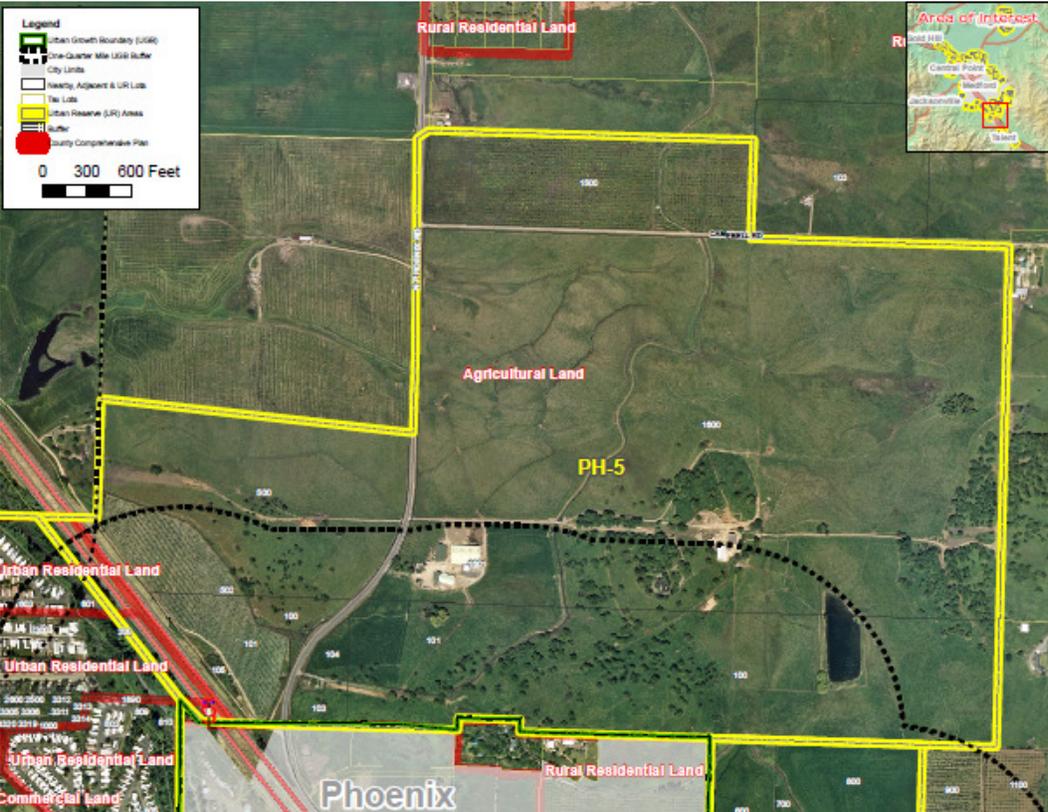


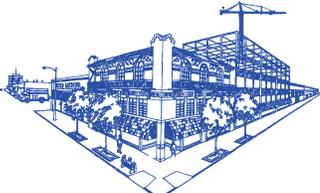
# PHOENIX REGIONAL ECONOMIC OPPORTUNITY STUDY



Prepared for:  
**City of Phoenix, Oregon**  
February 2016 (Revised Draft)

**E. D. Hovee & Company, LLC**

Economic and Development Services



# AT-A-GLANCE SUMMARY

This regional economic opportunity study (REOS) addresses a multi-county economic need for development of large industrial sites directly accessible to the I-5 freeway in Phoenix, Oregon. Expansion of the Phoenix Urban Growth Boundary (UGB) is proposed for a 427-acre area known as PH-5 to meet regional traded sector employment needs. What follows is a summary of report observations.

**RPS/Regional Plan Framework.** The need for added employment land has been established through a multi-jurisdictional *Regional Problem Solving* approach, leading to adoption of the *Greater Bear Creek Valley Regional Plan* in 2011. The regional plan established Urban Reserve Areas (URAs) for Central Point, Eagle Point, Medford, Phoenix and Talent – including the 427-acre PH-5 site adjoining the I-5 freeway in Phoenix. With 272 acres planned for employment uses, PH-5 will offer the most direct, easiest access to an I-5 interchange out of three sites identified by the Regional Plan with I-5 proximity.

**Phoenix & The Regional Economy.** Phoenix is centrally located to serve traded sector employment opportunities for: a) an economic region defined as the Rogue Valley of Jackson and Josephine Counties (with nearly 300,000 residents); and b) the Eugene-Redding region extending 320+ miles along I-5 with (with nearly 1 million residents). The 6-county Eugene to Redding market has experienced virtually no job growth since 2000, while the Rogue Valley portion central to the full area has experienced job growth at a rate comparable to the entire state of Oregon. Continuing economic opportunity depends on securing suitable employment land for large sites and business parks oriented to the I-5 corridor.

**Economic Outlook.** In the Rogue Valley region, the only identified strong and growing industry sector since 2000 is with transportation, warehousing and utilities (TWU). Emerging opportunities appear to be available for manufacturing, government, financial activities and wholesale trade. This experience is somewhat counter to that of the state and nation – for which prospects appear strongest in sectors such as construction, professional and business services, health care, and (possibly) leisure and hospitality.

**Regional Economic Potential.** Of the six I-5 served counties extending from Eugene to Redding, only two counties – Douglas in Oregon and Shasta in California – appear to have any significant inventory at present of major, shovel-ready (100+) acre vacant industrial sites readily served from an I-5 interchange. Lane and Jackson Counties have made the most effort in recent years to address shortfalls of employment land – with Jackson County currently showing the most promise based on three URA sites resulting from the RPS process. When available, the Phoenix PH-5 site will be ideally situated to accommodate large footprint industrial employers as well as smaller business and industrial park tenants requiring the most immediate I-5 freeway access available between Eugene and Redding.

**PH-5 Employment Scenarios.** Consistent with employment trends and forecasts together with an evaluation of I-5 sites from Eugene to Redding, two alternative market scenarios are outlined for review:

- **Scenario A** – building on sectors that have been proven successful regionally since 2000
- **Scenario B** – filling local *gaps* in sectors growing statewide and nationally for business park sites

**Recommended Scenario.** A hybrid approach with elements of Scenarios A-B is recommended, with targeting to sectors including small-mid size distribution firms together with mid-large advanced manufacturing firms and traded sector financial, professional, scientific, technical and health service organizations serving customers regionally and globally. Parcelization should include at least one 50 acre site, with other sites of 5-50 acres for end-user firms and multi-tenant business park development, also addressing complementary mixed use opportunities. Implementation steps are to complete concept planning, the economic element to the Phoenix Comprehensive Plan, infrastructure planning, approvals for PH-5 UGB expansion and annexation, development agreements with major owners, cooperative public/private marketing, and on-going monitoring of development performance vis-à-vis plan goals.

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# I. REOS INTRODUCTION

This report is intended as a regional economic opportunity study (REOS) to address county-wide and multi-county economic needs to be fulfilled by development of large sites directly accessible to the Interstate 5 freeway in Phoenix, Oregon. More specifically, the report focuses on proposed expansion of the Phoenix Urban Growth Boundary (UGB) for an approximately 427 acre area known as PH-5 to address local and regional traded sector employment needs.<sup>1</sup>

## ANALYSIS APPROACH

An identified 50-year need for additional employment land to serve the Greater Bear Creek Valley region and resulting Urban Reserve Area (URA) amendments have now been set in place, addressing state Goal 9 Economic Opportunity Analysis (EOA) requirements. Consequently, this REOS is aimed to articulate distinct employment needs addressed by PH-5 as a means for UGB expansion, annexation, infrastructure provision, and job-generating development.

Key work steps taken in completing this REOS have included:<sup>2</sup>

- **Project background and orientation** – including meeting with project stakeholders to identify background information, market areas, REOS data sources, and agency contacts
- **Trend data compilation** – utilized for determination of traded sector industries that could be well served by the subject PH-5 site
- **Regional lands assessment** – beginning with results of the Bear Creek Valley Regional Plan process and extending to an assessment of competitive sites situated proximate to I-5 freeway interchanges from Eugene OR to Redding CA
- **Preparation of preliminary draft REOS report** – with full document coverage of trend and land assessments together with alternative market scenarios
- **Preliminary draft review & final REOS documentation** – addressing questions and comments received from City and stakeholder review.<sup>3</sup>

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<sup>1</sup> As defined by Oregon Statute (ORS 285B.280) “traded sector” comprises “industries in which member firms sell their goods or services into markets for which national or regional competition exists.

<sup>2</sup> Information for this REOS has been obtained from sources as cited throughout the report. While generally deemed to be reliable, no representation is made as to accuracy; all information is subject to revision without notice. The observations and findings with this report are those of the author and should not be construed as representing the opinion of any other party prior to express approval, whether in whole or part.

<sup>3</sup> A preliminary draft REOS was provided for review and discussion with the City of Phoenix together with other public and private sector stakeholders as determined by the City. The initial draft report placed primary emphasis on background information and preliminary analysis as needed to make evaluations as to the best available regional opportunities represented by the Phoenix PH-5 site. This revised REOS is aimed to address and incorporate comments as mutually agreed. In addition, this revised draft contains a recommended (or preferred) scenario selected for more detailed implementation evaluation.

## REPORT ORGANIZATION

The remainder of this *revised draft* REOS report is organized to cover the following topics:

RPS & Regional Plan Framework  
Phoenix & the Regional Economy  
Economic Outlook  
Regional Economic Potential  
PH-5 Employment Scenarios  
Recommended Scenario

Four appendices are provided with this REOS report. *Appendix A* profiles E. D. Hovee & Company, LLC as report preparer. *Appendix B* provides supplementation statistical data as used for this analysis. *Appendix C* reviews industrial land sites in the two-county Rogue Valley region of Jackson and Josephine County. *Appendix D* contains a more extensive summary listing of major industrial sites on the I-5 freeway corridor situated between Eugene OR and Redding CA.

## II. RPS & REGIONAL PLAN FRAMEWORK

The need for additional employment land locally and regionally has previously been quantified and established through a 2007 Goal 9 Economic Opportunities Analysis (EOA) for the Bear Creek Valley region which encompasses the most of the urbanized area in Jackson County. In 2011, a Greater Bear Creek Valley Regional Plan was adopted by Jackson County as an amendment to its comprehensive plan, establishing Urban Reserve Areas (URA) for Central Point, Eagle Point, Medford, Phoenix, and Talent.

This REOS report begins by providing a brief overview of the existing planning framework together with more focused discussion of I-5 oriented sites. This framework provides the context for subsequent analysis of regional economic opportunities that the Phoenix PH-5 area is uniquely situated to address.

### PLANNING BACKGROUND

Since the adoption of Senate Bill 100 in 1973, statewide land use planning in Oregon has been focused on local jurisdiction adopted comprehensive plans. While addressing locally defined growth challenges and needs, there has increasing awareness that a jurisdiction-by-jurisdiction approach can miss or only partially satisfy needs affecting multiple communities within a region. This is particularly the case with meeting employment needs as political boundaries are of less consequence than regional or even global considerations for economic decisions by land-owners, employers and commercial-industrial real estate development firms.

Fortunately, planning mechanisms are also available and now being utilized as a means to better meet regional as well as local priorities. For this REOS, background considerations include a review of economic development planning previously conducted in Phoenix, coupled with the current economic development planning statutory framework for regional planning as applied to the Greater Bear Creek Valley region of Jackson County.

### Phoenix Economic Planning

The Economic Element of the City of Phoenix 1998 Comprehensive Plan noted that there was then an “abundant supply” of industrial sites in the Rogue Valley, including sites in Medford (albeit expensive) and rural lands then offering a full complement of urban services. As a result, it was concluded that “securing industrial development within the City will be problematic.”<sup>4</sup>

As of the 1998 Comprehensive Plan, Phoenix had a total of 18 acres of industrial designated land identified as developed. An industrial land inventory identified 54 acres as vacant, with just over 34 acres identified as buildable. The primary site of nearly 34 acres was located in the NW quadrant of the city, owned by Jackson County with water and sewer potentially available but requiring service extension including boring under a railway bed. Access to the site was also

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<sup>4</sup> City of Phoenix, Economic Element, As Amended by Ordinance 787, March 2, 1998, page 26.

viewed as problematic. While serving local employment needs, this inventory was not intended to also address employment needs of the Greater Bear Creek Valley or Rogue Valley region.

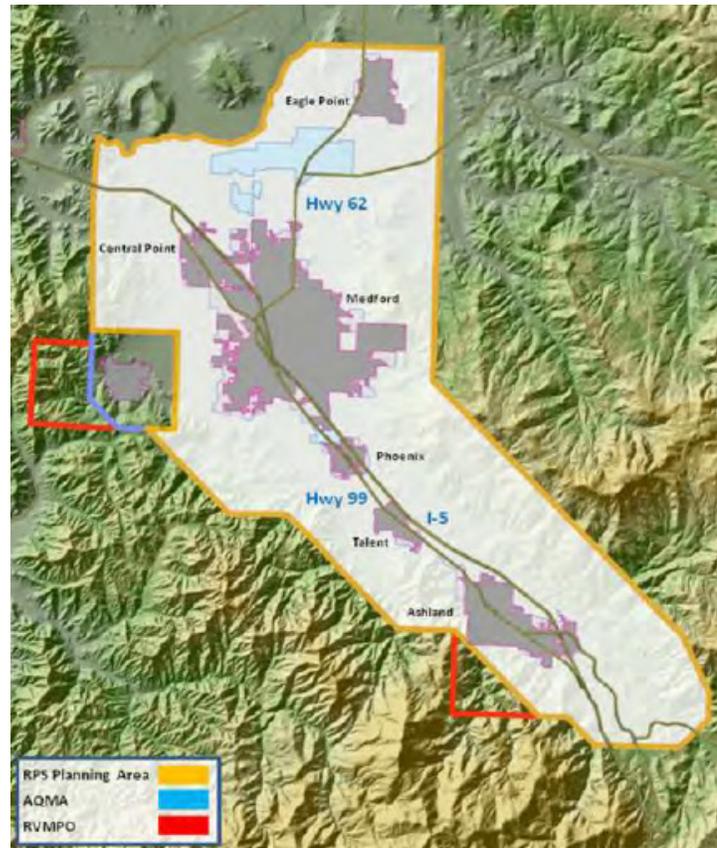
The 1998 Phoenix Comp Plan also identified 73 acres of commercial land as vacant or underdeveloped – with 60% at the Phoenix / I-5 interchange. Future development was viewed as “not possible” pending upgrading of the interchange to urban standards. This long-awaited interchange improvement is now almost completed as of early 2016.

## The RPS Approach

As described by Oregon Revised Statute (ORS 197.652-658), Regional Problem Solving (RPS) provides for local governments and special districts that provide urban services to enter into a collaborative regional problem-solving process aimed toward resolution of land use problems in a region. As noted by the Jackson County Development Services web site for the RPS plan:<sup>5</sup>

On November 23, 2011 the Jackson County Board of Commissioners adopted the Greater Bear Creek Valley Regional Plan as an amendment to its comprehensive plan which establishes Urban Reserve Areas (URA) for Central Point, Eagle Point, Medford, Phoenix, and Talent. This amendment establishes URAs to accommodate planned residential, commercial and industrial growth to accommodate a doubling of the current population. In reaching this decision, Jackson County updated its population forecast in the acknowledged comprehensive plan, analyzed buildable land in the Bear Creek Valley, and revised comprehensive plan policies about future urban development.

### Greater Bear Creek Valley Planning Area



Note: AQMA refers to the Air Quality Maintenance Area, RVMPO the Rogue Valley Metropolitan Planning Organization.

Sources: *Greater Bear Creek Valley Regional Plan*, 2011.

<sup>5</sup> As of December 2015, per web site page: <http://jacksoncountyor.org/ds/Planning/Closed-Projects/ArtMID/6626/ArticleID/241761/Greater-Bear-Creek-Valley-Regional-Problem-Solving-RPS-Plan>.

As adopted, the *Greater Bear Valley Regional Plan* identified two fundamental motivations for affected jurisdictions to enter into the collaborative RPS process:

- An opportunity to establish a high level of structured cooperation on long-range planning between fellow jurisdictions and state agencies; combined with
- The state-sanctioned ability to find coordinated and creative local solutions that facilitate local land use practices which support the Statewide Land Use Planning Goals, but provide flexibility regarding Oregon Administrative Rules.

Additional benefits to RPS status for the Bear Creek Valley region include economies of scale with a regional process allowing for improved results through information sharing, awareness of one another’s plans, expectations, and problems, and agreement to coordinate future planning for continuation of regional cooperation well into the future.

## RPS OUTCOMES

The adopted *Greater Bear Creek Valley Regional Plan* reflects analysis and conclusions of the 2007 *Bear Creek Valley Economic Opportunities Analysis* (EOA). PH-5 site-specific recommendations provided with this report are built from this existing economic analysis and planning framework – together with more recent data pertinent to the broader multi-county economic regional context in which the PH-5 area is located.

The 2007 EOA identified a gross land need for industrial and other employment land ranging from 5,307-7,921 acres over 50 years. After deducting for an estimated 3,477 already in area UGBs, the result was a 50 year projected employment land deficit of 1,830-4,444 acres – intended to be met with additional URA lands.

Included in the EOA was a clear need indicated for additional mid-large employment sites (of five or more acres). The EOA estimated a need for 162-203 sites of 5+ acres as compared with a vacant industrial and employment land inventory of 140 mid-large sites (as of 2006), leaving a *shortfall* of 22-63 sites over a 50-year forecast horizon.

When compared to the inventory of existing vacant sites, the greatest relative shortfalls were indicated for sites of 20-50 and 50+ acres. As much as an 80% increase in 20+ acre sites would be needed at the upper end of the forecast spectrum (with lower density development), as compared with a less than 30% increase in the number of mid-size properties of 5-20 acres.

### Mid-Large Employment Site Need (2006-56)

Site Size	# of Employment Sites					
	Needed		Vacant		Shortfall	
50+ Acres	12	- 18	10	2	- 8	
20-50 Acres	50	- 60	33	17	- 27	
5-20 Acres	100	- 125	97	3	- 28	
<b>Total (5+ Acres)</b>	<b>162</b>	<b>- 203</b>	<b>140</b>	<b>22</b>	<b>- 63</b>	

Note: The EOA indicates 50+ acre sites at 250+ jobs, with 20-50 acres for 100-249 jobs and 5-20 acre sites at 50-99 jobs per firm.

Source: *Bear Creek Valley Regional Problem Solving Project: Economic Opportunities Analysis (EOA)*, May 2007.

Over the 50-year forecast period, the large site need is likely to be greater than indicated by these calculations if characteristics of the existing inventory prove inadequate to meet the needs of prospective employers and development firms – particularly for large employer and multi-tenant business park sites requiring immediate proximity to the I-5 freeway.<sup>6</sup> The net need for larger sites also will increase as some larger sites inventoried in 2007 end up being subdivided into smaller parcels over the duration of the forecast period. A recommended distribution of property sizing specific to the Phoenix PH-5 area that includes allocation for large site uses to address a portion of this need, especially for larger sites of 20+ acres, is provided with Section VII to this report.

As adopted in 2011, the Greater Bear Creek Valley Regional Plan identified 7,809 acres of land demand for the combination of residential, employment, parks and open space uses with Urban Reserve Areas (URAs) across five jurisdictions. URA land areas allocated total to 8,490 gross acres or 7,498 acres of generally unconstrained land.

Of the 7,809 acres of overall URA demand, 2,857 acres (37% of the total) were identified as needed for employment over a 50-year planning time horizon. As shown by the chart to the right, Phoenix accounts for a 376 acre (13%) allocation of the estimated Bear Creek Valley URA employment land demand.

Taken as a whole, the added URA employment areas would have capacity to accommodate an estimated 25,485 jobs at full build-out for industrial, commercial and institutional uses.

The 2007 EOA indicated that existing UGBs could accommodate most or all of forecast Bear Creek Valley regional job growth over an initial 20-year forecast period to 2026, with land supply shortages becoming more pronounced in the next 30 years from 2026-2056. Even with substantial URA allocations of 2,857 acres, URAs might prove adequate to accommodate forecast demand to 2056 under a high density development scenario, but with shortfalls in URA land supply under low and medium density development scenarios.

### URA Employment Land

Jurisdiction	Acres
Central Point	521
Eagle Point	522
Medford	1,356
Phoenix	376
Talent	82
Ashland	-
<b>Total</b>	<b>2,857</b>

Source: *Greater Bear Creek Valley Regional Plan, 2011*

## Application to Phoenix

Out of 7,809 acres of region-wide Urban Reserve Area (URA) allocated with the RPS process, Phoenix was allocated 766 acres (or 10% of the total demand allocation). This includes 376

<sup>6</sup> The 2007 Bear Creek Valley EOA highlighted the lack of availability of business park sites. The EOA inventory found that there were no business park tax lots in the Bear Valley AQMA of 10 acres or more – with only 14 acres of such sites designated region-wide. Lack of business park sites has been cited as a particular weakness of the regional land inventory in discussions with representatives of Business Oregon and SOREDI.

acres for employment, 341 acres for residential and 49 acres for parks use, covering multiple Phoenix sites including PH-1, PH-1a, PH-3, and PH-10 as well as the PH-5 subject site area.

When developed to full build-out, the 376 acres of URA industrial, commercial and institutional land demand would accommodate an estimated 2,954 jobs in Phoenix. First priority was given to **“land adjacent to, or nearby,** an urban growth boundary and identified in an acknowledged comprehensive plan as an exception area or non-resource land.”

As described through the RPS process, the PH-5 site area comprises 427 acres north of the current Phoenix city limits and UGB, of which 412 acres are identified as generally unconstrained and therefore reasonably developable. The area is situated immediately east of the I-5 freeway and currently zoned EFU by Jackson County but recommended by the Resource Lands Rural Committee (RLRC) to not be included as part of the commercial agricultural land base.

Compared to other surrounding agricultural lands, PH-5 is identified as the comprising the least capable agricultural soils. PH-5 is also identified by the adopted Regional Plan as representing “Phoenix’s best block of land to supply efficient future urbanization.”

## I-5 Oriented Industrial Lands

Out of nearly 2,860 acres of URA land are identified through the RPS process as needed for employment, 1,100 acres (39%) are comprised of larger site areas and situated within immediate proximity of an I-5 freeway interchange:

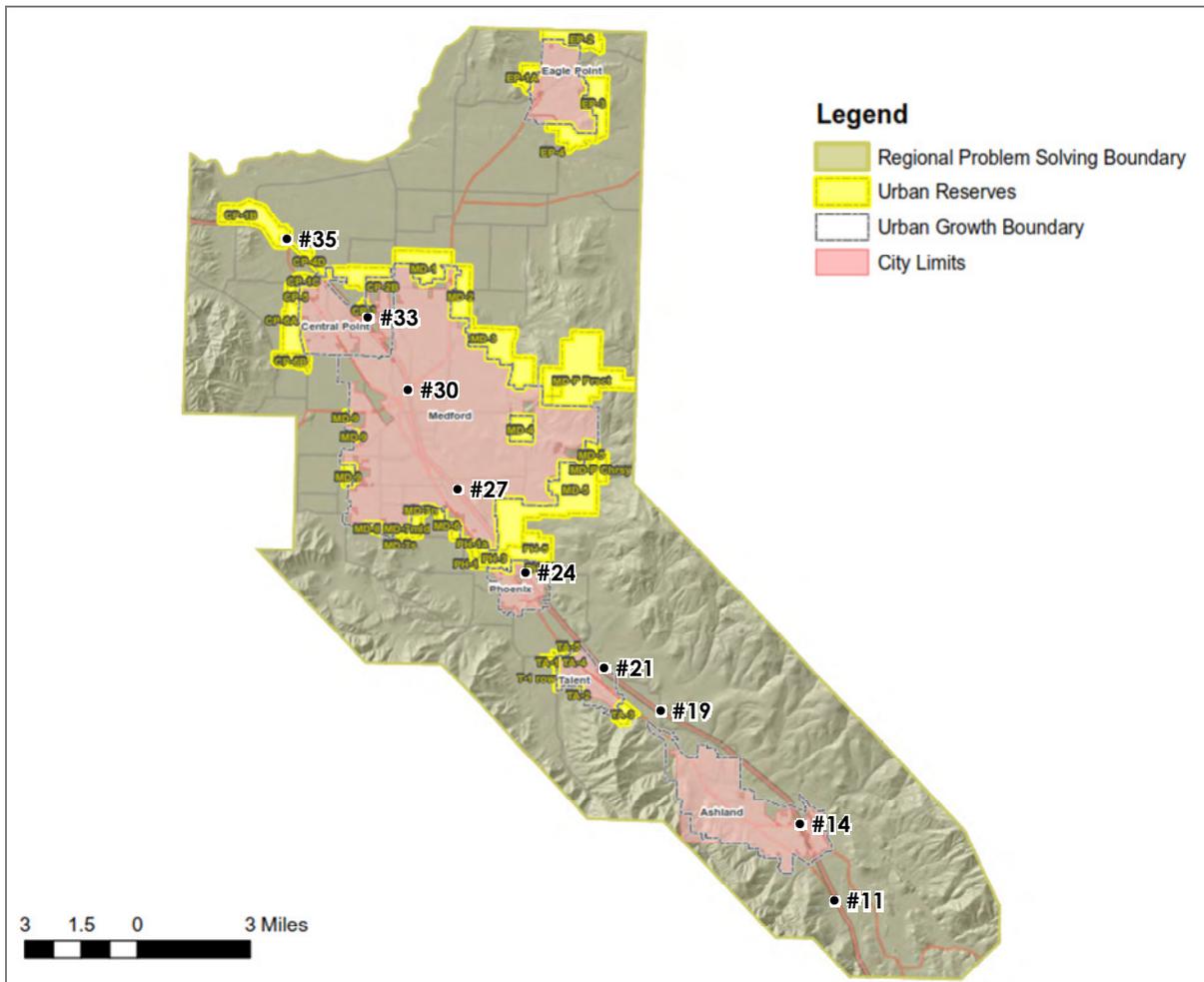
- **Phoenix (PH-5)** – with 272 acres of 412 acres net developable and tentatively planned for industrial, commercial and institutional employment uses within ½ - 1 mile of the new Fern Valley Road interchange (exit #24) with I-5.<sup>7</sup>
- **Medford (MD-5)** – with 413 employment acres (primarily for commercial and institutional use) situated immediately north of the PH-5 site, albeit with somewhat reduced freeway accessibility via the Phoenix (exit #24) interchange with I-5.
- **Central Point (CP-1B)** – with 415 acres already industrially zoned (within unincorporated Jackson County) plus 22 acres shown for commercial use, situated within less than one to two miles from the I-5 Highway 99 interchange (Exit #35).

Each of these three URAs will serve as significant contributors to accommodating regional employment over the next 50 years. While offering the advantage of I-5 transportation proximity, each of these site areas likely will be positioned for distinct niches of the regional industrial, commercial and institutional market – as detailed later in this REOS report.

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<sup>7</sup> Specific acreage allocations within a URA may be subject to some shifting between uses and/or locations of use with refined site area planning, as with conceptual plans provided for public review and comment with PH-5 and PH-10 by the City of Phoenix.

## I-5 Exits in the Greater Bear Creek Valley Planning Area (by Exit #)



Source: E. D. Hovee & Company, LLC from *Greater Bear Creek Valley Regional Plan*, 2011.

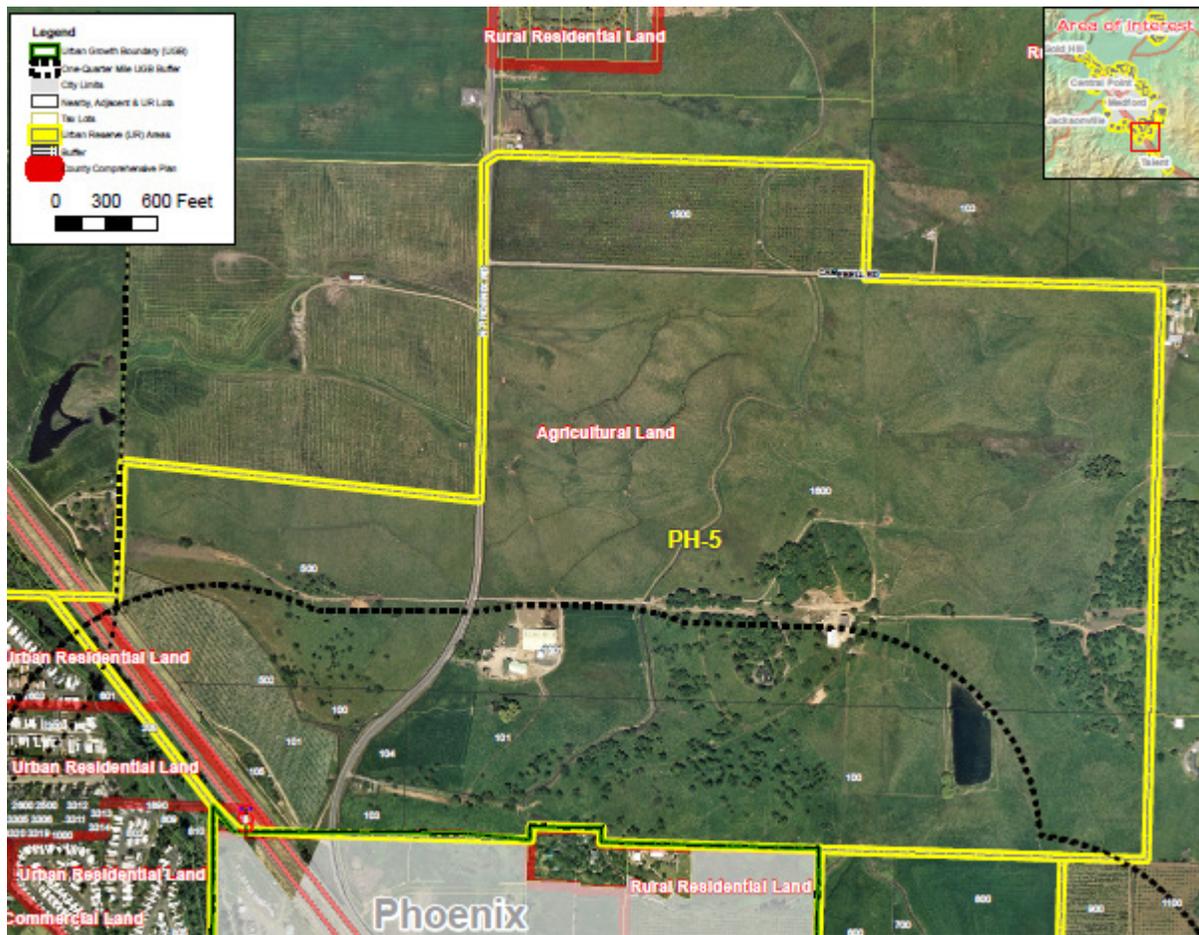
### The Phoenix PH-5 Site Opportunity

As depicted by the map on the following page, PH-5 is situated on the east side of I-5, immediately north of and adjoining the current city limits of Phoenix. While there has been appreciable development at the interchange east of the freeway, the PH-5 area just to the north has been in agricultural use with virtually no urban development to date.

With just 12 tax parcels identified (as of 2011), average parcel size is over 35 acres. Some parcels on the eastern side of North Phoenix Road are considerably larger in size.

As detailed by the Regional Plan, the PH-5 area is anticipated to be allocated approximately two-thirds (66%) to employment use, with 22% to residential and 12% to open space and parks uses. Of new homes, close to one-half (49%) are to be in a mixed use, pedestrian-oriented development setting. Of new business, 43% are also expected to occur with mixed use development.

## Phoenix PH-5 Site Area



Source: E. D. Hovee & Company, LLC from Greater Bear Creek Valley Regional Plan, 2011. Note that this map does not include recent reconfiguration of the connection between North Phoenix Road and Fern Valley Road.

To the **south** of PH-5, existing uses immediately proximate to the Exit #24 interchange include a Home Depot superstore, La-Z-Boy furniture gallery, DSU Peterbilt Truck Center, fuel service station, and Best Western motel together with dining and other related commercial services.

**South and east** is URA PH-10 comprising 43 acres planned primarily for residential development together with a small (6 acre) commercial area. Planned development includes a mix of residential densities, suitable to house work force for the directly adjoining PH-5 employment center.

Adjoining PH-5 on the **north** is the URA MD-5, comprising 1,748 acres with 107 tax lots (averaging 16 acres per lot). Contingent on future annexation to the City of Medford, the majority of the MD-5 land area is planned for residential and open space use, with approximately 25% as employment land.

To the **west** of the PH-5 area is the U.S. Interstate 5 (I-5) freeway and then the bulk of existing residential, commercial and industrial land uses within the incorporated limits of Phoenix.

Downtown Phoenix is situated within ½ mile of the freeway interchange (#24) at the western end of Fern Valley Road (soon to be named as North Phoenix Road) terminating at Main Street (OR 99). Phoenix's Main Street is part of the Highway 99 system that serves as a transportation route running parallel to I-5 from Ashland north to Central Point.

**Advantages of this PH-5 site for employment use** as identified through the RPS process include the following:

- Availability of relatively large parcels attractive for major industrial users and well-sized multi-tenant business park use.
- Location central to the Bear Valley Creek region – midway between Central Point and Ashland – as an ideal setting for major industrial, business park and office employers to conveniently serve business and consumer customers county-wide and also for attraction of skilled labor force from multiple directions.
- Mostly flat to gently rolling land providing opportunities for efficient urbanization patterns of inter-related employment, park and residential areas together with supportive ancillary commercial development.
- Improvement of the Fern Valley/I-5 interchange (now nearing completion) to handle current and projected auto and freight traffic loads.
- Development of an urban transportation corridor which now connects Fern Valley Road to North Phoenix Road via Grove Road (also providing access to Medford's MD-5 URA and to regional medical facilities in south Medford).<sup>8</sup>
- Future construction of an overpass (or possible interchange) at South Stage Road (midway between the Fern Valley and existing South Medford I-5 interchange) to handle more of the south Medford traffic – described by the Regional Plan as “critical to the usability of PH-5 and development of the South Valley Employment Center.”
- Convenient access to existing utility infrastructure – including a sewer trunk that currently serves the Home Depot site and crosses PH-5 together with a 12-inch water line completed under I-5 to also serve the commercial area within current city limits immediately south of PH-5 (but with added capacity to serve other area development in the future).
- Opportunity to integrate employment with proximate residential development as a live-work environment more conducive for people to walk and bicycle from home to work.
- Potential to support efficient and alternative transportation systems and urbanization patterns – including improved job-housing balance for the south valley area.

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<sup>8</sup> Improved transportation facilities are cited by the Regional Plan as the “primary requisite” for development of the PH-5 area.

## Remaining REOS Questions

To this point the REOS has summarized what is already known about the PH-5 site, based on what has transpired with the RPS process and resulting Regional Plan to date.

Questions yet to be addressed with the remainder of this report include:

- How should the PH-5 opportunity be framed in the context of a broader Rogue Valley regional and even Eugene-Redding market context?
- What distinctive market niche might PH-5 best serve that is not available with other URA sites in Jackson County or with other existing major employment sites on the I-5 corridor extending from Eugene-Redding?
- How might public and private planning and investments most effectively be sequenced to meet state and local objectives for significant added traded sector employment?

It is to these questions that the remainder of this REOS now turns.

### Phoenix Economic Advantage Factors

Phoenix is located on I-5 between Ashland and Medford near the geographic center of the Regional Planning area. Thus, Phoenix is well located from the perspective of service areas and labor market access. This high degree of access to labor and customers is essential to large employers and regional retailers (such as large format retailers, discount retail, or factory outlets). ODOT is investing in a new interchange in the City of Phoenix which will address an acute infrastructure deficiency that has limited Phoenix's economic development potential. As proposed, Phoenix's share of employment is greater than its share of future population. This is attributed to the decrease of percentage proposed to be allocated to the City of Medford. The Regional Plan contemplates some of the regional employment demand, otherwise allocated to Medford, be allocated to the City of Phoenix. Phoenix has similar access to labor and customers as many portions of south Medford as well as excellent access to Ashland, Phoenix and Talent. Phoenix may also attract firms that want a small-town atmosphere near I-5. These types of businesses could include services, such as local contractors and builders, and specialty manufacturing.

- From *Greater Bear Creek Valley Regional Plan: Jackson County, Oregon*, Chapter 2, 2015.

# III. PHOENIX & THE REGIONAL ECONOMY

This Regional Economic Opportunity Study (REOS) now proceeds to consider socio-economic factors for Phoenix in the context of the regional economy. Discussion covers geographies that comprise varying degrees of regional influence together with pertinent population, demographic and economic trends.

## GEOGRAPHIES CONSIDERED

As depicted by the following map, five geographic areas are considered with this REOS:

- **City of Phoenix** – with an estimated 2015 population of 4,585 residents.<sup>9</sup>
- **Jackson County** – with 210,975 residents
- **Rogue Valley Region** – with Jackson and Josephine Counties at 294,695 residents
- **State of Oregon** – with a population of over 4 million residents
- **Eugene OR to Redding CA** – with six I-5 corridor counties at nearly 1 million residents (situated between the major west coast metro markets of the Northwest and California).

REOS Regional & Local Geographies



Source: Esri, U.S. Census Bureau, and E. D. Hovee & Company, LLC.

<sup>9</sup> 2015 population figures represent estimates by the Portland State University Population Research Center for Oregon geographies. Estimate for the Oregon-California Eugene-Redding geography is from Nielsen. Nielsen estimates appear to correspond closely with PSU except for Phoenix. Nielsen estimates the 2015 population of Phoenix at 4,802 residents which is about 5% above the PSU estimate of 4,585.

## POPULATION & DEMOGRAPHIC TRENDS

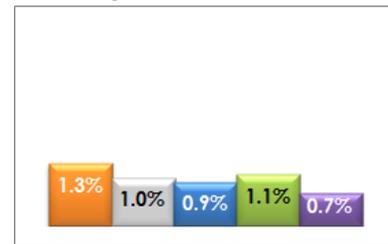
Observations as drawn from a brief review of population and demographic trends (as detailed by Appendix B) for the five local and regional geographies considered with this analysis are summarized as follows:

- Of the geographies considered, **population growth** has been most rapid over the last 15 years in Phoenix, increasing at an annual rate averaging about 1.3% per year – nearly twice as fast as population growth for the full I-5 corridor region from Eugene to Redding.
- **Median age** of population ranges from less than 40 years (for the state of Oregon) to 44 years (within Phoenix and across the two-county Rogue Valley region). For the Rogue Valley, the proportion of working age residents 18-64 represents 58% of the total population, below the state average of 62%.
- Between 21-24% of adults age 25 and over locally and regionally are **college graduates** as compared with nearly 30% of all adult Oregonians.
- **Median household incomes** range from less than \$33,000 per year (in Phoenix) to just under \$50,000 (statewide). Rogue Valley region incomes are about 15% below the statewide median and about on par with overall median income for the full I-5 corridor region extending from Eugene-Redding.

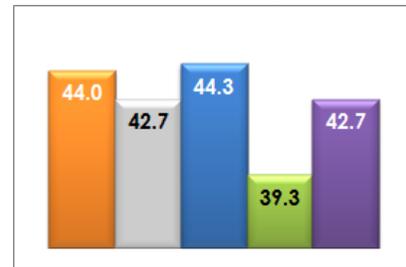
Other demographic and employment characteristics of note include:

- Short **work commute** times – at 19-21 minutes – about 20% less than the typical 25-minute commute for all workers throughout Oregon.
- Relatively high rates of **self-employment** – running at 15-16% of local and Rogue Valley area workers as compared with about 12% of workers statewide.
- High rates of **employment in occupations** such as building grounds maintenance, community/social services, construction/extraction businesses, food preparation and serving, health and healthcare support, maintenance repair, office and administrative support, production, sales, personal care and transportation/moving occupations – as

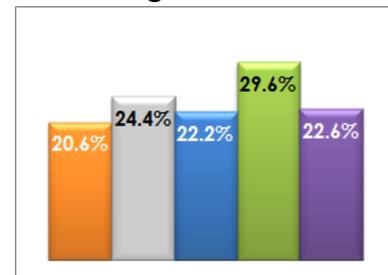
Population Growth



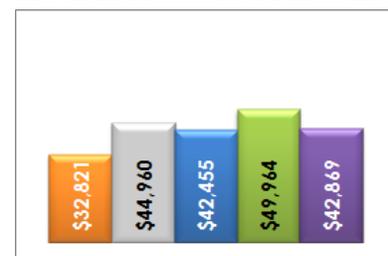
Median Age



College Graduates



Median Household Income



■ Phoenix      ■ Jackson County  
■ Rogue Valley      ■ Oregon  
■ Eugene-Redding

compared with the rest of Oregon. Together, these occupations make up about three-quarters (75%) of Rogue Valley employment.

- At 27% of all residential units, a substantial proportion of **mobile and manufactured** housing that can be expected to transition toward added single- and multi-family housing as Phoenix becomes a more substantial local and regional employment center.

While Phoenix has historically been a small, semi-rural town, there are clear signs that the community is being drawn more into the urban fabric of the greater Medford and Bear Creek Valley region. Population growth is already strong, the community is centrally located to the metro area and affordable.

The workforce associated with new employers in a South Valley Employment Center will be drawn from multiple communities regionally. A growing workforce can be expected to affect the demographics of the Phoenix community – likely in the direction of a younger and more affluent population.

## ECONOMIC TRENDS

For this REOS analysis, economic data has been evaluated – in terms of number and type of firms, employment and wages – for Jackson County, the two-county Rogue Valley region, state of Oregon and I-5 corridor counties from Eugene to Redding. Employment data is for individuals covered by unemployment insurance – typically excluding sole proprietors and other self-employed persons. This data also serves as the basis for assessing comparative advantage of Jackson County and the Rogue Valley vis-à-vis the Eugene-Redding corridor and state of Oregon.

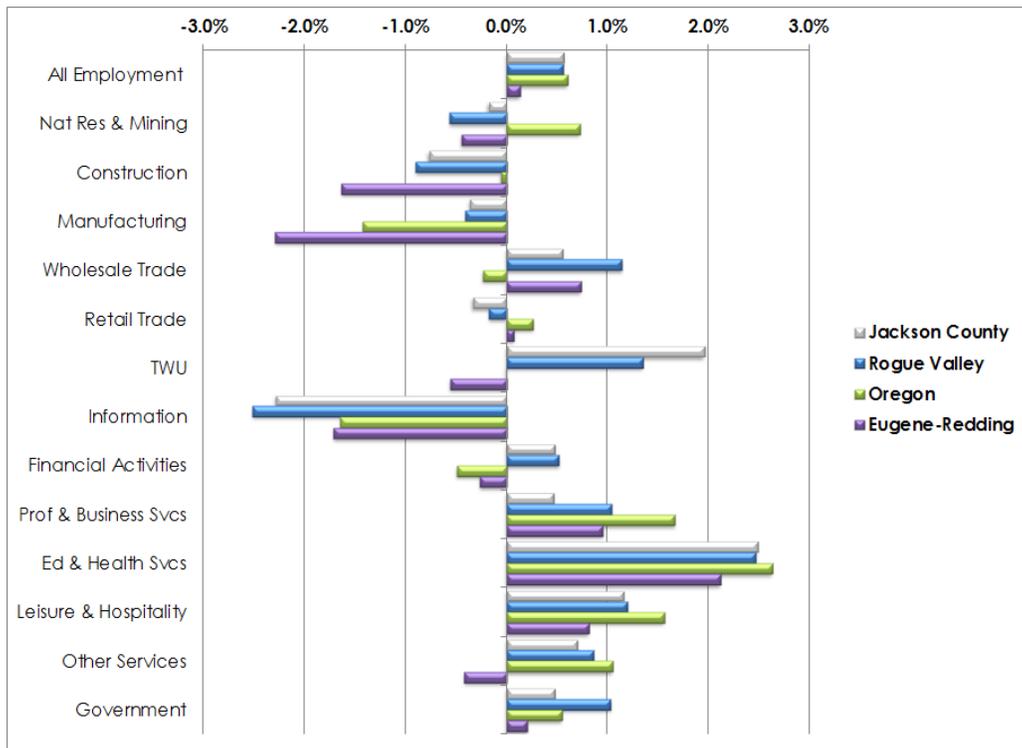
### Firms, Employment & Payroll

As of 2014, there were 79,760 persons employed in Jackson County – equating to over three quarters (77%) of the employment in the two-county Rogue Valley region and 5% of the more than 1.7 million jobs throughout the state of Oregon. The Rogue Valley accounts for 37% of the nearly 366,600 jobs located in the 6 counties of the I-5 corridor region extending from Eugene to Redding.

As depicted by the following graph, job growth in the Rogue Valley region has increased at a rate averaging about 0.6% per year from 2001-14 – about the same rate of employment growth as experienced statewide.

By comparison, the other four counties of the I-5 corridor of Eugene-Redding which also includes Lane, Douglas, Shasta and Siskiyou Counties have experienced virtually no net job change over this 14-year time period. For the full 320+ mile corridor, employment increased through the first half of the last decade, with retrenchment during the Great Recession, and as of 2014 had just barely recovered to back to year 2001 levels.

## Comparative Job Growth for REOS Geographies (2001-14)



Sources: Oregon Employment Department and California Employment Development Department.  
See Appendix B for added data detail.

Other highlights from this review of employment and payroll changes include the following:

- Since 2001, both Jackson County and the greater two-county Rogue Valley region have experienced the **net job growth** averaging more than 1% per year in industry sectors of transportation, warehousing and utilities (TWU), education and health services, and leisure and hospitality. The Rogue Valley region (but not Jackson County) has also experienced employment growth rates in excess of 1% in wholesale trade, professional and business services – with much of this job growth occurring in Josephine County.
- By comparison, **employment has declined** both for Jackson County and the 2-county Rogue Valley region in sectors of natural resources and mining, construction, manufacturing, and information.
- For the **totality of the six I-5 counties** extending from Eugene to Redding, the only sector for which employment gains of over 1% per year are noted is with education and health services. Lesser rates of job growth area noted for professional and business services, leisure and hospitality and wholesale trade. In all other sectors, there are fewer jobs corridor-wide in 2014 than in 2001.
- Across all geographies considered (from the state to the Jackson County level), the number of firms has increased at a more rapid rate than employment, meaning that the **average firm size** has declined since 2001. For Jackson County and the Rogue Valley, the only sectors for which increasing firm size is evident are with manufacturing and TWU.

- As of 2014, the **average annual wage** for persons employed in Jackson County or along the full lengths of the Eugene-Redding corridor is just over \$38,000 per year – which is 18% below the Oregon average of over \$46,500. Rogue Valley region wages average somewhat lower at \$36,800 annually – indicating reduced wage levels in Josephine as compared to Jackson County. The highest wages regionally (of over \$45,000 per year) are found in information, financial activities, and wholesale trade – followed closely by TWU, education and health services, government and manufacturing.
- Also noted is that **average wages increased** at a rate averaging about 2.5-2.6% per year across all four geographies. This is just slightly ahead of inflation which averaged 2.2% per year over the 2001-14 time period.<sup>10</sup> County-wide and for the Rogue Valley region, wages have outpaced inflation across most sectors – with the exceptions of natural resources, construction, retail trade, other (miscellaneous) services, and government.

## Comparative Advantage

*What does this employment-related data have to say about the relative economic strengths of the four economic geographies considered? More specifically, for what sectors do Jackson County and the Rogue Valley show some comparative advantage relative to the entire state of Oregon or the six county Eugene-Redding / I-5 corridor?*

In economic terms, comparative advantage is indicated by comparing the concentration of employment in a local county or region with that of a benchmark geography representing a larger economic market (as with the state of Oregon). The measure of comparative advantage is referred to as a **location quotient (LQ)**. For example, if 15% of employment in Jackson County is found with industry X as compared with this industry comprising 10% of employment in Oregon, the LQ calculation indicates that Jackson County has 150% of the employment in industry X as compared with what would be expected statewide (or 50% above the Oregon norm).

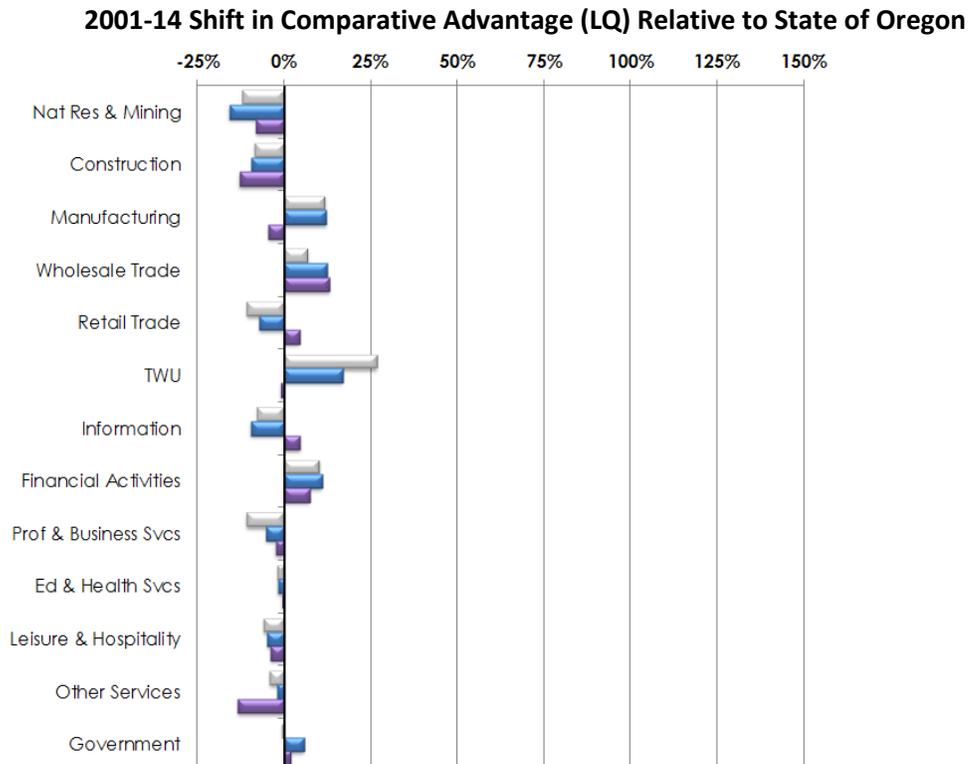
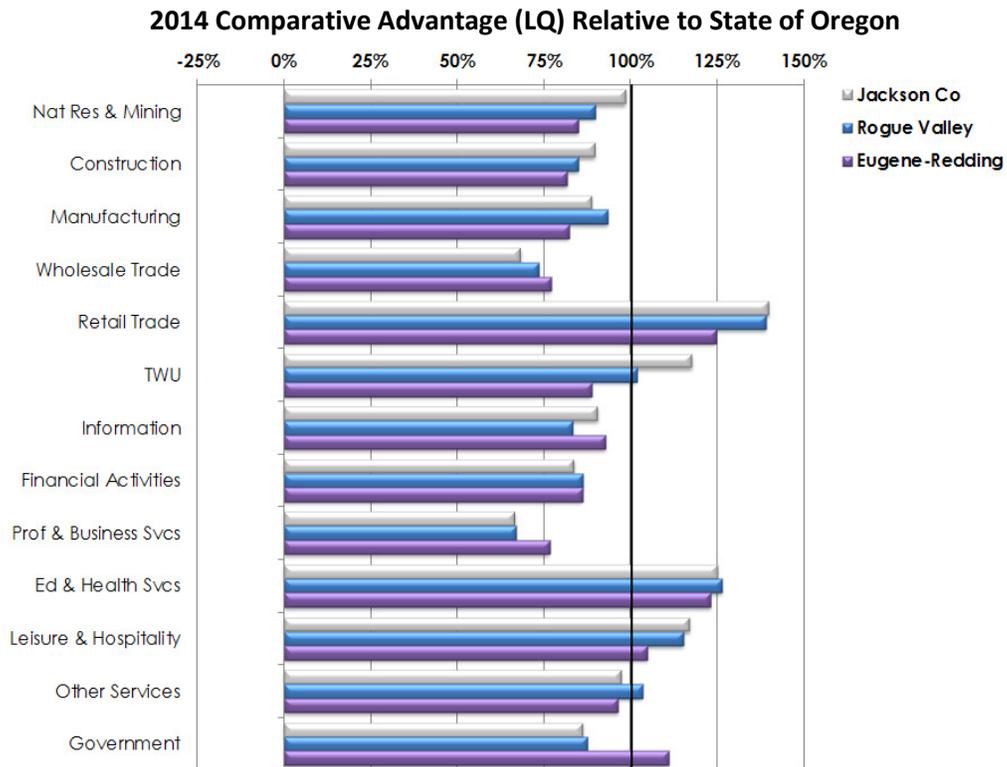
A second part of this analysis is to evaluate the change in local/regional comparative advantage (LQ) over time. This **LQ shift** can be positive meaning that the community is gaining comparative advantage or negative meaning that the community may be losing its competitive edge. For example, if the current 150% LQ of industry X was 125% in the past, the shift (or positive gain) in comparative advantage is +25% points.

The following **two-part graph** depicts the current and changing comparative advantage of Jackson County, the Rogue Valley region, and Eugene-Redding I-5 corridor to the state of Oregon. The top portion of the graph illustrates current LQ (as of 2014); the bottom portion shows the LQ shift (from 2001-14).

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<sup>10</sup> Source is the U.S. Bureau of Labor Statistics (BLS) consumer price index for urban consumers (CPI-U) for Portland-Salem from 2001-14.

## Changing Comparative Advantage for REOS Geographies (2001-14)



Sources: E. D. Hovee & Company, LLC from employment data of the Oregon Employment Department and California Employment Development Department.

With the state of Oregon as the reference point, the following observations are noted with respect to current and shifting comparative advantage:

*Current Comparative Advantage (as of 2014):*

- Jackson County, the Rogue Valley, and full Eugene-Redding corridor all show a relatively **strong comparative advantage** (or LQ>100%) vis-à-vis Oregon for the employment sectors of retail trade, education and health and leisure and hospitality. This reflects: a) the role that major urban centers such as Eugene-Springfield, Medford and Redding play in drawing customers from widespread rural geographic areas situated well away from I-5; and b) the overall appeal of this corridor for tourism-related activity, as well.
- All three geographies currently exhibit relatively **weak comparative advantage** (LQ<100%) for industrial traded sector activities as with natural resources, construction, manufacturing, wholesale trade, and transportation/warehousing/utilities (TWU). Employment is also relatively underserved in financial as well as professional and business activities that can play a traded sector as well as local service function.
- While generally consistent, there are two sectors where the comparative strengths of the **local and corridor-wide economies diverge**. Jackson County and the Rogue Valley region exhibit some TWU comparative advantage while the larger Eugene-Redding corridor does not. Conversely, the full Eugene-Redding corridor shows overall above average representation of governmental employment – not reflected in the Rogue Valley region.
- While the comparative advantages of Jackson County and the larger **two-county Rogue Valley region** are generally similar, there are some differences. Jackson County appears to have higher LQ for natural resource and TWU activities while Josephine shows somewhat stronger comparative advantage with respect to manufacturing.

*Shifting Comparative Advantage (2001-14):*

- While still under-represented relative to the state of Oregon, the three geographies of the Eugene-Redding corridor have all experienced **improving comparative advantage** in wholesale trade and financial activities.
- Jackson County, the Rogue Valley and the full Eugene-Redding corridor have all experienced **declining comparative advantage** in natural resources, construction, professional/business, education/health, leisure/hospitality and other services.
- **Local and corridor-wide economies diverge** with respect to three sectors. Jackson County and the two-county Rogue Valley have improved their comparative position for manufacturing and TWU since 2001, even as the comparative advantage has worsened for the Eugene and Redding ends of the full 300-mile I-5 corridor. Conversely the full Eugene- Redding corridor has experienced some improving comparative advantage with information (publishing and internet) while Jackson County and the Rogue Valley appear to have lost some ground.

- While changes in comparative advantage are generally similar for **Jackson and Josephine Counties** are generally similar, again some differences are noted. Jackson County appears to be gaining comparative TWU advantage more rapidly than Josephine. However, Josephine appears to be better holding its own with respect to retail trade and professional and business services for which comparative advantage in Jackson County has eroded in recent years.

An **overview framework** for evaluating potential local and regional sectors to target industries may be linked to this assessment of the current and changing competitive position of employment sectors current and changing comparative advantage for Jackson County and the Rogue Valley region as compared to the entire state of Oregon. As illustrated by the chart below, four distinctive quadrants of target industry potential can be identified:

- **Strong and growing sectors** represent industries that have an existing LQ exceeding the statewide average together with increasing job concentration since 2001. For Jackson County and the Rogue Valley, the only clearly identified strong and growing sector comprises transportation, warehousing and utilities (TWU).
- In contrast, **weak and declining** industries are those for which the county and region have below average and shrinking job representation – including natural resources, construction, information and professional and business services.<sup>11</sup>

**Comparative Advantage Matrix for Jackson County & Rogue Valley Region (by Current 2014 and Changing 2001-14 LQ)**

<b>Change in Comparative Advantage</b>	<b>Growing (+)</b>	<b>Emerging:</b> Manufacturing Government Financial Activities Wholesale Trade	<b>Strong &amp; Growing:</b> Transportation, Warehousing & Utilities (TWU)
	<b>Declining (-)</b>	<b>Weak &amp; Declining:</b> Natural Resources Construction Information Professional & Business	<b>Mature:</b> Retail Trade Education & Health Leisure & Hospitality Other Services
		<b>Weak (LQ&lt;100%)</b>	<b>Strong (LQ&gt;100%)</b>
<b>Current Comparative Advantage (LQ)</b>			

Note: **Boldface** items indicate sectors for which Jackson County and the Rogue Valley region have greater comparative advantage than for the full Eugene-Redding Corridor.

Sources: E. D. Hovee & Company from covered employment data of the Oregon Employment Department and California Employment Development Department.

<sup>11</sup> In some industries, declining job base may be occurring at the same time as growing valuation with increased productivity – suggesting that jobs are not necessarily the only or best metric for judging competitive performance. With the LQ analysis used with this report, this concern is essentially alleviated because comparisons are made to other regions in terms of *comparative* rather than absolute job performance.

- **Mature** sectors are those for which the Rogue Valley region traditionally and currently maintains a strong and competitive position; however, the sectors' competitive share of the statewide employment base has declined since 2001. As noted, the region's mature sectors appear to be those whose activity is strongly affected by local population needs and/or tourism activity.
- Finally, **emerging sectors** are those for which Jackson County and the Rogue Valley region historically experience a below average competitive position – but with gains and competitive employment share noted since 2001. Manufacturing, government, financial activities and wholesale trade all evidence growing employment concentration locally and regionally as an indicator of further potential opportunity.

In reviewing these matrix classifications, the initial inclination might be to pursue only strong and growing industry sectors as representing the best bets for business and industrial development. After all, this category represents *proven winners* – at least in recent years. A downside of this approach is that only the TWU sector fits this category for Jackson and Josephine Counties.

An alternative, more diversified portfolio approach is suggested with this regional economic opportunity study. This could involve targeting selected industry segments from each quadrant with tailored strategies for:

- **Continued strategic business development** – targeted to specific industry driven needs of the strong and growing TWU sector, with PH-5 development opportunities likely focused on smaller and support activities as with logistics firms to larger and more land-extensive TWU users more likely to gravitate to Central Point RPS sites.<sup>12</sup>
- **Repositioning of mature sectors** – with emphasis on innovation, value added diversification, improved work force skills in support of future regional population and tourism growth; however, the region's mature sectors tend to be commercial services rather than traded sector activities and so do not represent significant candidates for PH-5 development except as needed in support of traded sector activity.
- **Targeted business recruitment and workforce training** – for selected emerging sectors, especially traded sector functions related to manufacturing, wholesale trade and financial businesses with national and global as well as local market presence.
- **Limited effort** – general marketing and response to inquiries – for weak and declining sectors (with the potential exception of specific user-driven information and professional / business functions that could yet emerge as a prospective traded sector opportunity) with sites competitive to others on the full Eugene-Redding I-5 corridor.

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<sup>12</sup> TWU uses that are most conducive to smaller end-use sites or as occupants of a multi-tenant business park include offices for TWU firms, specialized local trucking services, freight forwarders, couriers including express delivery services, other services to road network users, and smaller footprint warehousing and storage uses as for specialty manufactured or agricultural including orchard and wine products.

Pro-active marketing to sectors with demonstrated current and prospective comparative advantage represents an important step toward capturing regional economic opportunities. However, it is not the only step. What remains to be considered are whether these potentials may shift yet again in view of national and regional forecasts – and then to what degree the Rogue Valley and, more specifically, the PH-5 would best be positioned to capture both existing and prospective opportunities.

This preliminary assessment for the Rogue Valley region and full Eugene-Redding I-5 corridor sets the stage to refine the best fit of potential target industries through the added filters of economic forecasts, major I-5 corridor employment sites, and PH-5 employment scenarios. This occurs step-by-step with Section IV-VII of this report – which now follow.

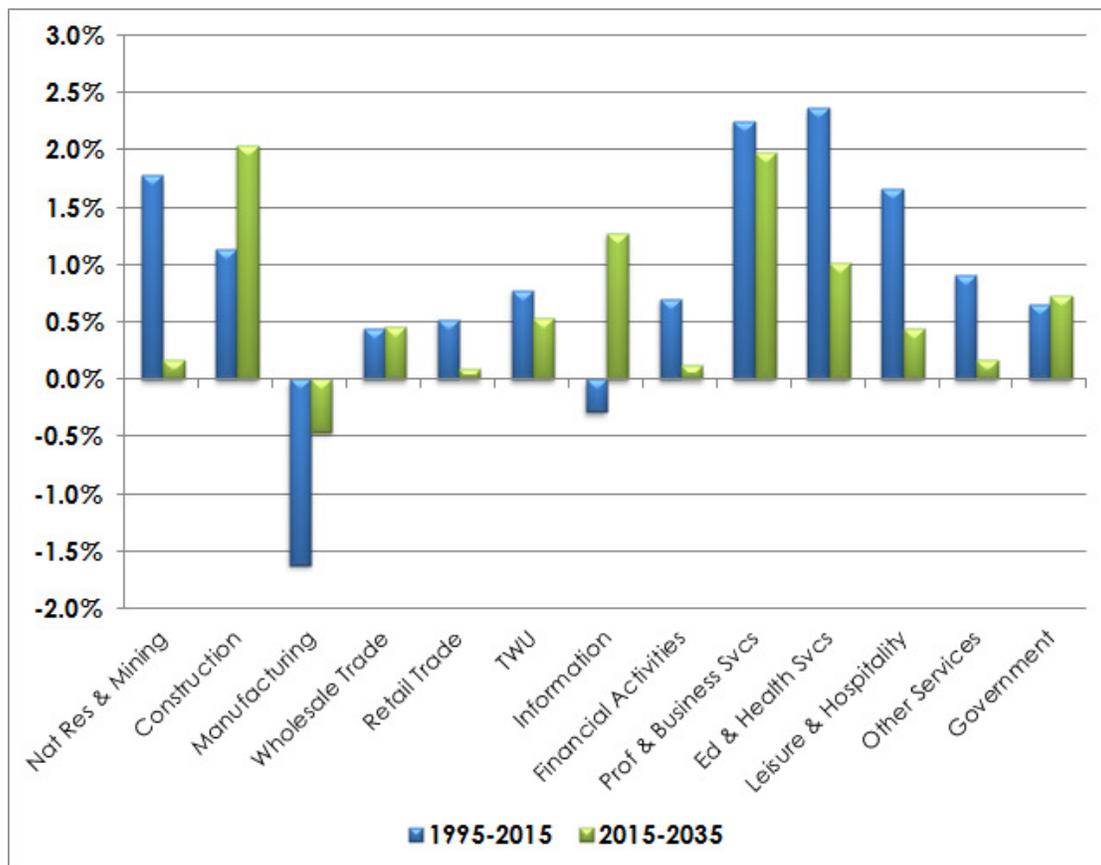
# IV. ECONOMIC OUTLOOK

What does the future hold for economic and employment development? Will future growth mirror past trends, or are other emerging trends on the horizon? This REOS builds from the preceding review of recent trends to now consider forecasts for future economic development – both short- and long-term. This review begins with the national outlook followed by more focused consideration on forecasts for statewide and regional employment change.

## NATIONAL OUTLOOK

Over the last 20 years, U.S. non-farm employment has increased by an average of 0.9% per year. The national economic firm IHS Global Insight forecasts that employment will grow at a slightly lower annual rate of about 0.8% over the next 20 years (from 2015-35).

**U.S. Annual Average Job Growth by Sector (1995-2035)**



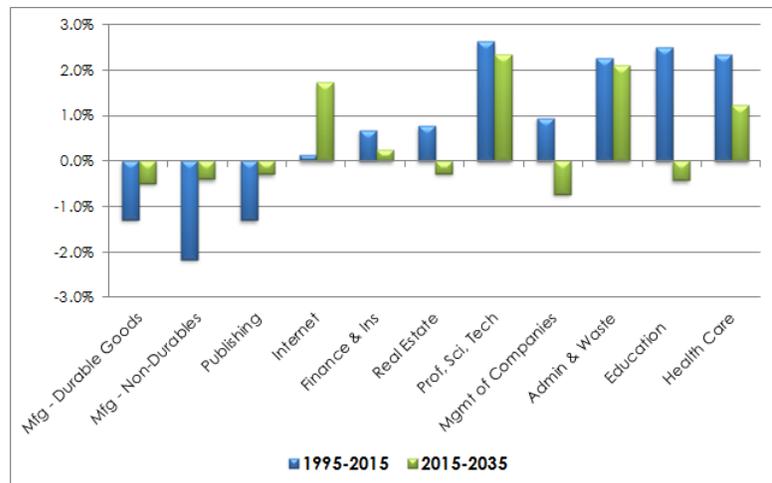
Sources: IHS Global Insight as compiled for Metro, November 2013.

As depicted by the preceding graph, there are widespread sectoral differences in U.S. job growth performance in retrospect versus looking forward over the next two decades:

- **Star performers** over the last two decades have been education and health as well as professional and business services, leisure and hospitality and (somewhat surprisingly) natural resources and mining – each with employment expanding at rates of more than 1.5% annually. Going forward, job growth rates for three of these sectors – all but professional and business services – are forecast to fall back sharply.
- Sectors with **declining employment** over the last two decades have included manufacturing and information (especially the printing/publishing portion). Looking to the next 20 years, prospects look brighter. The decline in manufacturing employment may slow with continued restructuring and as a more profitable and leaner (albeit less job-intensive) sector re-emerges. Information will rebound as the internet-related side of the sector continues to supplant declining employment in publishing/printing.
- The only sectors forecast for **more rapid job growth** from 2015-35 (in addition to construction and information) through 2035 than in the prior two decades are construction, wholesale trade, and government.

IHS Global Insight also evaluates selected **sub-sectors** of the U.S. economy. The focus is on traded sectors with global as well as local customers, bringing new wealth into the community. As the chart to the right shows, there can be **countervailing expectations** within different portions of overall job sectors:

**U.S. Annual Average Job Growth for Selected Traded Sectors (1995-2035)**



Sources: IHS Global Insight as compiled for Metro, November 2013.

- Both durable and non-durable manufacturing are forecast for reduced job loss. This near turn-around of domestic manufacturing job base is dependent on re-shoring of U.S. made goods, especially within advanced technology industries. Further recovery also depends on valuation of the U.S. dollar relative to other currencies.
- Within the information sector, job losses in the now shrunken publishing sub-sector may begin to stabilize while internet-related employment (as with smart-phone apps) show continued promise for a diversity of large and small firms.
- Growth in finance and insurance is projected to slow with industry consolidation and continued effects of financial sector reform; real estate related employment may be headed for negative change in the years ahead.
- Growth in professional/scientific activities and administrative/waste industries is expected to stay strong, while employment in the management of companies declines.

- Education was a major driver of job growth in the last two decades but job losses may be on the horizon with fewer youth as a proportion of the population and budget cuts. Health care job growth should remain positive with aging adults needing more services, but growth rates may moderate as industry cost containment measures take effect.

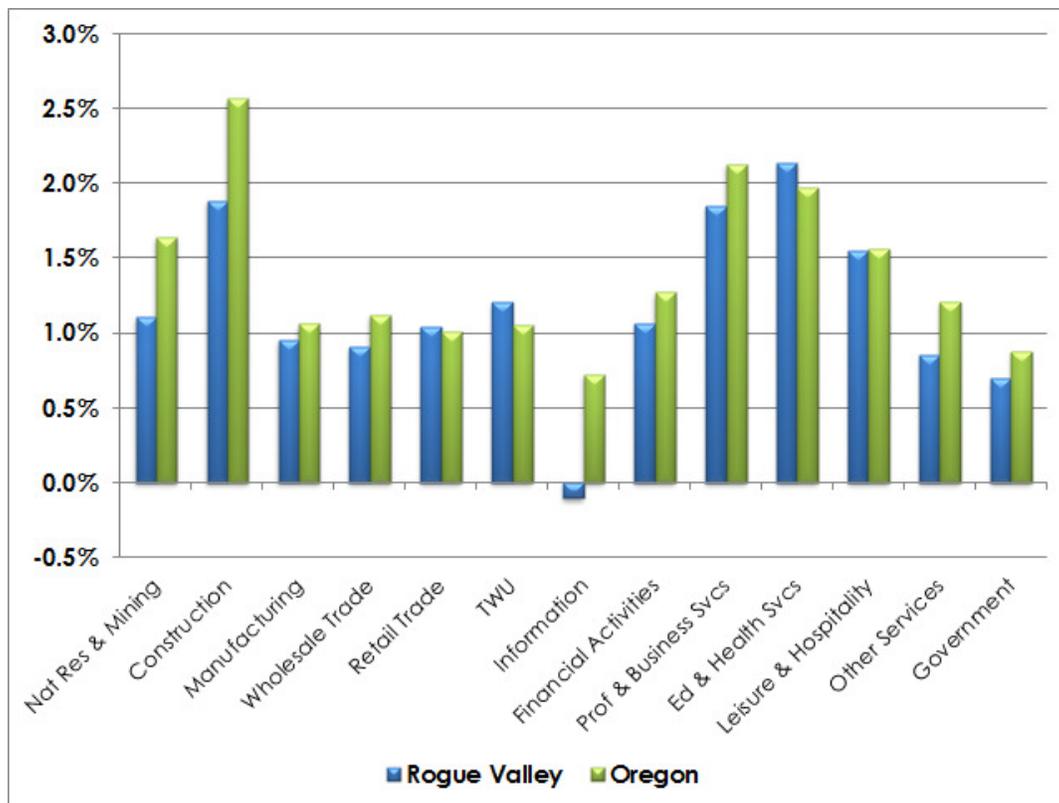
In short, the rocky and often unpredictable pattern of job growth and decline of the last two decades should be expected to continue, but with a somewhat different mix of winners and losers going forward. Communities seeking to maintain strong local economies with robust employment will be those that can **adapt to continued change** – both short- and long-term.

## STATE & REGIONAL FORECAST

With this national overview in hand, the analysis now moves to consideration of employment forecasts both statewide and regionally. The Oregon Employment Department (OED) prepares 10-year employment forecasts by region of the state, with the most recent forecast covering the 2012-22 time period.

OED defines the Rogue Valley region as comprising the 2-county area of Jackson and Josephine Counties. Over a 10-year period, OED forecasts that employment for the Rogue Valley region will increase at an annual rate of 1.3% per year, just below the statewide forecast rate of 1.4%.

**Rogue Valley & Oregon Overview Forecast (2012-22)**



Source: OED.

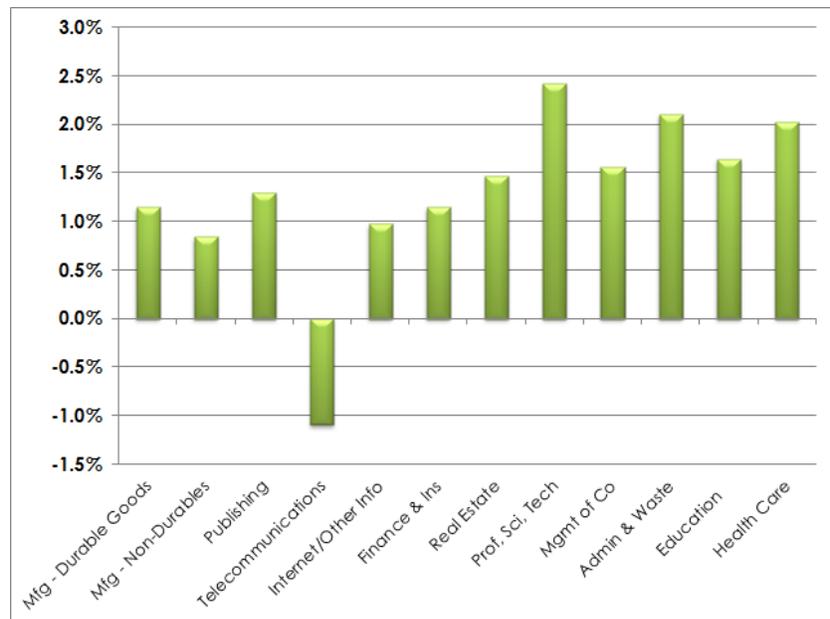
Additional notes regarding the OED forecast are summarized as follows:

- Sectors forecast by OED for the **highest rates of job growth** in the Rogue Valley region are education and health services (with forecast growth at 2.1% annually), followed by construction, construction, professional and business services, leisure and hospitality – all at rates in excess of the overall average two-county job growth rate of 1.3% per year.
- Other sectors are expected to experience job growth at rates **below the two-county growth expectation** of 1.3% year – with information noted as the only sector forecast by OED for prospective job loss.
- Anticipated patterns of regional job growth generally **parallel expectations for the entire state** – but at lower overall rates of growth. However, there are two sectors for which the regional forecast exceeds the statewide projection: in transportation, wholesaling and utilities (TWU); and education and health services.

As with the national forecast, OED provides added **sub-sector** detail, especially as part of its statewide forecast. This added data is useful for more in-depth evaluation of traded sector opportunities:

- The top sub-sector growth niches statewide appear to be with professional, scientific and technical services, followed by administration, waste and health services – all pegged at annual job growth rates of 2% or more.

**Forecast Oregon Annual Average Job Growth for Selected Traded Sectors (2012-22)**



Sources: IHS Global Insight as compiled for Metro, November 2013.

- Counter to the national jobs forecast, OED projects employment growth opportunity in Oregon for manufacturing – particularly with durable goods production. Of added note is that OED anticipates opportunity for wood products in step with other manufacturing activity.
- OED forecasts opportunities within publishing (notably software) as well as in other internet-related services. OED also appears to be more bullish on statewide real estate and education employment (at least near-term) than is evident with the longer-term national projection.

While recent Rogue Valley employment changes generally appear consistent with statewide forecasts, regional experience varies from the statewide outlook in at least a couple of sectors. For example, the Rogue Valley is currently under-represented in manufacturing relative to the entire state – due to prior year contraction of forest products employment. However, manufacturing job gains in recent years have been more rapid than for the rest of the state – indicating room for continued *bounce-back* with manufacturing diversification.

With the information sector, jobs losses regionally in traditional printing activities do not yet appear to have been offset by other information technology subsectors – as with software and internet applications as has recently been occurring in some parts of the state.

## IMPLICATIONS FOR REGIONAL ECONOMIC OPPORTUNITY

Drawing from this review of actual experience post-2000 time period coupled with national, state and regional employment forecasts, it is possible to draw several overall observations regarding sectors that might be most viable to pursue as potential business and industrial occupants regionally and, more specifically, for a South Valley Employment Center centered in the PH-5 area of Phoenix, Oregon:

- Identification of transportation, warehousing and utilities (TWU) as a **strong and growing** sector for the Rogue Valley region appears to be validated not only based on past experience but also consistent with OED forecasts – at least into the early part of the next decade. The PH-5 area may be most suitable for smaller, specialty operators as with local/express delivery and freight forwarding services.
- By contrast, prospects for **weak and declining** sectors appear to be more mixed as professional and business services and possibly internet-oriented information services may represent potential growth options for companies that serve national and global markets. Construction activity may rebound with sustained economic growth; natural resource employment gains appear to be far more limited for the foreseeable future.
- Of the **mature** sectors, health care and leisure/hospitality appear to represent opportunities for renewed growth in the Rogue Valley region – especially in conjunction with major developments that might be ancillary to or in support of the planned traded sector emphasis of a South Valley Employment Center.
- Manufacturing, government, financial activities and wholesale trade appear to be confirmed as **emerging opportunities** consistent with both regional experience and forecast expectations. Rebounding activity is possible across a broad range of manufacturing subsectors – including potential for more value-added / specialty wood products.

In contrast, job growth prospects for education and retail trade appear to be more questionable. These sectors might be viewed as more risky bets with high potential variability in employment outcomes. While not the primary focus for PH-5 development, retail and education likely represent ancillary opportunities in support of industrial and other traded sector development associated with a South Valley Employment Center.

## V. REGIONAL ECONOMIC POTENTIAL

Looking forward, economic potentials are set in the context of a 320+ mile I-5 corridor extending from Eugene OR to Redding CA. Also considered are factors affecting economic development and then target sectors for economic development marketing.

### THE EUGENE-REDDING I-5 CORRIDOR

As noted at the outset, this REOS is focused on industrial and related traded sector employment sites located in close proximity to the I-5 freeway – as the primary west coast transportation corridor. An overview inventory of major sites together with identification of targeted traded sector opportunities is provided by the chart on the next page. The analysis then proceeds with a more detailed economic development tour of the **six I-5 counties**, driving north to south.

Based on this REOS review, the following summary observations may be made regarding freeway-oriented I-5 economic development opportunities both currently and prospectively:

#### *Currently:*

- Of the six counties extending over 320 miles across two states, only two counties – Douglas in Oregon and Shasta in California – appear to have any significant inventory of large shovel-ready (100+ acre) vacant sites served from an I-5 interchange at present.
- The Eugene-Springfield area of Lane County has a substantial inventory of industrial sites – most of which are somewhat distant from I-5 as, for example, most of Eugene’s inventory is on Highway 99, situated 7+ miles from I-5.
- The middle-section geography comprised of Josephine, Jackson and Siskiyou Counties have comparatively little significant shovel-ready interchange properties available for large site industrial or related traded sector employment uses at present.

#### *Prospectively:*

- Looking forward, jurisdictions in Lane and Jackson Counties have made the most effort in recent years toward addressing overall shortfalls of employment land, albeit with mixed results to date.
- In Lane County, the best near-term opportunity appears to be with a potentially imminent 106-acre UGB expansion for industrial land directly adjoining the Coburg interchange just north of Eugene; Springfield and the unincorporated area of Goshen are also considering UGB expansions but with no clear outcome to date.
- Jackson County jurisdictions have made considerable progress with RPS identification of nearly 1,110 added acres offering I-5 proximity – at Central Point, Medford and Phoenix.
- With large inventories already in hand, Douglas and Shasta Counties appear to be making lesser effort toward added expansions; outcomes in Josephine County are less clear prior to completion of a strategic economic development plan now pending.

## I-5 Corridor / 50+ Acre Industrial Sites (Eugene OR to Redding CA)

County (2015 Population)	I-5 Large Sites Shovel-Ready	Traded Sector Opportunities	Comments
<b>Lane, OR</b> (362,150)	Coburg – no sites now but planned 106 ac UGB	Distribution, mfg, business park	New industrial area @ east side of I-5 exit #199 (<10 mi north of Eugene)
	Eugene – no large sites now or prospectively	e.g. clean tech, health, advanced mfg, IT	Large industrial properties oriented to OR 99, 7+ mi removed from I-5
	Springfield – none now but proposed	Mfg, foods, high-tech, corporate/back office	Proposed 212 ac UGB expansion w/ 132 ac net @ N Gateway (exit #195)
	Goshen (unincorporated) – not shovel ready @ present	Traded sector rail-oriented, campus industrial	316+ ac industrial, exit #188 proposed for uninc. Goshen in 2012, needs Goal 14 exception & community sewer
<b>Douglas, OR</b> (109,910)	Sutherlin – 130 ac @ Stearns Lane	Data center or utility-intensive industrial	On I-5, 3 mi from exits # 136, 140 – all utilities to site, enterprise zone
	Roseburg – 140 ac @ Back Nine	Marketed as ideal for distribution	@ new I-5 interchange (#129) – all utilities, enterprise zone, \$1.50/sf
	Douglas County Industrial Board (5 sites)	Mfg/distribution or business / indus park	Best sites @ I-5 w/30 ac Sutherlin & 50 ac Myrtle Creek, both fully served
	Other Cities – potential sites within a few miles but not directly on I-5	Existing industrial oriented to legacy forest products mills & support services	Cities of Drain, Yoncalla, Oakland, Winston, Riddle, Glendale are near but none have incorporated area directly at an I-5 interchange
<b>Josephine, OR</b> (83,720)	Merlin (unincorporated) – few sites w/in 1 mile	Anchored by airport, served by exit #61	Added served sites dependent on creation of area-wide sewer system
	Grants Pass – no large in-city sites @ I-5	Depends of results of strategic economic development plan	120 acre partly developed indus park located out of city @ Exit #55 w/part in UGB; City water & sewer available
<b>Jackson, OR</b> (210,975)	Central Point – depends on CP-1B URA w/ 441 ac added job potential	Transportation related (rail, trucking, freight forwarding)	Located 1-2 mi from OR 99 / I-5 (#35) interchange, requires Interchange Area Management Plan (IAMP)
	Medford – focused on MD-5 URA w/ 413 ac for added job potential	Commercial retail, office & business park	Access to I-5 is via exit #24 Phoenix interchange, some ownership interests in common w/PH-5
	Phoenix – depends on PH-5 URA expansion w/ 272 ac for added jobs	Large site light industrial & campus office/business park	Most direct access w/in < 1 mi to exit #24 interchange w/I-5, also includes substantial freeway frontage
	Other I-5 Cities (Rogue River, Gold Hill, Ashland) –none now or in future	Focused on tourism and/or natural resource industries	Ashland is the only Bear Creek Valley & RPS city with no added URA land area for jobs or housing
<b>Siskiyou, CA</b> (45,119)	Yreka, Hornbrook, Weed – no sites identified	Recycling, plug-in cars, farm finder program	Siskiyou EDC no clear role w/sites, but involved w/Crystal Geyser facility plan
<b>Shasta, CA</b> (178,673)	Shasta Lake – 50 ac, 1.9 mi from I-5 shovel-ready	Recreational mfg, technology, small aviation, medical devices, food processing	Shasta Gateway Ind Park also has added 170 ac as planned Phase II
	Redding – 700 ac, 4.4 mi from I-5 @ Stillwater Business Park		Stillwater Bus Park has 300 ac as ready-to-build, adjacent to Redding Airport w/several recent recruitments

Sources: E. D. Hovee & Company, LLC. Population data from the Portland State University Population Research Center and California Department of Finance Demographic Research Unit.

Taken together, 131 interchanges at I-5 are identified across these six counties – with an estimated 60 interchanges located in urban areas and 71 in areas that are outside incorporated cities or primarily rural. Of the 131 interchanges, there are only six interchanges that appear to have shovel-ready industrial areas of 50+ acres; the inventory is narrowed to just three sites at 100+ vacant acres. No large I-5 sites of 50+ acres are readily identified as shovel-ready in Jackson County.

## Lane County

Despite having the second largest metro population in Oregon, jurisdictions in Lane County have been challenged with planning to secure employment lands – especially sites that could be conveniently accessed and served via the I-5 interstate freeway.

**Employment Land.** At present, there appear to be virtually no major vacant, served industrial sites directly adjoining an I-5 freeway interchange in Lane County:

- Much of the employment land need in **Eugene** is planned to be accommodated on existing lands in West Eugene and along Highway 99. As of a 2014 EOA, Eugene had four vacant industrial sites of 20+ acres and no sites of 50+ acres, none on I-5. A recommended UGB expansion area of 924 acres (with over 700 acres for light-medium and campus industrial plus institutional employment) is proposed for an area of northwest Eugene just north of Clear Lake Road and east of the Eugene Airport. Located 7+ miles from I-5, a major weakness of the city's current and planned industrial inventory is limited appeal for firms that require or prefer location in direct proximity to an interstate freeway.
- With no vacant employment sites currently of 20+ acres, **Springfield** has proposed a 212 acre addition to its UGB including 132 acres net developable for employment use at North Gateway – directly accessible within one mile from the Beltline Road / I-5 interchange (#195) as part of its 2030 Comprehensive Plan process. Also proposed is a UGB addition of 135 net acres of employment area at the Mill Race site, but this is situated a more distant four miles from I-5.<sup>13</sup> Over 80% of the land indicated as needed for UGB expansion would be for sites of 20+ acres.

Other smaller communities situated along I-5 in Lane County have similarly constrained capacity to provide 20+ acre, shovel-ready sites. The best positioned to fill this market void at present appears to be Coburg, situated on I-5 approximately 5 miles north of the I-5/I-105 interchange to access both Eugene and Springfield. **Coburg** has proposed adding 106 acres to its UGB for industrial use, directly accessible from the I-5 interchange at Van Duyn Road (#199). This proposal is understood to currently be in the final stages of planning review and approval.

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<sup>13</sup> Somewhat closer to I-5 is the 17 acre former Booth-Kelly mill site which is owned and operated as a business center by the City of Springfield with 200,000 square feet of existing building space.

Also in process is a 2012 Lane County proposal to add a 316+ acre industrial area at the unincorporated Goshen interchange. Approval has been conditioned on a Goal 14 exception and implementation of a community sewer system. As of early 2015, a wastewater feasibility study had been completed and the Goal 14 exception was under appeal with the Oregon Land Use Board of Appeals (LUBA).

**Target Industries.** The newly named South Willamette Economic Development Corporation (SWEDCo) serves as the official source of county-wide business information focused on traded sector business development.<sup>14</sup> Web site development is currently underway, to include a listing of industrial sites (not yet available).

SWEDCo appears to be building on a 2010 Regional Prosperity Economic Development Plan jointly adopted by the County and cities of Eugene and Springfield. The regional plan focuses on maintaining the region's traditional strengths in transportation/manufacturing, wood manufacturing, health care, and construction. This strategy is also aimed at developing an "innovative culture to support emerging opportunities" related to:

- Clean tech / renewable energy
- Health / wellness
- Advanced manufacturing (technologically rich, innovative manufacturing)
- Software
- Biomedical

The larger cities of Eugene and Springfield have articulated similar but more community-specific goals for target industries. For example, key industries identified for Eugene are clean technology/renewable energy, environmental services, waste remediation, health and wellness, specialized manufacturing, software/information technology services, biosciences, and food processing and manufacturing. A conclusion of the 2012 *Envision Eugene* process is that "all of the key industries could utilize sites that are larger than 10 acres in size, and in some cases, larger than 50 acres, depending on the size of the business."

With a revised 2015 EOA, the traded target sectors identified for Springfield are medical services, manufacturing, specialty food processing, high-tech, professional/technical services, call centers, back-office functions, corporate headquarters, tourism, and green businesses.

## Douglas County

Business and industrial development initiatives are coordinated through The Partnership for Economic Development in Douglas County. A separate but related Industrial Development Board (appointed by the Douglas County Board of Commissioners) maintains an inventory of +/- 200 acres so that when land is sold, the IDB purchases more land to maintain the inventory.

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<sup>14</sup> The South Willamette Economic Development Corporation (SWEDCo) was formerly known as the Lane Metro Partnership.

**Employment Land.** The Partnership for Economic Development maintains a listing of major industrial sites as well as the IDB sites on its web site. Quoted large site pricing appears to range from less than \$1 to \$1.50 per square foot. Major sites marketing I-5 accessibility include:

- A 140 acre Roseburg site known as the Back Nine at a new I-5 interchange (exit #129)
- 130 acres in Sutherlin on I-5 but about 3 miles from either of two interchanges
- Smaller 20-30 acre fully-served sites near interchanges at Sutherlin and Myrtle Creek

**Target Industries.** While there appears to be no explicit statement of target industries for Douglas County, recent investments have included boat manufacturing and call centers as well as large format retail stores and Roseburg airport expansion. Major sites available are being marketed for uses including manufacturing, distribution, business park data center or other utility-intensive industrial use. There are four enterprise zones in the county plus other local incentives available – generally applicable to the large sites being marketed.

## Josephine County

Grants Pass and Josephine County are engaged in the process of preparing an economic development strategic plan. As part of the two-county Rogue Valley Region, Josephine County is again experiencing modest population growth. However, realizing opportunities for livable wage jobs to replace those lost in the timber industry has proved more challenging to date.

**Employment Land.** There are potential industrial sites on the I-5 corridor, but major sites with the current inventory are outside of incorporated areas limiting infrastructure availability:

- Grants Pass has no significant in-city industrial land adjoining I-5, just outside the city is a 120 acre partially developed industrial park at Exit #55; this appears potentially shovel-ready as the City has committed to water and sewer utilities to serve this non-city area
- The unincorporated Merlin area in the vicinity of the Grants Pass area also has substantial industrially zoned land; however, further major industrial development is dependent on an area-wide sewer system to be created

**Target Industries.** A major purpose of the current strategic economic development is to identify prioritized target markets as means to grow and diversify the economy.

## Jackson County

As documented earlier in this report, planning for economic development has focused on the major population and employment centers of the Bear Creek Valley through the Regional Problem Solving (RPS) process. At the same time, both city-specific and regional economic development programs are in place to assist with business and employment development.

**Employment Land.** The RPS process clearly demonstrates the inadequacy of employment lands to meet forecast needs over a 50-year planning horizon. Even now, this shortfall is most

evident for sites with direct I-5 access. The site best options for addressing this shortfall involve RPS sites identified for pivotal I-5 corridor jurisdictions Urban Reserve Areas (URAs) as follows:

- Central Point – with up to 442 acres of employment (primarily industrial) land identified with the CP-1B URA most directly accessed via the I-5/Highway 99 interchange (Exit #35)
- Medford – with the MD-5 site of 413 employment acres identified as most proximate to I-5 via the Fern Valley road interchange in Phoenix (Exit #24)
- Phoenix – with 272 acres for industrial, commercial and institutional employment with the PH-5 site area directly accessible via the Exit #24 Fern Valley interchange with I-5

Taken together, these three URAs offer the potential for 1,127 acres of employment land that will be directly accessible to I-5 interchanges. While not currently the case, if successfully implemented, this added inventory can be expected to put Jackson County in a premiere position for transportation-dependent employment uses, as needed, in the years ahead. Transportation-dependent uses can include firms engaged in distribution, high-volume and/or time-sensitive manufacturing, and traded sector service businesses requiring visible freeway orientation for ease of client, employee and delivery access.

**Target Industries.** As a two-county regional economic development organization, SOREDI does not have a specific target industry strategy. In part, this may reflect the diversity of sites and economic development priorities throughout Jackson and Josephine Counties.

With its recent EOA, Medford has identified three tiers of target industry opportunities. As detailed later in this report, some of the opportunities are specific to Medford while others are likely applicable regionally.

Of greatest importance for this REOS study is the determination of target industries most suitable for I-5 interchange area sites. Based on information available through the RPS process, it appears that there is opportunity for clear differentiation between the types of business and industrial activities that each of the three I-5 oriented Bear Creek Valley site is likely to attract.

While associated with the most employment acreage, the **Central Point** CP-1B site is already industrially zoned within unincorporated Jackson County. The area has been identified through the RPS process as suitable for transportation uses requiring large site footprints – as for rail, trucking and freight forwarding related industrial uses. However, UGB expansion into the CP-1B area appears to be contingent on the county and city adopting an Interchange Area Management Plan (IAMP) for the Seven Oaks Interchange Area.

Employment lands associated with the **Medford** MD-5 site are preliminarily allocated 36% for commercial, 32% for institutional and 32% for industrial use. Due to greater distance from I-5 and location within the more urban Medford community, it can be expected that this site will be oriented to more urban scale campus style business and office-park together with commercial retail space uses, less to large site industrial end users.

**Phoenix PH-5** employment acreage was preliminarily allocated 50% for industrial, 33% for institutional, and 17% for commercial use.<sup>15</sup> The site will allow for more large footprint industrial employers as well as smaller business and industrial park tenants requiring the most immediate access available between Eugene and Redding to I-5. Successful development of this area closest to I-5 also can serve as a catalyst to MD-5 development immediately to the north.

Additional detail regarding recommended target industry priorities is provided as the last section to this draft report.

## Siskiyou County

As the most northern county on I-5 in California, Siskiyou County has is taking a somewhat unconventional approach to economic development, led by the Siskiyou County Economic Development Council (SCEDC). This is not surprising given the relatively small population base of 45,000 county-wide in high mountain terrain and with the largest city (Yreka) having fewer than 8,000 residents.

**Employment Land.** SCEDC does not appear to have a direct role in providing information about industrial sites. The organization has been involved in a controversial project to locate a Crystal Geysers water bottling plant at Mount Shasta for which an environmental impact report is now underway.

**Target Industries.** While not having specifically identified target industries, the SCEDC's major funded initiatives include:

- Coordination of an electric plug-in vehicle program for northern California as one step toward creating the West Coast Electric Highway connecting I-5 corridor cities from Vancouver, BC to Baja, Mexico
- Assistance with brownfields redevelopment
- Development of the Shasta Cascade Farm Finder, a USDA program to identify and coordinate food producers and growers in Siskiyou and Shasta Counties
- Participation in a statewide Recycling Market Development Zone (RMDZ) program to combine recycling with business development for reuse of waste stream materials

## Shasta County

With Redding as the largest city, Shasta County boasts the second longest standing economic development corporation (EDC) in the state of California, in operation since 1957. Of the counties surveyed from Eugene to Redding, Shasta County also appears to offer the largest inventory of sites and advertises a “no hassle 90-day permit process.”

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<sup>15</sup> Preliminary allocations are as indicated with Appendix IX, the Regional Land Needs Simulator, prepared as part of the *Greater Bear Creek Valley Regional Plan*, 2011.

**Employment Land.** Redding’s 700 acre master planned Stillwater Business Park, located 4.4 miles from I-5, offers 300 acres of “ready to build” land on parcels ranging from 3 - 100+ acres at prices quoted at between \$1 - \$2 per square foot. Further north, the community of Shasta Lake has a 50 acre, shovel ready site area, located within a closer approximately 2-mile distance to I-5 – and with potential for adding 170 acres more as a Phase II expansion area.

**Target Industries.** Shasta EDC marketing focus is on “California companies that fit our natural resources” including:

- Recreational manufacturing,
- Technology
- Small aviation
- Medical devices
- Food processing

Recent recruitments have included an automotive supplier to Tesla, furniture manufacturer and food processing company – with total combined potential for 1,680 jobs – all attributed to the Stillwater Business Park. The Shasta EDC and its investors also opened the 14,000 square foot Venture Hub business incubator in 2015 as “dedicated office space for early-stage companies with a product either developed or in development.”

## FACTORS AFFECTING COMMUNITY & REGIONAL POTENTIAL

Identification and characterization of factors affecting **economic development potential** is required pursuant to Goal 9 compliance with the Economic Opportunity Analysis (EOA) process. Within Jackson County, the two most recently completed EOAs were for the multi-jurisdiction Greater Bear Creek Valley region, followed by a jurisdiction specific EOA for Medford.

Also considered are factors affecting **site location** identified in a recent independent (non-EOA) evaluation conducted for the two-county Rogue Valley / SOREDI region. As outlined by right column of the chart on the following page, factors anticipated with this REOS to be of signal importance for the **PH-5 South Valley Employment Center** site are also identified.

## Factors Affecting Economic Development Potential & Site Location

Bear Creek Valley EOA (2007)	Medford EOA (2008)	SOREDI Evaluation (2014)	Proposed with Phoenix REOS
<ul style="list-style-type: none"> <li>✓ Flat Sites</li> <li>✓ Parcel configuration &amp; parking</li> <li>✓ Soil type</li> <li>✓ Road transportation</li> <li>✓ Rail transportation</li> <li>✓ Air transportation</li> <li>✓ Transit</li> <li>✓ Pedestrian &amp; bicycle facilities</li> <li>✓ Labor force</li> <li>✓ Amenities</li> <li>✓ Fiber Optics &amp; telephone</li> <li>✓ Potable water</li> <li>✓ Power requirements</li> <li>✓ Land use buffers</li> </ul>	<ul style="list-style-type: none"> <li>✓ Site sizes (acreage)</li> <li>✓ Loading</li> <li>✓ Parking</li> <li>✓ Storage</li> <li>✓ Public facilities</li> <li>✓ Utilities</li> <li>✓ Ownership patterns</li> <li>✓ Surrounding development</li> <li>✓ Proximity to labor</li> <li>✓ Proximity to customers</li> <li>✓ Transportation access</li> <li>✓ Site amenities (unique to industry)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Location &amp; market access</li> <li>✓ Transportation</li> <li>✓ Mitigated risk</li> <li>✓ Real estate</li> <li>✓ Utilities</li> <li>✓ Workforce / education</li> <li>✓ Business environment</li> <li>✓ Business costs &amp; resources</li> <li>✓ Organization effectiveness</li> <li>✓ Quality of life</li> </ul>	<ul style="list-style-type: none"> <li>✓ Direct I-5 access</li> <li>✓ Utility infrastructure (shovel-ready sites)</li> <li>✓ Flexible master plan</li> <li>✓ Early-release UGB &amp; annexation process</li> <li>✓ Range of parcel sizes (larger site focus)</li> <li>✓ Land for sale</li> <li>✓ Multi-tenant buildings for lease</li> <li>✓ Public-private investment capital</li> <li>✓ Competitive pricing</li> <li>✓ Workforce training</li> <li>✓ Live-work setting</li> <li>✓ Active marketing</li> <li>✓ Community support</li> </ul>

As proposed for this REOS, the location factors proposed as pivotal to successful Phoenix PH-5 marketing and sustained employment opportunity are further described as follows:<sup>16</sup>

- **Direct I-5 access** – to and from the Fern Valley Interchange (#24) with convenient routing is viewed as critical for both auto and truck movements. Alternative north-south and east-west connections are also important to preserve maximum interchange capacity for traded sector shipping and business activity. Preservation and enhancement of freeway view corridors into the South Valley Employment Center is also suggested.
- **Utility infrastructure (for shovel-ready sites)** – providing water and sewer infrastructure ideally for at least 10% of the employment area in advance of development is suggested together with flexibility to respond within 3-6 months for larger development proposals.
- **Flexible concept plan and development agreements** – beginning with PH-5 area alternative concepts currently being considered, including the possibility of more

<sup>16</sup> It is anticipated that specific numerical thresholds would be subject to negotiation between major affected property owners, the City of Phoenix, Jackson County, and DLCD. Uncertain at this point is the extent to which thresholds could be tailored to the Rogue Valley region or would need to reflect current and proposed provisions for regional large lot industrial land in Crook, Deschutes and Jefferson Counties.

detailed property-specific site plans and/or development agreements, as appropriate, with flexibility for revision in response to changing market conditions and unanticipated opportunities over time.

- **UGB expansion and annexation** – with UGB expansion as jointly determined by DLCD, Jackson County and the City of Phoenix and as consistent with approval of street/utility infrastructure extensions, with annexation to immediately follow UGB inclusion of PH-5.
- **Range of parcel sizes (with larger site focus)** – targeted to larger employers as well as multi-tenant business/industrial park developments (including at least one 50+ acre site reserved until the inventory of vacant employment sites has been effectively depleted).
- **Land for sale** – for end-user industries and for multi-tenant campus business park space.
- **Multi-tenant buildings for lease** – constructed on a build-to-suit and speculative basis for lease by smaller businesses without capital or interest in building ownership.
- **Public-private investment capital** – involving qualified real estate development and construction firms together with venture/angel capital to assist with small business start-up and expansion (possibly including development of an on-site business incubator).
- **Competitive pricing** – comparable with similar freeway end-user and business park sites from Eugene to Redding and with options for discounting possibly involving public sector incentives for traded sector jobs and wages.
- **Workforce training** – involving 4-year and community college together with customized training programs as needed to meet prospective employer requirements.
- **Live-work setting** – fulfilling planning and market demand for horizontal (side-by-side) mixed use including convenient bike and pedestrian connections to adjoining residential neighborhood, downtown/shopping areas and recreation amenities.
- **Active marketing** – as a cooperative partnership of on-site owner and developer interests together with the City of Phoenix and state/regional economic development partners as with SOREDI and Business Oregon.
- **Community support** – through city and civic organizations including events, listening forums and also including outreach to neighboring Jackson County jurisdictions.

## TARGET SECTORS FOR ECONOMIC DEVELOPMENT MARKETING

As has been noted for the full Eugene-Redding corridor, economic development marketing may involve identification of potential target business and industry sectors regionally, by jurisdiction and/or by property parcel. With this discussion, we consider current target industry sectors for economic development statewide, with the Bear Creek Valley EOA, by the two-county SOREDI organization, and for the City of Medford. This review serves to set the stage for outlining two possible development scenarios together with associated implications specific to PH-5.

**Business Oregon.** As the state’s economic development agency, Business Oregon recognizes five key industries for which Oregon holds global competitive advantages. These five growth industries are identified as:

- **Advanced manufacturing** – as diverse as high tech, health care, fabrication and trucking
- **Clean technology** – including renewable energy
- **Forestry and wood products** – as the nation’s #1 producers streamline operations
- **High technology** – with high-tech, “small-tech” and semiconductor concentrations
- **Outdoor gear and activewear** – for global firms as well as niche producers

Strategic marketing is conducted under the auspices of TEAM Oregon – a coalition of Business Oregon and multiple local/regional economic development organizations throughout the state. The group markets Oregon's advantages as a location for specific industries, with a current focus on high technology, manufacturing and food processing.

**Regional Economic Opportunities Analysis.** As part of the Bear Creek Valley Regional Problem Solving (RPS) project, a Regional Economic Opportunities Analysis was completed in 2007. The Bear Creek region extends from Ashland to Central Point and encompasses the dominant share of population and growth in Jackson County.<sup>17</sup> As of the time that the regional EOA study was completed (prior to the Great Recession), the EOA identified the types of business “most likely” to locate in the region, notably:

- **Manufacturing** – identified as firms needing easy access to transportation, clean water, skilled workers, and a semi-rural setting, as with food processing, high-tech electronics, recreation equipment and apparel and other specialty manufacturing
- **Warehousing and transportation** – with I-5 access/location making the region attractive for local and multi-state warehousing, distribution, and truck terminal facilities
- **Retail** – driven by population growth with large scale retailers focused on more urban areas and smaller cities attractive for small scale retailers to serve residents and tourists
- **Professional, scientific and technical services** – with high quality of life and semi-rural setting viewed as attractive for software design, engineering, research, and other professional services attracted to high-quality settings.

Branded as an economic development organization focused on Jackson and Josephine Counties “to help firms prosper,” Southern Oregon Regional Economic Development Inc. (SOREDI) is a non-profit organization serving 13 incorporated cities including Ashland, Butte Falls, Cave Junction, Central Point, Eagle Point, Gold Hill, Grants Pass, Jacksonville, Medford, Phoenix, Rogue River, Talent, and Shady Cove.

While not targeting specific industry sectors, as a membership organization SOREDI provides a range of services to businesses at no charge, including;

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<sup>17</sup> Incorporated cities in the Bear Creek Valley are Ashland, Central Point, Eagle Point, Medford, Phoenix and Talent. Also included is the unincorporated community of White City.

- Ready access to business counselors, industrial and commercial property agents, builders, and city and county planning staffs.
- Expert business counsel and a broad array of information and referral services as you seek thorough answers in response to business questions.
- A business-to-business network of member organizations sharing a commitment to building a stable economic base for Jackson and Josephine counties.
- Coordination among regional agencies and institutions that provide training, employment, financial planning and technical services for business.
- Help with site selection, permit applications, and administrative follow-through for business expansion projects.

**Medford.** With the Economic Element of its 2014 Comprehensive Plan update, Medford has taken the most comprehensive approach of local jurisdictions in recent years for the Rogue Valley area to identifying three tiers of target industry opportunities, as depicted by the following chart.<sup>18</sup>

<u>Medford Target Industries</u>		
Tier 1 Best Position	Tier 2 Strong but Challenging	Tier 3 Locally Competitive
<b>Instruments</b>	Mining	<b>Food Products</b>
Transit	Construction	<b>Transportation Equipment</b>
<b>Transportation Services</b>	Lumber & Wood	Air Transportation
Retail Trade	Printing & Publishing	<b>Wholesale Trade</b>
Banking	Stone, Glass & Concrete	Insurance Carriers
	<b>Electronic Equipment</b>	Insurance Agent & Brokers
	<b>Trucking &amp; Warehousing</b>	<b>Business Services</b>
	Electric, Gas & Sanitation	Legal Services
	Real Estate	<b>Leisure &amp; Hospitality Services</b>
	<b>Health Care</b>	
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Sectors identified in **boldface** type are those which appear to best align with development of a regional employment center in Phoenix.

<sup>18</sup> Medford’s Economic Opportunities Analysis (EOA) was adopted by the Medford City Council December 4, 2008 and is included as an Appendix to the Economic Element of the subsequently adopted City of Medford Comprehensive Plan.

# VI. PH-5 EMPLOYMENT SCENARIOS

The City of Phoenix has obtained public input regarding PH-5 and PH-10 URA conceptual plans – including a concept advanced by Arrowhead Ranch (a major PH-5 property owner). These concepts have focused on the physical features of the employment area – covering such topics as land use allocations and locations, street and amenity features.

This REOS report evaluates potential employment scenarios from a market perspective, somewhat independent of detailed site planning considerations. Based on input from design and market perspectives, the recommended scenario with Section VII to this report also covers planning for parcel size distribution, target industries, mixed use development, and implementation.

## MARKET SCENARIOS OUTLINED

Based on review of employment trends and forecasts plus evaluation of competitive I-5 sites from Eugene to Redding, two alternative PH-5 scenarios have been outlined for evaluation:

- **Alternative A – Proven Winners.** With this scenario, primary emphasis is placed on attracting industry sectors users already proven as sources of significant Rogue Valley regional employment growth since 2000. Lead sectors identified as strong and growing or weak but growing include distribution activities as for warehousing, transportation, and wholesale trade together with advanced manufacturing and financial services.
- **Alternative B – New Market Niches.** An alternative approach would be to shift from tried and proven sources of job growth in the past toward sectors that have been under-represented locally and regionally but that offer good national or statewide growth prospects – and showing up on other target industry lists for Oregon and the region. Lead sectors indicated with this approach are advanced manufacturing, smaller scale distribution and transport services, health care, and a mix of financial, professional, scientific & technical services – orientated to business park sites.

## SCENARIO EVALUATION

The chart on the following page provides a preliminary comparison of these market two scenarios. In addition to identification of potential lead traded sector industry targets, comparisons are made with respect to other features – as for supportive services, building types, amenities, market focus, advantages, disadvantages and implementation.

As depicted by the scenario matrix chart, outcomes could be quite different depending on what is chosen as a preferred development concept. Also noted is that these two alternatives do not represent the full universe of options that might be considered. A hybrid (or combination) approach – taking selected features from two or more alternative scenarios – might be considered. Any approach will also likely require coordination with other local jurisdictions and DLCDD to assure that RPS and state Goal 9 related questions are adequately addressed.

## Phoenix PH-5 Site Area Employment Scenarios

Scenario Feature	Scenario A: Proven Winners	Scenario B: New Market Niches
<b>Lead Traded Sector Target Industries</b>	<ul style="list-style-type: none"> <li>• Warehousing, transportation &amp; wholesale trade (or distribution)</li> <li>• Advanced manufacturing (building products, foods, tech)</li> <li>• Financial services</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced manufacturing (instruments, tech, specialty foods)</li> <li>• Distribution &amp; transport services (smaller to mid-size firms)</li> <li>• Health care</li> <li>• Financial, professional, scientific &amp; technical services (incl clean tech)</li> </ul>
<b>Supportive Sectors</b>	<ul style="list-style-type: none"> <li>• Construction</li> <li>• Government</li> <li>• Education &amp; health</li> <li>• Retail (business &amp; workforce svcs)</li> </ul>	<ul style="list-style-type: none"> <li>• Information</li> <li>• Education</li> <li>• Leisure &amp; hospitality services</li> <li>• Retail (business/tourism svcs)</li> </ul>
<b>Building Types</b>	<ul style="list-style-type: none"> <li>• Land held for large site end users</li> <li>• Industrial/business park (smaller industrial &amp; service firms)</li> </ul>	<ul style="list-style-type: none"> <li>• Site reserved for large office HQ</li> <li>• Campus business/office park (higher proportion of office use)</li> </ul>
<b>Amenities</b>	<ul style="list-style-type: none"> <li>• Individualized site planning</li> <li>• Outdoor storage with buffering</li> <li>• Small retail/support service node</li> </ul>	<ul style="list-style-type: none"> <li>• District master plan option</li> <li>• Pedestrian/bike trail system</li> <li>• Mixed use w/nearby residential</li> </ul>
<b>Marketing Focus</b>	<ul style="list-style-type: none"> <li>• Local firm expansion as 1<sup>st</sup> priority</li> <li>• Recruitment &amp; entrepreneurship as opportunities are presented</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment as major priority</li> <li>• Local firm expansion &amp; start-ups opportunity based</li> </ul>
<b>Advantages</b>	<ul style="list-style-type: none"> <li>• Stay w/strong &amp; growing sectors</li> <li>• More rapid build-out of PH-5</li> <li>• Relatively high wage jobs</li> </ul>	<ul style="list-style-type: none"> <li>• Shift to national growth sectors</li> <li>• Greater employment capacity</li> <li>• More supportive of mixed use</li> </ul>
<b>Disadvantages</b>	<ul style="list-style-type: none"> <li>• Risk of historic sector saturation</li> <li>• Lower employment (distribution)</li> <li>• Less supportive of mixed use</li> </ul>	<ul style="list-style-type: none"> <li>• May slow PH-5 land absorption</li> <li>• Risk that new sectors don't come</li> <li>• Lost opportunity w/proven winners</li> </ul>
<b>Implementation</b>	<ul style="list-style-type: none"> <li>• May need public ownership to reserve site for large industrial user</li> <li>• Transportation circulation priority for efficient in/out truck freight</li> <li>• May coordinate w/ Central Point CP-1B area to avoid duplication</li> </ul>	<ul style="list-style-type: none"> <li>• Requires well capitalized lead developer or anchor user</li> <li>• Mixed mode &amp; mixed use transportation circulation</li> <li>• May need coordination w/Medford MD-5 area to minimize duplication</li> </ul>

## VII. RECOMMENDED SCENARIO

Scenarios A and B were presented for stakeholder review and discussion with a preliminary draft of this REOS. Based on this review, the recommended (or preferred) scenario is to proceed with a **hybrid approach** that combines elements of a strategy involving both proven winners (per Scenario A) and new market niches (Scenario B).

This combined approach offers **advantages** that include:

- Greatest focus on traded rather than service sector uses
- Maximum market flexibility and pace of space absorption to build-out
- Complementary rather than competitive role with respect to the Central Point (CP-1B) freeway site which is anticipated to be oriented to large scale, land-extensive transportation and distribution uses
- Also complementary to Medford's MD-5 area (directly adjoining PH-5) which is anticipated to be developed for a greater mix of commercial office and retail as well as institutional uses and possibly phased to follow and build-on initial PH-5 absorption due to closer proximity to the Fern Valley Road interchange with I-5

What follows are added details associated with the recommended scenario – including lead and supportive target sectors, parcel size distribution, mixed use development, and associated implementation requirements.

### LEAD & SUPPORTIVE TARGET SECTORS

Recommended is an approach that accommodates proven winners as consistent with site sizing and property pricing, with marketing emphasis on attracting investment associated with new market niches.

**Lead Sectors.** Targeted are traded sector firms offering potential for significant employment, investment and/or linkages to other key sectors of the Rogue Valley or even the expanded Eugene-Redding I-5 corridor market:

- **Distribution and transportation services** – with PH-5 properties oriented to small to mid-sized firms not requiring extensive outdoor vehicle and equipment storage but including operations in multi-tenant business parks and end-user sites of 5-20 acres
- **Advanced manufacturing** – focused on high value, technology-forward companies and including value-added, specialty foods including Rogue Valley wines and supporting industries.
- **Financial, professional, scientific, technical and health services** – emphasizing firms that serve customers regionally and globally

**Supportive Sectors.** Uses that would support traded sector activity at PH-5 and regionally include:

- **Construction services** – including suppliers of specialty materials, engineering and design services to the construction industry together with possible showroom functions
- **Government and education / workforce services** – oriented to the PH-5 traded sector employment base
- **Retail and hospitality** – providing small- to mid-scale amenity services supporting lead sector firms and benefitting from direct I-5 access

## PARCEL SIZE DISTRIBUTION

The Oregon Employment Department (OED) has forecast that total employment in the 2-county Rogue Valley region will increase at an annual rate of just over 1.2% per year from 2012-22. Extrapolating this growth rate forward from 2016-36 results in a 20-year forecast need for an added 29,250 jobs.<sup>19</sup> The distribution of jobs by site size class and observations regarding average firm size are consistent with detailed data analysis provided by the 2007 Bear Creek Valley EOA.

**PH-5 Parcelization.** What follows is an illustrative distribution of parcel sizes on the 272 acres of site area preliminarily designated through the RPS process for employment uses. Assumed is a market oriented distribution that focuses on mid-large parcels of 5+ acres and a targeted absorption schedule to full PH-5 area build-out of approximately 20 years.

### PH-5 Illustrative Employment Parcel Size Distribution

Site Size	% of Jobs*	Added Jobs**	Avg Jobs per Firm*	# of Sites Needed	PH-5 Site Allocation			Gross Site Acreage
					#	Capture	Avg Size	
50+ Acres	16%	4,680	572	6	1	17%	67	67
20-50 Acres	14%	4,095	147	20	4	20%	25	100
5-20 Acres	14%	4,095	71	41	8	20%	10	80
< 5 Acres	56%	16,380	7	1,742	5	0.3%	5	25
<b>Total (All Sites)</b>	<b>100%</b>	<b>29,250</b>	<b>11.5</b>	<b>1,809</b>	<b>18</b>		<b>15</b>	<b>272</b>

Notes: \* Added jobs are extrapolated over a 20-year time frame from the 10-year OED Rogue Valley forecast.

\*\* Job distribution and average number of jobs per firm are per the 2007 Bear Creek Valley EOA which also indicates an average of 1.43 firms per site.

Source: E. D. Hovee & Company, LLC.

Observations of importance regarding this suggested distribution include the following:

<sup>19</sup> The 1.2% per year OED employment growth rate is below the job growth rates of 1.5% per year through 2026 and 1.3% per year forecast with the 2007 Bear Creek Valley EOA, due primarily to effects of the 2007-09 economic recession. Consequently, the OED approach represents a more conservative pace of site demand going forward than previously anticipated.

- Recommended is at least one site of **50+ acres** be allocated for a large traded sector use, as for advanced manufacturing or a significant financial, professional, scientific, technical or health services employer. With the illustrative distribution noted, 67 gross acres translates to between 50-57 acres of net site area after deducting land needed for rights of way, etc. (using a 15-25% net to gross deduction indicated with the 2007 EOA). With six 50+ acre sites indicated as potentially needed over 20 years across the 2-county region, PH-5 would account for one of these six sites (or 17% of anticipated demand). In the event that smaller sites are developed first with a large 50+ acre user not materializing, consideration might then be given to subdividing the property into smaller 20+/- acre parcels as consistent with demonstrated demand.
- Also recommended is that four sites of **20-50 acres** each be planned for the PH-5 area. Assuming market demand consistent with the OED projection and continuation of historic site size allocation, these four sites would account for about 20% of anticipated Rogue Valley market demand for similarly sized parcels over a 20-year time horizon. Recommended is that at least two of these sites be located adjoining each other – providing the opportunity for assembly into a 50+ acre parcel in the event that the one large parcel initially designated is spoken for early in the development process.
- Allocation of eight sites of **5-20 acres** each would also represent potential capture of 20% of anticipated Rogue Valley demand for sites in this size range over 20 years. This size range is ideal for accommodating either mid-size employers (as end-users and sole site occupants) as well as multiple businesses in campus-oriented, multi-tenant business or office park configurations.
- Only five smaller sites of **up to 5 acres** are recommended for the PH-5 South Valley Employment Center – capturing less than 1% of anticipated 2-county regional demand. Small sites are intended for smaller scale users including commercial services in support of the PH-5 traded sector focus and to account for the possibility of configuration issues that may result in some smaller remainder parcels. As noted, PH-5 is not intended to serve a significant role for smaller users requiring less than five acres of site area; over 99% of demand is expected to be captured by other existing or planned RPS sites elsewhere in Jackson and Josephine Counties.

As feasible, parcelization planning should be market-responsive – both as a means to quickly demonstrate development momentum and for financially supportable infrastructure placement.

To the extent that it proves more cost-effective to phase infrastructure development moving outward from the existing incorporated city limits, parcelization plans may be affected accordingly. For example, if there is strong interest in having one or more larger sites made immediately available and shovel-ready, location of large site development might be moved to properties most readily served via extension of existing infrastructure.

**Land Absorption.** The parcelization concept outlined above assumes an approximately 20-year time period for PH-5 employment sites to become fully built-out. Robust demand can be

facilitated with active local, regional and statewide marketing support. Rapid absorption will be important to reverse conditions of sub-par economic growth in recent years. And reaching effective build-out in 20 years or less can serve as a catalyst for also bringing on other major I-5 employment sites on-line more quickly.

However, the pace of absorption is by no means assured:

- **Slower absorption** than forecast could occur under conditions that might include renewed economic recession or stagnation nationally or regionally, challenges with funding infrastructure at a pace adequate to keep up with development demand, non-competitive land and building space costs, and poorly coordinated marketing and services to prospective employers.
- While more **rapid absorption** than assumed is perhaps less likely, this outcome could be facilitated by continued economic growth nationally and regionally, aggressive competitive positioning as the *go to* business location mid-way between the Bay Area and metro markets of the Pacific Northwest, competitive employment land and building pricing, and consistent capacity to provide infrastructure when needed accompanied by active public-private marketing and urban services delivery.

If the pace of development moves faster than anticipated to achieve build-out in less than 20 years, adjustments likely will be need to infrastructure timing. And as noted, if large lot demand exceeds expectations, there may be the need to consider re-aggregation back to large parcel sizes if contiguous smaller sites remain available.

Conversely, if demand proves to be below expectations, timing of infrastructure investments may be slowed accordingly. Adjusting parcel configurations to site sizes most marketable also may be suggested.

## MIXED USE DEVELOPMENT

Not explicitly considered with this illustrative allocation are the quantitative implications of mixed use zoning for employment-related development. Mixed use development can occur with horizontal **side-by-side** uses (as with residential next door to commercial). In more dense urban environments, mixed use may also occur with **vertical** mixing (as in a building with residential uses constructed above ground floor retail). With the PH-5 area, it can be expected that horizontal rather than vertical mixed use will represent the predominant development form – at least with initial phase development.

To the extent that mixed use development occurs on land designated for employment use, the resulting employment capacity may be reduced, especially if the form of mixed use is more side-by-side than vertical. Mixed use development is most common as combinations of residential activity with retail commercial and, in some cases, multi-tenant office development. Combining residential with industrial activity on one site is far less common and can involve conflicts between uses – particularly with respect to mixing residential and industrial traffic, and potential for noise impacts associated with industrial operations.

To the extent that mixed use development occurs on land initially designated for residential use, the net added PH-5 job potential increases above what might otherwise be expected. Live-work opportunities represent a form of mixed use that can be readily complementary to residential products such as townhome development.

Quantitative analysis to adjust employment site allocations and associated job potentials can be expected to occur in conjunction with PH-5 concept plan refinement or property-specific development agreements.

## IMPLEMENTATION REQUIREMENTS

The transition from an extended period of RPS planning to UGB incorporation and ultimate build-out of the PH-5 South Valley Employment Center requires a multi-step process. Implementation can be expected to involve steps to:

- **Complete concept planning** – adopting a plan that allows for employment development including related mixed use provisions consistent with this REOS
- **Update the economic element to the Phoenix Comprehensive Plan** – addressing local serving industrial and commercial uses as well as traded sector employment opportunities city-wide
- **Obtain City, County and DLCD approvals for UGB inclusion** – including coordination with local jurisdictions with similar planning and development interests
- **Complete infrastructure planning** – for multi-modal transportation and circulation system plus water and sewer build-out
- **Proceed with annexation** – bringing all of PH-5 into the incorporated limits of Phoenix
- **Reach development agreements with major PH-5 land-owners** – including provisions related to plan and zoning designations, parcelization and large site reservation, provision of transportation and utility infrastructure, property pricing and marketing
- **Pursue cooperative public/private marketing** – involving owners and their broker representatives together with regional and statewide economic development organizations including and SOREDI and Business Oregon
- **Monitor development performance vis-à-vis plan goals** – with capacity for future plan refinements in response to changing opportunities and issues to project build-out

To most effectively capture economic development opportunities now on the horizon, time is of the essence. Delayed implementation runs the risk of launching into a more distant market – with a more clouded economic *crystal ball*.

Near-term, the outlook is more solid. While the pace of economic recovery nationally from recession of the last decade has been slower than anticipated, renewed business and employment opportunity has continued through a long cycle involving slow but continued growth.

And while an economic slowdown always remains possible, a severe contraction seems less likely at least near term as business activity remains below full capacity utilization. Oregon's economic resurgence experienced first by the Portland metro area is now extending more solidly statewide.

For the PH-5 area of Phoenix, early progress toward making *shovel-ready* sites available can pay off with initial business investments – ideally occurring yet during the current business cycle. Early momentum will build expanded interest not only in Phoenix, but also serve as a catalyst for yet other traded sector and support service investments throughout the Rogue Valley region.

This catalyst role may include support for other RPS sites as they come on-line – notably key I-5 properties associated with Central Point for major transportation and wholesaling firms together with a more commercial office, retail and institutional focus planned for Medford's MD-5 site most readily served via the Phoenix I-5 interchange.

# APPENDIX A. PREPARER PROFILE

This Regional Economic Opportunity Study (REOS) has been prepared for the City of Phoenix, Oregon by the economic and development consulting firm E. D. Hovee & Company, LLC (EDH). Since 1984, EDH has provided economic and development consulting for a range of public agency, non-profit and private clients – primarily in the Pacific Northwest states of Oregon and Washington.

EDH focuses on economic development planning together with market and financial feasibility evaluations and business development strategies for major real estate, public facility, and capital investment projects. The firm has been involved in conducting Economic Opportunity Analyses (EOAs) and related economic planning assignments for a diverse set of Oregon as well as other Pacific Northwest communities – each with specific needs and objectives:

- EOAs have been prepared for major metro area jurisdictions including the Cities of Portland and Beaverton as well as McMinnville and smaller communities such as Cascade Locks and Aumsville.
- EDH has also been involved in a wide range of Goal 9 related assessments including assistance to the City of Ashland in reviewing its EOA, industrial/commercial land analysis for the City of Medford, and preparation of a regional economic analysis for the City of Coburg,
- Highway corridor industrial/commercial analysis have been conducted for the OR 395 North corridor situated between Hermiston and Umatilla, and other Goal 9 reviews for jurisdictions including Hood River County, Deschutes County, Gresham, Wilsonville, and Metro (the Portland area’s regional government).
- Private clients seeking re-designations of industrial and commercial zoning in compliance with Goal 9 requirements have been assisted in communities as diverse as Albany, Beaverton, Hillsboro, Hood River, Junction City, Newport, and Portland.
- The firm has also been involved in similar comprehensive planning and subarea assignments throughout the state of Washington – as economic elements and/or buildable lands inventories for Clark, Lewis, Kitsap, Jefferson, Kitsap, Skagit and Adams Counties and for cities including Vancouver, Ridgefield, Longview, Covington, Snoqualmie, Mount Vernon, Anacortes, Sedro Woolley, Quincy, and Spokane.

This REOS report has been prepared by Eric Hovee (Principal) and Andrea Logue (Research Coordinator).

# APPENDIX B. SUPPLEMENTAL DATA

## Comparative Demographics (2015)

Description	Phoenix		Jackson County		Rogue Valley		Oregon		Eugene-Redding Market Area	
	Total	%	Total	%	Total	%	Total	%	Total	%
<b>Population</b>										
2020 Projection (Nielsen)	5,069		217,605		302,781		4,130,145		1,010,601	
2015 Estimate (PSU Pop Ctr exc. Eugene-Redding)	4,585		210,975		294,695		4,013,845		985,197	
2015 Estimate (Nielsen)	4,802		209,975		293,530		3,975,135		985,197	
2010 Census	4,538		203,206		285,919		3,831,074		967,424	
2000 Census	3,778		181,269		256,994		3,421,392		887,915	
Growth 2000 - 2015 (Census, PSU)		21.4%		16.4%		14.7%		17.3%		11.0%
Growth 2015 - 2020 (Nielsen)		5.6%		3.6%		3.2%		3.9%		2.6%
Average Annual Growth Rate 2000-15		1.3%		1.0%		0.9%		1.1%		0.7%
Average Annual Growth Rate 2015-20		2.0%		0.6%		0.5%		0.6%		0.5%
<b>2015 Est. Population by Age</b>	<b>4,802</b>		<b>209,975</b>		<b>293,530</b>		<b>3,975,135</b>		<b>985,197</b>	
2015 Est. Median Age	44.0		42.7		44.3		39.3		42.7	
Population Age 18-64	2,719	56.6%	123,773	58.9%	170,359	58.0%	2,471,657	62.2%	592,712	60.2%
<b>2015 Est. Pop Age 25+ by Edu. Attainment</b>	<b>3,460</b>		<b>147,638</b>		<b>208,617</b>		<b>2,739,119</b>		<b>692,693</b>	
Less than 9th grade	233	6.7%	5,644	3.8%	7,044	3.4%	105,637	3.9%	20,644	3.0%
Some High School, no diploma	279	8.1%	10,618	7.2%	16,247	7.8%	180,510	6.6%	53,301	7.7%
High School Graduate (or GED)	917	26.5%	41,345	28.0%	60,981	29.2%	685,390	25.0%	193,427	27.9%
Some College, no degree	1,123	32.5%	42,631	28.9%	60,697	29.1%	733,678	26.8%	208,399	30.1%
Associate Degree	194	5.6%	11,396	7.7%	17,307	8.3%	222,603	8.1%	60,164	8.7%
Bachelor's Degree	509	14.7%	20,357	13.8%	26,782	12.8%	507,713	18.5%	96,581	13.9%
Master's Degree	135	3.9%	10,696	7.2%	13,623	6.5%	211,957	7.7%	41,672	6.0%
Professional School Degree	51	1.5%	3,142	2.1%	3,824	1.8%	55,332	2.0%	10,502	1.5%
Doctorate Degree	19	0.5%	1,809	1.2%	2,112	1.0%	36,299	1.3%	8,003	1.2%
<b>College Degree (or better)</b>	<b>714</b>	<b>20.6%</b>	<b>36,004</b>	<b>24.4%</b>	<b>46,341</b>	<b>22.2%</b>	<b>811,301</b>	<b>29.6%</b>	<b>156,758</b>	<b>22.6%</b>
<b>2015 Est. Households by HH Income</b>	<b>2,099</b>		<b>86,680</b>		<b>122,055</b>		<b>1,585,295</b>		<b>409,347</b>	
Income < \$15,000	435	20.7%	12,635	14.6%	19,562	16.0%	211,534	13.3%	65,533	16.0%
Income \$15,000 - \$24,999	365	17.4%	11,017	12.7%	16,362	13.4%	180,120	11.4%	55,590	13.6%
Income \$25,000 - \$34,999	319	15.2%	9,701	11.2%	14,932	12.2%	169,761	10.7%	49,636	12.1%
Income \$35,000 - \$49,999	269	12.8%	15,041	17.4%	20,465	16.8%	231,784	14.6%	64,649	15.8%
Income \$50,000 - \$74,999	345	16.4%	16,665	19.2%	22,063	18.1%	294,184	18.6%	73,063	17.8%
Income \$75,000 - \$99,999	225	10.7%	9,875	11.4%	13,701	11.2%	192,538	12.1%	45,898	11.2%
Income \$100,000 - \$124,999	84	4.0%	4,916	5.7%	6,601	5.4%	123,587	7.8%	24,359	6.0%
Income \$125,000 - \$149,999	24	1.1%	2,315	2.7%	2,965	2.4%	68,945	4.3%	11,747	2.9%
Income \$150,000 - \$199,999	20	1.0%	2,197	2.5%	2,633	2.2%	59,790	3.8%	10,332	2.5%
Income \$200,000 - \$249,999	5	0.2%	831	1.0%	1,003	0.8%	21,294	1.3%	3,572	0.9%
Income \$250,000 - \$499,999	6	0.3%	1,088	1.3%	1,308	1.1%	24,327	1.5%	3,880	0.9%
Income \$500,000+	2	0.1%	399	0.5%	460	0.4%	7,431	0.5%	1,088	0.3%
<b>2015 Est. Median Household Income</b>	<b>\$32,821</b>		<b>\$44,960</b>		<b>\$42,455</b>		<b>\$49,964</b>		<b>\$42,869</b>	
<b>2015 Est. Pop Age 16+ by Employment Status</b>	<b>3,949</b>		<b>170,951</b>		<b>240,316</b>		<b>3,209,922</b>		<b>812,443</b>	
In Armed Forces	0	0.0%	35	0.0%	58	0.0%	2,751	0.1%	232	0.0%
Civilian - Employed	1,780	45.1%	88,024	51.5%	116,123	48.3%	1,777,823	55.4%	396,010	48.7%
Civilian - Unemployed	355	9.0%	13,455	7.9%	18,727	7.8%	230,160	7.2%	60,005	7.4%
Not in Labor Force	1,814	45.9%	69,437	40.6%	105,408	43.9%	1,199,188	37.4%	356,196	43.8%
<b>2015 Est. Civ. Employed 16+ by Class of Worker</b>	<b>1,828</b>		<b>90,255</b>		<b>120,611</b>		<b>1,823,381</b>		<b>409,292</b>	
For-Profit Private Workers	1,140	62.4%	54,184	60.0%	73,354	60.8%	1,169,892	64.2%	245,703	60.0%
Non-Profit Private Workers	211	11.5%	9,799	10.9%	12,625	10.5%	171,493	9.4%	41,735	10.2%
Government Workers	183	10.0%	12,197	13.5%	16,284	13.5%	258,991	14.2%	65,271	15.9%
Self-Employed Workers	294	16.1%	14,052	15.6%	18,325	15.2%	220,649	12.1%	55,993	13.7%
Unpaid Family Workers	0	0.0%	23	0.0%	23	0.0%	2,356	0.1%	590	0.1%

## Comparative Demographics (2015 - continued)

Description	Phoenix		Jackson County		Rogue Valley		Oregon		Eugene-Redding Market Area	
	Total	%	Total	%	Total	%	Total	%	Total	%
<b>2015 Est. Workers Age 16+ Travel Time to Work</b>										
Less than 15 Minutes	609	35.8%	32,688	40.2%	45,502	41.7%	564,467	33.8%	156,290	
15 - 29 Minutes	903	53.0%	34,151	42.0%	42,110	38.6%	622,474	37.3%	147,493	
30 - 44 Minutes	104	6.1%	9,630	11.8%	13,233	12.1%	290,663	17.4%	41,174	
45 - 59 Minutes	51	3.0%	2,367	2.9%	4,418	4.1%	102,640	6.1%	12,011	
60 or more Minutes	36	2.1%	2,515	3.1%	3,822	3.5%	90,792	5.4%	16,594	
<b>2015 Est. Avg Travel Time to Work in Minutes</b>	<b>19.00</b>		<b>21.00</b>		<b>21.00</b>		<b>25.00</b>		<b>21.00</b>	
<b>2015 Est. Occupied Housing Units by Tenure</b>										
	<b>2,099</b>		<b>86,680</b>		<b>122,055</b>		<b>1,585,295</b>		<b>409,347</b>	
Owner Occupied	1,283	61.1%	54,304	62.6%	77,875	63.8%	983,190	62.0%	257,528	62.9%
Renter Occupied	816	38.9%	32,376	37.4%	44,180	36.2%	602,105	38.0%	151,819	37.1%
<b>2015 Est. Housing Units by Units in Structure</b>										
	<b>2,274</b>		<b>94,732</b>		<b>133,522</b>		<b>1,744,619</b>		<b>447,620</b>	
1 Unit Attached	52	2.3%	4,516	4.8%	5,764	4.3%	75,729	4.3%	19,406	4.3%
1 Unit Detached	1,019	44.8%	61,507	64.9%	87,736	65.7%	1,110,950	63.7%	293,127	65.5%
2 Units	65	2.9%	2,156	2.3%	3,339	2.5%	50,448	2.9%	12,210	2.7%
3 or 4 Units	316	13.9%	5,307	5.6%	6,088	4.6%	75,142	4.3%	19,640	4.4%
5 to 19 Units	169	7.4%	4,665	4.9%	5,556	4.2%	143,947	8.3%	25,087	5.6%
20 to 49 Units	29	1.3%	1,722	1.8%	2,349	1.8%	53,989	3.1%	9,183	2.1%
50 or More Units	12	0.5%	2,484	2.6%	3,372	2.5%	84,357	4.8%	12,285	2.7%
Mobile Home or Trailer	606	26.6%	12,135	12.8%	18,660	14.0%	145,474	8.3%	54,589	12.2%
Boat, RV, Van, etc.	6	0.3%	240	0.3%	658	0.5%	4,583	0.3%	2,093	0.5%
<b>2015 Est. Civ. Employed Pop 16+ by Occupation</b>										
	<b>1,828</b>		<b>90,255</b>		<b>120,611</b>		<b>1,823,381</b>		<b>409,292</b>	
Architect/Engineer	1	0.1%	669	0.7%	806	0.7%	38,760	2.1%	3,647	0.9%
Arts/Entertainment/Sports	10	0.5%	1,366	1.5%	1,817	1.5%	41,578	2.3%	7,824	1.9%
Building Grounds Maintenance	91	5.0%	3,770	4.2%	5,549	4.6%	71,322	3.9%	17,369	4.2%
Business/Financial Operations	43	2.4%	2,570	2.8%	3,621	3.0%	82,781	4.5%	14,081	3.4%
Community/Social Services	57	3.1%	2,084	2.3%	2,777	2.3%	34,707	1.9%	8,770	2.1%
Computer/Mathematical	22	1.2%	1,258	1.4%	1,630	1.4%	46,433	2.5%	6,841	1.7%
Construction/Extraction	68	3.7%	3,603	4.0%	5,274	4.4%	74,921	4.1%	17,724	4.3%
Education/Training/Library	74	4.0%	5,023	5.6%	6,735	5.6%	101,212	5.6%	23,113	5.6%
Farming/Fishing/Forestry	37	2.0%	1,297	1.4%	1,476	1.2%	34,025	1.9%	5,828	1.4%
Food Prep/Serving	176	9.6%	6,849	7.6%	8,403	7.0%	117,895	6.5%	29,113	7.1%
Health Practitioner/Technician	145	7.9%	5,644	6.3%	7,285	6.0%	93,258	5.1%	23,513	5.7%
Healthcare Support	51	2.8%	2,522	2.8%	3,519	2.9%	44,771	2.5%	11,807	2.9%
Maintenance Repair	37	2.0%	3,155	3.5%	4,169	3.5%	52,315	2.9%	13,383	3.3%
Legal	15	0.8%	907	1.0%	946	0.8%	18,730	1.0%	2,895	0.7%
Life/Physical/Social Science	4	0.2%	703	0.8%	989	0.8%	18,337	1.0%	4,203	1.0%
Management	221	12.1%	8,164	9.0%	10,332	8.6%	182,790	10.0%	36,963	9.0%
Office/Admin. Support	270	14.8%	12,361	13.7%	16,633	13.8%	242,876	13.3%	56,536	13.8%
Production	132	7.2%	6,022	6.7%	8,184	6.8%	109,067	6.0%	23,126	5.7%
Protective Services	29	1.6%	1,430	1.6%	2,008	1.7%	30,359	1.7%	7,368	1.8%
Sales/Related	167	9.1%	10,116	11.2%	13,607	11.3%	196,434	10.8%	45,765	11.2%
Personal Care/Service	107	5.9%	5,202	5.8%	7,151	5.9%	81,251	4.5%	23,776	5.8%
Transportation/Moving	71	3.9%	5,540	6.1%	7,700	6.4%	109,559	6.0%	25,647	6.3%

Source: The Nielsen Company.

## Jackson County QCEW Employment Trends (2001-14)

NAICS	Employment Sector	2014			Average Annual Growth 2001-14		
		# of Firms	# of Jobs	Avg Wage	# of Firms	# of Jobs	Avg Wage
	Total	6,725	79,760	\$38,005	1.5%	0.6%	2.6%
11, 21	Natural Resources & Mining	170	2,319	\$30,437	1.1%	-0.2%	1.6%
23	Construction	639	3,289	\$42,288	-0.3%	-0.8%	2.2%
31-33	Manufacturing	315	7,342	\$45,320	-0.5%	-0.4%	2.5%
42	Wholesale Trade	339	2,289	\$48,134	1.7%	0.6%	2.9%
44-45	Retail Trade	782	12,665	\$28,244	0.3%	-0.3%	1.7%
22, 48-49	Transportation, Warehousing & Utilities	183	2,962	\$45,356	1.2%	2.0%	2.2%
51	Information	123	1,343	\$48,127	0.9%	-2.3%	3.7%
52-53	Financial Activities	612	3,094	\$48,442	0.9%	0.5%	3.2%
54-56	Professional & Business Services	931	6,743	\$41,772	2.0%	0.5%	3.7%
61-62	Education & Health Services	770	13,964	\$46,069	2.9%	2.5%	3.1%
71-72	Leisure & Hospitality	703	9,876	\$17,504	1.7%	1.2%	2.8%
81	Other Services	922	3,030	\$25,009	3.9%	0.7%	2.3%
92	Government	225	10,835	\$45,999	5.2%	0.5%	2.1%
	Unclassified	4	8	\$9,287	-13.7%	-8.4%	-7.1%

Source: Oregon Employment Department (OED).

## Rogue Valley QCEW Employment Trends (2001-14)

NAICS	Employment Sector	2014			Average Annual Growth 2001-14		
		# of Firms	# of Jobs	Avg Wage	# of Firms	# of Jobs	Avg Wage
	Total	8,989	103,776	\$36,809	1.4%	0.6%	2.6%
11, 21	Natural Resources & Mining	215	2,749	\$31,306	0.6%	-0.6%	1.6%
23	Construction	845	4,053	\$40,584	-0.6%	-0.9%	2.2%
31-33	Manufacturing	428	10,057	\$43,436	-0.8%	-0.4%	2.4%
42	Wholesale Trade	413	3,201	\$46,306	1.5%	1.1%	3.0%
44-45	Retail Trade	1,058	16,378	\$27,687	0.1%	-0.2%	1.8%
22, 48-49	Transportation, Warehousing & Utilities	228	3,330	\$44,552	0.2%	1.3%	2.4%
51	Information	160	1,602	\$47,253	1.0%	-2.5%	3.4%
52-53	Financial Activities	807	4,144	\$46,493	1.0%	0.5%	3.3%
54-56	Professional & Business Services	1,211	8,782	\$39,838	1.9%	1.0%	3.4%
61-62	Education & Health Services	1,064	18,337	\$44,527	2.8%	2.5%	3.2%
71-72	Leisure & Hospitality	924	12,648	\$16,994	1.4%	1.2%	2.8%
81	Other Services	1,302	4,186	\$23,848	4.2%	0.9%	2.2%
92	Government	317	14,295	\$44,277	5.2%	1.0%	1.1%
	Unclassified	9	12	\$8,419	-9.9%	-32.2%	27.5%

Note: Rogue Valley is an economic region defined by OED as comprising Jackson and Josephine Counties.

Source: Oregon Employment Department (OED).

## Oregon QCEW Employment Trends (2001 -14)

NAICS	Employment Sector	2014			Average Annual Growth 2001-14		
		# of Firms	# of Jobs	Avg Wage	# of Firms	# of Jobs	Avg Wage
	Total	135,980	1,727,107	\$46,515	1.5%	0.6%	2.6%
11, 21	Natural Resources & Mining	3,945	50,958	\$31,313	0.7%	0.7%	2.6%
23	Construction	11,806	79,370	\$53,313	-0.9%	-0.1%	2.3%
31-33	Manufacturing	5,737	179,088	\$64,004	-0.4%	-1.4%	2.9%
42	Wholesale Trade	9,205	72,426	\$63,468	0.6%	-0.2%	2.3%
44-45	Retail Trade	13,376	195,978	\$27,997	0.2%	0.3%	1.7%
22, 48-49	Transportation, Warehousing & Utilities	3,370	54,475	\$47,509	0.3%	0.0%	2.3%
51	Information	2,688	32,102	\$70,784	1.6%	-1.6%	3.1%
52-53	Financial Activities	11,778	79,945	\$59,612	1.0%	-0.5%	3.2%
54-56	Professional & Business Services	22,529	218,846	\$60,575	2.4%	1.7%	3.8%
61-62	Education & Health Services	14,479	241,634	\$46,091	2.8%	2.6%	3.0%
71-72	Leisure & Hospitality	12,453	182,640	\$18,660	2.0%	1.6%	2.4%
81	Other Services	19,033	67,448	\$29,200	4.0%	1.1%	2.1%
92	Government	5,380	272,104	\$49,837	5.4%	0.5%	2.6%
	Unclassified	197	87	\$48,437	-9.1%	-15.7%	1.7%

Source: Oregon Employment Department.

## Eugene – Redding QCEW Employment Trends (2001 -14)

NAICS	Employment Sector	2014			Average Annual Growth 2001-14		
		# of Firms	# of Jobs	Avg Wage	# of Firms	# of Jobs	Avg Wage
	Total	31,083	355,586	\$38,085	0.8%	0.1%	2.5%
11, 21	Natural Resources & Mining	818	8,914	\$36,887	-1.4%	-0.4%	2.7%
23	Construction	2,541	13,347	\$44,114	-1.4%	-1.6%	2.2%
31-33	Manufacturing	1,254	30,276	\$47,154	-1.2%	-2.3%	2.5%
42	Wholesale Trade	1,256	11,494	\$48,129	0.7%	0.7%	2.6%
44-45	Retail Trade	3,368	50,263	\$27,171	-0.4%	0.1%	1.9%
22, 48-49	Transportation, Warehousing & Utilities	747	9,949	\$46,445	-0.8%	-0.6%	2.8%
51	Information	418	6,130	\$54,290	-0.3%	-1.7%	3.1%
52-53	Financial Activities	2,568	14,157	\$47,167	0.4%	-0.3%	3.5%
54-56	Professional & Business Services	3,813	34,532	\$39,314	1.0%	1.0%	2.9%
61-62	Education & Health Services	5,783	61,262	\$43,191	6.0%	2.1%	2.9%
71-72	Leisure & Hospitality	2,809	39,436	\$16,137	0.9%	0.8%	2.6%
81	Other Services	4,032	13,368	\$25,012	-0.5%	-0.4%	2.3%
92	Government	1,478	62,195	\$45,586	3.8%	0.2%	2.1%
	Unclassified	179	254	\$24,029	5.5%	-14.6%	24.7%

Note: Counties covered by this combined data set are Lane, Douglas, Josephine and Jackson in Oregon; Shasta and Siskiyou in California.

Sources: Oregon Employment Department (OED) and California Employment Development Department (EDD).

# APPENDIX C. ROGUE VALLEY SITES

As background information for this REOS, a preliminary inventory and review of planning and major site availability has been conducted for industrial and related employment lands. The matrix chart on the following pages provides results of this information drawn from review of publicly available documents – as provided or referenced by the City of Phoenix or other parties and based on an internet search by jurisdiction.

The inventory is organized by jurisdiction for the Rogue Valley region of Jackson and Josephine Counties – including jurisdictions in these two counties that may be located well away from the I-5 corridor. For each jurisdiction, the tabular chart provides information as available related to:

- Plan status – including references to comprehensive plan, EOA, RPS or other planning documents as appropriate
- Industrial land inventory – focused on known plan or inventory information especially for larger sites by community
- Large sites on freeway – as a more detailed focus on large sites situated in immediate proximity to an I-5 freeway
- RPS/URA sites targeted – summarizing RPS results, targeted to larger, I-5 oriented sites as pertinent
- Added comments

This inventory is preliminary and subject to revision in response to updated information including public-private land use and development planning.

## Rogue Valley Regional Industrial Lands Review (Preliminary)

Jurisdiction	Plan Status	Industrial Land Inventory	Large Sites on Freeway	RPS/URA Sites Targeted	Added Comments
<b>JACKSON COUNTY</b>					
<b>Unincorporated Jackson County</b>	1989 Comp Plan, Land Development Ordinance Amendments 2004	Zoning for Rural Limited Industrial, Light Industrial (LI), and General Industrial (GI), and Interchange Commercial (IC) With the exception of White City, industrial uses outside UGBs are generally limited to those requiring a rural location, includes pre-existing areas not annexed; potential LI sites just north of Phoenix, west of Colver Road and south of Stage Road	99 corridor has: a) LI sites between Medford & Phoenix (Stage Road area) w/no direct I-5 access (proposed as part of RPS for Phoenix URA inclusion); and b) GI sites on north side of Medford w/access via RV Mall (#30); Much of both areas are now designated as HI within the Medford UGB (per the adopted 2014 Comp Plan to just south of Stage Road). No sites w/direct I5 freeway access	Unincorporated Jackson County appears to be allocated approximately 1,750 employment acres (though this is not clearly documented in the Regional Plan) primarily focused in the White City industrial area	Added URAs envision eventual annexation of existing county-zoned industrial areas into the adjoining cities of Central Point, Medford, Phoenix and Talent; to the extent zoned industrial, these do not expand the net area of regional industrial land
<b>Incorporated Cities:</b>					
<b>Ashland</b>	2014 Comp Plan Update	Comp Plan indicates C+I need at 184 ac vs 31 ac zoned Commercial, 101 ac Employment, and 21 Manufacturing for 32 ac city deficit to be met from UGB Land deficit to be met with 66 vacant out of city, in-UGB ac between I5, RR, OR 66, Crowson Road plus 10 ac near Ashland St & I5	While area includes I5 interchange (#14) with Ashland St (OR 66), most vacant industrial land is south of railroad (RR) requiring more circuitous I5 access S Valley Road/I5 interchange (#19) provides entry to Ashland from north but is unincorporated, designated (south side) for Interchange Commercial (IC)	No residential or employment land is identified for Ashland with the RPS / Regional Plan process (though Ashland is part of the Greater Bear Creek Valley area evaluated)	Other than exit 14, there is no other I5 interchange within the Ashland UGB. S. Valley View Road (#19) has motels and fast food
<b>Butte Falls</b>	No Comp Plan or zoning information found on-line	No identified existing industrial uses	32 mi to I5 interchange	Not applicable as located outside the Greater Bear Valley regional plan area	

Jurisdiction	Plan Status	Industrial Land Inventory	Large Sites on Freeway	RPS/URA Sites Targeted	Added Comments
<b>Central Point</b>	2013 updated Economic Element of Comp Plan	54 ac net developable including one large site @ 17 ac and 11 small sites totaling 37 ac. 20 year demand is forecast to leave net shortfall of 34-38 industrial acres; UGB expansion into the CP-1B area is contingent on the county and city adopting an Interchange Area Management Plan (IAMP) for the Seven Oaks Interchange Area	Industrial sites are situated east of the freeway and directly accessible within less than 1 mile via Pine Street/I5 interchange (#33); largest property currently within the City limits is less than 20 ac	Allocated 521 ac for employment, with Tolo area of 442 ac (CP-1B) located 1-2 miles from the I-5 / 99 interchange (#33); most of this area is already zoned by Jackson County for industrial use	The City's Economic Element notes possible land pricing too high for large industrial users due to nearby commercial & airport proximity; much of the URA land is intensively farmed as an Area of Mutual Planning Concern
<b>Eagle Point</b>	2013 Comp Plan & Zoning map update	Limited industrial zoned land area situated @ west end of town, partially developed, located adjoining Walmart supercenter & grocery retail	12 mi to I5 interchange	Allocated 522 ac for employment with two industrial sites of >100 ac, but well removed from I5	
<b>Gold Hill</b>	No Comp Plan or zoning information found on-line	No significant industrial activity (limited to metal extrusion firm and paddle/oar manufacturer)	Located on I-5 interchange (#40); launch point for Rogue River Rafting	Not applicable due to locations outside the Greater Bear Valley regional plan area	No planning commission; current planning administration via City Manager plus RVCOG contract
<b>Jacksonville</b>	Draft EOA completed 2009	Calculated need for I+C sites is 17 ac over 20 years with inventory of 7.5 ac leaving shortfall of 7.5 ac within the Jacksonville UGB	Distance to I5 interchanges is 6-7 miles; there are no developable sites over 2 ac in size	Not applicable due to locations outside the Greater Bear Valley regional plan area	EOA focus is to support the National historic district, downtown, artisan district & tourism
<b>Medford</b>	2014 Comp Plan update including Economic Element based on 2008 EOA. Adopted high growth jobs scenario	Industrial (I) land generally in balance with demand but a commercial (C) deficit especially with office use for a combined deficit of 700+ gross acres of total C+I land	Medford has only two I-5 freeway interchanges (#s 27, 30) which are largely built-out with primarily commercial uses but also industrial use west of I-5 on the 99 corridor served by the Rogue Valley mall (#30) interchange	Allocated 1,356 ac for employment with one 413 ac site area (MD-5) situated proximate to I-5 (but further removed from Exit #24 than the PH-5 subject Phoenix area)	Inadequate capacity of transportation facilities noted by City Economic Element as a "significant constraint" to adequacy of employment lands

Jurisdiction	Plan Status	Industrial Land Inventory	Large Sites on Freeway	RPS/URA Sites Targeted	Added Comments
<b>Phoenix</b>	1998 Comp Plan with 1996 prepared Economic Element	1998 Plan element identified 54 ac as vacant, with just over 34 ac as buildable	Phoenix currently has no large undeveloped sites within the city limits adjacent to I5 Proposed PH-5 site area w/in less than 1 mile from Fern Valley/I5 interchange (#24)	Allocated 376 ac of added URA for employment, with 272 ac (PH-5) for employment proximate to Exit #24	Of current and prospective large (100+ acre sites), PH-5 is the best located to directly access the I5 freeway in the 2-county Rogue Valley region
<b>Rogue River</b>	2012 Zoning Map	Includes industrial zoned land, primarily a mill site partially utilized by Murphy Plywood	Industrial land south of Classick Drive within ½ mi of I5 interchange (#48), with primary site fronting on the freeway	Not applicable due to locations outside the Greater Bear Valley regional plan area	
<b>Shady Cove</b>	2004 Comp Plan with 2015 Draft for review	No industrial zoned land; some LI uses found on C zoned lands; 2015 Draft includes LI district w/50 acre area that may be considered for designation	20 mi to I5 interchange	Not applicable due to locations outside the Greater Bear Valley regional plan area	Lack of city-wide water system cited by EOA as negative for business development
<b>Talent</b>	Comp Plan updated 2015, includes 2000 amendment to the Economy Element	Economy Element to Comp Plan indicates 14.5 ac improved. Developable land @ 23.3 ac including 8.5 vacant, <1 underutilized, 14.0 in UGB	No industrial sites adjoining I5; LI property on Talent Avenue is over 1 mile from W Valley View/I5 interchange (#21); requires traversing residential city streets	Allocated 82 ac of employment land, but with only 31 ac for I+C use (and none directly proximate to the I5 interchange at Talent exit #21)	Comp Plan currently lacks cohesive economic development direction. Recent interest in larger scale industrial development provides the momentum for EOA updating in 2016.
<b>White City (unincorporated)</b>	Included with 1989 County Comp Plan, designated as urban unincorporated community boundary, 2003 Urban Unincorporated Community Plan	No detailed information available with this analysis	Industrial area served by Antelope Road, access to I-5 via Hwy 62 to RV mall interchange (mostly GI, some LI), from OR 62 west to Table Rock Rd; distance to I-5 from OR 62 and Antelope Road is 5.5 mi via 62 to RV Mall (#30) or 8 mi via Kirtland Rd (#35)	Jackson County's RPS allocation is focused on potential for reinvestment & industry expansion in the White City industrial area (but with no specific acreage numbers clearly indicated in the Greater Bear Creek Valley Regional Plan)	With 1998 creation of the White City Unincorporated Community Plan (WCUUB) boundary, White City was recognized by the State as an urban area which allows it to develop at urban densities and with urban uses, as adequate levels of public services and facilities are made available.

Jurisdiction	Plan Status	Industrial Land Inventory	Large Sites on Freeway	RPS/URA Sites Targeted	Added Comments
<b>JOSEPHINE COUNTY:</b>					
<b>Unincorporated Josephine County</b>	2005 Comp Plan update	Comp Plan policy to allocate sufficient land for “diversified commercial and industrial bases”, w/focus on County airport and I5 freeway sites with Community Industrial & Light Industrial zones (policies applicable thru 2005 only)	Grants Pass Airport is 1.5 mi from the Merlin Road/I5 interchange (#61), with some industrial sites located within less than 1 mi from the interchange	Not applicable	Limitation of new/expanded uses to buildings not over 10,000 sf floor area, except N Valley Industrial Park served by water/sewer. Underutilized industrial lands in the Merlin North Valley Community Boundary could provide served sites if the existing sewer system is replaced (as a County and City of Grants Pass priority).
<b>Incorporated Cities:</b>					
<b>Grants Pass</b>	2014 Grants Pass and Urbanizing Area Community Comprehensive Plan	Economic element identifies BLI of 154 ac industrial land supply vs need for 330 ac, resulting in 2013-33 UGB deficiency of 176ac; City opted for less UGB/Urban Reserve employment land than justified by the land needs analysis	Limited industrial with direct I5 access; primary areas are 0.5+ mi from the OR 199/Redwood Hwy interchange (#55) or 2.5+ mi from OR 99 interchange (#55) also requiring travel through the downtown commercial area except for Spalding Business Center of 120+ ac w/vacant land + buildings accessed from #55 exit (out of city limits w/part in UGB)	Not applicable	Sites w/good I5 access are constrained by topography, resource lands & rural industrial uses. Spalding Business Center industrial sites may be served with City of Grants Pass water & sewer
<b>Cave Junction</b>	1998 inter-governmental agreement plus Comp Plan & Zoning approves interim rural uses within the UGB	Intergovernmental agreement approves interim rural uses within the UGB	Vacant light industrial zoned land sites are at northern end of town, but 33 mi from I5 at 199 interchange in Grants Pass (#55)	Not applicable	On 199 scenic route to California coast, but well removed from population & labor force

Source: E. D. Hovee & Company, LLC from review of pertinent local jurisdiction comprehensive plan and zoning information as available via internet search together with review of RPS / Greater Bear Creek Valley Regional Plan documentation and Google Maps review of freeway-oriented sites, as of January 2016.

# APPENDIX D. I-5 FREEWAY SITES

A preliminary inventory of development at I-5 interchanges located in the six counties that compose the Eugene-Redding market area has been conducted. A total of 131 interchanges have been inventoried through this process, extending from Lane County, Oregon south through Shasta County, California.

The inventory is organized to begin with the northernmost I-5 interchange in Lane County and proceed south sequentially through the adjoining five counties – Douglas, Josephine, Jackson, Siskiyou and Shasta Counties. For each interchange, the tabular chart provides information as available related to:

- Exit number and direction (southbound or northbound)
- City or unincorporated county
- Description of current development at four quadrants within up to an approximately half-mile radius
- Added comments (regarding current or potential development)

Primary focus with this inventory has been given to sites within incorporated cities and/or urban growth boundaries – also including significant current or prospective rural area industrial sites located outside of a UGB. This inventory is preliminary and subject to revision based on added information received and/or changing conditions over time.

## Development at I-5 Interchange Sites from Lane County to Shasta County (Preliminary)

Exit	City/ County	Current Development (by Quadrant)				Comments
		NW	NE	SE	SW	
<b>OREGON INTERCHANGES</b>						
<b>199 SB/NB</b>	Coburg, Lane County	Agriculture, residential, industrial	Outside UGB	Commercial retail / services, recreation, rest outside UGB	Light industrial, commercial retail	<b>SE quadrant proposed for 106 ac industrial UGB expansion</b>
<b>195B SB</b>	Eugene	—	—	—	—	Connects to OR-569 W
<b>195A SB</b>	Eugene	—	—	—	—	Connects to OR-569 E
<b>195A NB</b>	Springfield	—	—	—	—	Connects to OR-569 W, provides access to <b>proposed North Gateway UGB expansion (east of I-5)</b>
<b>195B NB</b>	Springfield	ROW	Commercial lodging, business park	Retail commercial	ROW	Developed w/ retail, office, commercial & residential + provides access to <b>planned North Gateway UGB area</b>
<b>194B SB</b>	Eugene	—	—	—	—	Connects to OR-126 W
<b>194B NB</b>	Springfield	—	—	—	—	Connects to OR-126 W
<b>194A NB</b>	Springfield	—	—	—	—	Connects to OR-126 E
<b>192 NB</b>	Springfield	—	—	—	—	Connects to OR-126-BR W
<b>191 NB</b>	Springfield N, Eugene S, pockets of Lane County	Cemetery, business / industrial park	Business / industrial park	Commercial lodging, residential, park	Residential, park	Business / industrial park close to built out
<b>189 SB</b>	Lane County (outside UGB)	Sparse residential, vacant	Willamette River	No direct access, Willamette River	Commercial retail / service, sparse residential	Limited development possibilities dependent on zoning & infrastructure
<b>189 NB</b>	Lane County (outside UGB)	Commercial retail / service, sparse residential	Industrial, office	Industrial, commercial retail / service	Sparse residential, school, community college	Limited development possibilities dependent on zoning & infrastructure
<b>188 SB / 188B NB</b>	Lane County (Goshen)	Sparse residential, wooded, I-5 ROW	Vacant, industrial, commercial retail / service, residential	Industrial, commercial retail / service, residential	Industrial, commercial retail, vacant	<b>Outside UGB, substantial 316+ industrial area development potential as proposed by Lane County in 2012, subject to Goal 14 exception and community sewer</b>
<b>188A NB</b>	Lane County	No access	Recreation, residential	Residential	No access	Outside UGB, local access via I-5 to OR-58

Exit	City/ County	Current Development (by Quadrant)				Comments
		NW	NE	SE	SW	
186 SB/NB	Lane County (outside UGB)	—	—	—	—	Outside UGB with no significant development noted
182 SB/NB	Creswell, SE quadrant Lane County part in and out of UGB	Commercial retail / service, light industrial, residential	Commercial retail / lodging / service, light industrial, park, vacant, residential	Agriculture, residential, vacant	Commercial retail / lodging / service, light industrial, vacant	Limited development possibilities dependent on zoning & displacing ag
176 SB/NB	Lane County (Saginaw)	—	—	—	—	Outside UGB with no significant development noted
174 SB/NB	Cottage Grove, part of NE quadrant Lane County	Park, recreation	Hospital, museum, residential, golf course, airport	Commercial lodging / retail	Commercial lodging / retail, residential, park, church	No development opportunity
172 SB	Lane County (Latham), part of NE quadrant in UGB	Fishbird Lake Reservoir, residential	Residential, church, I-5 ROW	I-5 ROW	Fishbird Lake Reservoir	Limited or no development opportunity inside UGB, rest outside UGB
170 SB/NB	Lane County	—	—	—	—	Outside UGB, no significant development noted
163 SB/NB	Douglas County (Curtin)	Commercial retail, park	Commercial retail, sparse residential, vacant, I-5 ROW	Commercial lodging / retail, sparse residential, vacant	Vacant, commercial retail, recreation	Outside UGB, limited development possibilities dependent on zoning & infrastructure
162 SB/NB	Douglas County	—	—	—	—	Connects to OR-38 W
161 NB	Douglas County	—	—	—	—	Outside UGB, no significant development noted
160 SB/NB	Douglas County	—	—	—	—	Outside UGB, no significant development noted
159 SB/NB	Douglas County	—	—	—	—	Outside UGB, no significant development noted
154 SB/NB	Douglas County	—	—	—	—	Outside UGB, no significant development noted
150 SB/NB	Douglas County	—	—	—	—	Outside UGB, no significant development noted
148 SB/NB	Douglas County	Sparse residential, vacant, Weaver Reservoir	Commercial retail, recreation, vacant	Commercial lodging / retail, sparse residential, vacant	Commercial lodging / retail, sparse residential, vacant	Outside UGB, limited development possibilities dependent on zoning & infrastructure
146 SB/NB	Douglas County (	—	—	—	—	Outside UGB, no significant development noted

Exit	City/ County	Current Development (by Quadrant)				Comments
		NW	NE	SE	SW	
142 SB/NB	Douglas County	—	—	—	—	Outside UGB, no significant development noted
140 SB/NB	Douglas County	—	—	—	—	Outside UGB, no significant development noted
138 NB	Douglas County	—	—	—	—	Outside UGB, no significant development noted
136 SB/NB	Sutherlin	Commercial retail / service, golf course, vacant	Commercial retail / lodging / service, residential, church, vacant	Commercial lodging / retail, residential	Commercial retail, light industrial, church, vacant	Limited or no development opportunity @ interchange, <b>Stearns Lane 130 ac @ 3 mi from interchange</b>
135 SB/NB	Sutherlin	Outside UGB	Industrial, commercial service, agriculture, vacant	Commercial service, agriculture, rest outside UGB	Outside UGB	Limited development possibilities dependent on zoning & displacing ag
129 SB/NB	Douglas County	Industrial / forestry – <b>Back Nine site w/140 ac industrial</b>	Government facilities, rest outside UGB	Residential, North Umpqua River	Industrial / forestry, commercial service, rest outside UGB	<b>Back Nine site with 140 ac w/utilities and in enterprise zone</b>
127 SB/NB	Roseburg	Residential, commercial retail, rest outside UGB	Commercial retail, residential, vacant	Commercial lodging / retail, airport, residential	Residential, hospital, rest outside UGB	Limited or no development opportunity
125 SB/NB	Roseburg	Commercial lodging / retail, park	Commercial lodging / retail, residential	Commercial lodging / retail, residential, airport	Commercial retail, hospital, golf course	Limited or no development opportunity
124 SB/NB	Roseburg	Commercial retail, residential	School, commercial retail, residential	Commercial lodging, S Umpqua River, residential	Commercial retail, residential, school, rest outside UGB	Limited or no development opportunity
123 SB/NB	Douglas County	Residential, rest outside UGB	Residential, S Umpqua River	Fairgrounds, S Umpqua River	Residential, rest outside UGB	Limited or no development opportunity
121 SB	Douglas County	Roseburg Landfill	S Umpqua River, I-5 ROW	S Umpqua River	Residential, vacant	Outside UGB, limited or no development opportunity
121 NB	Douglas County	No access	S Umpqua River	Residential	No access	Outside UGB, limited/no development potential
120 SB/NB	Douglas County	Government, industrial, residential, S Umpqua River	Vacant	No direct access	Industrial / forestry, residential	Limited development possibilities dependent on zoning & infrastructure

Exit	City/ County	Current Development (by Quadrant)				Comments
		NW	NE	SE	SW	
<b>119 SB/NB</b>	Douglas County	Commercial retail, industrial, residential	Commercial retail, more than ½ mi to <b>23-ac Oak Creek Industrial Park on Ingram Drive</b>	Agriculture	Industrial, commercial retail, residential	Connects to OR-42, more than ½ mi to <b>23-ac Oak Creek Industrial Park on Ingram Drive</b>
<b>113 SB/NB</b>	Douglas County	Warehouse, vacant, sparse residential	Sparse residential	Sparse residential	Commercial lodging / retail, sparse residential	Outside UGB, limited development possibilities dependent on zoning & infrastructure
<b>112 SB/NB</b>	Douglas County	S Umpqua River, agriculture	S Umpqua River	Recreation	Sparse residential	Outside UGB, connects to OR-99
<b>110 SB/NB</b>	Douglas County	Sparse residential	S Umpqua River	S Umpqua River	Industrial, sparse residential	Outside UGB, limited development possibilities dependent on zoning & infrastructure
<b>108 SB/NB</b>	Myrtle Creek	Outside UGB, <b>site of 50 ac South Umpqua Valley Industrial Park</b>	Sparse residential, commercial lodging / retail, vacant	Residential, commercial retail, park	Outside UGB	Limited development potential due to access & topography except for <b>50-ac South Umpqua Valley Industrial Park</b>
<b>106 NB/SB</b>	Douglas County (Weaver)	Outside UGB	Agriculture, residential, commercial retail, government	Agriculture, residential, recreation, airport, commercial lodging	Outside UGB	Limited development opportunity in UGB
<b>103 SB/NB</b>	Douglas County (Tri-City)	Industrial, vacant	Commercial retail / service, residential, church, industrial	Commercial retail / service, residential, church	Commercial retail, rest outside UGB	Development possibility dependent on zoning & site size in NW quadrant
<b>102 SB/NB</b>	Douglas County	—	—	—	—	Outside UGB, no significant development noted
<b>101 SB/NB</b>	Douglas County	S Umpqua River, industrial, residential	Cemetery, industrial / forestry, agriculture, S Umpqua River	Sparse residential	Sparse residential	Outside UGB, limited development possibilities dependent on zoning & infrastructure
<b>99 SB/NB</b>	Douglas County, Canyonville	Reservation, commercial retail, recreation	Reservation, commercial lodging / retail, casino	Cemetery, residential, commercial retail	Reservation, recreation, rest outside UGB	Limited or no development opportunity

Exit	City/ County	Current Development (by Quadrant)				Comments
		NW	NE	SE	SW	
98 SB/NB	Canyonville	Commercial retail / service, residential, rest outside UGB	Schools, government, commercial retail, residential	Commercial retail / service, residential	Residential, rest outside UGB	Limited or no development opportunity
95 SB/NB	Douglas County	—	—	—	—	Outside UGB, no significant development noted
88 SB/NB	Douglas County (Azalea, outside UGB)	—	—	—	—	Outside UGB, no significant development noted
86 SB/NB	Douglas County	—	—	—	—	Outside UGB, no significant development noted
80 SB/NB	Douglas County	—	—	—	—	Outside UGB, no significant development noted
78 SB	Josephine County	—	—	—	—	Outside UGB, no significant development noted
76 SB/NB	Josephine County	—	—	—	—	Outside UGB, no significant development noted
71 SB/NB	Josephine County	—	—	—	—	Outside UGB, no significant development noted
66 SB/NB	Josephine County	—	—	—	—	Outside UGB, no significant development noted
61 SB/NB	Josephine County	Commercial retail, residential, <b>Merlin industrial area</b>	Commercial retail, residential	Residential	Sparse residential	Outside UGB, <b>development potential dependent on zoning &amp; infrastructure improvements, including need for an area-wide sewer system to be created</b>
58 SB/NB	Grants Pass	I-5 ROW, vacant, rest outside UGB	Industrial, residential, vacant	Commercial retail / lodging / service, vacant, recreation	Commercial retail / lodging / service, industrial, vacant, residential	Limited or no development opportunity
55 SB/NB	Grants Pass	Outside UGB	Outside UGB	Commercial retail, vacant, industrial	Commercial lodging / retail, residential w/industrial outside UGB	<b>120 ac Spalding Commerce Park outside UGB in SW quadrant, w/City water/sewer available</b>
48 SB/NB	Rogue River	Commercial retail / service, residential, school, park	Commercial retail / service, residential	Commercial retail / service, residential, industrial, vacant, I-5 ROW	Commercial lodging / retail, office, industrial, recreation, residential, rest outside UGB	SE quadrant has industrial land on mill site partially utilized by Murphy Plywood
45B SB/NB	Jackson County	—	—	—	—	Outside UGB, no significant development noted

Exit	City/ County	Current Development (by Quadrant)				Comments
		NW	NE	SE	SW	
45A SB/NB	Jackson County	Residential, commercial lodging / retail	Residential, vacant hills	Residential, commercial retail, vacant hills	Rogue River, I-5 ROW	Outside UGB, limited development possibilities dependent on zoning & infrastructure
43 SB/NB	Jackson County	Commercial lodging / service, residential, Rogue River	Rogue River, I-5 ROW	Vacant hills	Light industrial, vacant hills	Outside UGB, limited development possibilities dependent on zoning & infrastructure
40 SB/NB	Jackson County, Gold Hill	Commercial retail / service, residential, out of UGB east & south of Rogue River	Outside UGB	Outside UGB	Outside UGB	No significant development, limited or no development opportunity
35 SB/NB	Jackson County	Commercial retail, agriculture, residential	Agriculture, residential	Agriculture, residential	Industrial, agriculture, residential	Outside UGB, limited development possibilities dependent on zoning & infrastructure
33 SB/NB	Central Point	Commercial retail / service, school, park, residential, <b>industrial land</b>	Fairgrounds / expo, vacant, residential	Commercial retail / lodging / service, office, light industrial, vacant	Commercial retail/svc, government & residential	<b>441 ac Tolo employment area out of UGB, accessible &lt; 1 mile, possible high cost as added URA (CP-1B) @ NW quadrant</b>
30 SB/NB	Medford	Commercial retail / lodging / service, office, residential	Commercial retail / lodging / service, light industrial	Commercial retail / lodging / service, government, residential, school	Commercial retail / service	Industrial lands west of I-5 on 99 corridor approx. 0.5+ mi from heavily traveled Rogue Valley Mall interchange
27 SB/NB	Medford	Commercial retail / lodging / service, industrial, vacant	Commercial retail / lodging / service, recreation, residential, church	Commercial retail / lodging / service, government, residential, park, vacant	Industrial, commercial retail / service, office, recreation, residential, vacant	Area primarily commercial, limited large site industrial potential
24 SB/NB	Phoenix	Commercial retail, residential	Commercial retail, agriculture currently w/ proposed PH-5 area	Commercial retail / lodging / service, residential	Commercial retail / lodging / service, park, residential	<b>272 ac identified by RPS process for employment use with PH-5 area directly proximate to I-5, NE quadrant; this interchange would also provide most immediate access for Medford MD-5 URA with 413 ac preliminarily targeted for employment use</b>
21 SB/NB	Jackson County (adjoining Talent)	Recreation, commercial retail, residential	Outside UGB	Outside UGB	Commercial retail, park, residential	Interchange is unincorporated, no industrial sites adjoining I-5

Exit	City/ County	Current Development (by Quadrant)				Comments
		NW	NE	SE	SW	
19 SB/NB	Jackson County (outside UGB)	Residential, vacant	Residential, vacant	Commercial lodging, agriculture, vacant	Commercial lodging / retail, residential, vacant	Limited development possibilities dependent on zoning & infrastructure
14 SB/NB	Ashland	Commercial retail, parks, government & residential	Commercial lodging, industrial, residential, vacant	Commercial lodging / retail, light industrial, residential	Commercial lodging / retail / office, government, residential	Most vacant industrial land is not directly accessed by I-5, circuitous access to SW quadrant industrial
11 SB/NB	Jackson County	—	—	—	—	Outside UGB, no significant development noted
6 SB/NB	Jackson County	Vacant wooded	Commercial lodging / retail	Warehouse	Vacant wooded	Limited development possibilities dependent on zoning & infrastructure
1 NB	Jackson County	—	—	—	—	Outside UGB, no significant development noted
<b>CALIFORNIA INTERCHANGES</b>						
796 SB/NB	Siskiyou County	—	—	—	—	No significant development noted
793 SB/NB	Siskiyou County	—	—	—	—	No significant development noted
790 SB/NB	Hornbrook	Outside city	Outside city	Recreation, vacant, government	Outside city	Development opportunities dependent on zoning & infrastructure
789 SB/NB	Hornbrook	Outside city	Sparse residential, agriculture, vacant	Outside city	Outside city	Development opportunities dependent on zoning & infrastructure
786 SB/NB	Siskiyou County					No significant development noted
776 SB/NB	Yreka	Commercial lodging / retail, office, school, residential, industrial, vacant	Sparse residential, vacant	Commercial lodging / retail, recreation, residential	Commercial retail / service, residential	Development opportunities dependent on zoning & infrastructure
775 SB/NB	Yreka	Commercial retail / lodging / service, residential	Commercial lodging / retail, recreation, residential, vacant	Industrial, office, government, vacant	Commercial retail / service, government, industrial & residential	Development opportunities dependent on zoning & infrastructure
773 SB/NB	Yreka	Commercial lodging / retail, government, office, college, industrial, vacant	Fairgrounds, corrections center	Fairgrounds, government, commercial service, rest outside city	Commercial lodging / retail, government, vacant	Development opportunities dependent on zoning & infrastructure

Exit	City/ County	Current Development (by Quadrant)				Comments
		NW	NE	SE	SW	
<b>770 SB/NB</b>	Siskiyou County	Residential, vacant	Residential, vacant	Commercial retail, residential, vacant	Residential, vacant	Development opportunities dependent on zoning & infrastructure
<b>766 SB/NB</b>	Grenada	Outside city	Outside city	Commercial retail /service, recreation, vacant, school	Outside city	Development opportunities dependent on zoning & infrastructure
<b>759 SB/NB</b>	Siskiyou County					No significant development noted
<b>753 SB/NB</b>	Siskiyou County	Rest area, vacant, residential	Airport, rest area, vacant	Vacant	Vacant	Development opportunities dependent on zoning & infrastructure
<b>751 SB/NB</b>	Siskiyou County	—	—	—	—	No significant development noted
<b>748 SB/NB</b>	Weed	I-5 ROW, golf, railroad, rest outside city	Commercial lodging / retail, railroad, vacant	Vacant, rest outside city	Vacant	Development opportunities dependent on zoning & infrastructure
<b>747 SB/NB</b>	Weed	Residential, I-5 ROW	Commercial lodging / retail, residential, vacant	No direct access	Commercial retail, light industrial, residential, college	Development opportunities dependent on zoning & infrastructure
<b>745 SB/NB</b>	Weed	Vacant	Commercial lodging / retail, recreation	Commercial retail, vacant	Vacant, rest outside city	Development opportunities dependent on zoning & infrastructure
<b>743 SB/NB</b>	Siskiyou County	Residential, vacant	Warehouse, vacant	Commercial retail, vacant	Residential, vacant	Development opportunities dependent on zoning & infrastructure
<b>741 SB/NB</b>	Mt. Shasta, Siskiyou County	Residential, vacant, outside city	Commercial retail, industrial / quarry, vacant, rest outside city	Commercial, vacant	Commercial retail, vacant, residential, outside city	Development opportunities dependent on zoning & infrastructure
<b>740 SB</b>	Mt. Shasta, Siskiyou County	No direct access, outside city	Vacant hills, rest outside city	Park, church, industrial	No direct access, outside city	Development opportunities dependent on zoning & infrastructure
<b>738 SB/NB</b>	Mt. Shasta, Siskiyou County	Government, vacant, museum, residential	Commercial retail / services, government, residential	Commercial retail / lodging / services, residential	Vacant, outside city	Development opportunities dependent on zoning & infrastructure
<b>736/737 SB/NB</b>	Siskiyou County	No direct access	Commercial retail / lodging / service, school	Residential	No direct access	Connects to CA-89, development opportunities dependent on zoning & infrastructure
<b>734 SB/NB</b>	Siskiyou County	Industrial, vacant hills	Airport, vacant	Vacant, sparse residential	Vacant hills	Development opportunities dependent on zoning & infrastructure

Exit	City/ County	Current Development (by Quadrant)				Comments
		NW	NE	SE	SW	
<b>732 SB/NB</b>	Dunsmuir, Siskiyou County	Industrial, vacant hills, Sacramento River	Commercial lodging / retail, residential, vacant hills	Residential, vacant	Residential, commercial lodging, Sacramento River	Limited development opportunities dependent on zoning & infrastructure
<b>730 SB</b>	Dunsmuir, Siskiyou County	Commercial lodging / retail, residential, park, Sacramento River	Indirect access, residential	No direct access	Residential, Sacramento River	Limited development opportunities dependent on zoning & infrastructure
<b>730 NB</b>	Dunsmuir, Siskiyou County	Vacant, Sacramento River	Residential, Sacramento River	Commercial lodging / retail, residential, park, Sacramento River	No direct access	Limited development opportunities dependent on zoning & infrastructure
<b>729 SB/NB</b>	Siskiyou County	No direct access	Commercial retail / lodging / service, railroad, Sacramento River	Vacant, railroad, Sacramento River	No direct access	Limited development opportunities dependent on zoning & infrastructure
<b>728 SB/NB</b>	Shasta County	Commercial lodging, vacant hills, residential	Residential, utility, railroad, Sacramento River	Residential, utility, Sacramento River	No direct access	Limited development opportunities dependent on zoning & infrastructure
<b>727 NB</b>	Shasta County	—	—	—	—	No significant development noted
<b>726 SB/NB</b>	Shasta County	—	—	—	—	No significant development noted
<b>724 SB/NB</b>	Shasta County	—	—	—	—	No significant development noted
<b>723 SB/NB</b>	Shasta County	—	—	—	—	No significant development noted
<b>721 SB/NB</b>	Shasta County	—	—	—	—	No significant development noted
<b>720 SB/NB</b>	Shasta County	—	—	—	—	No significant development noted
<b>718 SB/NB</b>	Shasta County	—	—	—	—	No significant development noted
<b>714 SB/NB</b>	Shasta County	—	—	—	—	No significant development noted
<b>712 SB/NB</b>	Shasta County	—	—	—	—	No significant development noted
<b>710 SB/NB</b>	Shasta County	—	—	—	—	No significant development noted
<b>707 SB/NB</b>	Shasta County	—	—	—	—	No significant development noted
<b>704 SB/NB</b>	Pollock, Lakehead	—	—	—	—	No significant development noted

Exit	City/ County	Current Development (by Quadrant)				Comments
		NW	NE	SE	SW	
702 SB/NB	Lakehead, Antlers	Industrial / warehouse, vacant wooded	Recreation, vacant wooded	Commercial retail / service, residential, vacant wooded	Residential, vacant wooded	Limited development opportunities dependent on zoning & infrastructure
698 SB/NB	Shasta County	—	—	—	—	No significant development noted
695 SB/NB	Shasta County	—	—	—	—	No significant development noted
692 SB/NB	Shasta County	—	—	—	—	No significant development noted
690 SB/NB	Shasta County	—	—	—	—	No significant development noted
689 SB/NB	Shasta County	Industrial, church, vacant wooded	Residential, vacant wooded	Commercial retail / service, vacant, recreation, residential	Residential, recreation, vacant wooded	Limited development opportunities dependent on zoning & infrastructure
687 SB/NB	Shasta County, Shasta Lake	Commercial service, office, residential, vacant wooded	Commercial retail / service, residential, vacant wooded	Visitor center, recreation, vacant, residential	Vacant wooded in Shasta Lake	Limited development opportunities dependent on zoning & infrastructure
685 SB/NB	Shasta Lake, Shasta County	Commercial lodging / retail, school, residential	No direct access	No direct access	Commercial retail, residential	Limited development opportunity
684 SB/NB	Shasta Lake	Commercial service, vacant, residential	Residential, government, vacant	Residential, commercial retail, vacant	Commercial retail, vacant, residential	Development opportunities dependent on zoning & infrastructure, <b>access to 50 ac Gateway Industrial Park (2 mi from freeway)</b>
682 SB/NB	Shasta Lake, Shasta County	Commercial retail / service, vacant, residential	Vacant, residential	Commercial retail / service, vacant, residential	Commercial retail / service, vacant, residential	Development opportunities dependent on zoning & infrastructure
681B SB	Redding	Commercial lodging, industrial / business park	No direct access	No direct access	Commercial retail / lodging / service, industrial / business park	Possible development opportunity
681A SB / 681 NB	Redding	Commercial retail / lodging / service, industrial / business park	Commercial lodging, residential	Commercial service, residential	Commercial retail / service, residential, church	Possible development opportunity
680 SB/NB	Redding	—	—	—	—	Connects to CA-299
678B SB	Redding	—	—	—	—	Connects to CA-44W

Exit	City/ County	Current Development (by Quadrant)				Comments
		NW	NE	SE	SW	
678A SB	Redding	—	—	—	—	Connects to CA-44E
678 NB	Redding	No direct access	Commercial retail / service	Commercial retail / lodging / service, residential	No direct access	Limited or no development opportunity
677 SB/NB	Redding	Commercial retail / lodging, business park	Commercial retail / service	Commercial retail / service, school, residential	Commercial retail / lodging, business park, residential	Limited or no development opportunity
675 SB/NB	Redding, Shasta County	Office, vacant wooded, residential	Commercial retail / service, residential	Commercial lodging / service, industrial outside city	Commercial retail / lodging, office, residential, Sacramento River	Possible development opportunity, <b>1 of 2 I-5 freeway accesses to 700 ac Stillwater Business Park</b>
673 SB/NB	Shasta County	Commercial service, residential, agric	Agriculture, residential	Commercial retail / service, school, residential, agric	Residential, vacant, Sacramento River	Development opportunities dependent on zoning & infrastructure, <b>access 700 ac Stillwater Business Park (4 mi from I-5 interchange)</b>
670 SB/NB	Anderson, Shasta County	Residential, agriculture, Sacramento River	Vacant, commercial lodging, church, residential, Sacramento River	Vacant, church, agriculture, commercial service, residential	Residential, vacant, church, commercial retail	Development opportunities dependent on zoning & infrastructure
668 SB/NB	Anderson	Residential, commercial retail, government, school, vacant	Commercial retail, residential, vacant	Commercial retail / lodging / service, office, school, residential, vacant	Commercial retail / service, residential	Development opportunities dependent on zoning & infrastructure
667 SB/NB	Anderson, Shasta County	Commercial retail / lodging, school, residential	Office in city, industrial, church, vacant & residential outside city	Industrial & vacant outside of city	Commercial retail, residential, vacant	Development opportunities dependent on zoning & infrastructure
665 SB	Cottonwood	No direct access	Commercial retail / lodging, office, industrial, vacant	Residential, recreation, commercial retail / service, vacant	No direct access	Development opportunities dependent on zoning & infrastructure
664 SB/NB	Cottonwood	Commercial retail, residential, vacant	Commercial retail / service, vacant, industrial, residential	Residential, commercial retail, vacant	Commercial retail / service, school, vacant	Development opportunities dependent on zoning & infrastructure

Source: E. D. Hovee & Company, LLC from review of U.S. Census Bureau GIS data, Esri and Google Map.