

TUESDAY, SEPTEMBER 7, 2021
URBAN RENEWAL AGENCY MEETING 6:00 pm

Call to Order

Scott Burge called the Urban Renewal Agency meeting to order at 6:00 p.m.

Roll Call

Urban Renewal Agency members: Scott Burge, Megan Greisen (arrived at 6:03pm), Joel Haugen, Brandon Lesowske, Pete McHugh, Tyler Miller. Interim City Manager Alexandra Rains; Legal Counsel Peter Watts; City Recorder Susan Reeves, and Assistant to Public Works Director Huell Whitehaus.

Remote: Urban Renewal Agency member Josh Poling, Consultant Nick Popenuk, Consultant Elaine Howard, Robert B, and an unknown caller. Dan McCoy joined at 6:30 pm. Mary Hindal joined at 6:51 pm. Steve Payne joined at 6:53 pm.

Approval of the Agenda

Josh Poling moved, and Tyler Miller seconded the motion to approve the agenda. Motion passed 6-0. Scott Burge, aye; Joel Haugen, aye; Josh Poling, aye; Brandon Lesowske, aye; Pete McHugh, aye and Tyler Miller, aye.

Public Comment

There were no public comments.

Election of Chair and Vice Chair

Joel Haugen moved, and Brandon Lesowske seconded the motion to keep the existing structure, Scott Burge as Chair and Josh Poling as Vice Chair. Motion passed 6-0. Scott Burge, aye; Joel Haugen, aye; Josh Poling, aye; Brandon Lesowske, aye; Pete McHugh, aye and Tyler Miller, aye.

New Business

Urban Renewal District Analysis

Nick Popenuk, Tiberius Solutions, went over the power point.

City of Scappoose Urban Renewal District Analysis

Nick Popenuk, Tiberius Solutions
September 7, 2021



Assessed Value Discrepancies

Taxes Imposed, FYE 2021

	Actual	Forecast	Difference	Percent
Total AV	\$79,136,016	\$73,902,945	\$5,233,071	7%
Frozen Base Value	\$71,073,076	\$71,750,432	-\$677,356	-1%
Increment Value	\$8,062,940	\$2,152,513	\$5,910,427	275%
Tax Rate	\$11.9400	\$12.0286	-\$0.0886	-1%
Taxes Imposed	\$96,272	\$25,892	\$70,380	272%

Assessed Value, FYE 2021

Property Type	Actual	Forecast	Difference	Percent
Real	\$70,113,988	\$69,044,443	\$1,069,545	2%
Personal	\$4,812,210	\$2,068,991	\$2,743,219	133%
Manufactured	\$22,570	\$36,147	-\$13,577	-38%
Utility	\$4,187,248	\$2,753,364	\$1,433,884	52%
Total	\$79,136,016	\$73,902,945	\$5,233,071	7%

Assessed Value Discrepancies

- Personal property:
 - A high value account was added to the area in FYE 2021 but did not exist in the data used for the initial forecast (FYE 2018)
 - Consultant team omitted value when multiple personal accounts were associated with the same tax lot
- Utility property:
 - Utility property value is typically unpredictable. Discrepancies cannot be traced to specific accounts.

Assessed Value Discrepancies

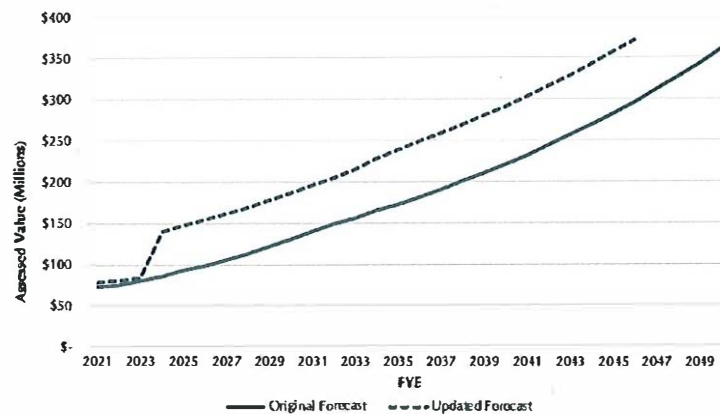
- Future growth in assessed value for utility and personal property is unpredictable. No guarantee it will continue to exceed the original forecast.
- Recommend tracking value annually to identify emerging trends

Enterprise Zone Abatements

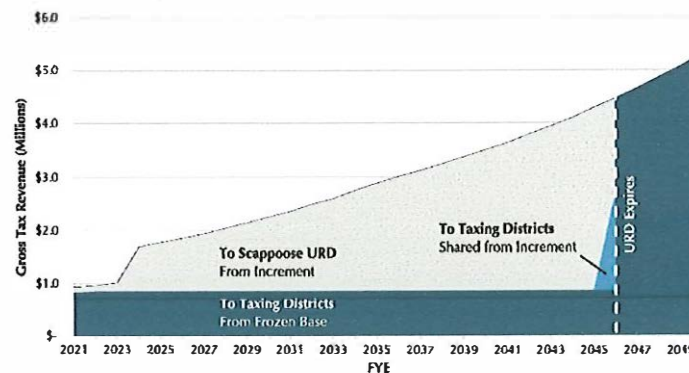
- Three accounts subject to E-Zone abatements
- Expected to generate \$8.4 million of TIF through FYE 2045

Account	429409	437254	11699	Total
Total AV - FYE 2021	\$30,908,620	\$26,756,870	\$2,015,380	\$59,680,870
Exempt AV (E-Zone)				
Returning to Tax Roll:				
FYE 2024	\$22,394,020	\$24,742,390	\$62,940	\$47,199,350
FYE 2025	\$87,270	\$1,866,400	\$0	\$1,953,670
FYE 2026	\$2,130	\$148,080	\$0	\$150,210
Total	\$22,483,420	\$26,756,870	\$62,940	\$49,303,230
Taxable AV - FYE 2021	\$8,425,200	\$0	\$1,952,440	\$10,377,640

Financial Update



Financial Update



Financial Update

- URD is anticipated to generate significantly more TIF in future years than originally forecast
- URD can fund projects sooner than originally anticipated, leading to less inflation and more purchasing power (additional \$4M of project costs)
- Options: Maintain current MI with shorter timeline, share revenue for longer timeline, increase MI

Voluntary Revenue Sharing

- City could calculate annual TIF using only a portion of the increment ("underlevy" or "revenue sharing").
- With fixed Maximum Indebtedness, long-term impact to taxing districts would be the same, with or without the underlevy.
- The underlevy approach would result in less foregone revenue for taxing districts on an annual basis, but extended for a longer duration.

Nick Popenuk

Tiberius Solutions LLC

503-740-0501

npopenuk@tiberiusolutions.com





DATE: July 13, 2021
 TO: Jill Herr and Alexandra Rains, City of Scappoose
 FROM: Nick Popovnik and Ali Dierks
 SUBJECT: City of Scappoose Urban Renewal Financial Update

Summary

The City of Scappoose contracts with Tiberius Solutions LLC to provide an updated financial forecast for the Scappoose Urban Renewal District (URD).

Due to higher than anticipated revenue to the URD in FYE 2021 and further increases in assessed value anticipated from expiration of Exemption Zone statements, the URD is forecast to generate significantly more tax increment revenue (TIF) revenue in future years than was originally forecast. This is despite the planned forecast assuming a slower and more gradual increase in assessed value growth for properties not subject to Exemption Zone statements.

With increased TIF revenue, the URD can fund projects sooner than originally anticipated, which can be a significant benefit to the community. This includes increases that the freed maximum funds of the URD has more purchasing power due to increased financial capacity when measured in revenue dollars. This results in the ability to fund an additional \$10 million constant 2021 \$ of project costs over the life of the URD.

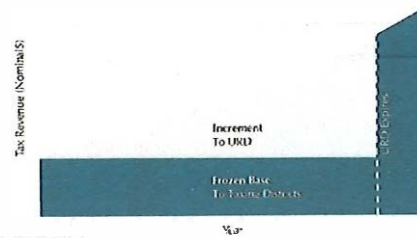
Background

Urban renewal, permitted by Oregon Revised Statute (ORS) 457, is primarily used by cities and counties across Oregon as a revenue source for funding capital projects to help revitalize "blighted" areas.

How Tax Increment Financing Works

When an urban renewal district (URD) is established, the assessed value within the URD boundary becomes the "frozen base" value. When assessed value in the URD grows over time, the difference between the total assessed value and the frozen base is considered "increment" value. Each year, property tax revenue from the frozen base in the URD is allocated normally to all overlapping taxing districts, and the URD receives all the property tax revenue generated from the increase, called tax increment financing (TIF) revenue. TIF revenue can only be used on capital projects located in the URD. After the URD expires, all tax revenue is distributed to the overlapping taxing districts. Exhibit 1 illustrates the general tax revenue distribution within a URD boundary over the life of the URD.

Exhibit 1. Example Urban Renewal Revenue Distribution



Source: Tiberius Solutions

Financial Restrictions and Limitations on Urban Renewal

Urban renewal plans are required to have a "maximum indebtedness" which functions as a limit on the cumulative amount of TIF that can be spent on projects in the URD. Note that maximum indebtedness does not function as a borrowing ceiling, but it does restrict the amount of debt for all projects in the URD. Maximum indebtedness is based on frozen property. Once a URD leaves the debt amount of maximum indebtedness, it can increase its debt to fund additional projects.

Urban renewal plans may also include special provisions that establish a final date for increasing debt and/or collecting TIF revenue. Any additional provisions are not required by statute.

Overview of the Scappoose URA

The Scappoose Urban Renewal Plan (URP) was adopted in November 2013. The Plan has a maximum indebtedness of \$10,000,000. The Plan does not include a financial restriction on debt, but it does specify that the URD would comply with projects and have sufficient TIF revenue to increase the URD to FYE 2040.

Exhibit 2 shows a map of the Scappoose URD boundary.

Tiberius Solutions LLC

July 13, 2021

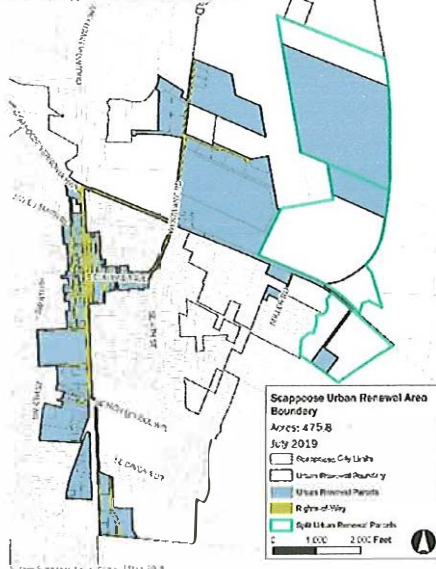
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Exhibit 2. Scappoose Urban Renewal District Map



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Analysis

Our analysis includes an analysis of historical trends in the URD and forecasted projected revenue as well as an update to the forecast for the future.

Historical Trends in the District Compared to Original Projections

Exhibit 3 compares the actual historical trends in the URD compared to the forecasted trends in the URD. The forecasted trends in the URD are based on the original forecast of the URD. The actual trends in the URD are based on the actual data for the URD. The actual trends in the URD show a significant increase in revenue compared to the forecasted trends in the URD. This is due to a combination of factors, including a decrease in the number of properties in the URD and an increase in the assessed value of properties in the URD.

Exhibit 3. Assessed Value and TIF Revenue, Original Forecast and Actual

	Actual	Forecast	Diff. Amount	Percent
Total Assessed Value	\$ 1,943,947,414	\$ 1,230,020,815	\$ 713,926,599	57.7%
Forecasted Value	\$ 1,010,320,614	\$ 1,230,020,815	\$ -219,700,201	-21.7%
Forecasted Value	\$ 608,230,425	\$ 1,230,020,815	\$ -621,790,390	-50.5%
Tax Rate	\$ 11.8100	\$ 11.8100	\$ 0.0000	0.0%
Tax Increment	\$ 68,722,319	\$ 14,609,115	\$ 54,113,204	371.9%

Source: Tiberius Solutions LLC, based on actual data for the URD and forecasted data for the URD.
 Forecasted Value: \$1,230,020,815; Actual Value: \$1,943,947,414.

The forecasted trends in the URD are based on the original forecast of the URD. The actual trends in the URD are based on the actual data for the URD. The actual trends in the URD show a significant increase in revenue compared to the forecasted trends in the URD. This is due to a combination of factors, including a decrease in the number of properties in the URD and an increase in the assessed value of properties in the URD.

Updated Financial Forecast

The forecasted trends in the URD are based on the original forecast of the URD. The actual trends in the URD are based on the actual data for the URD. The actual trends in the URD show a significant increase in revenue compared to the forecasted trends in the URD. This is due to a combination of factors, including a decrease in the number of properties in the URD and an increase in the assessed value of properties in the URD.

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1. Determine the forecasted tax rate.
2. Determine the forecasted tax revenue.
3. Calculate the TIF revenue.
4. Determine the forecasted property.

1. Determine the Consolidated Tax Rate

The City of Scappoose Urban Renewal Plan (URP) is a "primary state" urban renewal plan, as defined in ORS 457. Therefore, the forecasted trends in the URD are based on the original forecast of the URD. The actual trends in the URD are based on the actual data for the URD. The actual trends in the URD show a significant increase in revenue compared to the forecasted trends in the URD. This is due to a combination of factors, including a decrease in the number of properties in the URD and an increase in the assessed value of properties in the URD.

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The URB is a voluntary rate plan (TC 350.01, Exemption from the Uniformity Law for URBs in FY 2020). FY 2020 is the first year of the plan. The URB is a voluntary rate plan (TC 350.01, Exemption from the Uniformity Law for URBs in FY 2020). FY 2020 is the first year of the plan.

Exhibit 4. Council Board Tax Rate by URB, Suppense URB, FY 2020

URB	Rate
URB 1	1.00%
URB 2	1.00%
URB 3	1.00%
URB 4	1.00%
URB 5	1.00%
URB 6	1.00%
URB 7	1.00%
URB 8	1.00%
URB 9	1.00%
URB 10	1.00%
URB 11	1.00%
URB 12	1.00%
URB 13	1.00%
URB 14	1.00%
URB 15	1.00%
URB 16	1.00%
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URB 18	1.00%
URB 19	1.00%
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URB 91	1.00%
URB 92	1.00%
URB 93	1.00%
URB 94	1.00%
URB 95	1.00%
URB 96	1.00%
URB 97	1.00%
URB 98	1.00%
URB 99	1.00%
URB 100	1.00%

Source: Council Board Tax Rate by URB, Suppense URB, FY 2020

2. Forecast Future Assessed Value

2.1. Forecast Future Assessed Value

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2.2. Forecast Future Assessed Value

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Source: Council Board Tax Rate by URB, Suppense URB, FY 2020

Source: Council Board Tax Rate by URB, Suppense URB, FY 2020

Exhibit 5. New Forecast of Assessed Value, FY 2020 to FY 2034

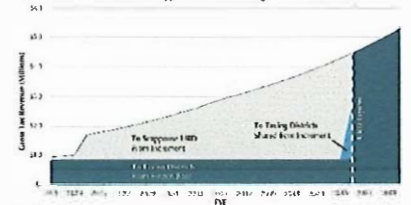
FY	Assessed Value	% Growth	Assessed Value	% Growth	Assessed Value	% Growth
2020	\$ 1,000,000	0.0%	\$ 1,000,000	0.0%	\$ 1,000,000	0.0%
2021	\$ 1,010,000	1.0%	\$ 1,020,000	2.0%	\$ 1,030,000	3.0%
2022	\$ 1,020,000	2.0%	\$ 1,040,000	4.0%	\$ 1,060,000	6.0%
2023	\$ 1,030,000	3.0%	\$ 1,060,000	6.0%	\$ 1,090,000	9.0%
2024	\$ 1,040,000	4.0%	\$ 1,080,000	8.0%	\$ 1,120,000	12.0%
2025	\$ 1,050,000	5.0%	\$ 1,100,000	10.0%	\$ 1,160,000	16.0%
2026	\$ 1,060,000	6.0%	\$ 1,120,000	12.0%	\$ 1,200,000	20.0%
2027	\$ 1,070,000	7.0%	\$ 1,140,000	14.0%	\$ 1,240,000	28.0%
2028	\$ 1,080,000	8.0%	\$ 1,160,000	16.0%	\$ 1,280,000	32.0%
2029	\$ 1,090,000	9.0%	\$ 1,180,000	18.0%	\$ 1,320,000	36.0%
2030	\$ 1,100,000	10.0%	\$ 1,200,000	20.0%	\$ 1,360,000	40.0%
2031	\$ 1,110,000	11.0%	\$ 1,220,000	22.0%	\$ 1,400,000	44.0%
2032	\$ 1,120,000	12.0%	\$ 1,240,000	24.0%	\$ 1,440,000	48.0%
2033	\$ 1,130,000	13.0%	\$ 1,260,000	26.0%	\$ 1,480,000	52.0%
2034	\$ 1,140,000	14.0%	\$ 1,280,000	28.0%	\$ 1,520,000	56.0%
2035	\$ 1,150,000	15.0%	\$ 1,300,000	30.0%	\$ 1,560,000	60.0%
2036	\$ 1,160,000	16.0%	\$ 1,320,000	32.0%	\$ 1,600,000	64.0%
2037	\$ 1,170,000	17.0%	\$ 1,340,000	34.0%	\$ 1,640,000	68.0%
2038	\$ 1,180,000	18.0%	\$ 1,360,000	36.0%	\$ 1,680,000	72.0%
2039	\$ 1,190,000	19.0%	\$ 1,380,000	38.0%	\$ 1,720,000	76.0%
2040	\$ 1,200,000	20.0%	\$ 1,400,000	40.0%	\$ 1,760,000	80.0%
2041	\$ 1,210,000	21.0%	\$ 1,420,000	42.0%	\$ 1,800,000	84.0%
2042	\$ 1,220,000	22.0%	\$ 1,440,000	44.0%	\$ 1,840,000	88.0%
2043	\$ 1,230,000	23.0%	\$ 1,460,000	46.0%	\$ 1,880,000	92.0%
2044	\$ 1,240,000	24.0%	\$ 1,480,000	48.0%	\$ 1,920,000	96.0%
2045	\$ 1,250,000	25.0%	\$ 1,500,000	50.0%	\$ 1,960,000	100.0%
2046	\$ 1,260,000	26.0%	\$ 1,520,000	52.0%	\$ 2,000,000	104.0%
2047	\$ 1,270,000	27.0%	\$ 1,540,000	54.0%	\$ 2,040,000	108.0%
2048	\$ 1,280,000	28.0%	\$ 1,560,000	56.0%	\$ 2,080,000	112.0%
2049	\$ 1,290,000	29.0%	\$ 1,580,000	58.0%	\$ 2,120,000	116.0%
2050	\$ 1,300,000	30.0%	\$ 1,600,000	60.0%	\$ 2,160,000	120.0%
2051	\$ 1,310,000	31.0%	\$ 1,620,000	62.0%	\$ 2,200,000	124.0%
2052	\$ 1,320,000	32.0%	\$ 1,640,000	64.0%	\$ 2,240,000	128.0%
2053	\$ 1,330,000	33.0%	\$ 1,660,000	66.0%	\$ 2,280,000	132.0%
2054	\$ 1,340,000	34.0%	\$ 1,680,000	68.0%	\$ 2,320,000	136.0%
2055	\$ 1,350,000	35.0%	\$ 1,700,000	70.0%	\$ 2,360,000	140.0%
2056	\$ 1,360,000	36.0%	\$ 1,720,000	72.0%	\$ 2,400,000	144.0%
2057	\$ 1,370,000	37.0%	\$ 1,740,000	74.0%	\$ 2,440,000	148.0%
2058	\$ 1,380,000	38.0%	\$ 1,760,000	76.0%	\$ 2,480,000	152.0%
2059	\$ 1,390,000	39.0%	\$ 1,780,000	78.0%	\$ 2,520,000	156.0%
2060	\$ 1,400,000	40.0%	\$ 1,800,000	80.0%	\$ 2,560,000	160.0%
2061	\$ 1,410,000	41.0%	\$ 1,820,000	82.0%	\$ 2,600,000	164.0%
2062	\$ 1,420,000	42.0%	\$ 1,840,000	84.0%	\$ 2,640,000	168.0%
2063	\$ 1,430,000	43.0%	\$ 1,860,000	86.0%	\$ 2,680,000	172.0%
2064	\$ 1,440,000	44.0%	\$ 1,880,000	88.0%	\$ 2,720,000	176.0%
2065	\$ 1,450,000	45.0%	\$ 1,900,000	90.0%	\$ 2,760,000	180.0%
2066	\$ 1,460,000	46.0%	\$ 1,920,000	92.0%	\$ 2,800,000	184.0%
2067	\$ 1,470,000	47.0%	\$ 1,940,000	94.0%	\$ 2,840,000	188.0%
2068	\$ 1,480,000	48.0%	\$ 1,960,000	96.0%	\$ 2,880,000	192.0%
2069	\$ 1,490,000	49.0%	\$ 1,980,000	98.0%	\$ 2,920,000	196.0%
2070	\$ 1,500,000	50.0%	\$ 2,000,000	100.0%	\$ 2,960,000	200.0%
2071	\$ 1,510,000	51.0%	\$ 2,020,000	102.0%	\$ 3,000,000	204.0%
2072	\$ 1,520,000	52.0%	\$ 2,040,000	104.0%	\$ 3,040,000	208.0%
2073	\$ 1,530,000	53.0%	\$ 2,060,000	106.0%	\$ 3,080,000	212.0%
2074	\$ 1,540,000	54.0%	\$ 2,080,000	108.0%	\$ 3,120,000	216.0%
2075	\$ 1,550,000	55.0%	\$ 2,100,000	110.0%	\$ 3,160,000	220.0%
2076	\$ 1,560,000	56.0%	\$ 2,120,000	112.0%	\$ 3,200,000	224.0%
2077	\$ 1,570,000	57.0%	\$ 2,140,000	114.0%	\$ 3,240,000	228.0%
2078	\$ 1,580,000	58.0%	\$ 2,160,000	116.0%	\$ 3,280,000	232.0%
2079	\$ 1,590,000	59.0%	\$ 2,180,000	118.0%	\$ 3,320,000	236.0%
2080	\$ 1,600,000	60.0%	\$ 2,200,000	120.0%	\$ 3,360,000	240.0%
2081	\$ 1,610,000	61.0%	\$ 2,220,000	122.0%	\$ 3,400,000	244.0%
2082	\$ 1,620,000	62.0%	\$ 2,240,000	124.0%	\$ 3,440,000	248.0%
2083	\$ 1,630,000	63.0%	\$ 2,260,000	126.0%	\$ 3,480,000	252.0%
2084	\$ 1,640,000	64.0%	\$ 2,280,000	128.0%	\$ 3,520,000	256.0%
2085	\$ 1,650,000	65.0%	\$ 2,300,000	130.0%	\$ 3,560,000	260.0%
2086	\$ 1,660,000	66.0%	\$ 2,320,000	132.0%	\$ 3,600,000	264.0%
2087	\$ 1,670,000	67.0%	\$ 2,340,000	134.0%	\$ 3,640,000	268.0%
2088	\$ 1,680,000	68.0%	\$ 2,360,000	136.0%	\$ 3,680,000	272.0%
2089	\$ 1,690,000	69.0%	\$ 2,380,000	138.0%	\$ 3,720,000	276.0%
2090	\$ 1,700,000	70.0%	\$ 2,400,000	140.0%	\$ 3,760,000	280.0%
2091	\$ 1,710,000	71.0%	\$ 2,420,000	142.0%	\$ 3,800,000	284.0%
2092	\$ 1,720,000	72.0%	\$ 2,440,000	144.0%	\$ 3,840,000	288.0%
2093	\$ 1,730,000	73.0%	\$ 2,460,000	146.0%	\$ 3,880,000	292.0%
2094	\$ 1,740,000	74.0%	\$ 2,480,000	148.0%	\$ 3,920,000	296.0%
2095	\$ 1,750,000	75.0%	\$ 2,500,000	150.0%	\$ 3,960,000	300.0%
2096	\$ 1,760,000	76.0%	\$ 2,520,000	152.0%	\$ 4,000,000	304.0%
2097	\$ 1,770,000	77.0%	\$ 2,540,000	154.0%	\$ 4,040,000	308.0%
2098	\$ 1,780,000	78.0%	\$ 2,560,000	156.0%	\$ 4,080,000	312.0%
2099	\$ 1,790,000	79.0%	\$ 2,580,000	158.0%	\$ 4,120,000	316.0%
2100	\$ 1,800,000	80.0%	\$ 2,600,000	160.0%	\$ 4,160,000	320.0%
2101	\$ 1,810,000	81.0%	\$ 2,620,000	162.0%	\$ 4,200,000	324.0%
2102	\$ 1,820,000	82.0%	\$ 2,640,000	164.0%	\$ 4,240,000	328.0%
2103	\$ 1,830,000	83.0%	\$ 2,660,000	166.0%	\$ 4,280,000	332.0%
2104	\$ 1,840,000	84.0%	\$ 2,680,000	168.0%	\$ 4,320,000	336.0%
2105	\$ 1,850,000	85.0%	\$ 2,700,000	170.0%	\$ 4,360,000	340.0%
2106	\$ 1,860,000	86.0%	\$ 2,720,000	172.0%	\$ 4,400,000	344.0%
2107	\$ 1,870,000	87.0%	\$ 2,740,000	174.0%	\$ 4,440,000	348.0%
2108	\$ 1,880,000	88.0%	\$ 2,760,000	176.0%	\$ 4,480,000	352.0%
2109	\$ 1,890,000	89.0%	\$ 2,780,000	178.0%	\$ 4,520,000	356.0%
2110	\$ 1,900,000	90.0%	\$ 2,800,000	180.0%	\$ 4,560,000	360.0%
2111	\$ 1,910,000	91.0%	\$ 2,820,000	182.0%	\$ 4,600,000	364.0%
2112	\$ 1,920,000	92.0%	\$ 2,840,000	184.0%	\$ 4,640,000	368.0%
2113	\$ 1,930,000	93.0%	\$ 2,860,000	186.0%	\$ 4,680,000	372.0%
2114	\$ 1,940,000	94.0%	\$ 2,880,000	188.0%	\$ 4,720,000	376.0%
2115	\$ 1,950,000	95.0%	\$ 2,900,000	190.0%	\$ 4,760,000	380.0%
2116	\$ 1,960,000	96.0%	\$ 2,920,000	192.0%	\$ 4,800,000	384.0%
2117	\$ 1,970,000	97.0%	\$ 2,940,000	194.0%	\$ 4,840,000	388.0%
2118	\$ 1,980,000	98.0%	\$ 2,960,000	196.0%	\$ 4,880,000	392.0%
2119	\$ 1,990,000	99.0%	\$ 2,980,000	198.0%	\$ 4,920,000	396.0%
2120	\$ 2,000,000	100.0%	\$ 3,000,000	200.0%	\$ 4,960,000	400.0%</

Table 9. New 114 Federal Scenarios 1/20: FYE 2021 to FYE 2046

Year	Lead	Innovator	Age	Sex	Minority	Net Career	Net Ref	Act. Ratio
1971	1	1111-1234	1971-78	1	1	1	1	1
1972	1	1111-1234	1971-78	1	1	1	1	1
1973	1	1111-1234	1971-78	1	1	1	1	1
1974	1	1111-1234	1971-78	1	1	1	1	1
1975	1	1111-1234	1971-78	1	1	1	1	1
1976	1	1111-1234	1971-78	1	1	1	1	1
1977	1	1111-1234	1971-78	1	1	1	1	1
1978	1	1111-1234	1971-78	1	1	1	1	1
1979	1	1111-1234	1971-78	1	1	1	1	1
1980	1	1111-1234	1971-78	1	1	1	1	1
1981	1	1111-1234	1971-78	1	1	1	1	1
1982	1	1111-1234	1971-78	1	1	1	1	1
1983	1	1111-1234	1971-78	1	1	1	1	1
1984	1	1111-1234	1971-78	1	1	1	1	1
1985	1	1111-1234	1971-78	1	1	1	1	1
1986	1	1111-1234	1971-78	1	1	1	1	1
1987	1	1111-1234	1971-78	1	1	1	1	1
1988	1	1111-1234	1971-78	1	1	1	1	1
1989	1	1111-1234	1971-78	1	1	1	1	1
1990	1	1111-1234	1971-78	1	1	1	1	1
1991	1	1111-1234	1971-78	1	1	1	1	1
1992	1	1111-1234	1971-78	1	1	1	1	1
1993	1	1111-1234	1971-78	1	1	1	1	1
1994	1	1111-1234	1971-78	1	1	1	1	1
1995	1	1111-1234	1971-78	1	1	1	1	1
1996	1	1111-1234	1971-78	1	1	1	1	1
1997	1	1111-1234	1971-78	1	1	1	1	1
1998	1	1111-1234	1971-78	1	1	1	1	1
1999	1	1111-1234	1971-78	1	1	1	1	1
2000	1	1111-1234	1971-78	1	1	1	1	1
2001	1	1111-1234	1971-78	1	1	1	1	1
2002	1	1111-1234	1971-78	1	1	1	1	1
2003	1	1111-1234	1971-78	1	1	1	1	1
2004	1	1111-1234	1971-78	1	1	1	1	1
2005	1	1111-1234	1971-78	1	1	1	1	1
2006	1	1111-1234	1971-78	1	1	1	1	1
2007	1	1111-1234	1971-78	1	1	1	1	1
2008	1	1111-1234	1971-78	1	1	1	1	1
2009	1	1111-1234	1971-78	1	1	1	1	1
2010	1	1111-1234	1971-78	1	1	1	1	1
2011	1	1111-1234	1971-78	1	1	1	1	1
2012	1	1111-1234	1971-78	1	1	1	1	1
2013	1	1111-1234	1971-78	1	1	1	1	1
2014	1	1111-1234	1971-78	1	1	1	1	1
2015	1	1111-1234	1971-78	1	1	1	1	1
2016	1	1111-1234	1971-78	1	1	1	1	1
2017	1	1111-1234	1971-78	1	1	1	1	1
2018	1	1111-1234	1971-78	1	1	1	1	1
2019	1	1111-1234	1971-78	1	1	1	1	1
2020	1	1111-1234	1971-78	1	1	1	1	1

751251/00

United States Coast Guard Auxiliary (USCGA) and Training Division



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14. *Journal of the American Medical Association*, 1997; 278: 1019-1024.

1994, 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 26

[illegible]

FVE	Error III		
	Original Error14	Updated Error14	% Difference of Error14
2221	5.25E-05	5.62E-02	99.9%
9049	7.02E-06	1.05E-05	33.0%
7014	1.19E-05	1.81E-04	65%
2247	4.10E-06	4.9E-05	1174%
1204	4.20E-05	5.29E-05	24.0%
2756	4.17E-02	1.02E-02	70.0%
2322	-2.11E-1	1.09E-03	140%
8708	5.71E-05	1.04E-03	180%
2020	6.00E-01	1.2E-02	4.0%
3000	7.03E-04	1.39E-02	92%
6581	5.14E-06	7.4E-05	143%
2357	6.04E-01	1.5E-06	7%
9056	1.2E-05	1.24E-04	70%
1247	5.82E-02	1.28E-04	0.1%
2234	1.22E-03	2.02E-04	36%
2234	1.1E-02	2.18E-01	19%
2297	4.4E-05	1.49E-04	32%
2210	8.22E-07	2.27E-02	153%
2094	5.67E-03	1.22E-02	11%
1246	1.7E-05	1.55E-03	87%
9041	1.29E-03	2.95E-03	12%
9019	9.22E-05	1.6E-07	0.0%
2714	8.26E-05	1.39E-03	160%
2022	5.63E-04	1.35E-07	0.0%
2022	4.40E-09	5.19E-04	115%
1246	2.20E-05	1.7E-02	433%
2017	1.2E-04		
2018	2.20E-05		
2210	1.32E-02		
9052	1.40E-04		

1) $\forall x \in \mathbb{R} \exists y \in \mathbb{R} (x + y = 0)$ $\forall x \in \mathbb{R} \exists y \in \mathbb{R} (x - y = 0)$ $\forall x \in \mathbb{R} \exists y \in \mathbb{R} (x + y = 1)$

4. Determine Remaining Capacity and Cable Meter Analysis

Not all forms of food are equally healthy. For example, a diet that is high in fat and sugar, such as the Western diet, is associated with an increased risk of heart disease and obesity. On the other hand, a diet that is high in fruits, vegetables, and whole grains, such as the Mediterranean diet, is associated with a lower risk of these conditions. Therefore, it is important to choose healthy food options when eating out.

* DLO Loan FIVE21, payments begin in FIVE 2003, 6% interest rate, 11-year duration

- [illegible]

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bioactive compounds, including the CRP found in the 300 mg/day diet. However, as the amount of CRP in the diet was not quantified, the CRP from the diet may be 200 mg/day. Total dietary energy from the CRP was estimated to be 80 kcal/day. It is estimated that 10 g of CRP provides 20 g of protein and 10 g of fat, as placed in the sample by the diet. Instead of the actual amount of CRP, 10 g of protein was substituted for CRP in the diet. CRP is present in the diet.

Conclusions and Implications

The authors have a deep gratitude to the RUDN University and its rector for the support of the research. The authors also thank the RUDN University for the support of the research.

Was ist eine UHF-Sendung? Die UHF-Sendungen sind im Gegensatz zu den ursprünglich auf dem VHF-Bereich basierenden Experimenten, in denen die Sendungen an den Frequenzen von 1 bis 10 MHz übertragen wurden, eine Erweiterung auf Frequenzen von 30 bis 300 MHz. Diese Frequenzen sind im UHF-Bereich (Ultra High Frequency) zu finden.

~~Mitteilung des Landesrechnungshofes an die Kreisverordneten der Städte und Gemeinden
des Saarlandes vom 1. März 1978 über den Haushaltsplan für das Jahr 1978~~

* Voluntary income sharing. The TFRs discontinue all income in later years. This is similar to a Ribaana celebration (i.e., a group of TFR members, not known during a particular year, voluntarily giving their entire TFR income to the members of the group in the original year of incorporation or the year of breaking a particular rule before

* Let us describe the mechanism of the feedback control in the case of a linear system. For instance, let us say that the data transfer rate is proportional to the difference between the actual and the required data transfer rates. In this case, the feedback control is a linear control. The feedback control is a linear control if the system is linear and the control is linear. The feedback control is a linear control if the system is linear and the control is linear. The feedback control is a linear control if the system is linear and the control is linear.

Not the least of the projects of the Eastern Agency is the preparation of a new edition of the Dictionary of the English Language. The original edition was published in 1755, and has since been revised and enlarged by successive editions. The new edition is now in progress, and will be published in 1855. It will contain all the words and phrases now in use, and will be a valuable addition to the literature of the country.

Frequency (Hz)	Amplitude (V)
100	0.1
200	0.2
300	0.3
400	0.4
500	0.5
600	0.6
700	0.7
800	0.8
900	0.9
1000	1.0
1100	0.9
1200	0.8
1300	0.7
1400	0.6
1500	0.5
1600	0.4
1700	0.3
1800	0.2
1900	0.1
2000	0.0

ber 7, 2021

[illegible]

Budget 1 - Accommodation Expenses - FYE 2021				
Account	2020	2021	100%	Total
Total FYE 2021	\$ 2,795,630	\$ 2,675,630	\$ 2,015,350	\$ 5,486,610
Expense Allocation				
FYE 2021	\$ 22,319,020	\$ 21,782,100	\$ 62,560	\$ 44,163,580
FYE 2020	\$ 87,500	\$ 100,000	\$ 0	\$ 1,915,470
FYE 2019	\$ 5,000	\$ 30,000	\$ 0	\$ 13,210
FYE 2018	\$ 22,240,000	\$ 26,756,030	\$ 2,015,350	\$ 50,011,380
Total FYE 2021	\$ 6,126,530	\$ 5,192,460	\$ 10,277,680	

biochemical and immunological functions performed by the DRB, DR "family" gene products in the context of broadly represented hematopoietic and nonhematopoietic tissues. DRB and DRB-related DRD10s have been shown to be highly polymorphic, and the polymorphic amino acid residues are located in the regions of the protein that are responsible for contact with the self and nonself peptides.

[illegible]

Table A-2. Selected data for the 1990s				
Year	1990	1991	1992	1993
1990	1.00	1.00	1.00	1.00
1991	1.00	1.00	1.00	1.00
1992	1.00	1.00	1.00	1.00
1993	1.00	1.00	1.00	1.00

[illegible]

DOI: 10.1002/chem.200400114

Interim City Manager Rains asked, with the particular parcels that are receiving e-zone benefits, you are talking about them further developing so they extend their e-zone benefit, is that what you mean?

Brandon Lesowske stated under-developed e-zone certifications.

Interim City Manager Rains replied that is always possible.

Brandon Lesowske stated he wants to put to the agency that we should understand that there is potentially a lot of fluctuation that can occur as those properties develop. He stated even though today there may be a lot of great news and there's more revenue than expected, to know that this isn't necessarily a trend, it is just a snapshot of the current market. He just asks for them to not get overly excited with the news of additional revenues and that we are fiscally responsible with the use of these funds as we move forward.

Chair Burge stated, he agrees. He stated he would rather see the District end a few years earlier because these projections continue then to be short. He thinks the other Districts would be thrilled once this is no longer in place.

Interim City Manager Rains explained the other thing she would point out too is that there has been some discussion of, particularly with the Fire District, helping them out, but if we use the ARP funds to do that instead, you are using a different source to work with them, to show good faith and to support them and also sticking with the plan essentially of trying to maybe end the District sooner rather than continue it longer. She stated she thinks you really could accomplish both if that's what you choose.

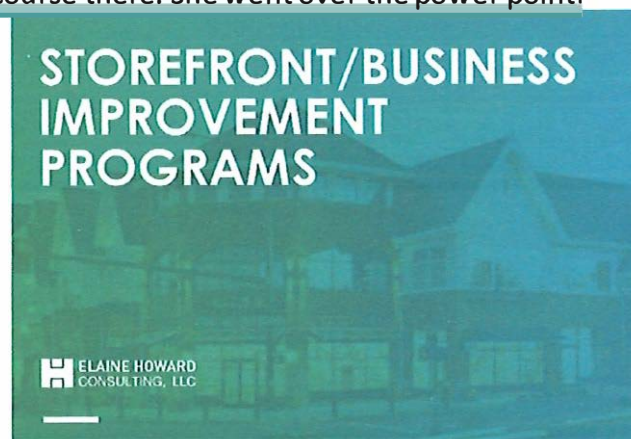
Joel Haugen thanked Nick for a good presentation. He stated we don't have a clue of what the economic situation is going to be a year from now. He asked Nick from his perspective, at this juncture, what would be the safest route for the City to take?

Nick Popenuk replied he is in agreement with all of them, that the safest route is to keep an eye on these numbers and to not make any policy decisions now that commit them to revenue sharing or commit them to a tighter timeline of anything like that but to say this is good news, let's hope that it continues and if it continues for a long time, maybe a decade from now you do decide to start making some different policy decisions because you've had sustained growth and you can see that you have the ability then to commit more strongly to a different policy. But even at that point and time, you may still think the most prudent action is to just keep going forward without any official changes knowing that you can close this thing down sooner than everybody originally anticipated and that in and of itself is a win for all the overlapping taxing districts and the community.

Josh Poling stated he just wanted to concur with Brandon. He thinks that we really need to maintain the course. He stated ideally it would be great if we can end this Urban Renewal after we paid for everything and early so our local taxing districts can get some of those funds back as well. That would be ideal, but we have no idea what's going to happen in the next five, ten, even twenty years. He would rather us just maintain the course and hope that we can end this early.

Discussion on Storefront/Business Improvement Programs

Elaine Howard, Elaine Howard Consulting, LLC, explained she agrees with what Nick said and she thinks you are on a good course there. She went over the power point.



WHAT ARE THE GOALS OF THE AGENCY?

Provide funds for

- Overall Area storefront improvements
- Improvements based on priority sites
- Improvements which will assist new businesses

Elaine Howard Consulting LLC

AXIOMS

Program only as successful as application is approachable

1. Less stringent = more applicants, more effort from staff and Agency
2. More stringent = less applicants, less effort from staff and Agency
3. Recruitment
 - More administration time
 - More sites accepting loans

Elaine Howard Consulting LLC

GENERAL CATEGORIES

1. Untargeted Loans
2. Targeted Loans, No Recruitment
3. Targeted Loans, Recruitment
4. Targeted Loans for both storefront and business improvement, recruitment

	Untargeted Loans	Targeted Area Loan Unrecruited	Targeted Area Loan Recruited	Business Improvement and Storefront
Develop program	X	X	X	X
Market program to community	X	X	X	X
UR/wide applications	X			X
Specific Area or building type targeted		X	X	
Meet with property owners to recruit			X	
Provide assistance to property/business owners			X	X
Success based on Property/business owner initiative	X	X		X
May include level 1-3	1	1	3	3

Elaine Howard Consulting LLC

UNTARGETED LOANS

1. Application is main determinate of success for program.
2. Recommend less effort for applicants and more effort for staff and Agency reviewing.
3. Easier to reject lots of applications than have none to accept.
4. Example cities: Winston
5. Problems: program may not work if level of assistance does not fit the need. Program success is dependent on property/business owner initiative.

Elaine Howard Consulting LLC

TARGETED LOANS, NO RECRUITMENT

1. Targeted to a specific geographic boundary of the URA or a specific building type. (i.e. upper floor rehabilitation, storefronts in certain area, visibility)
2. This level may send mailings to the property owners, but no individualized contact such as offers for financial assistance or pre-development planning.
3. Success dependent on same factors as untargeted – your program's success is dependent on property or business owner initiative.
4. Example cities: Tillamook, Coos Bay

Elaine Howard Consulting LLC

TARGETED LOANS, RECRUITMENT

1. Target sites and recruitment of business/property owners
 2. Success is dependent on staff legwork
 3. May include preparation of design guidelines
 4. Recruitment includes one or more of the following:
 - Individual contact with property owners
 - Offers for a specified assistance
 - Design Concepts with or without specified assistance
- Exempt Programs: Coos Bay, Sandy, Albany

Elaine Howard Consulting LLC

COOS BAY

All programs begin with "Pre-Application" meeting with staff for candidates

Façade Improvement Grant – 50% Match

1. Minimum Match \$1,000
2. Maximum Match \$25,000
3. Improvements limited to exterior visible walls

Landscape Improvement Grant – 50% Match

1. Minimum Match \$500
2. Maximum Match \$10,000
3. Includes street lights, replacement or repair of landscape features, etc.

Colossal Improvement Grant

1. Minimum Match \$10,000
2. Maximum Match determined by city council and urban renewal agency
3. Same scope as Façade Improvement Grant Program

Elaine Howard Consulting LLC

ASTORIA

Exterior rehabilitation/renovation projects

- Up to \$1,000 of total grant or 10% of project budget, whichever is less, can be used for design assistance.
- Up to \$10,000 grant assistance per property, with a 50% match required by the applicant for improvements and administratively approved (staff level). Grant amounts above \$10,000 require a higher leverage (~75% match) with URA Board authorization.
- Requests exceeding \$50,000 will be considered approved by the Agency as loans and will be administered by CRAFT3. Specific terms are negotiated prior to URA Board consideration.

Elaine Howard Consulting LLC

OREGON CITY

A project will consist of a minimum private match of \$50,000; for a combined minimum of \$100,000; and will a maximum grant for any one project of \$150,000.

Particular emphasis and priority are placed on rehabilitation projects that incorporate mixed-use elements with quality construction and that improves the economic vitality of the urban renewal district.

Applicants receiving funding through this program within the last 12 months are not eligible to apply the following fiscal year.
Annual Budget \$200,000

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Agency	Design Assistance	Minimum Amount	Maximum Amount
Coos Bay - Façade Improvement		\$1,000 match	\$25,000 match
Coos Bay - Colossal Improvement Grant		\$10,000	Agency and City determination
Astoria	Up to \$1,000 or 10% of project cost		\$10,000 50% match Amounts above by Agency and City determination
Oregon City		\$50,000 match	\$150,000 match

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Before

Building Improvement Program



After



Before

Building Improvement Program

After

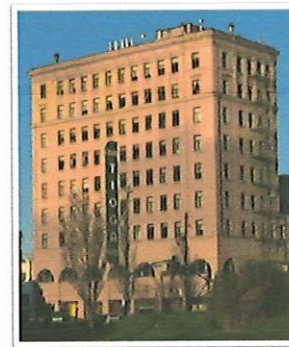


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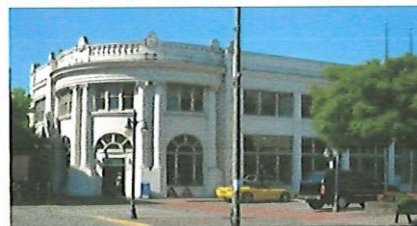
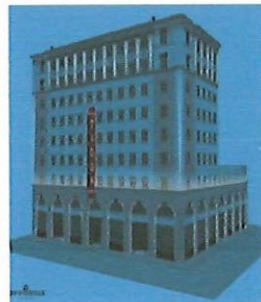
TIOGA



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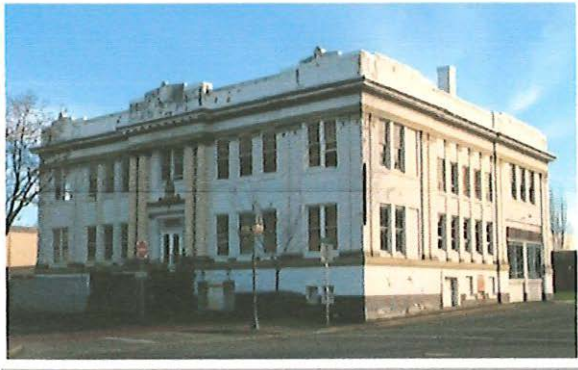


Before

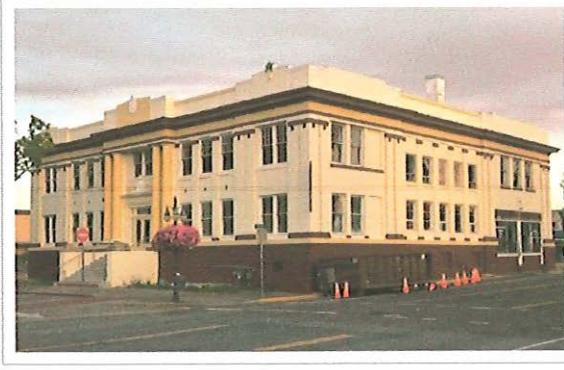
Building Improvement Program

After





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Elmer Howard Consulting LLC

SANDY, OREGON PROGRAM

City of Sandy Facade Program grants: Grants are available to assist with facade repair on existing commercial buildings and facade construction on newly constructed commercial buildings within the urban renewal district. The City of Sandy Facade Improvement Program provides matching grants of up to \$41,500 for exterior improvements that are intended to help commercial property owners bring their buildings into compliance with our "Sandy Style" design standards.

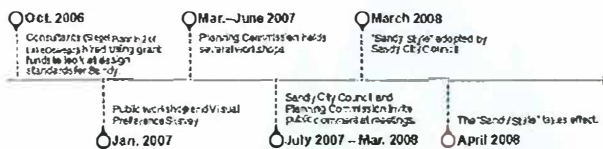
Elmer Howard Consulting LLC

What is "Sandy Style"?

"Sandy Style" is a set of building design standards developed by the City of Sandy that encourage a historic California Architectural style. It was developed by a design committee of the City of Sandy and the City of Oregon. The standards are a classic example of the California Architectural style.

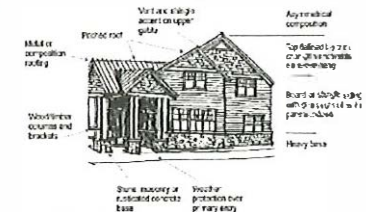


History of the "Sandy Style"



Elements of "Sandy Style"

- Steeply pitched roofs and gables
- Strong horizontal lines and a heavy base
- Clay with wood and stone predominantly (wood is painted brown, dark red)
- Use of distressed heavy timbers, rough-hewn wood, natural wood, weathered, dark, and light
- Warm earth tones (red, brown, black, white, grey)
- Asymmetrical building facades
- Prominent horizontal lines and dark
- Public to the street (e.g., concrete, stone, brick, etc.)
- Commercial aspect (e.g., concrete, stone, brick, etc.)

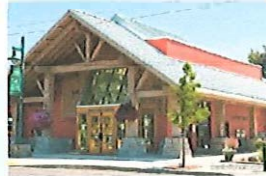


Examples of "Sandy Style" – new construction

Sandy Starbucks (2009)



Sandy Public Library (2012)



Before

Sandy Glass



After

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Examples of "Sandy Style" – new construction

Goodwill (2015)



Panda Express (2009)



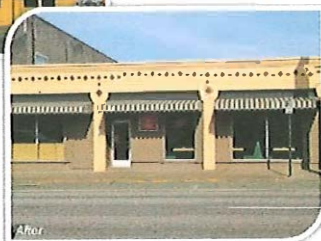
City of Sandy Façade Improvement Program

- May 2009: Sandy Urban Renewal Agency launches Façade Improvement Program
 - Matching grant program intended to serve two primary purposes:
 - Incentivize exterior upgrades to commercial buildings – this was badly needed
 - Add sand style element to existing buildings to help promote the design and quality
- For small FIP projects, SURA will reimburse up to 80% of project cost to building/business owner
- Large projects may receive up to \$41,500 in reimbursement on a \$100,000+ project
- FIP has added "Sandy Style" elements to more than 30 Sandy buildings, mostly in downtown Sandy.



Before

Double Dragon in Sandy



After

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TARGETED LOANS FOR BOTH STOREFRONT AND BUSINESS IMPROVEMENT, RECRUITMENT

1. Focus on function rather than aesthetics
2. Examples include funding for permanent cooking equipment, brewery remodel, adding space for restaurant seating, etc.
3. Anything that would increase foot traffic and money spent in investment.
4. Creation of new jobs and new commerce.

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Astoria Fort George Brewery & Pub

Historic building re-constructed in 1923, remodeled over 80 years later in 2003

- Urban Renewal provided:
- Low interest loan for \$120,039 with an 8-year maturity date
- Storefront Improvement Grant of \$30,000

Leverage

- SBA Loan
- State of Oregon (forgivable loan)

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LA GRANDE

Daily Jewels

- Total Project Cost – \$580,000
- Urban Renewal Contribution – \$100,000
- Daily Jewels Revenue – Over 2 million per year



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LA GRANDE

Kehr Chiropractic and Eagle Cap CrossFit

- Total Project Cost – \$362,723
- Urban Renewal Contribution – \$50,000 Grant
- New Employees – 3



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LA GRANDE

Direct Music Source

- Total Project Cost – \$79,000
- Urban Renewal Contribution – \$15,000
- New Employees – 7



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INPUT DESIRED FROM AGENCY

1. Type of program: overall area, focused in geography or building type?
2. Grants or loans
3. Leverage requirements
4. Design guidelines like Sandy?
5. Amount of staff time commitment – reacting to applications or actively soliciting applications of specific properties

Elaine Howard Consulting LLC

NEXT STEPS

Return with sample program guidelines for review and input

Elaine Howard Consulting LLC

MEMO

TO: Alexandra Reins, Scappoose Urban Renewal Agency
FROM: Elaine Howard, Scott Vanden Bos, Elaine Howard Consulting, LLC
RE: Storefront Program Development
DATE: August 31, 2021

The Scappoose Urban Renewal Agency (Agency) is interested in developing a storefront loan program for the Scappoose Urban Renewal Area (Area). The first presentation to the Agency is to provide general information on types of urban renewal storefront loan programs to allow the Agency to provide feedback on the type of program they want to develop. After input from the Agency, we will develop sample program guidelines for the Agency to review.

The first issue to identify is the goals of the program. Some goals may be:

- Overall Area storefront improvements
- Improvements based on priority sites
- Improvements which will assist new businesses

There are four general categories of programs which require different levels of administrative support from staff and have differing levels of success:

- Untargeted Loans
- Targeted Loans, No Recruitment
- Targeted Loans, Recruitment
- Targeted Loans for both storefront and business improvement, recruitment

Untargeted Grants/Loans:

These loans are available throughout the urban renewal area. The Agency develops a storefront program, provides general information and sets application dates. The Agency reviews applications and awards grants/loans.

Issues: The program may not work if the level of assistance does not fit the need of the business/property owner (i.e. too high a level of match, loans versus grants, too low a

level of assistance) Program success is dependent on property/business owner initiative.

Targeted Grants/Loans:

These loans are available in a specific location in the urban renewal area. By selling a specific area, the program can concentrate success and have more of a visual impact. The Agency develops a storefront program, provides general information and sets application dates. The Agency reviews applications and awards grants/loans.

Issues: The program may not work if the level of assistance does not fit the need of the business/property owner. Program success is dependent on property/business owner initiative.

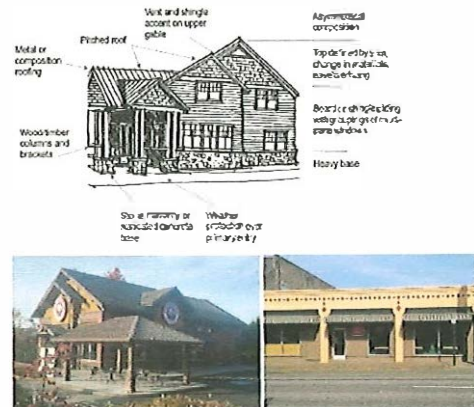
Targeted Grants/Loans with Recruitment:

These loans are available in a specific location in the urban renewal area. The Agency develops a storefront program, contacts specific property owners, works with them on how the program might address their needs including design assistance for storefront improvements. The Agency reviews applications and awards grants/loans.

The Agency might want to develop design standards for the program. An example of a program with design standards is the Sandy Storefront Program where all improvements must adhere to the "Sandy Style". The Sandy Style is a set of building design standards developed by the City of Sandy that is modeled after the Cascadian Architectural style. It was developed by adapting elements of the English Arts and Crafts and Oregon Rustic styles. Timberline Lodge is a classic example of the Cascadian Architecture style. In Sandy, these design guidelines were prepared by an architect with staff input, reviewed through public workshops, revised by the Planning Commission and adopted by the City Council. The adoption of design guidelines is much more labor intensive at project inception but provides a higher level of success in terms of visual appearance. The initial projects were hand selected by the architect and Agency as they were either key buildings or in key locations in the city.

Examples of the Sandy Style Storefront program are shown on the next page.

Issues: The creation of the design guidelines takes time and budget. Working with property owners on the implementation of the projects is more staff intensive.



Targeted Grants/Loans for both interior and exterior improvements with Recruitment:

These loans are available in a specific location in the urban renewal area. The Agency develops a storefront program including potential funding for permanent interior improvements, contacts specific property owners, works with them on how the program might address their needs including design assistance. The Agency funding is a portion of a wider funding package including business owner's equity. La Grande operates this program to encourage the development of new businesses and services for the community. The following example is the development of a chiropractic office and a

CrossFit gym in La Grande. The urban renewal grant was \$50,000 of the total project cost of \$362,723.

Issues: The projects typically cost more so fewer projects can be completed. The project administration is more time intensive.



A summary of program types is shown in the table below.

	Untargeted Loans	Targeted Area Loan Unrecruited	Targeted Area Loan Recruited	Business Improvement and Storefront
Develop program	X	X	X	X
Market program to community	X	X	X	X
URA wide applications	X			X
Specific Area or building type targeted		X	X	
Meet with property owners to recruit			X	
Provide assistance to property/business owners			X	X
Success based on property/business owner initiative	X	X		X
Staff impact level 1-3	1	1	3	3

Examples of types of minimum and maximum grant/loan awards are shown below:

Agency	Design Assistance	Minimum Amount	Maximum Amount
Coos Bay - Façade Improvement		\$1,000 match	\$25,000 match
Coos Bay - Colossal Improvement Grant		\$10,000	Agency and City determination
Astoria	Up to \$1,000 or 10% of project cost		\$10,000 50% match Amounts above by Agency and City determination
Oregon City		\$50,000 match	\$150,000 match

Next steps:

Input from the Agency on type of program:

1. Entire Scappoose Urban Renewal Area or in specific locations
2. Grants versus loans or a combination
3. Leverage requirements
4. Minimum and maximum guidelines
4. Design guidelines like Sandy?
5. Amount of staff time commitment - reacting to applications or solicit applications

After input is received, we will return to the Agency with sample program guidelines for their review.

6

Megan Greisen asked Elaine ask if she is looking for them this evening to decide on what kind of loans or recruitment or no recruitment moving forward, or is this just informational?

Elaine Howard replied it would be great if you could give input on a couple of things that would allow them to proceed and come back to them.

Interim City Manager Rains replied she doesn't think there's so much the expectation that you would pick a program this evening, but it is more to start the conversation. This Agency has budgeted about \$25,000 per year essentially for these programs. She stated there has been some talk about wanting to start moving this forward now that we do have some funds. She explained what they wanted to just understand was more, what kind of program you all were looking for because when you actually look at the Urban Renewal plan, this is identified as a goal, but it was not fleshed out how it would end up working. She stated really what we are looking for is just a little direction and then we can come back, and you can make final decisions later, but we just wanted to start the conversation.

Elaine Howard stated this is the type of input and like Alex said, this doesn't have to happen tonight, but it needs to happen before she can move forward and bring back a program to review.

Pete McHugh asked if this ties into the Downtown Overlay at all? He stated he thinks Columbia Avenue area should be the Downtown Overlay area.

Brandon Lesowske asked what is the FTE equivalent for the Sandy program?

Elaine Howard replied she doesn't know that, but she can easily get that and get it back to him.

Brandon Lesowske asked Interim City Manager Rains who or what department would be executing the loan program and the application processes and how do we budget for that or can URD dollars offset the labor for executing the program?

Interim City Manager Rains replied as the District goes on in the future, there will be more and more dollars set aside for admin that will be able to help with those costs but right now it is pretty low so it cannot cover any one person. She explained right now, in the past it probably would have been her, so at this point her thought is that when we go to make some hires here in the very near future, that Urban Renewal specifically she wants to include that in the finance admin and also the assistant's duties. She explained there are somethings like that where she wants to have a little bit of redundancy built in as far as who's doing it and who's familiar with the programs. She stated in the meantime, her suggestion would be something on the simpler side that would be easier and just take less staff time. She stated perhaps herself, Huell and Isaac could probably cover it, but over time maybe as there is more money, or the program is changed, we could certainly look at having someone more dedicated to it. She wants to be cautious about that piece.

Brandon Lesowske replied he appreciates her forecasting and thinking about how we will move forward with that.

Joel Haugen asked Elaine if she has done an analysis for the cost of staff time associated with the targeted loans and recruitment?

Elaine Howard replied that is a great question and she has never participated in that part. She stated she has really good contacts across the State and that is something that they can help provide information on for you by contacting people and doing some research.

Joel Haugen replied he thinks that would be helpful.

Josh Poling stated they need to figure out what their focus will be first on this area. He asked are we looking at trying to set guidelines or are we trying to improve what we currently have? He asked in regards to the current businesses along the Highway, are we trying to develop those storefronts, or are we trying to set guidelines for future development?

Elaine Howard replied that decision is really your decision. She stated you can do both, your plan authorizes both activities.

Brandon Lesowske explained the type of program that he would like them to do is towards targeted loans most likely with recruitment but focusing on a specific geographical area within the URD. He would prefer that it is a matching grant program. He would think that we incorporate a listing of different façade criteria that would be allowed within the program, such as if someone wanted to do a business signage, especially along the Highway. He would like to keep the time commitment as minimal as possible, but also understanding that there is a potential for growth as the funds and the program expands over time.

Elaine Howard replied that is why she looked at Coos Bay and Astoria, they are both a little bigger than Scappoose but not so much bigger that their programs don't have some tie to what you are trying to do.

Pete McHugh asked if we are talking about identifying a theme for our community?

Elaine Howard replied that can happen, but that doesn't have to happen. She stated Sandy is really the only city that has done that, and they have done that very successfully. She stated you already have your Downtown Overlay.

Interim City Manager Rains stated one thing that she would point out here with that specific piece is that the 50-year plan that they are talking about, that request for proposal (RFP), that's going out, a lot of that was going to focus on any necessary code updates and look at the Downtown Overlay, so there could be some connection between that project and this project. She stated perhaps her, and Elaine can meet, and she can talk to City Planner Laurie Oliver Joseph and see how those two projects could fit together because she thinks there could be a meaningful overlap there.

Elaine Howard explained maybe what she will do is send out a survey to the Agency to get their input on the kind of programs they are interested in and see what more information they need before we start designing one.

Chair Burge stated that sounds good. He thanked Elaine.

Adjournment

Chair Burge adjourned the Urban Renewal Agency meeting at 6:58 pm.


Chair Scott Burge

Attest:


City Recorder Susan M. Reeves, MMC