Councilors; upon expiration of any Councilor's term, or upon resignation, removal or death, the Councilor's seat on any City Board, Commission or Committee occupied by that person shall be immediately declared vacant, and a sitting Councilor appointed by the Mayor as a replacement.

17.5 Council Task Forces - Council Ad-Hoc Task Forces may be created at any time by resolution. All Council Ad-Hoc Task Forces shall have a City Councilor as Chair who shall be either appointed by the Mayor, or by a majority vote of the members of the committee in the absence of such appointment. Such Task Force shall report to the Council without unnecessary delay upon matters referred to them. All Council Ad-Hoc Task Forces so created shall sunset at the end of their mission, but in all events shall be reviewed in January of odd numbered years prior to Councilor liaison appointment.

17.6 Meetings Subject to Oregon Open Meetings Law - All meetings of any City Boards, Commissions, Lay-Committees, Council Committee,Task Force, or Work Group shall be subject to and comply with the Oregon Public Meetings law, ORS 192.610-192.710.

17.7 Registry - The City Recorder shall prepare, keep current and retain on file in the Office of the City Recorder a list of all appointees to all City Boards, Commissions, Committees and Council Ad-Hoc Task Forces, the date of their appointment, the length of their unexpired term, and their addressees and phone numbers. All Councilors shall be given a copy of this list at least once yearly, or upon any substantial change in membership of any City Board, Commission, Committee or Council Task Force.

17.8 Youth Councilor – Each school year one youth Councilor may be appointed as a non-voting member of the Council. To receive this appointment the candidate must be a Keizer resident who is either attending high school or a registered home schooled student. The appointment shall be by majority vote of the Councilors present, following a recommendation from the Volunteer Coordinating Committee.

17.9 Outside Committees – The Mayor shall appoint Councilors to liaison positions and outside committees the first meeting in January every odd numbered year. Each Councilor shall keep the Mayor informed of the Councilor's involvement in any and all other committees, task forces, appointments, etc. of other groups, agencies or jurisdictions.

<u>17.10 Additional Groups –</u> No Board, Commission, Committee, Work Group, Task Force or any public body (other than the Council) may create another public body, except for subcommittees consisting only of its members. Upon recommendation by an entity, the Council may create another Group.

SECTION 18 – ELECTRONIC MAIL

<u>18.1 Electronic Mail</u> – The Council will observe the following guidelines when using an electronic method for correspondence in their elected roles:

1) All e-mail use by the Mayor and City Councilors will comply with the requirements of the Oregon Public Records Law and Oregon Revised Statutes ORS 192.410 through 192.505.

2) E-mail may be used for correspondence, to schedule meetings, send informative messages, or request information from other members of the Council, the City Manager, or City Department Managers. Councilors shall use and keep their email accounts updated. The City shall provide sufficient equipment and software for Council members.

3) E-Mail may not be used to discuss policy issues with a quorum of the Council at one time or a quorum of a standing advisory body in any manner which would be in violation of the Oregon Public Meeting Laws.

SECTION 19 – CITY COUNCIL GOAL SETTING

<u>19.1 Council Goal Setting</u>

1) **Goal Setting Parameters.** The City Council shall set goals at a minimum of every two years to coincide with mayoral terms of office. The goals shall include *Short Term Goals* that the Council plans on completing within the next 24 months and *Long Term Goals* that the Council plans to work on during the next two years, but will take longer to complete than 24 months.

2) **Creation of initial list.** Following the election in November of even numbered years, the newly elected Council members shall meet with the current Council members in a work session meeting to establish an initial list of potential Council goals. This initial "brainstorming" session shall be completed by 12/31 of the election year.

3) **Work Session.** During the first calendar quarter of the year following an election a work session shall be dedicated to Council Goal Setting. During this work session the initial list of potential Council goals will be refined and amended to reflect the needs, and goals of the community. These goals shall reflect, but not be limited to, the goals established in the City's Strategic Plan; Master Plans, community input city staff, city committees and City Councilors.

4) **Adoption.** Council Goals shall be adopted at a regular meeting of the Keizer City Council no later than the second regular session in April of the year following an election.

SECTION 20 – CITY COUNCIL TRAINING

Section 20.1 Councilor Training – All Councilors are encouraged to attend at least one City affiliated training seminar/conference per calendar year. For example:

- League of Oregon Cities Annual Conference
- League of Oregon Cities Elected Officials Training Sessions
- Mid-Willamette Valley Council of Governments New City Councilor Training
- Mid-Willamette Valley Council of Governments State Wide Planning Seminar
- State of Oregon Emergency Management

Section 20.2 – Mayor's Training - In addition to the above expectation, the Mayor is expected to represent the City at the annual conferences of the Oregon Mayor's Association.

Section 20.3 – Reimbursement Allowance - Any reimbursement allowance must comply with City of Keizer Personnel Policies.

Section 20.4 – Council Approval – Council members requesting additional training with City reimbursement must do so with Council approval.

SECTION 21 – MISCELLANEOUS

Section – 21.1 - Amendments to Council Rules. Amendments to these rules shall be by made by resolution.

Section 21.2 - Anonymous Communications - Anonymous and unsigned communications shall not be introduced in Council meetings.

Signature Page

The foregoing Council Rules were adopted by the City Council on the 17th day of June, 2013 by Resolution R2013-____. By signing below the City Council members affirm they have read and received a copy of these rules.

City Council:

____
Mayor Lore Christopher

____
Council President Joe Egli

____
Councilor Dennis Koho

____
Councilor Kim Freeman

____
Councilor Marlene Quinn

____
Councilor Cathy Clark

____
Councilor James Taylor

CITY COUNCIL MEETING: _______________

AGENDA ITEM NUMBER:___________

TO: MAYOR CHRISTOPHER AND CITY COUNCIL MEMBERS

THRU: CHRIS EPPLEY, CITY MANAGER

FROM: H. MARC ADAMS, CHIEF OF POLICE

SUBJECT: Postage Machine Lease

ISSUE:

The postage machine lease between City of Keizer Police Department and Pitney Bowes is reaching the end of its term.

RECOMMENDATION:

It is recommended that Council allow the City Manager to enter into a new lease with Pitney Bowes on behalf of the Keizer Police Department. The lease terms are 60 months at $111.89 per month for a USPS compliant meter and 10 pound scale, which terms were negotiated through WSCA/NASPO contract #ADSPO11-00000411-7. Funds have previously been budgeted for the lease of postage equipment. The negotiated cost is $64 less per month than the previous lease for the same model of equipment.

If you have any questions please contact H. Marc Adams, 503.390.3713 – adamshm@keizer.org.

CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

Resolution R2013-_____

AUTHORIZING THE CITY MANAGER TO ENTER INTO LEASE AGREEMENT WITH PITNEY BOWES FOR KEIZER POLICE DEPARTMENT POSTAGE METER

WHEREAS, the City of Keizer has been utilizing a leasing program for postage meters for the last few years;

WHEREAS, the lease for the Police Department postage meter is at the end of its term with Pitney Bowes;

WHEREAS, a new five-year lease agreement has been negotiated with Pitney Bowes;

WHEREAS, the lease agreement has been included in the approved budget and will be included in upcoming fiscal year budgets;

NOW, THEREFORE,

BE IT RESOLVED by the City Council of the City of Keizer that the City Manager is hereby authorized to sign the WSCA/NASPO FMV Lease Option C Agreement for a five-year lease agreement with Pitney Bowes, a copy of which is attached hereto and by this reference incorporated herein.

PASSED this __________ day of _________________, 2013.

SIGNED this __________ day of _________________, 2013.

____
Mayor

____
City Recorder

Keizer City Attorney
930 Chemawa Road NE
PO Box 21000
Keizer, Oregon 97307
503-856-3433

Pitney Bowes

WSCA/NASPO FMV Lease Option C Agreement
Account # 10

Agreement Number

Your Business Information

CITY OF KEIZER POLICE DEPARTMENT			
Full Legal Name of Customer	DBA Name of Customer	Tax ID # (FEIN/TIN)	
PO BOX 21000	KEIZER	OR	97307-1000
Billing Address: Street	City	State	Zip+4
		18471855868	
Billing Contact Name	Billing Contact Phone #	Billing CAN #	
930 CHEMAWA RD NE	KEIZER	OR	97303-3716
Installation Address (*If different from billing address*): Street	City	State	Zip+4
		00540861002	
Installation Contact Name	Installation Contact Phone #	Installation CAN #	
Fiscal Period *(from - to)*	Customer PO #	Delivery CAN #	

Your Business Needs

Qty	Business Solution Description
	Mail Stream Solution - 1
1	DM300C Digital Meter System
1	IntelliLink Interface / PSD for DM300C/ DM400C/DM450C w/PP (
1	Accounting (50 Dept) Software
1	10 lb Integrated Weighing
1	Confirmation Services Training
1	Differential Weighing for 2 lb, 5 lb, or 10 lb Scale
1	Integrated Weighing Platform
1	IntelliLink Subscription with Value Based Services

Check items to be included in customer's payment

[X] **Equipment Maintenance(Included with your payments for the initial term)**
Provides service coverage including certain parts and labor

[ ] **Software Maintenance (1st year included)**
Provides revision updates and technical assistance

[X] **Soft-Guard® Subscription (Included with your meter rental)**
Provides postal and carrier updates

[X] **IntelliLink® Subscription/Meter Rental**
Provides simplified billing and includes ( )resets per year

(x) **Confirmation Services** — Electronic access to postal confirmation service
(x) **Purchase Power®** — Receive an invoice for postage,consolidated billin and enhanced management reporting information.

Your Payment Plan

Number Of Months		Monthly Amount *
First	60	$111.89

*(*Does not include any applicable taxes)*

( ) Required advance check of $( ) received
Tax Exempt# State Tax *(If applicable)*
( ) Tax Exempt Certificate Attached
( ) Tax Exempt Certificate Not Required

Your Signature Below

By signing below, you agree to be bound by this FMV Lease Option C Agreement (this "Lease"). This Lease is made and entered into pursuant to your State's/Entity's Participating Addendum, which is made in connection with the WSCA/NASPO Contract # ADSPO11-00000411-7 ("Agreements"), all of which are available at www.pb.com/states. The terms and conditions of the Agreements govern this transaction, and in the event of any inconsistency with this Lease, the Agreements will supersede this Lease. This Lease will be binding on PBGFS only after PBGFS has completed its credit and documentation approval process and an authorized PBGFS employee signs below.

		1518
Customer Signature	Date	State's/Entity's Participating Addendum #
Print Name	Title	Email Address

Sales Information

Matt Nemeth	473	
Account Rep Name	District Office	PBGFS Acceptance

Equipment Vendor: Pitney Bowes Inc. for Sales and Service call 1-800-322-8000

COUNCIL MEETING: June 17, 2013

AGENDA ITEM NUMBER: _____________

TO: **MAYOR CHRISTOPHER AND CITY COUNCIL MEMBERS**

THROUGH: **CHRISTOPHER C. EPPLEY**
CITY MANAGER

FROM: **TRACY DAVIS**
CITY RECORDER

SUBJECT: **INITIATING ALDINE MEADOWS STREET LIGHTING LOCAL IMPROVEMENT DISTRICT**

ISSUE:

Shall the City Council initiate Aldine Meadows Street Lighting Local Improvement District?

DISCUSSION:

A petition was filed on June 6, 2013 by the engineer for the developer of the property at Aldine Avenue to form a local improvement district for street lights in this area of Keizer. The petition contained the required signatures of the property owner as outlined by City of Keizer Ordinance 94-278.

RECOMMENDATION:

It is recommended that the City Council approve the Resolution Initiating Aldine Meadows Street Lighting Local Improvement District and direct the City Engineer to prepare a survey of the area.

CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

Resolution R2013-_____

DECLARING THE CITY'S INTENT TO INITIATE A STREET LIGHTING LOCAL IMPROVEMENT DISTRICT (ALDINE MEADOWS) AND DIRECTING THE CITY ENGINEER TO MAKE A SURVEY AND FILE A WRITTEN REPORT WITH THE CITY RECORDER

WHEREAS, the City Council of the City of Keizer has received a petition from the developer to initiate a street lighting district in the Aldine Meadows property development in the City of Keizer;

WHEREAS, pursuant to City of Keizer Ordinance No. 94-278, the necessary signatures of land owner comprising of two-thirds of the property to be included within Aldine Meadows Street Lighting Local Improvement District have requested the formation of the district;

NOW, THEREFORE,

BE IT RESOLVED by the City Council of the City of Keizer that:

1. The City Council declares its intent to initiate Aldine Meadows Street Lighting Local Improvement District;
2. The map attached hereto, marked Exhibit "A", and by this reference incorporated herein sets forth the proposed boundaries of the district;
3. The City Engineer is hereby directed to make a survey of the District;

Keizer City Attorney
930 Chemawa Road NE
PO Box 21000
Keizer, Oregon 97307
503-856-3433

4. The City Engineer shall file a written report with the City Recorder to be considered by the City Council on _______________, 2013.

PASSED this __________ day of _________________, 2013.

SIGNED this __________ day of _________________, 2013.

____
Mayor

____
City Recorder

Keizer City Attorney
930 Chemawa Road NE
PO Box 21000
Keizer, Oregon 97307
503-856-3433

PETITION TO FORM LOCAL IMPROVEMENT DISTRICT FOR STREET LIGHTING

To the City Council for the City of Keizer:

The undersigned being the owner or contract purchaser of the described property hereinafter set opposite my or its name, hereby petition the Keizer City Council to form a STREET LIGHTING LOCAL IMPROVEMENT DISTRICT for:

Aldine Meadows

within the City of Keizer.

The legal description of the proposed district is:

See Attached Exhibit 'A'

PLEASE ATTACH A MAP OF THE AREA

This petition to form this district is in conformity with the charter, ordinances and regulations of the City of Keizer.

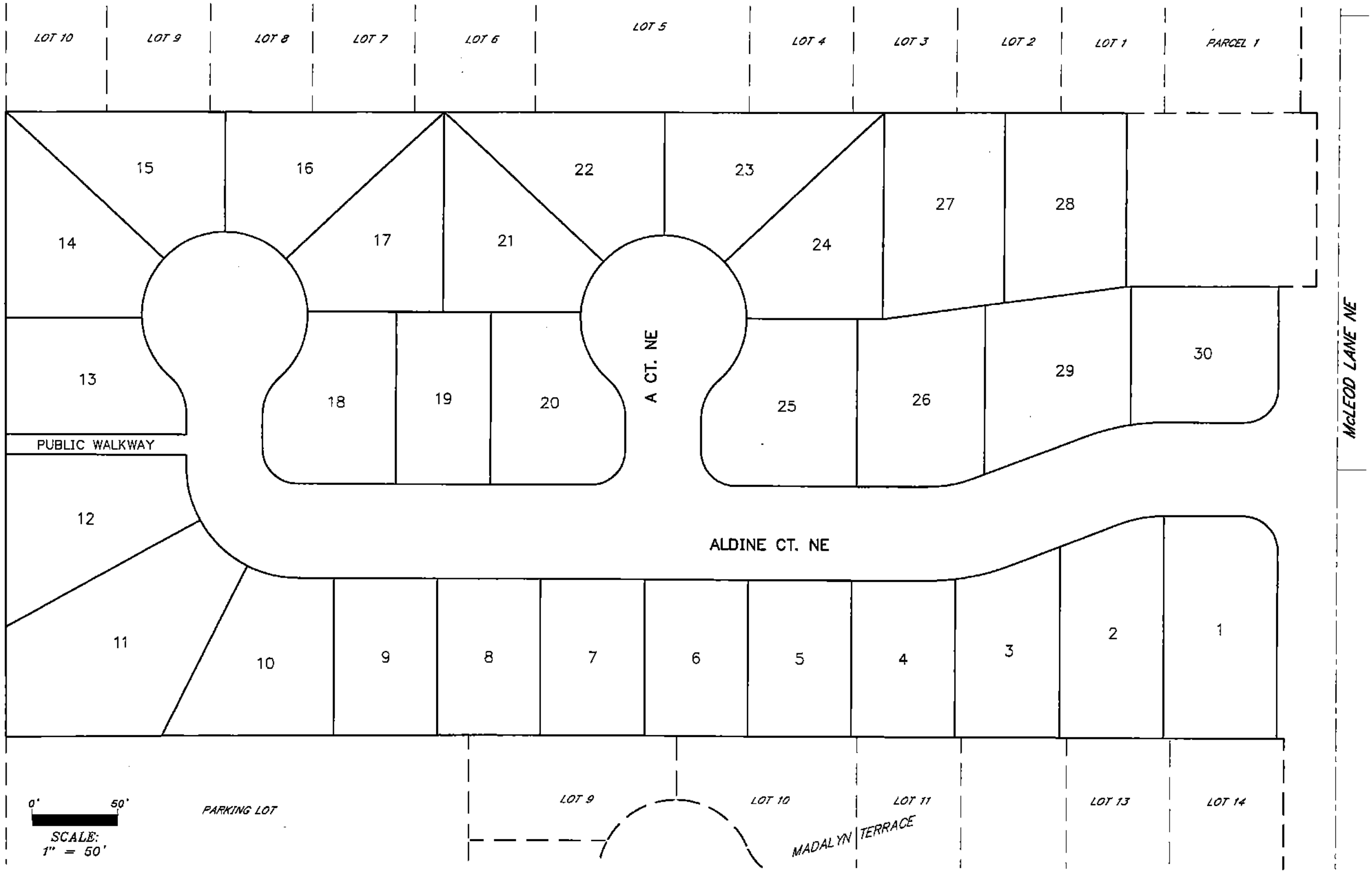
PETITION SUBMITTED BY:

NAME: Jeremy Grenz

ADDRESS: 1155 13th St. SE

PHONE NUMBER: 503-363-9227

DATE	DEED HOLDER/CONTRACT BUYER	SIGNATURE	ADDRESS OF PROPERTY (IF VACANT - LOT NUMBER/SECTION)
6/6/13	SRS Development LLC	member Tim C. Smith	6005 McLeod Ln. NE



LOT 10
LOT 9
LOT 8
LOT 7
LOT 6
LOT 5
LOT 4
LOT 3
LOT 2
LOT 1
PARCEL 1
15
16
22
23
27
28
14
17
21
24
13
18
19
20
A CT. NE
25
26
29
30
McLEOD LANE NE
PUBLIC WALKWAY
12
ALDINE CT. NE
11
10
9
8
7
6
5
4
3
2
1
0'
50'
SCALE:
1" = 50'
PARKING LOT
LOT 9
LOT 10
LOT 11
LOT 13
LOT 14
MADALYN TERRACE

EXHIBIT "A"

LEGAL DESCRIPTION

Beginning at a point 30 rods North of the Southwest corner of the Northwest quarter of Section 36 in Township 6 South, Range 3 West of the Willamette Meridian and running thence East 46 rods; thence North 22 rods; thence West 46 rods; thence South 22 rods to the place of beginning and being a part of the Donation Land Claim of Silas G. Pugh, situate in Marion County, Oregon.

CITY COUNCIL MEETING:____________________

AGENDA ITEM NUMBER:________________

TO: **MAYOR CHRISTOPHER AND CITY COUNCIL MEMBERS**

THROUGH: **CHRIS EPPLEY**
CITY MANAGER

FROM: **BILL LAWYER**
PUBLIC WORKS DIRECTOR

SUBJECT: **ANNUAL STREET RESURFACING**

DATE: **June 10, 2013**

BACKGROUND:

The Department of Public Works in conjunction with Marion County Public Works solicited bids for resurfacing various streets in Keizer. This project consists of 8 streets totaling approximately 1.9 miles. See attachment "A" for maps showing the selected streets. A total of five bids were received and opened May 30th 2013. Bids ranged from $806,093.00 to $554,392.90. The lowest bid price was received from Roy Houck Construction LLC in the amount of $554,392.90.

The results of the bids provided the opportunity to take advantage of the favorable pricing and complete additional resurfacing. Staff elected to add the resurfacing of River Road from the Country Glen sub-division to the north City limits. The addition of this portion of River Road increases the length to 2.4 miles and brings the total project cost to $792,429.40.

FISCAL IMPACT:

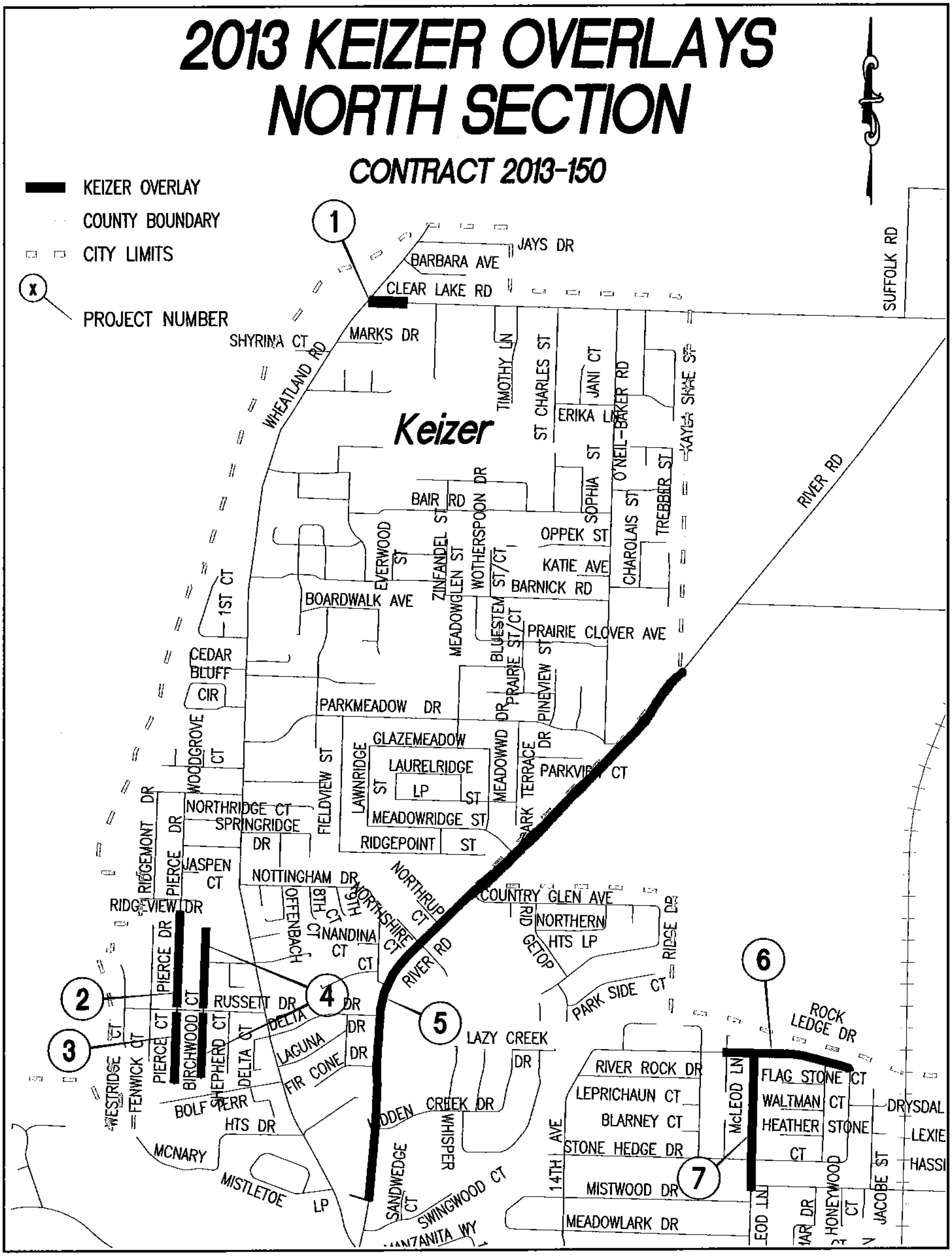
Funds for this project are available in the Fiscal Year 2013/2014 Street Fund Budget line 80.

RECOMMENDATION:

Staff recommends the City Council adopt the attached resolution authorizing the City Manger to enter into a contract with Roy Houck Construction LLC in the amount of $792,429.40 for the resurfacing of various City streets.

Please contact me with any questions or concerns.

Attachment A

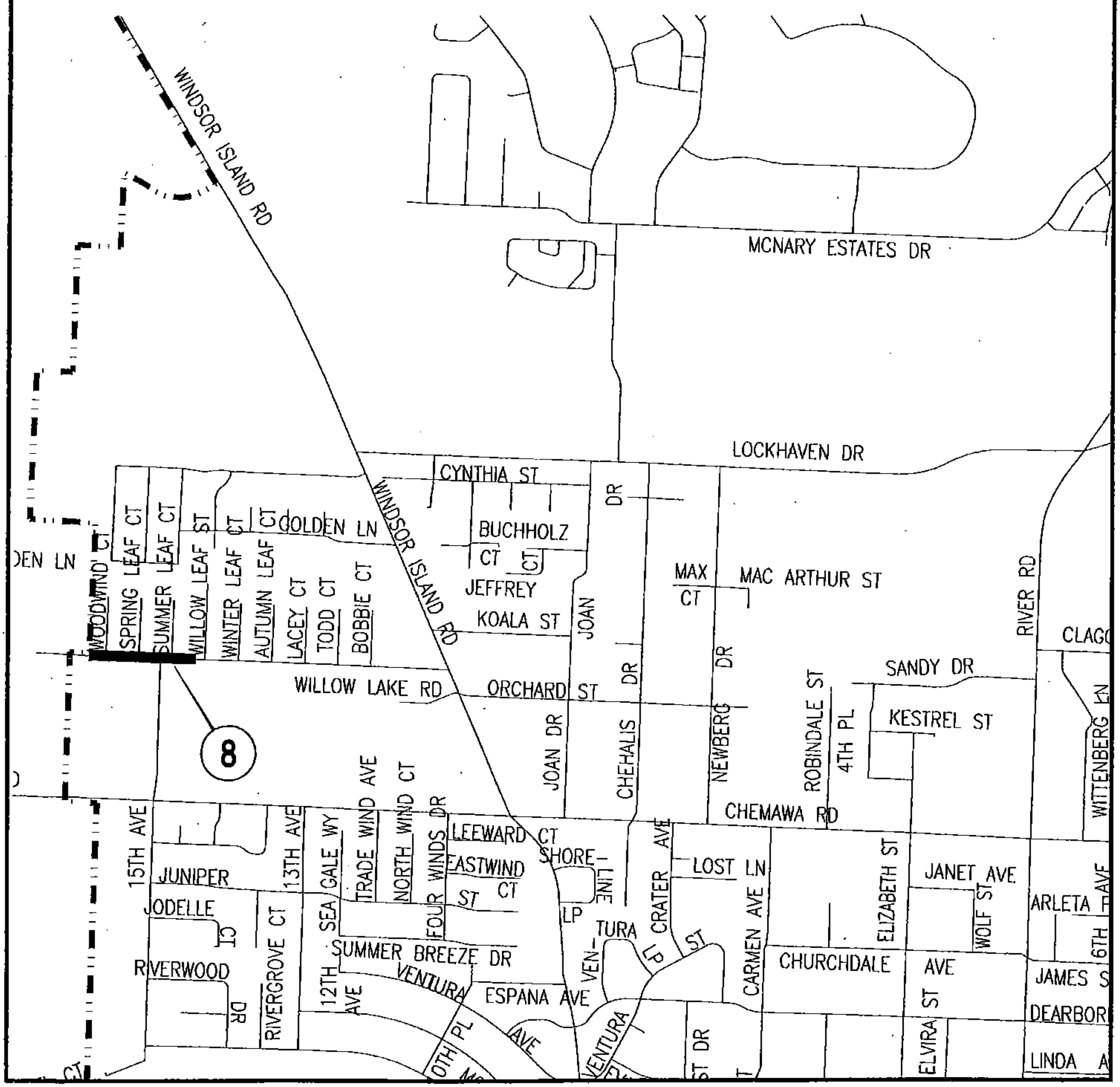


2013 KEIZER OVERLAYS
SOUTH SECTION

CONTRACT 2013-150

KEIZER OVERLAY
COUNTY BOUNDARY
CITY LIMITS
(X) PROJECT NUMBER

Keizer



CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

Resolution R2013-_____

AUTHORIZING THE CITY MANAGER TO AWARD AND ENTER INTO AN AGREEMENT WITH ROY HOUCK CONSTRUCTION LLC FOR ANNUAL STREET RESURFACING PROJECT

WHEREAS, the Public Works Department in conjunction with Marion County Public Works Department resurfaces streets annually;

WHEREAS, bids were solicited for resurfacing various streets in Keizer;

WHEREAS, funds available to complete this project are in the 2013/14 Street Fund;

WHEREAS, five bids for this project were received. Roy Houck Construction LLC submitted the low bid for a total amount of $554,392.90. This bid has been reviewed and certified by the Marion County Public Works Department;

WHEREAS, as a result of the favorable pricing, staff elected to add additional resurfacing of River Road from the Country Glen subdivision to the north City limits. Roy Houck Construction LLC submitted additional costs in the amount of $238,036.50 for the additional resurfacing. This additional cost has been reviewed and certified by the Marion County Public Works Department;

NOW, THEREFORE,

Keizer City Attorney
930 Chemawa Road NE
PO Box 21000
Keizer, Oregon 97307
503-856-3433

BE IT RESOLVED by the City Council of the City of Keizer that the City Manager is hereby authorized to award the contract to, and if no objections are received, enter into an agreement with Roy Houck Construction LLC for a total cost of $792,492.40 to resurface various city streets in Keizer. Funding for this project is from the Street Fund.

PASSED this __________ day of _________________, 2013.

SIGNED this __________ day of _________________, 2013.

____
Mayor

____
City Recorder

Keizer City Attorney
930 Chemawa Road NE
PO Box 21000
Keizer, Oregon 97307
503-856-3433

CITY COUNCIL MEETING: June 17, 2013

AGENDA ITEM NUMBER: _______________

TO: **MAYOR CHRISTOPHER AND CITY COUNCIL MEMBERS**

FROM: **MACHELL DEPINA**
HUMAN RESOURCES DIRECTOR

SUBJECT: **CITY MANAGER EVALUATION AND SALARY INCREASE**

ISSUE

The City Manager's Employment Contract was previously extended to June 30, 2014 and provides for a yearly performance review. The yearly performance review has been completed for the year ending June 30, 2013 and the Council has determined Chris Eppley's performance is satisfactory.

The City Manager's Employment Contract does not require formal contract amendment for salary increases. The Council has determined that a one step salary increase to the City Manager is appropriate and warranted. Therefore, a one step salary increase from Salary Range 37, Step 9 to Salary Range 37, Step 10 should be provided, including Cost of Living adjustment of 2.0% as provided to unrepresented employees, effective July 1, 2013.

RECOMMENDATION

It is recommended that the Council review the attached Resolution and take appropriate action.

If you have any questions regarding this staff report, please contact me by phone at 503-856-3417 or by email at depinam@keizer.org.

Thank you.

CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

Resolution R2013-_____

GRANTING STEP INCREASE TO THE CITY MANAGER

WHEREAS, the Keizer City Council has extended the contract of the City Manager to June 30, 2014 pursuant to Resolution R2013-2295;

WHEREAS, the Employment Contract between the City of Keizer and Christopher C. Eppley provides for a performance review at least once each fiscal year;

WHEREAS, the City Council has conducted the performance review for the fiscal year ending June 30, 2013 and the Council has determined that Christopher C. Eppley's performance is satisfactory;

WHEREAS, the Employment Contract does not require formal contract amendment for salary increases;

WHEREAS, the Council has determined that a one step salary increase to the City Manager is appropriate and warranted;

NOW, THEREFORE,

BE IT RESOLVED by the City Council of the City of Keizer that the City Manager's salary shall be increased from Salary Range 37, Step 89 to Salary Range 37, Step 10 pursuant to the current salary matrix, including Cost of Living Adjustment of 2.0% as provided to unrepresented employees, effective July 1, 2013.

PASSED this __________ day of _________________, 2013.

SIGNED this __________ day of _________________, 2013.

____

Mayor

____

City Recorder

MINUTES
KEIZER CITY COUNCIL
Monday, May 20, 2013
Keizer Civic Center, Council Chambers
Keizer, Oregon

CALL TO ORDER

Mayor Christopher called the meeting to order at 7:00 pm. Roll Call was taken as follows:

Present:
Lore Christopher, Mayor
Joe Egli, Council President
Cathy Clark, Councilor
Dennis Koho, Councilor
Marlene Quinn, Councilor
Jim Taylor, Councilor
One Position Vacant

Staff:
Chris Eppley, City Manager
Shannon Johnson, City Attorney
Nate Brown, Community Development Director
Marc Adams, Police Chief
Wanda Blaylock, Police Admin

FLAG SALUTE

Mayor Christopher led the pledge of allegiance.

PUBLIC TESTIMONY

None

PUBLIC HEARINGS

a. Pastabilities – The Healthy Dish Liquor License Application

City Manager Chris Eppley reported that an application was submitted for an Off-Premises Sales Liquor License for Pastabilities – The Healthy Dish, located in Keizer, Oregon. A public hearing was scheduled, notice published, necessary notification given, a background check was done, and Keizer Planning Department finds the location of the establishment to be properly zoned and has no comment on the application. Staff recommends that following a public hearing, Council recommend approval of the application.

Councilor Egli moved that the Keizer City Council recommend approval of the application for an Off-Premises Sales liquor license for Pastabilities – The Healthy Dish under the guidelines as established by ORS 471.178 and the Ordinances of the City of Keizer and to forward this recommendation to the Oregon Liquor Control Commission for final approval. Councilor Clark seconded.

Councilor Taylor indicated that he would not support this because the applicant failed to appear.

Motion passed as follows:

AYES: Christopher, Egli, Quinn and Clark (4)
NAYS: Koho and Taylor (2)
ABSTENTIONS: None (0)
ABSENT: One Position Vacant (1)

b. Housing Needs Analysis (HNA) and Economic Opportunities Analysis (EOA)

Community Development Director Nate Brown explained that this effort is part of the Periodic Review process which is mandated by the State. He reviewed efforts made since 2008 including receipt of a grant, development of the Keizer Compass, participation in development of a regional EOA and HNA, adoption of a population forecast, and work with the consultants and a task force to develop the EOA and HNA specific to Keizer. He explained that staff is planning on the hearing being continued so that all issues can be addressed and also to comply with legal notice requirements. He also provided a detailed explanation regarding the Buildable Lands Inventory (BLI).

Mayor Christopher opened the Public Hearing.

Jerry Johnson and Brendan Buckley of Johnson & Reid showed a PowerPoint presentation reviewing the methodology used to determine the findings. They focused on Goal 9, Goal 10, the Buildable Lands Inventory and the process for possible revision of Comp Plan goals and policies that come out of the analysis.

Discussion then took place regarding the need for additional schools and growth options.

Mike Erdman, Keizer, voiced concern regarding the limited allowance of land provided for schools in the methodology noting that 12,000 projected new people would require 4 new schools. He added that the capacity of the Gervis school district should be taken into account and concluded that if more schools are required, it stands to reason that the land needed to build them would come from the supply allotted to residential construction which will in turn limit the land available for future housing needs. He requested that a process be put in place for flexibility in expansion to allow for additional schools.

Discussion then took place regarding school land, exception lands, school placement, possible conversion of employment lands or agricultural lands, and dealing with more than one school district.

With no further testimony, Mayor Christopher continued the Public Hearing to June 3, 2013.

ADMINISTRATIVE ACTION

a. City Council Position Number Two

City Attorney Shannon Johnson reminded Council that Councilor LeDuc had resigned and Council has accepted the resignation and declared the position vacant. Staff is in the process of announcing the opening and inviting letters of interest and resumes. He informed Council that they needed to determine how long of a presentation from candidates they wanted to allow, the order of the candidates, if candidates would be

Appointment Process

allowed to hear other candidates' testimony, and whether or not to allow questions.

Mayor Christopher moved that five minutes be allowed for candidate presentation, the order of the candidate presentation will be chosen by lot, the candidates be asked to sequester themselves, and there are no questions. Councilor Egli seconded.

Councilor Clark offered a friendly amendment that candidates be given written questions in advance. Mayor Christopher did not accept the amendment.

Councilor Clark moved that the motion be amended to indicate that candidates would be given three written questions in advance. Councilor Taylor seconded.

Councilor Clark explained that this would give candidates an opportunity to state their views on issues that would be important to the public. Questions would be determined by a group of three councilors working on them in advance.

Following further discussion Councilor Clark withdrew her motion. Councilor Taylor withdrew his second.

Councilor Koho offered a friendly amendment to the main motion to allow each councilor to submit one written question, in advance, to the candidates for their consideration in making their statement. Mayor Christopher and Councilor Egli accepted the friendly amendment.

Mr. Johnson clarified that each of the six councilors are allowed to submit a written question to be submitted by the June 3 Council meeting.

Mayor Christopher restated the motion: That five minutes be allowed for candidate presentation, the order of the candidates' presentation will be chosen by lot, the candidates be asked to sequester themselves, and that each Councilor may or may not submit one question to the City Attorney no later than June 3 at noon that the candidates can choose to address or to not address. Motion passed as follows:

AYES: Christopher, Egli, Koho, Quinn, Taylor and Clark (6)
NAYS: None (0)
ABSTENTIONS: None (0)
ABSENT: One Position Vacant (1)

CONSENT CALENDAR

a. RESOLUTION ~ Authorizing the City Manager to Sign Building Permit Agreement
b. Approval of April 15, 2013 Regular Session Minutes

Mr. Johnson pointed out that the agreement needed to be voted on separately because the signature block page was different from that in the packet. The agreement is unchanged.

Councilor Egli moved for approval of the April 15, 2013 Regular Session Minutes. Councilor Clark seconded. Motion passed unanimously as follows:

AYES: Christopher, Egli, Koho, Quinn, Taylor and Clark (6)
NAYS: None (0)
ABSTENTIONS: None (0)
ABSENT: One Position Vacant (1)

Councilor Egli moved to adopt a Resolution Authorizing the City Manager to Sign Building Permit Agreement as amended. Councilor Clark seconded. Motion passed unanimously as follows:

AYES: Christopher, Egli, Koho, Quinn, Taylor and Clark (6)
NAYS: None (0)
ABSTENTIONS: None (0)
ABSENT: One Position Vacant (1)

COMMITTEE REPORTS

a. Proclamation – Volunteer Recognition for Randy Coonrod - KPIC

Mr. Coonrod was not in attendance so the proclamation was not read.

OTHER COMMITTEE REPORTS

Councilor Taylor announced upcoming Keizer Points of Interest Committee and Traffic Safety/Bikeways/Pedestrian Committee meetings.

Councilor Quinn announced that West Keizer Neighborhood Association and the Parks Advisory Board are planning a ribbon cutting ceremony for the new play structure at Willamette Manor Park. The Board is also exploring options to increase funding to Keizer parks. Ms. Quinn also reported that the Committee for Joint Community Forces is circulating a “covenant” to bring attention to what is being done to support veterans.

Councilor Egli reported that the Iris Festival went well and almost 1,000 people participated in the run. He thanked Randy Miller and the Keizer Rotary for helping with the “Pride, Spirit and Volunteerism” sign.

Mayor Christopher announced that the second community garden has opened. Family Building Blocks and Marion/Polk Food Share put together a neighborhood party to celebrate the opening. They hope to make the party a monthly event to build neighborhood bonds.

Councilor Clark reported that she had attended the Turnaround Achievement Awards luncheon where 22 young people were honored; she will be attending the upcoming Region 2 Area Commissions on Transportation meeting. She also congratulated and thanked Keizer Parks Superintendent Terry Witham who will be retiring at the end of the month and announced that the Keizer Sunday Market will open on Sunday, June 2. It will operate from 10 a.m. to 2 p.m. every Sunday until Labor Day.

Councilor Koho reported that he had attended the last Iris Festival planning meeting.

OTHER BUSINESS

Police Chief Marc Adams announced that Recruit Andy Phelps graduated from the Police Academy and won an award for the highest GPA; over 80 people attended the Police Open House; the department has officially begun the process to become an accredited police department. He thanked Salem and Marion County for their assistance in the Iris Festival.

Community Development Director Nate Brown reported that it was suggested that the Council hold a work session to review the proposed new routes and that Planning Commission review them as well. He suggested that a combined meeting be scheduled in June. Councilor Taylor added that Cherriots had given a presentation at the Traffic Safety/Bikeways/Pedestrian Committee meeting and members voiced support for the route that goes through the Gubser neighborhood.

Councilor Taylor announced that tonight his granddaughter, Britney Cooper (8 years old) caught her first fly ball in her Keizer Little League game.

WRITTEN COMMUNICATIONS

Mayor Christopher read an email from Crystal Bolner congratulating the city on all that has been accomplished including the new city hall, Keizer Station and Keizer Rapids Park.

AGENDA INPUT

June 3, 2013
7:00 p.m. – City Council Regular Session

June 10, 2013
5:45 p.m. – City Council Work Session

June 17, 2013
7:00 p.m. – City Council Regular Session

ADJOURNMENT

Mayor Christopher adjourned the meeting at 8:53 p.m.

MAYOR: APPROVED:

Lore Christopher

Debbie Lockhart, Deputy City Recorder

COUNCIL MEMBERS

Councilor #1 – Dennis Koho

Councilor #4 – Cathy Clark

Councilor #2 – Vacant

Councilor #5 – Joe Egli

Councilor #3 – Marlene Quinn

Councilor #6 – James Taylor

Minutes approved:_______________________

CITY COUNCIL MEETING: June 17, 2013

AGENDA ITEM NUMBER:________________

TO: **MAYOR CHRISTOPHER AND CITY COUNCIL MEMBERS**

THRU: **CHRIS EPPLEY, CITY MANAGER**

FROM: **H. MARC ADAMS, CHIEF OF POLICE**

SUBJECT: **Recognition of Police Department Volunteer**

ISSUE:

Police Department volunteer Dee Rexroad is leaving service with the Keizer Police Department after 13 years of dedicated service.

Ms. Rexroad has been invited to attend the city council meeting to accept an appreciation gift commemorating her service. We extend our appreciation to her for her contributions to our community.

City of Keizer
Proclamation

Summer of Reading presents the opportunity for parents, educators, policymakers, and the general public to recognize the importance of summer learning, and the role reading plays in summer learning.

WHEREAS, *The educational success of Keizer's children is essential for the future of the city, and*

WHEREAS, *Story telling fosters a love of reading in preschool children. Reading books, discussing the pictures and talking about the characters in stories encourages preschool children to learn to read for themselves. A love of books is the first step towards a love of learning, which supports early literacy success in school and beyond.*

WHEREAS, *Most students lose about two months of grade level equivalency in mathematical computation skills over the summer months. Low-income students also lose more than two months in reading achievement, despite the fact that their middle-class peers make slight gains, and*

WHEREAS, *The single most effective way to combat this summer learning loss is for children to read over the summer, and*

WHEREAS, *Summer reading programs are a cost-effective vehicle for boosting school-year achievement. Many organizations, school districts, libraries and communities are key partners in assuring a variety of options for offering summer reading opportunities, and*

WHEREAS, *As more children than ever slide into poverty, summer reading programs are an important link in the safety net, which includes meeting developmental needs like healthy meals and physical activity that in turn increases a child's readiness to learn.*

THEREFORE, *Summer reading is important for every child. Maintaining learning opportunities throughout the summer helps preschool children to increase reading skills and helps school age children losing skills gained during the school year, and helps close the achievement gap to assure the healthy development of our children and youth.*

NOW THEREFORE, I, Mayor Lore Christopher, recognize the importance of reading as a way to increase preschool literacy and as a way to avoid school age Summer Slide, and do proclaim the Summer of 2013 as:

"SUMMER OF READING IN THE CITY OF KEIZER"

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the City of Keizer this 17th day of June, 2013.

____

MAYOR LORE CHRISTOPHER
CITY OF KEIZER