

Economic Vitality Roadmap

Part 1 of 3

Dallas, Oregon



September 26, 2016

Project Team



- ❖ The City of Dallas
- ❖ Economic Development Commission, City of Dallas
- ❖ Greg Ellis, Local Project Manager, City of Dallas



- ❖ Mary Bosch, Director, Economic Vitality, RDI
- ❖ Michael Held, Senior Program Manager, Economic Vitality, RDI

**Economic
Development**

Education

**Health & Human
Resources**

**Dallas Community
Vitality**

Public Safety

**Natural Resources
& Environment**

Arts & Culture

What Makes an Economic Base?



"It's not one thing!"

Plans and Strategies to build on



2016: Adopted Economic Development Strategy,
City of Dallas

2016: Dallas City Council Retreat

Dallas 2030 Plan and
Vision Strategies

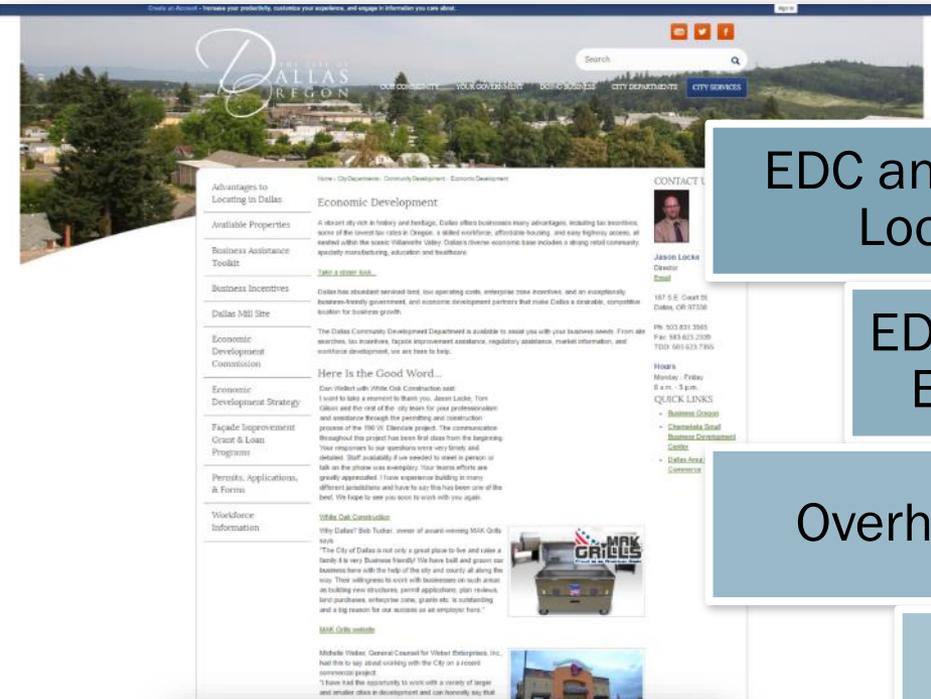
2016: Top 8 Council Policy Priorities

2015: City of Dallas Consolidated
Economic Development

2015 Dallas Parks Master Plan

Polk County Rural Tourism Studio: 15 Year
Community Vision

Accomplishments to build on: *Dallas never stops moving forward!*



EDC and consultant developed “Take a Closer Look” brand and marketing campaign

EDC reviewed and updated the City’s Economic Development Strategy

Overhaul City’s Business Assistance Toolkit

City website refresh

Hiring of Economic Development specialist, Greg Ellis



Leverage What You Have

You've invested time and money into many plans that have driven your accomplishments to date.

Rather, use to:

- Leverage and learn from the work
- Prioritize strategies
- Outline next steps
- Move forward



Dallas City Council Retreat (2016)

Mission: *The annual retreat focuses City on long-term goals and medium-term implementation strategies to inform future policy decisions.*



Nominated Priorities:

1. Fund **street repairs** and a street maintenance program
2. Purchase the watershed property and invest in **water system**
3. Develop and **public safety** strategic plan; plan and develop a join public safety training facility
4. Integrate **new industrial and commercial development** with the city's economic development strategy
5. Develop **asset management plans** for infrastructure

Polk County Rural Tourism Studio

15 Year Community Vision

Mission: *Polk County vision for sustainable and region-authentic tourism industry to support economic vitality.*

Goals:

- Outdoor and recreation opportunities abound in parks, rivers, trails
- Agricultural base leveraged in farm-to-table restaurants and unique farm-focused events
- Local heritage celebrated and known
- Craft beer and local wine scene strong and distinct



Dallas 2030 Vision

(Adopted 2014)

Economy and Jobs Specific:

OUR DALLAS IN 2030 has an **active business climate** and investment environment with strong partnerships. The Dallas identity builds on our **strong schools** and **quality of life**, attracting and retaining workers of all incomes and their families. We offer an exceptionally **well-trained workforce** with high-quality job skills. We support small and medium-sized businesses, as well as resource efficient and **environmentally stable industries**. We employ creative solutions for available building sites to **promote new commercial development**. Dallas embraces the **wine and craft brewing** industry as an important part of our **agriculture and tourism economies**.



How We Work – 3 Step Process

90 Days!

1. GET READY

Assess
Competitive
Posture;
Market Facts

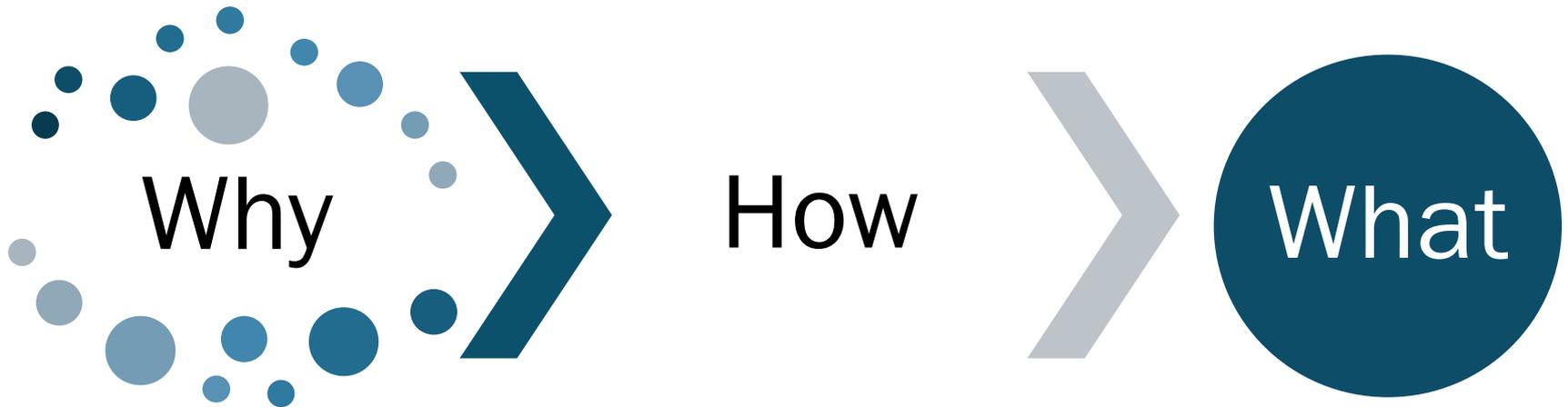
2. GET FOCUSED

Focus and
Identify Top
Action
Initiatives

3. GO

Drive Action
for Results:
What Can We
Influence?

Grounded in “why” stakeholders care?



- Why do locals care about Dallas?
- Why do shoppers care?
- Why do prospective businesses care?

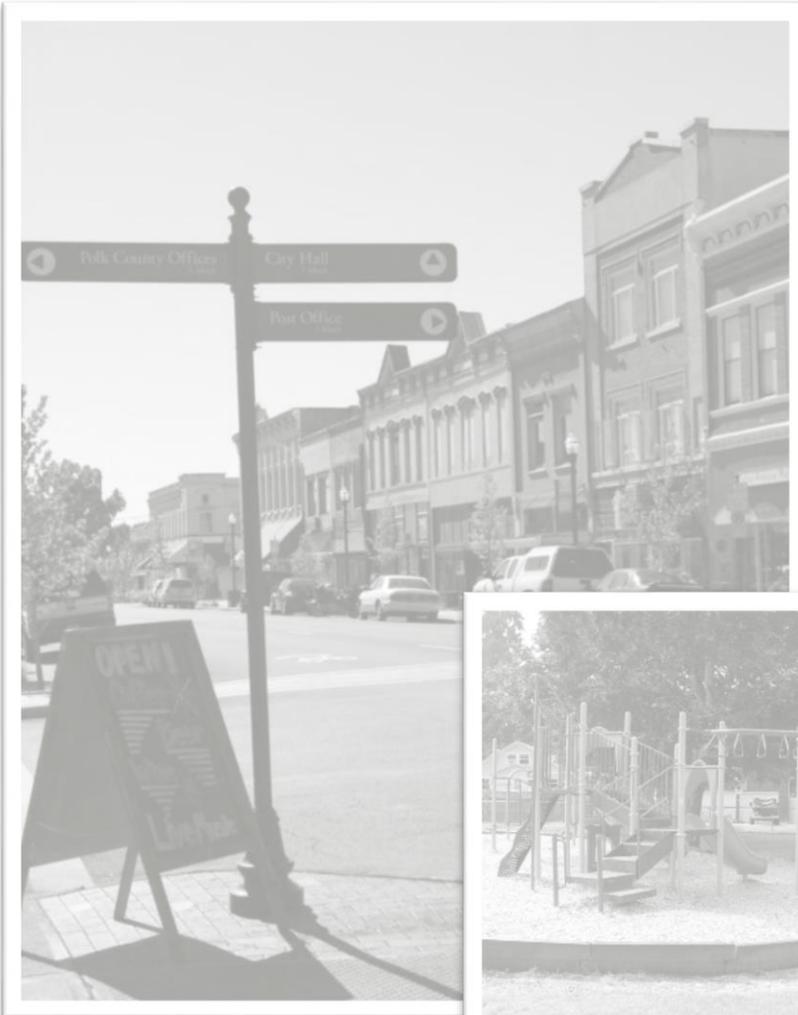
Roadmap Basics,
tailored to fit Dallas'
individual needs

Revitalize Dallas

Outreach and Engagement

- 6 Focus groups – 70 people
- Interviews/surveys (51 responses to the first survey!)
- External partner interviews
- Community meetings (3+)
 - Sept 26 is #1
- Action team meetings

WHY you care: *what motivates you?*



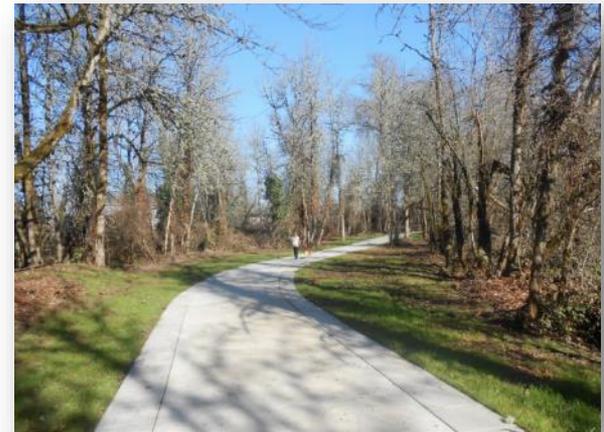
“Dallas has a small community feel, is a safe place to live and work, and has friendly people.”

“Splendid location between Salem and the coast, in the heart of wine country.”

“Times are changing! Dallas has a lot of young families and the next generation of businesses is emerging.”

WHAT interests visitors about Dallas?

- ❑ Natural beauty between Willamette River and Oregon Coast range
- ❑ Historic Small Town
- ❑ Recreation – Mountain Biking, Rickreall Creek Trail, Parks, Rivers
- ❑ Wine and Craft Brewing industry (want!)
- ❑ Shopping and Dining



WHY: Business Prospects

What are their interests?

- ❑ Business Costs
- ❑ Living Environment
- ❑ Government/Regulatory
- ❑ Workforce – Talent, Pipeline, Education
- ❑ Infrastructure – Transportation & Utilities
- ❑ Real Estate
- ❑ Incentives
- ❑ Financing, Capital



Industrial Attraction

Taking all of those “why’s” – how will we assess Dallas?

*Business
Climate &
Vitality*

*Workforce
&
Education*

Real Estate

*Economic
Development*

*Quality of
Life*

Other Factors

Let's start...

Dallas Deep Dive

Part 1: Business Climate & Vitality



- Customer marketplace
- Existing business and employment trends
- Retail sales
- Future growth

Dallas Market Area: By the Numbers



46,692
population



**2nd longest
commute in
Oregon**

24% go to Salem, 8% to Portland



0.83%
pop. growth
since 2010



91%
with HS diploma or
higher
*17% bachelor's degree or higher



26.7%
children (19 and under)

16.8%
seniors (65+)



\$52,136
median income

Who are the people moving to Dallas?



People who move in Dallas are:

$1/3$

from out of state

$1/3$

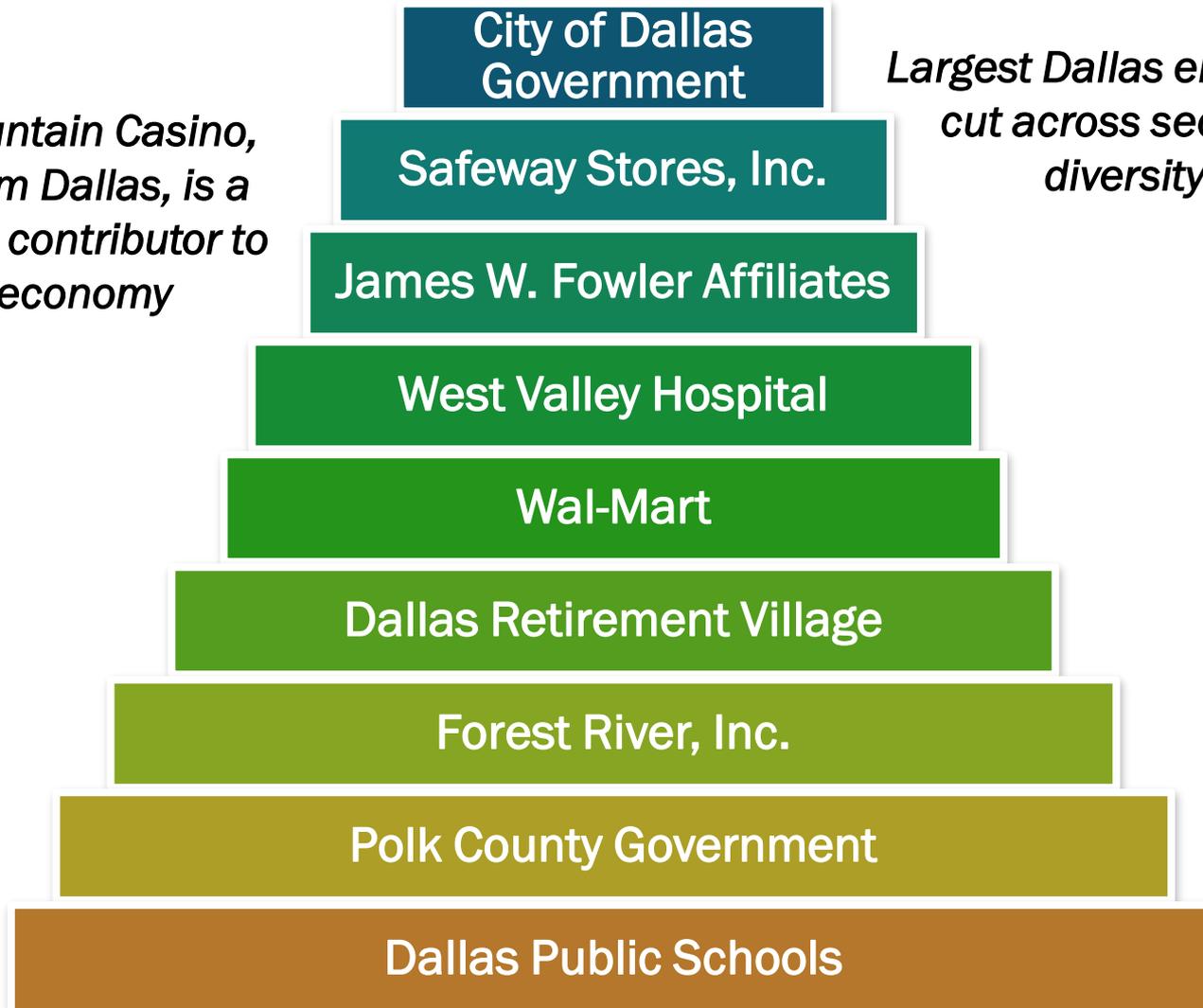
from Salem who work in Salem

$1/3$

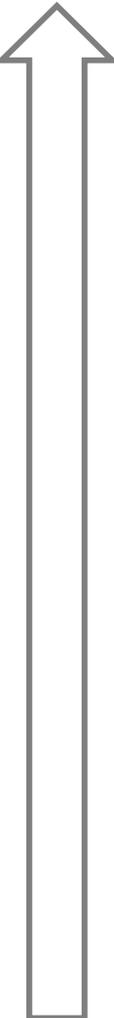
up or down movement within Dallas

Dallas Largest Employers

*Spirit Mountain Casino,
22 mi from Dallas, is a
significant contributor to
local economy*

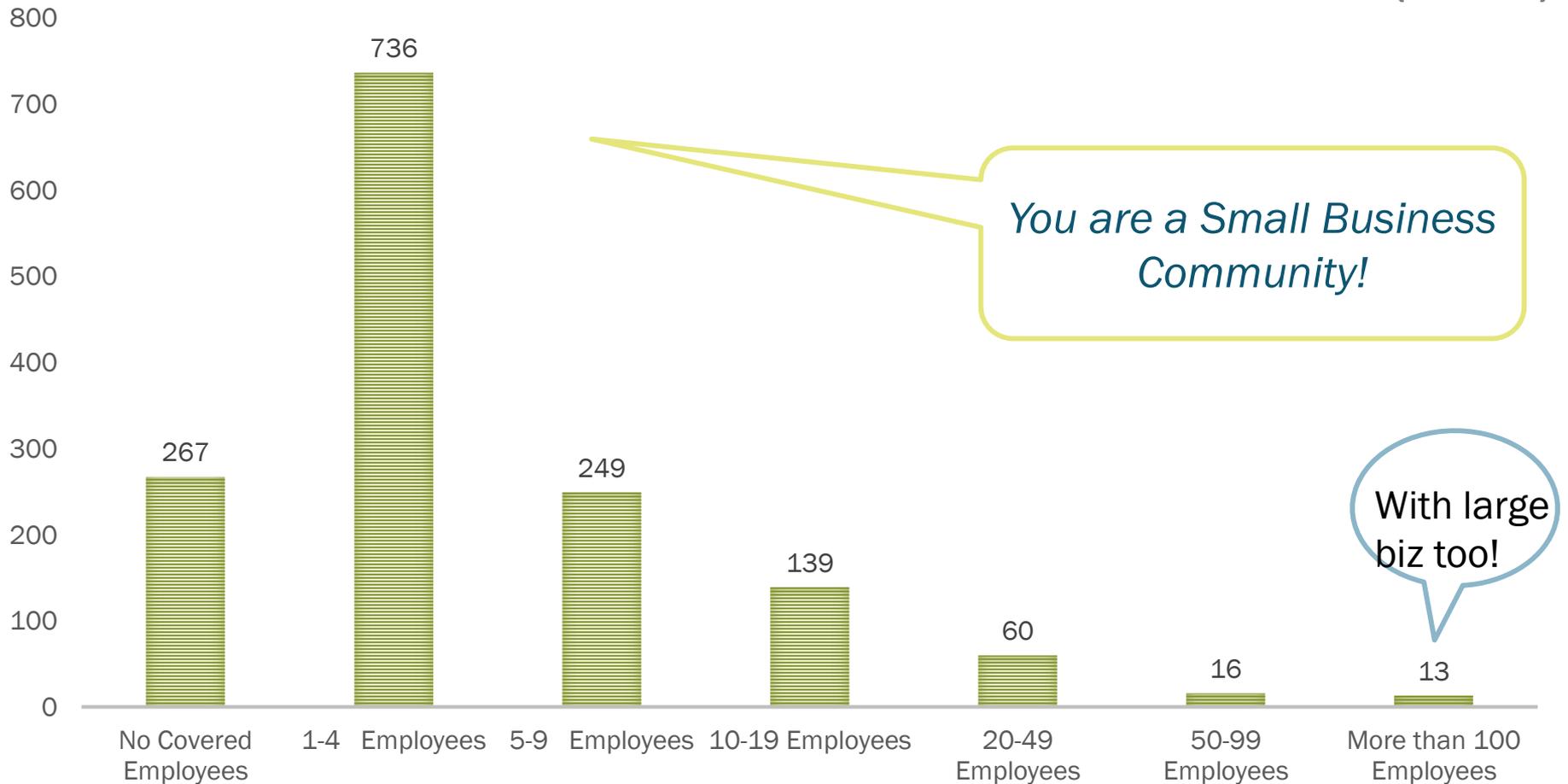


*Largest Dallas employers
cut across sectors=
diversity!*



Businesses by Size: City of Dallas

(2014)



Future Economic Growth: Mid-Valley Oregon

10%

Employment
growth rate

24.6K

New employee
positions by
2024

- Overall growth in Salem MSA has been stagnant last decade
- **Wine growing** is expanding rapidly
 - Polk County second largest producer in the state
 - New AVA sub-appellation of Perrydale Hills has been proposed
 - Cider growing, too
- **Manufacturing** in Dallas is growing too
 - Forest River Industries
 - MAK Metals
 - American Gas & Technology

There's Room for Economic Expansion

\$178.6 Million in Retail Sales Leaking Out



Top leakage by industry:

1. Electric and Appliance Stores
2. Non-Store Retailers*
3. Clothing and Accessories
4. Sporting Goods, Hobbies, Book and Music

In your words...

Make it a high priority to attract more manufacturing businesses to the city

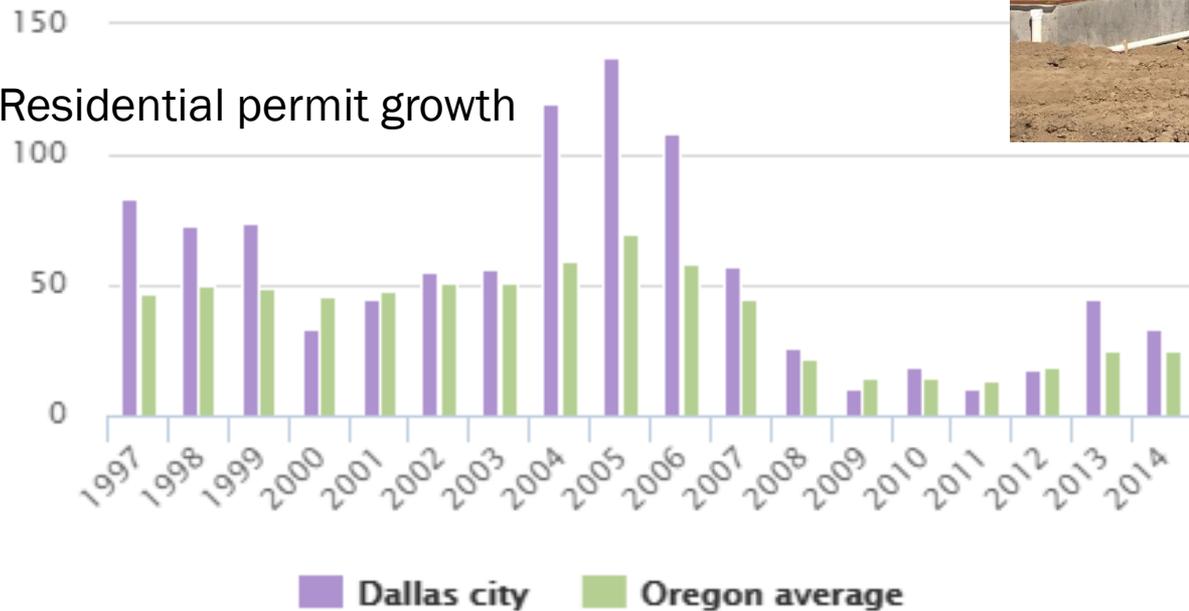
WANT: Trader Joe's!!! Bakery! More anchor stores. Serve young and seniors.

Focus on downtown revitalization, alignment with wine industry and agriculture

Residential development on uptick!

Number of permits per 10,000 residents

Residential permit growth



Tourism is growing!

Why do visitors currently come to Dallas?

 Gardens and Arboretum

 Recreation & Culture

 Wine



Polk County Travel Impacts

Amount of visitor spending that <u>supports 1 job</u>	\$85.2K
Local and state tax revenue generated from \$100 visitor spending	\$2.30

- Polk County **overnight and day travel** tourism is growing, as is **destination spending!** **\$169M (2015)**
- Decreases in spending were in transportation, reservation/arrangement services, and convention/trade shows

Business Climate Summary

+

- Outstanding small town quality of life
- City is taking pro-active, organized approach to business development; Main Street approach is used for downtown revitalization
- Potential redevelopment of Weyerhaeuser property
- Population/market area growth
- Businesses feel appreciated by community; 'easy to be community-based biz'
- Proximity to metro markets; central location in valley

-

- Vacancies leave impression that Dallas lacks vitality
- City is viewed as rigid in regulations and rules and not pro-active problem-solvers in helping businesses grow
- Limited industry in immediate area; young entrep may need encouraged
- Concerted effort to serve customer needs is lacking
- Absentee property owners; lack of downtown activity
- Off the beaten path; retail leakage to Salem

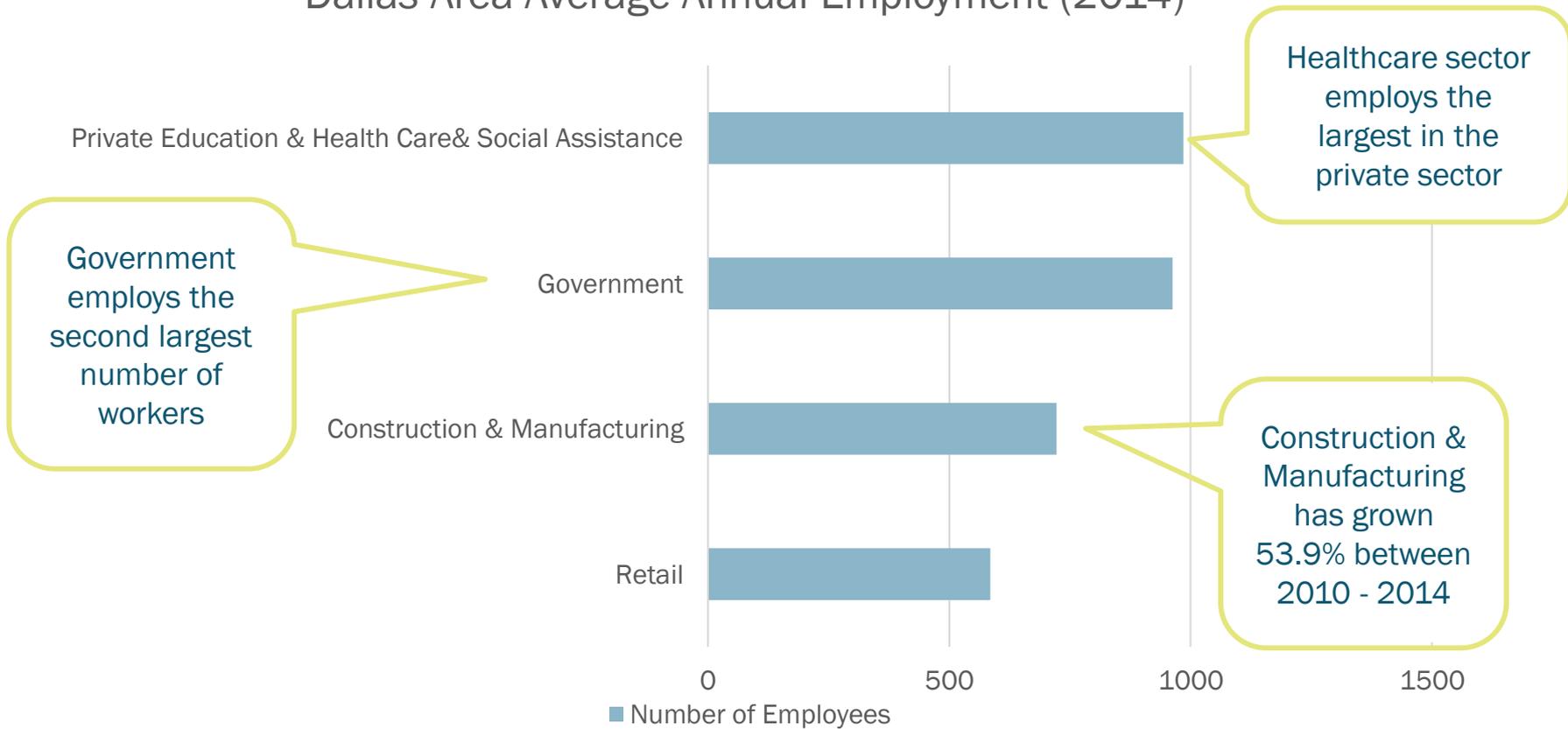
Part 2: Workforce & Education

- Labor force/
employment
- Job seekers
- Schools



Employment by Industry: City of Dallas

Dallas Area Average Annual Employment (2014)



Unemployment Numbers Indicate Laborers are Ready for You



City of Dallas

6.2%

Polk County

6.1%

State of Oregon

5.4%

What do people earn?

Average Annual Wage, 2016

City of Dallas

\$61,096

Larger Dallas Area
(10 mi radius)

\$65,542

Polk County

\$71,330



Seeking work?

- About 2,100 unemployed in Polk County
- 400 in City of Dallas



Dallas School District



District ranked 38th of 147 Oregon Districts

Number of Students Enrolled by Grade (2015)



The high school graduation rate has increased by 21.18% between 2012 and 2015.

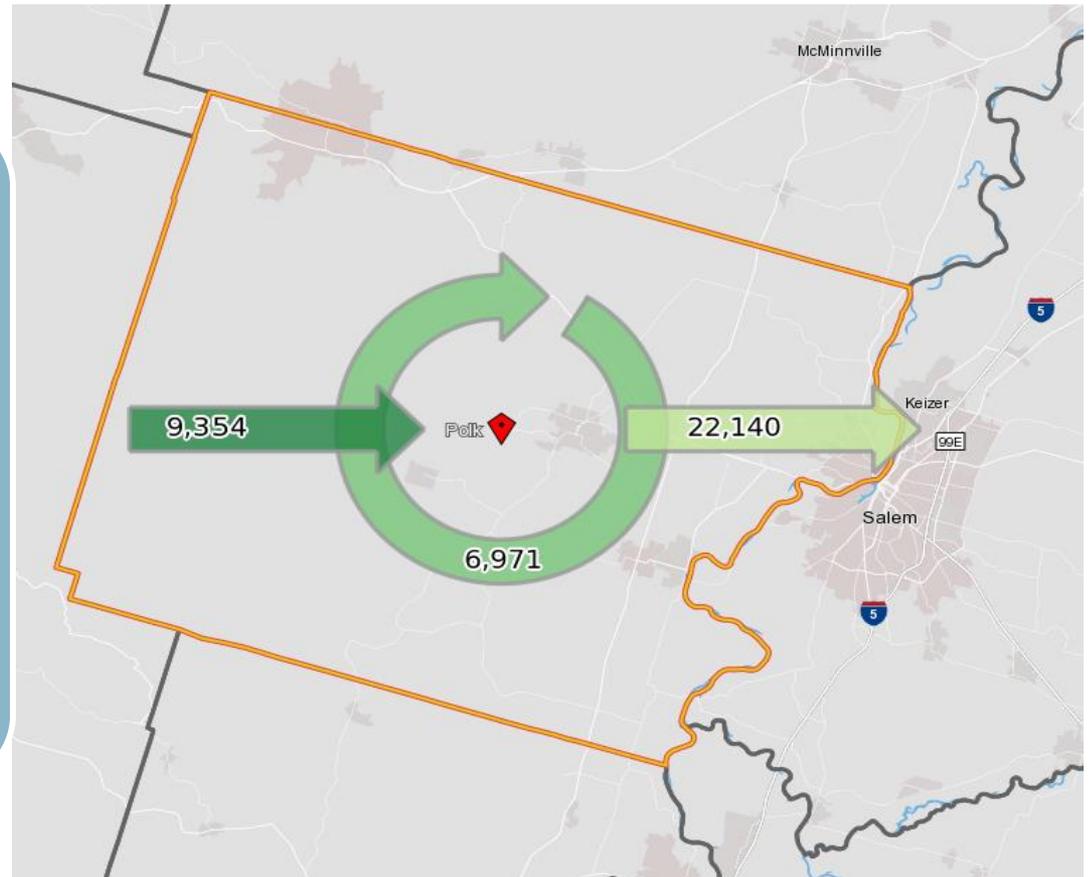
In 2013, 56.1% of students enrolled in higher education within 16 months of graduation.

Student/teacher ratio is 23:1 (state avg. is 22:1)

3200 students in k-12

Workforce Commuting

- 5,000 commute out
- 2,300 commute in



Workforce and Education Summary

+	-
<ul style="list-style-type: none">• Graduation rate improving	<ul style="list-style-type: none">• Technical training for employees• Tools for kids to enter Trades
<ul style="list-style-type: none">• Strong and diverse enrollment numbers in K-2	<ul style="list-style-type: none">• Greater connection between education and workforce
<ul style="list-style-type: none">• School pride	<ul style="list-style-type: none">• Lack of participation of workforce providers
<ul style="list-style-type: none">• Increasingly engaged young professionals	<ul style="list-style-type: none">• School appearance
<ul style="list-style-type: none">• Above average and getting better!	<ul style="list-style-type: none">• Negative PR around schools

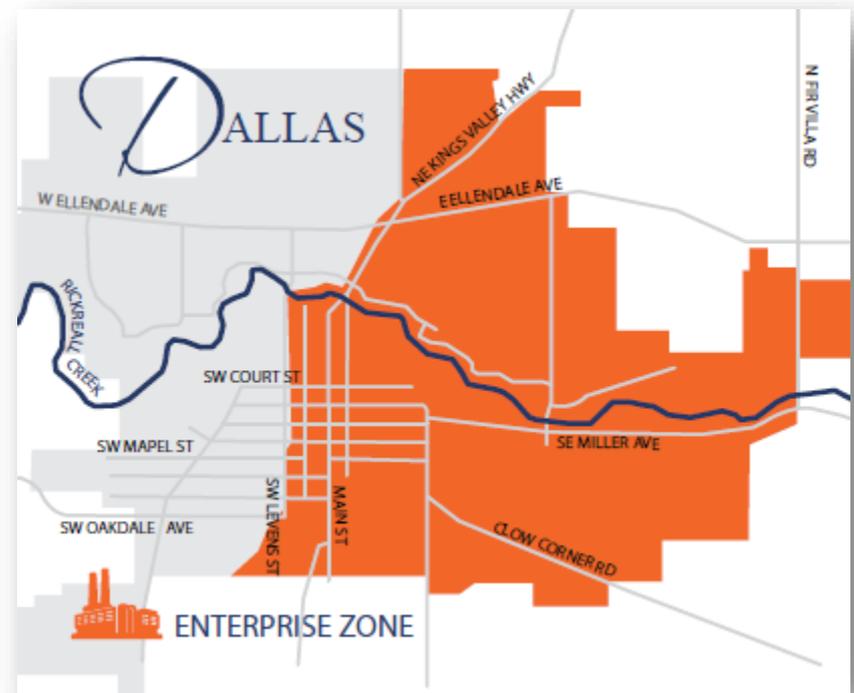
Part 3: Real Estate



- Available land & property
- Construction activity
- Catalytic projects

Availability of Land & Property

- Industrial sites are available – ranging from less than an acre to 20+ acres
- Existing building space available: 2k – 130k square feet
- Sites with existing rail access
- Industrial Enterprise Zone eligible sites



Commercial Buildings

- 25 active vacancies listed for sale/lease
- Investment opportunities: 15 vacancies for sale
- 5 large vacancies > 15,000 sq/ft
- Concentration on Court St, Main St, Ellendale Ave
- Sq/ft cost ranges between \$.80 - \$1.00



Industrial Land

- Over 300 available/vacant industrial acres; four active listings totaling 120 acres
- Large and small parcels available
- Flexible building space available
- Four active properties totaling 120 acres of industrial land on market
- Average price \$84,798/acre

In Their Own Words

"I want to take a moment to thank you...for your professionalism and assistance through the permitting and construction process of the 190 W. Ellendale project. The communication throughout this project has been first class from the beginning....I have experience building in many different jurisdictions and have to say this has been one of the best."

(Dan Wellert, White Oak Construction)



"The City of Dallas is not only a great place to live...it is very Business friendly!...Their willingness to work with businesses on such areas as building new structures, permit applications, plan reviews, land purchases, enterprise zone, grants etc. is outstanding and a big reason for our success as an employer here."

(Bob Tucker, MAK Grills)



Real Estate Summary

+	-
• Good inventory	• Market ready commercial buildings
• Opportunity for more small manufacturing	• Widespread lack of curb appeal
• Tyco building sold	• Brownfields from older properties
• American Gas and Technology company rehabbing their property	• Urban Renewal underfunded and sunsets in 5 years
• Inventory of vacancies	• Some infrastructure challenges; roads, buildings, rail spur/speed

Part 4: Quality of Life

- **Appearance**
- **Home prices**
- **Schools**
- **Community facilities, activities & identity**



Perks of Living in Dallas

Small Size

Quiet

Friendly People

Easy to Get Around

Sense of Community



But Citizens are concerned about Appearance of City

"A lot of stores are closed downtown. The buildings are dead looking."

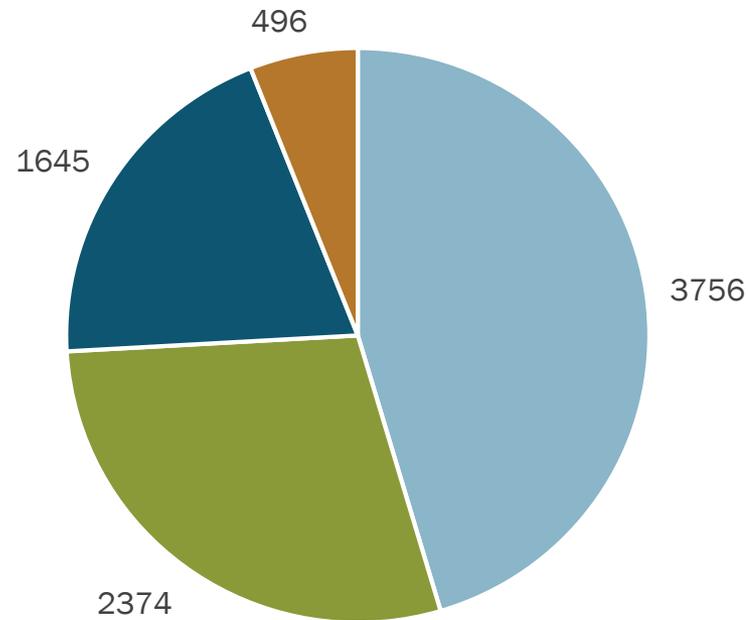
"Dreary and old-fashioned downtown...Outdated."

"Storefronts could look better; looks dowdy."

"Non-residential development is a tough sell."

Dallas Housing Market

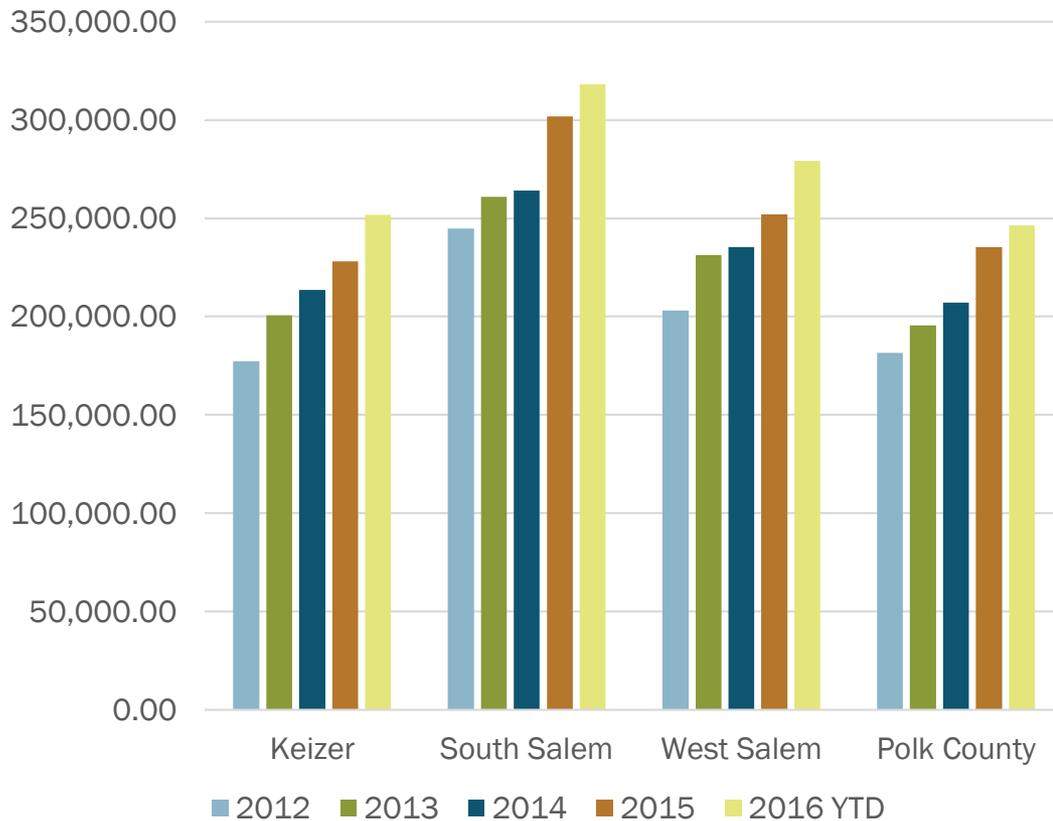
Housing Occupancy



- 45% Owned Households with a Mortgage
- 29% Renter Occupied Households
- 20% Owned Households Free & Clear
- 6% Households Vacant

Dallas Households

Average Sales Prices by Area



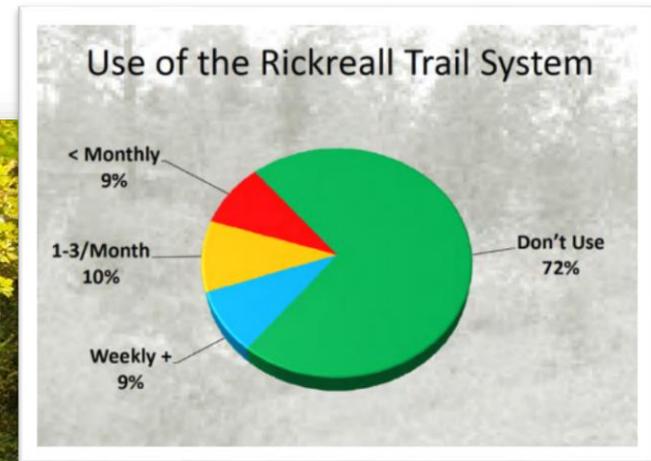
Most households in Dallas are owned or have a mortgage.

Homes were primarily built in the 1970s or the 1990s.

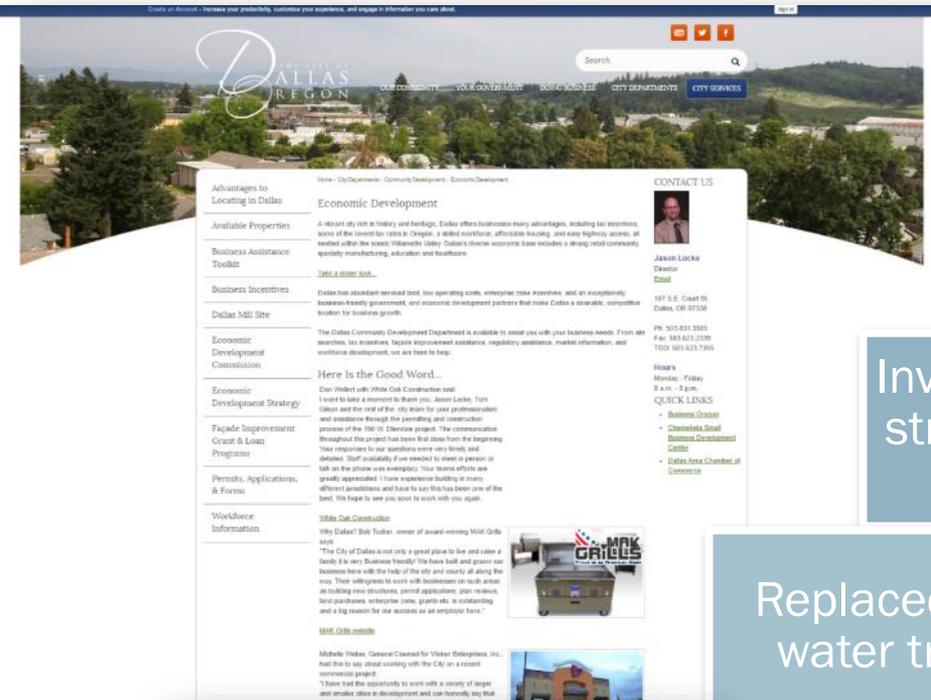
Dallas is an area to look for affordable housing compared to surrounding areas.

Parks Remain an Opportunity

- Citizens say that parks are **well maintained** and very **safe**
 - But are an **under-used** investment
- Vast recreational options
 - 99 acres Park open space, 11 City parks, 8 children's play structures, 1 disc golf course, 1 aquatic center, 2.4 miles of trail system, and more



Infrastructure Investment



Have awarded \$40,000+ in downtown façade grants.

Invested approximately \$1 million in downtown streetscape and infrastructure improvements, including Main, Mill, and Court street

Replaced the Clay Street transmission line from the water treatment plant to the Clay Street reservoir.



Completed 2 sections of the Rickreall Creek Trail almost 1 mile in length

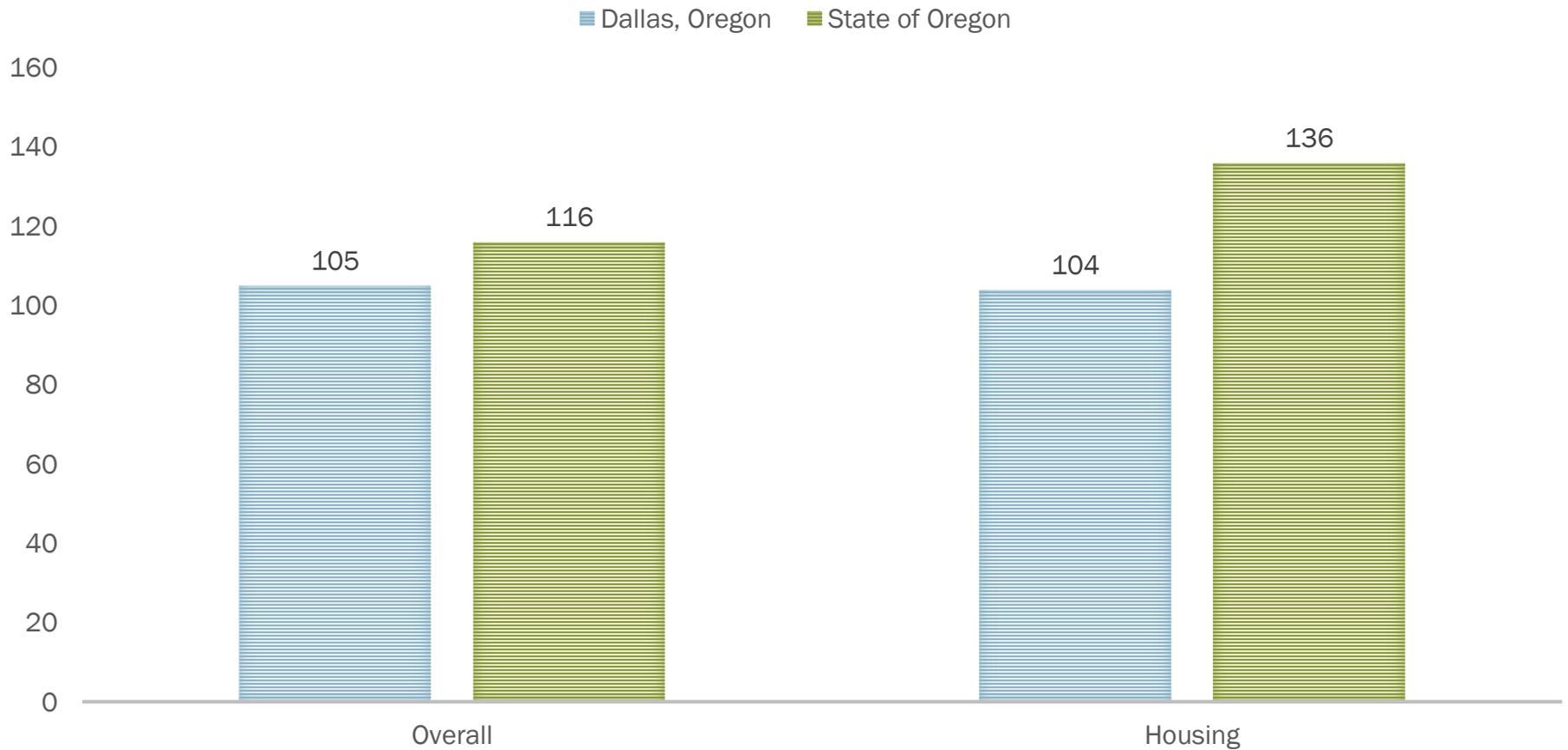
Private investment



Dallas Retirement Village, \$28 Million in planned investment

Cost of living generally low

COST OF LIVING INDEX



Regional Median Home Prices

Median Home Value	City of Dallas	Polk County
2016	\$203,467	\$240,834
2021	\$214,703	\$265,132
% Projected Value Growth	5.5%	10%

Homes are more affordable in City of Dallas than Polk County, which are rapidly increasing in cost!



Community Facilities, Orgs & Identity

- Polk County Museum
- Arboretum
- Indoor Aquatic Center
- Summerfest, Winterfest
- Bounty Market
- Sounds of Summer



Outside Perception is Mixed

“Northwest Music Studio **opened** in Dallas”

“West Valley Taphouse **opened** in Dallas”

“Dallas Mini Mart **closed**”

“Critelli Sweets, a home-based bakery, **opened** in Dallas”

“Tom Kunke Art Studio & Gallery in Dallas **will close**”

Transgender Oregon student wages lonely battle to use boys' locker room

Dallas School District Named 'Target District' By Ode

Quality of Life Summary

+	-
• #1 asset	• “Old guard” leadership
• New Senior Center underway	• Bedroom community
• Small town feeling	• Lower residential/home costs
• Family friendly	• Failed bond measures
• Parks/Aquatic Center	

“We are responsible for the negativity in Dallas. You cannot have a team of leaders if they are all competitive with and talk so bad about each other.”

Part 5: Economic Development Resources

- **Business organizations**
- **Economic development partners**
- **Financial incentives**
- **Business technical assistance**





BUSINESS ASSISTANCE TOOLKIT

*W*e urge you to **TAKE A CLOSER LOOK**,
and build your business here!

TAKE A CLOSER LOOK AT DALLAS, OREGON

SCAN FOR MORE



Economic Development & Workforce Resources

Resources in/near Dallas

- City of Dallas
- Dallas Chamber of Commerce
- Chemeketa Small Business Development Center

Business Resources

- Business Oregon
- Microenterprise Resources, Initiatives & Training
- Small Business Association
- Strategic Economic Development Corporation (SEDCOR)

A lot to build from!

Economic Determinism



The Motivation

“How long do we live off our potential?”



Getting Focused...

90 Days!

1. GET READY

Assess
Competitive
Posture;
Market Facts

2. GET FOCUSED

Focus and
Identify Top
Action
Initiatives

3. GO

Drive Action
for Results:
What Can We
Influence?



Key Messages

- *“We need new voices...fresh eyes on old problems.”*
- *“Let’s embrace who we are...like it or not...and stick to a plan for action.”*
- **MORE TO COME**



La Pine: Economic Roadmap to Success

Results—The First 90 Days!

Beautification Action Team	Image Development Action Team	Small Business Action Team
Significant Community Involvement	Coordinate Community Events/ Calendar	Business Vitality Roundtables
Creation/implementation of the Campaign “Put the Shine on La Pine”	Identify and Market Unique Brand	Workforce, Marketing, and Customer Service Training
Recruit Volunteers	Commercial Property Clean up and Signage Plan	Business Center and Incubator Game plan
Beautification Pledge and Contest	Media and PR Initiative	Coordinated Business Resources
Set up Teams of Volunteers to Eradicate Noxious Weeds	Highway Landscaping	Job Shadowing Program and H.S. Career Day Collaboration



Resource Forum

Recognizing that the community is poised for action, the Oregon Rural Development Council and Regional Solutions recently brought a Rural Resource Forum to La Pine to spur implementation of actions centered around Roadmap priorities for community / economic development

Ideas for Action

- External Community Marketing – to region/Salem
- Downtown Property Development
- Connect to growing Wine Industry
- Workforce/Schools
- Young professional/entrepreneurial development
- Shop-local
- Widening leadership circle
- Targeted retail development
- Basic infrastructure improvements



What's on your mind?

Thank you, Dallas!