

Exhibit A Scope of Work

1. Goals and Objectives

The overall purpose of the project is to improve the chances that Tigard can get the type and quality of economic development desired by its citizens, achieve the goals of the Tigard Comprehensive Plan, and create opportunities to meet the aspirations that have been developed during Metro's Making the Greatest Places process. Additionally, an updated Economic Opportunities Analysis will ensure the City of Tigard remains in compliance with Oregon Statewide Planning Goal 9 as the City goes through the Periodic Review process. This project will be completed during one-biennium and will help to meet objectives outlined by Tigard citizens and recently adopted into the Tigard Comprehensive Plan. These objectives include:

- The City shall establish strategies to retain and encourage the growth of existing businesses.
- The City shall actively encourage businesses that provide family-wage jobs to start up, expand or locate in Tigard.
- The City shall provide appropriately zoned lands and development regulations to accommodate a contemporary mix of economic activities.
- The City shall engage with state and regional economic development organizations and agencies to sustain and expand its current economic activities and be prepared for future economic trends.

2. Products and Outcomes

The outcome of the grant will be an adoption ready Economic Opportunities Analysis (EOA). The EOA will be developed in compliance with OAR 660 Division 9 and be performed as part of the City's periodic review work program under the Economic Development task.

The anticipated significant effect of the project is to help focus the City's efforts to grow its economy and maintain its quality of life. This will happen by ensuring an adequate supply of appropriately zoned land is available for existing businesses to expand and thrive and for new employers to utilize within the City of Tigard.

3. Work Program, Timeline, and Payment

Task 1. Preparation

Purpose: Reduce cost and delay, anticipate obstacles, prevent surprises and keep planning activities aligned with local policy.

Deliverables: 1. A locally approved Statement of Community Economic Development Objectives. 2. Evidence of support and coordination from key cooperating organizations and agencies.

Schedule: May 2010 to June 2010 -

Activities will include:

- A. Review Oregon's land use program with DLCD staff to understand key concepts. Review will include:
 - i. OAR 660, division 9, Economic Development;
 - ii. 660-009-0005(10) - Short-term supply of land;
 - iii. 660-009-0010(5) - Adequate planning effort;

- iv. 660-009-0020(1)(a) - Economic development objectives;
 - v. OAR 660, division 24, Urban Growth Boundaries (UGB);
 - vi. 660-024-0040(5) - Employment land need; and
 - vii. 660-024-0040(8) - Safe harbors.
- B. Prepare an informal draft Statement of Community Economic Development Objectives looking back at the economic history of the area and changes affecting that tradition, looking forward at new opportunities, and defining a series of actions to be taken to achieve a desired and sustainable result.
 - C. Define a study area to analyze for economic and land use trends, which is typically a region sharing inter-dependent economic activity. Describe why the area was chosen and include a brief narrative about current conditions and activity.
 - D. Define a planning area, which is typically the existing UGB and may include potential expansion and urban reserves. It is useful to describe why the area was chosen, and include a brief narrative about current conditions and activity.
 - E. Gather and review any available regional economic development, employment data, real estate market data and area context information that has been published by entities such as: state and local governments, economic development agencies, ports and other development districts, the regional Business Development Officer for the Oregon Economic and Community Development Department, and Oregon's interagency Economic Revitalization Team.
 - F. Meet with federal, state, regional and local economic development agencies to discuss cooperation, participation and possible sources of funding for planning and implementation activities.
 - G. Identify typical planning and implementation policies, activities and tools, and gather evidence of support from key cooperating organizations (especially municipal and county boards and commissions, and Oregon's Economic Revitalization Team).

Task 2. Trends Analysis

Purpose: Identify economic development opportunities likely to expand or locate in the study area within the planning period. Determine the percentage of that employment growth reasonably expected within the planning area.

Deliverable (milestone): An estimate of job growth associated with the economic development opportunities likely to expand or locate in the planning area within the planning period consistent with OAR 660-024-0040(5) - Employment Land Need. It will be based on review of employment forecasts from the Oregon Department of Employment, and a custom employment forecast prepared by a competent professional.

Schedule: May 2010 to July 2010

Activities will include:

- A. Review OAR 660-009-0005 – Definitions, to understand key concepts and terms, and OAR 660-009-0015(1) – Review of Economic Trends.
- B. Meet with Oregon Department of Employment staff to discuss employment trends in the Economic Opportunities Analysis study area.
- C. Review an employment forecast provided by the Oregon Department of Employment and have consultant produce a customized estimate of job growth to supplement the state data.
- D. Review national, state, regional, county, and local economic trend data including, but not limited to, population and job forecasts by sector over the planning period.

- E. Assess economic development potential by analyzing factors such as location, size and buying power of local and export markets for goods and services; workforce training opportunities; availability of transportation facilities for access and freight mobility; access to suppliers and utilities, including telecommunications; and other service infrastructure.
- F. Meet with local and state economic development professionals regarding local economic development potential for industrial and other employment opportunities in the study area. Incorporate results from interviews or consultations into the EOA.
- G. Acquire and incorporate information published by the Oregon Economic and Community Development Department documenting demand for sites in the study area that may not be reflected in the current employment data.

Task 3. Site suitability analysis

Purpose: Understand the types of sites needed to successfully implement the Statement of Community Economic Development Objectives.

Deliverable (milestone): Catalog of the range of site types suitable for the employment uses likely to expand or locate in the study area.

Schedule: June 2010 to August 2010

Activities will include:

- A. Identify the employment land uses appropriate for the study area, based on results of the trend analysis. Include specific site sizes, special site requirements or other characteristics affecting the needed land supply such as a mixture of site sizes or sites with proximity to facilities. Also identify land needs that may arise from the expansion of existing businesses and the recruitment or location of new businesses into the study area.
- B. Acquire and incorporate information published by the Oregon Economic and Community Development Department that documents specific market-based development practices and site requirements that may affect the current inventory and need for additional suitable employment land.

Task 4. Inventory of suitable sites

Purpose: Determine the current availability of sites suitable for employment uses likely to expand or locate in the planning area.

Deliverable (milestone): Inventory of available sites suitable for employment uses likely to expand or locate in the planning area within the planning period.

Schedule: August 2010 to November 2010

Activities will include:

- A. Inventory and analyze the planning area's existing supply of industrial and other employment lands for development constraints which may include: wetlands, habitat areas, environmental contamination, topography, cultural resources, infrastructure deficiencies, parcel fragmentation, natural hazard areas, ownership patterns, and other suitability and availability criteria in order to determine the readiness of the current land supply for industrial and other employment development.

The inventory will examine opportunities for redevelopment of existing sites, including sites in the core areas of cities. It will consider the cost of preparing land for the designated use as part of an EOA by including a residual value analysis as part of the analysis of development constraints.

- B. As part of any adjustment to an UGB for employment land, review employment land need and associated policies in OAR 660, division 024. OAR 660-024-0040(5) requires a determination of the need for a short-term supply of land. OAR 660, division 9, encourages local governments to include policies relating to the short-term supply of land. Designation of short-term supply is described in OAR 660-009-0025(3).

Task 5. Assessment of potential

Purpose: Understand the process, and reduce the cost and risk associated with designating the amount of the employment land.

Deliverable (milestone): An estimate of the need for employment land within the planning area for the planning period by category of site type. It will include a brief narrative of any identified process, cost or risk factors; and describe the community's ability to manage those factors.

Schedule: November 2010 to December 2010

Activities will include:

- A. Estimate the total number of sites needed in the study area for the planning period by categories of sites, based on information collected in the previous tasks. Include a minimum, maximum and most likely number of sites needed for each identified category within the planning period.
- B. Estimate the types and amounts of industrial and other employment uses likely to occur in the planning area. Refer to Assessment of Community Economic Development Potential in OAR 660-009-0015(4). Include a brief narrative that explains the factors that determine the planning area's capture of employment growth in the study area.
- C. Identify pertinent planning, implementation, specific site, financial and real estate market process, cost and risk factors associated with the designation of additional employment land.
- D. Analyze the information gathered to estimate total number of sites by the various categories defined by the local government needed within the planning area for the planning period.

Task 6. Develop detailed implementation policies based on completion of previous steps

Purpose: Provide specific guidance to community leaders and staff.

Deliverables (milestone): A list of recommended economic development implementation policies to be included in the comprehensive plan that were identified by the EOA process.

Schedule: December 2010 to January 2011

Activities will include:

- A. Identify local government activities that will be needed to successfully implement the Statement of Community Economic Development Objectives. Include changes to the land supply, updates to comprehensive plans, additions to infrastructure facilities, new intergovernmental agreements, updated management practices, public-private partnerships, workforce training and adjustments to real estate economic factors. Include techniques to increase the community's ability to respond to economic development opportunities with speed and flexibility.
- B. Identify appropriate local government actions and investments of leadership, capacity, staff time, public finance tools and statutory authority needed to successfully implement the Statement of Community Economic Development Objectives.
- C. Identify available methods to fund local government activities that will be needed to successfully implement the Statement of Community Economic Development Objectives.
- D. Identify investments in infrastructure, workforce, amenities and other community improvements necessary in order to attract job growth. Demonstrate that methods are available and there is local commitment to fund the improvements.
- E. When using residual value analysis to justify an adjustment to the current supply of suitable sites, apply the same analysis to all sites proposed for changes of designation, including all proposed expansion sites outside the current UGB. Identify policies to correct residual value development constraints within the planning period, or reasonably demonstrate that correction is not possible. Residual value analysis is intended to remove from the short-term inventory, those industrial sites with a persistent negative residual value. These sites have development constraints that can't be resolved for the designated use by reasonable local government action.

Task 7. Prepare final Economic Opportunities Analysis

Purpose: Have an adoption ready EOA that satisfies the requirements of Statewide Planning Goal 9.

Deliverables (milestone): Final adoption ready City of Tigard Economic Opportunities Analysis.

Schedule: January 2011 to March 2011

Activities will include:

- A. Present the draft EOA to the EOA Project Team and the regional Business Development Officer for the Oregon Economic and Community Development Department; receive and incorporate comments into final product.
- B. Formulate final EOA to satisfy DLCD grant requirements in accordance with the procedures provided in Oregon Administrative Rule 660-009-0015 – Economic Opportunity Analysis.

Task 8. Final Adoption

Purpose: Advise/participate in legislative process as budget allows.

Deliverables (milestone): Final adoption of EOA and recommendations.

Schedule: March 2011 to May 2011