



## MEMORANDUM

### CITY OF TUALATIN

**TO:** Honorable Mayor and Members of the City Council

**FROM:** Sherilyn Lombos, City Manager

**DATE:** NOVEMBER 14, 2016

**SUBJECT:** Work Session for November 14, 2016

---

**5:00 p.m. (30 min) – Light Emitting Diodes (LED) Street Light Conversion Project.** Staff will present information about the status of Tualatin's street lights and discuss the options available for conversion to LED. Included is a presentation that will be used in the discussion.

**5:30 p.m. (45 min) – Economic Development Update.** Staff will provide the Council an update on activities in the Economic Development program. Included is a presentation that provides economic indicators and highlights progress made on the two strategies in the Economic Development Strategic Plan.

**6:15 p.m. (30 min) – Updating the Development Code.** At the 2015 Council Advance, the Council identified the Tualatin Development Code update as a priority project. Staff has developed a project framework for Council consideration. Staff is requesting Council acceptance of the framework.

**6:45 p.m. (10 min) – Council Meeting Agenda Review, Communications & Roundtable.** Council will review the agendas for the November 14<sup>th</sup> City Council meeting and brief the Council on issues of mutual interest.



# MEMORANDUM

## CITY OF TUALATIN

**TO:** Honorable Mayor and Members of the City Council

**THROUGH:** Sherilyn Lombos, City Manager

**FROM:** Kathy Kaatz, Program Coordinator  
Jerald Postema, Public Works Director

**DATE:** 11/14/2016

**SUBJECT:** Staff will be providing Council members with an update to the LED Street Light Project

---

### **ISSUE BEFORE THE COUNCIL:**

Council to provide staff with feedback, policy direction, and priorities on options available for Light Emitting Diode (LED) conversion for City street lights.

### **EXECUTIVE SUMMARY:**

Tualatin has approximately 2,800 street lights throughout the City, most of which are High-Pressure Sodium (HPS). About 2,500 of the street lights are owned by the City and maintained by PGE, who then charges maintenance costs back to Tualatin. In 2013, PGE converted 240 of the 300 PGE owned and maintained street lights from HPS to LED.

The City has replaced HPS lights with LED fixtures in City owned parking lots at the Library, City Offices, Core Area Parking Lots and the sport court at Tualatin Community Park with good results and is realizing lower electric bills.

Compared to HPS, LED lights offer several advantages such as better energy efficiency, longer fixture life coupled with less frequent maintenance, better control of light direction, easier change of light intensity, lower heat production, longer warranty periods, and better color rendering which provides better safety for the traveling public.

PGE has offered to convert about 35% of the 2,500 street lights owned by the City and maintained by PGE, with LED fixtures on the condition the City transfer ownership of the lights to PGE. The City pays higher monthly rates for the PGE owned street lights within the City. PGE will not maintain City owned LED street lights if they were converted to LED by the City.

City staff have been working with our consultant, DKS, who has conducted several analysis on street light conversions throughout the state of Oregon. These analysis include the life cycle costs for LED lights, benefits of longer warranties, cost of making the conversion, and ongoing maintenance cost compared to the increased maintenance charges by PGE. Other considerations the analysis would include are rebates from the Energy Trust Fund, lower

electricity costs and energy tax credits.

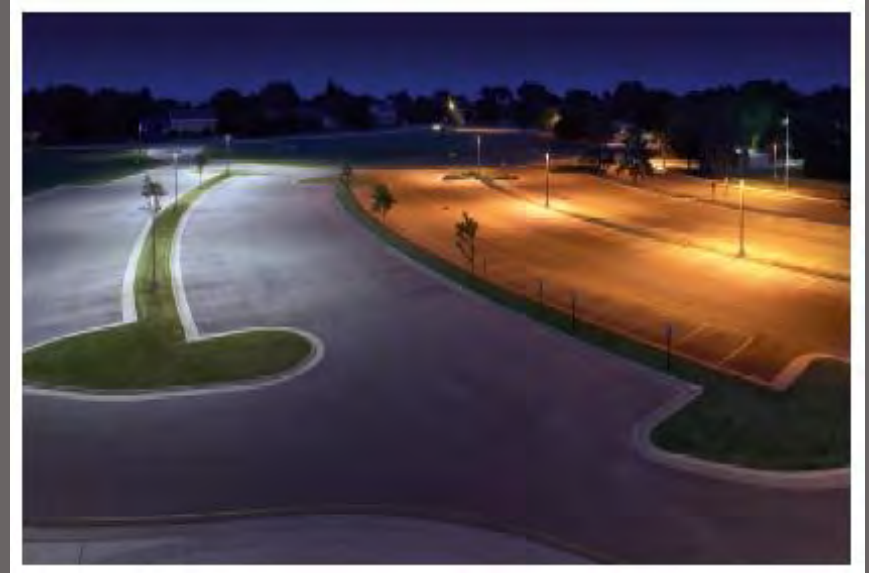
In all the comparisons completed to date by DKS, each community is unique and there is not a "one size fits all" answer to the ownership question. Some communities prefer control for the flexibility of installation and maintenance of their street lights and poles while others do not get a benefit for doing in-house maintenance.

**RECOMMENDATION:**

In order to ensure Tualatin has accurate, comprehensive and reliable data needed to make an informed decision on the best direction for LED street light conversion, Council input and direction is needed for the consultant to complete a cost analysis. Once the cost analysis is complete, the information will be brought to Council for a decision on the direction we will take as a City on LED street lights.

---

**Attachments:**    [PowerPoint](#)



# Tualatin LED Conversion

Tualatin City Council  
Work Session  
November 14, 2016



# Why we're planning now

- Street lighting industry is moving to Light Emitting Diode (LED)
- High Pressure Sodium (HPS) slowly being phased out
- Costs for LED fixtures have decreased
- Cooperative purchasing opportunities exist
- Surrounding communities have either changed to LED or are monitoring the opportunities



# Tualatin's Street Lights

- Approximately 2,800 street lights, most of which are High Pressure Sodium
  - About 2,500 are owned by the City and maintained by Portland General Electric (PGE)
- PGE converted over 200 of the 300 PGE owned street lights from HPS to LED
- The City replaced HPS with LED Fixtures in City owned parking lots at the Library, City Offices, Core Area Parking Lots and Sports Court at Tualatin Community Park

# PGE Conversion

- PGE will convert about 35% of our City owned, PGE maintained HPS street lights, on the condition that ownership transfers to PGE



Cobrahead Light



Town and Country  
(Carriage)

# Preparing a Plan

- DKS has worked with several communities in the area to evaluate opportunities based on existing systems and resources.
- They will assist us with the cost analysis with input from Council regarding interests, expectations, goals and concerns.

DKS Consulting  
Ana Roeszler  
Transportation Engineering Associate



# Tualatin's Alternatives

About 89% of Tualatin's street lights are owned by the City, but maintained by PGE.

Tualatin has three alternatives for these lights:

## Stay the Course

- No LED Conversion
- PGE continues to maintain lights
- City continues to own

## Transfer Lights to PGE

- PGE will convert some to LED
- PGE will own
- City will rent the light from PGE

## City Takes Over Maintenance

- City is free to convert to LED
- City must maintain lights and poles



We will complete a lifetime financial analysis for each of these alternatives.

# LED 101: Financial Benefits

- LED fixtures are cost-competitive with traditional High Pressure Sodium (HPS) street lights
- 40-80% energy savings
- 50-75% street lighting maintenance savings
- 5 or 10-year warranty on fixture



# LED 101: Environmental Benefits

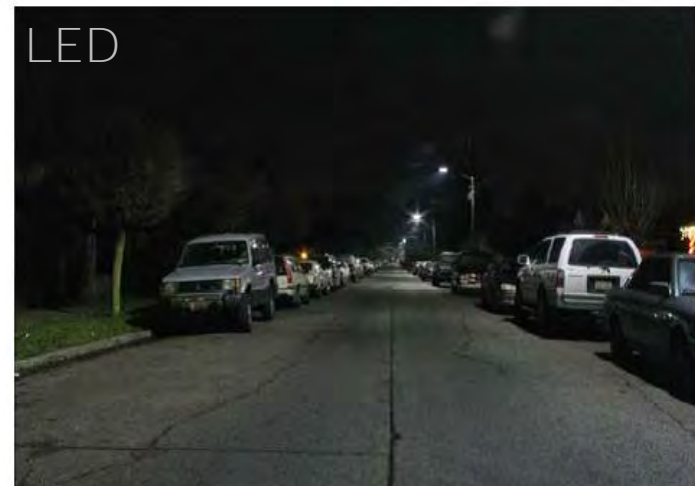
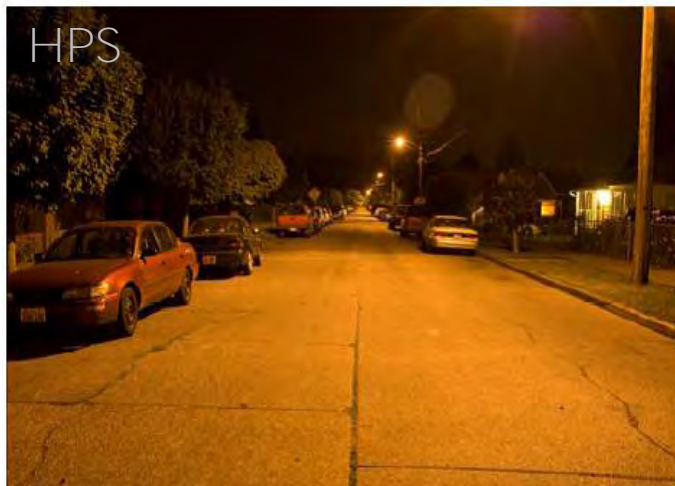
- Reduced greenhouse gas emissions
- No bulbs to dispose of
- Reduced hazardous materials
- Reduced light pollution
- Reduced “waste” light



Los Angeles before and after LED conversion

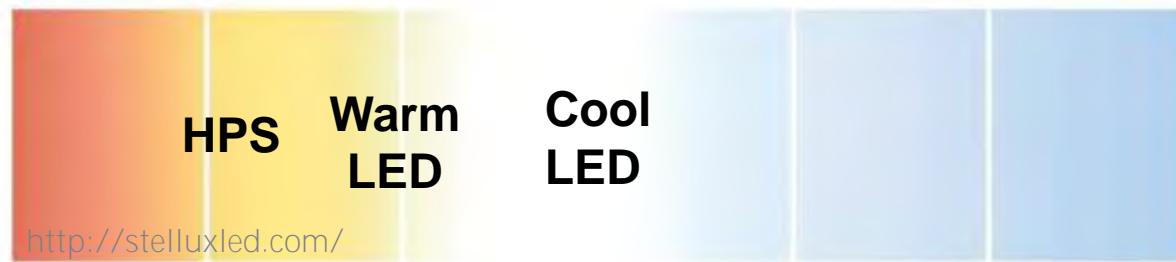
# LED 101: Safety and Livability

- More uniform light
- Better color visibility
- Ability to add dimming or control systems



# LED Alternatives

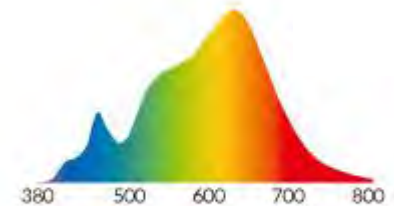
- LED street lights are available in different colors
- Warm LEDs are becoming more common
- PGE currently only installs Cool LEDs



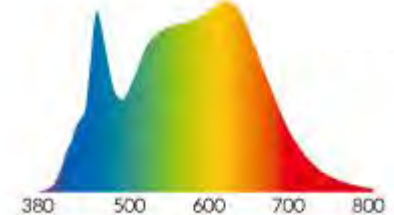
# Warm vs. Cool LEDs

- American Medical Association (AMA) and International Dark Sky Association recommend Warm LEDs
- These groups claim Cool LEDs may
  - Disrupt sleep cycles
  - Interfere with wildlife
  - Interfere with astronomy
- Illuminating Engineering Society and other industry groups claim
  - AMA claims are too broad
  - Do not apply to street lighting

Warm LED Spectrum



Cool LED Spectrum



# Other Communities' Decision

## Stay the Course (no LED Conversion)

- Washington County
- Tigard (Ornamental)

## Transfer to PGE

- Milwaukie
- Tigard (Cobraheads)
- West Linn
- Oregon City
- Sherwood

## Take Over Maintenance

- Portland
- Gresham
- Lake Oswego
- Wilsonville
- Hillsboro
- Salem



# Council Input

- Completing a lifecycle analysis to determine the best financial alternative for Tualatin
- Need Council input on:
  - Preferred return on investment
  - Preferred savings
  - Warm or cool LEDs
  - Concerns over LED lighting
  - Flexibility with future lighting system



# Discussion



# MEMORANDUM

## CITY OF TUALATIN

**TO:** Honorable Mayor and Members of the City Council

**THROUGH:** Sherilyn Lombos, City Manager

**FROM:** Melinda Anderson, Economic Development Manager

**DATE:** 11/14/2016

**SUBJECT:** Tualatin Economic Development Update

---

### EXECUTIVE SUMMARY:

The purpose of this update is to provide the City Council with an update on activities in the Economic Development program. Attached is a presentation that provides some economic indicators and highlights progress made on the two strategies in the Economic Development Strategic Plan.

---

**Attachments:** [PowerPoint](#)

---

# CITY COUNCIL ECONOMIC DEVELOPMENT UPDATE

November 14, 2016

Melinda Anderson, Economic Development Manager



*City of Tualatin*

# UPDATE

## **EMPLOYMENT/WAGE GROWTH**

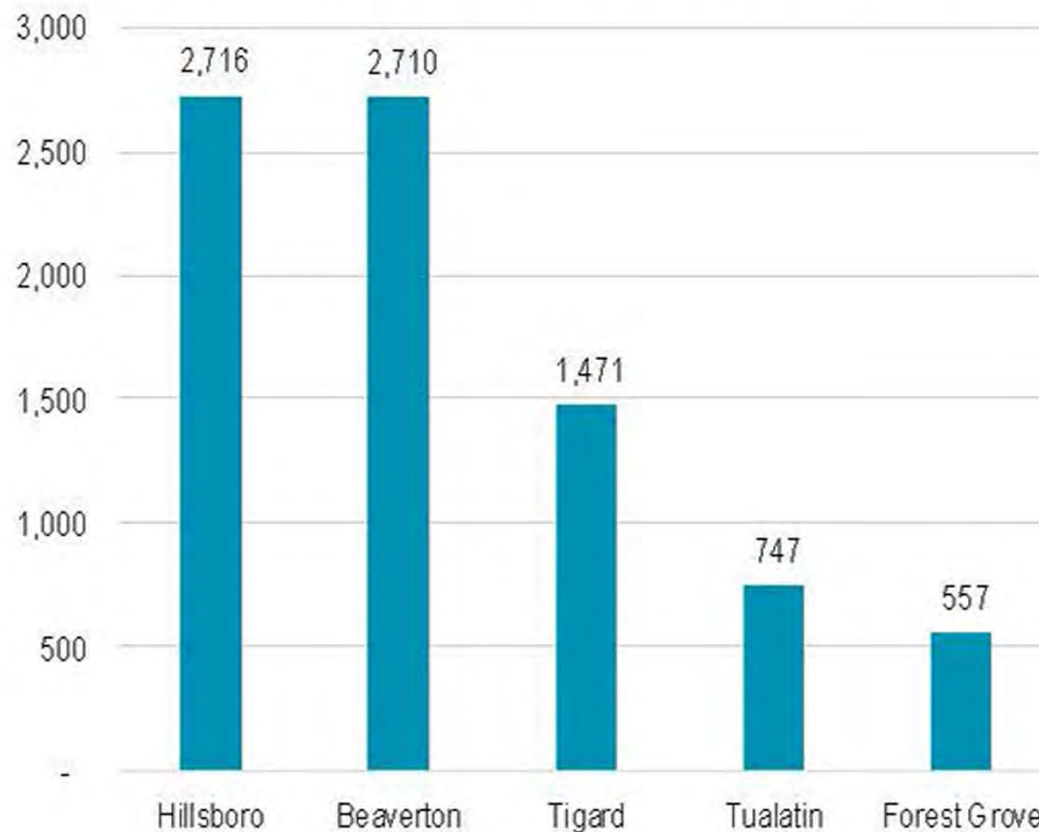
Tualatin  
&  
Washington County

# WASHINGTON COUNTY JULY ECONOMIC INDICATORS

## Jump in Washington County Residents Working

Net change, June 2015 to June 2016;

Oregon Employment Department, Local Area Unemployment Statistics



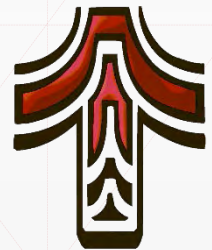
*City of Tualatin*

# WASHINGTON COUNTY JULY ECONOMIC INDICATORS

## Growth by Number of Jobs in Washington County

Net change, June 2015 to June 2016

Oregon Employment Department, Current Employment Estimates



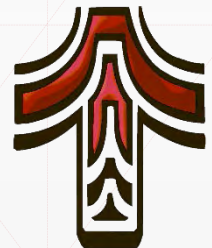
*City of Tualatin*

# WASHINGTON COUNTY JULY ECONOMIC INDICATORS

## Most Washington County Industries Growing

Percentage change, June 2015 to June 2016

Oregon Employment Department, Current Employment Estimates

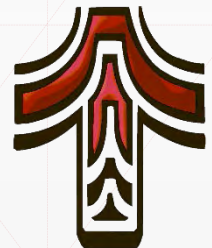
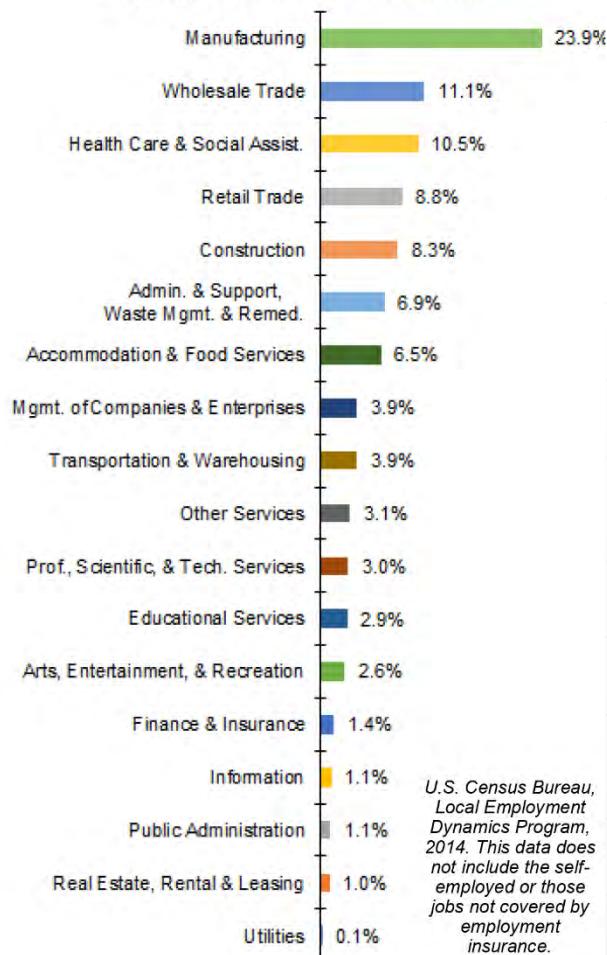


*City of Tualatin*



# MANUFACTURING, WHOLESALE TRADE EMPLOY THE MOST IN TUALATIN

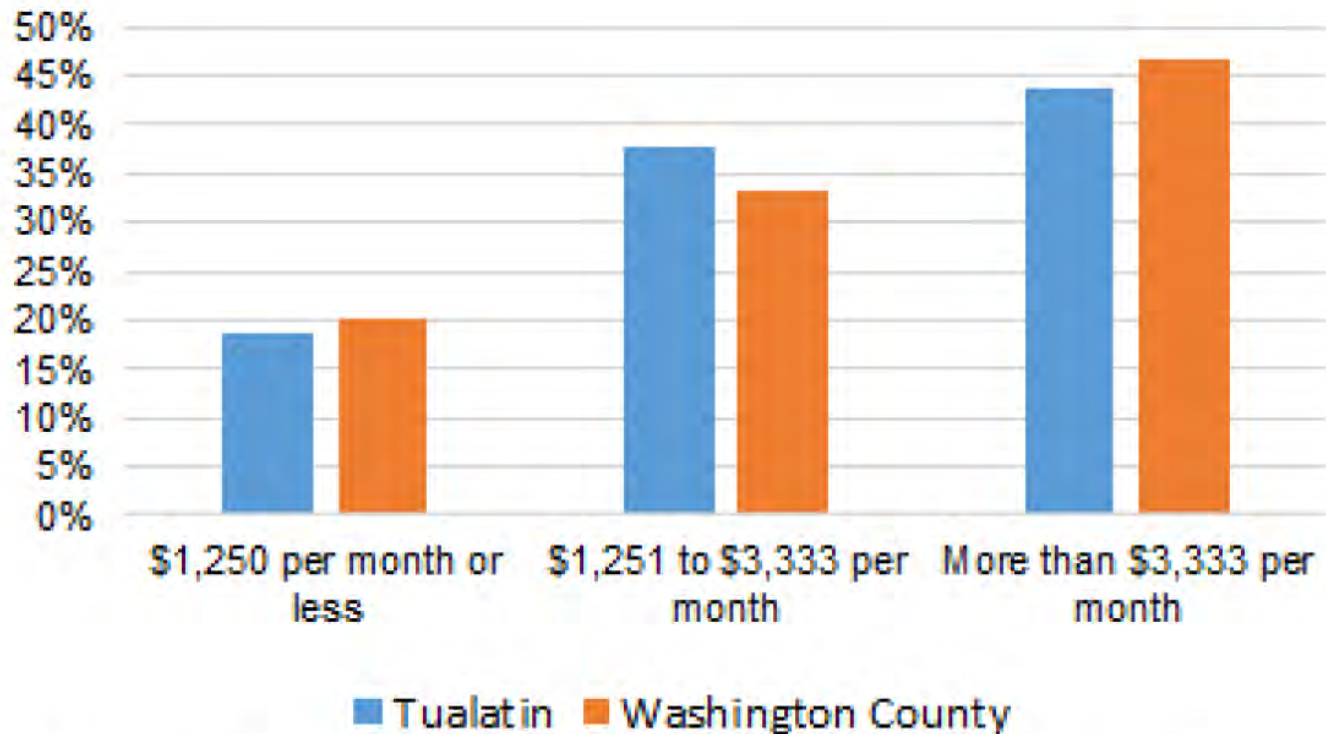
**Manufacturing, Wholesale Trade  
Employ the Most in Tualatin**



*City of Tualatin*



# TUALATIN AND WASHINGTON COUNTY WAGES



*U.S. Census Bureau, American Community Survey, 2010 - 2014 Estimates*

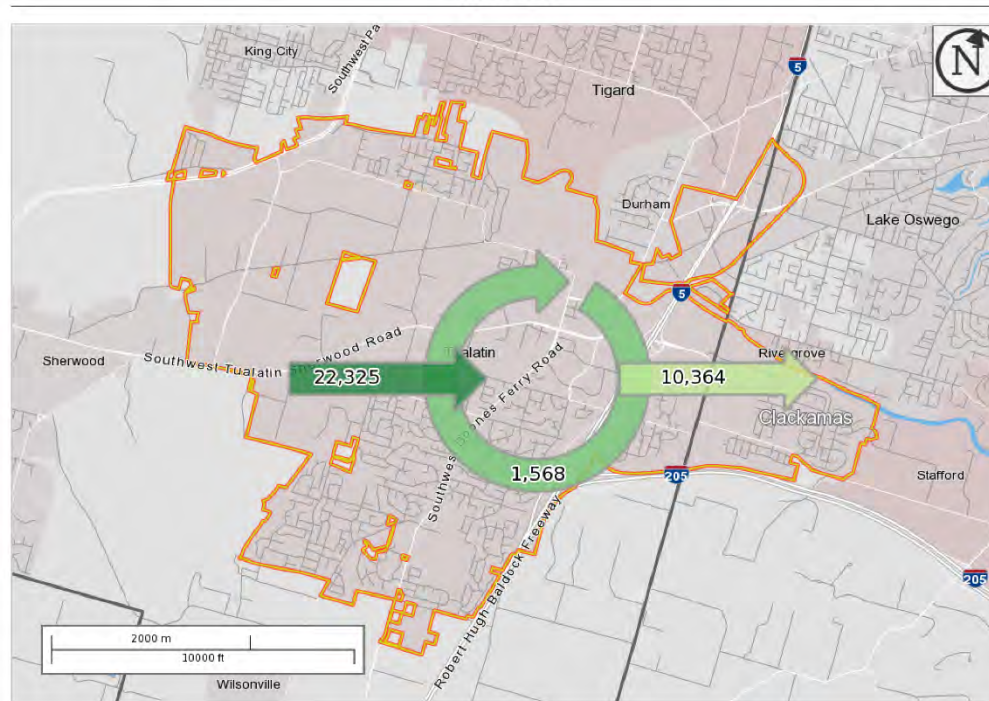


*City of Tualatin*

# INFLOW/OUTFLOW REPORT: PRIMARY JOBS FOR ALL WORKERS IN 2014

Inflow/Outflow Counts of Primary Jobs for Selection Area in 2014

All Workers



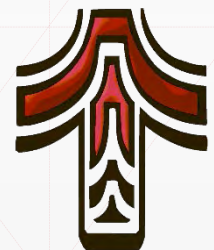
## Map Legend

### Selection Areas

Analysis Selection

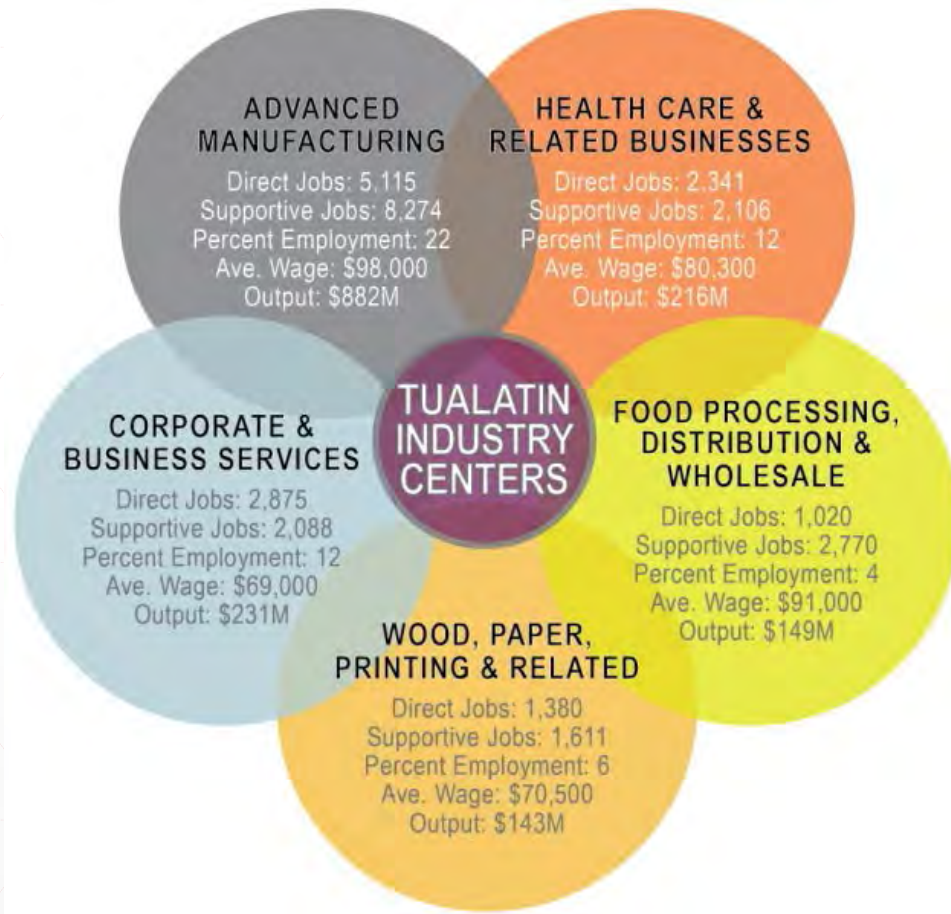
### Inflow/Outflow

- Employed and Live in Selection Area
  - Employed in Selection Area, Live Outside
  - Live in Selection Area, Employed Outside
- Note: Overlay arrows do not indicate directionality of worker flow between home and employment locations.



City of Tualatin

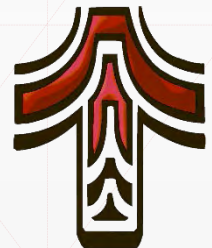
# STRATEGIC PLAN: WHAT IS THE FOCUS?



In 2014 the City determined:

Every job created in Tualatin is a benefit to the local community. The Economic Development Strategic Plan targets five key industry clusters for two distinct reasons:

- 1<sup>st</sup> - the strongest industry clusters in Tualatin provide the most jobs with significantly higher average wages.
- 2<sup>nd</sup> - over 90 percent of the available developable land is targeted for industrial growth.



*City of Tualatin*

## 2014 STRATEGIC PLAN: STRATEGY #1

### **BUSINESS RETENTION, EXPANSION & RECRUITMENT**

Retaining and cultivating the growth of existing businesses, as well as attracting new employers, is central to the health of Tualatin. These strategies are designed to strategically focus the City's efforts and resources.

### **RETAIN & EXPAND EXISTING BUSINESSES**

Establish an active Business Retention program, focusing first on Targeted Clusters. Assist existing businesses with City issues, connect them to available resources as appropriate, and affirm their value to the City.

## 2016 RESULTS:

---

*Visited with 40 manufacturing companies – Companies generally bullish on Tualatin.*

### Assets

- *Well run City*
- *Great location vis-à-vis I-5 & I-205, Hwy 217*
- *Great community amenities (parks, trails, schools, shopping)*
- *Excellent access to suppliers and vendors*

### Challenges

- *Recruiting/retaining skilled workforce*
- *Public transportation for employees*
- *Traffic challenges for both commuters and freight*
- *Lengthy development/permitting process*



## 2014 STRATEGIC PLAN: STRATEGY #1

### BUSINESS RETENTION, EXPANSION & RECRUITMENT

### RETAIN & EXPAND EXISTING BUSINESSES



## 2016 RESULTS:

*Visited with 40 manufacturing companies – Companies generally bullish on Tualatin*

### ***Examples of assistance:***

*Connected three local manufacturers with Worksystems/Worksource to help with job recruitment and training assistance.*

*Located Google data center contractor (Hood River) information for local metals manufacturing company.*

*Connected local manufacturer with Oregon Manufacturing Extension Partnership to help with AS1900 certification.*

*Connected local manufacturer to the state's Business Retention Services program to increase its customer base.*

## 2014 STRATEGIC PLAN: STRATEGY #1

### BUSINESS RETENTION, EXPANSION & RECRUITMENT

#### ASSIST WITH SITE READINESS

- Work proactively to encourage sites for development which provide certainty to developers and allow for rapid transition for projects to market (e.g. obtain state industrial site certification for appropriate Tualatin industrial properties, assist interested property owners to get sites “development-ready” to build on within 6 months).
- Maintain an up-to-date list of available industrial properties on the State’s Oregon Prospector and private sector real estate websites through partnerships with property owners and brokers.

## 2016 RESULTS:

*Tualatin’s industrial market has heated up considerably since 2014 – much of the shovel-ready Tier 1 property has been purchased and developed in that time.*

*500,000 square-feet constructed in 2016 with another 300,000 square-feet to come online in 2017.*

*On the retail side, Nyberg Rivers Shopping Center has leased up their two remaining building pads and are beginning construction.*





# STRATEGIC PLAN: STRATEGY #1

## INDUSTRIAL BUSINESS CONSTRUCTION

- Below are the Koch Corporate Center, Hedges Creek Building, and Franklin Business Park II complex.

About 300,000 square-feet of the space is leased up already.



## 2014 STRATEGIC PLAN: STRATEGY #1

### **BUSINESS RETENTION, EXPANSION & RECRUITMENT**

#### **TARGET KEY INDUSTRIES**

- Create an outreach program to companies in the targeted business clusters through independent efforts as well as collaborative work with local, regional, and state representatives.
- Submit available land and buildings in response to State and Regional recruitment leads.
- Provide an incentive toolkit for attraction of targeted business cluster companies.

## 2016 RESULTS:

*Developed positive working relationships with Business Oregon, Greater Portland Inc, Worksource Oregon, and WorkSystems, Inc.*

*Businesses new to Tualatin:*  
Ubivac (life sciences company)  
Duggal Visual Solutions (printing company)  
CalMax Technology (semicon contract manufacturer)





# 2016 RESULTS:

## 2014 STRATEGIC PLAN: STRATEGY #2

### **BUSINESS CLIMATE/COMPETITIVE POSITIONING**

Creating and maintaining a positive climate for business is an effort which takes continual attention. These strategies are designed to ensure the City is actively refining its procedures and codes to encourage business development and job creation

### **IDENTIFY CODE & PROCESS CHANGES**

- Identify the most significant Development Code related issues which create barriers to development and find opportunities to incentivize exceptional sustainable practices.
- Create a predictable permitting process that is customer service oriented, timely, and respectful of cost.

*The Community Development Team is mapping the full development code and building permit process.*

*Mapping the steps will help the team determine where and how we can refine our system to provide a more predictable, user-friendly process.*

*We surveyed stakeholders and our customers who've used our services the past 1 ½ years to better understand their concerns for use in refining Tualatin's system.*



# 2016 RESULTS:

---

## 2014 STRATEGIC PLAN: STRATEGY #2

### **BUSINESS CLIMATE/COMPETITIVE POSITIONING**

#### **OMBUDSMAN ASSISTANCE**

- Provide assistance through the development review and permitting process to small businesses and those private development projects which are particularly complex.
- Provide clear and relevant information and superb customer assistance to the business community. Continue efforts to solicit regular feedback from the business community on working with the City, and implement improvements as needed.

*Assisted approximately 20 local & new businesses going through some form of new construction, renovation, or redevelopment. Generally, I help the business understand our process and help them navigate it.*

*Examples of assistance:*

*Lam Research – our team meets with them regularly to review progress on their lab and parking lot expansion.*

*CalMax Technology – New company going through conditional use permit process and architectural review to occupy existing building.*

*Legacy Meridian Park – hospital has just begun the ARB process to construct a new 163,000 SF patient room expansion.*

## 2014 STRATEGIC PLAN: STRATEGY #2

### BUSINESS CLIMATE/COMPETITIVE POSITIONING

#### COLLABORATE REGIONALLY

- Build on Tualatin's strong partnerships with neighboring cities and other agencies.
- Engage and be visible in the region and the State to represent Tualatin and bring back information valuable to Tualatin staff and businesses.
- Participate actively with educational institutions to expand connections between businesses and education to benefit local companies.
- Actively work with agencies whose mission is to help create a skilled, educated workforce to benefit targeted business clusters.

## 2016 RESULTS:

---

*Work closely with Business Oregon and Greater Portland Inc to for recruitment and bring assistance to our local companies.*

*Partnered with Tigard to involve a local Tualatin company in a GPI targeted cluster meeting – emergency/disaster preparedness.*

*Mayor Ogden partnered with Tigard to co-develop a grant application to be designated the 2<sup>nd</sup> Oregon city in the healthy Blue Zones initiative*

*Mayor Ogden is leading the America's Best Community STEAM/Mobile Makerspace program that brings technology, companies, students, and educational institutions together.*





# MEMORANDUM

## CITY OF TUALATIN

**TO:** Honorable Mayor and Members of the City Council

**THROUGH:** Sherilyn Lombos, City Manager

**FROM:** Karen Perl Fox, Senior Planner  
Alice Cannon, Assistant City Manager

**DATE:** 11/14/2016

**SUBJECT:** Framing for City Council priority project: Update the Tualatin Development Code

---

### **ISSUE BEFORE THE COUNCIL:**

At the 2015 Council Advance, the Council identified the Tualatin Development Code (TDC) update as a priority project. Staff has developed a project framework for Council consideration. After the framework is accepted staff will begin work with a consultant to identify a project scope, schedule and budget.

### **EXECUTIVE SUMMARY:**

Staff is seeking concurrence on a framework and phased approach to this update, which includes the following:

#### Phase 1: Code Clean Up (Audit and Amendments)

Improve the overall efficiency, internal consistency and readability of the code.

#### Phase 2: Policy Review and Outreach

Listen to stakeholders and identify concerns from the community regarding land use policies and regulations.

#### Phase 3: Work Program

Prioritize and organize suggestions in a multi-year path forward.

### **DISCUSSION:**

The Tualatin Development Code is comprised of two major components. One is the Tualatin Community Plan (Comprehensive Plan): Chapters 1-30 of the TDC. The second component is the Development Code (Land Use Regulations): Chapters 31-80 of the TDC.

The Development Code (Land Use Regulations) has been amended piecemeal over the years, for example in the last five years staff has made incremental changes to the sign code, added a chapter regulating marijuana, added backyard chickens as an allowed use in some planning Districts, and amended the type of uses allowed in Blocks 28 and 29 of the Central Urban

Renewal District. Staff processed around 19 Plan Text Amendments (code changes) between 2011 and today. These incremental changes have led to a cumbersome code that can be difficult for the public to understand and for staff to administer. Phase 1 will identify areas of code that are inconsistent as a result of piecemeal changes. It will identify amendments to improve usability of the code without changing the policy implication.

The Comprehensive Plan was adopted in 1979 and provides land use goals and policies for the City. Some sections have been updated over time such as the Transportation System Plan in 2014. Other chapters are long out of date, for example the population forecast ends in the year 2000. These first 30 chapters are the policies that guide implementing regulations. Prior to making any policy changes in the implementing regulations it is necessary to review these chapters and determine what areas are no longer applicable and also determine what might be missing from these policies. Phase 2 is intended to review the policies in place and identify areas that need to be updated. Public input will also contribute to the identification of areas that need to be updated.

For these reasons, staff is proposing a phased approach to this project.

**Phase 1: Code Clean Up (Audit and Amendments)**

Improve the overall efficiency, internal consistency and readability of the code.

**Phase 2: Outreach and Policy Review**

Listen to stakeholders and identify concerns from the community regarding land use policies and regulations.

**Phase 3: Work Program**

Prioritize and organize suggestions in a multi-year path forward.

**RECOMMENDATION:**

Staff proposes Council accept the framework and the phased approach.

---

**Attachments:**    [Attachment A - Presentation](#)



# Tualatin Development Code Phased Update Project Framing

Catherine Corliss, AICP, Principal







# TDC Update

---

- ❖ Updating Tualatin Development Code (TDC) identified as a City Council priority project
- ❖ Focused on TDC not Municipal Code or other City requirements

## Tonight:

Seeking City Council concurrence on a phased approach to update the TDC



# Project Framing

---

Provide **background** about the TDC

Confirm project **goals** and suggested **approach**

Identify key **considerations** and potential issues

Review project **schedule**





# Background

## Tualatin Community Plan (Comprehensive Plan)

- ❖ Chapters 1 – 30 of the TDC
- ❖ Provides land use goals and policies for the City
- ❖ Adopted in 1979
- ❖ Some sections have been updated (e.g., for 2012 TSP update)
- ❖ Some background data is out-of-date (e.g., population forecasts through 2000)





# Background

## Development Code (Land Use Regulations)

- ❖ Chapters 31 – 80 of the TDC
  - Planning districts (zoning)
  - Natural resource and floodplain requirements
  - Community design standards
  - Procedures and application requirements (e.g., conditional use permits)
  - Subdivisions and partitions
  - Sign regulations
- ❖ Amended piecemeal over the years





# Project Goals and Approach

---

## Phase 1: Code Clean Up (Audit and Amendments)

Improve the overall efficiency, internal consistency and readability of the code

## Phase 2: Outreach and Policy Review

Listen and identify concerns from the community regarding land use policies and regulations

## Phase 3: Work Program

Prioritize and organize suggestions in a multi-year path forward



# Amendments

## RELATIVELY QUICK AND EASY

- ❖ Policy neutral
- ❖ Narrowly defined
- ❖ Formatting and clarifying
- ❖ Limited public outreach needed

## MORE COMPLEX AND INVOLVED

- ❖ Policy issues
- ❖ Affect many properties and/or have significant impact
- ❖ Extensive public outreach needed (advisory committees, etc.)
- ❖ Additional technical research required

Simple (Phase 1)



Complex (Phase 2 & 3)



# Phase 1 Considerations

---

## Code Clean Up (Audit and Amendments)

- ❖ Policy neutral = generally the same development outcome before and after amendments
- ❖ Goal = get to a result more efficiently / clearly
- ❖ Challenge is to keep the scope of Phase 1 truly “policy neutral”
  - Putting bigger issues “in the garage” for the next phase
  - Re-adopting code sections that have been reformatted but need further work
- ❖ Provide rapid solutions to some pressing problems





# Phase 2 Considerations

## Outreach and Policy Review

- ❖ Recognize that the community may have concerns that go beyond the issues addressed in Phase 1
- ❖ Listen for community priorities
  - Does the Community Plan speak to the priorities?
  - Do the regulations implement the priorities?
- ❖ Scope the outreach to allow a broad range of stakeholder participation
- ❖ Engage community interest in the TDC
- ❖ Keep the focus on the TDC





# Phase 3 Considerations

---

## Work Program

- ❖ Recognize that Phase 2 suggestions may require several years to implement
- ❖ Organize a wide range of suggestions in a meaningful way to ensure ideas are acknowledged
- ❖ Identify City Council priorities
- ❖ Recognize annual budget and staffing constraints
- ❖ Provide a structured approach to go forward



# Schedule

Phase	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 5	Qtr 6	Qtr 7	Qtr 8
1. Code Clean Up	Audit	Draft Code		Hearings				
2. Outreach and Review					Outreach		Policy Review	
3. Work Program								Work program





# Thank You!

Questions /  
Discussion

Does the City  
Council generally  
concur with the  
proposed  
approach?

