

Association Building Feasibility Study

for
The City of Woodburn



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FINAL REPORT: 7 January 2014

Association Building Feasibility Study for the City of Woodburn

ACKNOWLEDGEMENTS

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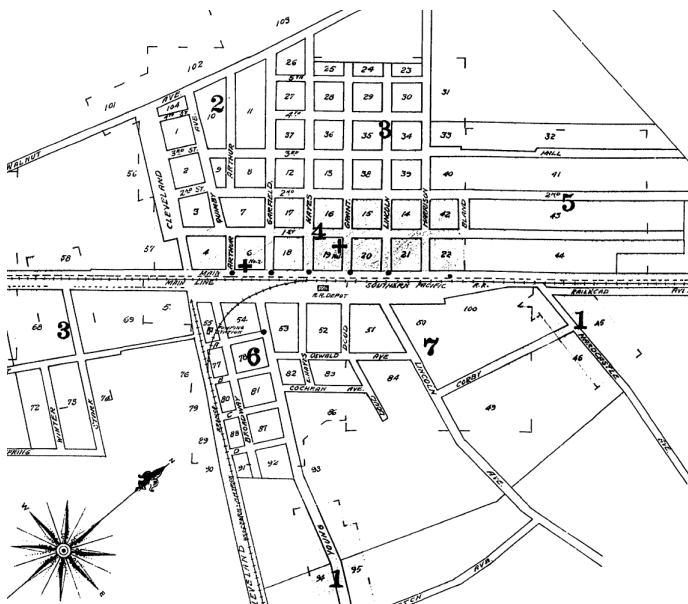


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EXECUTIVE SUMMARY

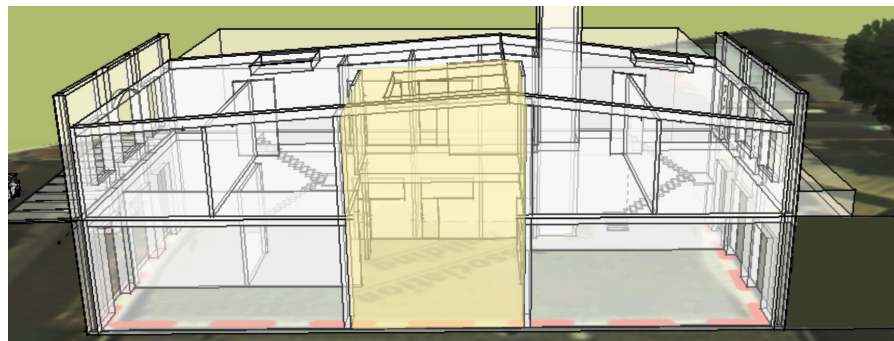
Association Building Feasibility Study for the City of Woodburn, Final Report, 7 January 2014

EXECUTIVE SUMMARY

INTRODUCTION

The City of Woodburn commissioned Constructive Form Architecture and Design LLC to conduct a feasibility study for the redevelopment of the Association Building located downtown and owned by the City of Woodburn. The Association Building, a two-story structure with approximately 10,000 square feet, was originally owned and built by Woodburn Founder J.H. Settlemier in 1891 and holds an important place in the history of Woodburn. The City of Woodburn invested resources to seismically retrofit, rebuild the façades, and stabilize the structure after it was heavily damaged in the 1993 Scotts Mills earthquake. The building has remained vacant for more than two decades.

This study seeks to identify the highest and best uses for the Association Building and explores three Concept Models to transform the building into a community-oriented, iconic building for all residents that would become a place of city pride as well as a model for future renovations and upgrades in the downtown. The sale or transfer of ownership of the building is also explored in the concept models and as a stand-alone option.



EXECUTIVE SUMMARY

PROJECT APPROACH

This feasibility study for the adaptive reuse of the Association Building focused on the following key questions:

- What are the highest and best uses for the Association Building from a generalized market perspective?
- What is realistically achievable and practical within the City of Woodburn?
- How can the redevelopment help activate the Downtown Plaza?
- How can the redevelopment be a model for future upgrades and redevelopment in the downtown area?

The project scope and investigation included:

- Regional & Downtown Context
- Existing Building Assessment & Capacity
- Community Engagement Study
- Market Analysis
- Concept Models for Redevelopment
- Project Costs Summary

REGIONAL & DOWNTOWN CONTEXT

This overview identifies opportunities and challenges to assess viable and achievable potential uses for the Association Building.

Woodburn is situated within the Willamette Valley between I-5 and Highway 99. It is within a forty-five minute drive from Salem, the State Capitol, and from Portland, Oregon's largest city.

The Willamette Valley is a thriving agricultural region with many growing small and mid-sized communities. The redevelopment of the Association Building provides an opportunity to highlight and showcase Woodburn's rich agricultural history and current culture.

Woodburn Premium Outlets, located at the northwest edge of the City, is the state's top tourist destination, attracting approximately 4.5 million visitors a year. Strong marketing efforts have the opportunity to generate more regional traffic and draw tourism downtown from the Outlets and other local tourist draws.

According to the 2010 census: the City has a population of 24,090. The City's population has grown 20% since 2000, with a median age of 31.8 years, and a median household income of \$43,603. The City is home to a distinct Latino enclave as well as a community of Russian Orthodox Old Believers.



EXISTING BUILDING ASSESSMENT & CAPACITY

A Building Assessment analyzed the physical, spatial, architectural, and structural capacity of the existing building. As-built drawings of existing plans, elevations, sections and existing conditions report identified building constraints and opportunities. This information was used to help determine the highest and best uses that fit building attributes and to help estimate construction costs.

The existing two story structure is an unoccupiable shell of approximately 9,557 interior square feet. It was approximately 85% seismically upgraded after a 1993 earthquake heavily damaged the original building. In 2005, the City of Woodburn completed an \$850,000 project to stabilize the structure for fire, life and safety, and rebuilt the façades. This was a necessary step at that time to avoid demolition and to prepare the building for a new use or occupancy.

The City's improvement project did not address the interior of the building. Existing conditions lack finished walls, floors, stairs, elevator, plumbing, sprinkler system, utilities, electrical, roof repairs, atrium and mandatory ADA and energy code requirements. Testing is also needed to determine any contamination from lead, asbestos, radon and oil tanks.

Existing building attributes, including height and location, provide an opportunity to increase natural lighting and create a continuous pedestrian link through the building from Front Street to the plaza. These attributes were used to create architectural designs for each Concept Model and to help activate the plaza and create a vibrant public space.

COMMUNITY ENGAGEMENT PROCESS

A Community Engagement Report was conducted to identify community interests and support for redevelopment options of the Association Building. The results helped inform the proposed Concept Models and identify the highest and best use of the Association Building.

Over 115 people were interviewed, 26 in-depth surveys were administered to the community via phone, email and personal interviews, and 85 intercept surveys were administered at three community events. Interview and survey responses were synthesized and analyzed to highlight interests in the community. Our team and the City developed a representative and inclusive in-depth interviewee list as part of this community engagement process.

The following findings were most significant:

- 49% of intercept respondents support a youth and family-focused center
- 38% of in-depth respondents support quality office and business incubator space
- 16% intercept and 20% in-depth respondents identified diverse restaurants and shops as an attraction to bring people downtown more often
- 32% of in-depth respondents support keeping the building for public benefit
- 32% of in-depth respondents support selling the building

EXECUTIVE SUMMARY

MARKET OVERVIEW

The market overview work provides answers to the question: “What are the highest and best uses of the Association Building?” and assesses the market conditions required for economic feasibility.

A generalized market analysis was performed for each Concept Model to determine project feasibility. The criteria listed below provides the framework for the assessment and the Development Opportunity Matrix summarizes the evaluation prepared by team members.

Eight potential concepts were identified through the Community Engagement Report, multiple interviews with community organizations, and internal team deliberations. All concepts were weighed and evaluated using a Development Opportunities Assessment, which examined:

- Accessibility to target audience
- Whether use complements existing building attributes/capacity
- Potential for synergies with the adjacent Downtown Plaza
- Active usage - hours open to public and potential for foot traffic
- Diversity of use - that the use complements community character and activities
- Community support
- Public benefit
- Identified partnerships
- Market support/demand
- Potential to be self-sustaining
- Financial risk to City

Based on the Development Opportunities Assessment, three concepts emerged as providing the highest and best uses for the Association Building:

- 1) Neighborhood Activity Center
- 2) Business Incubator
- 3) Micro Brewpub/Beverage Distillery



Woodburn and Front Street in 2013

PROJECT COSTS SUMMARY

Architectural and structural drawings were developed for each Concept Model for the purpose of determining the viability of each option and to develop construction budget ranges for site development. The Project Costs Summary for each Concept Model, including direct construction costs, soft costs and associated development costs, are estimated at approximately \$2.6 million. All designs maximize building attributes by incorporating a café/restaurant to encourage street level activity and increase use, a balcony to overlook the plaza, and an atrium to maximize natural light and ventilation. These elements strengthen the physical adjacencies and existing synergies between the Association Building, the Downtown Plaza, and Front Street.

A separate option for baseline building upgrades only (*Options to Sell the Building without an Identified Use*) would bring the building up to a market-ready level. This option includes upgrading floors, stairs, elevator, plumbing, sprinkler system, utilities, electrical, roof, atrium and mandatory ADA and energy code requirements. These upgrades are estimated at approximately \$600,000, including direct construction costs, soft costs and associated development costs.

These baseline upgrades and costs are also incorporated into each Concept Model.

Environmental upgrades are included in the budget to help meet the project goal of incorporating green building techniques. Upgrades made up front benefit the project long-term, saving on overall operational costs, contributing to healthy indoor environments, conserving energy and water, reducing the environmental impact of the project, and making the building more desirable to private investors.



Historic photo of downtown Woodburn and Front Street

FINDINGS / RECOMMENDATIONS

The top three Concept Models identified as providing the highest and best uses for the Association Building are a *Neighborhood Activity Center/Community Use Project*, *Business Incubator*, and a *Microbrewery/Beverage Distillery*. These Concept Models were selected based on existing building assessment and capacity, community engagement study, and market analysis.

The final option is to sell the Association Building with either baseline improvements or as-is.

All Concept Models have the potential to transform the Association Building into a community-oriented, iconic building that would become a source of city pride and act as a model for future renovations and upgrades in the downtown. All Concept Models would be viable for the existing structure.

Concept Model #1

A moderately sized *Neighborhood Activity Center* provides the greatest public use impact downtown. Given the size of Woodburn's community, the Association Building provides an ideal location for a small, financially feasible *Neighborhood Activity Center* that would meet a variety of community needs.

Design concepts include a mixed-use model which combines a café/restaurant located on Front Street that could be operated and rented to a private entity to provide additional income, or operated by a nonprofit for education and job training. The café/restaurant would draw a diversity of customers to the building and activate the space beyond the center's hours. Other spaces includes moderately-sized assembly and multi-purpose spaces, a multi-purpose classroom, a youth or technology room, a flex room, small scale break-out spaces, and a gallery space in the atrium.

The Community Engagement Report identified strong support for the *Neighborhood Activity Center* concept, with 32% of in-depth respondents supporting the City to keep the Association Building for community use and 49% of intercept survey respondents supporting a community or recreation center with a youth and family focus.

Market analysis indicates the Boys and Girls Club of Woodburn's Teen Center is approaching capacity and that the center would be well-used by local residents. The downtown location is easily accessible by foot or bike and is close to other existing family services. This increased activity would have a positive economic impact downtown by drawing more visitors to adjacent existing businesses.

Concept Model #2

A *Business Incubator with a Studio Arts* focus has the potential to provide the highest level of economic impact and business growth for the Association Building. This innovative concept builds on the existing energetic and dynamic small business community and draws a wide range of visitors to the downtown.

The concept design incorporates small offices, studios, gallery, and meeting space to support a studio arts business incubator. In addition to the subsidized incubation component, the model incorporates a market rate restaurant/café space as well as retail spaces for lease at the ground level, to offset operating costs and provide additional income. This focused mixed-use model is aimed at making the incubator project economically viable and self sustaining.

EXECUTIVE SUMMARY

The Community Engagement Summary demonstrates strong support for the *Business Incubator* concept with 40% of in-depth respondents indicating they would come downtown more often for new and diverse businesses, and 38% of in-depth respondents indicating that they would support small offices and business incubator space.

Woodburn's market analysis suggests that the Association Building is an ideal location for a business incubator program. Small business growth and large Latino populations indicate a healthy entrepreneurial culture. The Studio Arts focus will complement the downtown area by diversifying business variety and attracting more visitors to adjacent existing businesses.

Concept Model #3

A *Micro Brewpub/Beverage Distillery* provides an option for a privately owned business to attract both tourists and residents as a destination establishment by highlighting the area's agricultural heritage.

Design concepts maximize on the building's assets by creating outdoor and balcony seating in the plaza and incorporating retail space on Front Street. The space is also large enough to act as a small entertainment venue, which could meet the common call for an entertainment use and act as an informal gathering place for the community.

The Community Engagement Study indicates that this concept is highly supported by community members. In-depth interviews and intercept surveys both perceived that diverse restaurants and shops would draw people downtown more often. Intercept respondents also identified a brewpub or restaurant as the second highest supported use for the Association Building.

The market analysis indicates that currently there is little to no direct competition as there is a microbrewery/distillery market gap in the area. Over the next five years, as Woodburn continues to grow, demand for restaurant and entertainment space will increase significantly. This concept would increase the diversity of the types of restaurants downtown, bringing more traffic downtown to businesses that compliment each other.

Options to Sell without an Identified Use

Options to sell the Association Building without a predetermined use include an option where baseline upgrades are completed, or a second option to sell the building as-is with no additional building improvements; both options minimize the City's financial exposure and risk.

The Community Engagement Study indicated that 32% of in-depth respondents were interested in the City selling the Association Building.

Although it is unlikely that the City's previous \$850,000 investment would be recouped by this sale, given the current RMV of \$535,000, the option for the City to invest in baseline-building upgrades is less expensive than the three Concept Models. Additional incentives or conditions may be offered to attract investors and limit the risk of the building sitting vacant for an extended period of time.

PROJECT OVERVIEW

Association Building Feasibility Study for the City of Woodburn, Final Report, 7 January 2014

PROJECT OVERVIEW

INTRODUCTION

The City of Woodburn commissioned Constructive Form Architecture and Design LLC to conduct a feasibility study for the redevelopment of the Association Building, located downtown and owned by the City of Woodburn. The Association Building, a two-story structure with approximately 10,000 square feet, was originally owned and built by Woodburn Founder J.H. Settlemier in 1891 and holds an important place in the history of Woodburn. The City of Woodburn invested resources to seismically retrofit, rebuild the façades, and stabilize the structure after it was heavily damaged in the 1993 Scotts Mills earthquake. The building has remained vacant for more than two decades.

This study seeks to identify the highest and best uses for the Association Building and explores three Concept Models to transform the building into a community-oriented, iconic building that would become a source of city pride and an integral component of the city. The sale or transfer of ownership of the building is also explored in the concept models and as a stand-alone option.

PROJECT APPROACH

This feasibility study for the adaptive reuse of the Association Building focused on the following key questions:

- What are the highest and best uses for the Association Building from a generalized market analysis perspective?
- What is realistically achievable and practical within the City of Woodburn?
- How can the redevelopment help activate the Downtown Plaza?
- How can the redevelopment be a model for future upgrades and redevelopment in the downtown area?

The preparation of this feasibility study has been an iterative and collaborative process. The duration of the feasibility study period was from May 29, 2013 through January, 2014.

The project scope and investigation included:

- Regional & Downtown Context
- Existing Building Assessment & Capacity
- Community Engagement Study
- Market Overview
- Concept Models for Redevelopment
- Project Costs Summary
- Design Attributes
- Sustainable Design

The following information was also addressed in the project scope investigation, per the original RFP and project proposal:

- *The redevelopment needs to create an anchor for downtown Woodburn and draw visitors to the area,*
- *The redevelopment needs to be community oriented and have the potential to become an icon for downtown and a source of pride for the citizens of Woodburn,*
- *The redevelopment needs to take into consideration green building techniques including conservation of energy and water, overall operations cost and environmental impact,*
- *The redevelopment must keep the City's financial exposure and risk to a minimum,*
- *Explore a variety of uses "including but not limited to, a destination restaurant, office space, event space, or multi-tenant flexible space."*

REGIONAL & DOWNTOWN CONTEXT

Association Building Feasibility Study for the City of Woodburn, Final Report, 7 January 2014

REGIONAL & DOWNTOWN CONTEXT

The following information related to the project site's regional & downtown context provides a framework to discuss the recommended concepts for the Association Building Redevelopment. This overview highlights many of the existing qualities, strengths and unique aspects of the City of Woodburn that helped to form the proposed concepts.

WILLAMETTE VALLEY & THE CITY OF WOODBURN

The City of Woodburn is located in Marion County, in the Willamette Valley. Located between the Coast and Cascade ranges, the Willamette Valley has been a place of human inhabitation for thousands of years. When white settlers began arriving in the early 1800's, the valley was populated by thousands of Kalapuya Native Americans who hunted game, gathered native plant materials, and farmed its fertile soil.

Today, the Willamette Valley is a thriving agricultural region with many growing small and mid-sized communities. The people and soil of the valley support a robust growing operation that includes berries, hops, renowned wine grapes, grass seed, horticultural landscape stock, and conventional and organic farming operations. The redevelopment of the Association Building provides an opportunity to highlight and showcase Woodburn's rich agricultural history and current culture.

Woodburn is ideally situated within the Willamette Valley with close-proximity to many major transportation routes. Via I-5, the major north-south interstate, Woodburn is within a half hour to forty-five minute drive from Salem, the state capital, and from Portland, Oregon's largest city. Highway 99E, the historic and touristic north-south route, runs parallel to I-5 on the eastern edge of the City, linking to Salem, Keizer, and Oregon City. Highway 214, runs roughly east-west and links the City to more mountainous eastern parts of the county, which attracts tourists to the Oregon Garden and Silver Falls State Park. Highway 22 links to Molalla and Estacada. Union Pacific's railroads run through downtown and a Burlington Northern Santa Fe line runs near the western part of the City. Platted in 1871, historically, the town grew around the railroad.

Woodburn Premium Outlets, located at the northwest edge of the City, is the state's top tourist destination, attracting approximately 4.5 million visitors a year. Other attractions are the Woodburn Dragstrip, award-winning nurseries highlighting agri-tourism, the OGA Golf Course, and events such as the Tulip Festival, Woodburn Fiesta Mexicana, Oktoberfest, and the harvest festivals. Strong marketing efforts provide an opportunity to generate more regional traffic and boost tourism downtown.

According to the 2010 census: the City has a population of 24,090. The City's population has grown 20% since 2000, with a median age of 31.8 years, and a median household income of \$43,603.

The population is considerably more diverse than Oregon on the whole. Over half of the population in the Woodburn local area is Hispanic (55%) compared to 12% statewide. The City is home to a distinct Latino enclave as well as a community of Russian Orthodox Old Believers.

Additional demographic information and important facts relevant to each concept model is described in upcoming sections.

REGIONAL & DOWNTOWN CONTEXT

DOWNTOWN WOODBURN

Downtown Woodburn is a center of cultural and civic life. The commercial district, City Hall, the City Library, City Offices, Justice Court, Transit Center, the Chemeketa Community College satellite campus, the Pacific University offices, and other private businesses and public amenities, are located within walking distance to each other. Other regional non-profits located in downtown, or close to downtown include Pineros y Campesinos Unidos del Noroeste (PCUN), the Farmworkers Housing Development Corporation, and Legal Aid of Oregon.

The downtown area is compact, with a developed and contiguous building fabric, and is very walkable with many existing civic services in addition to the Aquatics Center, Woodburn Downtown Plaza, and Transit Center. A sizable percentage of the population (16,512 people living in 4,732 households) and many families (children, defined as persons under 20 years old, comprise 36%) live within a one-mile radius of the Association Building.

The plaza is located in the heart of downtown, adjacent to the Association Building. Synergies with the future renovation of the Association Building would be inherently built in, whether a café were to be located on the plaza edge, or if a community use space were situated at the interior of the building that could open up to the plaza.

The original downtown was oriented toward the rail line paralleling Front Street; train traffic is still a regular feature of life in Woodburn. While much of downtown's original character, building stock, and public facilities remain, only three buildings in the area are listed as Oregon Historic Sites, per the Oregon Historic Preservation Office. These are the Old Woodburn City Hall, the Bank of Woodburn, and the Jesse H Settlemier House. Nevertheless, the existing buildings and urban fabric contribute to the strong and authentic identity of this historic rail city. (See Supporting Documentation, Downtown Assessment Map, Property by Year Constructed, page 77.)

In recent years, the City of Woodburn has invested and enhanced the downtown area with façade improvement programs and street improvements that contribute to the pedestrian scale and feel of the downtown, such as extended curbs, landscaping, and benches. First Street streetscape improvements are under consideration.

The City of Woodburn's transit center, located at the intersection of First & Arthur Streets, is only blocks away from the Association Building and not only provides trips and service for Woodburn, but also for transfers to other regional transit providers. The City of Woodburn has an extensive system of public parks and has the potential for future planned trails and bike paths that can better connect the downtown with other parts of the City.

Downtown has a retail and restaurant core with a few destination eateries, which draws some regional and cultural visitors. There is an opportunity to build on these by diversifying the types of businesses downtown to attract a wider range of visitors and to find complementary uses to expand the activities of this market.

Downtown's existing infrastructure, organizations, institutions and amenities provide a firm foundation for the redevelopment of the Association Building, providing opportunities for partnerships and investment in the downtown area.

The alley between Front and First Street provides service and pedestrian access to businesses. The Association Building's location on the alley provides access for loading and service, and can be treated as contiguous public space between the building and plaza.

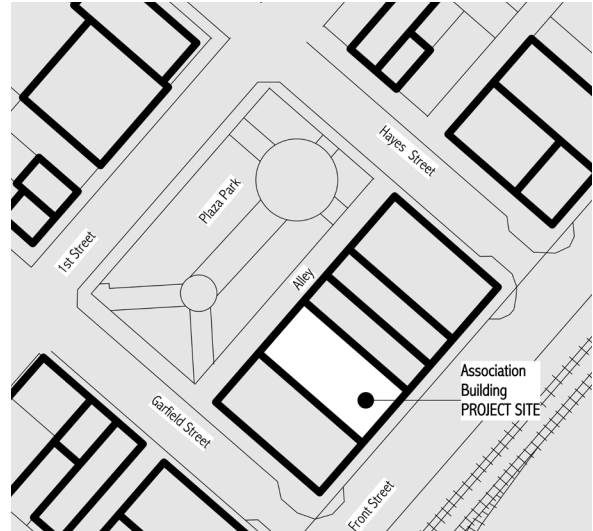
REGIONAL & DOWNTOWN CONTEXT

ASSOCIATION BUILDING URBAN CONTEXT

The following aerial photos, site plan, and photographs are of the existing Association Building and illustrate its urban context and location on Front Street, the alley and the Downtown Plaza.



Aerial Photo of Association Building



Site Context - Plaza and Front Street



Association Building's location on the Downtown Plaza and alley



Association Building's location on Front Street



EXISTING BUILDING ASSESSMENT & CAPACITY

Association Building Feasibility Study for the City of Woodburn, Final Report, 7 January 2014

EXISTING BUILDING ASSESSMENT & CAPACITY

EXISTING BUILDING ASSESSMENT

The Association Building, built in 1891, is a two-story structure of approximately 10,000 square feet. It has two party walls and two exterior façades: one facing Woodburn's Downtown Plaza and the other facing Front Street and the railroad tracks. The building was originally owned and built by Woodburn founder J.H. Settlemier and holds an important place in the history of Woodburn.

A Building Assessment was completed which analyzed the physical, spatial, architectural and structural capacity of the existing building. As-built drawings of existing plans, elevations, sections and an existing conditions report identified building constraints and opportunities. This information was used to help determine the highest and best use that fit building attributes and to estimate construction costs.

The existing two story structure is an unoccupiable shell of approximately 9,557 interior square feet. It was approximately 85% seismically upgraded after a 1993 earthquake heavily damaged the original building. In 2005, the City of Woodburn completed an \$850,000 project to stabilize the structure for fire, life and safety, and rebuilt the façades. This was a necessary step at that time to avoid demolition and to prepare the building for a new use or occupancy. The structure's seismic upgrading makes it unique among most buildings downtown.

The City's improvement project did not address the interior of the building. Existing conditions lack finished walls, floors, stairs, elevator, plumbing, sprinkler system, utilities, electrical, roof repairs, atrium, and mandatory ADA and energy code requirements. Testing is also needed to determine any contamination from lead, asbestos, radon and oil tanks. Baseline costs to upgrade the existing structure to a market-ready building are included in all of the Concept Models and *Options to Sell*.

Although City investment saved the building, it drastically altered the historic façades. The only remaining original elements are the unreinforced masonry party walls, which do not extend the full height, and the floor framing and decking, which will need to be covered with plywood sheathing for structural stability. It is unlikely that the building would meet any historic register designation criteria.

The full Existing Building Assessment Report, with a complete existing conditions analysis and other documentation, can be found in Appendix A.



EXISTING BUILDING ASSESSMENT & CAPACITY

EXISTING BUILDING CAPACITY & ATTRIBUTES

Existing building attributes, including the Association Building's size, height and unique location, provide an opportunity to incorporate community uses, increase natural lighting, and create a continuous pedestrian link through the building from Front Street to the Downtown Plaza. These attributes were used to inform architectural designs for each Concept Model and create a vibrant public space by activating the plaza.

The building's unique location allows for an opportunity to incorporate a through building public connection - an 'interior street' from Front Street to the Downtown Plaza and First Street through the Association Building. It strengthens the physical adjacencies and existing synergies between the Association Building and the adjacent Downtown Plaza and retail activity on Front Street.

It is one of the few two-story structures downtown – allowing for second floor views and connections beyond just the immediate downtown streets. It's tall party wall façades extend above existing adjacent buildings and have historically been used for large graphic painted wall signs to advertise the building's businesses from afar. It's unencumbered rooftop has excellent solar access and could be used to incorporate environmental strategies to help offset building's operational costs.

The building's overall height, along with visible alley and Front Street façades, allow for the opportunity to increase natural light and enliven the dark interior of the building. The historic, original façades of the Association Building allowed substantially more light into the building, with extensive transoms and considerably larger windows, compared to the upgraded façades. Proposed skylights and larger façade openings can allow more light into the existing dark building without compromising the structural and seismic improvements already completed. Some of these strategies for getting light into the interior of the building, including building an atrium, are incorporated into the new design solutions.

The Association Building's scale and size is larger than most structures downtown, allowing for a consideration of different uses than existing businesses and buildings. Most structures downtown are 25 feet by 100 feet, while this structure is 50 feet by 100 feet. The tall existing building heights, exposed building shell, and open interiors with large structural bays that span the full width and depth of the building, can accommodate larger rooms and more open spaces, provide opportunities for borrowed natural light, and maintain visual connections between the interior and exterior of the building.

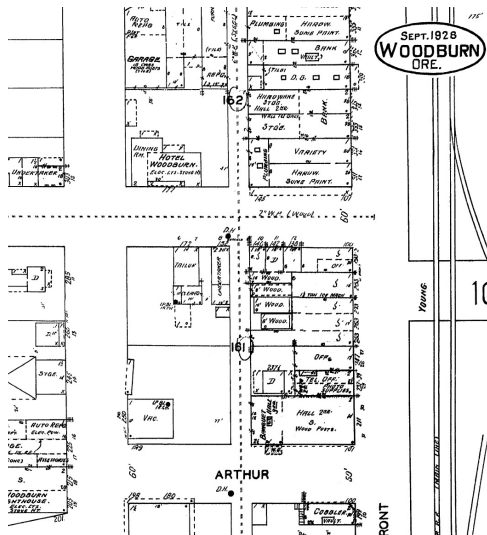
Multiple uses in one building is not a modern concept. Historically, the Association Building and other downtown buildings had a variety of mixed use occupants and businesses. A mixed-use building program draws diverse visitors who help support the viability of all concepts.

EXISTING BUILDING ASSESSMENT & CAPACITY

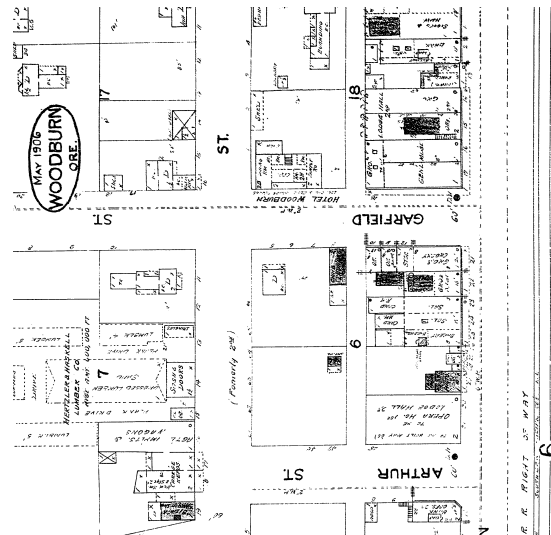
HISTORIC USES OF THE ASSOCIATION BUILDING

A survey of available historic photographs and Sanborn maps illustrate the many past uses of the Association Building. Additionally, the building's frontages on both the alley and Front Street have allowed for multiple access to the building at both levels, enlivening street and plaza/alley activity.

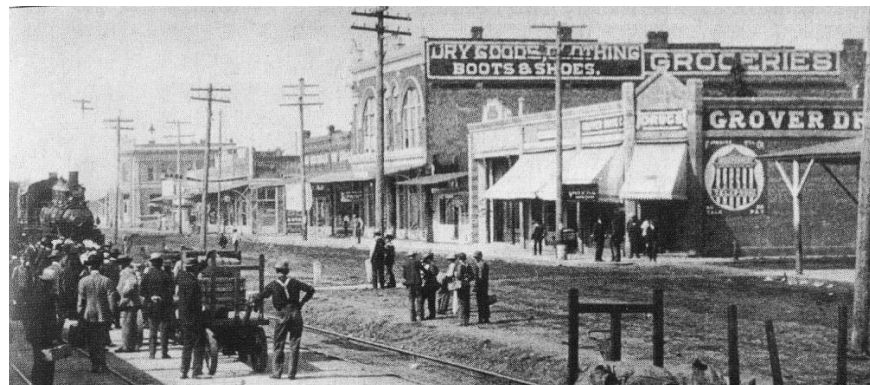
Historic Uses of the Association Building	
The Association Building was used as...	in...
Vacant	1993 - present
Salud de la Familia Medical Center	1981 -
Bank, Hardware Store & Retail	1928 -
Lodge Hall, Offices, Retail	1891 - 1906
Built 1891	1891



Sanborn Map, 1924



Sanborn Map, 1906



Historic photos of the Association Building and downtown Woodburn

EXISTING BUILDING ASSESSMENT & CAPACITY

The following building photos are of the Association Building and illustrate the existing interior and exterior condition.



Front Street Façade



Plaza/Alley Façade



Lower Level, looking towards Front Street



Upper Level, looking towards Plaza

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COMMUNITY ENGAGEMENT SUMMARY

Association Building Feasibility Study for the City of Woodburn, Final Report, 7 January 2014

COMMUNITY ENGAGEMENT SUMMARY

The purpose of the community engagement process was to identify community support for possible building programming. The project team and the City conducted in-depth stakeholder interviews and community intercept surveys in English and in Spanish, either in person or over the phone with over 115 people, to gauge interest and ideas about redeveloping the Association Building.

The in-depth interviews consisted of ten questions about the downtown area and the Woodburn Association Building. Interview participants were identified by their leadership roles in the community and their connections to downtown Woodburn. More than 26 stakeholders were interviewed personally or at regularly scheduled community meetings.

The intercept survey consisted of five questions and was developed from the in-depth interview instrument to quickly and easily gather opinions. More than 85 people were interviewed in downtown Woodburn at three different community events.

Interview and survey responses were synthesized and analyzed to highlight the interests of the community. These results helped inform proposed programming scenarios and identified additional relationships to leverage.

The community outreach work identified issues and opportunities--both real and perceived--in downtown Woodburn on the part of the greater community. Residents' support of the City process and redevelopment will be important, especially in any public redevelopment concept.

KEY FINDINGS

The residents of Woodburn love the sense of community, diversity, and the "small-town feel" of living in Woodburn. There is a strong affinity with family values and community-oriented developments. Over the course of 26 in-depth stakeholder interviews and 85 intercept surveys from across community demographics in Woodburn, the following findings are most significant:

Related to the Association Building

- A community-focused development to go in the Association Building.
- A youth and family-focused center for year-round use.
- A Small Business Assistance and/or Incubator Space for offices and/or retail.
- An entertainment or performance space, meeting or event space, and quality office space.
- Keeping the building for public benefit, or, if sold, the redevelopment would maintain an emphasis on public benefit.

Related to the Downtown Area

- Downtown food and restaurant opportunities as well as shopping and retail are a significant draw.
- Increasing the diversity of restaurants and shopping in the downtown to more accurately reflect both the multicultural diversity of Woodburn as well as to provide more choices overall to meet the needs of a greater diversity of tastes.
- Improve the environment of the downtown, both in reality and in perception.

COMMUNITY ENGAGEMENT SUMMARY

These results helped inform proposed programming scenarios and list the potential uses evaluated in the Development Opportunities Assessment (see next section). In addition, the community engagement process helped identify possible additional relationships/partnerships to leverage and was incorporated into the proposed partnerships for each Concept Model.

RELEVANT PERCENTAGES

In-Depth Interviews

Sell or Keep Building

- 32% sell the building
- 16% keep the building
- 32% keep with community use

What would draw you downtown more often?

- 20% new and revitalized businesses
- 20% increased diversity of businesses and people
- 20% a greater variety of restaurants and places to eat in the downtown area

Supported Uses

- 26% entertainment and performance space
- 23% meeting and event space
- 23% quality office space
- 15% small business incubator space

Intercept Surveys

What would draw people downtown more often?

- 16% diverse shops and restaurants
- 14% a beautified and well maintained environment
- 11% movie theater
- 10% youth and family activities
- 9% community events

Supported Uses

- 49% community or recreation center focused on youth and family activities
- 10% pub or restaurant

The full Community Engagement Report can be found in Appendix C.

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MARKET OVERVIEW

Association Building Feasibility Study for the City of Woodburn, Final Report, 7 January 2014

DEVELOPMENT OPPORTUNITIES ASSESSMENT

The generalized market overview work provides answers to the question, “What are the highest and best uses of the Association Building?” and serves to assess the market conditions required for economic feasibility.

Eight potential concepts were identified through the community engagement report, multiple interviews with community organizations, and internal team deliberations. The top concepts including a neighborhood activity center, a business incubator, a micro brewpub/distillery, a performance/event space, a meeting space, a retail/office, an education center, and selling the building, were evaluated using a Development Opportunities Assessment.

Based on Cogan Owens Cogan’s community outreach and other stakeholder input, a short list of potential development concepts for the Association Building was prepared in order to assess development opportunity at the site. Its locational and physical attributes were evaluated with respect to each potential use. The criteria listed below provides the framework for the assessment, and the Development Opportunity Matrix summarizes the evaluation prepared by team members.

Criteria	Description
Locational Attributes	From Regional & Downtown Context
Accessibility	How accessible the facility is to the target audience
Automobile Access	Parking capacity vs need for street parking and City-owned lots
Pedestrian/Bike Access	Excellent access for pedestrian and bicyclists
Transit Access	Located close to downtown Transit Center
Downtown Plaza	Located adjacent and contiguous to Woodburn Downtown Plaza. Potential use synergies for building program
Building Attributes	From Existing Building Assessment & Capacity
Size	Accommodations of building size/capacity to proposed use
Zoning and building Code	Appropriate zoning, construction and attributes for proposed building use
Building Program	
Active Usage	Hours, usage, foot traffic generated
Diversity of Use	How the proposed use can diversify or complement existing businesses/activities downtown
Community Support	From Community Engagement Process
Community Support	Support from community engagement process
Public Benefit	Public benefits
Potential for Partnerships	Identify potential partnerships
Market Support	From Market Analysis and Interviews
Local Market Demand	Level of demand within the local market area (10 minute drive time)
Visitor Market Demand	Demand outside the trade area
Local Champion	Identify local champion
Economic Feasibility	From Project Cost Summaries & Pro Formas
Potential to be self-sustaining	Profitability potential
Financial Risk to City	Financial risk limit for City

An updated Woodburn Retail Market Analysis was also completed as part of this work by the project team and incorporated into the Development Opportunity Matrix. This analysis shows that there is limited demand for retail at present. (See Supporting Documentation, Woodburn Retail Market Analysis, page 71).

Additionally, the project team reviewed the parking analysis for the downtown area, completed by the City in December of 2011, in helping to evaluate automobile access for the proposed uses of the Association Building. The parking analysis indicated that available on-street parking and under utilized off-street public lots might potentially be used to support additional automobile access for downtown destinations.

DEVELOPMENT OPPORTUNITIES ASSESSMENT

Criteria	Concept 1: Neighborhood Activity Center	Concept 2: Business Incubator	Concept 3: Brewpub/Distillery	Concept 4: Performance/Event Space
	Developed further into Concept Model #1	Developed further into Concept Model #2	Developed further into Concept Model #3	No champion/project sponsor identified. Crucial to success for this type of venue.
Locational Attributes				
Accessibility	Close to family services, civic life (library, aquatic center), multi-family housing and existing & future higher density populations. +	Located in historic commercial district. +	Close to cultural/civic life and commercial district. Close to multi-family housing and existing & future higher density populations. +	Close to cultural and civic life. +
Automobile Access	On-street parking capacity and close to City-owned parking lots. Many users potentially walk, bus or bike to facility. +	On-street parking capacity and close to City-owned parking lots. +	On-street parking capacity and close to City-owned parking lots. Many users potentially walk, bus or bike to facility. N	Potentially insufficient adjacent parking for large outside groups for the scale of this type of venue. -
Pedestrian/ Bike Access	Easy walking and biking distance to multi-family housing, existing & future higher density populations. +	Not applicable. N	Easy walking and bike distance to multi-family housing and existing & future higher density populations. +	Not applicable
Transit Access	Located close to downtown Transit Center. +	Located close to downtown Transit Center. +	Located close to downtown Transit Center. +	Located close to downtown Transit Center. +
Downtown Plaza	Can incorporate indoor/outdoor café for youth, education and external customers. +	Can incorporate indoor/outdoor café and retail space to attract external customers. +	Contiguous location plaza a great opportunity to incorporate indoor/outdoor café to enliven plaza and business. +	Could incorporate indoor and outdoor performances and events. +
Building Attributes				
Size	Square footage, height and size can be a good fit for a neighborhood scale activity center. +	Square footage, size and dual location in plaza and Front Street a good fit for a business incubator and café/retail. +	Square footage, scale, size and open spans can be a good fit for a micro brewpub. +	Space relatively small for economically viable seating capacity, including stage, kitchen area and other amenities. -
Zoning and building Code	Allowed +	Allowed +	Allowed zoning use but additional building infrastructure and fire code requirements for brewpub/distillery use N	Additional and potentially more costly building upgrade requirements required for large assembly uses -
Building Program				
Active Usage	Café and mixed-use programming can draw visitors and users for different purposes & times of day/ hours. If youth-oriented center, it would be active mainly at the end of the day and on weekends during school year. All day during breaks and summer. +	Café, retail, office and mixed-use programming can draw visitors and users for different purposes & times of day/hours, weekends. Active mainly during the day, some event and activities on evenings and weekends. +	Active mainly during the day, evening and weekends. Good potential for walk-up traffic. +	Large events and singular use potentially draw visitors evening/ weekends and some afternoon events. N
Diversity of Use / Complements Existing Businesses	Brings youth and families downtown. N	Complements existing infrastructure and built-in downtown characteristics. N	Diversifies restaurant options in downtown. Can generate foot traffic. +	Two existing theatres/potential performing spaces in the downtown in need of redevelopment. Can generate foot traffic. -
Community Support				
Community Support	49% of intercept respondents support a youth and family-focused center. +	38% of in-depth respondents support quality office and business incubator space. +	10% of intercept respondents support a pub or restaurant use. -	26% of in-depth respondents support an entertainment and performance space. N
Public Benefit	32% of in-depth respondents support keeping the building for public benefit. +	Directly supports community interests in economic vitality with focus on start-up, micro-enterprise and connection with established entrepreneurs. +	Strong community support for more diverse food choices downtown. +	Could be privately owned or public/private partnership. N
Potential for Partnerships	One or more potential organizers/ partners including City of Woodburn, Boys & Girls Club, YMCA, etc. +	Strong existing local or regional organization partners including MERIT, CHEMBKETA, NEDCO, UO/OSU/WSU. +	Not applicable - would sell to private entity. N	City would need to manage the space or lease to management company with strong oversight. -
Market Support				
Local Market Demand	Strong demand from a fast-growing family and youth market. +	Rate of entrepreneurship among Latinos is higher than any other population growth. Can provide small, convenient, affordable shared space for artists or other business clusters. +	Limited competition for similar type of establishment per market analysis. +	While local support exists, two existing theatres/potential performing spaces in downtown are in need of redevelopment. -
Visitor Market Demand	Not applicable N	Excellent complement to strong small business technical/support organizations working in Woodburn. N	Retail market analysis identified future support for entertainment and restaurant uses. Potential to be a unique destination and draw area visitors. +	Potential to be a destination for greater market area depending on performances. +
Local Champion	Potential that the 'whole' diverse community can get behind this option. +	No clear project champion but interest expressed by community stakeholders. N	Private investor/entrepreneur/ developer would need to be recruited. -	No champion/project sponsor identified. Crucial to success for this type of venue. -
Economic Feasibility				
Potential to be self-sustaining	Potential for non-profit management N	Below market rate rents likely due to tenant mix. Mixed program and market rate café/retail can provide some project income. N	Limited competition for similar type of establishment per market analysis. Private entity to determine business plan. N	Likely not viable. Two existing theatres/potential performing spaces in the downtown in need of redevelopment. -
Financial Risk to City	Not applicable	Some risk to City, would depend on strong partner. Phase ownership to nonprofit partner. N	City would sell to private entity and put building on tax rolls. +	Huge financial risk to City if no local champion. -

Key	
+	Positive
-	Negative
N	Neutral

For a full-size Development Opportunities Assessment, see supporting documentation, page 80.

DEVELOPMENT OPPORTUNITIES ASSESSMENT

Criteria	Concept 5: Meeting Space	Concept 6: Retail/Office Space (Market Rate)	Concept 7: Education Center	Concept 8: Sell Building
	No identified unmet demand for meeting space. Other meeting space venues identified in downtown and throughout community	No private developer identified	No strong interest expressed by interviewees. No project champion/ sponsor identified. Added late in process after City staff discussions with Woodburn School District	Developed further as options to sell without an identified use
Locational Attributes				
Accessibility	Close to cultural/civic life and commercial district. +	Located in historic commercial district. +	Close to cultural/civic life, education centers and commercial district. +	Not applicable
Automobile Access	Potentially insufficient adjacent parking for the scale of this type of venue. -	On-street parking capacity and close to City-owned parking lots. +		
Pedestrian/ Bike Access	Not applicable	Not applicable	N	
Transit Access	Located close to downtown Transit Center. +	Located close to downtown Transit Center. +		
Downtown Plaza	Not applicable	Contiguous location plaza a great opportunity to incorporate indoor/ outdoor café to enliven plaza and business. +		
Building Attributes				
Size		Square footage, size and dual location in plaza and Front Street a good fit for retail. +		
Zoning and building Code	Additional and potentially more costly building upgrade requirements required for large assembly uses. -	Allowed	Additional and potentially more costly building upgrade requirements required for large assembly uses. -	Not applicable
Building Program				
Active Usage	Single use and events. Can generate foot traffic. N	Can generate foot traffic. N		
Diversity of Use / Complements Existing Businesses	Numerous existing meeting space venues identified in downtown and throughout community. Can generate foot traffic. -	Complements existing infrastructure and built-in downtown characteristics. N	Complements existing civic and educational uses in the downtown area. Can generate for traffic. +	Unknown - City loses control -
Community Support				
Community Support	23% of in-depth respondents support a meeting and event space. N	23% of in-depth respondents support quality office. N	Unknown	32% of in-depth respondents support to sell the building. +
Public Benefit	Would likely be privately owned. -	Would likely be privately owned. -	Educational use	City would sell to private entity and put building on tax rolls. -
Potential for Partnerships	City would need to manage the space or lease to management company with strong oversight. -	Not applicable - would sell to private entity. -	No strong support for expanded facilities (higher education or public school). Not a suggested use by City. N	Not applicable - would sell to private entity. -
Market Support				
Local Market Demand	No identified unmet demand for meeting space. Other meeting space venues identified in downtown and throughout community. -	Limited demand for retail & office at present; vacant retail and office space exist downtown and throughout Woodburn. -		
Visitor Market Demand	Multi purpose, multiple target markets. +	Not applicable	Not applicable	
Local Champion	Requires aggressive marketing. No champion/project sponsor identified. -	No private developer identified. N	Strong interest not expressed by interviewees. No champion. No project sponsor identified. N	
Economic Feasibility				
Potential to be self-sustaining	No identified unmet demand for meeting space. Other meeting space venues identified in downtown and throughout community. Requires aggressive marketing. -	Not likely in the near term. -	Not applicable	Unknown - would sell to private entity. -
Financial Risk to City	Financial risk to City if no local champion. -	City would likely sell to a private entity. +	Not applicable	The City will not be responsible for attracting business. Less City investment required. +

Key	
+	Positive
-	Negative
N	Neutral

For a full-size Development Opportunities Assessment, see supporting documentation, page 80.

INTRODUCTION TO CONCEPT MODELS FOR REDEVELOPMENT

Association Building Feasibility Study for the City of Woodburn, Final Report, 7 January 2014

INTRODUCTION TO CONCEPT MODELS FOR REDEVELOPMENT

CONCEPT MODELS FOR REDEVELOPMENT

Based on the Development Opportunities Assessment, three concepts emerged as providing the highest and best uses for the Association Building:

- 1) Neighborhood Activity Center
- 2) Business Incubator
- 3) Micro Brewpub/Beverage Distillery

These concepts were developed further into Concept Models. For the purpose of determining the viability of each of these options, programming and building designs were developed and construction budget ranges determined. The remaining concepts that were not ranked as highly were not further explored. The following proposed Concept Models represent three different schemas and public, public/private, private approaches to redevelopment. They are not directly comparable.

The final option is to sell the Association Building with either baseline improvements or as-is without an identified use. Additionally, in each of the Concept Models there is also the option for the City to sell or transfer ownership.

Background Information for Concept Models 1-3

For all of the Concept Models, the following programmatic elements and benchmarks were incorporated.

A café or restaurant is included in all programs, at the lower level either facing the Downtown Plaza or Front Street. A café or restaurant will help activate the plaza or Front Street edge, will provide an informal community meeting and gathering space, and in the case of Concept Models 1 and 2 will provide additional lessee income to help support operational costs. Historically, the Association Building and other downtown buildings had a variety of mixed use occupants and businesses. A mixed-use building draws diverse visitors who help support the viability of all concepts.

The existing alley is preferred for pedestrian use and service/fire truck access. This connection strengthens the physical and functional adjacencies between the outdoor and indoor spaces.

A light-filled building atrium and square footage allocated for common space at the lower level and adjacent to the café/restaurant is key in helping to illuminate the interior of the building with direct and borrowed natural light, and to allow for through connections at the ground level from Front Street to the Plaza.

All designs could expand to include a third floor for additional square footage, if a buyer was interested in this possibility. Though discussed early in this project, it was not explored in more detail in the Concept Models. The increased costs, not only for the new floor itself, but to upgrade the existing structure/seismic requirements to support it, would need to be balanced with the value of the increased square footage.

All of the proposed uses are allowed by the City of Woodburn Planning/Zoning and Building Code.

The estimated costs for Concept Models 1 - 3 assume that some lower level of additional structural upgrades would be required.

INTRODUCTION TO CONCEPT MODELS FOR REDEVELOPMENT

Additional Information & Specific Project Goals

For all of the Concept Models, the following project information was also addressed:

- To determine the feasibility of bringing customers to downtown Woodburn through the adaptive reuse of the Woodburn Association Building.
- To create building programs/concept models that would increase the economics and activity downtown by drawing more visitors to Woodburn's historic center and the area around it.
- To create building programs/concept models that would bring more activity and a diverse group of residents to this block to help improve the environment of downtown.
- To activate the plaza through the building program, with activities overflowing and extending into the public space. As the plaza space is activated by the redevelopment of the Association Building, other properties nearby can also be redeveloped, to take advantage of their location adjacent to this community gathering space.
- To be a model for other downtown redevelopment projects, building on the existing qualities of the downtown historic models and integrating new, innovative ideas.
- To integrate a high level of sustainable and environmental design techniques and approaches with the existing building's inherent qualities and capacity.

Concept Models Section

The section for each Concept Model is organized in the following sequence:

- Introduction
 - Key Demographic Indicators
 - Research
- Building Program and Concept
- Findings Supporting Concept
 - Existing Building and Site Assessment
 - Community Engagement Process
 - Market Overview
- Cost Analysis
- Potential Leader
- Potential Partners
- Next Steps
- Case Studies
- Proposed Floor Plans

A Project Costs Overview and Summary, prior to the introduction of the Concept Models, follows. Additional information and a discussion about the Design Attributes and Sustainable Design follows the Concept Models Section.

INTRODUCTION TO CONCEPT MODELS FOR REDEVELOPMENT

PROJECT COSTS OVERVIEW

The project team developed designs to determine construction budget ranges for each Concept Model. Preliminary architectural and structural drawings, as well as outline specifications, were provided to develop pricing information for the project budget.

As all three Concept Model designs have similar amenities, the same total project cost estimate is used for each concept. Costs are divided into “direct construction costs” which include the actions directly related to the construction of the building and “soft costs”, which comprise other related and necessary costs. The Project Cost Summary table below shows all three projects are estimated at \$2.6 million.

Baseline improvements for the *Options to Sell without an Identified Use* are estimated at approximately \$600,000 (rounded up from \$586,000 below), including direct construction costs, soft costs, and associated development costs. These improvements bring the building up to a “soft shell” or “marketable building” by constructing and incorporating walls, floors, stairs, elevator, plumbing, sprinkler system, utilities, electrical, roof repairs, atrium, and mandatory ADA and energy code requirements. Baseline costs are included in Concept Models 1-3 estimates. It is important to note that these costs are indexed to October, 2013 construction costs.

Green building techniques are included in the project budget and comprise 5% cost of the total construction costs. The benefits of incorporating green building techniques include savings on overall operational costs, healthy indoor environments, conserving energy and water, and reducing the environmental impact of the project. Even with the Options to Sell, making the environmental upgrades and incorporating the listed alternates could make the building more saleable and marketable.

Costs for the following alternates are reflected in the table below:

- (Alternate A) Insulation for higher energy performance
- (Alternate B) Roof sheathing to support solar photovoltaic and thermal equipment
- (Alternate C) 10,000 Kw solar photovoltaic roof array to reduce energy consumption
- (Alternate D) Solar water thermal system to reduce energy consumption
- (Alternate E) Environmental upgrades

CONCEPT MODELS 1 - 3

CONSTRUCTION COSTS	
Direct Construction Cost - Baseline	\$430,000
Direct Construction Cost - Concepts 1-3 average	\$1,300,000
Direct Construction Cost - Alternates	
Add Alternate A	\$9,000
Add Alternate B	\$12,000
Add Alternate C	\$95,000
Add Alternate D	\$25,000
Add Alternate E	\$133,000
Total Direct Construction Costs	\$2,004,000
SOFT COSTS (30% of Direct Construction Costs)	\$601,200
TOTAL PROJECT COSTS	\$2,605,200

CONCEPT MODEL 4: Baseline

CONSTRUCTION COSTS	
Direct Construction Cost - Baseline	\$430,000
Direct Construction Cost - Alternates	
Add Alternate A	\$9,000
Add Alternate B	\$12,000
Total Direct Construction Costs	\$451,000
SOFT COSTS (30% of Direct Construction Costs)	\$135,300
TOTAL PROJECT COSTS	\$586,300

Note: The detailed Direct Construction Cost Estimates for Concept Models 1 -3 and the Option to Sell can be found in Appendix E.

CONCEPT MODELS

Association Building Feasibility Study for the City of Woodburn, Final Report, 7 January 2014

CONCEPT MODEL 1: NEIGHBORHOOD ACTIVITY CENTER

This model provides an option for a moderately-sized neighborhood activity center - community use project and a potential cost savings to the City of Woodburn.

INTRODUCTION

A moderately-sized *Neighborhood Activity Center* provides the greatest public use impact downtown. Given the size of Woodburn's community, the Association Building provides an ideal location for a small, financially feasible *Neighborhood Activity Center* that would meet a variety of community needs.

This selection of this concept would provide the opportunity to meet community needs that were expressed in the Community Engagement Report for a youth and family-focused center for year-round use or community-focused development. The City could retain ownership or partner with another organization for the redevelopment of the building. Forty-nine percent of intercept respondents support a youth and family-focused center and 32% of in-depth respondents support keeping the building for public benefit.

The concept incorporates the reuse of a currently owned City building and assets, and provides neighborhood amenities in the existing downtown center versus building a community center a few miles from downtown. Approximately 16,512 people live in 4,732 households within a one-mile radius (an easy walking and biking distance) of the Association Building and children comprise 36% of the population within a one-mile area of the Association Building. Additionally, much of the current zoning (per the Official Zoning Map of the City of Woodburn) around the downtown is Commercial General (CG), which allows housing, Medium Density Residential (RM), and Mixed Use Village (MUV). This zoning type would allow for and concentrate more multi-family residential housing around the downtown area in the future.

The proposed *Neighborhood Activity Center* could accommodate moderately-sized assembly and multi-purpose spaces, a market-rate café and kitchen, lounges and small-scale breakout spaces, a multi-purpose classroom, a youth or technology room, a flex room and a gallery space in the atrium. The proposed concept model is an economical approach to building a community center which builds on City-owned assets and the existing downtown infrastructure. Additionally, the site can be accessed easily by walking or biking. It would be adjacent to the existing City-owned Downtown Plaza and would be housed in an existing structure of adequate dimension, scale, and capacity which can accommodate recreational and/or neighborhood activities and programs.

While not necessarily directly comparable in terms of like-for-like programming, services, or spaces, the City of Portland has several examples of moderately-sized, neighborhood-integrated activity centers. These include the Sellwood Community Center and the Fulton Park Community Center. Both examples are located within neighborhoods that are bikeable and walkable, and are adjacent to neighborhood services.

We are modeling this concept on historic, smaller-use centers common in downtowns and neighborhoods across the country. Given the size of Woodburn's community, a neighborhood activity center could be financially feasible and practical. Associated costs related to building on a new development site (see previous 2007 feasibility study; projected project costs were approximately \$8.85 million), such a large parking area, infrastructure, site improvements, and a new outdoor gathering space, can be eliminated or greatly reduced with the Association Building property and its adaptive reuse as a potential *Neighborhood Activity Center*.

The Concept Model and design also allow for the additional option of the City partnering with a non-profit group to manage a community-oriented use at this location. This concept would require a strong non-profit to do fundraising and create a development and operations plan in cooperation with the City for the development of this project. After completion the City would likely transfer ownership to this organization.

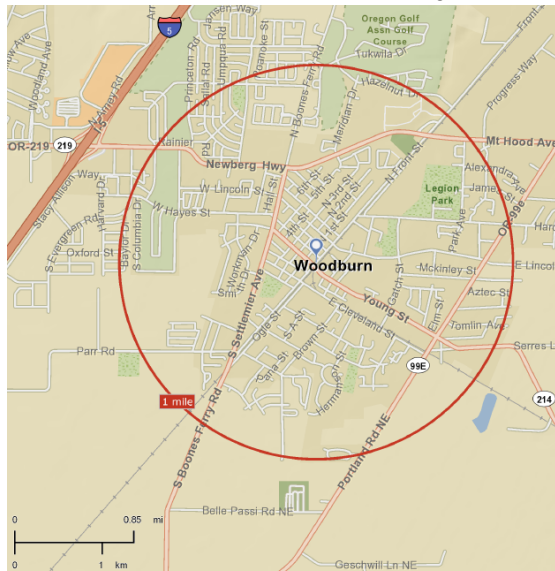
CONCEPT MODEL 1: NEIGHBORHOOD ACTIVITY CENTER

Key Demographic Indicators

As background to understanding the key demographics and population characteristics for this Concept Model, the exhibit that follows provides a snapshot of population characteristics in a one-mile radius, an easy walking and biking distance to the Association Building. Important facts include:

- There are 16,512 people living in 4,732 households within a one-mile radius of the Association Building.
- Population and households are projected to increase by 0.3% per year for the next five years. This growth rate is considerably lower than statewide growth rates (0.8% for population and 1.0% for households). (However, of note: the City of Woodburn's population growth beyond the one-mile radius as a whole is slightly higher than the state average).
- Compared to households in Oregon, households in the one-mile area are larger, have lower income, are more likely to have children, and are more likely to be multigenerational. Median household income in the one-mile area is \$36,009 compared to \$47,661 statewide.
- The population in the one-mile area around the Association Building is younger compared to the state (with median ages of 30 years versus 39 years). Children (persons under 20 years old) comprise 36% of the one-mile area, compared to 25% of the state population.
- The one-mile area is considerably more diverse than Oregon as a whole. Two-thirds of the population in the one-mile area is Hispanic, compared to only 12% statewide.
- Educational attainment is lower for the one-mile area, with 29% of persons over the age of 25 having an education beyond high school, versus 62% throughout the state.

One-Mile Radius from Woodburn Association Building



Woodburn Association Building 1-Mile Radius: Key Demographic Indicators

	1-Mile Radius	State of Oregon
Population		
2012 Population	16,512	3,899,159
2017 Population Forecast	16,728	4,063,119
Average Annual Population Growth (2012-2017)	0.3%	0.8%
Households		
2012 Households	4,732	1,542,736
2017 Household Forecast	4,801	1,617,261
Average Annual Household Growth (2012-2017)	0.3%	1.0%
Household Size		
Average Household Size	3.5 Persons	2.5 Persons
Income		
Median Household Income	\$36,009	\$47,661
Age		
Children (under 20 years)	36%	25%
Seniors (65+ years)	13%	15%
Median Age	30 Years	39 Years
Race & Ethnic Composition		
White Alone	55%	83%
Black Alone	1%	2%
American Indian Alone	3%	1%
Asian/Pacific Islander Alone	1%	4%
Other Race Alone/2+ Races	40%	10%
Hispanic (Any Race)	67%	12%
Educational Attainment for Population Age 25+		
High School Diploma	29%	26%
Some College, No Degree	15%	26%
Associate Degree	4%	8%
Four Year Degree or Higher	10%	28%
Household Type		
Households with Children	46%	30%
Multigenerational Households	7%	3%

Sources: ESRI Business Information Solutions, Marketek, Inc.

CONCEPT MODEL 1: NEIGHBORHOOD ACTIVITY CENTER

Research

The project team reviewed the 2007 Woodburn Community Center's Feasibility Study and the 2009 Woodburn Parks and Recreation Master Plan Update, which indicated a need for community spaces "that would provide assembly space, classrooms and gathering areas, to support and encourage variety of artistic endeavors" and "host a wide variety of functions accommodating a variety of users".

A brief inventory/overview of Woodburn's existing Parks and Recreation facilities/community centers was completed as background to this Concept Model.

Existing Inventory

- From the Mill Creek Greenway Master Plan, August 2007— National Park Service:
Page 2: "Currently, Woodburn's Park & Recreation facilities include more than 125 acres and 10 parks. Park facilities include sports fields, picnic grounds, playgrounds, historic areas, concert grounds, landscaped grounds, community buildings, open space, natural areas, greenways and the Woodburn Memorial Aquatic Center."
Page 6: "The Woodburn Parks and Recreation Department offers a variety of recreation programs and leisure services. This includes aquatics, youth and adult sports, after school programs for grades K-12, arts & crafts, performing arts, family development & fitness."
- The private Woodburn Senior Center is located in Woodburn Senior Estates.
- The existing Teen Center in Settlemier Park, operated by the Boys and Girls Club (which also operates some teen programs in the Foursquare Church) is a small, minimal one-room prefabricated structure.

Need Identified

- From the Woodburn Community Center Feasibility Study:
Page 1.1: "The City does not have dedicated space to run such programs as...yoga, aerobics."
Page 1.1 "The City does not have a Community Center that can accommodate art classes, parenting classes or dance classes. Additionally, the City would like to accommodate a Teen program and programs for its senior population. The City also does not have any large assembly space that can accommodate a wide variety of functions including a senior meals program, wedding space, exhibition space and conference space."
- The City of Woodburn appears to have minimal indoor community space/facilities.
- Marketek consultants spoke with City of Woodburn Parks and Recreation and City Staff who indicated additional space could be filled with existing programming.

For the purposes of helping to define the development program for this Concept Model, Marketek consultants spoke with the City of Woodburn Parks and Recreation and City Staff, spoke extensively with Boys and Girls Club (BGC) and reviewed the BGC "Designing For Impact" Program Services Model. Market research identified the Boys and Girls Club of Woodburn (BGC) as a non-profit that fits the concept for a neighborhood center and is well supported by the Woodburn community. The BGC "Designing For Impact" Program Services Model is a pilot program for unique satellite/alternative centers, small scale and with flexible spaces, that could be well-suited for a location like the Association Building site.

CONCEPT MODEL 1: NEIGHBORHOOD ACTIVITY CENTER

Building Program and Concept

The proposed layouts and flexibility of use for individual spaces were informed by our research related to the BGC and other similar public buildings with internal atriums and public zones.

- Flexible design and spaces could accommodate multiple uses: recreation, technology, after-school programs, study and/or meeting rooms, and rental of space for income.
- Location and programming adjacent to the existing Downtown Plaza allows for synergy of use and overflow between the building and plaza.
- Café/Restaurant helps draw visitors to building and contributes to Front Street retail.
- Café/Restaurant could be operated and rented to a private entity to provide income for the property and/or could be run by a nonprofit for education and job training.

Findings Supporting Concept

Existing Building and Site Assessment

- Existing synergies: ideal location with adjacent plaza, City infrastructure in place
- Size and space is a good fit for smaller sized *Neighborhood Activity Center*

Community Engagement Process

- #1 rated interest by the community. Outreach results indicated a clear interest in a community use if the City retained ownership.
- 49% of intercept respondents support a youth and family-focused center
- 32% of in-depth respondents support keeping the building for public benefit

Market Overview

- 2007 Woodburn Community Center Study identified growing demand for space. The Association Building property provides an opportunity for a smaller scale neighborhood activity center model.
- The Boys and Girls Club of Woodburn's Teen Center is approaching capacity.
- This option would bring youth and families downtown. The project site is located close to other existing family services/clusters, such as the Library, Aquatics Center, Settlemier Park and a concentration of multi-family housing is within easy walking and biking distance for many residents.

CONCEPT MODEL 1: NEIGHBORHOOD ACTIVITY CENTER

Cost Analysis

Potential savings could come from grants and other potential funding sources, especially if the project is City-owned or partnered with a 501(c)3 nonprofit. (See Supporting Documentation, Potential Funding Sources, page 68.) Additional income from the proposed market rate café/restaurant and room rentals can provide some revenue and help reduce operating expenses, depending on the exact program mix.

NEIGHBORHOOD ACTIVITY CENTER	
CONCEPT #1	
City Paid to Date	approx. \$850,000
Estimated Costs for Neighborhood Activity Center CONCEPT	\$2.6 million
Potential Net Yearly Operating Income	TBD
City Transfers Ownership to Non-Profit or Retains Ownership	TBD

Potential Leader

City of Woodburn Parks and Recreation, Nonprofit Partner

Potential Partners

Nonprofit Organizations: Boys & Girls Club, YMCA

Woodburn community leaders encouraged the consultant team to reach out to the Boys & Girls Club (BGC) as a prospective anchor for the building. The BGC is remodeling its single location in Woodburn but recognizes that service demands exceed current building capacity and that expansion is important to future success. The City of Woodburn currently partners with BGC in Woodburn for teen specific after-school programming. The BGC is highly regarded and well-established in the Mid-Willamette Valley and provides important youth after-school programs. Other non-profits could be contacted to discuss a potential partnership.

In this public/nonprofit partnership scenario, with an organization such as the BGC, the City of Woodburn would work with a nonprofit partner. The City could make the initial building-wide infrastructure improvements or provide funding/subsidies for the nonprofit partner to do so and then the nonprofit partner would run the programming and manage the building. If the City did not want to continue to own or manage the building, ownership could be transferred to the nonprofit partner to minimize the City's financial exposure.

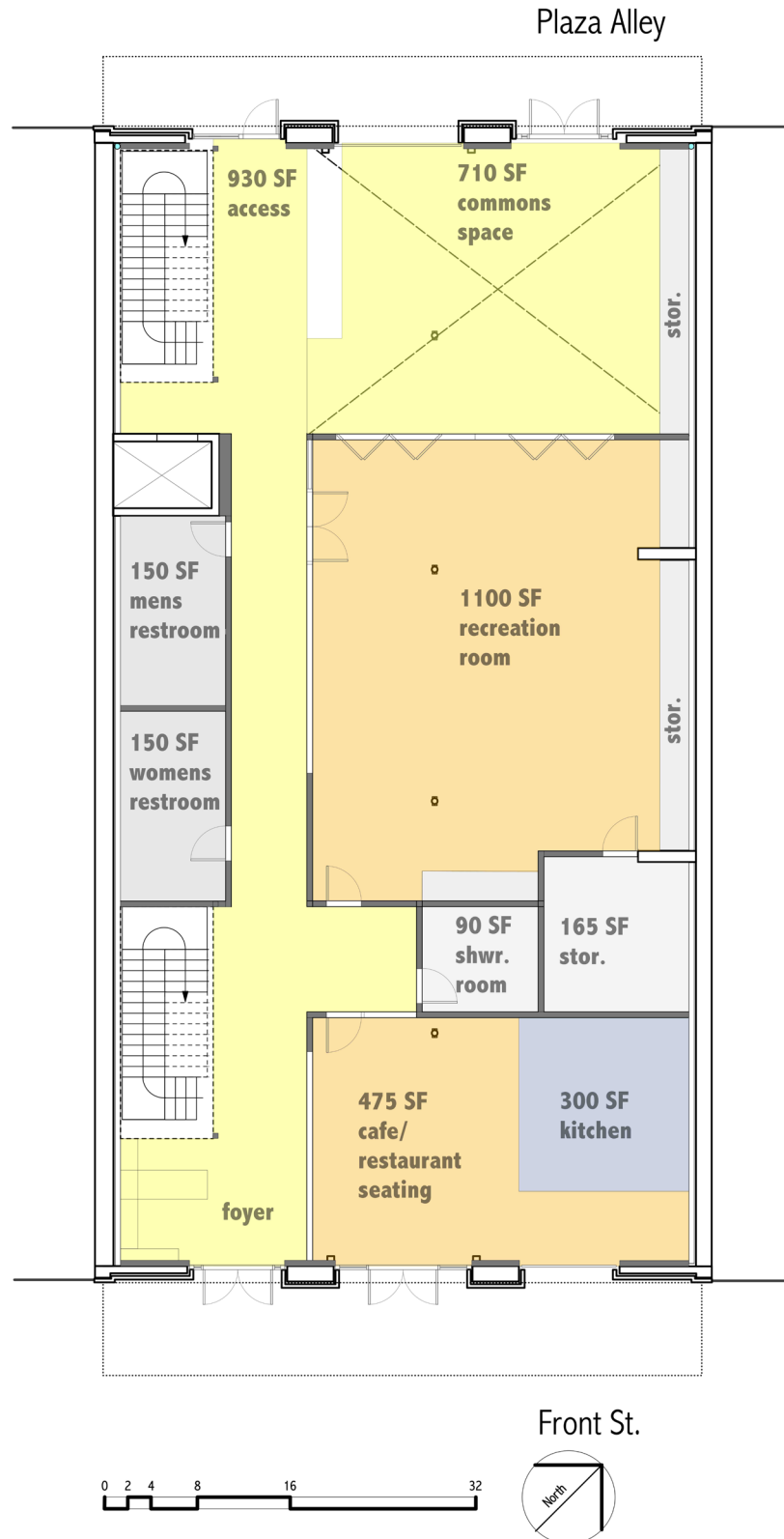
CONCEPT MODEL 1: NEIGHBORHOOD ACTIVITY CENTER

Next Steps

- 1) Determine whether the City wants to secure the building for neighborhood recreation programming and services, and what activities are best suited for this location.
- 2) Prepare development package and partnership outline for potential nonprofit partner.
 - City pays for or completes base building upgrades.
 - Follow up with a site visit by BGC Executive Director, Tim Sinatra. Determine level of interest and mutual benefits.
- 3) Identify other nonprofits that support the neighborhood activity center concept as anchor tenants.

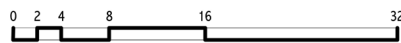
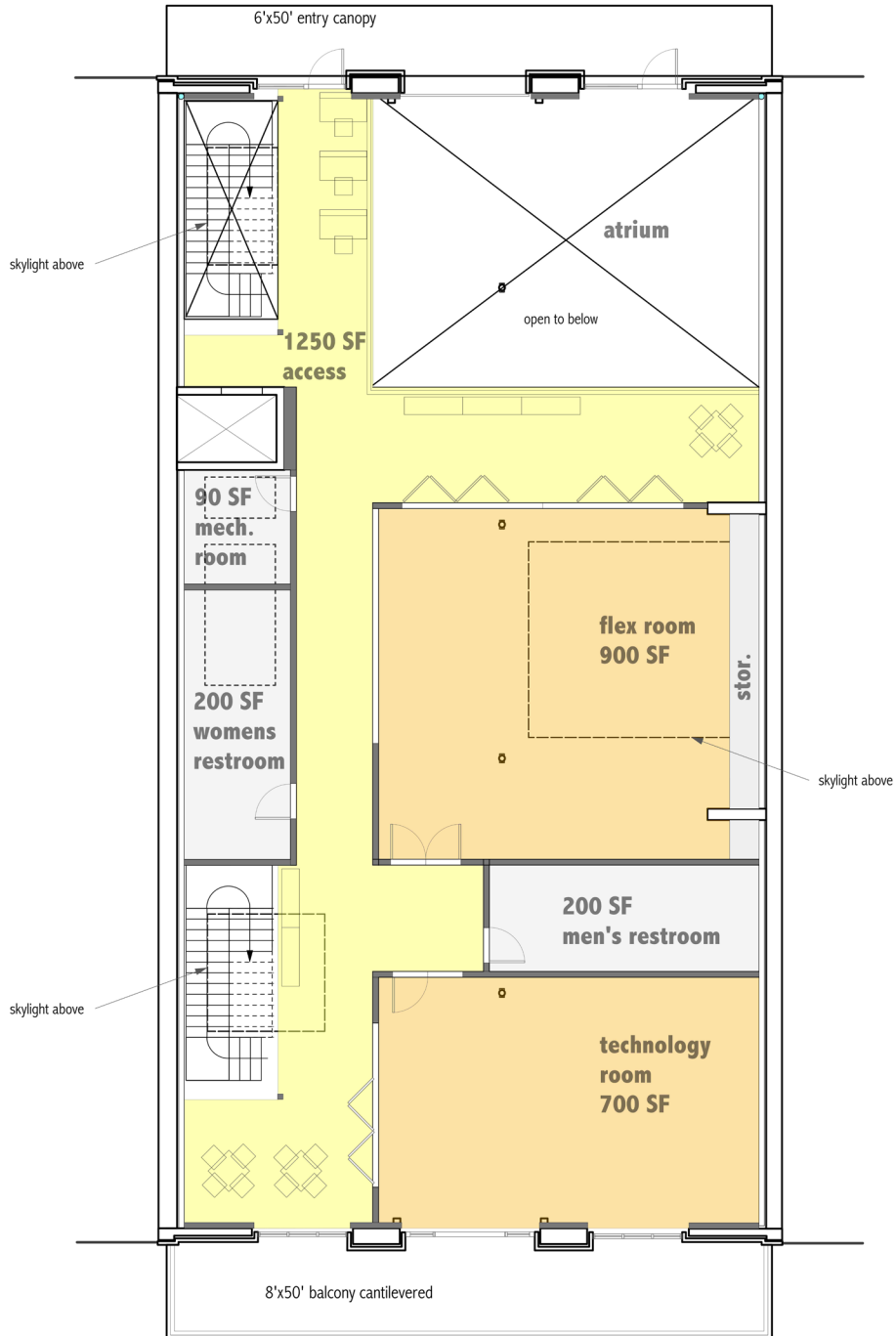
CONCEPT MODEL 1: NEIGHBORHOOD ACTIVITY CENTER

Proposed Lower Floor Plan



CONCEPT MODEL 1: NEIGHBORHOOD ACTIVITY CENTER

Proposed Upper Floor Plan



CONCEPT MODEL 2: BUSINESS INCUBATOR

This model provides one possible incubator concept for a Business and Studio Arts Mixed-Use project.

INTRODUCTION

This concept for a business incubator with a studio arts focus builds on the existing energetic and dynamic small business community in downtown, and has the potential to have the highest level of economic impact and diverse, business growth for the community. This is an innovative concept that has the opportunity of drawing a wide range of users to the downtown.

A business ‘incubator’ is broadly defined as a comprehensive business program targeted towards startup and early stage firms with the goal of improving their chances to grow into healthy, sustainable companies.

The selection of this concept would directly support community interests in economic vitality with focus on start-up, micro-enterprise and connections with established entrepreneurs. Thirty-three percent of in-depth respondents support quality office space and incubator space.

Marketek’s research indicates that Woodburn has a growing population and employment base, and a large number of Latino and other entrepreneurs who are in great need of business support services. With interest shown by organizations such as MicroEnterprise Resources, Initiatives and Training (MERIT) in Woodburn, the area is poised for this type of Business Incubator Use. Chemeketa College would also be a logical potential partner to approach. The return on investment (ROI) in the form of new businesses being launched and increased job opportunities in the City of Woodburn exist. This would also mean the tax base increases.

Government subsidies for well-managed business incubation programs represent strong investments in local and regional economies. Research has shown that for every \$1 of estimated public operating subsidy provided by the incubator, clients and graduates of the National Business Incubation Association (NBIA) member incubators generate approximately \$30 in local tax revenue alone. Additional benefits identified by the NBIA indicate a ROI in the form of an increased tax base as businesses are incubated and launched. NBIA members have reported that 84% of incubator graduates stay in their communities.

The greatest challenge to this concept is how to make the incubator project economically viable and self-sustaining. This concept incorporates a market-rate restaurant/café space and retail spaces for lease at the ground level to offset operating costs and provide some income, approximately \$45,000/yr. This income is projected, but will depend on partner/operator. (See Supporting Documentation, Net Operating Income for Concept Model 2: Business Incubator, page 73).

Incubators with an industry focus often have a greater chance of success, whether high tech, food production related, or studio arts related. While it is beyond the scope of this assignment to identify specific prospects/ candidates for a Woodburn incubator, for the purpose of developing this program, the potential for a Studio Arts focused incubator was explored with stakeholders who are working locally with, and understand, the perspective of artists. Marketek’s research indicates that there are a relatively large and growing number of artists in Woodburn and that downtown would benefit from and draw people to an arts/culture destination. Some envision a multi-purpose arts incubator with visual arts, music and dance/theatre. Others are more focused on an incubator focused on visual arts. All agree that a retail coffee shop and arts cooperative on the ground floor would be beneficial. A common workspace, artist lockers and numerous artist studios would be other key characteristics. Costs would need to be kept low per artist (<\$250/month.)

CONCEPT MODEL 2: BUSINESS INCUBATOR

Key Demographic Indicators

As background to understanding the overall marketplace in Woodburn, the information that follows provides a snapshot of population characteristics in a 10 and 20-minute drive time. Important facts include:

- Population growth in the market areas is strong, above the state average.
- Median household incomes in both market areas are below the state average.
- Average age is significantly lower than the average for Oregon overall.
- The Hispanic/Latino population is significantly higher (nearly 4 times as high in the 10-minute market area) than the state as a whole.
- Educational attainment is higher in both market areas looking at population with a high school degree or greater.
- Oregon Employment Department reports that in 2011 Woodburn was home to 584 establishments and 8,132 workers. The largest sector by employment was retail trade, comprising approximately 25% of total employment.
- Woodburn's small business marketplace demonstrates good growth. Total covered employment in Woodburn in 2011 was 8,132, increasing 8.8% from 7,098 in 2003. From 2010 to 2011 employment in Woodburn grew almost 3% compared with Marion County, which lost 1.2% and to Oregon, which grew by 1.2%. Employment growth in Woodburn has also outpaced Marion County and Oregon since 2003.
- Over a nine year period (2002-2011), the total number of reporting business units in the Woodburn zip code grew from 534 to 579. In 2011, 46% of all establishments were very small businesses with 1 to 4 employees.

Of special importance to the potential for a business incubator is the concentration of Latinos in the Woodburn area. A new report from the Kauffman Foundation states that nearly 20% of U.S. residents who opened new businesses in 2012 were Latinos. The new study says that even though entrepreneurship has declined in numbers nationally, the amount of Latino entrepreneurs has doubled since 1996. The Latino rate is higher than the rate for African-Americans, Asians and Whites.

WOODBURN DEMOGRAPHIC SNAPSHOT			
2012			
Demographic Indicator	Local Market Area 10 Minute Drive Time	Greater Market Area 20 Minute Drive Time	State of Oregon
Population			
2012 (estimate)	33,273	166,260	3,899,159
2017 (forecast)	34,889	172,207	4,063,119
Avg. Ann. % Change ('00 to '12)	1.58%	1.30%	1.16%
Avg. Ann. % Change ('12 to '17)	0.97%	0.72%	0.84%
Households			
2012 (estimate)	10,109	58,660	1,542,736
2017 (forecast)	10,605	60,815	1,617,261
Avg. Ann. % Change ('00 to '12)	1.66%	1.37%	1.31%
Avg. Ann. % Change ('12 to '17)	0.98%	0.73%	0.97%
Average Household Size	3.24	2.79	2.47
Median Household Income	\$39,052	\$45,174	\$47,661
Median Age (Years)	31.6	33.8	38.7
Race & Ethnicity			
Percent White Alone	61.9%	73.7%	83.1%
Percent Other Race/2+ Races	38.1%	26.3%	16.9%
Percent Hispanic	55.5%	32.4%	12.3%
Educational Attainment (2005-2009)			
No High School Diploma	35.3%	21.6%	37.1%
High School Diploma/Some College	47.0%	50.4%	45.7%
Associate Degree	6.0%	8.2%	5.5%
Four Year Degree or More	11.7%	19.8%	11.7%
Source: ESRI BIS			

Woodburn Demographic Snapshot, 2012
Local & Greater Market Area and State
(See Supporting Documentation for full size, page 70.)

CONCEPT MODEL 2: BUSINESS INCUBATOR

Research

Marketek interviewed representatives of key organizations with their fingers on the pulse of the local entrepreneurial climate. These include: MERIT, NEDCO, Chemeteka's SBDC and Chemeteka's Center for Business and Industry, PCUN, Woodburn Arts and Communication Academy and an entrepreneur support consultant working with several organizations in Woodburn. In addition, Marketek reviewed the 2012 report (Woodburn) *Latino Small Business and Downtown Development*, prepared by the University of Oregon Economic Development Administration Center.

Key themes of the interviews follow:

- The needs and interests of Latino business owners related to business assistance are significant and include: access to capital, access to mainstream financial services, culturally-specific business technical assistance and financial capability training.
- The need for hands-on business support has been observed over a long period of time and is deemed to be high, based not only on the research and field work of the University of Oregon, NEDCO and MERIT, but also the local banking community and the Woodburn Chamber of Commerce.
- There is strong support for entrepreneurial and small business support services.
- While demand is strong, business incubators are often not self-sustaining and require a base of at least three years of financial support.
- Downtown Woodburn is an excellent location for business support services and/or an incubator. It is the 'calling card' for tourism and new industry and is also home to a large concentration of micro enterprise.
- Ideally, an incubator in the Association Building would have some ground floor retail presence - possibly arts/crafts or café - and leave at least 50% or more space for entrepreneurs.
- Incubators with an industry focus often have a greater chance of success. Woodburn may have potential for an arts and crafters incubator that includes workspace, locker room and retail storefront.
- A strong network of business assistance organizations exist in the Woodburn area to support start-ups and early-stage businesses.

Both NEDCO and MERIT have explored Latino-focused business services. At this time, NEDCO's proposal for a business assistance program, called the Siembra tu Futuro, is not active. MERIT, however, has worked on its plan to serve the start-up/micro business community for well over a year and is initiating a technical assistance program with a full-time staff member in 2013, based at the Farmworker Housing Development Corporation offices. They will begin with an office, work area and classroom, but no incubator space. They hope to serve 50 clients in the first year of operation. MERIT staff commented that they would really like to be based in the downtown area, and over time they envision having a physical incubator location.

Strong potential partners and institutions already exist in downtown Woodburn and in the mid-Willamette Valley. In the Concept Model, our team has identified organizations for potential partnerships who have expressed interest in Woodburn. A strong incubator partner is crucial to help launch and manage this type of project.

The full *Business Incubator* report can be found in Appendix D.

CONCEPT MODEL 2: BUSINESS INCUBATOR

Building Program and Concept

For the purposes of defining a portion of development programs for the *Business Incubator Concept*, Marketek consultants analyzed the Woodburn market and existing business incubators in the State of Oregon. In addition to small business assistance needs being an integral part of the programming, smaller scale office, retail and studio artists' space needs were identified. For this model the assumption is a studio artist would be as business oriented as any other entrepreneur starting up their business. This mix of users would create a platform to provide support, foster ideas, and collaboration between incubator participants.

- Smaller-sized studio/office spaces for start-up studio arts businesses at a reduced cost.
- Café/Restaurant helps draw visitors to the building, helps activate the Downtown Plaza and provides market rate revenue for building owner/partner.
- Indoor gallery and exhibition space
- Retail at Front Street

Findings Supporting Concept

Existing Building and Site Assessment

- Existing synergies: Downtown building location and adequate size.
- Builds on existing energetic and dynamic small business community.

Community Engagement Process

- 33% of in-depth respondents support quality office space and incubator space.

Market Overview

- Woodburn has a growing number of artists and the downtown would benefit from and draw people to an arts destination.
- Business, retail and studio arts mixed uses in proposed small scale incubator spaces (office/studio and retail) could help diversify the business, retail and office base currently in the downtown. The office/studio spaces shown in the floor plans could be shared by multiple users, or if desired, walls could be opened up in-between the spaces to make larger spaces.

Cost Analysis

Government subsidies for well-managed business incubation programs represent strong investments in local and regional economies. Research has shown that for every \$1 of estimated public operating subsidy provided to the incubator, clients and graduates of NBIA member incubators generate approximately \$30 in local tax revenue alone. NBIA members have reported that 84% of incubator graduates stay in their communities. ROI to the City would be in the form of increased tax base as businesses are incubated and launched.

This model presents an opportunity for public and private use and collaboration, and can help limit the financial risk and longer-term building ownership for the City.

CONCEPT MODEL 2: BUSINESS INCUBATOR

BUSINESS INCUBATOR - STUDIO ARTS	
CONCEPT #2	
City Paid to Date	approx. \$850,000
Estimated Costs for Business Incubator CONCEPT	\$2.6 million
Potential Net Yearly Operating Income	\$45,000
City Transfers Ownership to Non-Profit or Retains Ownership	\$ TBD

Potential Leader

City of Woodburn. MERIT or a Studio Arts/Craft Guild non-profit.

Great marketing opportunity for downtown draw and high level potential for economic development.

Potential Partners

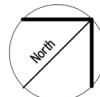
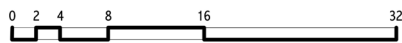
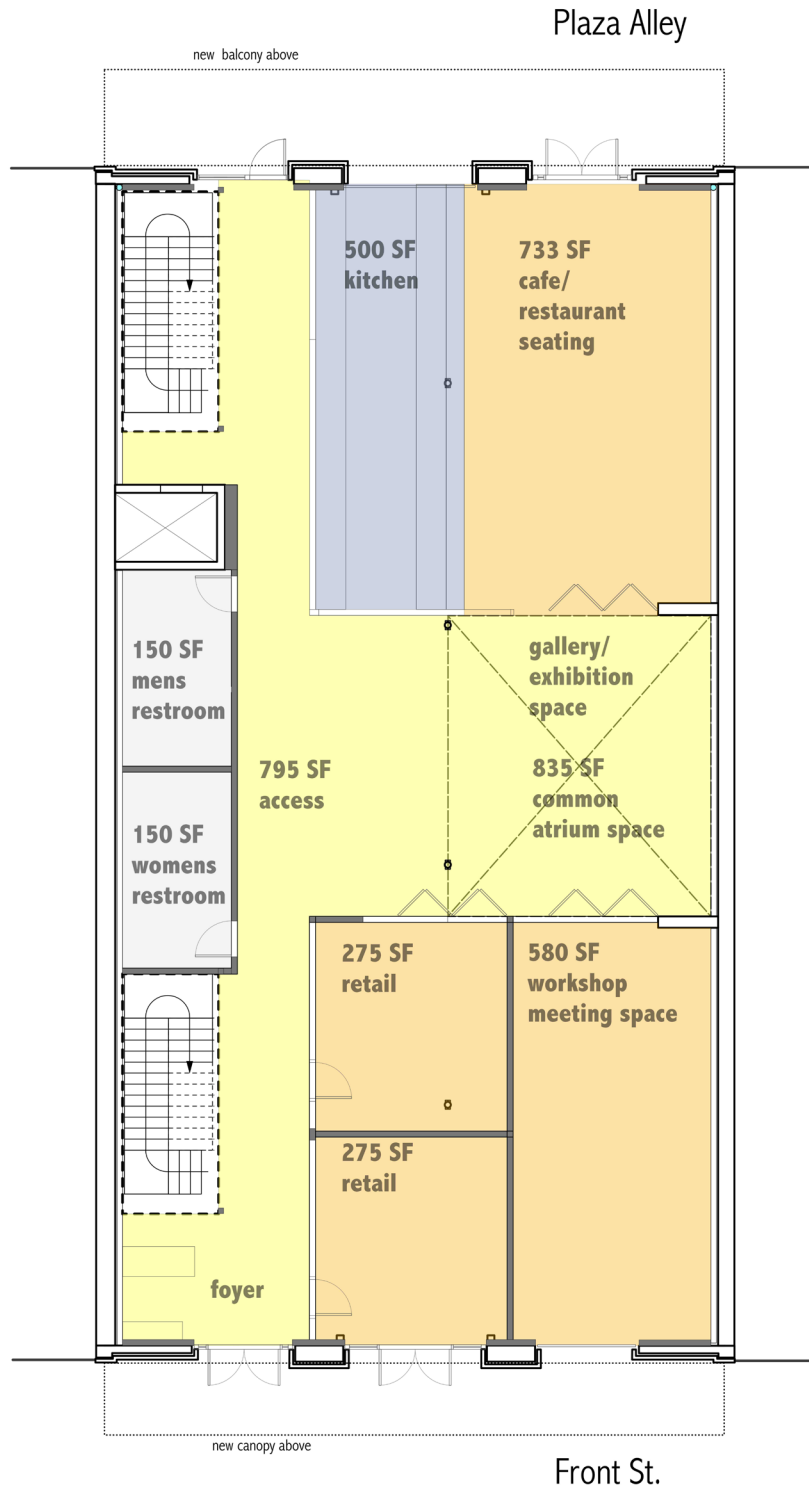
MERIT, an arts non-profit, and Chemeketa in collaboration with UO/ OSU/ WOU.

In this partnership scenario, the City of Woodburn would work with a nonprofit or for-profit partner. The City would work with a partner to manage the building and tenants, to supervise start-ups, and to fill all of the spaces. In the case of a non-profit partner, ownership could eventually be transferred to minimize the City's financial exposure.

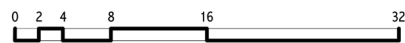
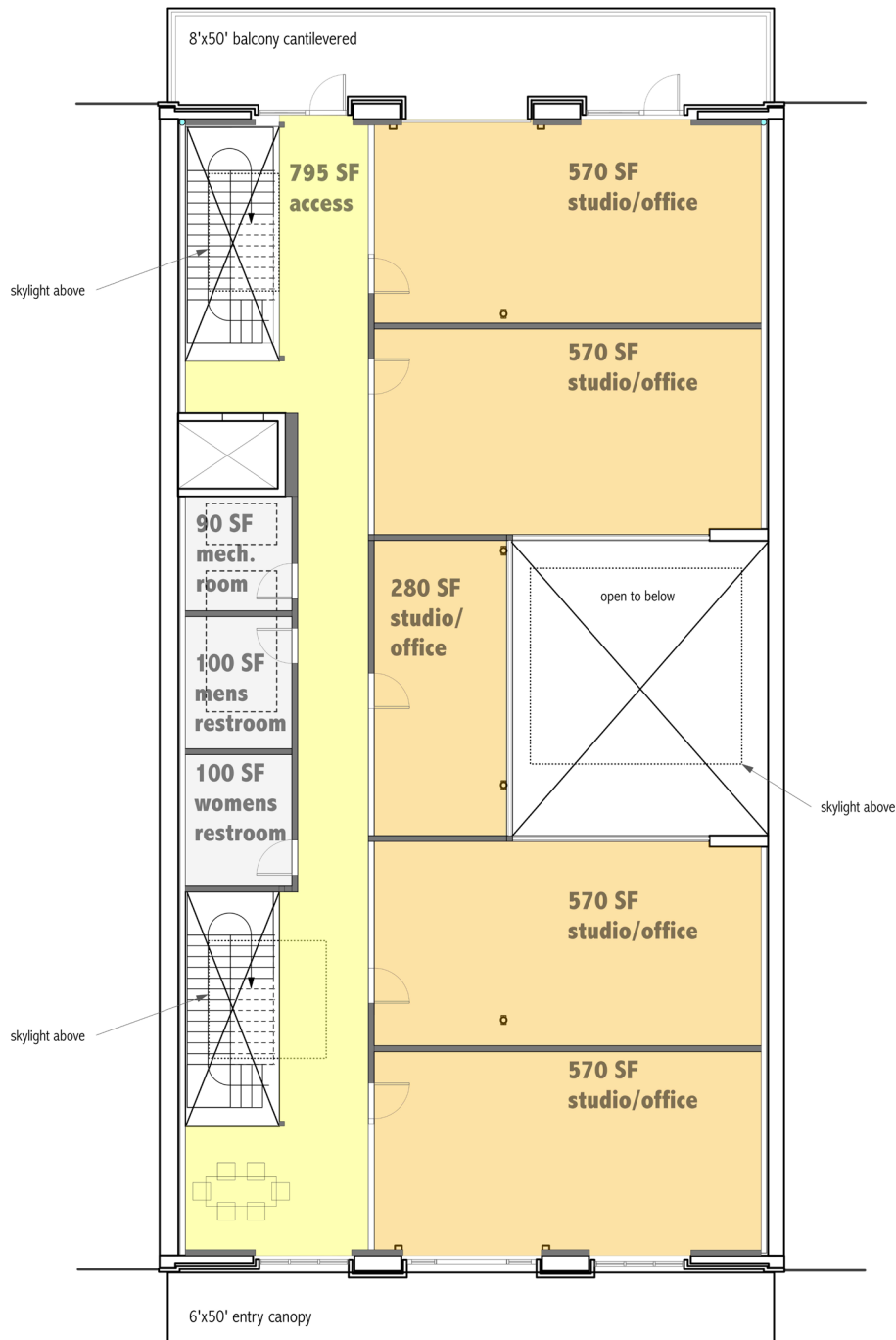
Next Steps

- 1) Identify potential partners that support the incubator concept
- 2) Prepare development package and partnership outline for potential partner
 - City pays for or completes base building upgrades
- 3) Organize an Incubator Planning Team and create a business/marketing plan
- 4) Portland has examples of art studios and cooperative space that should be researched if the arts emphasis become a focus, including: Open Studios, North Coast Seed, 100th Monkey Studio and several others.

CONCEPT MODEL 2: BUSINESS INCUBATOR PROPOSED LOWER FLOOR PLAN



CONCEPT MODEL 2: BUSINESS INCUBATOR PROPOSED UPPER FLOOR PLAN



CONCEPT MODEL 3: MICRO BREWPUB/BEVERAGE DISTILLERY

This model provides an option for a privately owned Micro Brewpub or Beverage Distillery project that could attract both tourists and residents as a destination and provide a marketing opportunity for the City of Woodburn.

INTRODUCTION

This concept would increase the diversity of the types of restaurants downtown, bringing more people downtown without competing with existing businesses. At the current time, there would be little to no direct competition as there is a microbrewery/distillery market gap in the area.

Residents surveyed during the community engagement period consistently indicated their strong interest in some of type of entertainment use downtown. A microbrewery/distillery would, in an informal way, meet this need. Additionally, 10% of intercept respondents support a pub or restaurant use and there was strong community support for more diverse food choices downtown.

Many models for modern brewpubs are destinations for residents, are community oriented and provide family-friendly programming and environments. Many breweries and distilleries, with restaurants and restaurants in general, rely heavily on families and groups frequenting their establishments, and often offer tours and tastings to attract additional visitors. This concept would also provide more family oriented uses in the downtown, an interest expressed by the community.

This concept could highlight and showcase Woodburn's rich agricultural history and current culture, providing additional economic and marketing opportunities for its businesses and residents. Woodburn's community and the Willamette Valley support a robust growing operation that includes renowned wine grapes, berries, hops, grass seed, horticultural landscape stock, and conventional and organic farming operations. The Willamette Valley is the second largest hops producer in the world and Woodburn was once known as the "Berry Capital of the World".

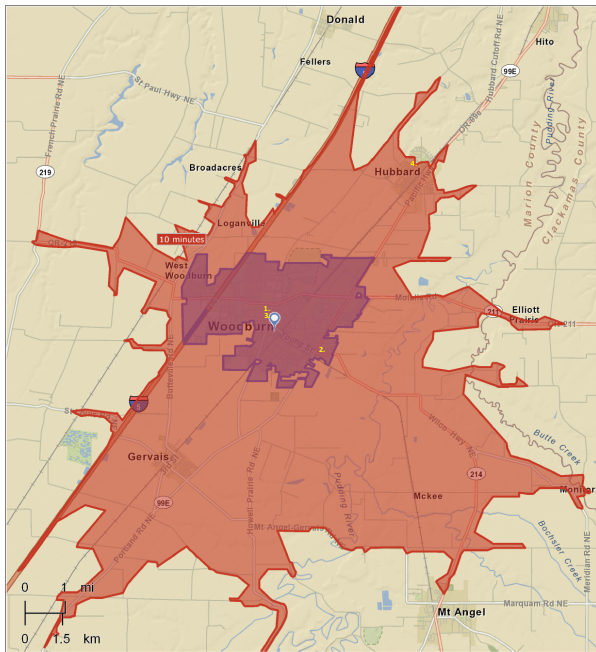
Privately-owned micro brewpub and distillery businesses, most recently the new Ft. George Brewery and Pub in Astoria and the Pelican Brewing Company taproom expansion in Tillamook, have been adept at leveraging private and public financing for start-up businesses and expansions that provide job growth and minimize risk to private and public investors. City Urban Renewal Agencies have provided public investment for these types of projects in Oregon through property subsidies, forgivable loans and grants, and/or monies for feasibility studies. The Governor's Strategic Fund has provided additional, forgivable loans for businesses as a way to support economic and community development. In this concept, the City would sell the building, but maintain some control over the way the building would be used. If interest by a distiller or brewer is expressed, they would bring their own market data based on their business plans. (See Supporting Documentation, Micro Brewpub and Beverage Distillery list of examples, page 69.)

CONCEPT MODEL 3: MICRO BREWPUB / BEVERAGE DISTILLERY

Key Demographic Indicators

For the purposes of defining the development opportunity for a brewpub project, Marketek consultants analyzed an area within a 10 minute drive time from the downtown. Shown on the driving time map are businesses deemed okay for a beer and burger – more like sports bars. No brewpubs exist. In nearby Silverton, there is one brewpub, Seven Brides Brewing, and in Mt. Angel, there are brewing companies such as Mt. Angel Brewing Company and Mt. Angel's Benedictine Brewery. These are outside the 10-minute drive time – a standard local convenience market, as defined by market research.

Eating Establishments Within 10-Minute Driving Time Map:



1. Rumors Bar & Grill – 327 N Pacific Hwy, Woodburn
2. Raven Inn – 262 N Pacific Hwy, Woodburn
3. End Zone – 960 S Pacific Hwy, Woodburn
4. Hubbard Inn – 3389 3rd Street, Hubbard

Research

Craft beer has a huge economic impact in Oregon. According to the Oregon Craft Beer Association, the economic impact of craft beer in Oregon follows:

- Oregon's brewing companies employ 6,400 full and part-time employees - up 900 jobs over 2011.
- There are currently 137 brewing companies, operating 175 brewing facilities in 59 cities in Oregon.
- Total economic impact from the beer industry is \$2.83 billion for Oregon's economy plus the industry employs 29,000 people.
- Oregonians consumed 2.79 million barrels of beer in 2012, and of that, more than 17% or 483,400 barrels of the total beer consumed in Oregon, was made in Oregon, which is up 12.8% over 2011. US craft beer consumption is 6.5% by volume.
- Oregon's brewers made 1.296 million barrels of beer in 2012; up 11% over 2011.

CONCEPT MODEL 3: MICRO BREWPUB / BEVERAGE DISTILLERY

- It's estimated that 47% of all draft beer consumed in Oregon is brewed in Oregon.
- There are currently 51 breweries in Portland, 69 in the Portland Metro Area, 15 in Bend, and 10 in Eugene.

Additionally, we compiled a list of brewpub examples in the Portland Metro Region and the Mid-Willamette Valley. These examples illustrate that the model for a local brewpub with a restaurant/ café, of 4,500– 10,000 sf in size, is common. (See Supporting Documentation, Micro Brewpub and Beverage Distillery list of examples, page 69.)

Building Program and Concept

We used the square footage and operations information generated from our research to help inform the floor plan layouts and proposed program for a future micro brewpub/distillery user.

- Micro Brewpub/Distillery (anchor tenant) provides a downtown entertainment venue and diversifies restaurant options: the program includes Brewpub production, café/restaurant, bar, outdoor balcony with views to the plaza and a retail space.
- Café/Restaurant and outdoor seating helps activate the Downtown Plaza.
- Retail at Front Street complements existing businesses.

Findings Supporting Concept

Existing Building and Site Assessment

- Good location with adjacent plaza for outdoor seating and Front Street retail activity
- Existing building size and open shell good fit for a micro brewpub

Community Engagement Process

- An entertainment use was identified as a strong interest in the Community Engagement Report
- 10% of intercept respondents support a pub or restaurant use and there was strong community support for more diverse food choices downtown

Market Overview

Marketek estimates that over the next 5 years, as Woodburn continues to grow, demand for restaurant and entertainment space will increase by 7,000 square feet from the local resident market (10 minute drive time). A brewpub can attract local residents, as well as visitors from the wider Mid-Willamette Valley region and tourists. By 2018, demand for restaurant and entertainment in Woodburn's greater market area (20 minute drive time from downtown) will increase by 42,000 square feet of space, indicating support for additional dining establishments. (See Supporting Documentation, Woodburn Retail Market Analysis, pages 71 and 72.)

A brewpub would diversify the business and restaurant base currently downtown and provide more diverse eating choices, along with family and entertainment opportunities. (See Supporting Documentation, City of Woodburn Downtown Walking Map and Existing Businesses, page 75.)

CONCEPT MODEL 3: MICRO BREWPUB / BEVERAGE DISTILLERY

Cost Analysis

City Urban Renewal Agencies have provided public investment for these types of projects in Oregon through property subsidies, forgivable loans and grants, or monies for feasibility studies. The Governor's Strategic Fund has provided additional, substantial forgivable loans for businesses to support economic and community development. If interest was expressed by a brewery or distillery, they would need to complete their own business plans and market research.

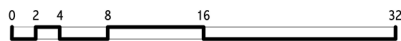
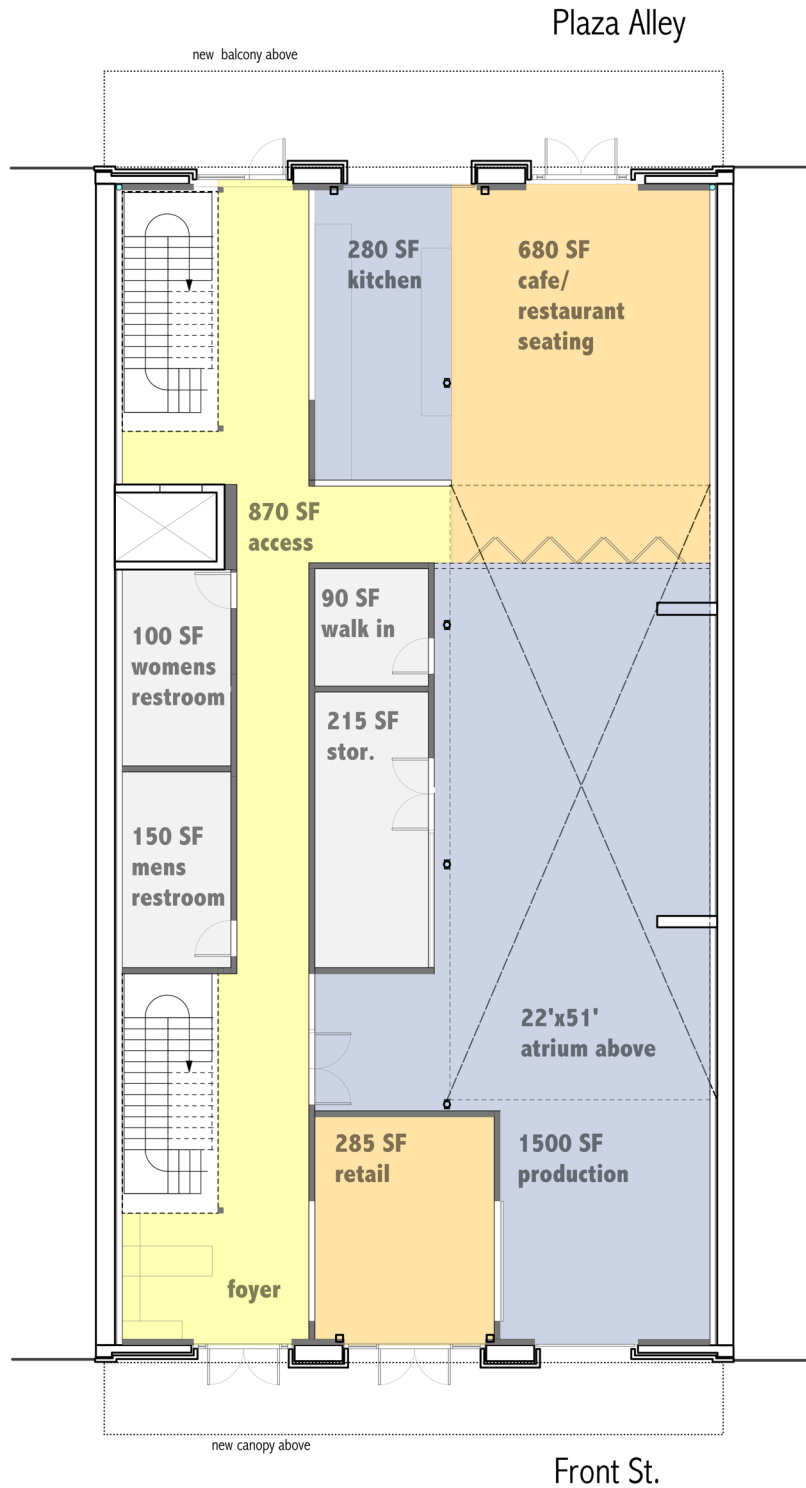
MICRO BREWPUB / BEVERAGE DISTILLERY	
CONCEPT #3	
City Paid to Date	approx. \$850,000
Current 2012-13 Real Market Value per Marion County Tax Assessor	\$535,000
City Pays for Baseline Build-Out	\$600,000
City Gets New Appraisal Based on Baseline Build-out	\$ TBD
City Sells to Private Entity	\$ TBD

Next Steps

- 1) The City or consultants would need to further investigate and contact existing brewpubs/identify potential brewery/distillery start ups to determine interest in expanding/locating to Woodburn. (See Supporting Documentation, Micro Brewpub and Beverage Distillery list of examples, page 69.)
- 2) This concept model would likely require the City to provide/develop a set of Development Guidelines to help ensure that the future owner would provide cultural sensitivity and community benefit (jobs, local ownership, suppliers, facility sharing, meeting space, etc.)

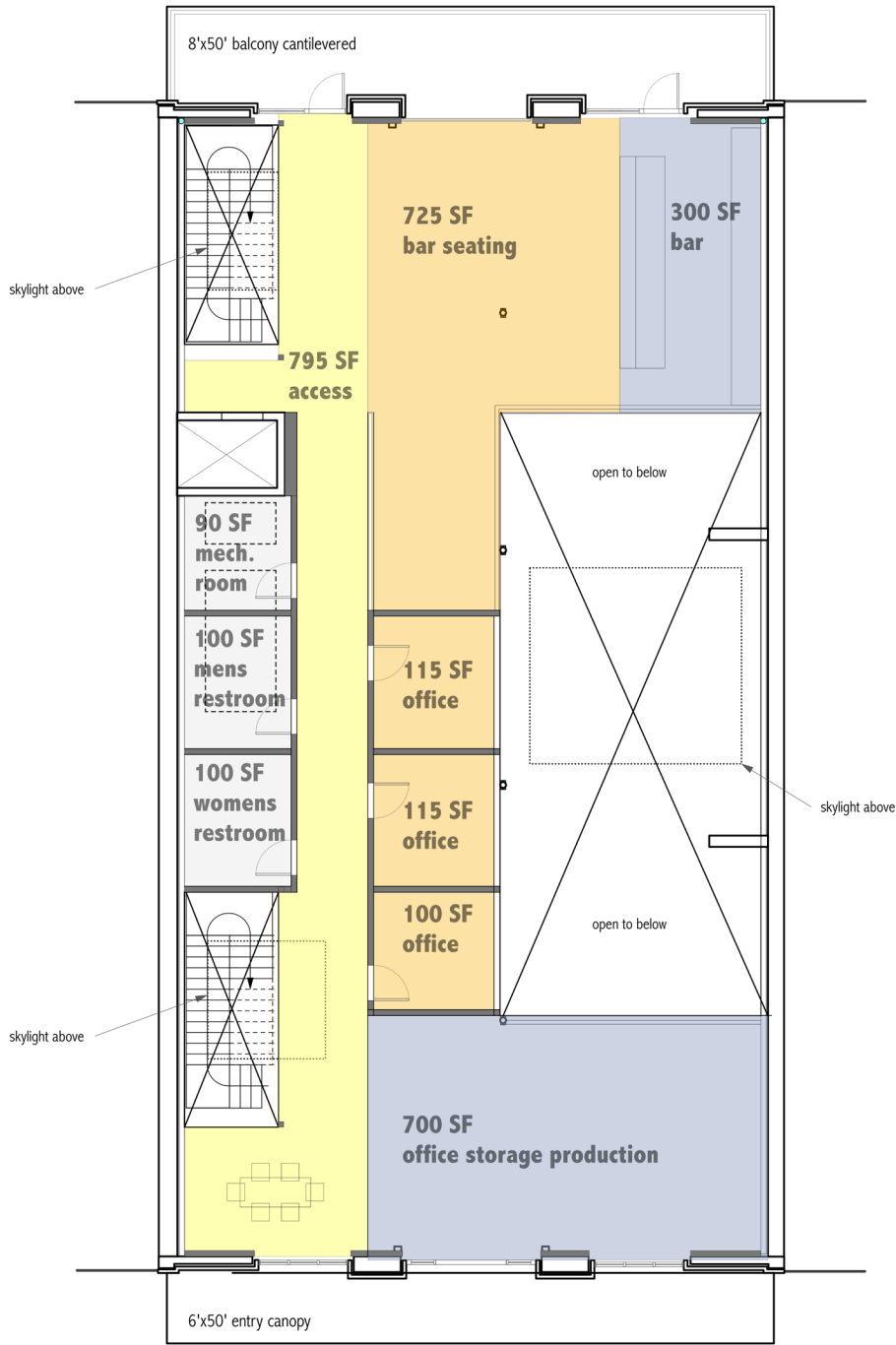
CONCEPT MODEL 3: MICRO BREWPUB / BEVERAGE DISTILLERY

PROPOSED LOWER FLOOR PLAN



CONCEPT MODEL 3: MICRO BREWPUB / BEVERAGE DISTILLERY

PROPOSED UPPER FLOOR PLAN



OPTIONS TO SELL WITHOUT AN IDENTIFIED USE

In this model, the City funds baseline structural and building core/shell improvements for a market-ready building and sells the improved building, or sells the building as-is without a predetermined use.

INTRODUCTION

The majority of the assessed values for downtown properties fall in the \$50-100K and \$100-200K range. The \$535K assessed value for the Association Building is atypical. In the *Option to Sell without an identified use*, the City would make baseline building upgrades to a market-ready (occupiable) condition, have a new appraisal completed after the build-out and then, put it up for sale. With baseline upgrades completed, it is more likely the City would find an interested buyer than if the building was sold as-is. Alternatively, if the City did not want to complete the baseline upgrades at this time, the City could offer to provide the funds for these baseline upgrades as part of an incentive and development package for the sale of the building.

In the *Option to Sell as is*, the City would put the building up for sale in its current state. The building now is not legally occupiable, and if a buyer willing to make basic upgrades was not found, the building could continue to sit vacant for years.

Building Concept

Sale of building to private owner. Return property to tax rolls.

- Option A: City makes base building upgrades to market-ready (occupiable) condition, or provides funding/development package to buyer for basic building upgrades and shell.
- Option B: City sells as-is. Not an occupiable building. Could continue to sit vacant for an indefinite time period.

Findings Supporting Concept

Existing Building and Site Assessment

- Building would require additional work and investment into base building upgrades to be occupiable and market ready.

Community Engagement Process

- 32% of in-depth respondents support selling the building.

Market Overview

- If the building is sold as-is, without upgrades, it may continue to remain vacant and would be subject to market conditions.

Cost Analysis

- The City would not be financially responsible for the building and the success of any businesses or uses, after the sale of the property.
- The City will likely have a loss on the sale, given the existing condition of the building and the current real estate market.

OPTIONS TO SELL WITHOUT AN IDENTIFIED USE

OPTION TO SELL WITH BASELINE BUILD-OUT	
Baseline	
City Paid to Date	approx. \$850,000
Current 2012-13 Real Market Value per Marion County Tax Assessor	\$535,000
City Pays for Baseline Build-Out	\$600,000
City Gets New Appraisal based on Baseline Build-Out	\$ TBD

OPTION TO SELL AS-IS	
City Paid to Date	approx. \$850,000
Current 2012-13 Real Market Value per Marion County Tax Assessor	\$535,000
City Completes New As-Is Appraisal	\$ TBD

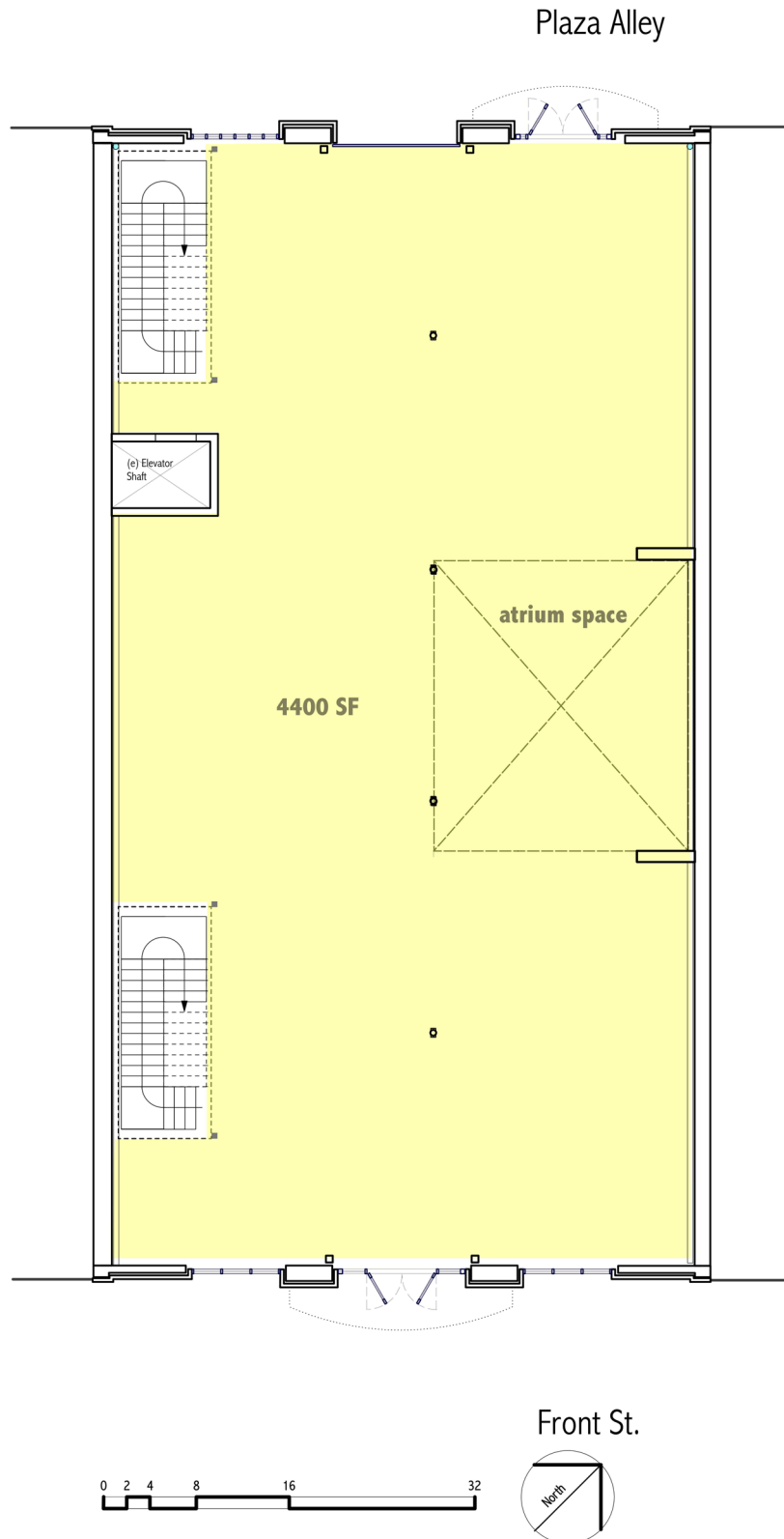
Potential Leader

City of Woodburn.

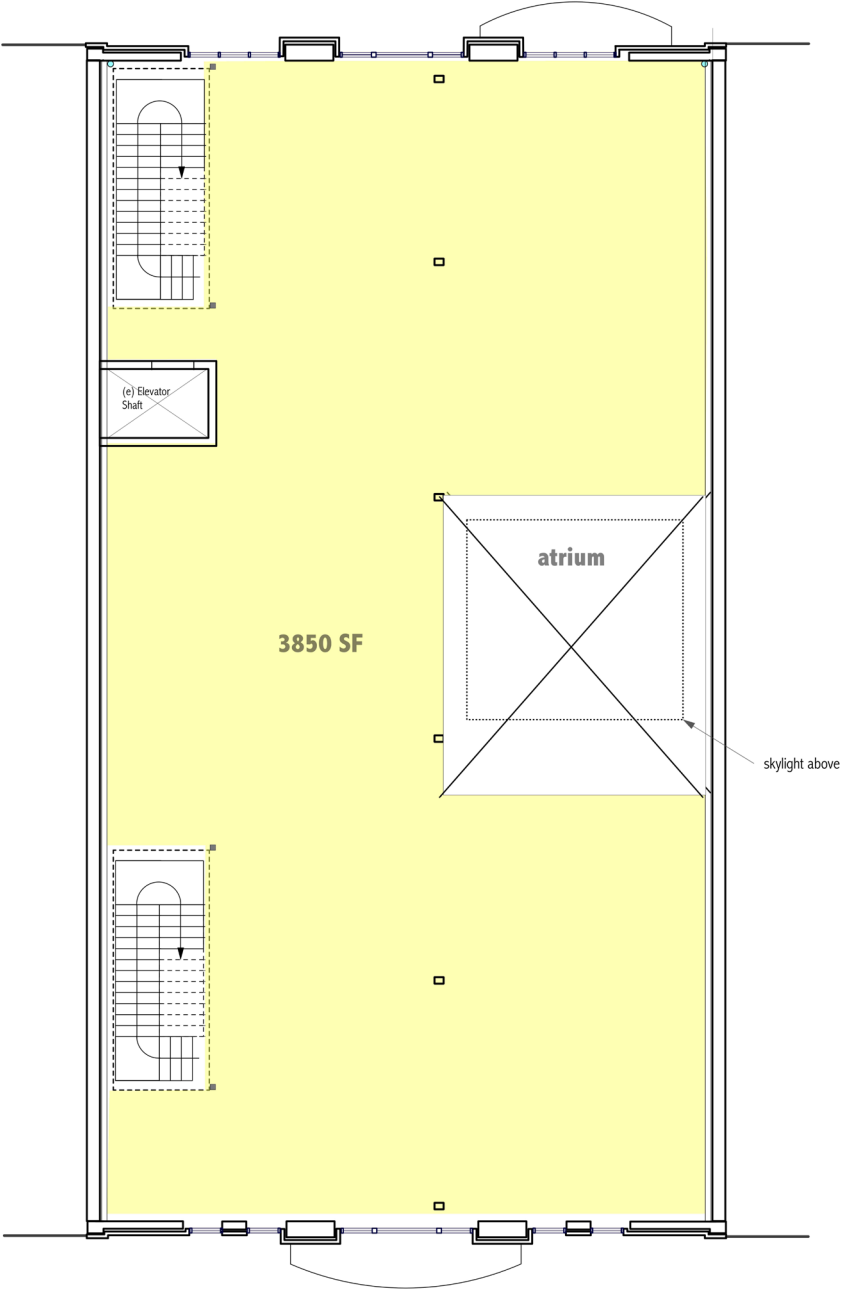
Next Steps

- 1) The City would need to either seek a commercial real estate building appraisal or work directly with a commercial real estate broker to determine a sales price as-is, or what the best sales price would be if baseline, market-ready improvements were completed by the City.
- 2) If determined to be viable, the City would make the initial building-wide infrastructure improvements and build-out required for a “soft shell”. The City would provide a market-ready building available to be purchased by a private entity. Even though this would require the City to provide an initial outlay of funds, this would bring the building up to a usable shell.
- 3) The City would then sell at a fair market price, with the intention of the building being immediately occupiable in the near future.
- 4) This concept model would likely require the City to provide/develop a set of development guidelines to help ensure that the future owner would provide the uses and amenities targeted by the City for this site.

OPTIONS TO SELL WITHOUT AN IDENTIFIED USE
PROPOSED LOWER FLOOR PLAN



**OPTIONS TO SELL WITHOUT AN IDENTIFIED USE
PROPOSED UPPER FLOOR PLAN**



DESIGN ATTRIBUTES

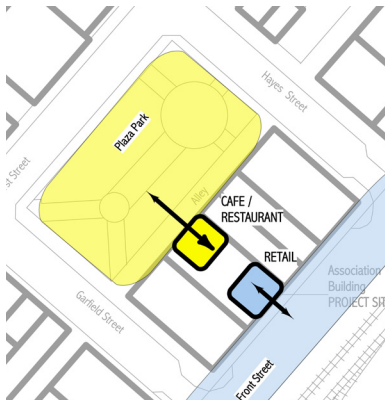
Association Building Feasibility Study for the City of Woodburn, Final Report, 7 January 2014

DESIGN ATTRIBUTES

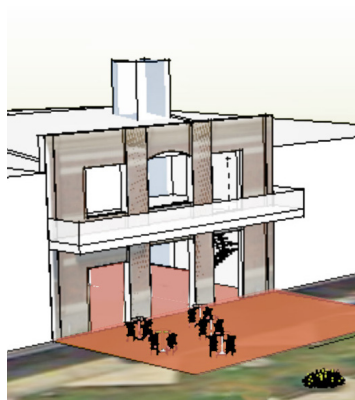
The proposed attributes of the overall building designs and concepts are informed by the Association Building's existing site and building characteristics.

PHYSICAL ADJACENCIES & EXISTING SYNERGIES

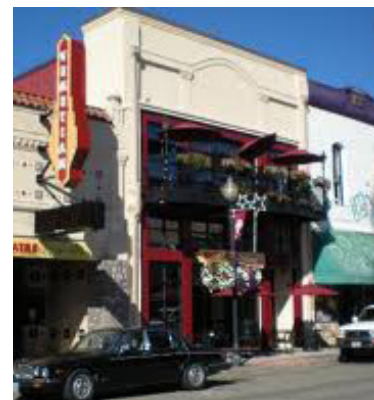
Proposed building programs in Concept Models 1-3 activate the Plaza by locating a café/restaurant or building commons space on the Plaza side of the building and/or retail spaces on the Front Street retail corridor. These programs and a proposed second floor balcony at the Plaza and a canopy facing Front Street strengthen the physical adjacencies and existing synergies between the Association Building and the adjacent Downtown Plaza and retail activity at Front Street.



Site plan showing proposed building program locations



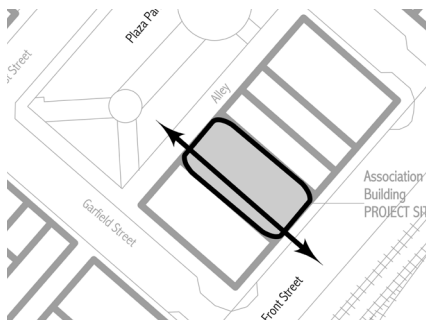
Proposed café building program and outdoor seating at Plaza



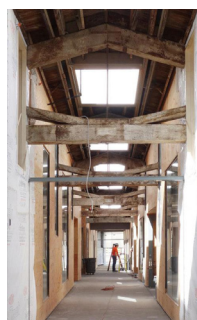
Balcony, Case Study example from Venetian Theatre & Bistro redevelopment in Hillsboro, OR

PEDESTRIAN CONNECTION THROUGH BUILDING

All concepts and base building upgrades include a through building pedestrian connection, linking the Downtown Plaza and retail at Front Street with their activities and visitors through the Association building. This 'Indoor Street' could be used year round and act as an additional draw to the building.



'Indoor Street' linking Front St & plaza



'Indoor Street' example in Portland, OR



Proposed 'Indoor Street' linkage and views through building

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SUSTAINABLE DESIGN

Association Building Feasibility Study for the City of Woodburn, Final Report, 7 January 2014

SUSTAINABLE DESIGN

Preserving the Association Building, instead of demolition after it was damaged in the earthquake, has already reduced the structure's environmental impact. The adaptive re-use of the building lends itself well to a new, high level of "ecological design integration", as the existing building has little remaining infrastructure as a limitation to improvement. Our team recommends strong environmental goals be integrated into the next steps of the project.

The requirements for life, safety and accessibility, structural and functional systems, and building components tie directly to potential synergies and creative opportunities for a green redevelopment project that can be explored in the next phase. Design concepts assume a high level of indoor air quality for all tenants and users, allow for natural and borrowed day lighting into the building and tenant spaces, and enhance connections between mixed uses within the building.

This project can build on other sustainable and innovative environmental approaches the City of Woodburn has completed. The City of Woodburn's wastewater treatment facility, nationally recognized, irrigates a City-owned poplar tree farm. This innovative facility uses trees to absorb treated wastewater through phytoirrigation, especially during months of July and August to reduce discharges to surface water.

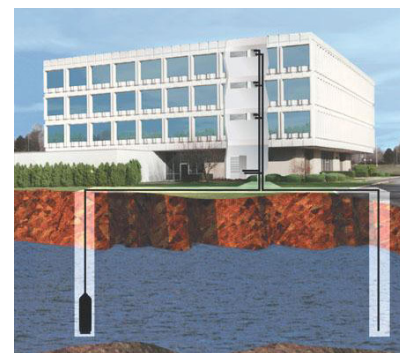
The high water table in this area of downtown could be a great benefit to one type of space conditioning system, using this system to help cool and heat the building via a ground source heat pump system.

Stormwater from the Association Building roof could be directed towards the Plaza for a water feature and to demonstrate stormwater strategies for the downtown area, infiltrated into the ground. The level topography of the area, the taller height of the Association Building, and the southwest orientation of the roof allow for excellent solar access and potential for on-site energy generation from solar photovoltaics (or solar thermal systems) to reduce the utility and operational carrying costs of the building. Available tax rebates and credits can help support acquiring these systems. Power production from these systems could also help subsidize functions in the Downtown Plaza.

Whereas a goal of the project might not necessarily be to reach a LEED certification (a national standard), environmental and sustainable strategies could be assessed as part of the process in upcoming phases. If environmental upgrades were made up front, they would benefit the project long term: saving on overall operational costs, contributing to healthy indoor environments, conserving energy and water, and reducing the environmental impact of the project over its life cycle.



City of Woodburn's innovative 'phytoirrigation' facility



Ground source heat pump example

FINDINGS

Association Building Feasibility Study for the City of Woodburn, Final Report, 7 January 2014

This feasibility study for the adaptive reuse of the Association Building focused on the primary working goals of creating a community-oriented, iconic building that would become a source of pride and an integral component of the City of Woodburn that would be a model for other future renovations and upgrades in the downtown. The building has remained vacant since the 1993 earthquake and the City is interested in determining a range of options for the redevelopment of the building.

Concept Models 1 - 3 would be viable from a use standpoint.

Here are some questions to consider and ways to think about the concepts:

- Does the City want to prioritize a community use space?
- Does the City want to feature a project with an emphasis on business and economic development?
- Does the City want to find a good occupant for the building, with some economic benefit to downtown?
- Does the City want to continue to own the building?

Concept Model #1

If the City's main priority is to provide a community use, then Concept Model #1 which recommends a *Neighborhood Activity Center* is a good opportunity to meet an identified need.

This concept is modeled on historic, neighborhood-scale centers common in downtowns and neighborhoods across the country. Given the size of Woodburn and its demographics and median income, a moderately-sized neighborhood activity center would be financially feasible and practical for the community.

Next steps would include:

- Determining what programming, services and activities are best suited for this location
- Identifying potential nonprofit partners as anchor tenants
- Prepare development package & partnership outline for potential partner, including the City paying for baseline upgrades
- Review potential fundraising sources (use list provided by project team in Supporting Documentation, page 68, for reference)

Concept Model #2

If the City wants to focus on economic development and small business development, then Concept Model #2, a *Business Incubator*, is a good choice to spur new business development. This concept builds on the existing energetic and dynamic small business community in downtown and has the potential to have the highest level of economic impact and business growth for the community.

The greatest challenge to this concept is how to make the incubator project itself economically viable and self-sustaining. In addition to the subsidized incubation component of this concept, the model incorporates a market rate restaurant/café space and retail spaces for lease at the ground level to offset operating costs and provide some income.

Next steps would include:

- Contact potential partners and identify others that support the incubator concept
- Review potential fundraising sources
- Prepare development package and partnership outline for potential partner, including the City paying for baseline upgrades
- Organize an incubator core planning team
- Create a business and marketing plan

With Concept Models 1 and 2, the City could potentially recoup its \$850,000 investment over time. The City has made the choice to contribute \$850,000 to the preservation of this building in the past; these could be the same reasons to do so now.

Concept Model #3

If the City wants to find a good occupant with potential economic impact on the downtown, then Concept Model #3, for a *Micro Brewpub/Beverage Distillery* a privately owned business, would be a viable opportunity.

This Concept Model provides an option for a business that could attract both tourists and residents as a destination establishment and provide ample marketing opportunity for the City of Woodburn.

Next steps would include:

- Prepare development package and outline for potential occupant, including the City paying for baseline upgrades
- Review potential incentives
- Contact existing brewpubs/distilleries to determine interest in expanding to Woodburn.
- Identify a group/interested parties in the Woodburn area who might be interested in starting a new brewpub
- Develop a set of development guidelines to help ensure that the future owner would incorporate cultural sensitivity and community benefits as part of a development opportunity

Options to Sell without an Identified Use

If the City does not want to continue to own the building, the *Options to Sell* is the best choice. It is unlikely that the City's \$850,000 investment would be recouped with this sale, given the current RMV of \$535,000.

Actual sales price is to be determined if this option is chosen; asking or sales price may be less than investment amount.

If the City determines that the sale of the building is the way forward, then the City needs to recognize that the Association Building may continue to sit vacant until an interested buyer is identified.

FINDINGS

Next steps would include:

- Seek a commercial real estate building appraisal to determine an as-is sales price or a market-ready sales price
- Determine if the City will sell the building as-is, or if the City would sell as market-ready
- Make baseline upgrades if City wants to sell as market-ready

The proposed Concept Models are not directly comparable; there is no single best use. In deciding how to move forward, the City of Woodburn will need to weigh public good and the investment of public resources and funds with City and community goals, visions and plans for the downtown.

CONCLUDING THOUGHTS

In an effort to best answer the question, “How can the redevelopment be a model for future upgrades and redevelopment in the downtown area?”, a series of Downtown Assessment Maps were prepared by the City of Woodburn, working with the project team, for this project. These maps helped to provide information about the existing downtown context.

A majority of the existing buildings downtown were constructed in 1880-1929 and 1930-1979, prior to current seismic and building codes. Many of the challenges to redeveloping or renovating these buildings have been highlighted in the work for the Association Building feasibility study. These include unreinforced masonry structures, seismic upgrades required for certain uses, building and accessibility code upgrades, energy-inefficient enclosures, deferred maintenance, including reroofing and basic repairs, and lack of internal building infrastructure improvements. Substantial investments would be required to upgrade many of the structures or change their historic use. These costs could potentially inhibit options for redevelopment. The City should further investigate these potential challenges and identify programs and incentives to encourage redevelopment and/or building upgrades by private owners.

(See Supporting Documentation, Downtown Assessment Maps: Property by Year Constructed, page 77.)

Approximately 90% of downtown parcels are owned by local residents, the City of Woodburn and local institutions. Given the appropriate tools and incentives, property owners would have a vested interest in the successful redevelopment of downtown. (See Supporting Documentation, Downtown Assessment Maps: Owners By Location, page 78.)

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SUPPORTING DOCUMENTATION

Association Building Feasibility Study for the City of Woodburn, Final Report, 7 January 2014

CASE STUDIES - PROJECT SUMMARIES MATRIX

This page provides a summary of the subsequent Case Studies referenced for this project and information about the project location, public investment, ownership models, return on investment and applicability to the proposed Concept Models.

CASE STUDIES - PROJECT SUMMARIES					
OREGON CITIES	PROJECT	PUBLIC INVESTMENT	OWNERSHIP	ROI (RETURN ON INVESTMENT)	APPLICABLE TO CONCEPT #:
Astoria	Fort George Brewery and Pub	Low interest loans & storefront grants. State of OR forgivable loans. City issued project bonds and grants.	Private. Originally purchased by City for \$1m. Transferred to nonprofit at no cost.	Helped Downtown Redevelopment. Preservation of Historic structure.	3
	Liberty Theatre		Nonprofit. 501c3 Main Street. Transferred to nonprofit at no cost.	Helped Downtown Redevelopment. Preservation of Historic structure.	1, 2
	Red Building	Forgivable loans and grants for restoration.	Private. Sold to private developer w/ conditions to use as conference center.	Preservation of Historic landmark.	2, 3
Hillsboro	Venetian Theatre & Bistro	Property subsidies. Grant \$ for seismic, abestos removal, & facade improvements.	Private. Sold to private developer w/ conditions of use.	Helped Downtown Redevelopment. Preservation of Historic structure. Showed community City's stake in dwntwn.	2, 3
Independence	Business Incubator Program	City program.	City rented downtown space for program.		2
Jacksonville	Historic Buildings (4)	City purchased and/ or transferred to City ownership by County for preservation.	Public.	Preservation of Historic structures.	1, 2
La Grande	IOOF (Odd Fellows) / State Theatre Building	State Environmental cleanup grants & City facade improvement \$. Restoration to 'marketable condition'.	FOR SALE currently.	Preservation of Historic structure. Create viable opportunity for private developer.	2, 3
Oregon City	Old Liberty Theatre	URA forgivable loans.	Nonprofit. 501c3 Main Street. Transferred to nonprofit at no cost.	Preservation of Historic structure. Long-term viable project for nonprofit. Help Downtown Redevelopment.	1, 2
	Adaptive Reuse Case Study for Busch Furniture Bldgs	Feasibility study for redevelopment.	Private.		3
	Dev. Opp. Study for City owned vacant lot.	Development Opportunity study, package and potential design to attract private developers.	City owned vacant lot.	Help Downtown Redevelopment.	2, 3
Portland	Portland Mercado	City, State and Federal Grants for development and feasibility studies.	Nonprofit.	New business incubation.	2
Salem	Broadway Commons	Property subsidies. Grant for % of environmental cleanup.	Nonprofit. Sold to private developer/ nonprofit w/ conditions for uses.	Redevelopment of blighted area of City.	2, 3
	Church Street Condominiums	Property subsidies. URA paid for feasibility study. Subsidized loan for portion of construction.	Private. Provided space for some City facilities.	Help Downtown Redevelopment.	3
	East Pringle Innov. Center	Subsidized business loan program for build-out. URA forgivable loans.	Private.	New business incubation.	2

SUPPORTING DOCUMENTATION

CASE STUDIES

Astoria, OR (population: 9,507)

Project: Fort George Brewery and Pub (1924 renovated in 2006)

Built in 1924 for an automotive service station, the Fort George building was vacant for 10 years before being converted into a brewery. The Astoria Urban Renewal District (URA) provided a low interest loan for \$120,000 with an 8-year maturity date for a private developer/ owner and a storefront improvement grant of \$30,000. The property and business owner leveraged an SBA loan and State of Oregon forgivable loans.

Lessons Learned:

Rosemary Johnson, City Planner: 503-338-5183

URA funds helped transform a derelict abandoned building into a community hub and a destination brewpub. Fort George is a great example of things going right. This new start-up brewery started with zero employees in 2006, jumped to 30 employees by 2010, and estimates 150 employees by 2015. They have already opened the second floor of the restaurant and expanded the brewery into a second building.



CASE STUDIES

Astoria, OR (population: 9,507)

Project: Liberty Theatre 1203 Commercial Street (originally built in 1926)

This theatre was acquired by the City of Astoria for \$1,100,000 and was transferred to a non-profit at no cost. Phase 1 contained \$300,000 worth of improvements, Phase II and III \$386,000. Today, the property operates a 'premier' performing arts theatre which hosts over 200 events a year.

In December, 2000, the City of Astoria's URA Commission sold bonds in the amount of \$1,455,000 to support the Liberty Restoration organization's purchase of the Liberty Theatre and to provide a grant to make improvements to the property. The bonds are repaid from incremental tax proceeds. Payments are scheduled through 2015.

Lessons Learned:

Rosemary Johnson, City Planner: 503-338-5183

Partnering to revitalize the Liberty Theater served as an economic catalyst in the community. The theater brings in thousands of visitors a year for conferences and the performing arts, contributing to a growing tourism economy. The project also encouraged investment in surrounding properties, the most notable is the Elliot Hotel, which operates as a luxury boutique hotel and wine bar.

Even if the City never receives a return on investment, the positive impact the project had on revitalizing the community is priceless and that is the purpose of urban renewal.

Astoria, OR (population: 9,507)

Project: Red Building (originally built in 1896)

The original Red Building was built in 1896 as the offices and repair shops for the Union Fish Co-operative Cannery. URA contributed a \$350,000 loan and \$325,000 for the restoration of the building. The grant was awarded with the stipulation that the space would be used as a conference center.

Lessons Learned:

Rosemary Johnson, City Planner: 503-338-5183

URA funds successfully revitalized a historic landmark. However, the conference center closed after three profitless years. In hindsight, the City should have done a feasibility study to determine if a conference center was a good investment and/or imposed greater stipulations on the grants, for example, taking out forgivable loans after operating as a conference center for a determined amount of time.



CASE STUDIES

Hillsboro, OR (population: 93,455)

Project: Venetian Theater & Bistro (originally built in 1913)

Size: 16,000 sf, two-story

Hillsboro downtown URA District created in April 2010.

The former 1913 town theatre was renovated and re-opened in 2008 as a restaurant, wine bar, performing arts venue, movie theatre, 'home' to a local theatre company and theatre rental for events.

The City of Hillsboro purchased the vacant structure and property in 1996 for \$1500. In addition, the City purchased a second, adjacent property in 2001 to facilitate redevelopment of the theatre.

The properties remained vacant until sold to a local private developer (Denzil Scheller), a resident who owned and managed commercial real estate, in August, 2007. The property was renovated and re-opened in July, 2008.

The developer paid \$10 to acquire the property from City, with a total project renovation cost of \$2.35 million, which included \$750K from the City of Hillsboro to pay for seismic updates and asbestos removal. The developer then added another \$1 million over the years into the business. The property was put up for sale in January 2013. The current combined building and land market value is listed as \$1.4 million per tax assessor.

Funding:

Public contribution: property subsidies (sold for next to nothing) and grant money to pay for seismic upgrades, asbestos removal, and facade improvements

Private contribution: infrastructure and tenant improvements, including adding balcony at second level for outdoor eating

Lessons Learned:

John Southgate, Economic Development Director: 503-956-5853

In hindsight, they would have performed a feasibility study to better track investment. However, he is confident that the rehabilitation of the building made a positive impact downtown. It is difficult to put a dollar amount on preserving history. The project showed the community that the City is invested in the downtown area.



CASE STUDIES

Independence, OR (population: 8,659)

Project: Business Incubator Program

In 2009, the City of Independence received \$100,000 from the Northwest Area Foundation to create a small business incubator. The City invested \$50,000 in Economic Development funds to rent a building downtown and hire a program manager. The program provided low-rent office space to startup businesses and business assistance and classes.

Lessons Learned:

Contact: Shawn Irvine, Economic Development Director: 503-837-1191

“It is really hard to sustain a business incubator program. There are a lot of incurring expenses to managing these programs and you really have to have a full-time grant writer if you are going to sustain the program with grants. We didn’t have the funds to hire a grant writer and we wanted the program manager to focus on helping the businesses. The incubator closed after 1 ½ years, due to lack of financing. In hindsight, we would have found an anchor tenant to cover for the building expenses as we ran the program.

Another thing we discovered is that we already had a lot of low rent office space in our community for startup businesses so the service we were providing was not as necessary as we thought. We had a feasibility study done but it did not look at existing market conditions.

Where we benefited from this project is we ended up providing a lot of assistance to existing mom and pops shops; we established a strong partnership with Merit and SBDC.”

City of Jacksonville, OR (population: 2,807)

URA established in 2001.

Jackson County transferred ownership of four historic buildings to the City: Jacksonville Courthouse Building, the Catholic Rectory, the Beekman Bank, and the Beekman House in 2012.

Per Marketek: In Jacksonville the city will own an historic structure, have city offices on the ground floor and hope to lease out the top floor as an event center—the City is just putting this together.

The City of Jacksonville just became part of the Oregon Main Street Program in Spring, 2013.

CASE STUDIES

La Grande, OR (population: 13,102)

Project: IOOF (Odd Fellows)/ State Theater building (originally built in 1896)

The existing vacant three story (with full basement) 1896 structure with two large ballrooms was acquired by City of La Grande in 2012 from the building trustees, with the agreement that the City would pay \$23,000 worth of legal fees and back taxes and split the sale proceeds with the trustees. After the environmental cleanup and restoration (abating the hazards) to “marketable condition”, the building was placed on the market for sale in Spring, 2013. Upon sale, the La Grande URA will then recoup investment.

Funding:

Public role: Funded by URA, assistance from the Oregon Coalition Brownfield Cleanup Fund Grant from the Oregon Business Development Department (State of Oregon) and managed by AMEC Environment & Infrastructure with lead and asbestos removal and cleanup. Grant paid for \$240,000 in cleanup fees. The project also included \$180,000 of URA funds to repair roofs, windows and some minor façade repairs.

Lessons Learned:

Charlie Mitchell, Community & Economic Development Director: 541-962-1307

The purpose of the project was to save the buildings to further prevent blight in the downtown core. The other option would have been to condemn and demolish the buildings. Preserving the buildings saved a piece of history and created an opportunity for private development. This project would not have been possible without the State of Oregon cleanup grant.



La Grande, OR

Project: Old Liberty Theatre (opened 1910)

The La Grande URA approved a request to provide a \$75K loan to La Grande Main Street (501c3) for acquisition of the historic Liberty Theatre. The agreement also included the opportunity to collect another \$75K loan if certain conditions are met. Current \$162K appraisal to purchase from current owner. The City agreement includes a five to seven year time limit for project completion that will result in the \$150K URA loan to be converted to a grant requiring no repayment.

Lessons Learned:

Dale Mammen, Liberty Theater Foundation Chair: 541-963-5758

La Grande Main Street purchased the theater on behalf of the Liberty Theater Foundation before they received their nonprofit status. This was a good example of a positive public-private partnership. The loan and grant conditions provide an incentive to keep the foundation on track to restoring the theater.

CASE STUDIES

Oregon City, OR

Adaptive Reuse Case Study for Busch Furniture Buildings in Downtown Oregon City

Existing building, privately owned

http://library.oregonmetro.gov/files//buschfurnitureadaptivereusecasestudy_final.pdf

Oregon City, OR

Downtown Oregon City, Development Opportunity Study

Vacant lot. Owned by City of Oregon City.

<http://downtownoregoncity.org/wp-content/uploads/2011/11/Dev-Opp-10th-and-Main.pdf>

Portland, OR

Project: Portland Mercado

Funding:

- Portland Development Commission (PDC) Development Opportunities Grant (DOS): \$12K – preliminary Marketek market analysis, architecture & cost estimating work
- PDC 60K in Pre-development funding (with Neighborhood Economic Development (NED) Strategy)
- Grant from Department of Health & Human Services for \$790,000. PDC signed Memorandum of Understanding (MOU) for PDC owner property for grant.
- Funding of Hacienda CDC's, the project's developer, micro-enterprise development work through PDC's Economic Opportunity Initiative (EOI)
- Grant from Neighborhood Partnerships and Court Appointed Special Advocates (CASA), infusion of capital to businesses from individual development accounts (IDAs). \$9K in matching funds over three years : 3 to 1 match.
- Grant \$10K from National Association of Latino Community Asset Builders (NALCAB)
- Full time AmericCorps volunteer

Reports:

Market Analysis for a Portland Mercado (for Hacienda CDC), May 17, 2012 (By Marketek)

http://www.ci.independence.or.us/sites/default/files/fileattachments/ed/editors_notes_a_declaration_of_independence_-_oregon_business.htm

Portland, OR

Project: Disjecta

Disjecta's 12,000 sf location provides ample room for large-scale art installations, small project and performance spaces, and seven artist studios. Since its creation in 2000, Disjecta has steadily outgrown exhibition spaces and served as a catalyst for continued growth in the city's creative culture. (See link:<http://www.disjecta.org/about/background>)

CASE STUDIES

Salem, OR (population: 156,244)

Project: Broadway Commons

New four story, mixed-use building with retail, office and event space constructed by a private developer (Salem Alliance Church).

Located in the Salem URA, the Salem Alliance Church purchased the Salem URA Agency-owned Downtown “Site C” at Broadway and Gaines Street NE for \$84,000 in 2007. The Church prepared the site (a vacant lot with oil tank contamination) for redevelopment . City cost-sharing agreement to reimburse Church for 50% of any environmental costs over \$135K, with environmental costs not to exceed \$91K in participation. Church spent \$166K on cleanup and received \$15,740 credit towards purchase upon closing. (\$84K closing). The building was sold to Church with a development requirement that is reflected in the right of re-entry language in the deed. \$49K and 75 parking spots, with 7,000 sf of leasable space and a coffee bar/public space at the main level.

Lessons Learned:

Courtney Knox Busch, City of Salem: 503-540-2426

The City actually had three other contaminated properties surrounding the Broadway Commons site which were cleaned up and sold at fair reuse value to the YMCA. The City of Salem likes to avoid maintaining ownership of properties, as the maintenance and operational fees are too high. The Broadway Commons Project transformed a blighted, contaminated area into a vibrant community which has reduced crime in the area. This project has attracted new residents to the area and was a great investment by the City.



Salem, OR (population: 156,244)

Project: 295 Church Street – Condominiums

The site at 295 Church Street was originally owned by the City of Salem’s Urban Renewal Agency of the City of Salem. On December 4, 2006, Salem’s URA entered into a development and disposition agreement with Cascadia Development LLC to develop a five-story building at 295 Church Street SE. The agreement provided for the construction of 27 condominiums on the top three floors and 1,800 sf of retail on the first floor. A new City Information Technology (IT) facility and a new studio and office for Salem’s public access TV station Capital Community Television (CCTV) serve as anchor tenants for the redevelopment of this key downtown property.

The Urban Renewal Agency funded the feasibility analysis, development of designs, and cost estimates, as well as providing a small loan to Cascadia Development to assist with the construction of the housing.

Lessons Learned:

Courtney Knox Busch, City of Salem: 503-540-2426

This was a very challenging project, as it required a lot of negotiation and contracts with many stakeholders. Good lawyers were needed to facilitate the process and this was very expensive. This collaboration was a great way to finance the construction of a building, with limited risk to the developer.

SUPPORTING DOCUMENTATION

CASE STUDIES

Salem, OR (population: 156,244)

Project: 'Green Food Processing Incubator / East Pringle Innovation Center' (opened November 2011)

New 'green', privately-owned commercial food processing facility located in Salem, OR within a URA district.

The project was developed by Wildwood Inc., located in Salem OR. The original tenants were Organic Fresh Fingers Inc, and Wandering Angus Ciderworks. A rent schedule gradually increases as the businesses grow.

Green features: The facility is 25% more energy efficient than state code requires (solar PV, and hot water).

The City provided some URA funds to create a business loan program that helped fund some of the energy efficient and renewable energy features of the building

City provided a URA loan of \$250,000-\$300,000 that is 70% forgivable based on job creation.

Lessons Learned:

Courtney Knox Busch, City of Salem: 503-540-2426

In May 2013, the City of Salem completed a feasibility study to determine whether to invest in a food business incubator facility. The study determined that the quantity of high quality food incubator services such as the Green Food Processing Incubator met the current market demand. Investing URA funds provided an incentive to create jobs and keep money in the district and supported a local business to meet community needs.



SUPPORTING DOCUMENTATION

POTENTIAL FUNDING SOURCES

This matrix and overview provide a list of potential funding sources for the proposed Concept Models and highlights public, private and nonprofit funding sources and their applicability to each of the Concept Models. Additionally, it is important to consider the following:

- Downtown revitalization programs, projects and activities are typically funded by a multitude of sources.
- Often, in order to access funding from foundations, the organization requesting funding must have a 501c3 tax exempt status or be a City.
- A synopsis of popular public and private funding sources that can be tapped for various aspects of downtown/ community/ economic revitalization initiatives can be found in the previous City of Woodburn reports: 1) Woodburn Community Center's Feasibility Study 2007, Funding Options (particularly applicable to Concept Model #1 *Neighborhood Activity Center*), 2) the Downtown Woodburn Business Development Plan, June 2007, and 3) the Woodburn Downtown Development Plan Update, Appendix C: Financial Resources, June 2009.

POTENTIAL FUNDING SOURCES				
SOURCES	TYPE	CONCEPT MODEL #1: Neighborhood	CONCEPT MODEL #2: Business	CONCEPT MODEL Distillery
PUBLIC FUNDING SOURCES				
FEDERAL				
USDA Rural Development	Rural Microentrepreneur Assistance Program (RMAP)		X	X
USDA Rural Development	Business and Cooperative Loans Business and Cooperative Grants		X X	X
USDA Rural Development	Housing and Community Facility Loans	X		
USDA Rural Development	Rural Business Enterprise Grants (RBEG)		X	
National Endowment for the Arts	ArtPlace America Innovation Grants	X	X	X
National Endowment for the Arts	Our Town Program	X	X	
HUD	Small Cities Program Business Oregon	X	X	X
U.S. Economic Development Administration	Grants and Loans in Regional Plan		X	X
STATE				
Governor's Strategic Reserve Fund	Forgivable Loans		X	X
Business Oregon	Business Finance Programs Entrepreneurial Loan Program		X X	X X
Oregon Arts Commission	Arts Services, Arts Across Oregon Arts Build Communities Grants	X	X	
PRIVATE/ NONPROFIT FUNDING SOURCES				
IBM	Smarter Cities Program/ Challenge Grant		X	
Meyer Memorial Trust	Grants Investment	X X	X X	
Oregon Community Foundation	Grants	X	X	
Chemekata Community College	Fundraising		X	
Oregon State University/University of Oregon	Fundraising		X	
Private Non-Profit Partner e.g., YMCA+	Fundraising	X	X	
New Markets Tax Credits	Tax Credit for Private Partners	X	X	X
Major National Foundations: ie. M.J. Murdoch Charitable Trust, Ford Family Foundation, Collins Foundation	Grants or Investments for Innovative Community-Based Projects	X	X	
Northwest Area Foundation	Long Term Grants and Investments	X	X	
National and Regional Foundations e.g, Wachovia/La Raza	Latino Economic Development	X	X	X
Sustainable Cities Grants	Major Multipurpose Grants Possibly new Round in 2014-2015	X	X	

SUPPORTING DOCUMENTATION

MICRO BREWPUB/BEVERAGE DISTILLERY EXAMPLES

This detailed list, and examples of relevant Oregon breweries and beverage distilleries has been provided for reference if Concept Model 3 is pursued. Projects have been grouped by 1) similar size and program, 2) started small and expanded, 3) other larger-size breweries and facilities, and 4) Mid-Willamette brewers / cideries in the area and other resources.

WOODBURN Association Building Feasibility Study						
BREW PUB Examples						
NAME	LOCATION	SF	PROGRAM	PRODUCTION	CONTACT	COMMENTS
Similar Size and Uses						
Cascade Brewing Barrel House (1998)	939 SE Belmont Street, Portland OR	7100	Brewery, includes 2100 sf Restaurant/ pub	10 bbl brewing system - approx. 400 oak barrels	503.265.8603: http://www.cascadebrewingbarrelhouse.com	sour beers - apricot, cherry, etc.
Burnside Brewing (2010)	701 E Burnside, Portland OR	10000	brewery, pub with food	15 barrel system designed by Metalcraft Fabrication	503.946.8151: http://www.burnsidebrewco.com	18800 sf lot, 10000 sf building
Migration Brewing Company	2828 NE Glisan Street, Portland	4875	Brewery, Pub		503.206.5221: http://migrationbrewing.com	6300 sf lot, 4875 sf property/ building
Hair of the Dog (1993)	61 Se Yamhill Street (@ Water), Portland OR	10000	10,000 sf warehouse: brewery, tasting room and restaurant, offices	4 barrel brewery, produce 600 barrels a year, approx. 5000 cases	503.232.6585: http://www.hairofthedog.com	local hops, 99% of ingredients in beer ad restaurant within 350 radius of brewery- barrel aged and blended beers
Coalition Brewing	2724 SE Ankeny Street, Portland OR	?	brewery, pub with food	10 barrel brewery	503.842.8080: http://www.coalitionbrewing.com	small brewery/ pub
Fearless Brewing Company	326 S Broadway Street, Estacada, OR	?	brewing, seats 60.			located downtown
Tugboat Brewing Company	711 SW Ankeny St, Portland OR	?	50 seats		53.226.2508: http://www.d2m.com/Tugwebsite/	british style ale, small space, oldest in downtown
Started small and Expanded in single location or multiple locations						
Pelican Brewing Co	Pacific City, OR no opening/ expanding into Tillamook, OR	15000	Taphouse, Viewing area, Tasting room (30 to 40 seats), Brewery	9,000 barrels a year (for both Tillamook and Pacific City sites)	503.965.7007: http://www.yourlittlebeachtown.com/pelican	Expansion from Pacific City location. \$1.4 facility, \$150K forgivable loan from Governor's Strategic Reserve fund office and \$200K forgivable loan from Tillamook URA. Taphouse and viewing area, also 12 oz bottles. 20 new jobs. Renovated warehouse.
Ft. George Brewery + Public House	1483 Duane Street, Astoria, OR	8000	brewpub, canning, restaurant, shops	started with 30 barrel brewhouse, canning line and taproom (restaurant), successful with rapid expansion, could be 10,000 barrels this year	503.325.7468: http://www.fortgeorgebrewery.com	Tours Sat and Sun 1pm and 4pm. Weekly live music. Kids menu.
Lompoc Brewing (2000)	3901 N Williams Ave, Portland	9850?		Fifth Quadrant location produces all beers. 15 bbl brewhouse.	503.288.3996: http://www.lompocbrewing.com	12000 sf lot, 9850 sf property/ building at N Williams Ave, 2 stories. 5 locations
Laurelwood Brewing Co.	Public House & Brewery; 2007-5115 NE Sandy Blvd, Portland	9769	9,769 sf per Portland maps (16000 sf lot); brewery, restaurant		503.282.0622: http://laurelwoodbrewpub.com	NE Portland, SE Portland, Battleground WA, PDX Airport, and Half Court Point locations (5). Kids ok.
Other Larger Size Breweries and Facilities						
Seven Brides Brewing (2008)	990 North First Street, Silverton OR	12000	Offices, Brewery, Tap Room, serve lunch/ dinner, multiple event spaces meetg of 5-10 people up to 200 people	1200 barrels	503.874.4677: http://www.sevenbridesbrewing.com/index.php	started in 1100 sf facility, moved 3 times
Hopworks Urban Brewery (HUB) (2007)	2944 SE Powell Blvd, Portland	9200	9,200 sf: Seating: 125 dining (75 lower/ 50 mezz), 75 bar, 50 outdoor, 50 banquet. Includes a separate bar and pub, dining area, kitchen & pizza/beer takeout counter. 9200 sf does not include brewing and mfg area.	20 barrel brewery, 10,000 barrels a year, 10 HUB beers on tap-distribution in OR, WA and British Columbia	503.232.4677: http://hopworksbeer.com	"feco-brewpub"; organic beer; Family Friendly activities and space & kids menu, craft & storytime events, local toy stores sponsor children area (provide some toys). Brewer tours Sat at 3pm, reserve in advance. Brewmaster was Chris Ettinger (now owner of Hopworks).
Mid-Willamette Brewers/ Cideries in area - potential partners						
Heater Allen Brewing (2007)	907 E 10th Ave, McMinnville, OR		Brewery, taproom, second floor restaurant	550 BBLs year	Rick Allen - Head Brewer/ Owner. 503.472.4898: http://heaterallen.com	all malt lager beers
2 Towns Ciderhouse	33930 SE Eastgate Circle, Corvallis, OR	10000	Brewery, Tasting room		541.357.8301: http://2townsciderhouse.com	have own orchards
Bushwacker Cider (2010)	1212-D SE Powell, Portland OR		urban cider pub, seats 40, no kitchen	150 gallon cidery	503.445.0577: http://bushwackercider.com	"ciderie"
Wandering Aengus Ciderworks	4070 Fairview Industrial Dr SE, Salem, OR		tasting room, brewery		503.361.2400: http://www.wanderingaengus.com/wordpress/	also makes Anthem Cider
OTHER RESOURCES: OSU extension program? Similar to Small Farms or? WSU, Mt Vernon cider program, Peter Mitchell (dean of cider) Northwest Cider Association					https://pne.oregonstate.edu/beer http://www.nwcider.com	craft brewery startup workshop
Oregon Brewers Guild (for Contact Information)					http://oregoncraftbeer.org/breweries/	

SUPPORTING DOCUMENTATION

WOODBURN DEMOGRAPHIC SNAPSHOT

WOODBURN DEMOGRAPHIC SNAPSHOT			
2012			
Demographic Indicator	Local Market Area 10 Minute Drive Time	Greater Market Area 20 Minute Drive Time	State of Oregon
Population			
2012 (estimate)	33,273	166,260	3,899,159
2017 (forecast)	34,889	172,207	4,063,119
Avg. Ann. % Change ('00 to '12)	1.58%	1.30%	1.16%
Avg. Ann. % Change ('12 to '17)	0.97%	0.72%	0.84%
Households			
2012 (estimate)	10,109	58,660	1,542,736
2017 (forecast)	10,605	60,815	1,617,261
Avg. Ann. % Change ('00 to '12)	1.66%	1.37%	1.31%
Avg. Ann. % Change ('12 to '17)	0.98%	0.73%	0.97%
Average Household Size	3.24	2.79	2.47
Median Household Income	\$39,052	\$45,174	\$47,661
Median Age (Years)	31.6	33.8	38.7
Race & Ethnicity			
Percent White Alone	61.9%	73.7%	83.1%
Percent Other Race/2+ Races	38.1%	26.3%	16.9%
Percent Hispanic	55.5%	32.4%	12.3%
Educational Attainment (2005-2009)			
No High School Diploma	35.3%	21.6%	37.1%
High School Diploma/Some College	47.0%	50.4%	45.7%
Associate Degree	6.0%	8.2%	5.5%
Four Year Degree or More	11.7%	19.8%	11.7%
Source: ESRI BIS			

WOODBURN RETAIL MARKET ANALYSIS

As part of the market analysis and overview work and to help in narrowing concepts during the Development Opportunities Assessment, an updated Woodburn Retail Market Analysis was completed. In retail, leakage occurs when members of a community spend money outside that community or when money spent inside that community is transferred outside the community. This analysis shows that retail leakage in the local Woodburn market area has substantially lessened from 2007 to 2013 and that an extensive retail use would not necessarily be the best use for the Association Building redevelopment.



Woodburn Retail Market Analysis: Summary of Key Statistics from 2007 to 2013

	2007 Analysis	2013 Analysis
Local Retail Market Area Demographic Profile – 10 Minute Drive		
Population	34,826	33,273
Households	10,477	10,109
Average Household Size	3.25	3.24
Projected 5-Year Average Annual Population Growth	1.39%	0.97%
Median Age	31 years	32 years
Median Income	\$43,154	\$39,052
Race & Ethnic Composition		
White	58%	62%
Other Races/2+ Races	42%	38%
Hispanic (Any Race)	49%	56%
Greater Retail Market Area Demographic Profile – 20 Minute Drive		
Population	124,394	166,260
Households	42,934	58,660
Average Household Size	2.85	2.79
Projected 5-Year Average Annual Population Growth	1.30%	0.72%
Median Age	33 years	34 years
Median Income	\$51,089	\$45,174
Race & Ethnic Composition		
White	74%	74%
Other Races/2+ Races	26%	26%
Hispanic (Any Race)	28%	32%
City of Woodburn Business & Employment		
Businesses	NA	965
Employment*	10,771	6,927
Marion County Visitor Spending		
Annual Visitor Spending	\$276 million	\$294 million
Potential Retail Demand		
Existing Sales Leakage in Greater Market Area Sales	\$59.6 million	\$8.9 million
Retail Categories with Sales Leakage	Home furnishings and Restaurants	Sporting goods/hobbies/books/music
Local Market Area 10-Year Demand Potential	84,124 sq. ft.	54,357 sq. ft.
Greater Market Area 10-Year Demand Potential	387,220 sq. ft.	273,328 sq. ft.

*Note: Employment data is from two different sources. The 2006 analysis figure is from the Oregon Employment Department and the 2013 analysis uses ESRI Business Information Solutions.

Sources: ESRI Business Information Solutions, Dean Runyan Associates, Oregon Employment Dept., Marketek

SUPPORTING DOCUMENTATION

A current snapshot of For Lease Office and Retail in Woodburn has been provided to project the potential leasing rates per square foot for Concept Model #2, Business Incubator, Net Operating Income.

Woodburn For Lease Office and Retail, Woodburn, Oregon, October 9, 2013

New Retail / Office in Woodburn

620 Harvard Dr., Woodburn, OR 97071

Total Space Available:5,000 SF

Rental Rate:\$18 /SF/Year

Min. Divisible:1,000 SF

Max. Contiguous:4,000 SF

Office -405 N. 1st St

405 N. 1st St, Woodburn, OR 97071

Total Space Available:9,000 SF

Rental Rate:\$6 /SF/Year

Min. Divisible:2,000 SF

Max. Contiguous:9,000 SF

Office - 1310 Meridian Dr

1310 Meridian Dr, Woodburn, OR 97071

Total Space Available:5,230 SF

Rental Rate:\$15.60 /SF/Year

Min. Divisible:1,024 SF

Max. Contiguous:2,615 SF

Second Street Office Bldg

345 Second Street, Woodburn, OR 97071

Total Space Available:2,304 SF

Rental Rate:\$9 /SF/Year

Min. Divisible:200 SF

Max. Contiguous:2,304 SF

Office - Pacific Plaza

1531-1585 N. Pacific Highway, Woodburn, OR 97071

Total Space Available:6,955 SF

Rental Rate:\$10 /SF/Year

Min. Divisible:540 SF

Max. Contiguous:1,356 SF

Office - 302 W. Hayes Street

302 W. Hayes Street, Woodburn, OR 97071

Total Space Available:2,240 SF

Rental Rate:\$12 /SF/Year

CNTS Office Building

345 2nd Street, Woodburn, OR 97071

Rental Rate:\$9 /SF/Year

Building Size:2,304 SF

SUPPORTING DOCUMENTATION

NET OPERATING INCOME for Concept Model 2: Business Incubator

This preliminary and conceptual Pro Forma has been provided for an approximation of Net Operating Income for Concept Model #2: Business Incubator. The approximate Net Operating Income of \$45,000/ yr has been incorporated into the cost analysis for the concept model.

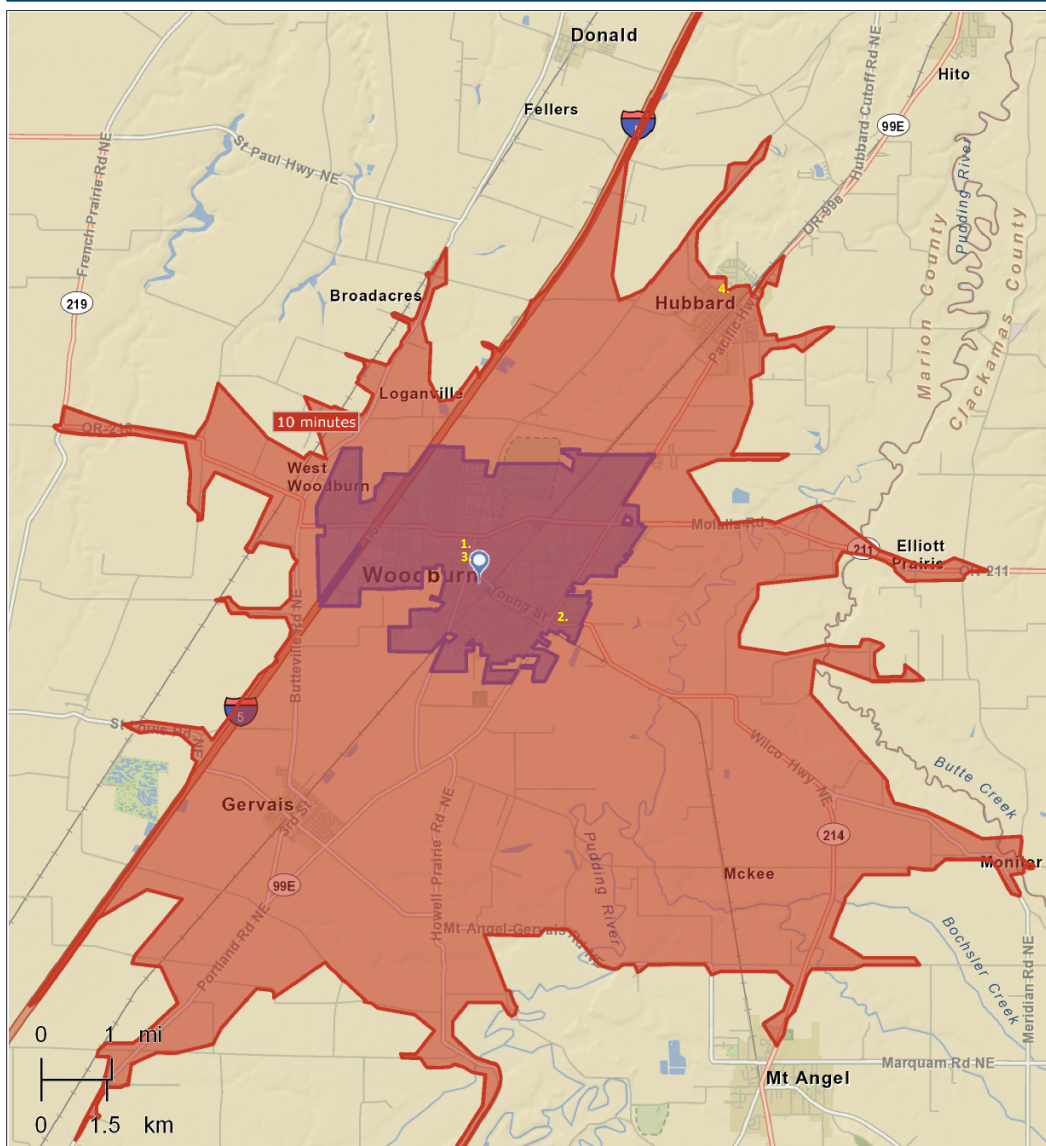
Business Incubator - Mixed Use Arts				
NET OPERATING INCOME				
Space use	Square feet	\$/Sq. Ft. (5F)	Annual gross rents	Comments
<i>Level 1</i>				
Retail - Market Rate	275	\$15	\$4,125	
Retail - Nonprofit Rate	275	\$10	\$2,750	
Workshop/Meeting space	580	\$5	\$2,900	Will likely be leased by the hour by artists
Café - Market Rate	1233	\$15	\$18,495	
Gallery space	835	\$5	\$4,175	Will likely be leased on a special event basis or month to month for exhibits
<i>Level 2</i>				
Studio/office-market rate	570	\$12	\$6,840	
Studio/office-market rate	570	\$12	\$6,840	
Studio/office-nonprofit rate	280	\$8	\$2,240	
Studio/office-nonprofit rate	570	\$8	\$4,560	
Studio/office-nonprofit rate	570	\$8	\$4,560	
Annual Gross Rents			\$57,485	
Less Vacancy (7%)			(\$4,024)	Standard average rate
Gross Operating Income			\$53,461	
Less Expenses (10%)			(\$9,370)	Retail/office at nnn rates
Net Operating Income			\$44,091	
Source: Loopnet, October 2013				
			Office rates vary widely from \$6/SF-old, to \$18/SF-new	
			Average retail rates in Woodburn are at \$15.50,	
			however they are influenced by high traffic locations near outlet mall	

SUPPORTING DOCUMENTATION

CONCEPT 3: MAP OF WOODBURN 'EATING ESTABLISHMENTS' WITH 10 MINUTE DRIVE TIME



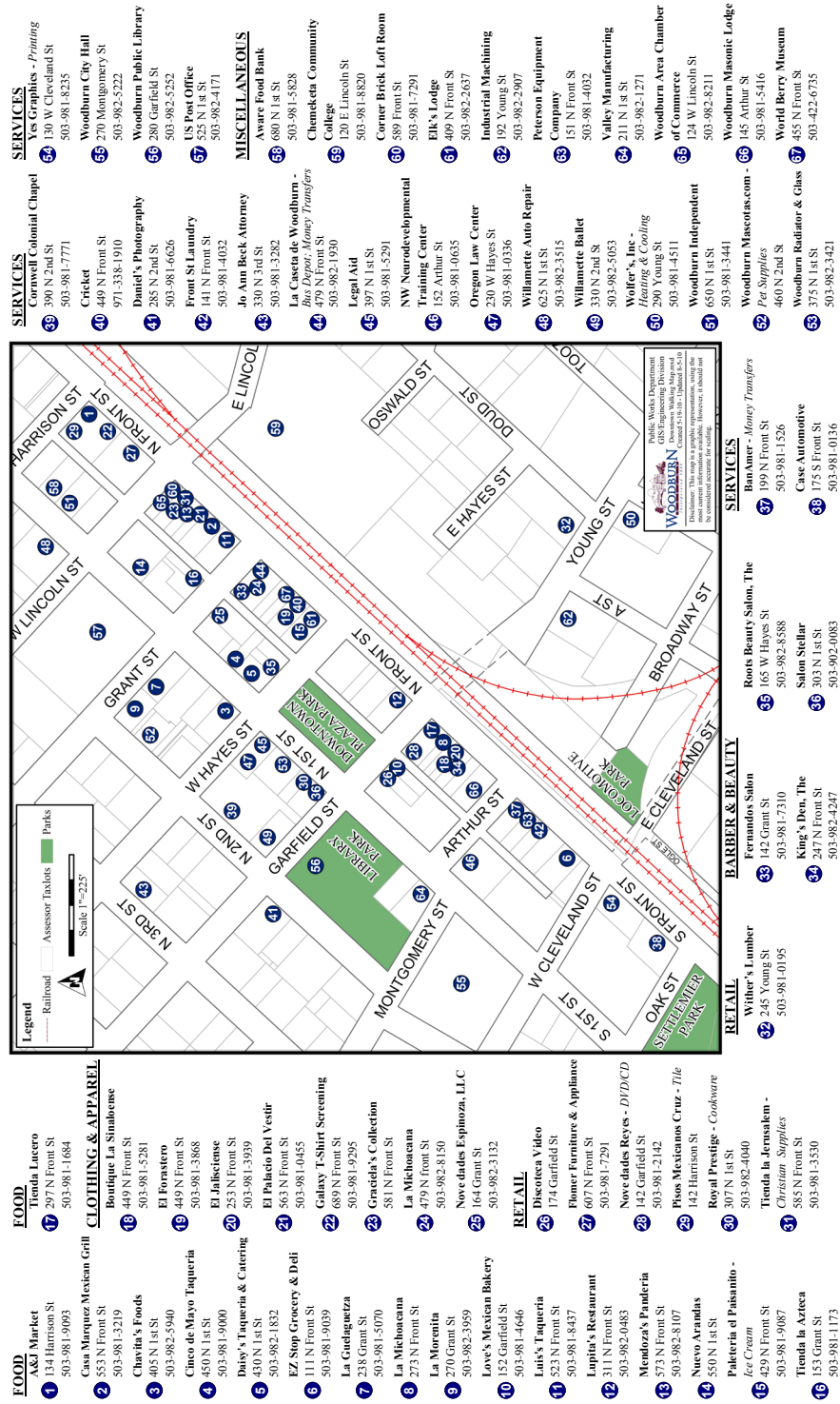
Custom Map



1. Rumors Bar & Grill – 327 N Pacific Hwy, Woodburn
2. Raven Inn – 262 N Pacific Hwy, Woodburn
3. End Zone – 960 S Pacific Hwy, Woodburn
4. Hubbard Inn – 3389 3rd Street, Hubbard

City of Woodburn Downtown Walking Map & Existing Businesses

This map illustrates the range and types of existing businesses in downtown Woodburn and also highlights types of businesses that are not currently located in the downtown like a cafe, diverse restaurants, and entertainment venues like theatres, youth or senior centers, basic business services, etc.



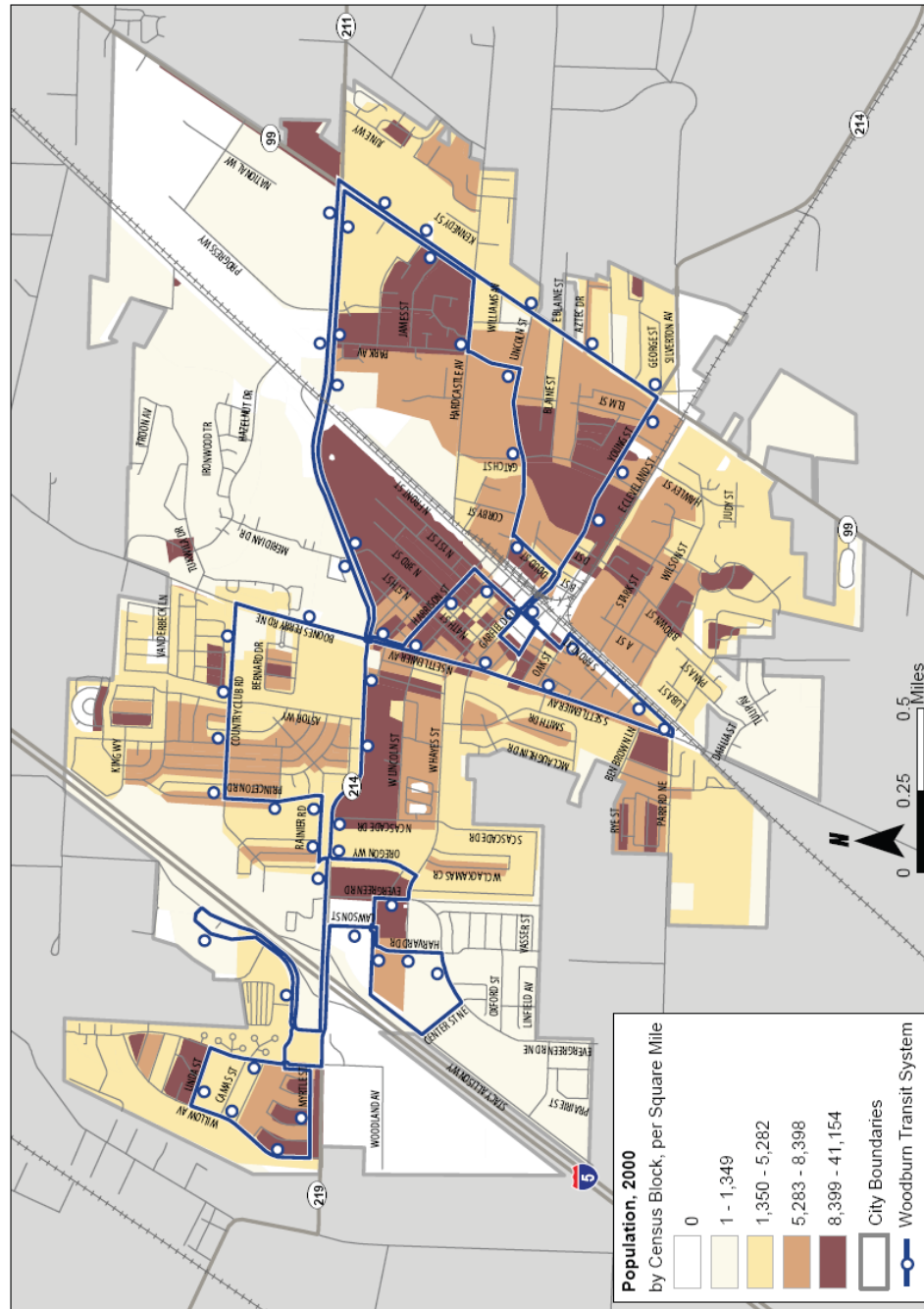
Population Density

This map illustrates where the greatest population density is located, close to the downtown. Additionally, much of the current zoning (per the Official Zoning Map of the City of Woodburn) around the downtown is CG (Commercial General, which allows housing), also RM (Medium Density Residential) and MUV (Mixed Use Village), all of which would allow and concentrate future higher-density residential housing around the downtown area.

Transit Plan Update • Approved Final Report

CITY OF WOODBURN

Figure 3-2 Population Density, 2000

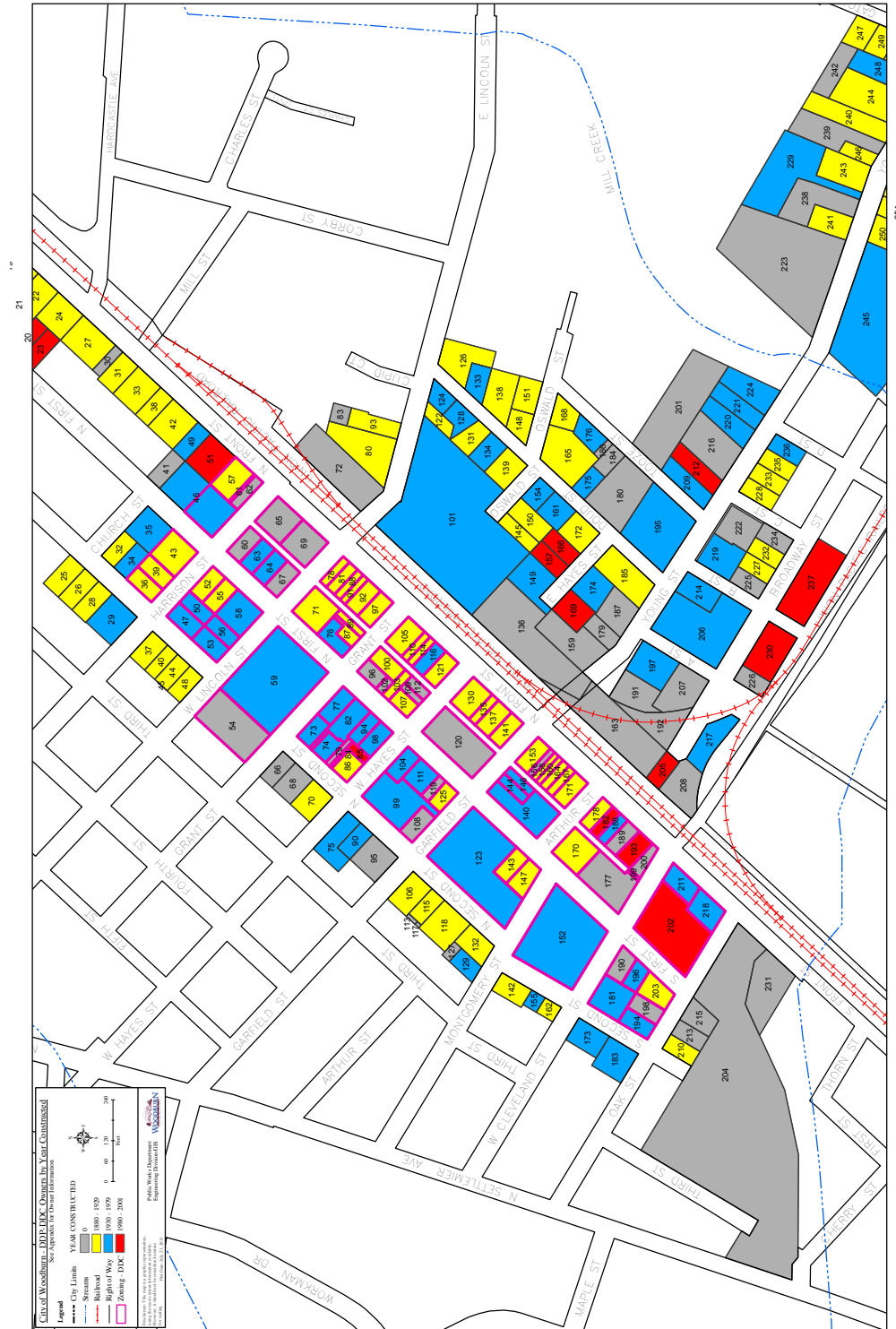


Data Source: Census 2000 SF1
GIS Data Source: Oregon Geospatial Data Clearinghouse, City of Woodburn

Nelson Nygaard
CONSULTING ASSOCIATES

DOWNTOWN ASSESSMENT MAPS : Property by Year Constructed

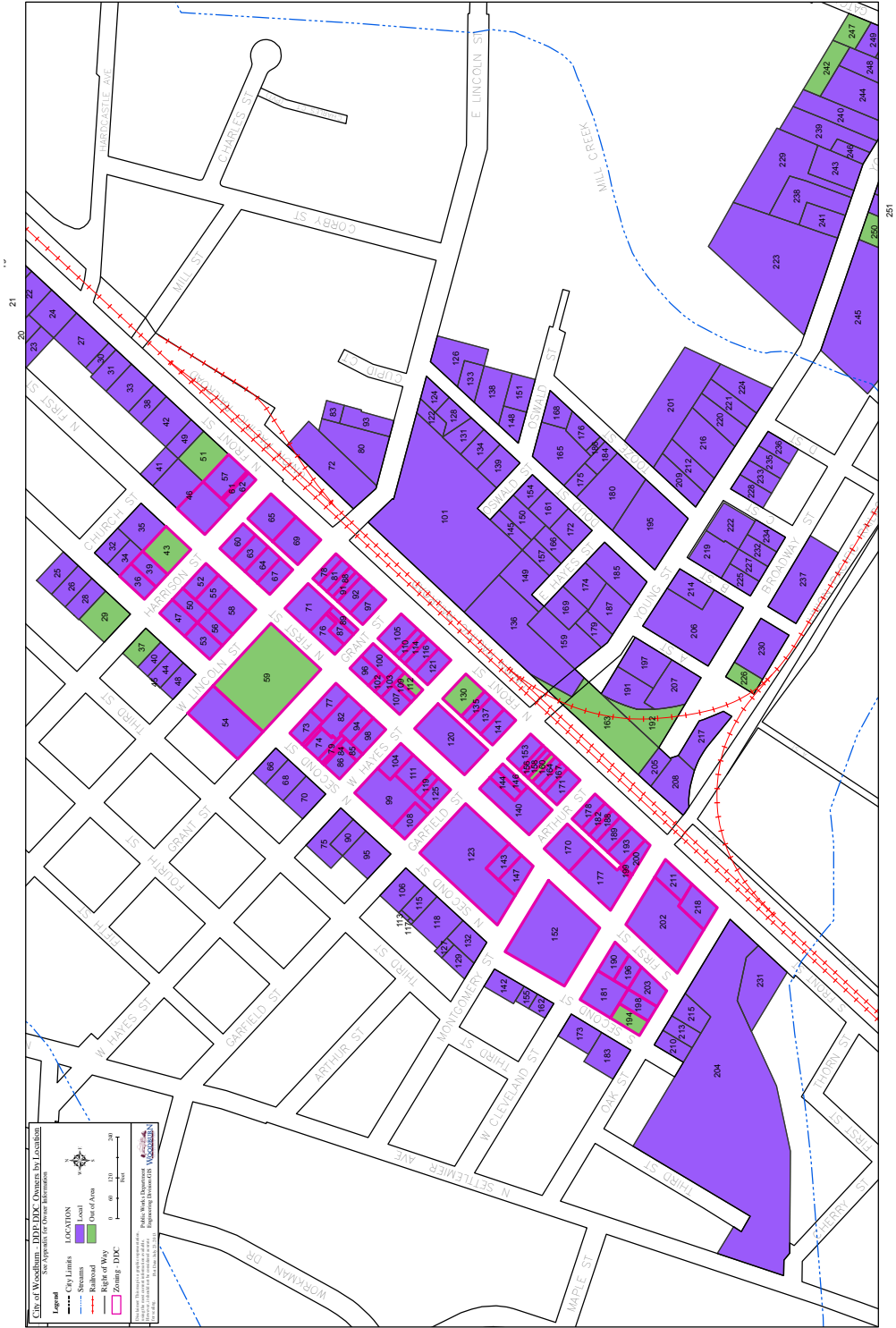
A majority of the existing buildings downtown were constructed in 1880-1929 and 1930-1979, prior to current seismic and building codes. Many of the challenges to redeveloping these properties have been highlighted in the work for the Association Building feasibility study.



SUPPORTING DOCUMENTATION

DOWNTOWN ASSESSMENT MAPS : Owners By Location (Local & Out of Area)

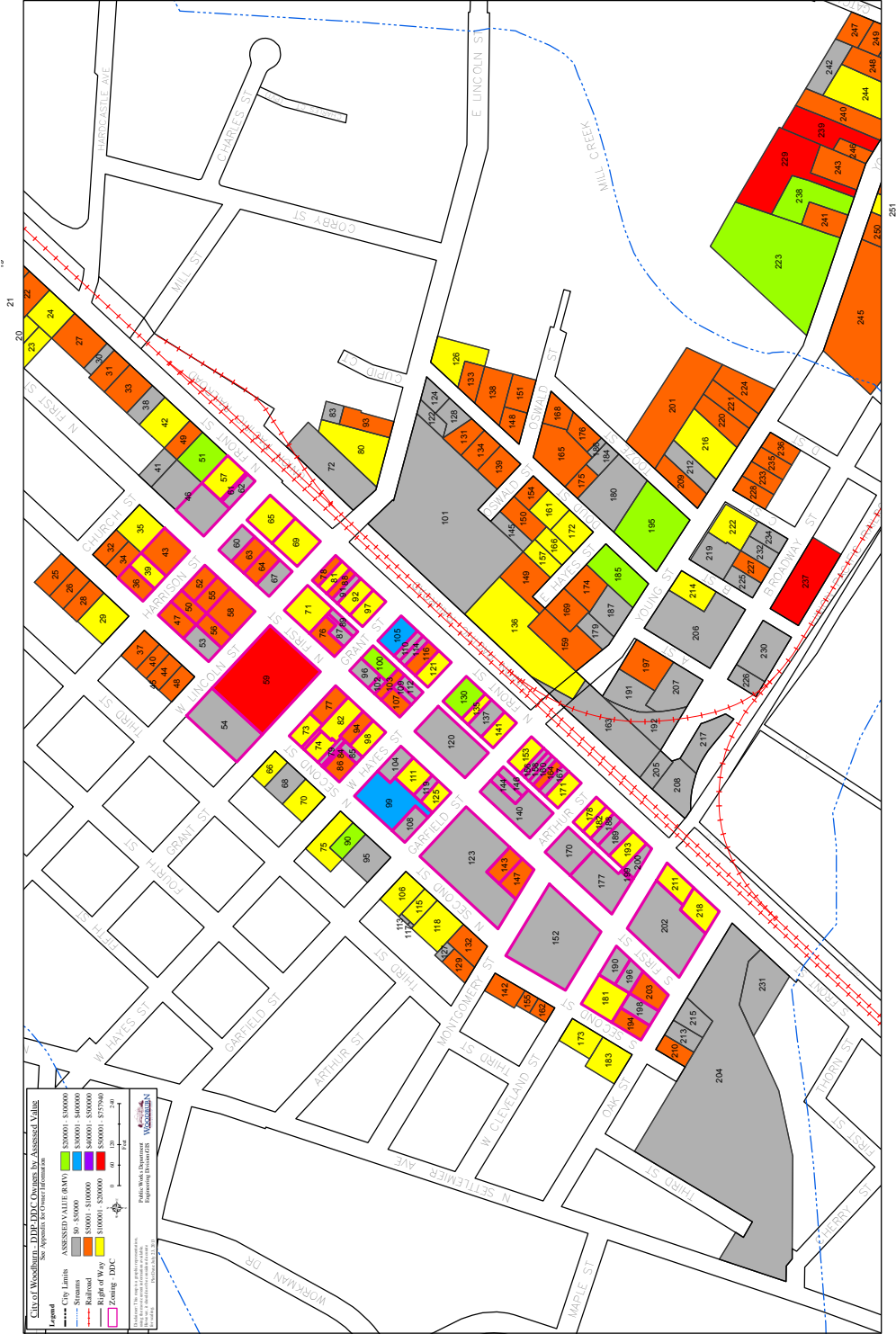
Ownership of downtown parcels is largely in the hands of local residents. Given the appropriate tools and incentives, property owners would have a vested interest in the successful redevelopment of downtown.



SUPPORTING DOCUMENTATION

DOWNTOWN ASSESSMENT MAPS : Property by Assessed Value

Assessed values for downtown properties fall mostly in the \$50-100K and \$100-200K range. Given these low average assessments, it could be difficult for property owners to qualify for certain kinds of financing for redevelopment.



Criteria	Concept 1: Neighborhood Activity Center	Concept 2: Business Incubator
	Developed further into Concept Model #1	Developed further into Concept Model #2
Locational Attributes		
Accessibility	+ Close to family services, civic life (library, aquatic center), multi-family housing and existing & future higher density populations.	+ Located in historic commercial district.
Automobile Access	+ On-street parking capacity and close to City-owned parking lots. Many users potentially walk, bus or bike to facility.	+ On-street parking capacity and close to City-owned parking lots.
Pedestrian/ Bike Access	+ Easy walking and biking distance to multi-family housing, existing & future higher density populations.	N Not applicable.
Transit Access	+ Located close to downtown Transit Center.	+ Located close to downtown Transit Center.
Downtown Plaza	+ Can incorporate indoor/outdoor café for youth, education and external customers.	+ Can incorporate indoor/outdoor café and retail space to attract external customers.
Building Attributes		
Size	+ Square footage, height and size can be a good fit for a neighborhood scale activity center.	+ Square footage, size and dual location in plaza and Front Street a good fit for a business incubator and café/retail.
Zoning and building Code	+ Allowed	+ Allowed
Building Program		
Active Usage	+ Café and mixed-use programming can draw visitors and users for different purposes & times of day/ hours. If youth-oriented center, it would be active mainly at the end of the day and on weekends during school year. All day during breaks and summer.	+ Café, retail, office and mixed-use programming can draw visitors and users for different purposes & times of day/hours, weekends. Active mainly during the day, some event and activities on evenings and weekends.
Diversity of Use / Complements Existing Businesses	N Brings youth and families downtown.	N Complements existing infrastructure and built-in downtown characteristics.
Community Support		
Community Support	+ 49% of intercept respondents support a youth and family-focused center.	+ 38% of in-depth respondents support quality office and business incubator space.
Public Benefit	+ 32% of in-depth respondents support keeping the building for public benefit.	+ Directly supports community interests in economic vitality with focus on start-up, micro-enterprise and connection with established entrepreneurs.
Potential for Partnerships	+ One or more potential organizers/partners including City of Woodburn, Boys & Girls Club, YMCA, etc.	+ Strong existing local or regional organization partners including MERIT, CHEMEKETA, NEDCO, UO/ OSU/WSU.
Market Support		
Local Market Demand	+ Strong demand from a fast-growing family and youth market.	+ Rate of entrepreneurship among Latinos is higher than any other population growth. Can provide small, convenient, affordable shared space for artists or other business clusters.
Visitor Market Demand	N Not applicable	N Excellent complement to strong small business technical/support organizations working in Woodburn.
Local Champion	+ Potential that the 'whole' diverse community can get behind this option.	N No clear project champion but interest expressed by community stakeholders.
Economic Feasibility		
Potential to be self-sustaining	N Potential for non-profit management	N Below market rate rents likely due to tenant mix. Mixed program and market rate café/retail can provide some project income.
Financial Risk to City	N Not applicable	N Some risk to City, would depend on strong partner. Phase ownership to nonprofit partner.

Concept 3: Brewpub/Distillery	Concept 4: Performance/Event Space	Concept 5: Meeting Space
Developed further into Concept Model #3	No champion/project sponsor identified. Crucial to success for this type of venue.	No identified unmet demand for meeting space. Other meeting space venues identified in downtown and throughout community
<p>Close to cultural/civic life and commercial district. Close to multi-family housing and existing & future higher density populations.</p> <p>On-street parking capacity and close to City-owned parking lots. Many users potentially walk, bus or bike to facility.</p> <p>Easy walking and bike distance to multi-family housing and existing & future higher density populations.</p> <p>Located close to downtown Transit Center.</p> <p>Contiguous location plaza a great opportunity to incorporate indoor/outdoor café to enliven plaza and business.</p>	<p>Close to cultural and civic life.</p> <p>Potentially insufficient adjacent parking for large outside groups for the scale of this type of venue.</p> <p>Not applicable</p> <p>Located close to downtown Transit Center.</p> <p>Could incorporate indoor and outdoor performances and events.</p>	<p>Close to cultural/civic life and commercial district.</p> <p>Potentially insufficient adjacent parking for the scale of this type of venue.</p> <p>Not applicable</p> <p>Located close to downtown Transit Center.</p> <p>Not applicable</p>
<p>Square footage, scale, size and open spans can be a good fit for a micro brewpub.</p> <p>Allowed zoning use but additional building infrastructure and fire code requirements for brewpub/distillery use</p>	<p>Space relatively small for economically viable seating capacity, including stage, kitchen area and other amenities.</p> <p>Additional and potentially more costly building upgrade requirements required for large assembly uses</p>	<p>Additional and potentially more costly building upgrade requirements required for large assembly uses.</p>
<p>Active mainly during the day, evening and weekends. Good potential for walk-up traffic.</p> <p>Diversifies restaurant options in downtown. Can generate foot traffic.</p>	<p>Large events and singular use potentially draw visitors evening/ weekends and some afternoon events.</p> <p>Two existing theatres/potential performing spaces in the downtown in need of redevelopment. Can generate foot traffic.</p>	<p>Single use and events. Can generate foot traffic.</p> <p>Numerous existing meeting space venues identified in downtown and throughout community. Can generate foot traffic.</p>
<p>10% of intercept respondents support a pub or restaurant use.</p> <p>Strong community support for more diverse food choices downtown.</p> <p>Not applicable - would sell to private entity.</p>	<p>26% of in-depth respondents support an entertainment and performance space.</p> <p>Could be privately owned or public/private partnership.</p> <p>City would need to manage the space or lease to management company with strong oversight.</p>	<p>23% of in-depth respondents support a meeting and event space.</p> <p>Would likely be privately owned.</p> <p>City would need to manage the space or lease to management company with strong oversight.</p>
<p>Limited competition for similar type of establishment per market analysis.</p> <p>Retail market analysis identified future support for entertainment and restaurant uses. Potential to be a unique destination and draw area visitors.</p> <p>Private investor/entrepreneur/ developer would need to be recruited.</p>	<p>While local support exists, two existing theatres/potential performing spaces in downtown are in need of redevelopment.</p> <p>Potential to be a destination for greater market area depending on performances.</p> <p>No champion/project sponsor identified. Crucial to success for this type of venue.</p>	<p>No identified unmet demand for meeting space. Other meeting space venues identified in downtown and throughout community.</p> <p>Multi purpose, multiple target markets.</p> <p>Requires aggressive marketing. No champion/project sponsor identified.</p>
<p>Limited competition for similar type of establishment per market analysis.</p> <p>Private entity to determine business plan.</p> <p>City would sell to private entity and put building on tax rolls.</p>	<p>Likely not viable. Two existing theatres/potential performing spaces in the downtown in need of redevelopment.</p> <p>Huge financial risk to City if no local champion.</p>	<p>No identified unmet demand for meeting space. Other meeting space venues identified in downtown and throughout community. Requires aggressive marketing.</p> <p>Financial risk to City if no local champion.</p>

Concept 6: Retail/Office Space (Market Rate)	Concept 7: Education Center	Concept 8: Sell Building
No private developer identified	No strong interest expressed by interviewees. No project champion/ sponsor identified. Added late in process after City staff discussions with Woodburn School District	Developed further as options to sell without an identified use
Located in historic commercial district.	+	Not applicable
On-street parking capacity and close to City-owned parking lots.		
Not applicable		
Located close to downtown Transit Center.		
Contiguous location plaza a great opportunity to incorporate indoor/outdoor café to enliven plaza and business.		
Square footage, size and dual location in plaza and Front Street a good fit for retail.		
Allowed	-	Not applicable
Can generate foot traffic.		
Complements existing infrastructure and built-in downtown characteristics.	+	Unknown - City loses control
23% of in-depth respondents support quality office.	N	+
Would likely be privately owned.	+	-
Not applicable - would sell to private entity.	N	32% of in-depth respondents support to sell the building.
Limited demand for retail & office at present; vacant retail and office space exist downtown and throughout Woodburn.	Not applicable	City would sell to private entity and put building on tax rolls.
No private developer identified.	Strong interest not expressed by interviewees. No champion. No project sponsor identified.	Not applicable - would sell to private entity.
Not likely in the near term.	Not applicable	Unknown - would sell to private entity.
City would likely sell to a private entity.	Not applicable	+
		The City will not be responsible for attracting business. Less City investment required.

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APPENDICES

Association Building Feasibility Study for the City of Woodburn, Final Report, 7 January 2014

Constructive Form

Architecture and Design LLC

1337 SE 15th Avenue
Portland OR 97214
T: 503.894.9638
E: info@constructiveform.com

Project: Woodburn Association Building Feasibility Study Building Assessment

Table of Contents

PROPERTY INFORMATION

PLANNING & ZONING SUMMARY

EXECUTIVE SUMMARY

BUILDING REVIEW

- Introduction
- Existing Building Construction
- Existing Building As-Builts
- Existing Conditions
- Structural Review
- Mechanical, Electrical, Plumbing Review
- Elevator Review
- Building Envelope Review
- Existing Utilities / Services Review
- Zoning / Occupancy
- Historic Features or Elements

BUILDING CODE REVIEW

- Introduction
- Seismic Safety
- American with Disabilities Act (ADA) Compliance
- Fire/ Life Safety
- Energy Code

APPENDICES

- Exhibit A: Froelich Consulting Engineers Inc, Structural Review
- Exhibit B: Existing Ground and Upper Floor Square Footage (SF)
- Exhibit C: Current Marion County Assessor - Property Information
- Exhibit D: Permit History / Record Drawings Referenced

Constructive Form

Architecture and Design LLC

1337 SE 15th Avenue
 Portland OR 97214
 T: 503.894.9638
 E: info@constructiveform.com

Property Information

Property Address: 347 N Front St, Woodburn OR 97071

Lot Size: 5,250 sf (0.12 acre)

Zoning: DDC

Existing building size: Interior: Main Level : approx. 4,740 sf (interior) 2nd Level : 4,817 sf (interior) = TOTAL: 9,557 sf
 Exterior: Main Level : approx. 5,275 sf (exterior) 2nd Level : 5,275 sf (exterior) = TOTAL: 10,550 sf

Property ID: R108940 (alternate 1-92880140) & Map Tax lot: 051W18AB03400
 WOODBURN, BLOCK 2, LOT 4, ACRES 0.12
 Marion County

Owner:

City of Woodburn

270 Montgomery St
 Woodburn, OR 97071

Planning & Zoning Summary

(Woodburn Development Ordinance, draft May 13, 2013)

Zone: Downtown Development and Conservation Zone (DDC) - per City of Woodburn official Zoning Map

Urban Renewal District: Downtown District

Table 2.103A Uses Allowed In Commercial Zones

All Civic Uses, Most Commercial Retail and Services, Parking Lots and Garages, Misc with Special Permits and all Residential Uses.

Table 2.103B Site Development Standards

Lot Area, Width, Depth & Frontage:	No minimum
Max & Min Front Setbacks:	10 / Zero
Side or Rear Setback, Easement, Min:	No minimum.
Lot Coverage:	Not specified, no minimum.
Building Height, Max.	35

Constructive Form

Architecture and Design LLC

1337 SE 15th Avenue
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 E: info@constructiveform.com

Executive Summary

Background:

The Association building was originally built in 1891.

The building was heavily damaged in the 1993 earthquake and considered uninhabitable; prior to the earthquake there were three stories.



pre 1993 earthquake



post 1993 earthquake

The Front Street and Plaza side facades were replaced (originally unreinforced masonry structure) and seismically upgraded with reinforced masonry façade (CMU walls with brick veneer) exteriors, windows, building entries and canopies. Interior was primarily gutted of interior finishes and equipment including all partition walls. No interior remodel / additions were completed at that time.

Building Area:

The existing building is two (2 story) with approximately 4,740 sf at the ground floor and 4,817 sf at the upper floor, for a total building area square footage of approx. **9,557 sf**. The final usable square footage will be less, once areas for the elevator, egress stairs, finishes and other required infrastructure are deducted.

Occupancy Classification:

The Association Building has no current occupancy classification at this time.

The most recent use of this structure, according to City of Woodburn records, was as a medical clinic and professional offices. Last Occupancy class was "**B**" for Offices.

The allowable occupant load, if the building renovation were completed to meet all current code requirements for a B occupancy, would be approximately **96 occupants** (based on 9557 sf at 100 gross) slightly less once the final stair/ elevator configuration were determined and those floor areas deducted.

Seismic Safety:

Seismic upgrade work that was completed in 2001-2004 brings the building in line with modern seismic requirements. However, a few parts of the work were not completed. Once these few items are completed, there should be no more seismic upgrade work completed, assuming the base building shell remains as is. The most recent use of the building places it in **Occupancy Category II** per OSSC, Table 1604.5 Occupancy Category of Buildings and Other Structures. Work would need to be completed to meet these seismic requirements, but many of the recent seismic elements installed would apply towards meeting it. Converting the building to an A (Assembly, over 300) occupancy, would likely push the occupancy to category III and could require additional seismic upgrading – this would need to be confirmed with the structural engineer and building official, depending on the exact use and occupancy.

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Type of Construction:

The Association Building has no current Type of Construction designation at this time.

Based on visual observation and City of Woodburn correspondence, the building might be classified as **Type V-B Construction, unsprinklered and unprotected**. Type V construction is the least restrictive construction type in terms of materials; but the most restrictive on stories/ heights and area limitations, relative to use. City official also indicated it could possibly be classified as Type III-B, but this would need to be verified.

Sprinklers:

There is some abandoned sprinkler piping in place, but the system is not functional and would most likely need to be completely replaced. This building, and if continued to be used for offices (B occupancy classification), would be allowed to be unsprinklered. M (Mercantile occupancy classification) and A (Assembly occupancy classification) uses would not be allowed if left unsprinklered. If the structure were fully sprinklered, M and A uses would be allowed.

If the building occupancy changes, if a change of use occurs, or if there is mixed occupancy, a sprinkler system would be required.

American with Disabilities Act Compliance (ADA):

Mandatory ADA Improvements can be incorporated into the required overall building upgrades as part of the base building requirements with minimal additional cost.

MEP (Mechanical/ Electrical/ Plumbing):

New heating, cooling and mechanical ventilation would be required for the building – no equipment is currently installed at the existing building shell.

New electrical service to the building and new electrical wiring rough-in would be required to be installed at the existing building shell – no electrical rough-in is currently installed.

Additional research will need to be completed to determine the previously existing number of plumbing fixtures, and the capacity of the existing City water system to serve various uses. In addition, the size of the existing City water system will need to be verified to determine the viability of a sprinkler system or if the pipe sizes need to be upsized.

Energy Code:

The current structure would need to meet 2010 Oregon Energy Efficiency Specialty Code (OEESC) energy code requirements – requiring the entire existing building envelope to be upgraded and to meet this code with the possible exception of the existing glazing, if left in place as is. There is currently no existing wall, roof or floor insulation installed.

Generally, elements of the building left unaltered do not need to meet current energy code. Any new fenestration or envelope improvements must meet energy code. It is unclear what the current roofing assembly is, but it appears to be uninsulated.

Existing Building Conditions:

It is unclear if the most recent permit work – structural and architectural façade improvements – was finalized or closed (to be verified with City of Woodburn building official). There appear to be a number of items specified in the permit drawing scope of work that were not completed.

In addition, there are a number of existing conditions items, as outlined in the Existing Conditions information, that would also need to be addressed as part of any work or improvements to the existing building.

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Building Review

Introduction

This review includes an assessment of all existing building systems and features and is organized in the following sections:

- Existing Building Construction
- Existing Building As-Built Drawings
- Existing Conditions
- Structural Review
- Mechanical, Electrical Review
- Elevator Review
- Building Envelope Review
- Existing Utilities/ Services Review
- Zoning/ Occupancy
- Historic Features or Elements

Existing Building Construction

The Association building was originally built in 1891.

The building was heavily damaged in the 1993 earthquake and considered uninhabitable; prior to the earthquake there were three stories.

Seismic upgrades of the base building structures was under a 2001 permit that was closed/ finalized in 2003, though a few parts of the work were not completed- see structural review in Exhibit A. Work performed under a 2004 permit that was closed/ finalized in 2005 was for the brick façade, windows, doors and awning.

The Front Street and Plaza side facades were replaced (originally unreinforced masonry structure) and seismically upgraded in 2004 with reinforced masonry façade (CMU walls with brick veneer) exteriors, windows, building entries and canopies. Interior was primarily gutted of interior finishes and equipment including all partition walls. No interior remodel / additions were completed at that time. The building is currently two stories.

The existing brick (unreinforced masonry) party walls appear to be 18" thick at the first level and 13" thick at the upper level. The party walls at the upper floor appear to extend only 2 to 6 feet above the second level floor. 2x6 exposed wood stud walls are installed inboard of these existing brick party walls at both levels. The existing exterior masonry wall assemblies have 3-4 hour fire resistance ratings, thus meet current code exterior fire rating requirements. Existing stud walls are incomplete and thus unrated.

The ground level floor is a slab on grade, thickness and reinforcing undetermined.

The upper floor is constructed of wood framing, 2x16 wood joists @ 16" o.c.

The roof structure is constructed of 18" wood I-joists @ 24" o.c.

Roofing per previous drawings (project team did not access top of roof – is a built up roof membrane (visible tar appears to be leaking through joints in some locations).

The elevator core is a concrete elevator shaft. Project team did not access interior of shaft to determine concrete wall thicknesses.

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Existing Building As-Builts

Existing Building As-Built Drawings were completed by Constructive Form LLC. A draft was forwarded to the City of Woodburn for review and the final As-Built Drawings will be included as Exhibit #B.

Existing Conditions

(Organized by Construction Specifications Institute Section Numbers.)

02 | EXISTING CONDITIONS

Likely need testing for lead, asbestos, radon and fuel oil tank – if one was ever used?

03 | CONCRETE

Existing slab areas may need to be removed/replaced to align with top of grade beams at door thresholds.
Shearwall buttresses have some 'honeycombing' and exposed rebar.

04 | MASONRY

Existing brick wall heights were lowered in the field from level illustrated in the engineering drawings. Some old openings filled with grouted CMU at upper floor level. Other openings at ground level walls to be filled for fire rating.
Façade areas with new cavity wall construction, some areas likely packed with mortar droppings between brick and cmu, some missing mortar at brick and cmu joints, some cmu had exterior asphaltic coating.

05 | METALS

Existing structural steel has no fireproofing.

06 | WOOD, PLASTICS & COMPOSITES

Existing upper floor deck still has finish flooring materials attached – the plywood shear diaphragm noted in the 2001 Nicoli Engineering drawings was not installed.
Interior plywood sheathing at 2x6 stud walls shown in drawings is not installed.
Specified connection/anchorage details to be reviewed on-site by engineer.

07 | THERMAL & MOISTURE PROTECTION

No thermal insulation installed at walls.
No thermal insulation installed at roof, and no provision for venting.
No air-sealing and/or fire-stopping installed.
Incomplete and/or degraded caulking at perimeter of some windows and door assemblies.
Minimal rough opening flashings at window and door openings.
No brick-CMU cavity closures installed.
Unclear if there is an existing weather resistive barrier/ air barrier at all wall locations.

Apparent roof leaks.

Leaks in exposed stormwater piping from roof drains to storm sewer.
Noted water damage and some mold at underside of roof sheathing (likely due to unconditioned state of structure).

08 | OPENINGS

Existing windows and doors met 2004 era Energy Code requirements, any new or replacements would need to meet current Energy Code.

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09 | FINISHES

10 | SPECIALITIES

11 | EQUIPMENT

12 | FURNISHINGS

13 | SPECIAL CONSTRUCTION

Fire resistive capacity of the wood framed walls is currently unrated – as the construction is incomplete.

Fire resistive capacity of the existing masonry walls is 3 – 4 hours.

From the engineering drawings it appears that the stud walls at the elevator shaft were to be of 2 hour rating (2 layers of exterior gypsum sheathing –presumably with 2 layers at the interior to meet UL type); while the remaining exterior stud walls were to be of 1 hour rating (1 layer of exterior gypsum sheathing –presumably with 1 layer at the interior to meet UL type.)

14 | CONVEYING EQUIPMENT

Existing commercial elevator shaft is assumed to be empty – had been constructed with stops at 3 levels. **Per City, hydraulics for the elevator were removed during demolition.**

21 | FIRE SUPPRESSION

Previous sprinkler system is only evident at the ground floor level – it is in poor and/or incomplete condition.

Noted sprinkler system appears to be completely nonfunctional - pipe sections cut out to install roll-up door track and to install drag-struts at floor span.

22 | PLUMBING

No working supply or drain/waste/vent (DWV) systems currently intact.

23 | HVAC

No equipment and/or distribution systems currently in place.

26 | ELECTRICAL

No equipment and/or distribution systems currently in place. (Aside from some abandoned knob & tube, short run of flex metal conduit in wall).

27 | COMMUNICATIONS

No equipment and/or distribution systems currently in place.

28 | ELECTRONIC SAFETY & SECURITY

No equipment and/or distribution systems currently in place.

31 | EARTHWORK

At new slab areas; excavation and new compacted fill required. Unclear if a moisture radon barrier is installed under the existing slab. Likely no sub-slab insulation.

32 | EXTERIOR IMPROVEMENTS

Signs of efflorescence in the brickwork – particularly at abutting buildings; likely due to roof & waterproofing issues at these locations

33 | UTILITIES

Located underground at the alley on the Plaza side of the building.

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Structural Review

Provided by Froelich Structural Engineers. See attached Exhibit #A: Structural Building Review.

Mechanical, Electrical, Plumbing Review

See above under Existing Conditions review and Executive Summary.

All new mechanical, electrical and plumbing (within the building envelope) upgrades will be needed.

Elevator Review

Existing elevator shaft appears to be cast-in-place concrete. Reportedly no existing elevator cab or mechanicals.

Building Envelope Review

See above under Existing Conditions review.

Current envelope does not have existing insulation at walls, roof or floor. Unclear if there is an existing weather resistive barrier/ air barrier at all wall locations.

Existing Utilities/ Services Review

Per the City of Woodburn, the following existing City utilities are installed at the plaza side of the building (in the alley) – sizes, locations still to be verified with City:

- 8" sanitary sewer along the plaza side of the building (in the alley). Verify size and location with City.
- 6" water main along the plaza side of the building (in the alley). Verify size and location with City.
- Existing gas line also at alley. Verify size, material and location with City or Utility Company.

Per the City of Woodburn, existing utility branch lines serving the building are:

- 1" water line
- Sewer line
- 4" fire service
- 4" telephone conduit
- (3) 4" power conduits

Per Marion County Assessors map, the right-of-way width of the alley adjacent to the property, is **20'**. Front Street right-of-way width is **55'**.

Per City of Woodburn, DEQ indicated no record of any oil tanks and LUST for this property.

Zoning/ Occupancy

Given its most recent recorded use as offices for Salud del la Familia, Inc., the existing occupancy classification is most likely B (Office).

Per 2004 Deffenbaugh & Associates, P.C. drawings, Sheet A0.1, the Occupancy classification is listed as **B** (office). This is the last recorded occupancy of building per building official.

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Historic Features or Elements

The existing building is substantially changed from the original construction. Even at the time of the 1993 earthquake, many features and elements of the original building had been revised/ lost under EIFS and metal siding, and windows and doors had been filled in. The only remaining original elements are the URM (unreinforced masonry) party walls, which do not extend the full height, and the floor framing and decking, which will need to be covered with plywood sheathing for structural stability. It is unlikely the building would meet any historic register designation criteria.

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Building Code Review

Introduction

A thorough code review informs programming and minimizes costs.

These areas of the code commonly trigger more expensive building upgrades:

- Seismic Safety
- American with Disabilities Act (ADA) Compliance
- Fire/Life Safety
- Energy Code

Seismic Safety

Provided by Froelich Consulting Engineers Inc. See attached Exhibit #A: Structural Building Review.

Change of use often triggers seismic upgrades, as does increasing the occupancy rating.

The existing occupant load is approximately 95 occupants, placing the building in Occupancy Category II per OSSC, Table 1604.5 Occupancy Category of Buildings and Other Structures.

American with Disabilities Act (ADA) Compliance

2012 ICC / ANSI: A117.1 and (OSSC, Chapter 11)

Twenty-five percent of the project budget is required to be dedicated to improving ADA accessibility unless full code compliance is first reached.

These requirements would likely be included in overall base building improvements: accessible entrance and routes, elevator, accessible restroom and room signage, etc.

Fire/Life Safety

Applicable codes:

- 2010 Oregon Structural Specialty Code (2009 IBC w/ amendments) - OSSC
- 2010 Oregon Energy Efficiency Specialty Code (2009 IECC) - OEESC
- 2011 Oregon Plumbing Specialty Code (2009 UPC w/ amendments) - OPSC
- 2010 Oregon Mechanical Specialty Code (2009 IMC w/ amendments) - OMSC
- 2011 Oregon Electrical Specialty Code (2011 NFPA 70 NEC w/ amendments) - OESC

Construction Type

(OSSC, Chapter 5, Table 503)

Type of Construction: Type V-B.

- Per 2004 Deffenbaugh and Associates, P.C. drawings, Sheet A0.1, the Construction Type was shown to be Type VN (under current code this would be equivalent to Type V-B).

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• Type V is the least restrictive construction type in terms of materials; most restrictive on stories/ heights and area limitations. **Type V-B** is unprotected construction. Due to the fact that elements are combustible or exposed to fire, the fire resistance of building elements is typically provided by the application of fire-resistance materials to the building parts.

Existing Occupancies

(unoccupied structure) (OSCC, Chapter 3: Use and Occupancy Classification)

Occupancy Classification: B (office).

- Given its most recent (past) recorded use as offices for Salud de la Familia Inc. the existing legal occupancy classification is most likely B (Office). (definition of Business Group B: ...use of a building or structure, or a portion thereof, or office, professional or service-type transactions...Professional Services)
- Per 2001 Deffenbaugh and Associates, P.C. drawings, Sheet A0.1, the Occupancy classification is listed as **B** (office).
- Some Assembly (A) uses would also fall under B Occupancy classification.
 (Note: Assembly Group (A) – includes restaurants and cafes - 303.1.2: a room or space used for assembly purposes with an occupant load of less than 50 persons and accessory to another occupation...classified as Group B occupancy and 3. A room or space used for assembly purposes that is less than 750 sf...classified as Group B.)

Building Area, Height, Use

(OSCC, Chapter 5, Table 503– Existing and Allowed)

Building Area, per OSCC, is defined as the “area included within surrounding exterior walls”.

The existing building is two (2 story) with approximately 4,740 sf at the ground floor and 4,817 sf at the upper floor, for a total building area square footage of approx. **9,557 sf**. (See attached Exhibit #C)

The final usable square footage will be less, once areas for the elevator, egress stairs, finishes and other required infrastructure are deducted.

(Note: This differs from the 2004 Deffenbaugh & Associates drawings, which indicated 5,274 sf each floor and which appears to the area measured to the outside face of exterior walls).

Existing building height is approx. 36' (feet) to the exterior ridge per 2004 Deffenbaugh and Associates, P.C. drawings. 2001 Nicoli Engineering drawings call out parapet height as 30'-8 1/2”.

Existing building is not sprinklered – the existing system has been partially removed/ disabled.

Per Table 503: Allowable Building Heights and Areas (Baseline):

B (Office)	Type V-B – 40 feet max height 2 story / 9,000 square feet* (Max Allowable Height/ Max Allowable Area per story) (9,000 sf x 2stories = 18,000 sf total area allowed)
---------------------	---

If Structure remains as is (Type V-B, 2 story structure, unsprinklered) then current code, per Table 503, would allow the following uses: B (business) F-2 (manufacturing), H-4 & H-5 (high and very hazard), R1 – R4 (residential), and S-2 (moderate hazard storage).

(Note: M (Mercantile) and A (assembly) uses (over 50 occupants or more than 750 sf) would not be allowed without sprinklers.)

If Existing building was fully sprinklered to current code requirements (Section 504.2) then the allowable building height is increased by 20 feet and the maximum number of stories is increased by one (in addition to building area increases allowed by street frontage, etc.)

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Section 506.2 and 506.3 also would apply if sprinklered, and would increase allowable building area. This would allow all potential occupancy uses for this structure.

Table:

<u>Occupancy Group</u>	<u>Allowed currently per Table 503? (Type of Construction, Area, Heights)</u>	<u>Allowed with Sprinklers?*</u>
A (< 50 occupants, <750sf)	YES, Regulated under B Occupancy.	YES
A (> 50 occupants, >750sf)	NO	YES
B	YES	YES
M	NO	YES
R	YES	YES

* Note: Other code requirements still apply, separate from this table.

Mixed-Use:

If building contains a mix of uses instead of a single occupancy, additional separation of occupancies requirements might apply, per OSSC Table 508.4.

- None required between B, M uses.
- 1 (S) or 2 hour separation between Assembly and other uses.
- 1 (S) or 2 hour between Residential and all other uses.

Note: (S) = sprinklered

Exterior Wall Ratings/ Opening Protection

(OSSC, Chapter 6: Types of Construction)

Exterior bearing and nonbearing walls would need to meet 1 hour fire-resistance, if use remains as B occupancy. The current masonry exterior wall assemblies meet 3-4 hour ratings. Wood framed walls are currently incomplete thus un-rated per code. (See detailed description of current exterior wall assemblies and fire resistance ratings and end of this code section).

Table 601 Requirements for Building elements and:

	Type V-B (f) (g)
Primary structural frame	0
Bearing walls exterior	0
Bearing walls interior	0
Floor construction	0
Roof Construction	0

(f). Not less than the fire-resistance rating based on fire separation distance - see Table 602.

(g). Not less than the fire-resistance rating as referenced in Section 704.10) for exterior bearing walls.

Table 602c* Requirements for Exterior Walls based on Fire Separation Distance (trumps Table 601 above) For Type V-B Construction

B	
$X < 5'$ (c) or $5 \leq X < 10 =$	1 (applicable to loadbearing walls per 2004 Deffenbaugh & Associates drawings)
$10 \leq X < 30 =$	0 (applicable to non loadbearing walls at Plaza side façade and Front Street Facade)

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Per 706.1.1 Party walls. Any walls located on a lot line between adjacent buildings

If current occupancy remains as B, 1 hour fire-resistance rating for exterior walls will likely be required for ALL Types of Construction. If current occupancy changes – ie. A, M, R then requirement would not change.

(Existing) Exterior bearing walls

The existing solid brick (unreinforced masonry) party walls appear to be 18” thick at the first level and 13” thick at the upper level. The party walls at the upper floor appear to extend only 2 to 6 feet above the second level floor. The walls have a gypsum plaster finish in some areas, but in other areas the plaster is no longer in place or cracked (no longer maintaining full integrity). 2 x 6 exposed wood stud walls are installed inboard of these existing brick party walls.

Per US Department of Housing and Urban Development (HUD) Fire Ratings, Guideline on Fire Ratings of Archaic Materials and Assemblies, February 2000, Table 1.1.6:

The rating of the existing masonry assembly would be **9 hours** for the 13” thick walls and **10 hours** for the 18” thick walls.

(For the 13” thick walls, the closest comparable assembly appears to be W-12-M-2, Clay, 12” thickness, no facings = Recommended hours = 10).

(For the 18” thick walls, the closest comparable assembly appears to be W-16-M-10, Clay, 16” thick, no facings = Recommended hours = 9).

Wood stud bearing walls are currently considered unrated.

(Existing) Exterior nonbearing walls

The Front street and Plaza side brick facades are reinforced masonry (8” CMU walls (grade N), 1-2” air space, with 3.5” brick veneer) – per Nicoli Engineering and Deffenbaugh and Associates PC drawings.

Per OSSC, Chapter 10, Table 720.1(2), Rated Fire Resistance Periods for Various Walls and Partitions, a concrete masonry unit (CMU) wall, 7 5/8” thick (actual), would meet a **3 – 4 hour** fire resistance rating, depending on if cavities are fully or partially grouted.

Table 705.8: Maximum Area of Exterior Wall Openings based on Fire Separation Distance and Degree of Opening Protection

0 to less than 3	Not permitted	
3 to less than 5	Sprinklered, UP	15% (potentially applicable to non load bearing walls)
5 to less than 10	Sprinklered, UP	25%
10 to less than 15	Sprinklered, UP	45% (potentially applicable to Plaza side façade, 10’ to centerline of alley)
15 to less than 29	Sprinklered, UP	75%
20 to less than 25	Sprinklered, UP	No Limit. (potentially applicable to Front Street façade, 27.5’ to centerline of Front street)

Note: UP = unprotected

Occupant Load

(OSSC, Chapter 10: Means of Egress)

If Occupancy remains as a B Occupancy,

Per Table 1004.1.1. Maximum Floor Area Allowances per Occupant

Business Areas: 100 gross (floor area in sq. ft. per occupant)

(9557 sf / 100 = **96 occupants**)

Table 1016.1 Exit Access thru Travel Distance

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B: 200 feet (NS); 300 feet (S)

Table 1021.1 Minimum Number of Exits For Occupant load

1 – 500 Occupants: 2 (minimum number of exits)

Assembly (A) uses would have additional exit requirements per Section 1028.

Energy Code

The current structure would need to meet current 2010 Oregon Energy Efficiency Specialty Code (OEESC) energy code requirements – requiring the entire existing building envelope to be upgraded to meet this code with possible exception of the existing glazing, if left in place as is.

(Exception 101.4.2. Additions, alterations, renovations or repairs...shall conform to the provisions of this code as they relate to new construction without requiring the unaltered portion(s) of the existing building or building system to comply.)

Per Table 502.2(1), Building Envelope Requirements:

Roofs

Insulation entirely above decks	R-20ci
Insulation Under – attic and other	R-38

Walls

Mass	R-11.4ci
Wood framed and other	R-13 + R-3.8 ci

Slab-on-grade floor

Unheated Slabs	NR
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Doors

Swinging	0.70 U
Roll-up	0.50 U

Fenestration (U-factor) with metal framing	0.45 U/ 0.46 SHGC
--	-------------------

Skylights (3% maximum)	0.60 U/ 0.40 SHGC
------------------------	-------------------

Note: ci=continuous insulation.

These are the base prescriptive code requirements; alternates can be approved via performance path calculation.

In addition, there are additional State Energy programs and potential funding available for higher energy performance thresholds.

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Appendices

Exhibit A: Froelich Consulting Engineers Inc, Structural Review

Structural Building Review

Client: Constructive Form Architecture & Design LLC

Job Name: 347 North Front Street
Woodburn, Oregon 97071

Job #: 12-T124

Date: July 25, 2013

Purpose

Froelich Engineers (FE) has been hired by Constructive Form to perform a structural review of the Association Building in downtown Woodburn based on the current 2010 Oregon Structural Specialty Code. The goal is to:

- Identify any current structural issues with the building
- Discuss potential seismic upgrade requirements
- Discuss possible structural work associated with future tenants and/or uses

General Building Description

The existing 10,000 square foot, two-story building was originally built in 1891. The original construction consists of unreinforced brick exterior walls with wood-framed floors and roof.

The 1993 Scotts Mills earthquake (aka the "Spring Break Quake") damaged the building. A remodel and seismic upgrade of the building occurred in 2001-2004.

The East and West walls of the building were completely removed and re-constructed with reinforced CMU block walls with a brick veneer.

The roof is framed with new 18" deep I-joists at 24" on center, bearing on new wood studwalls and new glulams at the interior. The exterior wood walls were extended above the original construction during the remodel. These new walls brace the partial-height URM walls. Plywood has been installed throughout the roof, including modern seismic ties to the exterior walls.

The floor framing consists of original diagonal decking with some coverage of old plywood and T&G decking. The floor joists bear in the exterior walls and one central steel beamline at the center of the building. Modern seismic anchors are installed at the entire perimeter of the floor. The walls along the north and south are lined with wood studs – these walls are currently un-sheathed.

A cast-in-place concrete elevator shaft is present along the south wall, with two new concrete seismic buttresses evenly spaced at the north wall.

The original slab on grade is present, with portion of soil exposed at the east and west walls where the new exterior cmu foundations were placed.

Code Requirements:

The seismic upgrade work that was performed in 2001-2004 brings the building in line with modern seismic requirements. However, a few parts of the work were not completed. Once these few items are completed, there should be no more seismic upgrade work required. This would allow for retail, office or other similar occupancies. Should an assembly or "A" occupancy occur, it is likely that a formal seismic

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analysis would be required – however due to the fact that the seismic upgrade work was performed in 2001, it is likely the building official would waive the requirement because the upgrade work is considered a “benchmark” building per ASCE 31-03.

Observed Structural Deterioration/Defects:

Upper Floor Framing:

- A minimum plywood thickness of ½” needs to be added over the entire floor to create a code-required diaphragm. (photo #_)
- Plywood needs to be added to the interior walls – at a minimum the plywood should extend from the baseplate to at least 24” above the extent of the existing masonry. (photo #_)
- A portion of the floor diaphragm is not currently connected to the east wall.

Floor Openings:

- Both floor openings need to be properly structured. In particular, the east stair opening is currently unstable and should be temporarily shored.
- The west opening has temporary shoring, but a permanent system should be installed.

Exterior Walls:

- Plywood sheathing needs to be installed on the studwalls at the north and south – it should match the nailing requirements established on the 2001 remodel plans. (photo #_)

Slab on Grade:

- The areas at the east and west walls require slab patching or replacement where the slab was cut away for the new wall foundations.

Other Items:

As there is currently no HVAC equipment in the building, it is anticipated that new rooftop units would be installed. These units would need to be supported by the existing roof framing and an access hatch will likely need to be installed.

The elevator may need a new hoist beam installed.

New stairs will need to be framed – conforming to modern codes.

Some new windows may be installed at the north and south walls. We do not anticipate any problems where existing windows are to be cut down to create doors. If a new window is cut in a solid wall, (photo #_) an evaluation of the seismic shear capacity must be made in order to determine the impact. Please call our office if you have any question or comments.

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Exhibit B: Existing Ground and Upper Floor Square Footage (SF)

Note: Building Area (per OSCC), is defined as the “area included within surrounding exterior walls”.

The existing building is two (2 story) with approximately 4,740 sf at the ground floor and 4,817 sf at the upper floor, for a total building area square footage of approx. **9,557 sf**. (See attached Exhibit #C)

The final usable square footage will be less, once areas for the elevator, egress stairs, finishes and other required infrastructure are deducted.



Constructive Form

Architecture and Design LLC

1337 SE 15th Avenue
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Appendices

Exhibit C: Current Marion County Assessor - Property Information

Marion County Assessor - Property Information

Page 1 of 2

Search Results for R108940

Owner Name CITY OF WOODBURN	Property ID Number R108940
Owner Address 270 MONTGOMERY ST WOODBURN, OR 97071	Situs Address 347 N FRONT ST WOODBURN, OR 97071
Alternate Account Number 1-92880140	Neighborhood CWD - COMMERCIAL WOODBURN GENERAL
Map Tax Lot 051W18AB03400	Levy Code Area 10303930 - WOODBURN CITY, FD & UR
Get Map	Tax Rate 19.4559

Property Description

Property Class C90 (EXEMPT COMMERCIAL CITY PROPERTY)	Zoning DDC
Property Code O11 - OFFICE LOW RISE 1-19U	Miscellaneous Code
Related Accounts by Map Tax Lot	Linked Accounts

Mortgage Agent-Lender	Mortgage Account Number
Exemption (FNCITY) CITY GOV'T OWNED PROPERTY, FULL EXEMPT	Expiration Date
Tax Roll Description WOODBURN, BLOCK 2, LOT 4, ACRES 0.12	
Year Built 1891	Acreage 0.12
Split/Sub Account	Split/Sub Account Message
Special Account Information - Last Certified Year (2011)	

Sales Information

#	Buyer (Name & Address)	Seller (Name & Address)	Sales Info	Deed Info
1	CITY OF WOODBURN %N ROBERT SHIELDS 270 MONTGOMERY ST WOODBURN, OR 97071	CITY OF WOODBURN %N ROBERT SHIELDS 270 MONTGOMERY ST WOODBURN, OR 97071	\$0	08/14/00 17390229 MI
2	CITY OF WOODBURN 270 MONTGOMERY WOODBURN, OR 97071	ALL AMERICAN DEVELOPMENT LLC %PETERS,GEORGIA PO BOX 632 WOODBURN, OR 97071	08/14/00 \$0 03	08/14/00 17390228 MI
3	ALL AMERICAN DEVELOPMENT LLC %PETERS,GEORGIA PO BOX 632 WOODBURN, OR 97071	AMERICAN BUILDING CRAFTSMEN INC 143 GRANT ST WOODBURN, OR 97071	07/16/99 \$2,300 02	07/16/99 16180268 QC
4	AMERICAN BUILDING CRAFTSMEN INC 143 GRANT ST	ALL AMERICAN DEVELOPMENT LLC PO BOX 632	01/07/99 \$10,000 09	01/07/99 15570170 QC

<http://mcasr.co.marion.or.us/property.asp?PropertyID=R108940>

6/28/2012

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Marion County Assessor - Property Information

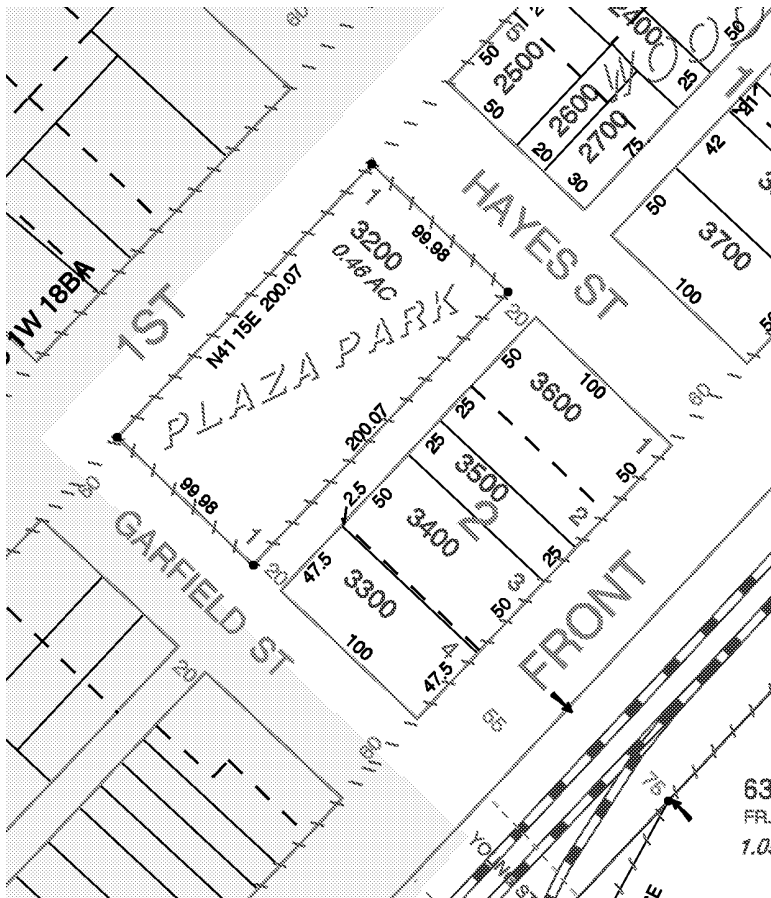
Page 2 of 2

	WOODBURN, OR 97071	WOODBURN, OR 97071		
5	WOLF, MARK C PO BOX 50046 BELLEVUE, WA 98015	IDW ASSOCIATES 1615 MT HOOD AVE WOODBURN, OR 97071	07/13/98 \$0 13	07/13/98 15050544 WD
6	ALL AMERICAN DEVELOPMENT LLC PO BOX 632 WOODBURN, OR 97071	WOLF, MARK C PO BOX 50046 BELLEVUE, WA 98015	07/13/98 \$25,000 01	07/13/98 15050545 WD
7	IDW ASSOCIATES PO BOX 66 WOODBURN, OR 97071	SALUD DE LA FAMILIA INC ,	04/08/97 \$100,000 00	13840568 RD
8	SALUD DE LA FAMILIA INC 429 N FRONT ST WOODBURN, OR 97071	PIPER, HARLEY A & PIPER, MARIAN C 10469 CROSBY RD NE WOODBURN, OR 97071	01/19/81 \$190,000 05	01/19/81 02390231 WD

2012 Land Information (Unedited and Uncertified)

ID	Type	Acres	Sq Ft	Market Value
L1	COM - COMMERCIAL	0.12	5250	\$42,000
TOTAL				\$42,000

51W 18AB, NW1/4 NE ¼ SEC.18 T5S R1W WM, MARION COUTY Assessor GIS Map.
 Subject property is tax lot 3400.



Marion County Assessor's Property Records

Property Summary

Property Identification

Property ID:	R108940	Manufactured Home ID:	
Situs Address:	347 N FRONT ST WOODBURN, OR 97071	Legal Description:	WOODBURN, BLOCK 2, LOT 4, ACRES 0.12
Map Tax Lot:	051W18AB03400		

Owner Information

Owner:	CITY OF WOODBURN 270 MONTGOMERY ST WOODBURN, OR 97071	Previous Owner:	CITY OF WOODBURN %N ROBERT SHIELDS 270 MONTGOMERY ST WOODBURN OR, 97071
---------------	---	------------------------	--

Property Details

Year Built:	1891	Property Code:	O11
Living Area:	10400	Property Class:	C90
Bedrooms:	0	Levy Code Area:	10303930
Bathrooms:		Zoning:	Contact local jurisdiction
Legal Acreage:	0.12	Apex Sketches:	1
		Property Photos:	1 2

Value Information

RMV Land:	\$42,000	Exemption Description:	CITY GOV'T OWNED PROPERTY, FULL EXEMPT
RMV Improvements:	\$493,650		
RMV Total:	\$535,650		
Assessed Value:	\$0		

Tax Information

Taxes Levied 2013-14:	\$0.00	Tax Payoff Amount:	\$0.00
Tax Rate:	19.5415		

Sales Information

Sale Date:	8/14/2000	Deed Number:	17390229
Sale Price:	\$0	Deed Type:	MI
Sale Type:	03		

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Appendices

Exhibit D: Permit History / Record Drawings Referenced

Woodburn Public Plaza plans

City of Woodburn (drawings stamped by Lloyd D Lindley, Landscape Architect)

Drawings Date: 08/30/04

13 Sheets Total

Permit Status: completed

New Building Facades for Association Building Work

Deffenbaugh & Associates, PC

Drawings Date: 03/26/04

9 Sheets Total (7 Architectural, 2 Structural) + Capital City Glass drawings

Scope: New brick façade, windows, doors, and awnings; Seismic 3 upgrades incorporated by Architect were designed into the bid plans and constructed by DGS construction per the plans on file.

Permit Status: B04-177 2004 permit: per City of Woodburn records, closed/ finalized on 1/24/2005.

347 Front Street Two Story Building Modifications (Structural Design only)

Nicoli Engineering, Inc.

Drawings Date: 8/14/01

8 Sheets total, Calculations + details provided as separate sketches

Permit Status: per City of Woodburn records, closed/ finalized in 2003

Per City of Woodburn emails and correspondence, August 2, 2013:

Record of **Permit # B01-436** for asbestos removal, new walls, and new roof. Finalized/ closed.

City of Woodburn Memos and correspondence

Date: 1993 and 1994

Subject: Follow up on Dangerous Building Procedure and other misc. correspondence

Marion County Assessor's Property Records Property Summary

Property Identification

Property ID:	R108940	Manufactured Home ID:	
Situs Address:	347 N FRONT ST WOODBURN, OR 97071	Legal Description:	WOODBURN, BLOCK 2, LOT 4, ACRES 0.12
Map Tax Lot:	051W18AB03400		

Owner Information

Owner:	CITY OF WOODBURN 270 MONTGOMERY ST WOODBURN, OR 97071	Previous Owner:	CITY OF WOODBURN %N ROBERT SHIELDS 270 MONTGOMERY ST WOODBURN OR, 97071
---------------	---	------------------------	--

Property Details

Year Built:	1891	Property Code:	O11
Living Area:	10400	Property Class:	C90
Bedrooms:	0	Levy Code Area:	10303930
Bathrooms:		Zoning:	Contact local jurisdiction
Legal Acreage:	0.12	Apex Sketches:	1
		Property Photos:	1 2

Value Information

RMV Land:	\$42,000	Exemption Description:	CITY GOV'T OWNED PROPERTY, FULL EXEMPT
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Assessed Value:	\$0		

Tax Information

Taxes Levied 2013-14:	\$0.00	Tax Payoff Amount:	\$0.00
Tax Rate:	19.5415		

Sales Information

Sale Date:	8/14/2000	Deed Number:	17390229
Sale Price:	\$0	Deed Type:	MI
Sale Type:	03		

[FINAL]

Community Engagement Summary

Woodburn Association Building

October 15, 2013



Prepared by:

COGAN
OWENS
COGAN

ACKNOWLEDGEMENTS

Client

City of Woodburn

Consultants

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Introduction

To assist with identifying a community-supported use for the Association Building in downtown Woodburn, twenty-six individuals were interviewed in person or by phone in June and July of 2013. Additionally intercept surveys were conducted at three events – chosen to reflect a diversity of ages and ethnicities in Woodburn – Woodburn Summer Nights in the Library Park on July 9, at the Capaces 2nd Birthday and Mural Kick-off Celebration on July 13, and at Fiesta Mexicana on August 3.

The in-depth interview summary consisted of 10 questions about the downtown area and the Woodburn Association Building. These individuals were identified with recommendation by City staff as well as by recommendation after review with Woodburn City Council. Responses are listed in the report in terms of highest frequency.

This intercept survey was developed in both Spanish and English from the in-depth interview instrument and its goal was to quickly and easily gather the opinions of everyday people who were encountered in the downtown area on three different occasions.

The intercept survey was a brief five-question. Intercept survey participants were approached at these events and asked if they would be willing to take a brief survey about downtown Woodburn. Of the people surveyed:

- 73% were residents of Woodburn, 27% were not.
- 63% of individuals took the survey in English and 37% took the survey in Spanish.
- All Spanish speakers were Latino though all English speakers were of various backgrounds, including Latino and non-Latino ethnicities.

Key Findings from the in-depth interviews and survey follow below.

Key Findings

Woodburn residents love the sense of community, diversity, and “small-town feel” of living in Woodburn. There is a strong affinity with family-values and community-oriented developments.

Over the course of 26 in-depth stakeholder interviews and 85 intercept surveys across community demographics in the City of Woodburn the following key findings are most significant:

- People would like a community-focused development to go into the Association Building location.
- A popular concept for the Association Building is a youth and family-focused community center for year-round use.
- Other popular ideas for possible programming in the Association Building are entertainment or performance space, meeting or event space, and quality office space.
- Respondents also support the idea of a Small Business assistance and/or incubator space for offices and/or retail.
- Downtown food and restaurant opportunities as well as shopping and retail are a significant draw.
- People are also strongly drawn to increasing the diversity of restaurants and shopping in the downtown to more accurately reflect both the multi-cultural diversity of Woodburn as well as to provide more choices overall to meet the needs of a greater diversity of tastes.
- Respondents are interested in options for both keeping the building for public benefit or an option for selling the building for redevelopment while maintaining an emphasis on public benefit.
- Respondents are interested in continuing to improve the cleanliness and safety of the downtown, both real and perceived.

In-depth Interview Summary

Responses to the in-depth interviews were clear - people like to live in Woodburn because of the sense of community, diversity, and small-town feel. Most people interviewed are in the downtown area frequently three or more times a week. They believe they would come downtown more often if there were “new and revitalized businesses”, an “increased diversity of businesses and people”, as well as “a greater variety of restaurants and places to eat in the downtown area”. The biggest perceived need to improve visitation to the downtown area is to provide for an increased diversity of services, restaurants, and uses for the downtown area.

When asked to sell, keep, or do “something else” half of the respondent replied that the City should sell the Association Building. However, a portion of these respondents also stated that if the City were to develop the building for a public benefit, that they should instead keep the building. Approximately one-third of respondents were firm in stating that the building should be sold. Approximately a quarter of respondents stated the City should keep the building over-all and purpose it for community use. Other responses included other community-use type developments without specifying public or private development. Regardless of what the City does with the building, incorporating public benefit (possible through developer agreement if the building is sold) should be a priority based on the opinions of these stakeholders.

Responses indicate clear support for entertainment and performance space, meeting and event space, and quality office space. Percentages and details are outlined in the findings section below. Another use identified which was more specific than the previous three was a Latino and other small business support or incubator type space whether office or retail. This use could potentially fit into a quality office space scenario and would likely need to be established through a partnership with the City and possibly an organization such as the Chamber of Commerce or a local non-profit Community and Economic Development organization with emphasis to serve the multi-cultural community of Woodburn. All of these uses identified support a community-focus for the use of the building.

Interviewees most supported community programming and kid-friendly activities in the plaza in front of the Association Building. They also supported renovating the plaza and putting a restaurant in the plaza, which might also apply to a revitalization of the Association Building.

There are synergistic uses between the building and the plaza which are supported by concepts the public has generated. By emphasizing family and community-centered programming on the plaza, this will reinforce and support a mix of uses in the Association Building.

A well-programmed and activated public plaza coupled with the redevelopment of the Association Building is an excellent opportunity, which will also help to alleviate the perception that the downtown isn't safe. More eyes and more people/families on the streets will ultimately encourage greater positive community interactions. Emphasis on the public space to activate and cultivate energy around the Association Building will be a positive strategy and enhance whatever development type is ultimately decided upon for the building.

Additionally, the various programmatic uses suggested by the community in both the surveys and the interviews point toward considering scenarios where there is a mix of uses within the building that generally support and provide a wide community benefit, with particular emphasis on places friendly for families and youth.

The following information from the interviews addresses the context within which the Association Building is found, this information is meant to assist in informing how the Association Building redevelopment is approached but can also be used as input for overall downtown approaches.

The top three ways identified for the City and Community to best work together to make the Association Building a successful development were to hold “community meetings”, to provide “City investment of time and money in the building”, and to “market the building”. These options weren’t very specific to strategies for how the City and Community could work together but did provide, especially through the “community meetings” suggestion, an avenue to have a more robust conversation about the building. The following two ideas relating to investment and marketing are strategies more applicable to finding a buyer/development concept for the idea based on City efforts, though it is possible through community meetings that the City could identify community champions to assist and support the marketing effort and future development steps for the revitalization of the Association Building.

Interviewees had strong opinions about how to reduce vacancies. Most suggested property management and maintenance of the downtown buildings. Through conversations, this suggestion was driven by an interest in the image and structural integrity of the downtown and with property management (or perhaps more applicable here, district management) they are looking for ways to unify a vision for the downtown that people can subscribe to for added attractiveness. This was augmented by support for the city loans and grants program for storefront improvement which many interviewees were already aware of, but believed that all property owners or business owners were not adequately educated about in terms of taking advantage of them. The other two most popular responses, “marketing” and “downtown infrastructure improvements” tie in neatly with the desire for a downtown property manager and maintenance of the downtown buildings. Through conversation the interviewees are looking for a downtown which is cohesive, well maintained, well-managed and coordinated as well as maintained.

Lastly, interviewees were asked about the target market for downtown and roughly equal were the responses “shoppers, Latinos, everyone, and residents of Woodburn.” These answers all correlate roughly to the current demographic of Woodburn as everyone is a potential shopper. In the view of the interviewees, the downtown area should first focus on the needs of the local market with view to attracting other tourists and visitors on the horizon once a solid local base is better and further established.

Interviewees were evenly divided on the topic of creating a culturally focused district. There was some sentiment that it already is culturally specific to the Mexican/Latino culture and this is the base that should be worked with, others (both Latinos and non-Latinos) stated that the district needed to diversify to better reflect the other cultural groups in Woodburn. Interviewees also highlighted that a cohesive theme or vision for the downtown, whether it be “family-friendly”, “Woodburn’s shared historic culture”, or something else, be identified to improve the downtown.

In-depth Interview Findings

This section outlines quantitatively the responses and response types collected through the interview process.

In response to the question “What do you like most about living in Woodburn?” people identified as many characteristics as they wished and the top three were “community “ with 25% of all responses, “diversity” with 12%, the “small-town feel” with 2%. Responses with less than 2% each included “history of Woodburn”, “mixed-uses”, “convenience”, and “the plaza”. Additionally, seven interviewees stated that they did not live in Woodburn and did not answer the question.

A slight majority, 60% of interviewees stated they come to the downtown area three days a week or more and in response to the question “What would draw you downtown more often?” the top three responses were “new and revitalized businesses”, “increased diversity of businesses and people”, as well as “a greater variety of restaurants and places to eat in the downtown area” with 20% of all

responses each. Other responses included “restoration”, “tourism”, “more people”, “themes, i.e. Hispanic Culture”, “transit”, or “entertainment” accounted for 5% - 8% of responses.

When asked if the City should sell, keep, or do “something else” with the Association Building, 32% of all responses identified the best thing to do would be to sell the building and 16% of all responses stated that the City should keep the building. In continued conversation on the topic with interviewees, 32% of responses highlighted that the building should be repurposed for community use. People additionally stated that the building would be appropriate for “renovation”, “business use”, donation to a non-profit”, and as “an homage to the history of Woodburn”.

When asked how the City and Community could best work together to make the Association Building a successful development, 16% of responses identified “community meetings”, 16% stated “City investment of time and money in the building”, and 14% of all responses highlighted “marketing of the building” would be best. Other ideas with fewer response percentages included “sell the building”, “work with businesses”, “be inclusive”, and “obtain a variety of opinions for feedback”.

When asked to focus on the highest and best use of the of the Association Building in consideration of perceived needs in the downtown area 26% of all responses identified “entertainment and performance space”, 23% of all responses stated “meeting and event space”, and 23% of responses highlighted “quality office space”. Following closely behind these top three responses with 15% of all responses was to use the building as a “Latino and other small business incubator space”. Other responses included “Mercado/festival space”, “a museum”, and “a parking area”.

When asked about the best uses of the plaza space in front of the Association Building facing First Street, just over half (51%) of all responses identified that there should be community programming with kid-friendly activities in the plaza. The following highest responses were “renovate the plaza” and “put a restaurant in the plaza” with 10% of all responses each. Other ideas with less than 8% each of total responses included “promote/market it”, “add public restrooms”, “address criminal activity here”, “add artwork”, and “parking”.

When interviewees were asked about incentives to reduce vacancies, the top answer was to increase “property management and maintenance of the downtown buildings” with 32% of responses. A “loans and grants program” was also frequently stated with 18% of responses. Many people were aware that the City has an existing loan and grant program but suggested marketing the opportunity and benefits more clearly for downtown building owners and businesses. Other responses with 11% of total responses each included “marketing the downtown” and “downtown infrastructure improvements.” “Business promotion”, “transit/signage”, “events”, and “theme/appearance of downtown” were other less frequently cited ideas.

Lastly questions about the target market and whether or not the downtown district should be culturally specific were asked. 15% of all responses identified that the target market should be “shoppers” and 15% of all responses stated the “Latino community”. “Everyone” and “residents of Woodburn” garnered 13% of responses each.

With regard to whether or not the district should be culturally specific, 50% of responses identified that the district should be culturally specific and 46% of all responses stated it should not be a culturally specific district. The remaining percentages chose not to answer the question or were unsure.

Intercept Survey Summary

Intercept survey participants were mostly residents of Woodburn and nearly 2/3 of them are in the downtown area at least once a week, if not more frequently. People currently are coming to the downtown area mostly for restaurants, shopping/retail, or public services like the library, post office, or City Hall.

The most popular responses for what could change in the downtown to bring them there more often was to have more diverse shops and restaurants, as well as a more well maintained and beautified downtown. A movie theater was also cited more frequently followed by the availability of youth and family activities. During the intercept surveys many people highlighted and acknowledged that much had already improved in the downtown area over the past few years.

When asked about future uses for the Woodburn Association Building people overwhelmingly supported a use which targeted healthy activities for youth and families. This ranged from ideas for a recreation center, partnering to bring a Boys and Girls club to the building, or an indoor-style play place that parents could take their kids to all year round. The next most highlighted response was a restaurant for the building though this was accounted for 10% of the responses in contrast to the 49% focused on a facility for youth and family use.

Intercept Survey Findings

This section outlines quantitatively the responses and response types collected through the intercept survey process.

Of the 85 total respondents, nearly three fourths of those surveyed live in the City of Woodburn. 38% are downtown on a daily basis or for work, and 25% are downtown 1-4 times a week. 16% come downtown a few times a month, with the remaining percentages coming to downtown Woodburn a few times a year or less.

When asked what people currently come to downtown Woodburn for 28% of responses identified “restaurants”, 27% of all responses stated “retail/shopping” opportunities, and 11% of all responses highlighted public services like the library, post office or City Hall. When asked what would draw people downtown more often than currently 16% of all responses stated “more diverse shops and restaurants”, 14% of all responses identified “a beautified and well maintained environment” and 11% of responses cited a “movie theater”. 22% of those surveyed chose not to answer the question or were not sure. Additionally, 10% of responses indicated that youth and family activities would draw them downtown more often and 9% of responses cited additional community events.

When asked about the Woodburn Association Building and potential uses, people responded overwhelmingly with 49% of all responses in favor of a community or recreation center focused particularly on youth and family activities. The next most cited response with nearly 10% of all responses identified the Association Building as a location for a pub or restaurant. Of the 85 people surveyed 15 chose not to answer the question or were not sure.

People were asked to consider what they would like downtown Woodburn to look like in the future. The most cited response with 36% of all responses made was for a beautified and well maintained downtown. Many people acknowledged the improvements that have already been made and encouraged a continuation of improvements. Following this with 11% of all responses was for a future downtown that is family and youth friendly, and 11% of responses focused on a mixed-use/retail emphasis for downtown in the future.

Overall Conclusions and Recommendations

As a general theme, people in Woodburn conveyed clearly through interviews and intercept surveys that they like where they live. If they were not a resident of Woodburn they still expressed an interest in the town and were there for various reasons (work, family, or the Mexican culture and food).

Related to the Association Building, the in-depth interviews indicated that there is stronger interest in selling the building rather than keeping it, though conversation often included a caveat that the building could also serve a strong public use and may need to be kept. Intercept surveys with the community indicated developing the building for community and family-friendly use.

The top programmatic uses for the building are oriented around community and family, and use types included entertainment and performance space, meeting or event space, and quality office space. Both the programmatic concepts for the types of uses as well as the identified uses for the Association Building can be mutually beneficial and may be helpful in terms of development concepts and possible marketing to sell the building.

Woodburn is at an interesting crossroads. It has an incredible mix of diverse people and stakeholders from many different groups with different interests. Fundamentally through our surveys and in-depth interviews the idea that a well maintained, beautified, and family-friendly downtown is broadly desired was identified. The Association Building development should focus on community needs, and the plaza should be activated in conjunction with the building development for a place for community to gather, relax, and continue to interact with one another. There is already strength in the diverse foundation that currently exists in Woodburn today; this is an excellent opportunity to build upon it.

The City has an opportunity to catalyze the Association Building and generate buzz, energy and interest with a community and family-friendly environment. This could be done through a variety of development uses and partnership types, whether public, public/private, or private. This development has the potential to set the tone for the future of downtown, to capture more members of the community to spend their time and patronage here, draw private investment to the area, and continue to uplift and revitalize this diverse and unique place.

Final Thoughts

Respondents are ultimately interested in a healthy and robust downtown and through the interviews potential community partners and champions exist. While there is not a cohesive unity in terms of the district being a culturally specific or not culturally specific location, there is widespread support for a downtown that is well maintained, beautified, and family and youth-friendly. The values of the town across those surveyed are clear in this regard. The Association Building can be the catalyst to bring together diverse interests under the foundational goals of a well maintained, beautified and family-friendly downtown. Marketing, infrastructure improvements, and a “Woodburn” brand around these values may serve the community well in endeavors to build and develop public/private partnerships in the continuing revitalization of downtown and leverage City investments (already made and those to be made in the future).

One recommended strategy to help leverage expertise in steps to move the downtown forward beyond sticks and bricks improvements would be to develop an advisory group for opportunities to collaborate around marketing the downtown, and next steps to walk towards a “community oriented and family-friendly” downtown.

Convening around the Association Building, may help to further galvanize expertise to bring together the Woodburn community around revitalizing the downtown.

Appendix A: In-Depth Interview Instrument

Woodburn Association Building

In-Depth Interview Form

Interviewee

Name:

Organization:

Position at organization:

Phone or E-mail:

Interviewer

Name:

Date:

Introduction

1. **Project goals:** The City of Woodburn has contracted with a team of consultants to assist them in building a vision and marketable concept for re-use of the downtown Association Building, on the main plaza between 1st and Front Street. The purpose of this interview is to identify community needs and perceptions from the community about what they would like to see in the Woodburn Association Building as well as the downtown overall.
 2. **Background:** The Woodburn Association Building was damaged by an earthquake in 1993, shortly after it came into ownership of the City of Woodburn. The City invested approximately \$800,000 into the building to seismically upgrade it to protect it as well as the adjacent properties. Today the building is still in City ownership and the City is investigating opportunities for best future uses of the building.
 3. **Individuals may speak to us in confidence.** Any quoting of outcomes will be done anonymously (unless you prefer otherwise). The main purpose is to allow stakeholders to speak freely about their concerns and ideas.
-

Questions

1. What do you like most about living in Woodburn?
2. How often do you come to downtown Woodburn? What are you coming for?
3. What would draw you downtown more often than currently (if not already a frequent visitor)?
What do you envision for a successful downtown?
4. What do you think the City should do with the Woodburn Association Building? (Sell it? Develop it? Other ideas?)

5. How do you envision the City and the Community working together to make the Association Building a successful development?
6. Focusing on the Association Building, what needs do you see for the downtown marketplace in the following areas?
 - a. Entertainment and Performing space?
 - b. Meeting / event space?
 - c. Quality upper story office space?
 - d. Latino/other small business assistance and general incubator space?
 - e. Mercado/festival space?
7. What should be done with the plaza space in front of the building? What do you want to see there?
8. What types of incentives do you think are needed to reduce vacancies?
9. Who should the target market be in downtown Woodburn?
10. Should this be a culturally specific district? A non-culturally specific district?

Appendix B: Intercept Survey Instrument (English and Spanish)

Woodburn Association Building

Intercept Survey Form - English

1. First, quickly about you - do you live in Woodburn?
 - Yes
 - No

- a. How often do you come to downtown Woodburn?
 - i. Daily/work downtown
 - ii. Once/week
 - iii. Monthly
 - iv. Few times a month
 - v. Few times a year
 - vi. Other _____

2. For what do you mainly come to downtown Woodburn?

3. What would draw you downtown more often than currently? (If not already a frequent visitor.)

- (If they live in Woodburn and/or know of the association building, continue, otherwise, get their Zip Code and thank them for their time).*

4. We are working specifically on the Woodburn Association Building between the plaza and Front Street. For what uses do you think it could be most beneficially developed?

5. Looking into the future, how do you imagine downtown could look and feel?

Woodburn Association Building**Intercept Survey Form - Spanish**

1. Antes que nada- ¿Vives en Woodburn?

Si

No

a. ¿Con qué frecuencia visitas el centro de Woodburn?

i. Diario/trabajo en el cenro

ii. Una vez a la semana

iii. Cada mes

iv. Algunas veces al mes

v. Alguna veces al año

vi. Otra opción

2. ¿Cuál es la razón principal por la que vienes al centro de Woodburn?

3. ¿Que te haría visitar más segudio el centro de Woodburn? (Si no es un visitante frecuente)

(Si ellos viven en Woodburn y/o saben a cerca del association building, continua con las preguntas, si no, pídeles su código postal y dales las gracias por su tiempo.)

4. Estamos trabajando con Woodburn Association Building entre la plaza y la calle Front.

¿Como crees

que la comunidad se pueda beneficiar con el desarrollo de ése lugar?

5. Visualizando el futuro, ¿Cómo te imaginas que el centro se podría ver?

Appendix C: In-Depth Interview Response Type and Tally Synthesis for 26 In-Depth Interviews, Kiwanis Group Responses, and Woodburn Historic Neighborhood Association Responses

28 In-Depth Interviews – Combined Summary

Individual one-to-one conversations were held with leaders of the following organizations or groups, as recommended by City staff as well as by Woodburn City Council.

- Capaces Leadership Institute
- Chemeketa Community College
- City of Woodburn Fire District
- City of Woodburn Police Department
- Downtown Building Owner and Developer
- Downtown Business Owners
- Downtown Woodburn Unidos
- Estates Golf and Country Club
- Farmworker Housing Development Corporation
- Historic Neighborhood Association and Planning
- Izo Public Relations and Marketing
- Latino Business Alliance
- Parks Board
- Silverton Health
- Woodburn Chamber of Commerce
- Woodburn Premium Outlets
- Woodburn School District
- Woodburn Tourism Bureau

In addition, members of the Woodburn and French Prairie Kiwanis groups as well as the Woodburn Historic Neighborhood Association filled out in a group setting interview forms. Their responses were combined in aggregate to each count for one stakeholder interview so as not to disproportionately weigh the overall interview summaries. To see a breakdown of all the responses by group, please see the following three portions of Appendix E which separate the tallies and responses of the 26 interviewees, the Kiwanis and WHNA groups.

The combined summary is as follows with the top three responses highlighted where possible:

What do you like most about living in Woodburn? (8 response types, 58 responses)

Do not live in Woodburn – 7

History of Woodburn – 3

Diversity – 7

Mixed-uses – 4

Community – 14

Small town feel – 5

Convenience – 3

Plaza – 1

How often do you come to downtown Woodburn? (5 response types, 28 responses)

Daily/work – 12

3x week – 5

2x week – 4

1x week – 4

Monthly – 3

What would draw you downtown more often than currently (if not already a frequent visitor)?

What do you envision for a successful downtown? (9 response types, 59 responses)

Restoration – 5

Tourism – 3

More people – 3

Themes (i.e. Latino culture, mixed-culture/heritage, honor farmer/farmworker history) – 4

New/Revitalized Businesses – 12

More diversity of businesses / people – 12

Restaurants, places to eat, (sit down, café, family dining, more variety) – 12

Transit (better transit connections) – 3

Entertainment – 5

What do you think the City should do with the Woodburn Association Building? (Sell it? Develop it? Other ideas?) (7 response types, 44 responses)

Sell – 14

Keep – 7

Renovate – 5

Community Use – 14

Business Use - 1

Homage to History of Woodburn – 2

Donate (i.e. to non-profit) – 1

How do you envision the City and the Community working together to make the Association Building a successful development? (8 response types, 48 responses)

Work with businesses – 5

Be inclusive – 5

Variety in feedback – 4

Community meetings – 8

Sell the building – 6

Invest time/money in the building – 8

Marketing – 7

Missing / not sure - 5

Focusing on the Association Building, what needs do you see for the downtown marketplace in the following areas? (8 response types, 80 responses)

Entertainment and performing space? - 21

Meeting / event space? - 18

Quality upper story office space? - 18

Latino/other small business assistance and general incubator space? - 12

Mercado/festival space? - 7

Museum - 2

Parking – 1

Not sure/no answer - 1

What should be done with the plaza space in front of the building? What do you want to see there? (11 response types, 51 responses)

Child/Family Friendly Community programming – 24

Promote/market it – 3

Not sure/no changes – 2

Renovate it – 5

Add public restrooms – 1

Address criminal activity here – 2

Artwork – 4

Parking – 1

Restaurant – 5

Discuss rent cost – 2

No data/did not answer – 2

What types of incentives do you think are needed to reduce vacancies? (9 response types, 44 responses)

Business promotion - 1

Transit/signage - 3

Events – 2

Loans/grants – 8

Marketing – 5

Property management/maintenance – 14

Theme/appearance of downtown - 1

Infrastructure improvements – 5

No data / did not answer – 5

Who should the target market be in downtown Woodburn? (11 response types, 45 responses)

Students – 2
Mix of demographics – 5
Seniors – 1
Residents of Woodburn – 6
Shoppers – 7
Families – 4
Latino community – 7
Restaurant crowd – 1
Tourists – 5
Everyone – 6
Not sure/no answer – 1

Should this be a culturally specific district? A non-culturally specific district? (3 response types, 28 responses)

Non-culturally specific – 13
Culturally-specific – 14
No data / did not answer – 1

26 one-to-one In-Depth Interviews – Summary

Individual one-to-one conversations were held with leaders of the following organizations or groups, as recommended by City staff as well as by Woodburn City Council. Individuals from these organizations responded in the following manner to the questions in the In-depth Interview and their responses are tallied in aggregate. People were free to state as many reasons as they wished so tallies do not necessarily add up to the total amount of people interviewed.

What do you like most about living in Woodburn?

Do not live in Woodburn – 7

History of Woodburn – 2

Diversity – 6

Mixed-uses – 4

Community – 12

Small town feel – 3

Convenience – 2

Plaza – 1

How often do you come to downtown Woodburn?

Daily/work – 12

3x week – 5

2x week – 5

1x week – 4

Monthly – 3

What would draw you downtown more often than currently (if not already a frequent visitor)?

What do you envision for a successful downtown?

Restoration – 5

Tourism – 3

More people – 3

Themes (i.e. Latino culture, mixed-culture/heritage, honor farmer/farmworker history) – 4

New/Revitalized Businesses – 12

More diversity of businesses / people – 10

Restaurants, places to eat, (sit down, café, family dining, more variety) – 10

Transit (better transit connections) – 3

Entertainment – 5

What do you think the City should do with the Woodburn Association Building? (Sell it? Develop it? Other ideas?)

Sell – 12

Keep – 7

Renovate – 5
 Community Use – 14
 Homage to History of Woodburn – 2
 Donate (i.e. to non-profit) – 1

How do you envision the City and the Community working together to make the Association Building a successful development?

Work with businesses – 4
 Be inclusive – 4
 Variety in feedback – 4
 Community meetings – 8
 Sell the building – 5
 Invest time/money in the building – 7
 Marketing – 7
 Missing / not sure - 3

Focusing on the Association Building, what needs do you see for the downtown marketplace in the following areas?

Entertainment and Performing space? - 19
 Meeting / event space? - 17
 Quality upper story office space? - 17
 Latino/other small business assistance and general incubator space? - 10
 Mercado/festival space? - 7
 Museum - 2
 Parking – 1

What should be done with the plaza space in front of the building? What do you want to see there?

Child/Family Friendly Community programming – 21
 Promote/market it – 3
 Not sure/no changes – 2
 Renovate it – 5
 Add public restrooms – 1
 Address criminal activity here – 2
 Artwork – 4
 Parking – 1
 Restaurant – 4
 Discuss rent cost – 2
 No data/did not answer – 1

What types of incentives do you think are needed to reduce vacancies?

Business promotion - 1
Transit/signage - 3
Events – 2
Loans/grants – 8
Marketing – 5
Property management/maintenance – 12
Theme/appearance of downtown - 1
Infrastructure improvements – 4
No data / did not answer – 3

Who should the target market be in downtown Woodburn?

Students – 2
Mix of demographics – 4
Seniors – 1
Residents of Woodburn – 6
Shoppers – 7
Families – 4
Latino community – 7
Tourists – 5
Everyone – 5

Should this be a culturally specific district? A non-culturally specific district?

Non-culturally specific – 11
Culturally-specific – 14
No data / did not answer – 1

Kiwanis Summary

16 people were interviewed from both the Woodburn and French Prairie Kiwanis Groups. These interviews were conducted in a group setting with members filling out the interview form individually. People were free to state as many reasons as they wished so tallies do not necessarily add up to the total amount of people interviewed.

1. *What do you like most about living in Woodburn?*

- Do not live in Woodburn - 2
- Diversity – 3
- Community – 4
- Small town feel – 10
- Convenience – 4
- No answer - 2

2. *How often do you come to downtown Woodburn?*

- Daily/work – 6
- 3x week – 2
- 2x week – 3
- 1x week – 3
- Monthly – 3

3. *What would draw you downtown more often than currently (if not already a frequent visitor)?
What do you envision for a successful downtown?*

- Restoration – 4
- Tourism – 2
- New/Revitalized Businesses – 3
- More diversity of businesses/people – 4
- Restaurants, places to eat, (sit down, café, family dining, more variety) – 8
- Entertainment – 3
- No response - 2

4. *What do you think the City should do with the Woodburn Association Building? (Sell it?
Develop it? Other ideas?)*

- Sell – 10
- Keep – 2
- Renovate – 2
- Business use - 3
- Lease – 2

5. *How do you envision the City and the Community working together to make the Association Building a successful development?*

- Work with businesses – 5
- Be inclusive – 1
- Variety in feedback – 1
- Community meetings – 1
- Sell the building – 3
- Invest time/money in the building – 4
- Marketing – 1
- Missing / not sure - 6

6. *Focusing on the Association Building, what needs do you see for the downtown marketplace in the following areas?*

- Entertainment and performing space? - 4
- Meeting / event space? - 2
- Quality upper story office space? - 3
- Latino/other small business assistance and general incubator space? - 3
- Mercado/festival space? - 2
- Museum - 2
- Parking – 1
- Not sure/no answer – 7

7. *What should be done with the plaza space in front of the building? What do you want to see there?*

- Community programming – 5
- Not sure/no changes – 1
- Restaurant – 3
- Parking – 1
- No data/did not answer - 10

8. *What types of incentives do you think are needed to reduce vacancies?*

- Marketing – 1
- Property management/maintenance – 3
- Infrastructure improvements – 2
- No data / did not answer – 11

9. *Who should the target market be in downtown Woodburn?*

- Mix of demographics – 2

- Residents of Woodburn – 1
- Families – 1
- Latino community – 1
- No answer/not sure - 10

10. Should this be a culturally specific district? A non-culturally specific district?

- Non-culturally specific – 7
- No data / did not answer – 9

Woodburn Historic Neighborhood Association Summary

10 people were interviewed from Woodburn Historic Neighborhood Association. This interview was conducted in a group setting with members filling out the interview form individually. People were free to state as many reasons as they wished so tallies do not necessarily add up to the total amount of people interviewed.

1. *What do you like most about living in Woodburn?*

- Do not live in Woodburn - 1
- History of Woodburn – 2
- Diversity – 2
- Mixed-uses – 1
- Community – 5
- Small town feel – 3
- Plaza – 1

2. *How often do you come to downtown Woodburn?*

- 3x week – 3
- 1x week – 3
- Monthly – 2
- Never – 1
- No answer – 1

3. *What would draw you downtown more often than currently (if not already a frequent visitor)? What do you envision for a successful downtown?*

- Restoration – 1
- Other Businesses - 1
- More diversity of businesses / people – 6
- Restaurants, places to eat, (sit down, café, family dining, more variety) – 5
- Entertainment – 1
- No answer - 1

4. *What do you think the City should do with the Woodburn Association Building? (Sell it? Develop it? Other ideas?)*

- Sell – 10
- Keep – 1
- Renovate – 1

5. *How do you envision the City and the Community working together to make the Association Building a successful development?*

- Work with businesses – 1
- Be inclusive – 2
- Community meetings – 1
- Sell the building – 3
- No answer - 5

6. *Focusing on the Association Building, what needs do you see for the downtown marketplace in the following areas?*

- Entertainment and performing space? - 5
- Meeting / event space? - 4
- Quality upper story office space? - 3
- Latino/other small business assistance and general incubator space? - 6
- Mercado/festival space? - 2
- No answer – 1

7. *What should be done with the plaza space in front of the building? What do you want to see there?*

- Community programming – 5
- Not sure/no changes – 1
- Make it child friendly (i.e. bubbler fountain, activities for kids programmed) – 6
- Address criminal activity here – 2
- Restaurant – 1
- No data/did not answer - 2

8. *What types of incentives do you think are needed to reduce vacancies?*

- Loans/grants – 1
- Property management/maintenance – 5
- Infrastructure improvements – 1
- No data / did not answer – 4

9. *Who should the target market be in downtown Woodburn?*

- Mix of demographics – 1
- Residents – 2
- Shoppers – 1
- Restaurant crowd – 4
- Everyone – 3

- No answer - 2

10. Should this be a culturally specific district? A non-culturally specific district?

- Non-culturally specific – 8
- No data / did not answer – 2

Appendix D: Intercept Survey Response Type and Tally Synthesis

Intercept Survey Response Summary

First, quickly about you - do you live in Woodburn? (2 response types, 85 responses)

Yes - 62

No - 23

How often do you come to downtown Woodburn? (7 responses, 80 responses)

Daily/work downtown - 33

3-4 times a week - 10

2 times a week - 8

Once a week - 4

1-3 times a month - 14

Few times a year - 6

Once a year or less - 5

For what do you mainly come to downtown Woodburn? (10 response types, 137 responses)

Retail/Shops - 37

Restaurants - 39

Aquatic Center - 7

Public Services (i.e. post office, library, City Hall) - 16

Work - 11

Live entertainment - 10

Family activities - 2

Volunteering - 4

Walking around - 8

No answer - 3

What would draw you downtown more often than currently? (If not already a frequent visitor.) (17 response types, 111 responses)

More diverse shops and restaurants - 18

More quiet - 2

Live entertainment - 8

Movie Theater - 13

Tavern/Wine bar - 2

Health Facility - 1

Youth and Family Activities - 12

Community Events - 10

Bubbler Fountain - 3

More visitors/tourists - 1

Community Education / Youth Education Classes - 1

Recreation Center/Gym – 1
 Cleaner and Safer – 16
 Coffee shop / café / internet – 1
 Bigger market / public market – 2
 Better hours (open earlier/later) – 1
 No answer – 19

We are working specifically on the Woodburn Association Building between the plaza and Front Street. For what uses do you think it could be most beneficially developed? (12 response types, 124 responses)

Pub – 3
 Movie Theater – 7
 Health Building – 1
 Parking – 1
 Museum – 6
 Small businesses – 11
 Youth and family activities center – 61
 Transit center – 2
 Entertainment – 6
 Restaurant – 9
 Art / culture center – 2
 No answer – 15

Looking into the future, how do you imagine downtown could look and feel? (13 response types, 155 responses)

Mixed use/retail – 17
 Family and youth friendly – 18
 Mixed culture emphasis – 9
 Welcoming, calm – 15
 Cleaner, safer - 56
 Tourists/more people/busier – 13
 More Entertainment – 4
 Theater – 3
 Homeless services – 1
 Owners and the city work together – 1
 More professional services (i.e. dentist, optometrist, legal) - 6
 No change – 3
 No answer – 9

Appendix E: Data Analysis Methodology

Methodology

In-depth interviews and surveys were conducted either in person or over the phone. Interviews and surveys were transcribed by hand and the responses were then hand coded by types of response. The hand-coded responses were then synthesized into simplified tallies organized by types and frequency of responses to questions. This data was then further analyzed to highlight responses in the community and was layered with qualitative information provided by the interviewer and a review of the original transcripts of surveys and interviews.

One exception to the data collection was that the two Kiwanis groups and the Woodburn Historical Neighborhood Association were given the in-depth interview as an independent survey to fill out individually at their organizational meetings. As the other in-depth interviews were given to one representative of each organization as identified by the City of Woodburn or City Council the abundance of Kiwanis and WHNA had the potential to influence the analysis by skewing in favor of their organizations opinions rather than being weighted equally amongst the other 26 stakeholder interviews that were conducted. To adjust for this, the Kiwanis and the Historical Neighborhood Association interview sheets that had been filled in were aggregated by organization and then the highest frequency responses from each question was considered as one interview. In this regard, Kiwanis and the WHNA were each considered as one stakeholder interview. They were able to contribute to the overall data analysis with one vote each of their highest frequency responses. Individual breakdowns of how the members of these groups responded is provided in the raw transcripts of the interviews as well as in an individual tally of responses and response frequencies so that the reader can also discern clearly the views of these groups and understand how they were adjusted to the best of our ability to reflect fairness as well as transparency in analysis. The Woodburn Rotary was also interviewed, however, the responses were not collected with sufficient time to include them in the study. Their responses may be found in Appendix A.

Additionally, with regard to demographics of those surveyed, twenty-five people were surveyed at the Woodburn Summer Nights event which had an older and predominantly Anglo demographic. Seventeen people were surveyed at the Capaces event which was more mixed in age from youthful to older and was a predominantly Latino demographic. Forty-three people (both in the parade and watching the parade) were surveyed at Fiesta Mexicana, which had a diversity of people, predominantly families of different backgrounds and ethnicities in Woodburn. These demographics are qualitatively noted here for observational purposes only and they were not formally tracked. Survey participants were not asked to identify or disclose their age, sex, race, or ethnicity.

Appendix F: Supplemental Information

In addition to a clean and safe downtown with a focus on family and youth the other most cited emphasis was on a mixed-use/retail environment for the downtown in the future. These three responses all go together well for a future vision of downtown and may be considered useful in identifying a catalyst-type project for the Association Building to help build that vision.

From intercept surveys a particular theme around perceptions of safety was frequently cited. While not directly related to development opportunity and type, these perceptions are critical to understand and address with regard to successful downtown revitalization.



1.0 BUSINESS INCUBATOR OVERVIEW

1.1 Business Incubator Concepts and Models

The National Business Incubation Association (NBIA) broadly defines a business incubator as *a comprehensive business assistance program targeted to startup and early stage firms with the goal of improving their chances to grow into healthy, sustainable companies*. An estimated 1,250 incubators operate nationwide. While business incubators are generally intended to nurture young businesses, the types of clients served, organizational structures, and services vary significantly. See Appendix A for answers to basic questions about business incubators.

Incubators are different from other business assistance and economic development efforts. The U.S. Small Business Administration's Small Business Development Centers, for example, are required by law to work with any small-business owner who contacts them, regardless of the company's viability or stage of development. Research/Technology parks are usually not interested in startups but in larger companies that can partner with the sponsoring institution. Incubation programs, on the other hand, focus on start-up and early-stage companies, screen prospective clients for their likelihood of success and provide continuing, not episodic, support. However, many incubation programs partner with SBDCs to avoid duplication of services in a region.

Incubator sponsors – organizations or individuals who support an incubation program financially – may serve as an incubator's parent or host organization or may simply make financial contributions to the incubator. According to a survey by the NBIA, most incubator sponsors are academic followed by economic development organizations. Almost one-fifth of U.S. incubators have no sponsor or host organization. See chart below. Services may include management assistance, access to financing, business and technical support, shared office services/equipment and flexible/affordable leases. Motivations for developing incubators range from local job creation, to economic diversification, to "spinning off" technology from local universities and colleges.

- Nearly 32 percent of North American business incubators are sponsored by academic institutions.
- 25 percent are sponsored by economic development organizations.
- 16 percent are sponsored by government entities.
- 4 percent are sponsored by other types of organizations.
- 4 percent of business incubators are "hybrids" with more than one sponsor.
- 4 percent are sponsored by for-profit entities.
- 15 percent of incubators have no sponsor or host organization.

Source: NBIA

Most North American business incubators are nonprofit organizations devoted to economic development. More than half of all incubators (54%) are mixed-use, assisting a wide range of start-up companies. One-third focuses on technology businesses. Other incubators serve primarily manufacturing firms, service businesses, or niche markets such as arts and crafts or specialty foods. About 53 percent of North American incubators are located in urban areas and 28 percent are in rural areas. While success of urban incubators has applicability across the board, this research emphasizes the characteristics and success elements of *rural* incubators, which have a unique set of market factors.



Statistical studies over the last two decades indicate that incubators have a direct positive impact on local economies and tax revenue growth. According to the National Business Incubation Association (NBIA), the survival rate of businesses that graduate from an incubator is 80 percent. Extensive pre-planning for the facility, to be sustained through a leader with strong expertise in the cycles of successful business provides an essential foundation if future success is to be achieved.

1.2 Rural Business Incubators

Throughout the nation, many small town and rural communities are turning to business incubators or similar concepts as a key strategy for economic expansion and diversification. Incubator development is increasingly recognized as one strategy to combat dwindling populations and declining employment and tax bases in rural America.

Limited population and/or resources often dictate more creative approaches to rural incubator development. Clients of rural incubators are often entrepreneurs who would like to tie into existing major employers in the area; those who moved away for work but have always wanted to return home; young people searching for a way to remain in a small town; young professionals desiring a small town for quality of life; and immigrants who have a high rate of entrepreneurship than.

While incubators typically provide office space to clients, rural incubators often forgo the traditional real estate model and have achieved success by establishing “hub” satellite programs that network incubators throughout a region, incubators-without-walls that operate free of real estate or locations within public servicing agencies or universities/colleges that provide services to the incubator.

Successful operation of incubators in small town is an ongoing challenge. Limited budgets often impact the quality of management and level of service. An incubator manager compensation study conducted by the NBIA found that the median annual pay of top executives of rural incubators was only 71% of that earned within the overall industry. A key for rural incubators is to identify services that are already available in the region and provide in-house services that are not already accessible within the immediate area. Networking is often a key component of rural incubators, linking rural entrepreneurs to capital sources, colleges/universities and business development service providers.

To better understand the issues and obstacles facing rural incubators, the NBIA, in collaboration with the Ohio University College of Business conducted a study of selected *rural* incubators. The research found that top performing incubators generally:

- Operated under a clearly defined and realistic mission
- Conducted a feasibility study prior to start-up that identified size and composition of client base, anticipated revenues/expenses and prospective clients
- Organized/scaled the facility appropriately to serve areas with low populations
- Secured community/political buy-in
- Complied with widely accepted incubator best practices
- Adequately compensated management
- Networked or were in the process of building networks

Typical of rural incubator programs, managers at top performing programs reported that major obstacles facing their clients included: insufficient financing, lack of entrepreneurial background and



expertise, inadequate management teams, limited access to relevant networks and difficulty accessing networks due to distance.

Top-performing incubator programs generally provided a large majority of the services below.

- Accounting/financial management
- Assistance with e-commerce.
- Assistance with manufacturing practices, processes and technology
- Assistance with product design and development practices, processing and technology
- Comprehensive business training
- Federal procurement assistance
- General legal services
- Help accessing commercial bank loans
- Help accessing noncommercial loan funds/loan guarantee programs
- Help with business basics
- Human resources/personnel development
- International trade assistance
- Internet access and
- Linkages to angel/venture capital investors
- Linkages to higher education
- Management team development
- Marketing assistance
- Networking activities among incubation program clients
- Regulatory compliance
- Shared administrative/office services

1.3 Incubator Examples

Oregon is home to several business incubators though no two are alike. Two well established somewhat conventional incubators include the Open Technology Business Center in Beaverton, focused on tech startups to Coos Curry Douglas (CCD) Business Incubator, North Bend serving commercial/light manufacturing operations.

Several other incubators have started up in Portland in recent years including the Portland Incubator Experiment (PIE), a partnership among leading brands, technology innovators, and Wieden+Kennedy — the largest privately held advertising and communications company in the world. PIE serves as a hub for community, entrepreneurship, and creative thinking and sees itself as a collaborative center where brands, tech, and culture meet to explore and redefine brand experiences. KitchenCru is another **Portland incubator offering** shared-use community kitchen and a focus on culinary industry. It supports culinary entrepreneurs in developing, operating, and growing a successful business. A third incubator, called HATCH and sponsored by the nonprofit Springboard Innovation, focuses on launching and supporting enterprises that improve and sustain communities.

HATCH is also the name of a 4,000 square foot business incubator in downtown Springfield, sponsored by the Neighborhood Economic Development Corporation (NEDCO) and is largely focused on food entrepreneurs. In part, this is due to the Sprout Marketplace that NEDCO has developed in downtown Springfield. Sprout is a Year-round indoor/outdoor market for farm fresh eggs and cheese, local meats and fish, fresh vegetables, fruits, and artisan goodies.





2.0 BEST PRACTICES OF BUSINESS INCUBATORS

The National Business Incubation Association (NBIA) board of directors developed a set of industry guidelines to help incubator managers better serve their clients. Subsequent NBIA research has consistently shown that incubation programs that adhere to the principles and best practices of successful business incubation generally outperform those that do not.

2.1 Principles and Guidelines

The following industry guidelines are replicable and broadly applicable to incubation programs around the world, regardless of their focus or mission. Two principles characterize effective business incubation:

1. The incubator aspires to have a positive impact on its community's economic health by maximizing the success of emerging companies.
2. The incubator itself is a dynamic model of a sustainable, efficient business operation.

Model business incubation programs are distinguished by a commitment to incorporate industry best practices. Management and boards of incubators should strive to:

- Commit to the two **core principles** of business incubation
- Obtain **consensus on a mission** that defines the incubator's role in the community and develop a strategic plan containing quantifiable objectives to achieve the program mission
- Structure for **financial sustainability** by developing and implementing a realistic business plan
- Recruit and **appropriately compensate management** capable of achieving the mission of the incubator and having the ability to help companies grow
- Build an **effective board of directors** committed to the incubator's mission and to maximizing management's role in developing successful companies
- Prioritize management time to place the greatest emphasis on client assistance, including proactive advising and guidance that results in company success and wealth creation
- Develop an **incubator facility, resources, methods and tools** that contribute to the effective delivery of business assistance to client firms and that address the developmental needs of each company
- Seek to **integrate the incubator** program and activities into the fabric of the community and its broader economic development goals and strategies; support the community and community will support you
- **Provide Comprehensive Services** – The more services an incubator provides, the more incubated companies will gain from the program. In rural areas, incubated companies are more likely to lack entrepreneurial and business skills and will require an array of services. The types of services most frequently offered by incubators include: general management advising, business planning and implementation, networking activities, office services, assistance in obtaining financing, marketing assistance, financial accounting services, technology consulting and legal and intellectual property assistance
- **Develop stakeholder support**, including a resource network, that helps the incubation program's client companies and supports the incubator's mission and operations
- Maintain a **management information system** and collect statistics and other information necessary for ongoing program evaluation, thus improving a program's effectiveness and allowing it to evolve with the needs of the clients



2.2 Why incubators fail?

Most incubators fail because they do not adhere to the best practices identified by the industry and the following specific reasons:

- Expecting too much too quickly
 - Selecting the wrong manager
 - Overestimating the incubator's role
 - Overspending
 - Failure to leverage resources
-

3.0 WOODBURN INCUBATOR MARKET POTENTIAL

The potential success of a business incubator located in the Association Building or in any other prime location in Woodburn is dependent on numerous factors from the size of the marketplace to preparation and implementation of solid business plan. This section of the assessment focuses on the size and nature of the marketplace. However, it is beyond the scope of this assignment to identify specific prospects/candidates for a Woodburn incubator. It also takes a preliminary look at a focused sub-market, artists and crafters.

3.1 Socioeconomic Characteristics

As background to understanding the overall marketplace in Woodburn, the exhibit that follows provides a snapshot of population characteristics in a 10 and 20-minute drive time. Important facts include:

- Population growth in the market areas is strong, above the state average.
- Median household incomes in both market areas are below the state average.
- Average age is significantly lower than the average for Oregon overall.
- The Hispanic/Latino population is significantly higher (nearly 4X as high in the 10-minute market) than the state as a whole.
- Educational attainment is higher in both market areas looking at population with a high school degree or greater.

Of special importance to the potential for a business incubator is the concentration of Latinos in the Woodburn area. A new report from the Kauffman Foundation states that nearly 20% of U.S. residents who opened new businesses in 2012 were Latinos. The new study says that even though entrepreneurship has declined in numbers nationally, the amount of Latino entrepreneurs has doubled since 1996. The Latino rate is higher than the rate for African-Americans, Asians and whites.

According to Portland State University's Population Research Center, Region 3 - including Marion, Polk, and Yamhill counties - grew at nearly the same pace as Oregon between 2011 and 2012. Region 3 has some unique population characteristics compared with other [workforce](#) regions in Oregon. It has a higher percentage of young people, one of the highest birth rates in the state, and a large fast-growing Hispanic population.



Region 3 had 497,670 residents as of July 1, 2012 - an increase of 3,705 (+0.8%) from July 1, 2011. Marion County accounts for two-thirds of the region's residents, with a population of 320,495.

WOODBURN DEMOGRAPHIC SNAPSHOT			
2012			
Demographic Indicator	Local Market Area 10 Minute Drive Time	Greater Market Area 20 Minute Drive Time	State of Oregon
Population			
2012 (estimate)	33,273	166,260	3,899,159
2017 (forecast)	34,889	172,207	4,063,119
Avg. Ann. % Change ('00 to '12)	1.58%	1.30%	1.16%
Avg. Ann. % Change ('12 to '17)	0.97%	0.72%	0.84%
Households			
2012 (estimate)	10,109	58,660	1,542,736
2017 (forecast)	10,605	60,815	1,617,261
Avg. Ann. % Change ('00 to '12)	1.66%	1.37%	1.31%
Avg. Ann. % Change ('12 to '17)	0.98%	0.73%	0.97%
Average Household Size	3.24	2.79	2.47
Median Household Income	\$39,052	\$45,174	\$47,661
Median Age (Years)	31.6	33.8	38.7
Race & Ethnicity			
Percent White Alone	61.9%	73.7%	83.1%
Percent Other Race/2+ Races	38.1%	26.3%	16.9%
Percent Hispanic	55.5%	32.4%	12.3%
Educational Attainment (2005-2009)			
No High School Diploma	35.3%	21.6%	37.1%
High School Diploma/Some College	47.0%	50.4%	45.7%
Associate Degree	6.0%	8.2%	5.5%
Four Year Degree or More	11.7%	19.8%	11.7%
Source: ESRI BIS			



3.2 Business and Employment Characteristics

The Oregon Employment Department reports that in 2011 Woodburn was home to 584 establishments and 8,132 workers with an average annual pay of \$32,568, which was lower than the average for Marion County (\$37,373) and Oregon (\$43,077). The largest sector by employment in Woodburn was retail trade, employing approximately 25 percent of the total employment.

Indications of the overall small business marketplace are the total number, employment size and growth in business units. Total covered¹ employment in Woodburn in 2011 was 8,132, increasing 8.8% from 7,098 in 2003. From 2010 to 2011 employment in Woodburn grew almost 3 percent compared with Marion County which lost 1.2 percent and to Oregon which grew by 1.2 percent. Employment growth in Woodburn has also outpaced Marion County and Oregon since 2003.

Over a nine year period (2002-2011), the total number of reporting business units in the Woodburn zip code grew from 534 to 579. In 2011, 46% of all establishments are very small businesses with 1-4 employees.

Number of Establishments by Employment-Size Class in ZIP Code 97071										
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
1-4	255	255	254	271	299	286	294	269	257	267
5-9	122	119	144	137	141	153	141	140	139	130
10-19	83	90	92	91	90	90	92	87	99	101
20-49	51	47	47	52	54	60	64	63	54	54
50-99	15	13	15	17	19	19	16	13	18	20
100-249	5	4	4	6	4	5	7	6	4	3
250-499	1	1	1	1	2	1	1	1	4	4
500-999	2	3	2	1	1	2	2	2	0	0
1000 or more	0	0	0	0	0	0	0	0	0	0
Total	534	532	559	576	610	616	617	581	575	579

Source: US Census Bureau, County Business Patterns

Historically and today, Marion County’s unemployment rate is somewhat higher than the state’s as a whole. July 2013 figures were 8.6%, compared to 8.0% for Oregon. Woodburn’s unemployment in July 2013 was 8.4% down from 10.4% in January 2013.

Another indicator of entrepreneurial activity is the percent of self-employed workers by area. The American Community Survey (ACS) provides self-employment estimates by industry and occupation. Within the City of Woodburn, the number of self-employed business workers in their own not incorporated business workers is 526 or 5.7% compared to 6.8% for Marion County and 8.3% for Oregon. This ACS figure is trended over 2007-2011.

¹ Covered employees are able to qualify for unemployment insurance.



Employment concentrations while not directly linked to entrepreneurship are important assets to build upon in helping entrepreneurs serve existing industry. One way to compare the local economy to the state or nation and to measure the importance of a local industry sector is to measure employment concentration. An industry's location quotient measures the concentration of employment in one area relative to a larger reference area. When examining industry location quotients for a county, the reference area could be the state or nation.

The highest location quotients for Marion, Polk, and Yamhill counties are in the natural resources and mining sector, mainly focused on forestry. Employment in this sector is roughly five times more concentrated in Marion County compared to the nation.

Retail trade and health care and social assistance tie for the second highest location quotients in Marion County, though the concentrations are essentially similar to those nationwide. Though manufacturing employment in Marion County is less concentrated than that nationwide, employment in food manufacturing, which is the county's largest manufacturing industry, is roughly three times more concentrated. Marion and Polk counties also have relatively high concentrations of employment in the government sector, resulting from the state offices in Salem, and Western Oregon University and tribal government in Polk County.

Employment Projections for Oregon Employment Department's Region 3, Marion-Polk-Yamhill Counties for 2010-2020 show the largest increase in educational and health services, professional business services, durable goods manufacturing and construction.

3.3 Business Registration

New business licenses to operate within in the City of Woodburn are another indication of the entrepreneurial climate in a community. Based on recent registrations, Woodburn has healthy start up activity. The City of Woodburn reports that the total number of new registrations for the three year period of 2010- 2012 is 680. Of that, 48% or 326 are contractors (majority located outside the City), 37% or 252 are brick-and-mortar inside the City, and 15% or 102 are home occupant businesses.

Home-based businesses are often candidates for business incubators. The City of Woodburn noted that Landscaping and Janitorial Services accounted for half of the home occupations in the 2010-2012 timeframe. The balance included a wide range of services.

- | | | |
|-----------------------|--|----------------------------|
| Auto sales (2) | Health and nutrition consultant & products (3) | Pet sitter |
| Bookkeeping | Jewelry (2) | Photography |
| Branding consultant | Machine embroidery | Pool cleaning |
| Clothing alterations | Massage therapy (3) | Power washing |
| Computer services (4) | Mobile auto detailing, repair, glass replacement (3) | Private investigator |
| Decorations | Mobile motorcycle repair | Product design consultant |
| Deliveries (3) | Motorcycle rental | Salon/barber shop (4) |
| Educational services | Office services | Scrap metal transportation |
| Estate sales | Online art sale | Senior care (2) |
| Floral arrangements | Pallet repair | Spa repair |
| Garden equipment | Party planning | Telecom services |
| Handyman (2) | | Weatherization |
| | | Weight management (2) |



3.4 Stakeholder Interviews

Marketek interviewed representatives of key organizations with their fingers on the pulse of the local entrepreneurial climate. These include: MERIT, NEDCO, Chemeteka's SBDC, PCUN, Woodburn Arts and Communication Academy and an entrepreneur support consultant working with several organizations in Woodburn. In addition, Marketek reviewed the 2012 report, (Woodburn) Latino Small Business and Downtown Development prepared by the University of Oregon Economic Development Administration Center.

Key themes of the interviews follow:

- The needs and interests of Latino business owners related to business assistance are significant and include: access to capital, access to mainstream financial services, culturally-specific business technical assistance and financial capability training.
- The need for hands on business support has been observed over a long period of time and is deemed to be high based not only on the research and field work of the University of Oregon, NEDCO and MERIT, but also the local banking community and the Woodburn Chamber of Commerce.
- There is strong support for entrepreneurial and small business support services
- While demand is strong, business incubators are often not self-sustaining and require a base of at least three years of financial support.
- Downtown Woodburn is an excellent location for business support services and/or an incubator. It is the 'calling card' for tourism and new industry and is also home to a large concentration of micro enterprise.
- Ideally, an incubator in the Association Building would have some ground floor retail presence – possibly arts/crafts or coffee—and leave at least 50% or more space for entrepreneurs.
- Incubators with an industry focus often have a greater chance of success. Woodburn may have potential for an arts and crafters incubator that includes workspace, locker room and retail storefront.
- A strong network of business assistance organizations exist in the Woodburn area to support start-ups and early stage businesses.

Both NEDCO and MERIT have explored Latino-focused business services. At this time, NEDCO's proposal for a business assistance program, called the Siembra tu Futuro is not active. MERIT, however, has worked on its plan to serve the start-up/micro business community for well over a year and is initiating a technical assistance program with a full time staff member in fall 2013 based at the Farmworker Housing Development Corporation offices. They will begin with an office, work area and classroom but no incubator space. They hope to serve 50 clients in the first year of operation. MERIT staff commented that they would really like to be based in downtown and long term they envision having a physical incubator location.



The potential for an Arts & Crafts-focused incubator was explored with stakeholders who are working locally with and understand the perspective of artists. The consensus is that there are a relatively large and growing number of artists in Woodburn and that downtown would benefit from and draw people to an arts/culture destination. One individual envisions a multi-purpose arts incubator with visual arts, music and dance/theatre. Others are more focused on an incubator focused on visual arts. All agree that a retail coffee shop and arts cooperative on the ground floor would be beneficial. A common workspace, artist lockers and numerous artist studios would be other key characteristics. Costs would need to be kept low per artist (<\$250/month.) Portland has numerous models of art studios and cooperative space that should be researched if the arts become a focus, including: Open Studios, North Coast Seed, 100th Monkey Studio and several others.



4.0 COMMUNITY ASSESSMENT

In addition to clarifying the potential market demand for a business incubator, it is equally important to understand the existing business and entrepreneurial resources in Woodburn/Marion County to help identify potential gaps in services. Numerous organizations exist to serve Woodburn’s small and micro business community with technical assistance, marketing and financial support. Below are key players:

- Chemeketa Community College Small Business Development Center
- Latino Business Alliance of Willamette Valley
- Mid-Willamette Valley EDD
- City of Woodburn Urban Renewal Agency
- Oregon Employment Department
- MERIT - Microenterprise Resources, Initiatives, and Training

Statewide, two organizations are well established to serve business start-ups: Oregon Entrepreneur Network (OEN) and Oregon Micro Enterprise Network (OMEN). Kiva recently began working in Oregon after being mainly focused on microenterprise lending in poverty stricken countries. It is an online entrepreneur lending platform that raises money from the public in support of local entrepreneurs.

4.1 Community Readiness

The Asia Pacific Incubator Network (APIN), a regional association of business incubators, recommends that localities answer the following questions before taking steps to develop an incubator in their community:

1. Clarity regarding: *What is the problem or opportunity in your community that an incubator would be intended to solve?*
2. Is there a catalyst in your community that serves, or could be positioned to serve, as a source of new ventures (e.g., a university, a federal laboratory or a key company or industry cluster)?
3. Do you have a group of committed community stakeholders who will work to bring an incubator project through the development and implementation stages?



4. Do you have a critical mass of entrepreneurs and a steady stream of start-ups clamoring for assistance?
5. Do you have multiple sources of professional services with experience in assisting early stage companies, including both private firms and public-sector organizations willing to work in a collaborative manner?
6. Do you have the capital it takes to launch and sustain an incubator operation?
7. Are there local capital providers that are committed to funding early stage companies?
8. Are key industry leaders committed to making financial and professional contributions on a long-term basis?"

Based upon the key questions noted above and other important characteristics identified as keys to success for a business incubator facility, Woodburn was evaluated on a preliminary basis against the factors listed in the exhibit below.

<p>Key for Rating S = Strength W= Weakness N = Neutral</p>

Woodburn Business Incubator Analysis – Strengths & Weaknesses		
What Incubators Need	Rating	How Woodburn Stacks Up
Mission		
Clear purpose and intent	N	<ul style="list-style-type: none"> ▪ The City would like a vibrant, active space and is eager for economic development downtown. More work needs to be done to define the exact purpose of an incubator.
Market		
Critical mass of entrepreneurs	N	<ul style="list-style-type: none"> ▪ The numbers are strong, but the personal commitment to and interest in full time family wage employment among the entrepreneur population is unknown.
Strong interest in/need for incubator facility	S	<ul style="list-style-type: none"> ▪ MERIT and partners are actively serving micro-enterprise and small business and has expressed interest in an incubator building.
Strong interest in/need for incubator services	S	<ul style="list-style-type: none"> ▪ Community and economic development organizations have conducted on the ground research and are optimistic of demand for services.



Woodburn Business Incubator Analysis – Strengths & Weaknesses		
What Incubators Need	Rating	How Woodburn Stacks Up
Community priority for economic development	N	<ul style="list-style-type: none"> While the City is eager, it is not apparent that other community or political leaders are actively encouraging the incubator as a top priority.
Organization		
Individual Champion	W	<ul style="list-style-type: none"> A willing, passionate and able champion has not stepped forward to sell the incubator vision, but candidates exist.
Committed Team	N	<ul style="list-style-type: none"> Local resource providers are working hand in glove to provide support services but are not currently focused on making an incubator facility happen.
Organizational Resources	N	<ul style="list-style-type: none"> If job creation can be demonstrated, organizational funds <i>may</i> be available through private foundations. Requests for staff funding need to be very convincing.
Incubator Resources		
Facility	S	<ul style="list-style-type: none"> The Association Building is an appropriate size and location for an incubator space providing good visibility, access, etc.
Development Funds	N	<ul style="list-style-type: none"> With a strong incubator business plan, state and federal funds may be tapped for at least for a portion of facility development.
Operations & Maintenance Funds	W	<ul style="list-style-type: none"> No strong, visible support from the market place (users) or indication of willingness to pay to support O&M. More research needed.
Business Assistance Resources		
Organizations	S	<ul style="list-style-type: none"> Woodburn has a very good base of business resources for a small community as noted in the introduction to this section.
Professionals (CPAs, business consultants, banks, etc.)	N	<ul style="list-style-type: none"> Local professional service providers were not directly contacted about their interest/willingness to provide special or discounted services to start-up companies
Venture Capital/Start-up/Expansion Capital	N	<ul style="list-style-type: none"> OMEN, Kiva, OEN are potential resources although they are not active in Woodburn at present.



5.0 NEXT STEPS

Woodburn has a growing population and employment base and a large number of Latino and other entrepreneurs who are in great need of business support services, according to business assistance organizations. A business incubator concept should be explored further through the following steps:

1. Organize an Incubator Core Planning Team to:
 - Shape the vision of the project
 - Identify sponsors and co-sponsors
 - Identify organizations, groups and valuable contributors to involve
 - Explore and make key planning decisions which will help in the further definition and refinement of the project such as artist support for an arts/crafts incubator
 - Provide the development team or consultant with introductions to key individuals and organizations in targeted industries
 - Recommend potential funding strategies

2. Create a business and marketing plan that answers key questions. Preliminary ones appear below:
 - Market
 - What is the highest priority, target markets for the incubator? What is known about the stage of development, technology intensity, or business support needs of these targeted firms?
 - From which sources (e.g., college faculty, corporate spin-outs, industry associations, the entrepreneurial community, etc.) will the bulk of incubator candidates be drawn?
 - By what timetable will incubator space and services be available?
 - What mix of on-going marketing activities and promotion will attract clients and tenants?
 - Management
 - Will a nonprofit be established to manage the incubator or does one exist who will take it on? What role will the City play?
 - What does the sponsor or any other potential stakeholder expect by way of outcomes from the incubator's activities? How will success be defined?
 - Which legal entity and organization structure will achieve the expected outcomes? Are those expectations aligned with the financial commitments being made?



- Funding
 - Create a detailed development and operations budget.
 - Identify likely sources for development and start up phases.
 - Note the following guidelines:
 - (i) Establishing a nonprofit entity will offer widest range of funding options
 - (ii) Expect one year of planning if targeting federal funds (like EDA)
 - (iii) Raise enough initial money to cover 18-months of operations
 - (iv) Do not plan on federal/state funding support beyond 3 years

Source: *2012 State of the Business Incubation Industry*

APPENDIX A

Frequently Asked Questions

What are business incubators?

Business incubators nurture the development of entrepreneurial companies, helping them survive and grow during the start-up period, when they are most vulnerable. These programs provide their client companies with business support services and resources tailored to young firms. The most common goals of incubation programs are creating jobs in a community, enhancing a community's entrepreneurial climate, retaining businesses in a community, building or accelerating growth in a local industry, and diversifying local economies. The term "business incubator" gained popularity in the media with the explosion and subsequent demise of so-called Internet incubators between 1999 and 2001, but the business incubation model traces its beginnings to the late 1950s.

How many business incubators are there?

As of October 2012, there were over 1,250 incubators in the United States, up from only 12 in 1980. NBIA estimates that there are about 7,000 business incubators worldwide. The incubation model has been adapted to meet a variety of needs, from fostering commercialization of university technologies to increasing employment in economically distressed communities to serving as an investment vehicle.

What are the different types of business incubators?

Incubation programs come in many shapes and sizes and serve a variety of communities and markets:

- Most North American business incubators (about 93 percent) are nonprofit organizations focused on economic development. About 7 percent of North American incubators are for-profit entities; usually set up to obtain returns on shareholders investments.
- 54 percent are "mixed-use," assisting a range of early-stage companies.
- 37 percent focus on technology businesses.



- About 6 percent focus on service businesses, serve niche markets or assist other types of businesses.
- 3 percent serve manufacturing firms.
- About 47 percent of business incubators operate in urban areas, 28 percent operate in rural areas and about 25 percent operate in suburban areas.

How do business incubators differ from SBDCs?

The U.S. Small Business Administration administers the Small Business Development Center (SBDC) program to provide general business assistance to current and prospective small business owners. SBDCs (and similar programs) differ from business incubators in that they do not specifically target early-stage companies; they often serve small businesses at any stage of development. Some business incubators partner and share management with SBDCs to avoid duplicating business assistance services in a region.

How do business incubators differ from co-working spaces?

Co-working spaces offer a gathering point for independent contractors and freelancers who want to eliminate the isolation of working from home or wish to collaborate with other freelancers. Some may also offer networking opportunities and basic technical assistance. While the primary value of co-working is the interaction with other professionals, the primary value of an incubation program is its mix of business assistance services specifically targeted to emerging companies. Those services generally extend well beyond networking and basic technical assistance.

How do business incubators differ from business accelerators?

People sometimes use the term *business accelerator* as another term for business incubator in an attempt to differentiate themselves in the market. During the dot-com boom that occurred around 2000, numerous terms like “accelerator” emerged to describe business incubation programs. In the current market, many of these terms have fallen away, but accelerator remains a relatively popular term to describe business incubation programs.

What makes a business incubator successful?

To lay the groundwork for a successful incubation program, incubator developers must first invest time and money in a feasibility study. An effective feasibility study will help determine whether the proposed project has a solid market, a sound financial base and strong community support – all critical factors in an incubator’s success. Once established, model business incubation programs commit to [industry best practices](#) such as structuring for financial sustainability, recruiting and appropriately compensating management with company-growing skills, building an effective board of directors, and placing the greatest emphasis on client assistance.

How do incubators help start-ups get funding?

Incubators help client companies secure capital in a number of ways:

- Managing in-house and revolving loan and microloan funds



- Connecting companies with angel investors (high-net-worth individual investors)
- Working with companies to perfect venture capital presentations and connecting them to venture capitalists
- Assisting companies in applying for loans

How do incubators contribute to local and regional economies?

Incubator graduates create jobs, revitalize neighborhoods and commercialize new technologies, thus strengthening local, regional and even national economies.

- NBIA estimates that in 2011 alone, North American incubators assisted about 49,000 start-up companies that provided full-time employment for nearly 200,000 workers and generated annual revenue of almost \$15 billion.
- Source: *2012 State of the Business Incubation Industry*
- Business incubators reduce the risk of small business failures. Historically, NBIA member incubators have reported that 87 percent of all firms that have graduated from their incubators are still in business.

Source: *Business Incubation Works*

Why are business incubators worthy of government subsidies?

Government subsidies for well-managed business incubation programs represent strong investments in local and regional economies. Consider these returns:

- Research has shown that for every \$1 of estimated public operating subsidy provided the incubator, clients and graduates of NBIA member incubators generate approximately \$30 in local tax revenue alone.
- NBIA members have reported that 84 percent of incubator graduates stay in their communities.

Do business incubators that receive local funding and/or tax abatements compete unfairly with local landlords?

No. Business incubators actually contribute to the long-term viability of the local real estate market. Incubation programs graduate strong and self-supporting companies into their communities, where these companies build, purchase or rent space. Because incubated companies are more likely to succeed than non-incubated firms, landlords of incubator graduates face far less risk than they otherwise would. Also, while they're in the start-up phase, incubator client companies can obtain flexible space and leases that are more appropriate to their stage of growth than they could on the commercial market.

Source: *Business Incubation Works*

Feasibility Study Woodburn Association Building Woodburn, Oregon Constructive Form Architecture & Design LLC Concept Budget Estimate - 1.2	Architectural Cost Consultants, LLC Stanley J. Pszczolkowski, AIA 8060 SW Pfaffle Street, Suite 110 Tigard, Oregon 97223-8489 Phone (503) 718-0075 Fax (503) 718-0077 www.archcost.com	Estimate Date: 10-Oct-13 Document Date: 30-Sep-13 Print Date: 10-Oct-13 Print Time: 5:02 PM Constr. Start: Today's Cost
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DIRECT CONSTRUCTION COST SUMMARY

Component	Area	\$ / SF	Total
01 Baseline	10,550 sf	40.76	\$430,000
02 Brew Pub	9,428 sf	128.24	1,209,000
Total DCC	9,428 sf	173.84 / sf	\$1,639,000
01 Baseline	10,550 sf	40.76	430,000
03 Mixed-Use / Incubator	10,000 sf	133.10	1,331,000
Total DCC	10,000 sf	176.10 / sf	\$1,761,000
01 Baseline	10,550 sf	40.76	430,000
04 Community Use	9,700 sf	137.32	1,332,000
Total DCC	9,700 sf	181.65 / sf	\$1,762,000

<u>ALTERNATES</u>			
A Alternate - Base - Add insulation to remainder of Slab		Add ±	\$9,000
B Alternate - Base - Add 1/2" plywood Roof Sheathing		Add ±	12,000
C Alternate - Brewery - 10,000 Kw Solar PV		Add ±	95,000
D Alternate - Brewery - Solar Thermal System		Add ±	25,000
E Alternate - Brewery - LEED Platinum		Add ±	133,000
F Alternate - Mixed-Use / Incubator - LEED Platinum		Add ±	133,000
G Alternate - Community Use - LEED Platinum		Add ±	133,000

The above estimates are for direct construction cost only. They do not include furnishings & equipment, architect and engineer design fees, consultant fees, inspection and testing fees, plan check fees, state sales tax, hazardous material testing and removal, financing costs, nor any other normally associated development costs.

The above estimates assume a competitively bid project, with at least three qualified bidders in each of the major sub-trades as well as the general contractors.

The above estimates assume a construction start date of: **Today's Cos** If the start of construction is delayed beyond the date above, the estimates must be indexed at a rate of 3 to 4% per year compounded.

This is a probable cost estimate based on in-progress documentation provided by the architect. The actual bid documents will vary from this estimate due to document completion, detailing, specification, addendum, etc.. The estimator has no control over the cost or availability of labor, equipment, materials, over market conditions or contractor's method of pricing, contractor's construction logistics and scheduling. This estimate is formulated on the estimators professional judgment and experience. The estimate makes no warranty, expressed or implied, that the quantities, bids or the negotiated cost of the work will not vary from the estimators opinion of probable construction cost.

The above costs are rounded to the nearest 1,000.

Feasibility Study Woodburn Association Building Woodburn, Oregon Constructive Form Architecture & Design LLC Concept Budget Estimate - 1.2	Architectural Cost Consultants, LLC		Estimate Date: 10-Oct-13
	Stanley J. Pszczolkowski, AIA		Document Date: 30-Sep-13
	8060 SW Pfaffle Street, Suite 110		Print Date: 10-Oct-13
	Tigard, Oregon 97223-8489		Print Time: 5:02 PM
	Phone (503) 718-0075 Fax (503) 718-0077 www.archcost.com		Constr. Start: Today's Cost

Estimate	Quantity	Unit	Cost / Unit	Cost	Sub-totals	Comments
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01 Baseline						
demolition						
remove slab on grade	4,740	sf	2.50	11,850		
cut in new stair openings	360	sf	5.00	1,800		
cut in new skylight openings	120	sf	4.00	480		
remove roofing	4,947	sf	1.00	4,947		
misc. temp work / cut / patch / protect	10,550	sf	0.15	1,583		
haul & disposal	1	sum	3,098.93	3,099		
Sub-total	10,550	sf	2.25 /sf		\$23,758	
earthwork						
remove sub base for insulation	6.9	cy	50.00	343		
haul & disposal	6.9	cy	50.00	343		
fine grading of slab sub base	4,740	sf	0.50	2,370		
supplemental gravel sub base	29	cy	50.00	1,450		allowance
vapor barrier	5,214	sf	0.25	1,304		
mobilization	1	sum	1,500.00	1,500		
Sub-total	10,550	sf	0.69 /sf		\$7,310	
concrete						
4" slab on grade	4,740	sf	5.50	26,070		
sealer	4,740	sf	0.55	2,607		
stair pan fill	2	flight	1,250.00	2,500		
Sub-total	10,550	sf	2.96 /sf		\$31,177	
metals						
steel pan stair	2	flight	8,500.00	17,000		
rigging	2	sum	1,000.00	2,000		
guardrail / handrail	112	lf	85.00	9,520		
wall handrail	26	lf	30.00	780		
roof ladder	1	ea	850.00	850		
elevator pit ladder	1	ea	360.00	360		
misc.	10,550	sf	0.20	2,110		
Sub-total	10,550	sf	3.09 /sf		\$32,620	
carpentry						
misc. blocking	10,550	sf	0.15	1,583		
2 x 6 stud @ plaza & front st. walls	256	sf	2.55	653		
infill floor framing @ upper level	131	sf	12.00	1,572		
6 x 6 post	48	vlf	17.25	828		
6 x 12 beam	27	lf	27.00	729		
5-1/8" x 12" glb	40	lf	19.22	769		
simpson strap + blocking	76	lf	7.25	551		
drag struts	55	lf	20.00	1,100		
5/8" plywood floor sheathing	4,520	sf	1.80	8,136		allowance
new roof joists	224	lf	8.25	1,848		
4 x 10	20	lf	15.83	317		
simpson strap + blocking	42	lf	7.25	305		
allow for block out @ large skylight	70	lf	35.00	2,450		
simpson strap + blocking	52	lf	7.25	377		
rigging / hoisting	1	sum	1,000.00	1,000		
hardware & fasteners	1	sum	643.62	644		
Sub-total	10,550	sf	2.17 /sf		\$22,860	
moisture control						
rigid insulation under slab	1,112	sf	1.75	1,946		48" wide

Feasibility Study Woodburn Association Building Woodburn, Oregon Constructive Form Architecture & Design LLC Concept Budget Estimate - 1.2	Architectural Cost Consultants, LLC Stanley J. Pszczolkowski, AIA 8060 SW Pfaffle Street, Suite 110 Tigard, Oregon 97223-8489 Phone (503) 718-0075 Fax (503) 718-0077 www.archcost.com		Estimate Date: 10-Oct-13 Document Date: 30-Sep-13 Print Date: 10-Oct-13 Print Time: 5:02 PM Constr. Start: Today's Cost
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Estimate	Quantity	Unit	Cost / Unit	Cost	Sub-totals	Comments
01 Baseline - Continued						
moisture control - continued						
R-38 spray roof insulation	4,827	sf	4.36	21,046		
wall batt insulation, R-21	7,926	sf	0.75	5,945		
vapor barrier	8,719	sf	0.60	5,231		verify
tpo roofing	4,947	sf	4.75	23,498		
flashings	4,947	sf	0.65	3,216		
roof hatch, 6' x 4'	1	ea	2,200.00	2,200		
caulking / sealants	10,550	sf	0.02	211		
Sub-total	10,550	sf	6.00 /sf		\$63,292	
openings						
hm door & frame	1	ea	1,200.00	1,200		
skylights, glass	120	sf	65.00	7,800		
large 17' x 18'	306	sf	85.00	26,010		verify size
Sub-total	10,550	sf	3.32 /sf		\$35,010	
finishes						
partitions	300	sf	8.05	2,415		
furring	105	sf	4.70	494		@ elevator
install gypbd @ mech room ext. wall	160	sf	2.35	376		
install gypbd ceiling @ mech room	90	sf	3.00	270		
rubber base	38	lf	2.00	76		
paint door & frame	1	ea	85.00	85		
paint walls	608	sf	0.60	365		interior side of mech room only
paint ceiling	90	sf	0.75	68		
Sub-total	10,550	sf	0.39 /sf		\$4,148	
vertical transportation						
elevator	2	stop	26,500.00	53,000		
elevator cab finishes	1	sum	2,500.00	2,500		
Sub-total	10,550	sf	5.26 /sf		\$55,500	
plumbing						
c.i. no hub under grd 3"-4"	60	lf	33.00	1,980		
c.i. no hub above grd 3"-4"	260	lf	36.00	9,360		
rd-1) roof drain 4"	5	ea	533.28	2,666		
od-1) overflow roof drain 4"	5	ea	540.00	2,700		
yard clean-out	1	ea	425.00	425		
excavation and backfill	60	lf	29.00	1,740		
sp-1) elevator sump pump with discharge pi	1	sum	2,500.00	2,500		
Sub-total	10,550	sf	2.03 /sf		\$21,371	
HVAC						
elevator vent	3,000	cfm	2.00	6,000		
Sub-total	10,550	sf	0.57 /sf		\$6,000	
Electrical						
elevator feed	1	sum	3,075.00	3,075		
elevator module	1	sum	4,075.00	4,075		
lights/outlets	1	sum	2,200.00	2,200		
fire alarm smoke/heat detectors	1	sum	5,575.00	5,575		
Sub-total	10,550	sf	1.41 /sf		\$14,925	

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Estimate	Quantity	Unit	Cost / Unit	Cost	Sub-totals	Comments
SUB-TOTAL 01 Baseline				317,972	\$317,972	
Estimating Contingency Index To Construction Start General Conditions / Insurance / Bond General Contractor OH & Profit	Today's Cost		15.00% 0.00% 12.50% 4.50%	47,696 0 45,708 18,512	111,916	@ ± 3% per year
TOTAL DIRECT CONSTRUCTION COST 01 Baseline	10,550	sf	\$40.75 /sf		\$429,888	

Feasibility Study Woodburn Association Building Woodburn, Oregon Constructive Form Architecture & Design LLC Concept Budget Estimate - 1.2	Architectural Cost Consultants, LLC Stanley J. Pszczolkowski, AIA 8060 SW Pfaffle Street, Suite 110 Tigard, Oregon 97223-8489 Phone (503) 718-0075 Fax (503) 718-0077 www.archcost.com		Estimate Date: 10-Oct-13 Document Date: 30-Sep-13 Print Date: 10-Oct-13 Print Time: 5:02 PM Constr. Start: Today's Cost
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Estimate	Quantity	Unit	Cost / Unit	Cost	Sub-totals	Comments
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02 Brew Pub						
demolition						
remove roll up door	1	sum	150.00	150		
remove windows	766	sf	5.00	3,830		
remove ext. wall - drop sill	179	sf	15.00	2,680		
remove exist canopies	34	lf	8.00	272		
remove floor structure	1,122	sf	6.00	6,732		
cut in new skylight openings	306	sf	4.00	1,224		
misc. temp work / cut / patch / protect	9,428	sf	0.25	2,357		
haul & disposal	1	sum	2,586.69	2,587		
Sub-total	9,428	sf	2.10 /sf		\$19,831	
metals						
entry canopy 6' x 50'	300	sf	35.00	10,500		
cant. balcony 8' x 50'						
steel	2.7	ton	4,000.00	10,788		
connections	1	sum	2,157.60	2,158		
steel grating	400	sf	22.00	8,800		
railing w. wd cap	66	lf	65.00	4,290		
railing @ upper floor	62	lf	115.00	7,130		allowance, assume metal
misc.	9,428	sf	0.35	3,300		
Sub-total	9,428	sf	4.98 /sf		\$46,965	
carpentry						
misc. blocking	9,428	sf	0.20	1,886		
1/2" plywood to n & s party walls	4,850	sf	1.75	8,488		
supplemental ab @ slab	49	ea	25.00	1,225		
allow for block out @ large skylight	70	lf	0.00	0		in base
simpson strap + blocking	52	lf	0.00	0		in base
hardware & fasteners	1	sum	405.93	406		
Sub-total	9,428	sf	1.27 /sf		\$12,004	
moisture control						
R-38 spray roof insulation	4,827	sf	(4.36)	(21,046)		
rigid insulation	4,521	sf	2.00	9,042		
R-38 batt @ roof	4,521	sf	1.90	8,590		
wall batt insulation, R-21	(179)	sf	0.75	(134)		
caulking / sealants	9,428	sf	0.10	943		
Sub-total	9,428	sf	(0.28) /sf		(\$2,605)	
openings						
entry doors, 6 x 8	3	pair	3,200.00	9,600		
entry doors, 3 x 8	3	ea	1,800.00	5,400		
interior doors						
door & frame	9	ea	1,350.00	12,150		
door & frame	2	pair	2,900.00	5,800		
glazed folding doors w/ transoms	1	sum	18,400.00	18,400		
relites						
retail	80	sf	30.00	2,400		
production	40	sf	30.00	1,200		
storage	92	sf	30.00	2,760		
kitchen	176	sf	30.00	5,280		
bar	136	sf	30.00	4,080		

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Estimate	Quantity	Unit	Cost / Unit	Cost	Sub-totals	Comments
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Estimate	Quantity	Unit	Cost / Unit	Cost	Sub-totals	Comments
02 Brew Pub - Continued						
relites - continued						
unisex - transoms	65	sf	30.00	1,950		
office - transoms	41	sf	30.00	1,230		
door transoms	105	sf	30.00	3,150		
office - glazed wall	454	sf	45.00	20,419		
ext. new roll up door, 10'2" x 12'6"	1	ea	6,083.50	6,084		
ext. new roll up door, 7'6" x 12'6"	1	ea	3,750.00	3,750		
int. new roll up door, 10' x 10'	1	ea	2,800.00	2,800		
storefront	851	sf	55.00	46,805		
skylights, glass, stairs	120	sf	0.00	0		in base, verify sizes
large 17' x 18'	306	sf	0.00	0		in base, verify sizes
Sub-total	9,428	sf	16.26 /sf		\$153,257	
finishes						
partitions	5,104	sf	8.05	41,087		
furring	105	sf	4.70	494		@ elevator
install gypbd @ ext. wall	7,590	sf	2.35	17,837		
install gypbd ceiling w/ act. batt	3,150	sf	6.00	18,900		
wood flooring	1,000	sf	10.00	10,000		
marmoleum	2,025	sf	6.00	12,150		
rubber base	1,488	lf	2.00	2,976		
paint door & frame	13	lvs	85.00	1,105		
paint walls	17,903	sf	0.60	10,742		interior side of mech room only
paint ceiling	3,150	sf	0.75	2,363		
paint exposed roof structure	4,521	sf	1.00	4,521		
misc. spec. touchup / finishes	9,428	sf	0.20	1,886		
Sub-total	9,428	sf	13.16 /sf		\$124,060	
specialties / furnishings / equipment						
signage	9,428	sf	0.05	471		
fec	2	ea	250.00	500		
toilet room accessories	4	sets	550.00	2,200		elect hand dryer NIC
food service						
kitchen allowance	280	sf	175.00	49,000		verify, usually by tenant
production equipment						
brewery equipment	1,805	sf	0.00	0		NIC - by tenant
casework / built-ins						
foyer						
reception desk	7.5	lf	500.00	3,750		allowance
bench	12.0	lf	100.00	1,200		allowance
unisex restrooms						
cabinet	4	ea	495.00	1,980		
bar						
front bar	18.0	lf	750.00	13,500		verify, usually by tenant
back bar	23.5	lf	500.00	11,750		verify, usually by tenant
furnishings						
restaurant seating	1	sum	0.00	0		NIC - by tenant / or FF & E
bar seating	1	sum	0.00	0		NIC - by tenant / or FF & E
window coverings		sf	0.00	0		NIC - to be determined
Sub-total	9,428	sf	8.95 /sf		\$84,351	

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Estimate	Quantity	Unit	Cost / Unit	Cost	Sub-totals	Comments
02 Brew Pub - Continued						
fire sprinklers						
fire sprinklers	9,428	sf	2.50	23,570		
new service	1	sum	0.00	0		NIC, verify
Sub-total	9,428	sf	2.50 /sf		\$23,570	
plumbing						
gas piping (rough-in for future ti)						
gas piping 3/4"-1"	130	lf	29.00	3,770		
sleeving	1	sum	500.00	500		
tee & future valve	3	ea	415.00	1,245		
waste drainage systems						
c.i. waste & vent ag 2"	346	lf	23.77	8,224		
c.i. waste & vent ag 3"	130	lf	29.88	3,884		
c.i. waste & vent ag 4"	64	lf	42.00	2,688		
c.i. waste & vent ug 2"	16	lf	29.00	464		
c.i. waste & vent ug 3"	31	lf	35.00	1,085		
c.i. waste & vent ug 4"	42	lf	38.03	1,597		
fd-1) floor drain standard c.i. 2"	2	ea	286.33	573		
yco yard clean-out	1	ea	260.00	260		
vtr flashings	2	ea	240.00	480		
floor cleanout 3"	1	ea	213.66	214		
wall cleanout 4"	2	ea	152.37	305		
tp-1) trap primers - electronic	2	ea	227.00	454		
saw-cut and concrete removal	1	sum	1,420.00	1,420		
excavation and backfill	89	lf	29.00	2,581		
domestic hot & cold water						
l-cu dist. piping 1/2"	64	lf	12.00	768		
l-cu dist. piping 3/4"	113	lf	18.00	2,034		
l-cu dist. piping 1"	64	lf	20.60	1,318		
l-cu dist. piping 1-1/4'- 1-1/2"	22	lf	25.35	558		
sleeves	2	ea	65.00	130		
access panels	1	ea	160.00	160		
wh-1) wall hydrants 3/4" (assuming 1 @ b	1	ea	280.35	280		
piping insulation						
piping insulation - domestic h&c	303	lf	11.00	3,333		
plmbg fixtures/commercial						
wc-1) water closets ada	4	ea	820.00	3,280		
l-1) lavatory - wall hung with sensors	4	ea	688.00	2,752		
plumbing equipment						
ew-1) 6-gallon electric water heater	1	ea	415.00	415		
Sub-total	9,428	sf	4.75 /sf		\$44,773	
HVAC						
mechanical insulation						
ductwork fg ash 1-1/2" thick	3,070	sf	2.68	8,228		
fire wrap for welded duct	1	sum	31,250.00	31,250		

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Estimate	Quantity	Unit	Cost / Unit	Cost	Sub-totals	Comments
02 Brew Pub - Continued						
HVAC - continued						
heat pumps / hvac equipment						
hp-1 / hp-2) 2-ton heat pumps	3	ea	3,620.00	10,860		
hp-3 / hp-4) 4 -ton heat pumps	3	ea	6,280.00	18,840		
fc-1 thru fc-4) indoor fan-coil units (avg. pr	6	ea	1,490.00	8,940		
ewh-1) electric wall heaters	1	ea	470.00	470		
ewh-2) electric wall heaters	1	ea	710.00	710		
rigging, seismic bracing etc.	1	sum	750.00	750		
refrigeration piping						
refer piping complete with insulation	360	lf	61.00	21,960		
condensate piping						
3/4" - 1-1/4" type m copper condensate pi	210	lf	11.44	2,402		
exhaust/return fans						
ef-1 thru 3) exhaust fans	450	cfm	2.85	1,283		
sup/ret/gen. exh. duct						
s/a ductwork	5,040	lb	15.36	77,414		
welded exhaust for future ti kitchen	640	lb	32.00	20,480		
r/a & exhaust ductwork	1,764	lb	8.00	14,112		
flexible duct						
insulated flex duct to diffusers	170	lf	9.39	1,596		
air distribution devices						
sidewall diffuser	30	ea	76.00	2,280		
r/a grill	8	ea	54.00	432		
volume dampers	38	ea	65.00	2,470		
36/36 louvered opening hoistway vent	1	ea	475.00	475		
modulating dampers	1	ea	575.00	575		
atc controls						
thermostats - programmable, wiring in cor	1	sum	11,375.00	11,375		
air & water balancing						
air & water balancing	1	sum	4,410.00	4,410		
Sub-total	9,428	sf	25.60 /sf		\$241,312	
Mechanical						
commercial kitchen buildout	1	sum	23,450.00	23,450		
restaurant build-out	1	sum	14,105.00	14,105		
Sub-total	9,428	sf	3.98 /sf		\$37,555	
Electrical						
new electrical service	1	sum	9,300.00	9,300		
electrical panels(2)	1	sum	5,575.00	5,575		
receptacles	60	ea	212.50	12,750		
circuiting	1	sum	5,750.00	5,750		
misc. connections	5	ea	350.00	1,750		
mechanical connections	3	ea	2,000.00	6,000		
ef's-rooftop	2	ea	1,450.00	2,900		

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Estimate	Quantity	Unit	Cost / Unit	Cost	Sub-totals	Comments
02 Brew Pub - Continued						
Electrical - continued water heaters kitchen equipment connections lighting allowance lighting controls voice/data-10 locations fire alarm Sub-total	3 1 1 1 1 1 9,428	ea sum sum sum sum sum sf	800.00 5,025.00 38,750.00 3,700.00 9,375.00 6,125.00 11.60 /sf	2,400 5,025 38,750 3,700 9,375 6,125	\$109,400	
SUB-TOTAL 02 Brew Pub				894,474	\$894,474	
Estimating Contingency Index To Construction Start General Conditions / Insurance / Bond General Contractor OH & Profit	Today's Cost		15.00% 0.00% 12.50% 4.50%	134,171 0 128,581 52,075	314,827	@ ± 3% per year 35.20%
TOTAL DIRECT CONSTRUCTION COST 02 Brew Pub	9,428	sf	\$128.27 /sf		\$1,209,301	

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Estimate	Quantity	Unit	Cost / Unit	Cost	Sub-totals	Comments
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03 Mixed-Use / Incubator						
demolition						
remove roll up door	1	sum	150.00	150		
remove windows	766	sf	5.00	3,830		
remove ext. wall - drop sill	179	sf	15.00	2,680		
remove exist canopies	34	lf	8.00	272		
remove floor structure	550	sf	6.00	3,300		
cut in new skylight openings	306	sf	4.00	1,224		
misc. temp work / cut / patch / protect	10,000	sf	0.25	2,500		
haul & disposal	1	sum	2,093.34	2,093		
Sub-total	10,000	sf	1.60 /sf		\$16,049	
metals						
entry canopy 6' x 50'	300	sf	35.00	10,500		
cant. balcony 8' x 50'						
steel	2.7	ton	4,000.00	10,788		
connections	1	sum	2,157.60	2,158		
steel grating	400	sf	22.00	8,800		
railing w. wd cap	66	lf	65.00	4,290		
railing @ upper floor	0	lf	115.00	0		allowance, assume metal
misc.	10,000	sf	0.35	3,500		
Sub-total	10,000	sf	4.00 /sf		\$40,036	
carpentry						
misc. blocking	10,000	sf	0.20	2,000		
1/2" plywood to n & s party walls	4,850	sf	1.75	8,488		
supplemental ab @ slab	49	ea	25.00	1,225		
allow for block out @ large skylight	70	lf	0.00	0		in base
simpson strap + blocking	52	lf	0.00	0		in base
hardware & fasteners	1	sum	409.94	410		
Sub-total	10,000	sf	1.21 /sf		\$12,122	
moisture control						
R-38 spray roof insulation	4,827	sf	(4.36)	(21,046)		
rigid insulation	4,521	sf	2.00	9,042		
R-38 batt @ roof	4,521	sf	1.90	8,590		
wall batt insulation, R-21	(179)	sf	0.75	(134)		
caulking / sealants	10,000	sf	0.10	1,000		
Sub-total	10,000	sf	(0.25) /sf		(\$2,548)	
openings						
entry doors, 6 x 8	3	pair	3,200.00	9,600		
entry doors, 3 x 8	3	ea	1,800.00	5,400		
interior doors						
door & frame	12	ea	1,350.00	16,200		
door & frame	0	pair	2,900.00	0		
glazed folding doors w/ transoms	1	sum	28,800.00	28,800		
relites						
retail	212	sf	30.00	6,360		
studio / office	420	sf	30.00	12,600		
kitchen	308	sf	30.00	9,240		
unisex - transoms	65	sf	30.00	1,950		
mech room - transoms	28	sf	30.00	825		
door transoms	90	sf	30.00	2,700		
office - glazed wall	811	sf	45.00	36,506		

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Estimate	Quantity	Unit	Cost / Unit	Cost	Sub-totals	Comments
03 Mixed-Use / Incubator - Continued						
openings - continued						
ext. new roll up door, 10'2" x 12'6"	1	ea	6,083.50	6,084		
ext. new roll up door, 7'6" x 12'6"	1	ea	3,750.00	3,750		
storefront	851	sf	55.00	46,805		
skylights, glass, stairs	120	sf	0.00	0		in base, verify sizes
large 17' x 18'	306	sf	0.00	0		in base, verify sizes
Sub-total	10,000	sf	18.68 /sf		\$186,820	
finishes						
partitions	5,920	sf	8.05	47,656		
furring	105	sf	4.70	494		@ elevator
install gypbd @ ext. wall	7,590	sf	2.35	17,837		
install gypbd ceiling w/ act. batt	3,722	sf	6.00	22,332		
wood flooring	2,560	sf	10.00	25,600		office studios
marmoleum	995	sf	6.00	5,970		2nd flr access, unisex rm
rubber base	1,610	lf	2.00	3,220		
paint door & frame	12	lvs	85.00	1,020		
paint walls	19,535	sf	0.60	11,721		interior side of mech room only
paint ceiling	3,722	sf	0.75	2,792		
paint exposed roof structure	4,521	sf	1.00	4,521		
misc. spec. touchup / finishes	10,000	sf	0.20	2,000		
Sub-total	10,000	sf	14.52 /sf		\$145,162	
specialties / furnishings / equipment						
signage	10,000	sf	0.05	500		
fec	2	ea	250.00	500		
toilet room accessories	4	sets	550.00	2,200		elect hand dryer NIC
food service						
kitchen allowance	500	sf	175.00	87,500		verify, usually by tenant
casework / built-ins						
foyer						
reception desk	6.0	lf	500.00	3,000		allowance
bench	5.0	lf	100.00	500		allowance
unisex restrooms						
cabinet	4	ea	495.00	1,980		
furnishings						
restaurant seating	1	sum	0.00	0		NIC - by tenant / or FF & E
window coverings		sf	0.00	0		NIC - to be determined
Sub-total	10,000	sf	9.62 /sf		\$96,180	
fire sprinklers						
fire sprinklers	10,000	sf	2.50	25,000		
new service	1	sum	0.00	0		NIC, verify
Sub-total	10,000	sf	2.50 /sf		\$25,000	
plumbing						
gas piping (rough-in for future ti)						
gas piping 3/4"-1"	130	lf	29.00	3,770		
sleeving	1	sum	500.00	500		
tee & future valve	3	ea	415.00	1,245		

Feasibility Study Woodburn Association Building Woodburn, Oregon Constructive Form Architecture & Design LLC Concept Budget Estimate - 1.2	Architectural Cost Consultants, LLC		Estimate Date: 10-Oct-13
	Stanley J. Pszczolkowski, AIA		Document Date: 30-Sep-13
	8060 SW Pfaffle Street, Suite 110		Print Date: 10-Oct-13
	Tigard, Oregon 97223-8489		Print Time: 5:02 PM
	Phone (503) 718-0075 Fax (503) 718-0077 www.archcost.com		Constr. Start: Today's Cost

Estimate	Quantity	Unit	Cost / Unit	Cost	Sub-totals	Comments
03 Mixed-Use / Incubator - Continued						
plumbing - continued						
waste drainage systems						
c.i. waste & vent ag 2"	346	lf	23.77	8,224		
c.i. waste & vent ag 3"	130	lf	29.88	3,884		
c.i. waste & vent ag 4"	64	lf	42.00	2,688		
c.i. waste & vent ug 2"	16	lf	29.00	464		
c.i. waste & vent ug 3"	31	lf	35.00	1,085		
c.i. waste & vent ug 4"	42	lf	38.03	1,597		
fd-1) floor drain standard c.i. 2"	2	ea	286.33	573		
yco yard clean-out	1	ea	260.00	260		
vtr flashings	2	ea	240.00	480		
floor cleanout 3"	1	ea	213.66	214		
wall cleanout 4"	2	ea	152.37	305		
tp-1) trap primers - electronic	2	ea	227.00	454		
saw-cut and concrete removal	1	sum	1,420.00	1,420		
excavation and backfill	89	lf	29.00	2,581		
domestic hot & cold water						
l-cu dist. piping 1/2"	64	lf	12.00	768		
l-cu dist. piping 3/4"	113	lf	18.00	2,034		
l-cu dist. piping 1"	64	lf	20.60	1,318		
l-cu dist. piping 1-1/4'- 1-1/2"	22	lf	25.35	558		
sleeves	2	ea	65.00	130		
access panels	1	ea	160.00	160		
wh-1) wall hydrants 3/4" (assuming 1 @ b	1	ea	280.35	280		
piping insulation						
piping insulation - domestic h&c	303	lf	11.00	3,333		
plmbg fixtures/commercial						
wc-1) water closets ada	4	ea	820.00	3,280		
l-1) lavatory - wall hung with sensors	4	ea	688.00	2,752		
plumbing equipment						
ew-1) 6-gallon electric water heater	1	ea	415.00	415		
Sub-total	10,000	sf	4.48 /sf		\$44,773	
HVAC						
mechanical insulation						
ductwork fg ash 1-1/2" thick	3,412	sf	2.68	9,144		
fire wrap for welded duct	1	sum	31,250.00	31,250		
heat pumps / hvac equipment						
hp-1 / hp-2) 2-ton heat pumps	2	ea	3,620.00	7,240		
hp-3 / hp-4) 4 -ton heat pumps	5	ea	6,280.00	31,400		
fc-1 thru fc-4) indoor fan-coil units (avg. pr	7	ea	1,490.00	10,430		
ewh-1) electric wall heaters	1	ea	470.00	470		
ewh-2) electric wall heaters	1	ea	710.00	710		
rigging, seismic bracing etc.	1	sum	750.00	750		
refrigeration piping						
refer piping complete with insulation	420	lf	61.00	25,620		

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Estimate	Quantity	Unit	Cost / Unit	Cost	Sub-totals	Comments
03 Mixed-Use / Incubator - Continued						
HVAC - continued						
condensate piping 3/4" - 1-1/4" type m copper condensate pi	210	lf	11.44	2,402		
exhaust/return fans ef-1 thru 3) exhaust fans	450	cfm	2.85	1,283		
sup/ret/gen. exh. duct s/a ductwork	5,600	lb	15.36	86,016		
welded exhaust for future ti kitchen	640	lb	32.00	20,480		
r/a & exhaust ductwork	1,960	lb	8.00	15,680		
flexible duct insulated flex duct to diffusers	175	lf	9.39	1,643		
air distribution devices sidewall diffuser	35	ea	76.00	2,660		
r/a grill	10	ea	54.00	540		
volume dampers	45	ea	65.00	2,925		
36/36 louvered opening hoistway vent	1	ea	475.00	475		
modulating dampers	2	ea	575.00	1,150		
atc controls thermostats - programmable, wiring in cor	1	sum	11,375.00	11,375		
air & water balancing air & water balancing	1	sum	4,410.00	4,410		
Sub-total	10,000	sf	26.81 /sf		\$268,053	
Mechanical						
commercial kitchen buildout	1	sum	23,450.00	23,450		
restaurant build-out	1	sum	14,105.00	14,105		
Sub-total	10,000	sf	3.76 /sf		\$37,555	
Electrical						
new electrical service	1	sum	9,300.00	9,300		
electrical panels(2)	1	sum	5,575.00	5,575		
receptacles	50	ea	212.50	10,625		
circuiting	1	sum	5,750.00	5,750		
misc. connections	5	ea	350.00	1,750		
mechanical connections	3	ea	2,000.00	6,000		
ef's-rooftop	2	ea	1,450.00	2,900		
water heaters	3	ea	800.00	2,400		
kitchen t.i. buildout	1	sum	6,275.00	6,275		
café/restaurant buildout	1	sum	13,000.00	13,000		
retail buildout	1	sum	4,925.00	4,925		
gallery buildout	1	sum	6,125.00	6,125		
lighting allowance	1	sum	19,375.00	19,375		
lighting controls	1	sum	2,700.00	2,700		
voice/data-18 locations	1	sum	12,625.00	12,625		
fire alarm	1	sum	6,125.00	6,125		
Sub-total	10,000	sf	11.55 /sf		\$115,450	

Feasibility Study Woodburn Association Building Woodburn, Oregon Constructive Form Architecture & Design LLC Concept Budget Estimate - 1.2	Architectural Cost Consultants, LLC Stanley J. Pszczolkowski, AIA 8060 SW Pfaffle Street, Suite 110 Tigard, Oregon 97223-8489 Phone (503) 718-0075 Fax (503) 718-0077 www.archcost.com	Estimate Date: 10-Oct-13 Document Date: 30-Sep-13 Print Date: 10-Oct-13 Print Time: 5:02 PM Constr. Start: Today's Cost
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Estimate	Quantity	Unit	Cost / Unit	Cost	Sub-totals	Comments
SUB-TOTAL 03 Mixed-Use / Incubator				984,652	\$984,652	
Estimating Contingency Index To Construction Start General Conditions / Insurance / Bond General Contractor OH & Profit	Today's Cost		15.00% 0.00% 12.50% 4.50%	147,698 0 141,544 57,325	346,567	@ ± 3% per year 35.20%
TOTAL DIRECT CONSTRUCTION COST 03 Mixed-Use / Incubator	10,000	sf	\$133.12 /sf		\$1,331,219	

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Estimate	Quantity	Unit	Cost / Unit	Cost	Sub-totals	Comments
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04 Community Use						
demolition						
remove roll up door	1	sum	150.00	150		
remove windows	0	sf	5.00	0		
remove ext. wall - drop sill	0	sf	15.00	0		
remove exist canopies	34	lf	8.00	272		
remove floor structure	850	sf	6.00	5,100		
cut in new skylight openings	306	sf	4.00	1,224		
misc. temp work / cut / patch / protect	9,700	sf	0.25	2,425		
haul & disposal	1	sum	1,375.65	1,376		
Sub-total	9,700	sf	1.09 /sf		\$10,547	
metals						
entry canopy 6' x 50'	300	sf	35.00	10,500		
cant. balcony 8' x 50'						
steel	2.7	ton	4,000.00	10,788		
connections	1	sum	2,157.60	2,158		
steel grating	400	sf	22.00	8,800		
railing w. wd cap	66	lf	65.00	4,290		
railing @ upper floor	58	lf	115.00	6,670		allowance, assume metal
misc.	9,700	sf	0.35	3,395		
Sub-total	9,700	sf	4.80 /sf		\$46,601	
carpentry						
misc. blocking	9,700	sf	0.20	1,940		
1/2" plywood to n & s party walls	4,850	sf	1.75	8,488		
supplemental ab @ slab	49	ea	25.00	1,225		
5/8" plywood floor sheathing	(4,520)	sf	1.80	(8,136)		
3/4" plywood floor sheathing	3,496	sf	2.10	7,342		
floor joists	54	lf	9.33	504		
drag strut	45	lf	20.00	900		
simpson strap + blocking	59	lf	7.25	428		
allow for block out @ large skylight	70	lf	0.00	0		in base
simpson strap + blocking	52	lf	0.00	0		in base
hardware & fasteners	1	sum	444.14	444		
Sub-total	9,700	sf	1.35 /sf		\$13,134	
moisture control						
R-38 spray roof insulation	4,827	sf	(4.36)	(21,046)		
rigid insulation	4,521	sf	2.00	9,042		
R-38 batt @ roof	4,521	sf	1.90	8,590		
wall batt insulation, R-21	0	sf	0.75	0		
caulking / sealants	9,700	sf	0.10	970		
Sub-total	9,700	sf	(0.25) /sf		(\$2,444)	
openings						
entry doors, 6 x 8	3	pair	3,200.00	9,600		
entry doors, 3 x 8	3	ea	1,800.00	5,400		
interior doors						
door & frame	8	ea	1,350.00	10,800		
door & frame	4	pair	2,900.00	11,600		
glazed folding doors w/ transoms	1	sum	49,600.00	49,600		add 2 for 1 hr sep. @ hallways

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Estimate	Quantity	Unit	Cost / Unit	Cost	Sub-totals	Comments
04 Community Use - Continued						
openings - continued						
relites						
café	36	sf	30.00	1,080		
rec. room	180	sf	30.00	5,400		
technology	24	sf	30.00	720		
flex	160	sf	30.00	4,800		
restrooms - transoms	83	sf	30.00	2,475		
mech room - transoms	28	sf	30.00	825		
door transoms	120	sf	30.00	3,600		
cafe - glazed wall	270	sf	45.00	12,150		
ext. new roll up door, 10'2" x 12'6"	1	ea	6,083.50	6,084		
ext. new roll up door, 7'6" x 12'6"	1	ea	3,750.00	3,750		
storefront	851	sf	55.00	46,805		
skylights, glass, stairs	120	sf	0.00	0		in base, verify sizes
large 17' x 18'	306	sf	0.00	0		in base, verify sizes
Sub-total	9,700	sf	18.01 /sf		\$174,689	
finishes						
partitions	4,856	sf	8.05	39,091		
premium rated partitions	1,560	sf	0.50	780		
furring	105	sf	4.70	494		@ elevator
install gypbd @ ext. wall	7,590	sf	2.35	17,837		
install gypbd ceiling w/ act. batt	3,488	sf	6.00	20,928		
cork flooring	2,000	sf	12.00	24,000		rec. rm + flex rm
ceramic tile	90	sf	14.00	1,260		
marmoleum	2,550	sf	6.00	15,300		
rubber base	1,458	lf	2.00	2,916		
ct base	35	lf	12.00	420		
ct wall tile	280	sf	11.00	3,080		assume 8' ht.
paint door & frame	16	lvs	85.00	1,360		
paint walls	17,407	sf	0.60	10,444		interior side of mech room only
paint ceiling	3,488	sf	0.75	2,616		
paint exposed roof structure	4,521	sf	1.00	4,521		
misc. spec. touchup / finishes	9,700	sf	0.20	1,940		
Sub-total	9,700	sf	15.15 /sf		\$146,987	
specialties / furnishings / equipment						
signage	9,700	sf	0.05	485		
fec	2	ea	250.00	500		
toilet partitions - painted metal						
ada	2	ea	585.00	1,170		
standard	5	ea	465.00	2,325		
urinal screen	1	ea	235.00	235		
toilet accessories (includes installation)						
grab bars	3	sets	115.00	345		
mirrors	5	ea	155.00	775		
paper towel dispenser / receptacle	2	ea	325.00	650		
janitor tool holder	1	ea	80.00	80		
sanitary napkin dispenser	0	ea	0.00	0		
sanitary napkin disposal	0	ea	0.00	0		
hooks	7	ea	15.00	105		
folding shower seat	1	ea	250.00	250		
shower curtain rod	1	ea	50.00	50		

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Estimate	Quantity	Unit	Cost / Unit	Cost	Sub-totals	Comments
04 Community Use - Continued						
toilet accessories - continued						
shower curtain & hooks	1	ea	50.00	50		
toilet paper dispenser	7	ea	45.00	315		
seat cover dispenser	7	ea	65.00	455		
soap dispenser	5	ea	115.00	575		
paper towel dispenser	2	ea	55.00	110		
elect hand dryer	0	ea	1,200.00	0		
changing table	2	ea	275.00	550		
lockers						
commons	16	frames	225.00	3,600		allowance
food service						
kitchen allowance	300	sf	175.00	52,500		verify, usually by tenant
casework / built-ins						
foyer						
reception desk	7.5	lf	500.00	3,750		allowance
bench	12.0	lf	100.00	1,200		allowance
restrooms						
cabinet	2	ea	825.00	1,650		
rec room						
storage	44.0	lf	275.00	12,100		allowance
commons						
storage	24.5	lf	275.00	6,738		allowance
flex room						
storage	28.5	lf	275.00	7,838		allowance
furnishings						
restaurant seating	1	sum	0.00	0		NIC - by tenant / or FF & E
window coverings		sf	0.00	0		NIC - to be determined
Sub-total	9,700	sf	10.14 /sf		\$98,400	
fire sprinklers						
fire sprinklers	9,700	sf	2.50	24,250		
new service	1	sum	0.00	0		NIC, verify
Sub-total	9,700	sf	2.50 /sf		\$24,250	
plumbing						
gas piping (rough-in for future ti)						
gas piping 3/4"-1"	130	lf	29.00	3,770		
sleeving	1	sum	500.00	500		
tee & future valve	3	ea	415.00	1,245		
waste drainage systems						
c.i. waste & vent ag 2"	470	lf	23.77	11,172		
c.i. waste & vent ag 3"	164	lf	29.88	4,900		
c.i. waste & vent ag 4"	72	lf	42.00	3,024		
c.i. waste & vent ug 2"	32	lf	29.00	928		
c.i. waste & vent ug 3"	64	lf	35.00	2,240		
c.i. waste & vent ug 4"	72	lf	38.03	2,738		
fd-1) floor drain standard c.i. 2"	2	ea	286.33	573		
yco yard clean-out	1	ea	260.00	260		
vtr flashings	2	ea	240.00	480		
floor cleanout 3"	1	ea	213.66	214		
wall cleanout 4"	2	ea	152.37	305		
tp-1) trap primers - electronic	2	ea	227.00	454		

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Estimate	Quantity	Unit	Cost / Unit	Cost	Sub-totals	Comments
04 Community Use - Continued						
plumbing - continued						
saw-cut and concrete removal	1	sum	1,420.00	1,420		
excavation and backfill	168	lf	29.00	4,872		
domestic hot & cold water						
l-cu dist. piping 1/2"	112	lf	12.00	1,344		
l-cu dist. piping 3/4"	146	lf	18.00	2,628		
l-cu dist. piping 1"	96	lf	20.60	1,978		
l-cu dist. piping 1-1/4'- 1-1/2"	34	lf	25.35	862		
sleeves	2	ea	65.00	130		
access panels	1	ea	160.00	160		
wh-1) wall hydrants 3/4" (assuming 1 @ b	1	ea	280.35	280		
piping insulation						
piping insulation - domestic h&c	388	lf	11.00	4,268		
plmbg fixtures/commercial						
wc-1) water closets ada	7	ea	820.00	5,740		
ur-1) urinals - wall hung	1	ea	1,016.00	1,016		
shwr-1) shower valve, head, and arm (tile	1	ea	566.00	566		
l-1) lavatory - wall hung with sensors	5	ea	688.00	3,440		
plumbing equipment						
ew-1) 20-gallon fast recovery electric water	1	ea	915.00	915		
Sub-total	9,700	sf	6.44 /sf		\$62,421	
HVAC						
mechanical insulation						
ductwork fg ash 1-1/2" thick	3,412	sf	2.68	9,144		
fire wrap for welded duct	1	sum	31,250.00	31,250		
heat pumps / hvac equipment						
hp-1 / hp-2) 2-ton heat pumps	2	ea	3,620.00	7,240		
hp-3 / hp-4) 4 -ton heat pumps	5	ea	6,280.00	31,400		
fc-1 thru fc-4) indoor fan-coil units (avg. pr	7	ea	1,490.00	10,430		
ewh-1) electric wall heaters	1	ea	470.00	470		
ewh-2) electric wall heaters	1	ea	710.00	710		
rigging, seismic bracing etc.	1	sum	750.00	750		
refrigeration piping						
refer piping complete with insulation	420	lf	61.00	25,620		
condensate piping						
3/4" - 1-1/4" type m copper condensate pip	210	lf	11.44	2,402		
exhaust/return fans						
ef-1 thru 4) exhaust fans	1,000	cfm	2.85	2,850		
sup/ret/gen. exh. duct						
s/a ductwork	5,600	lb	15.36	86,016		
welded exhaust for future ti kitchen	640	lb	32.00	20,480		
r/a & exhaust ductwork	1,960	lb	8.00	15,680		

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Estimate	Quantity	Unit	Cost / Unit	Cost	Sub-totals	Comments
04 Community Use - Continued						
HVAC - continued						
flexible duct						
insulated flex duct to diffusers	175	lf	9.39	1,643		
air distribution devices						
sidewall diffuser	35	ea	76.00	2,660		
r/a grill	10	ea	54.00	540		
volume dampers	45	ea	65.00	2,925		
36/36 louvered opening hoistway vent	1	ea	475.00	475		
modulating dampers	2	ea	575.00	1,150		
atc controls						
thermostats - programmable, wiring in con	1	sum	11,375.00	11,375		
air & water balancing						
air & water balancing	1	sum	4,410.00	4,410		
Sub-total	9,700	sf	27.80 /sf		\$269,621	
Mechanical						
commercial kitchen buildout	1	sum	23,450.00	23,450		
restaurant build-out	1	sum	14,105.00	14,105		
Sub-total	9,700	sf	3.87 /sf		\$37,555	
Electrical						
new electrical service	1	sum	9,300.00	9,300		
electrical panels(2)	1	sum	5,575.00	5,575		
receptacles	40	ea	212.50	8,500		
circuiting	1	sum	5,750.00	5,750		
misc. connections	5	ea	350.00	1,750		
mechanical connections	3	ea	2,000.00	6,000		
ef's-rooftop	2	ea	1,450.00	2,900		
water heaters	5	ea	800.00	4,000		
kitchen t.i. buildout	1	sum	4,900.00	4,900		
café/restaurant buildout	1	sum	9,900.00	9,900		
lighting allowance	1	sum	26,250.00	26,250		
lighting controls	1	sum	3,000.00	3,000		
voice/data-10 locations	1	sum	9,375.00	9,375		
fire alarm	1	sum	6,125.00	6,125		
Sub-total	9,700	sf	10.65 /sf		\$103,325	
SUB-TOTAL 04 Community Use				985,085	\$985,085	
Estimating Contingency			15.00%	147,763		
Index To Construction Start	Today's Cost		0.00%	0		@ ± 3% per year
General Conditions / Insurance / Bond			12.50%	141,606		
General Contractor OH & Profit			4.50%	57,350	346,719	35.20%
TOTAL DIRECT CONSTRUCTION COST						
04 Community Use	9,700	sf	\$137.30 /sf		\$1,331,804	

Feasibility Study Woodburn Association Building Woodburn, Oregon Constructive Form Architecture & Design LLC Concept Budget Estimate - 1.2	Architectural Cost Consultants, LLC Stanley J. Pszczolkowski, AIA 8060 SW Pfaffle Street, Suite 110 Tigard, Oregon 97223-8489 Phone (503) 718-0075 Fax (503) 718-0077 www.archcost.com			Estimate Date: 10-Oct-13 Document Date: 30-Sep-13 Print Date: 10-Oct-13 Print Time: 5:02 PM Constr. Start: Today's Cost

Estimate	Quantity	Unit	Cost / Unit	Cost	Sub-totals	Comments
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A Alternate - Base - Add insulation to remainder of Slab						
Unser slab insulation	3,628	sf	\$1.75	\$6,349		
item		lf	0.00	0		
Sub-total	10,550	sf	0.60 /sf		\$6,349	
SUB-TOTAL A Alternate - Base - Add insulation to remainder of Slab				6,349	\$6,349	
Estimating Contingency			15.00%	952		
Index To Construction Start	Today's Cost		0.00%	0		@ ± 3% per year
General Conditions / Insurance / Bond			12.50%	913		
General Contractor OH & Profit			4.50%	370	2,235	35.20%
TOTAL DIRECT CONSTRUCTION COST						
A Alternate - Base - Add insulation to rem	10,550	sf	\$0.81 /sf		\$8,584	

B Alternate - Base - Add 1/2" plywood Roof Sheathing						
1/2" plywood roof sheathing	4,827	sf	\$1.75	\$8,447		
hardware & fasteners	1	sum	295.65	296		
Sub-total	10,550	sf	0.83 /sf		\$8,743	
SUB-TOTAL B Alternate - Base - Add 1/2" plywood Roof Sheathing				8,743	\$8,743	
Estimating Contingency			15.00%	1,311		
Index To Construction Start	Today's Cost		0.00%	0		@ ± 3% per year
General Conditions / Insurance / Bond			12.50%	1,257		
General Contractor OH & Profit			4.50%	509	3,077	35.20%
TOTAL DIRECT CONSTRUCTION COST						
B Alternate - Base - Add 1/2" plywood Roof	10,550	sf	\$1.12 /sf		\$11,820	

C Alternate - Brewery - 10,000 Kw Solar PV						
solar	1	sum	\$70,000.00	\$70,000		
item		lf	0.00	0		
Sub-total	9,428	sf	7.42 /sf		\$70,000	
SUB-TOTAL C Alternate - Brewery - 10,000 Kw Solar PV				70,000	\$70,000	
Estimating Contingency			15.00%	10,500		
Index To Construction Start	Today's Cost		0.00%	0		@ ± 3% per year
General Conditions / Insurance / Bond			12.50%	10,063		
General Contractor OH & Profit			4.50%	4,075	24,638	35.20%
TOTAL DIRECT CONSTRUCTION COST						
C Alternate - Brewery - 10,000 Kw Solar P	9,428	sf	\$10.04 /sf		\$94,638	

Feasibility Study Woodburn Association Building Woodburn, Oregon Constructive Form Architecture & Design LLC Concept Budget Estimate - 1.2	Architectural Cost Consultants, LLC Stanley J. Psczolkowski, AIA 8060 SW Pfaffle Street, Suite 110 Tigard, Oregon 97223-8489 Phone (503) 718-0075 Fax (503) 718-0077 www.archcost.com		Estimate Date: 10-Oct-13 Document Date: 30-Sep-13 Print Date: 10-Oct-13 Print Time: 5:02 PM Constr. Start: Today's Cost

Estimate	Quantity	Unit	Cost / Unit	Cost	Sub-totals	Comments
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D Alternate - Brewery - Solar Thermal System						
solar HW system	1	sum	\$17,840.00	\$17,840		
electrical	1	sum	1,000.00	1,000		
Sub-total	9,428	sf	2.00 /sf		\$18,840	
SUB-TOTAL D Alternate - Brewery - Solar Thermal System				18,840	\$18,840	
Estimating Contingency			15.00%	2,826		
Index To Construction Start	Today's Cost		0.00%	0		@ ± 3% per year
General Conditions / Insurance / Bond			12.50%	2,708		
General Contractor OH & Profit			4.50%	1,097	6,631	35.20%
TOTAL DIRECT CONSTRUCTION COST						
D Alternate - Brewery - Solar Thermal Sys	9,428	sf	\$2.70 /sf		\$25,471	

E Alternate - Brewery - LEED Platinum						
allowance	9,428	sf	\$10.44	\$98,465		
item		lf	0.00	0		
Sub-total	9,428	sf	10.44 /sf		\$98,465	
SUB-TOTAL E Alternate - Brewery - LEED Platinum				98,465	\$98,465	
Estimating Contingency			15.00%	14,770		
Index To Construction Start	Today's Cost		0.00%	0		@ ± 3% per year
General Conditions / Insurance / Bond			12.50%	14,154		
General Contractor OH & Profit			4.50%	5,733	34,657	35.20%
TOTAL DIRECT CONSTRUCTION COST						
E Alternate - Brewery - LEED Platinum	9,428	sf	\$14.12 /sf		\$133,122	

F Alternate - Mixed-Use / Incubator - LEED Platinum						
allowance	10,000	sf	\$9.85	\$98,465		
item		lf	0.00	0		
Sub-total	10,000	sf	9.85 /sf		\$98,465	
SUB-TOTAL F Alternate - Mixed-Use / Incubator - LEED Platinum				98,465	\$98,465	
Estimating Contingency			15.00%	14,770		
Index To Construction Start	Today's Cost		0.00%	0		@ ± 3% per year
General Conditions / Insurance / Bond			12.50%	14,154		
General Contractor OH & Profit			4.50%	5,733	34,657	35.20%
TOTAL DIRECT CONSTRUCTION COST						
F Alternate - Mixed-Use / Incubator - LEED	10,000	sf	\$13.31 /sf		\$133,122	

Feasibility Study Woodburn Association Building Woodburn, Oregon Constructive Form Architecture & Design LLC Concept Budget Estimate - 1.2	Architectural Cost Consultants, LLC Stanley J. Pszczolkowski, AIA 8060 SW Pfaffle Street, Suite 110 Tigard, Oregon 97223-8489 Phone (503) 718-0075 Fax (503) 718-0077 www.archcost.com	Estimate Date: 10-Oct-13 Document Date: 30-Sep-13 Print Date: 10-Oct-13 Print Time: 5:02 PM Constr. Start: Today's Cost
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Estimate	Quantity	Unit	Cost / Unit	Cost	Sub-totals	Comments
G Alternate - Community Use - LEED Platinum						
allowance	9,700	sf	\$10.16	\$98,508		
item		lf	0.00	0		
Sub-total	9,700	sf	10.16 /sf		\$98,508	
SUB-TOTAL G Alternate - Community Use - LEED Platinum				98,508	\$98,508	
Estimating Contingency			15.00%	14,776		
Index To Construction Start	Today's Cost		0.00%	0		@ ± 3% per year
General Conditions / Insurance / Bond			12.50%	14,161		
General Contractor OH & Profit			4.50%	5,735	34,672	35.20%
TOTAL DIRECT CONSTRUCTION COST						
G Alternate - Community Use - LEED Plat	9,700	sf	\$13.73 /sf		\$133,180	

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Association Building Feasibility Study

Review of Past Reports related to the Association Building Feasibility Study

This is a compilation of past reports and articles reviewed and referenced as background for the project.

May 13, 2013

Micro Enterprise Food Manufacturing Accelerator Feasibility Status Report

John H. Wales, Director, Urban Development Department
City of Salem and Urban Renewal Agency of the City of Salem

Key Findings:

- Salem and the Willamette Valley region appear to be well suited for a food and beverage industry accelerator or incubator that would offer leasable commercial kitchen space and/ or small scale processing plant...
- ...at this time, there is not enough entrepreneurial activity in the broader region to support additional investment in a physical space...

Prepared for: City of Salem Urban Development Department

Principal Authors: Claggett Wolfe Associates & Food Spectrum LLC (management and economic development consulting)

Prepared as part of the City of Salem's year-long collaboration with the University of Oregon's Sustainable Cities Initiative (2011).

- Focus on "best practice" approach to business acceleration which emphasizes providing a full complement of support services...to help start and grow businesses.

December 2012

Latino Small Businesses and Downtown Development, Prepared by Community Planning Workshop for the University of Oregon Economic Development Administration Center

November / December 2012

The Changing Face of Main Street, by Monique G. Lopez. *Oregon Planner's Journal*

Key observations:

- Changing demographics in the City of Woodburn. "an influx of Latino families over the past 20 to 30 years has brought some of Woodburn's greatest opportunities for economic growth and its greatest challenges at integrating a younger population focused on job and families into an established Anglo community with an increasing retirement population."
- "While all parties are interested in the same end goal of improving downtown, there are conflicting viewpoints on the concept of place"..."balance the historic character and various cultures of place"

Notes/ Conclusion:

- "Two-way integration or hybrid approach..." as possible approach vs. either / or.

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October 2012

Woodburn Pix Theatre Building Assessment

by deca Architecture Inc.

Included draft building code analysis, exterior renderings, floor plan/ use concepts, roofing cost estimate.

January 6, 2012

Parking Analysis Summary, conducted by the City of Woodburn Economic and Development Services Department in December 2011

(based on work by Seder Architects and CTS Engineers in 2007, completed by OTAK)

Key Findings:

37% average on-street parking rate, 64% peak count only in certain area; downtown adequately parked

Recommendations: Pursue cost/ benefit analysis of options.

November 8, 2010

City of Woodburn Transit Plan Update (TPU), Approved Final Report

Consultant team: Nelson/Nygaard Consulting Associates (PM), Cogan Owens Cogan, ECONorthwest

- Supplements the TSP Plan, required to complete by state law.

2009

Woodburn Parks and Recreation Master Plan Update

Consultant Team: Group MacKenzie, Greenplay LLC, Design Concepts, Geowest

June 2009

Woodburn Downtown Development Plan Update (updates 1998 plan)

Consultant Team: Otak, Leland Consulting Group (urban strategists and development advisors- urban real estate, planning and deal making), Kittleson Associates

Funded by: partially funded by TGM grant thru SAFETEA-LU federal grant

November 2007

Woodburn Community Centers: Feasibility Study for a Recreational Center and an Arts & Cultural Community Center

Carleton Hart Architecture PC, Architecture Planning & Development

June 2007

Downtown Woodburn Business Development Plan for Woodburn, Oregon

Primary author: Marketek, Inc.

Method: retail market analysis (market & competitive analysis), two charette events, 20 business interviews, 5 project site visits

Goals: Make a desirable business location for existing and prospective businesses, grow retail & service biz sectors for residents to shop locally, enhance visitor traffic to downtown, create new investment & jobs

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October 2005

City of Woodburn Public Facilities Plan

November 2005

Woodburn Interchange, Interchange Area Management Plan, Interstate 5 (Pacific Highway) @ Oregon 214/219

ODOT

October 2005

Woodburn Transportation System Plan

Prepared by CH2MHILL and Kittelson & Associates

August 2004

Woodburn Public Plaza Drawings

Lloyd D Lindley, Landscape Architect Portland OR

March 2004

Drawings for New Building Façade for Association Hall

Deffenbaugh & Associates, PC

August 2001

347 Front Street Two Story Building Modifications Drawings Set from Nicoli Engineering, Inc.

July 9, 2001 Draft

Woodburn Urban Renewal Plan

- See page 2, 301. Urban Renewal Plan Goals, B. Rehabilitate Building Stock
- See page 8, 8. Public Art – 1% set-aside of URA funds to encourage public art in the renewal area.
- See page 11, 800. The Renewal agency may dispose of any land it has acquired at fair reuse value, and to define the fair reuse value of any land.
- Attachment B, P. DDCD (Downtown Design & Conservation District). Long Range and Continuous Goals. Goal: Attract Business to the DDCD. Policies...as a center for small cottage industry, as a neighborhood shopping center, as a citywide hub with government and public buildings, arts & entertainment center.

1999

City of Woodburn Comprehensive Plan

1998

City of Woodburn Downtown Development Plan

- vision of a thriving, safe, and vital center for the community
- Enhance Old Town as a “Healthy Heart” of Downtown
- Sustain a successful Business Community

Misc:

Property Ownership

Marion County Assessor’s Property Records

MYCIM (My Community Internet Mapper)

<http://gis.co.marion.or.us/MYCIMA/Default.aspx?da=true&tid=051W18BA08400>

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<http://apps.co.marion.or.us/PropertyRecords/PropertySearch.aspx>

Tax Maps indicate parcels.

Search: Property summary Information: including Owner information, Year Built, Area, Acreage, etc, RMV Land, RMV Improvements, Sales Information.

-

Registered Woodburn Businesses

City of Woodburn

Indicates Name, address and Expiration (does not show business owner)

http://www.ci.woodburn.or.us/?q=registered_businesses

Woodburn Zoning Plan Map

Woodburn Sanborn Maps 1890 -

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Association Building Feasibility Study

Small Business Development Services – RESOURCES

This is a list of small business development services resources compiled and provided to the City of Woodburn staff as background information for the project and to support Concept Model #2: Business Incubator.

ORGANIZATIONS:

Chemeketa Community College Center for Business and Development
<http://www.chemeketa.edu/busprofession/ccbi/sbdc/index.html>

- Houses both the **MERIT program** (start-ups/ new businesses, incubator program) and **Small Business Development Center (SBDC)** (resource library, workshops and expert advisors) for existing small businesses.
- The SBDC (thru Chemeketa) is for small businesses and publicly funded.
 How these programs might work:
 - Limited access to consultants during term.
 - If funding is cut, no longer available to meet with small business owners (can be disruptive to small, private businesses).
 - SBDC will encourage small businesses to take term Small business development class (pay) - pay to play, still only get one private consult per month.
 - Good networking opportunity, learn how other small businesses work, reaffirmation in what you are doing in business is OK.
 - Potentially good information/ contacts for healthcare options, HR, related topics, financial management, IT infrastructure, etc.

- **SCORE** (Service Corp of Retired Executives) : located in Salem, Portland, nearest to Woodburn? Work with SBDC?

<http://portlandor.score.org>

Salem, SCORE (limited spanish website, not entire site)

<http://salem.score.org-Is bilingual>

Oregon Economic and Community Development Department (State Organization – works with SBDC) and has other resources.

<http://www.oregon4biz.com/Business-financing-resources/>

Rural Development Initiatives (RDI) - nonprofit

<http://www.rdiinc.org/about>

<http://www.rdiinc.org/projects/16>

Pasos al Exito program (previously offered in Woodburn) – can this be customized for existing businesses?

<http://www.rdiinc.org/projects/16>

Neighborhood Economic Development Corporation (NEDCO) - non-profit

<http://www.nedcocdc.org>

Woodburn area: 1-877-320-1479

Services available in Spanish and English.

HATCH (incubator) services – unclear if have existing small business development services available.

Oregon Association Minority Entrepreneurs (OAME)

<http://oame.org/default.cfm>

- More networking, does not necessarily offer small business consulting services.

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It is unclear how customizable the existing programs above might be to meet the needs of existing businesses in downtown Woodburn. One approach, given the small types of businesses in downtown, would be to subsidize (by whom? City, non-profit, grants) and pay for private business consultant to work with individual businesses. One-on-one intensive services.

Could the City of Woodburn partner with Chemeketa/ other group to provide these subsidized services? How to pay for?
 Provide in spanish, english, russian and somali(?) - relevant languages?

Are there other non-profits or groups who provide these services or subsidize these services?

FROM PREVIOUS CASE STUDIES:

Example of **City of Independence** establishing/ partnering to provide customized business assistance .
 City of Woodburn could look at similar program, except modified to meet needs of existing downtown businesses.

Greater Independence Business Incubator (GIBI), 501c(3)

<http://bizincubator.wordpress.com>

- provide small business service and support to local area entrepreneurs, business leaders and start-up businesses
- no longer offer space (plenty of commercial space available), but to become a 'virtual Incubator'
 - receive up to 3 years **of customized business assistance** designed to accelerate the growth of early stage companies or new product development, can include: seminars, classes, biz council, help with feasibility plans and/or biz plans
 - City of Independence contracted with Public Affairs Research Consultant (PARC) (<http://www.parcresources.net>)— to take advantage of the MINET (Monmouth Independence Networks, intergovernmental organizations, cheaper and faster base rate, nonprofit) fiber-optic cable communications system (internet, telephone, TV) which was recently established in the cities of Independence and Monmouth. Secured funding from OECD. SEE: <http://www.occma.org/Portals/17/conference/handouts/Greg%20Ellis.pdf>.
 - local partners: Western OR University, MINET, Polk HALO, Micro Enterprise Development Center at Chemeketa Comm. College.

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Project: Woodburn Association Building Feasibility Study E.I.D.s, B.I.D.s and EBIDs – RESOURCES, Examples

General Information:

http://www.oregon.gov/oprd/HCD/PROGRAMS/docs/OMSC_2011_EID-BID.pdf

What is an Economic Improvement District (E.I.D.)?

<http://www.oregonlaws.org/ors/223.144>

- Assessment to Property Owners.

City of Oregon City:

Economic Improvement District (E.I.D.) to pay for ‘soft costs’, state engineered/ enabling legislation (works similar to a LID but structured differently. Can implement if less than 33% of property owners object (owner who owns more higher value property, gets more votes, not one for one). Assessment on all properties, all property owners have to pay in for program to move ahead, can’t choose to opt-out. Basically, it’s a business license fee. Funds \$300K annual budget. The business license fee and amount is ultimately passed on to renters, customers.

Oregon City EID was first EID in Oregon in 15 years. (in 2011)

City of Molalla: E.I.D. in place

http://www.oregon.gov/oprd/HCD/PROGRAMS/docs/OMSC_2011_EID-BID.pdf

City of La Grande: in process

<http://lagrandemainstreet.org/economic-improvement-district-2/>

Other examples:

City of Medford: <http://www.heartofmedford.com/press/EID%20questions%20&%20Answers%20medford%20031113.pdf>

What is a Business Improvement District (B.I.D.)?

https://en.wikipedia.org/wiki/Business_improvement_district

- Assessment to Business Owners.

“A **business improvement district (BID)** is a defined area within which businesses pay an additional tax or fee in order to fund projects within the district’s boundaries. Grant funds acquired by the city for programs and/or incentives such as tax abatements can be made available to businesses or to recruit new business. BIDs may go by other names, such as **business improvement area (BIA)**, **business revitalization zone (BRZ)**, **community improvement district (CID)**, **special services area (SSA)**, or **special improvement district (SID)**. A Community Benefit District (CBD), is much like a BID except property owners, not the businesses, vote to pay an additional property tax assessment. BIDs provide services, such as cleaning streets, providing security, making capital improvements, construction of pedestrian and streetscape enhancements, and marketing the area. The services provided by BIDs are supplemental to those already provided by the municipality.”

B.I.D.s seem to be most common in large cities NOT small cities/ towns.

Not familiar with any B.I.D. case study examples only in small Oregon towns/ cities.

Economic & Business Improvement District (EBID) - Hybrid between B.I.D. and E.I.D.

- Assessment to both Property and Business Owners

City of Cottage Grove: <http://www.growingthegrove.com/about-2/the-ebid/>

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Association Building Feasibility Study

Main Street / Downtown Revitalization Example from City of Oregon City

This is information and notes compiled by the project team and provided to the City of Woodburn staff as background information during this project about. A discussion and lessons learned Lessons the successful City of Oregon City Main Street program, provides questions and ideas to consider in the design of a similar program for downtown Woodburn.

-Main Street Organizations/ Downtown Revitalization Groups are property owner driven (not business owner) – need to have buy in from property owners.

-Would not suggest calling any coalition or group “Main Street”, can be limiting in access to funds, who wants to be involved. Not necessarily a lot more \$ available or resources just because you call yourself Main Street. Use something like “**Woodburn Downtown Partnership**” instead.

-Strategies: ‘not historic preservation’, but preserve what’s there first, fill and improve to make it used

-OR City has NO overlay districts or historic districts – not needed. Argument when requesting historic funds, is that if you can’t fill buildings, they will fall down. Empty buildings die. Priority #1 is to fill them, make them productive assets.

-Use neutral language in describing the downtown: ie. Woodburn City characteristics, like ‘authentic urban downtown’ to describe. Celebrate authenticity for local residents. With distinct “Hispanic” enclave in the northwest...

-Need to hire/ pay for a full time staff position, part time is difficult, does not allow for momentum.

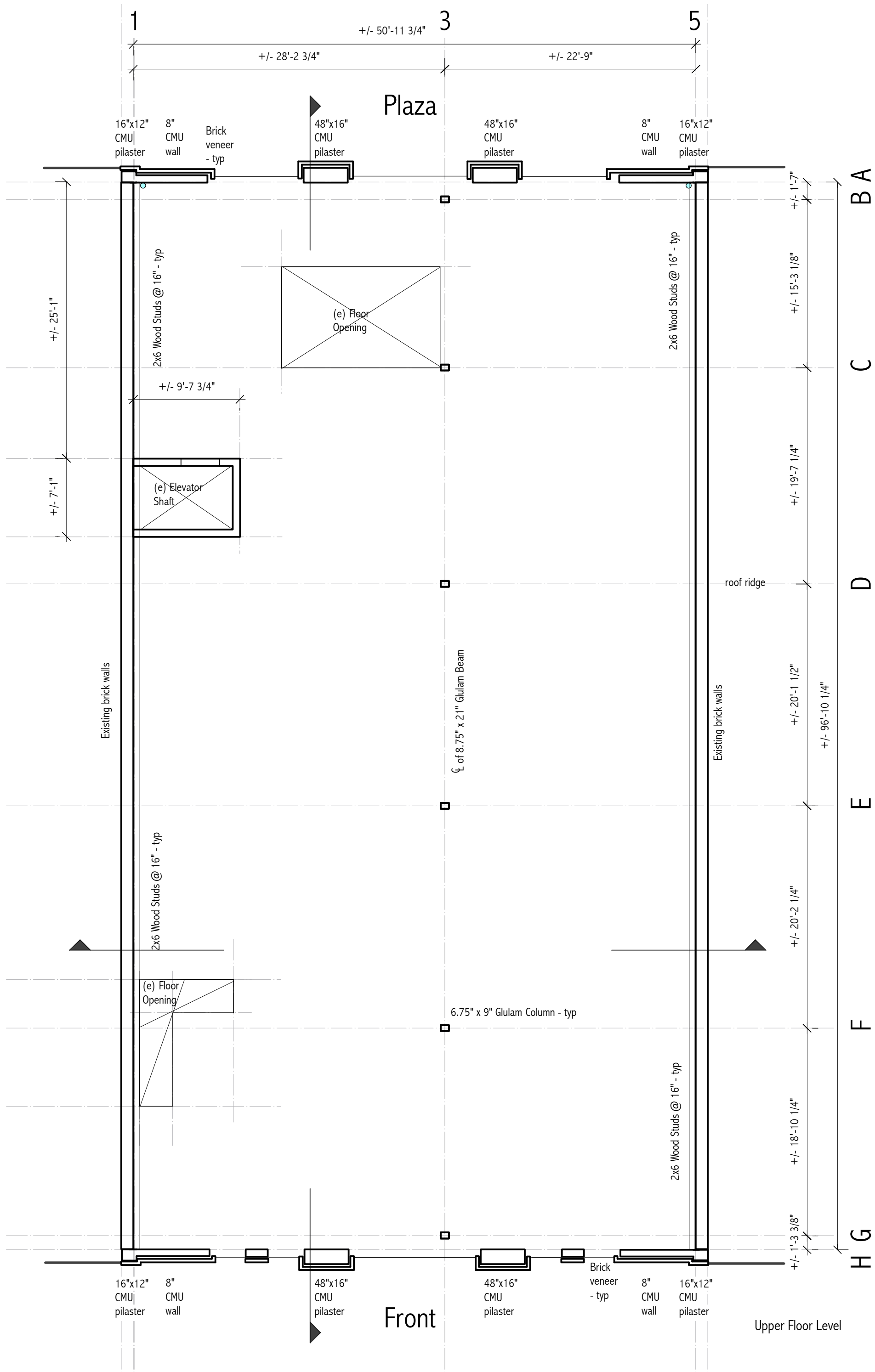
-Capacity/ Interest building

Step 1: Need to spend a year doing it, building local capacity, volunteer capacity is crucial. A group of community members with the blessing of the City.

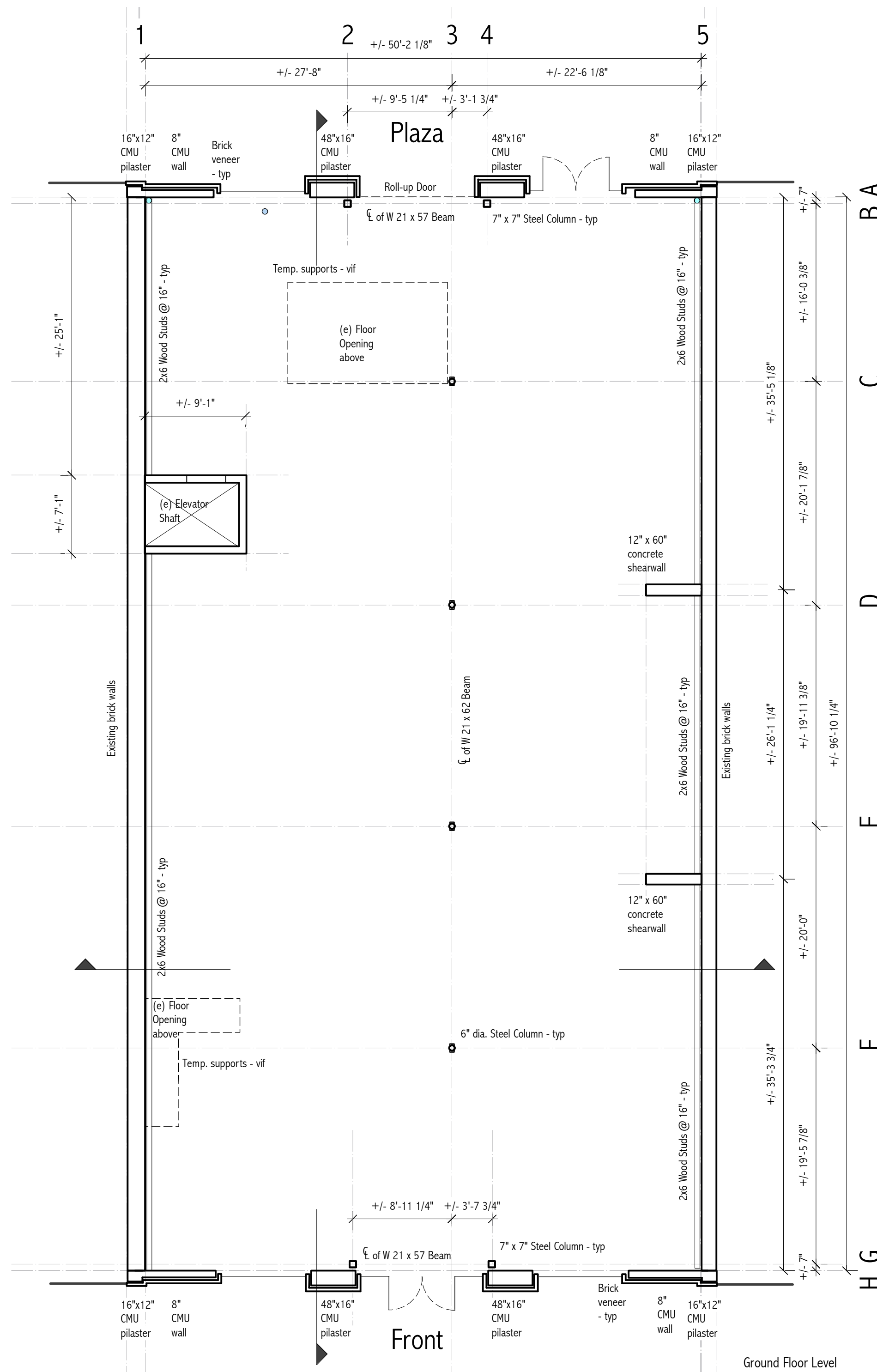
Step 2: from C3 non-profit (not C4 or C6 chamber or member benefit) C3, for public benefit. With members from other associations, a stakeholder group. Not run by business owners or chamber of commerce, but those who sit on panel, represent the interests of the community. **Need to establish a THIRD group – not us vs. them, the third wheel.** Include other Neighborhood groups, beyond just the historic district?

Step 3: Every 6 months, do 1 project in each of “4 goals”, use volunteers. Then complete, then re-up for the next project. Need to show a proven record for future grants ie. from Ford foundation.

Association Building Feasibility Study for the City of Woodburn



Upper Floor Level



Ground Floor Level

GENERAL NOTES:

1. The As-Built Drawings are to show general field conditions only. Refer to the Nicolli Engineering (2001-2002) and Deffenbaugh & Associates (2004) documents for most recent construction and renovations. Verify all dimensions and conditions in the field.

APPENDIX G

Project:

Woodburn Association Building

Adaptive Reuse Feasibility Study

Address:

347 North Front Street
Woodburn, OR 97071

Owner:

City of Woodburn
270 Montgomery Street
Woodburn, OR 97071

Contact: Jim Hendryx, Director
Economic and Development Services
City of Woodburn OR 97071
503.980.2445
Jim.Hendryx@ci.woodburn.or.us

Architect:

Constructive Form
Architecture and Design LLC
1337 SE 15th Ave
Portland OR 97214

Contact: Kina Voelz
Tel 503.894.9638
kvoelz@constructiveform.com

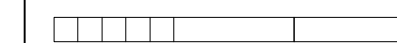
Consultants:

Structural:
Froehlich Engineers Inc.
6969 SW Hampton St.
Portland OR 97223

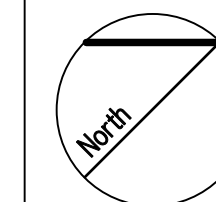
Contact: Tim Terich
Tel 503.924.6315
tterich@froehlich-engineers.com

Project: Association Building
Issued: June 2013
Rev:

As-Built Set



Scale: 1/8" = 1' - 0" @ 18 x 24



A2.0

Existing Plans

Woodburn Association Building

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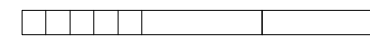
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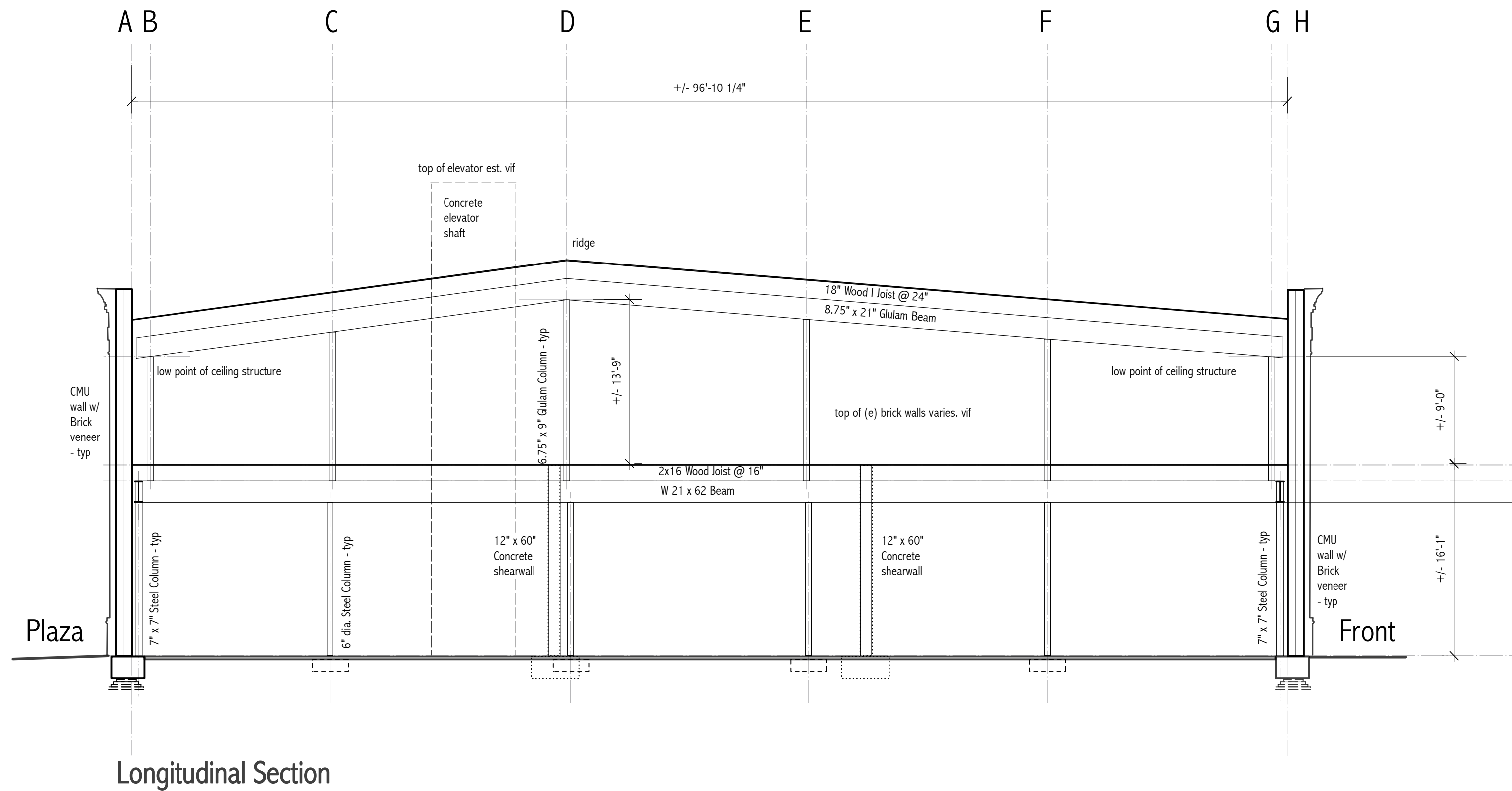
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Rev:

As-Built Set



Scale: 1/8" = 1' - 0" @ 18 x 24



GENERAL NOTES:

1. The As-Built Drawings are to show general field conditions only. Refer to the Nicolli Engineering (2001-2002) and Deffenbaugh & Associates (2004) documents for most recent construction and renovations. Verify all dimensions and conditions in the field.

A2.1 Existing Section

Woodburn Association Building

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Architect:
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Architecture and Design LLC
1337 SE 15th Ave
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Contact: Kina Voelz
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kvoelz@constructiveform.com

Consultants:

Structural:
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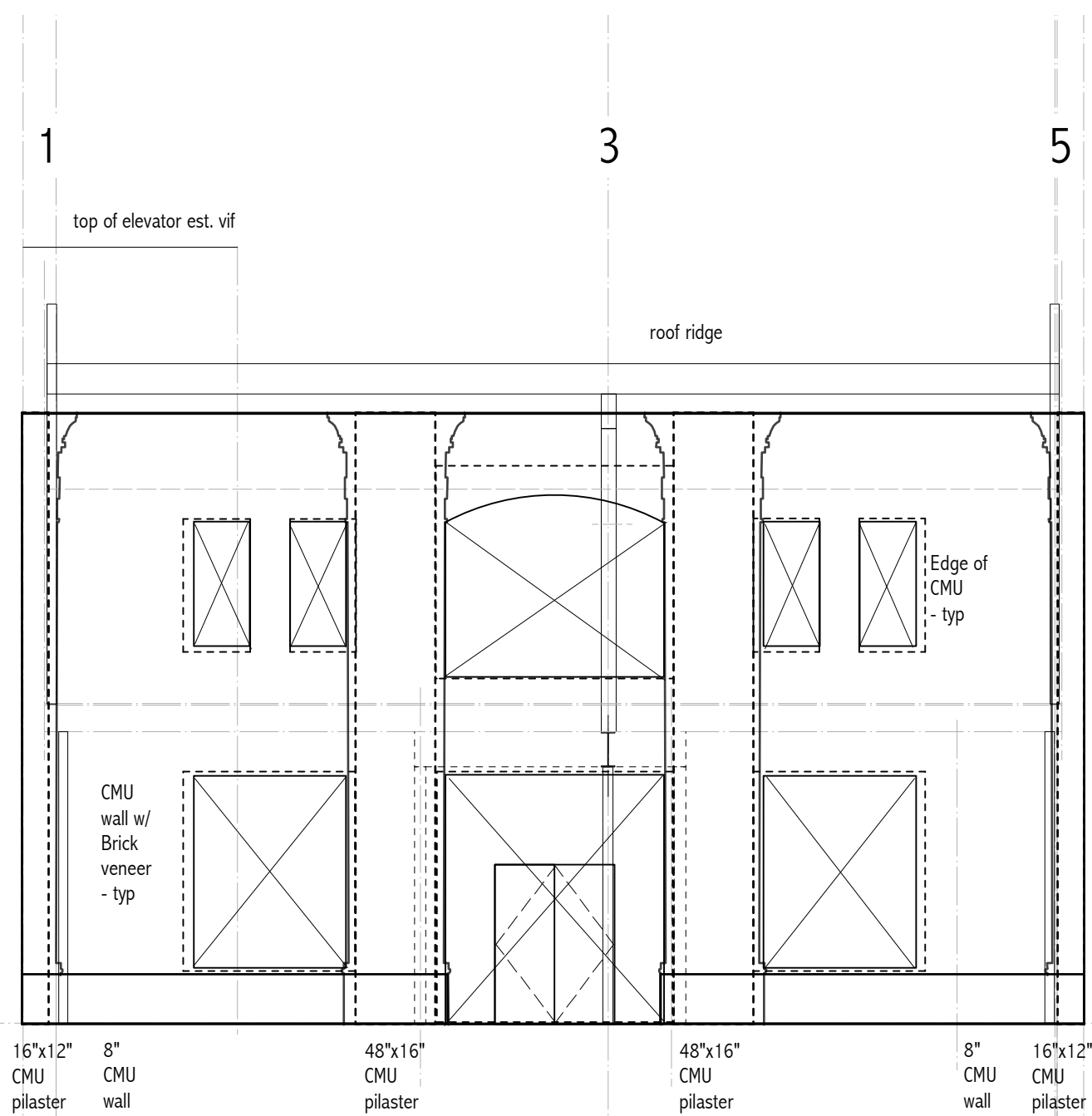
Contact: Tim Terich
Tel 503.924.6315
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Project: Association Building
Issued: June 2013
Rev:

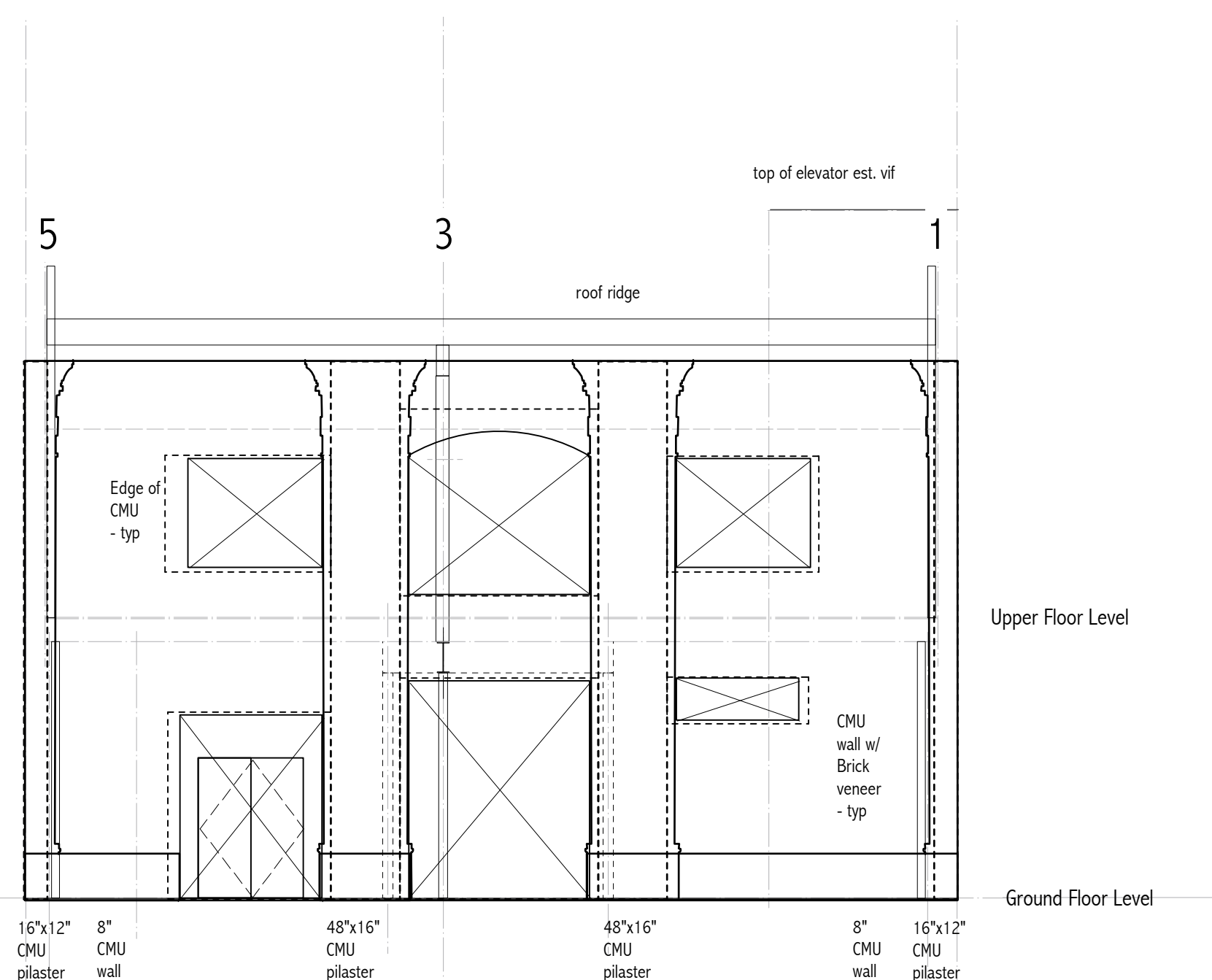
As-Built Set



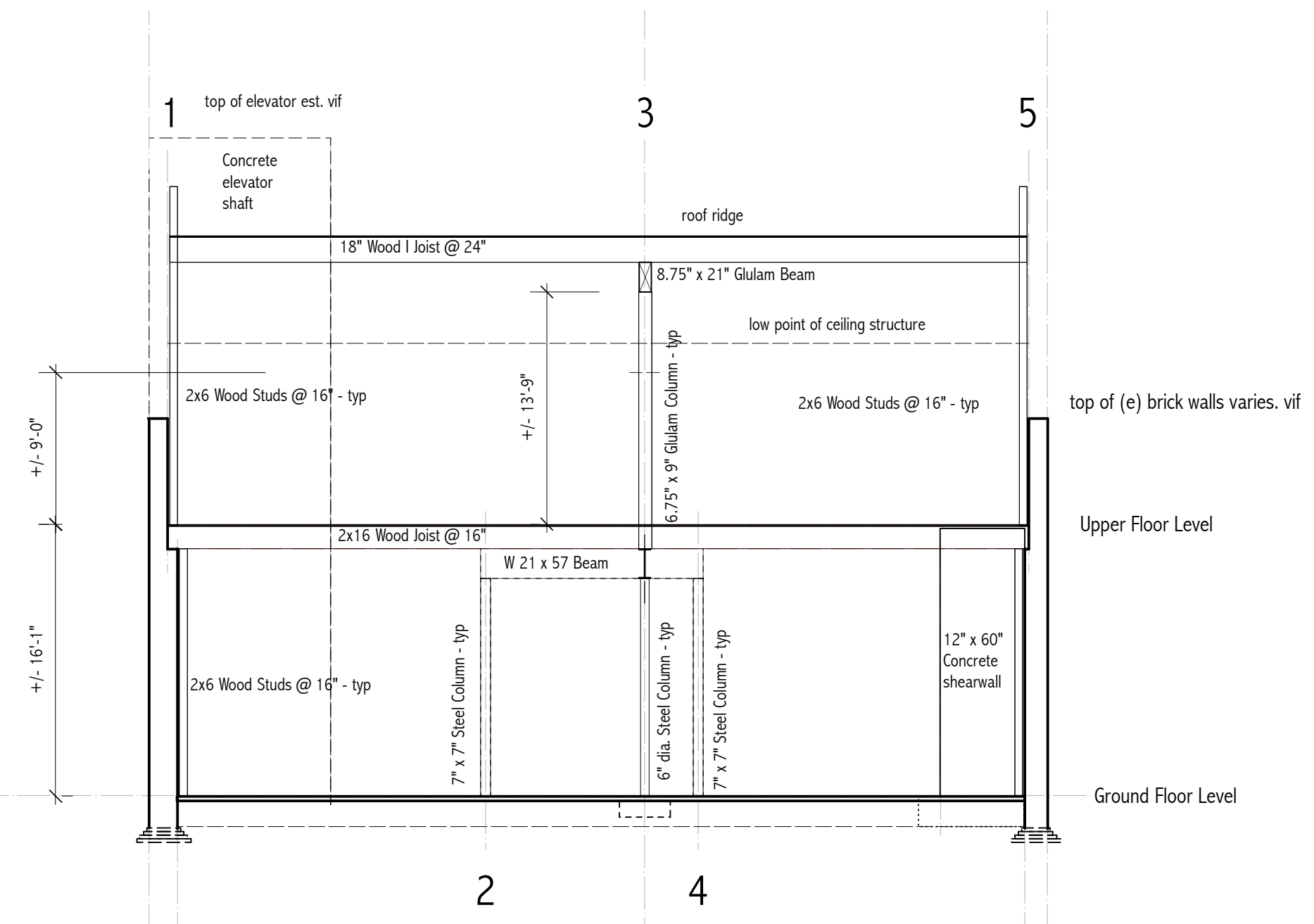
Scale: 1/8" = 1' - 0" @ 18 x 24



Front
Southeast Elevation



Plaza
Northwest Elevation



Cross Section

GENERAL NOTES:

1. The As-Built Drawings are to show general field conditions only. Refer to the Nicolli Engineering (2001-2002) and Deffenbaugh & Associates (2004) documents for most recent construction and renovations. Verify all dimensions and conditions in the field.

A2.2 Existing Elevations & Section