



Oakridge Industrial Park Marketing

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OAKRIDGE

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OREGON CONSULTING GROUP | LUNDQUIST COLLEGE OF BUSINESS



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James Cleavenger, Oakridge City Administrator

Rick Zylstra, Oakridge Community Development Director

Jude Anderson, Oakridge RAIN Catalyst

Nat Andreini, Keller Williams Government Services

Josh Cooley, Keller Williams Realty

This report represents original student work and recommendations prepared by students in the University of Oregon's Sustainable City Year Program for the City of Oakridge. Text and images contained in this report may not be used without permission from the University of Oregon.

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About SCI

The Sustainable Cities Institute (SCI) is an applied think tank focusing on sustainability and cities through applied research, teaching, and community partnerships. We work across disciplines that match the complexity of cities to address sustainability challenges, from regional planning to building design and from enhancing engagement of diverse communities to understanding the impacts on municipal budgets from disruptive technologies and many issues in between.

SCI focuses on sustainability-based research and teaching opportunities through two primary efforts:

1. Our Sustainable City Year Program (SCYP), a massively scaled university-community partnership program that matches the resources of the University with one Oregon community each year to help advance that community's sustainability goals; and

2. Our Urbanism Next Center, which focuses on how autonomous vehicles, e-commerce, and the sharing economy will impact the form and function of cities.

In all cases, we share our expertise and experiences with scholars, policymakers, community leaders, and project partners. We further extend our impact via an annual Expert-in-Residence Program, SCI China visiting scholars program, study abroad course on redesigning cities for people on bicycle, and through our co-leadership of the Educational Partnerships for Innovation in Communities Network (EPIC-N), which is transferring SCYP to universities and communities across the globe. Our work connects student passion, faculty experience, and community needs to produce innovative, tangible solutions for the creation of a sustainable society.

About SCYP

The Sustainable City Year Program (SCYP) is a yearlong partnership between SCI and a partner in Oregon, in which students and faculty in courses from across the university collaborate with a public entity on sustainability and livability projects. SCYP faculty and students work in collaboration with staff from the partner agency through a variety of studio projects and service-learning courses to provide students with real-world projects to investigate. Students bring energy, enthusiasm, and innovative approaches

to difficult, persistent problems. SCYP's primary value derives from collaborations that result in on-the-ground impact and expanded conversations for a community ready to transition to a more sustainable and livable future.

Community partnerships are possible in part due to support from U.S. Senators Ron Wyden and Jeff Merkley, as well as former Congressman Peter DeFazio, who secured federal funding for SCYP through Congressionally Directed Spending.

About City of Oakridge

The City of Oakridge, Oregon, is a vibrant community nestled in the foothills of the Western Cascade Mountains, with a population of approximately 3,500 residents within city limits (nearly 5,000 when including nearby Westfir and surrounding areas). Surrounded by the extensive Willamette National Forest, the city provides ample opportunities for activities such as hiking and mountain biking, with nearly 500 miles of trails and five rivers in its vicinity. Oakridge's elevation (1,200-1,700 ft.) results in a favorable climate, characterized by over 300 sunny days annually, while avoiding the fog of the valley and the heavy snowfalls of higher elevations.



Governed by a council-manager system since 1972, Oakridge residents benefit from a robust and supportive municipal administration. The City offers a comprehensive range of services, including street maintenance, water, wastewater, and park utilities, as well as police, fire, and emergency

medical services. Additional municipal services include library access, economic development, planning and zoning, and general administrative support. Funding for city operations is derived from property taxes, franchise fees, and other revenue sources, with special projects financed through grants and loans.

In the past decade, Oakridge has secured nearly \$11 million in grants and loans for community projects and maintains an annual budget of approximately \$10 million.

The citizens of Oakridge cherish their history and cultural heritage, celebrating it through a variety of events and activities throughout the year. The long-standing Tree Planting Festival pays homage to Oakridge's timber town roots, while the Concerts in the Park series offers free performances at the Banner Bank Amphitheater in Greenwaters Park. Additionally, Oakridge features four art galleries, three nearby hot springs, and is conveniently located just 25 miles from Willamette Pass Ski Resort. The Eugene-Springfield metropolitan area, approximately 35 miles away, further enriches the community's cultural

offerings with its vibrant arts scene, including music, theater, and access to the University of Oregon.

The City of Oakridge is committed to fostering a safe, livable, and sustainable environment for its residents while promoting economic development and community engagement. As part of its ongoing planning initiatives, Oakridge is exploring various strategies to enhance its sustainability and growth, ensuring that the community continues to thrive for generations to come. The partnership between the Sustainable City Year Program and the City of Oakridge is supported by local stakeholders, enabling University of Oregon students and faculty to collaborate on projects and provide recommendations to address city-identified challenges and opportunities.

Course Participants

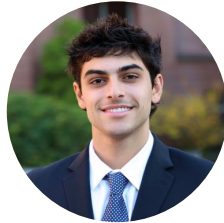
THE OREGON CONSULTING GROUP TEAM (Undergraduate Students)



Nick Batchelder, Consultant
Accounting, Finance, and Economics



Dayton Walker, Consultant
Accounting and Economics



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Business Administration



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Physics



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Riley Bader, Project Lead
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Course Description

OREGON CONSULTING GROUP

The Oregon Consulting Group (OCG) is a professionally managed, student-run consulting organization housed in the Lundquist College of Business at the University of Oregon. Founded in 2014, OCG provides student consultants with the opportunity to gain a mastery of their classroom studies through intensive experiential learning.

OCG serves companies and nonprofits on a wide range of consulting projects, operating under the guidance of a faculty advisor and drawing on the expertise of University of Oregon faculty and research resources to provide clients with a professional deliverable from student consulting teams. OCG works with clients to deliver high-quality research, analysis, insights, strategies, and business plans. OCG prides itself on its value proposition of delivering exceptional value for clients and transformative experiences for students.



Executive Summary

The City of Oakridge acquired the Oakridge Industrial Park (OIP) in the mid-1990s and still owns 13 parcels that are available for sale or lease. The City would like to develop a strategic marketing program for the OIP, leveraging industrial and commercial market trends to target specific industrial sectors. SCYP partnered with the Oregon Consulting Group (OCG) to analyze targeted industry data and recommend measures to attract industry more effectively for parcels zoned Heavy Industrial, Light Industrial, or Mixed Use.

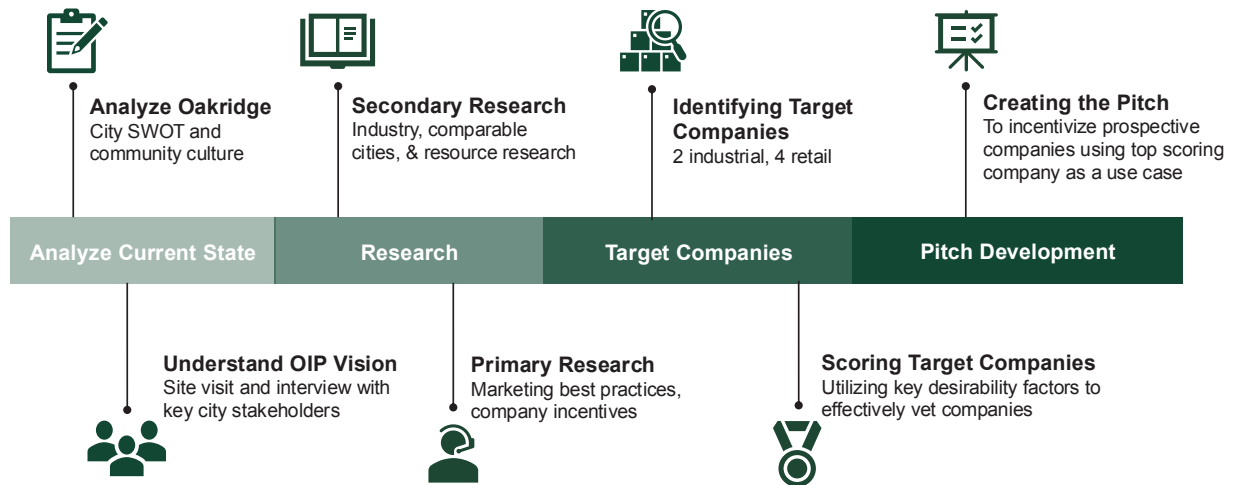
Students sought to answer the research question: **How can the City of Oakridge**

most effectively incentivize companies to expand into its industrial park to incite long-term economic growth? Students then worked in four stages to analyze the current state, conduct primary and secondary research, identify retail and industrial target companies, and create a pitch for recruitment. The following final report outlines student's findings to include three key deliverables: a list of six companies for the OIP to target, a scoring system that ranked said companies and is adaptable for future use, and a flexible pitch deck and strategic marketing plan for the City of Oakridge to utilize moving forward.

Project Overview

The Oregon Consulting Group is a student-run, professionally managed consultancy housed in the University of Oregon Lundquist College of Business. There are over 30 members from 10+ disciplines who work on 10-week engagements with paying clients ranging from small businesses and non-profits to fortune 500 companies. Largely, services include different types of strategy analysis.

DEVELOPMENT METHODOLOGY



Above are the four key stages Oregon Consulting Group students conducted over ten weeks working with the City of Oakridge. Their work led to the development of three key deliverables:

1. A list of six companies for the OIP to target.
2. A scoring system that ranked said companies and is adaptable for future use.
3. A flexible pitch deck and marketing strategic plan for the City of Oakridge to utilize going forward.

Secondary Research: The Current State

OAKRIDGE AT A GLANCE



Oakridge Economic History

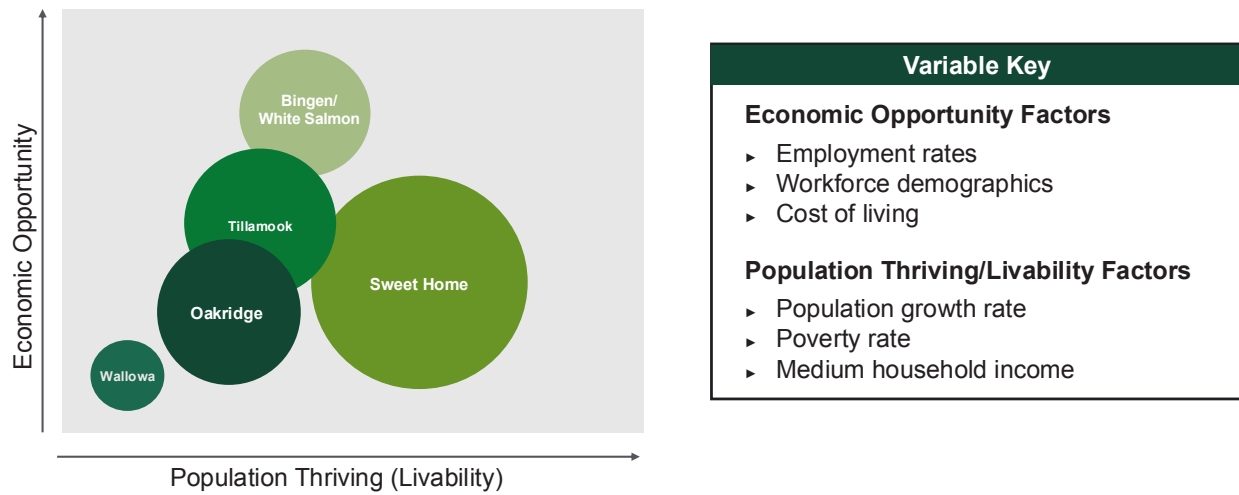
- ▶ Driven by mills, Oakridge's economy was thriving in the 70s and 80s before a mass closing in the 90s, raising questions about maintaining economic sustainability.
- ▶ Since then, Oakridge has been developing and is ready to pivot into new industries.

Key Strengths Moving Forward

- ▶ Low cost of land compared to other cities
- ▶ Located along Highway 58 and close to larger economic hubs
- ▶ Natural surroundings provide scenic lifestyle offerings for residents

Based on historical and contextual research into Oakridge, students identified key strengths to highlight for the development of the OIP's pitch.

OAKRIDGE: STRATEGIC GROUP MAP COMPARITIVE ANALYSIS



This map shows the positioning of Oakridge among a few comparable cities, where bubble size is based on official city population size. Background research into each city and its Industrial Park(s), if any, helped inform target company research and can be referenced in the appendix.

Primary Research: Marketing Strategy Insights

BUSINESS OREGON OUTREACH



Marketing Insights



Expertise Attracting Businesses



Connected to Key Resources

Students reached out to Business Oregon administrators whose expertise in state grants, loans, and other incentives particularly for rural communities to development economically helped informed both the pitch/marketing strategy and the scoring process for target companies.

KEY TAKEAWAYS FROM BUSINESS OREGON INTERVIEWS



Oregon Consulting Group’s key takeaways from Business Oregon professionals and Oakridge Economic Development Advisory Committee (OEDAC) members, who students spoke with in detail for one of their chamber meetings, revolved around Oakridge benefits and recommendations for how to best highlight. These broadly included strengthening Oakridge’s online presence, attendance at networking events, promoting economic incentives, and being able to provide infrastructure development time estimates for prospective companies. For online presence, key recommendations surfaced such as having a 1–2-minute video of the industrial park on the website, potentially using a drone, and updating the OIP website steps/description for clarity of sale process and navigation.

Specific interview takeaways and contacts can be referenced in the appendix.

Evaluating Prospective Companies

TARGET COMPANY AGGREGATE SCORING SYSTEM

How does it work?

- ▶ Weighting system to **evaluate** the total value that each target company brings to Oakridge
- ▶ **Ranks** companies with average scores based on **4 key variables**

Economic Impact				
Target Company	Job Creation	Economic	Wage and Employment Benefits	Value of Products
St. Mark	4	10	10	10
PA&P	4	10	10	10
Genie	4	10	10	10
Trident	4	10	10	10
Wagner	4	10	10	10
W&A	4	10	10	10
Quinn	4	10	10	10
Quinn	4	10	10	10

Competibility			
Target Company	Market Competitiveness	Contributions To Key Sectors of Oakridge	Infrastructure & zoning Needs
St. Mark	4	10	10
PA&P	4	10	10
Genie	4	10	10
Trident	4	10	10
Wagner	4	10	10
W&A	4	10	10
Quinn	4	10	10
Quinn	4	10	10

Sustainability			
Target Company	Type of Industry	Company	Company's Impact on Sustainability
St. Mark	4	10	10
PA&P	4	10	10
Genie	4	10	10
Trident	4	10	10
Wagner	4	10	10
W&A	4	10	10
Quinn	4	10	10
Quinn	4	10	10

Company Profile			
Target Company	Initial Capital	Long Term Viability	Company's Resilience
St. Mark	4	10	10
PA&P	4	10	10
Genie	4	10	10
Trident	4	10	10
Wagner	4	10	10
W&A	4	10	10
Quinn	4	10	10
Quinn	4	10	10

To quantify the potential value companies might bring to Oakridge, and by extension to see if the time and effort of city staff and Keller Williams Realty would need to spend recruiting said companies is justified, students created an aggregate scoring system based on key desirability factors.

Why?

- ▶ Identify the **value** each target company would **bring** to Oakridge
- ▶ Opportunity for decision **explanation** to Oakridge residents

Economic Impact				
Target Company	Job Creation	Sustainability	Wage and Employment Benefits	Volume of Payroll
St. Mary	10	10	10	10
PAFC	10	10	10	10
Sierra	10	10	10	10
Tronox	10	10	10	10
H&A	10	10	10	10
St. Mary	10	10	10	10

Compatibility				
Target Company	Worker Compatibility	Contributions To Key Sectors of Oakridge	Infrastructure & Zoning Needs	
St. Mary	10	10	10	10
PAFC	10	10	10	10
Sierra	10	10	10	10
Tronox	10	10	10	10
H&A	10	10	10	10
St. Mary	10	10	10	10

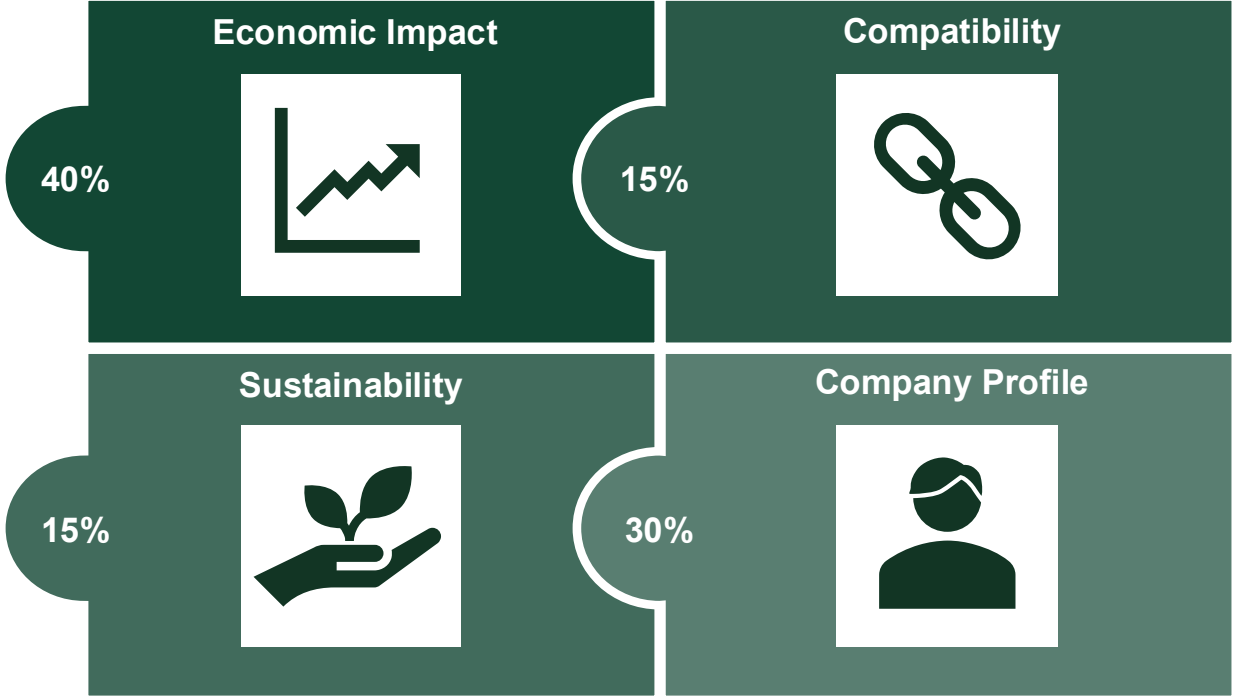
Sustainability				
Target Company	Type of Industry	Operations	Company Image on Sustainability	
St. Mary	10	10	10	10
PAFC	10	10	10	10
Sierra	10	10	10	10
Tronox	10	10	10	10
H&A	10	10	10	10
St. Mary	10	10	10	10

Company Profile				
Target Company	Initial Capital	Long Term Viability	Company Attractivity	
St. Mary	10	10	10	10
PAFC	10	10	10	10
Sierra	10	10	10	10
Tronox	10	10	10	10
H&A	10	10	10	10
St. Mary	10	10	10	10

Flexible and adaptable, the system can be used in two ways:

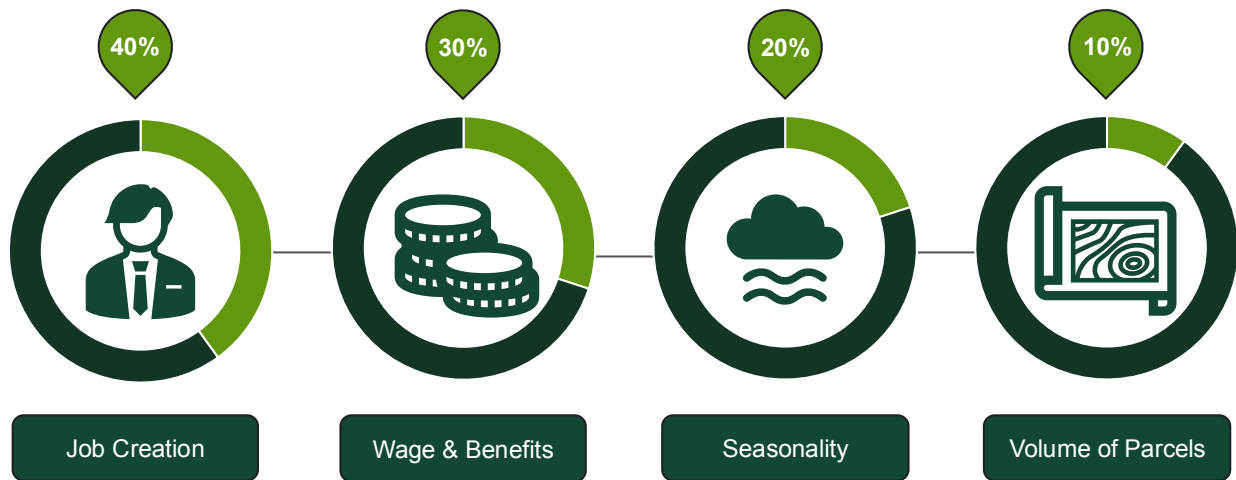
1. For internal city use when evaluating if a company is worth pitching to or not.
2. For external use in city council meetings with public attendance, to quantify for the community a new company/project's efficacy.

MEASURING IMPACT THROUGH KEY DESIRABILITY VARIABLES



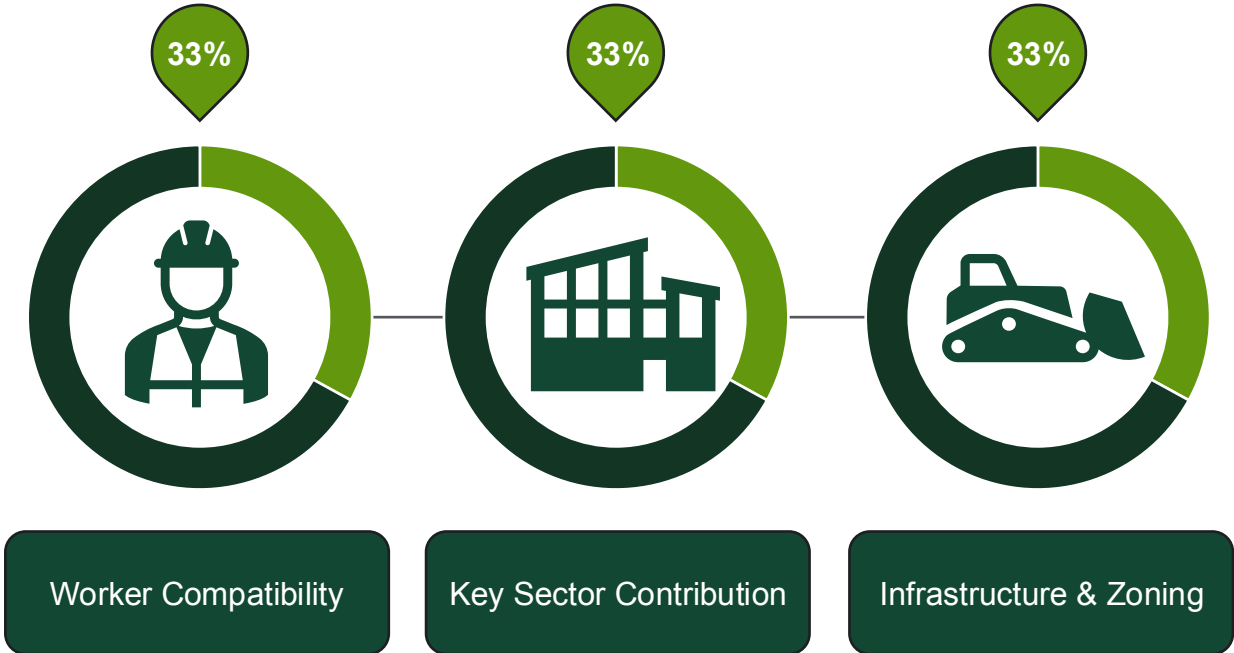
These are the four broad buckets all subcategories the companies are scored on fall into.

KEY DESIRABILITY VARIABLES: ECONOMIC IMPACT (40%)



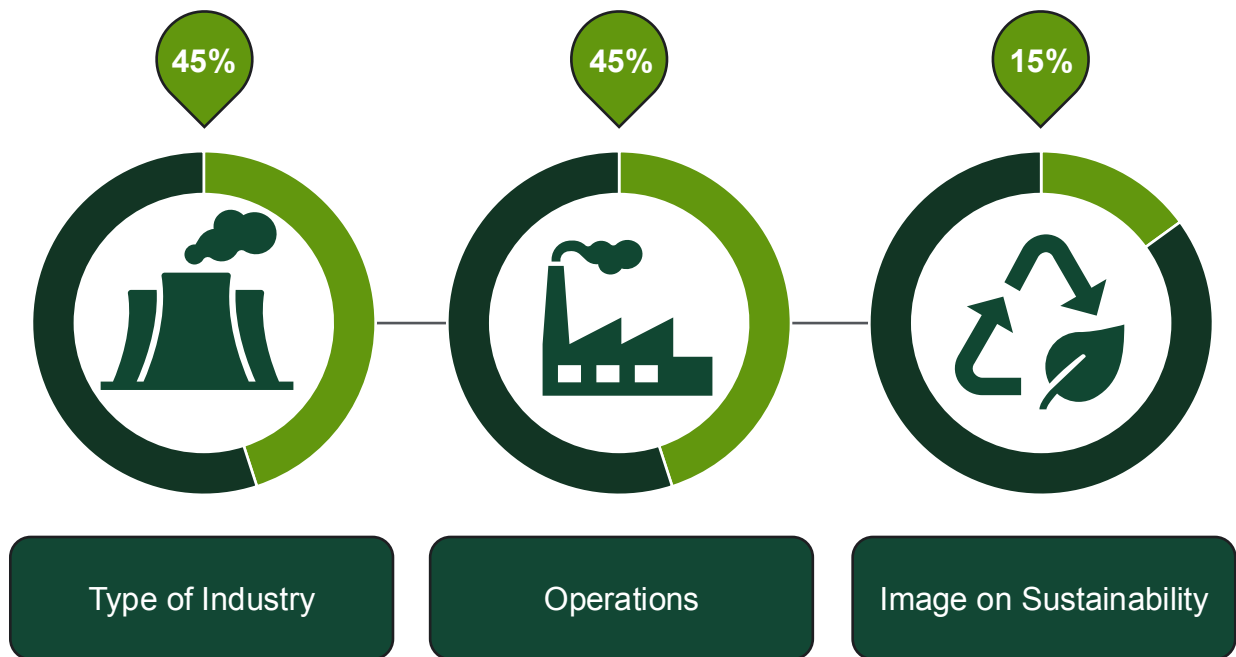
These subcategories make up the first broad bucket: “economic impact.” All subcategories were scored on a 1-10 scale which can be referenced in the appendix and is seen on the scoring system excel sheet itself.

KEY DESIRABILITY VARIABLES: COMPATIBILITY (15%)



These subcategories make up the second broad bucket: “compatibility” with Oakridge.

KEY DESIRABILITY VARIABLES: SUSTAINABILITY (15%)



These subcategories make up the third broad bucket: “sustainability” of the company.

KEY DESIRABILITY VARIABLES: COMPANY PROFILE (30%)



These subcategories make up the final broad bucket: “company profile” which more specifically is meant to estimate the financial/logistical feasibility of the company moving and staying in the OIP.

Target Company Recommendations

TARGET COMPANIES: INDUSTRIAL AND RETAIL



85/100



73/100



79/100



72/100



79/100



75/100

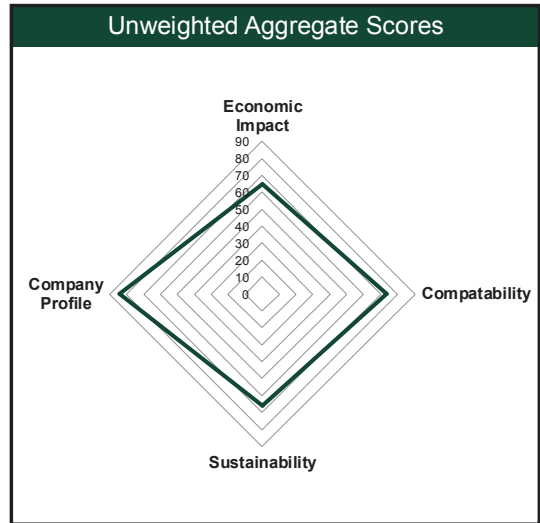
These are all six target companies to begin with and their aggregate scores by the student's developed system. The scoring system is meant to scrutinize and be as realistic as possible, and so students found that scores in the 70-90 range were best. No singular company would score a perfect 100 in this case.

TARGET COMPANIES: RETAIL

Why come to Oakridge? Capitalize off Oakridge's outdoor enthusiast tourism and foot traffic and potentially set up a distribution facility at affordable cost.



Key Scores		
8/10	9/10	9/10
Sustainable Image	Initial Capital	Worker Compatibility

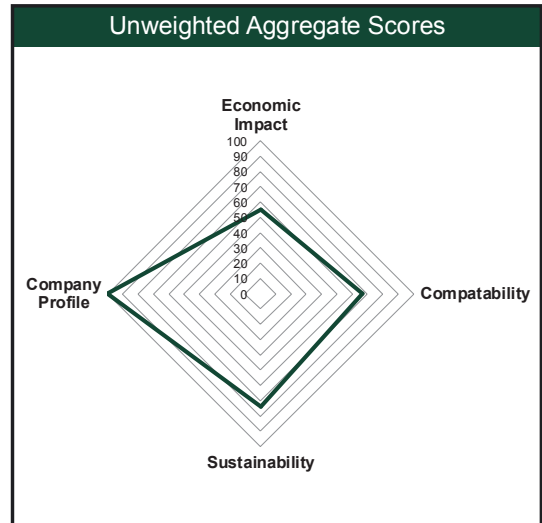


TARGET COMPANIES: RETAIL (CONT.)

Why come to Oakridge? *Currently expanding throughout the Pacific Northwest. Could establish a strong foundation as a rest stop right off Highway 58.*



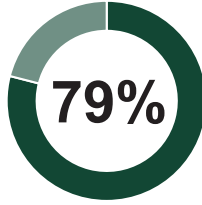
Key Scores		
9/10	10/10	10/10
Worker Compatibility	Long-term Viability	Seasonality



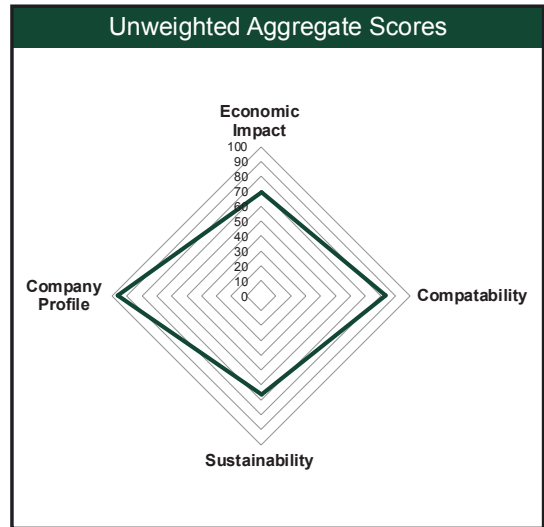
TARGET COMPANIES: RETAIL (CONT.)

Why come to Oakridge? Opportunity to bring a large retail store to meet the needs of Oakridge residents and tourists. Already established in multiple small Oregon cities.

BI-MART



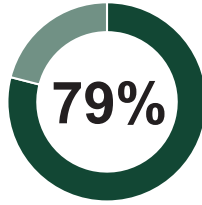
Key Scores		
8/10	9/10	10/10
Company Attainability	Contribution to Key Oakridge Sectors	Long-Term Viability



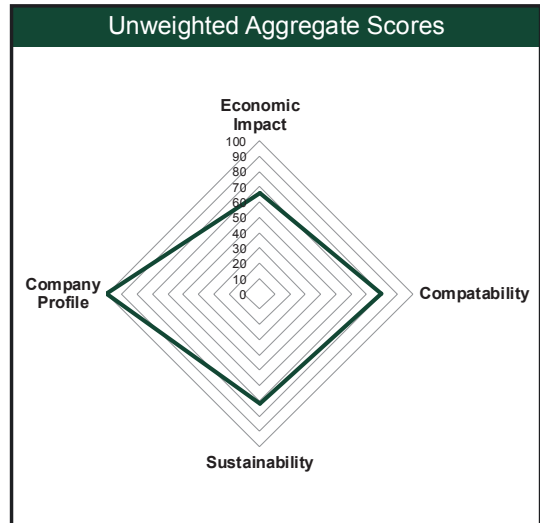
One key piece of feedback students received from a conversation with Don Grant highlighted bringing Bi-Mart in without the pharmacy so that Oakridge’s local pharmacy can stay in business. If this is viable, Bi-Mart is highly attainable for Oakridge and much more likely to be approved through city council meetings by the community.

TARGET COMPANIES: RETAIL (CONT.)

Why come to Oakridge? Established in small towns such as Sweet Home, Oregon with proven success and comfortability in rural areas, and offers strong job opportunities.

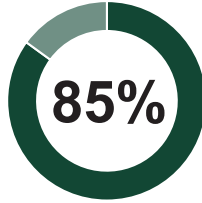


Key Scores		
10/10	9/10	10/10
Initial Capital	Contribution to Key Oakridge Sectors	Long-Term Viability

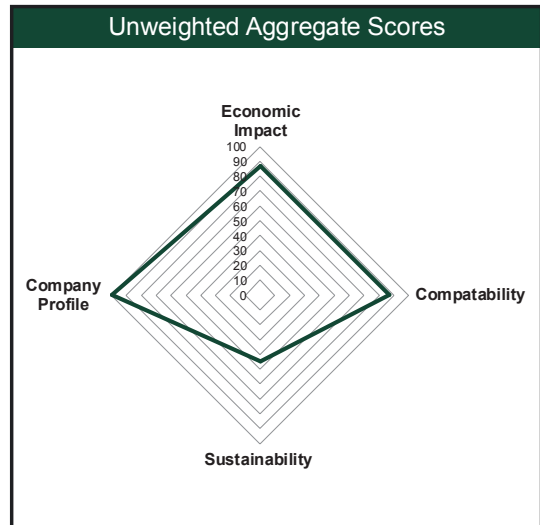


TARGET COMPANIES: INDUSTRIAL

Why come to Oakridge? Could support industries in and near Oakridge by renting equipment. Advantage of having the capacity to develop OIP land to fit their needs.



Key Scores		
9/10	9/10	9/10
Infrastructure Zoning Needs	Contribution to Key Oakridge Sectors	Job Creation



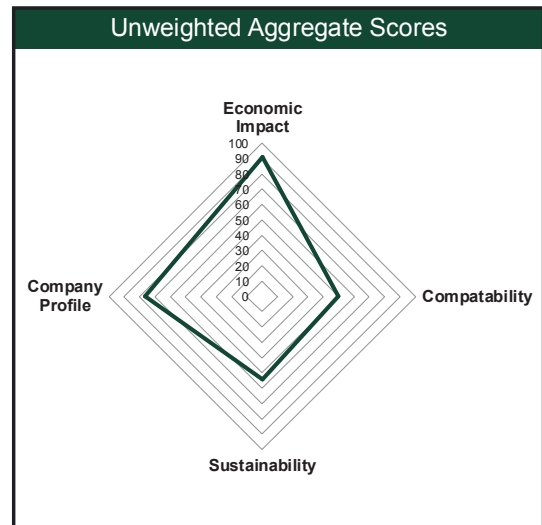
PAPÉ scored highest out of the six recommended companies. It is also a family-owned business with established roots in Eugene, Oregon, close to home.

TARGET COMPANIES: INDUSTRIAL (CONT.)

Why come to Oakridge? Capitalize off Highway 58 as a major transportation route and cheap land for distribution of mass timber. Opportunity for valuable job creation.



Key Scores		
9/10	9/10	9/10
Job Creation	Employment and Wage Benefits	Sustainable Image



Recruitment Process - Overview

WHAT IS THE PURPOSE OF THIS PITCH DECK?

“Support Keller Williams and Oakridge representatives in their respective recruitment processes.”

HOW THE PITCH DECK WILL SUPPORT YOU



Recommended Sales Pitch

Built a sales pitch deck to assist your company outreach

Compelling Visuals & Data

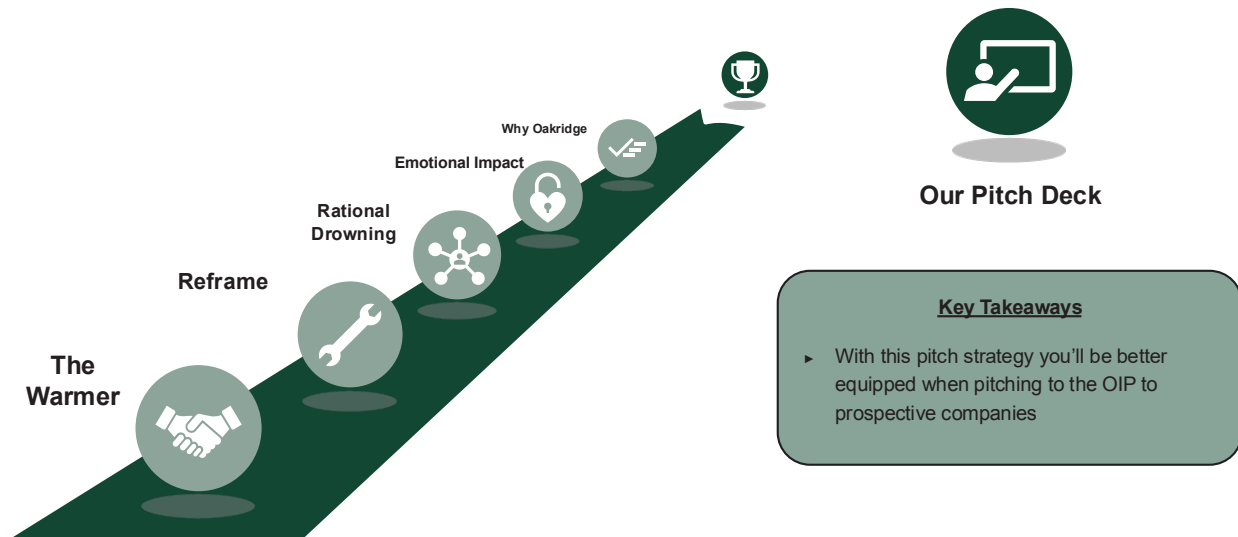
Created visuals to highlight the strengths of the OIP



OIP Recommended Sales Pitch

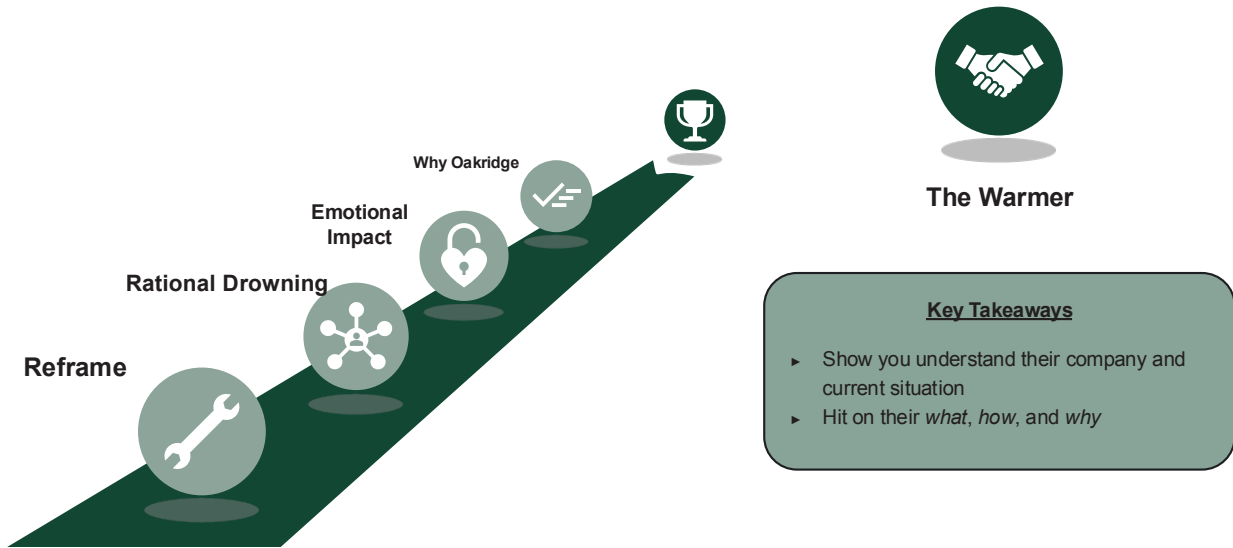
This section is an explanation of the developed sales pitch and how to use it, section by section.

OUR STEP-BY-STEP SALES PITCH GUIDE - OVERVIEW

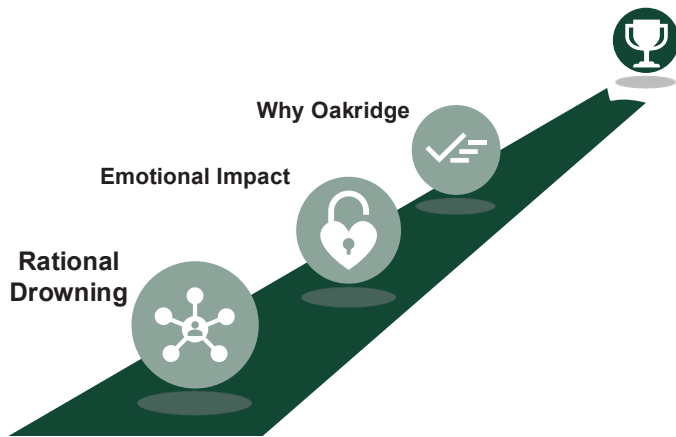


Both the use case example and a copy of the blank deck to customize sections 1-4 are in the appendix.

OUR STEP-BY-STEP SALES PITCH GUIDE - STEP 1



OUR STEP-BY-STEP SALES PITCH GUIDE - STEP 2

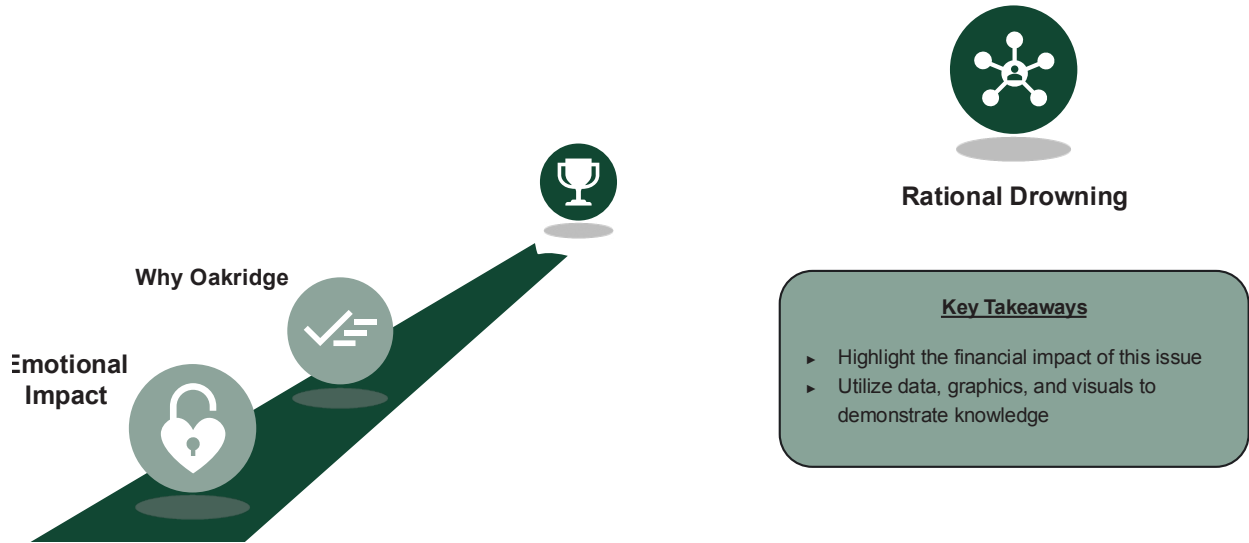


Reframe

Key Takeaways

- ▶ Call out an issue affecting their company that they're not currently dealing with/aware of
- ▶ Get creative here

OUR STEP-BY-STEP SALES PITCH GUIDE - STEP 3

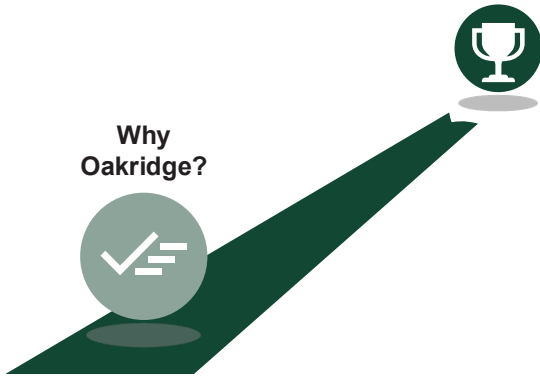


Rational Drowning

Key Takeaways

- ▶ Highlight the financial impact of this issue
- ▶ Utilize data, graphics, and visuals to demonstrate knowledge

OUR STEP-BY-STEP SALES PITCH GUIDE - STEP 4



Emotional Impact

Key Takeaways

- ▶ Give them reason beyond financials to care about the issue
- ▶ Motivate them to act now

OUR STEP-BY-STEP SALES PITCH GUIDE - STEP 5



Why Oakridge

Key Takeaways

- ▶ Convince them Oakridge is the best match for your solution
- ▶ Use a great deal of visuals and graphics

OUR STEP-BY-STEP SALES PITCH GUIDE - KEY TAKEAWAYS



The Warmer



Reframe



Success



Why Oakridge



Rational Drowning



Emotional Impact

Key Takeaways

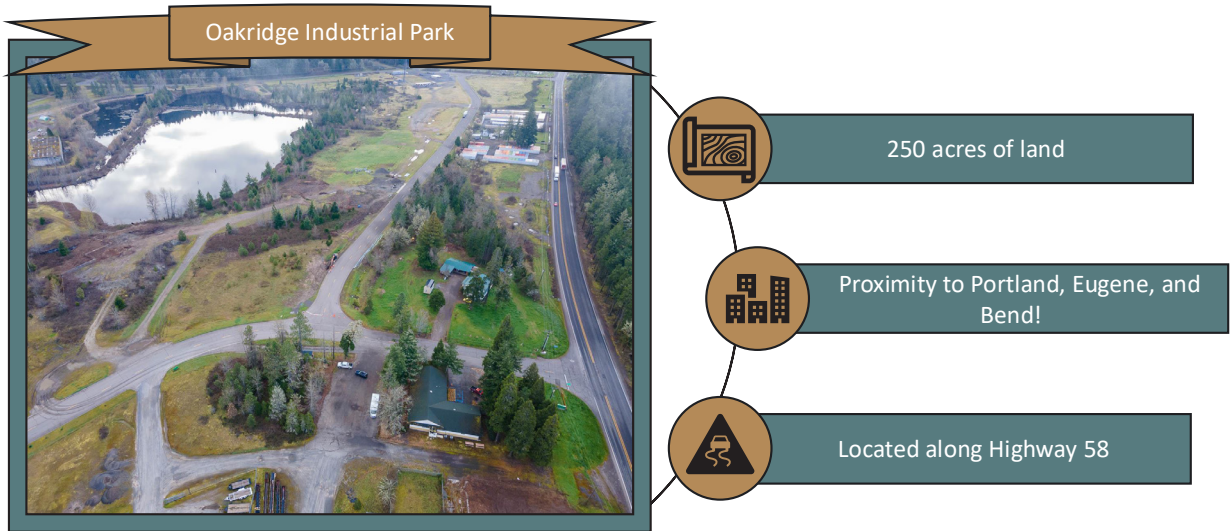
- 1) Build Credibility
- 2) Identify A New Issue
- 3) Show Its Impact
- 4) Motivate Them To Act
- 5) Sell Them On The OIP

This structure/strategy is meant to be adaptable depending on how and where you pitch.

OIP Visual Database & Statistics

In this section, students compiled visuals and compelling statistics to effectively sell the OIP and Oakridge as a city to prospective companies. Students created the visuals to be used either in this format for a formal presentation, or on other OIP marketing materials. Everything, accordingly, is in Oakridge colors from the branding materials students received, and students created an OIP watermark on the slide bar itself.

WELCOME TO THE OAKRIDGE INDUSTRIAL PARK!

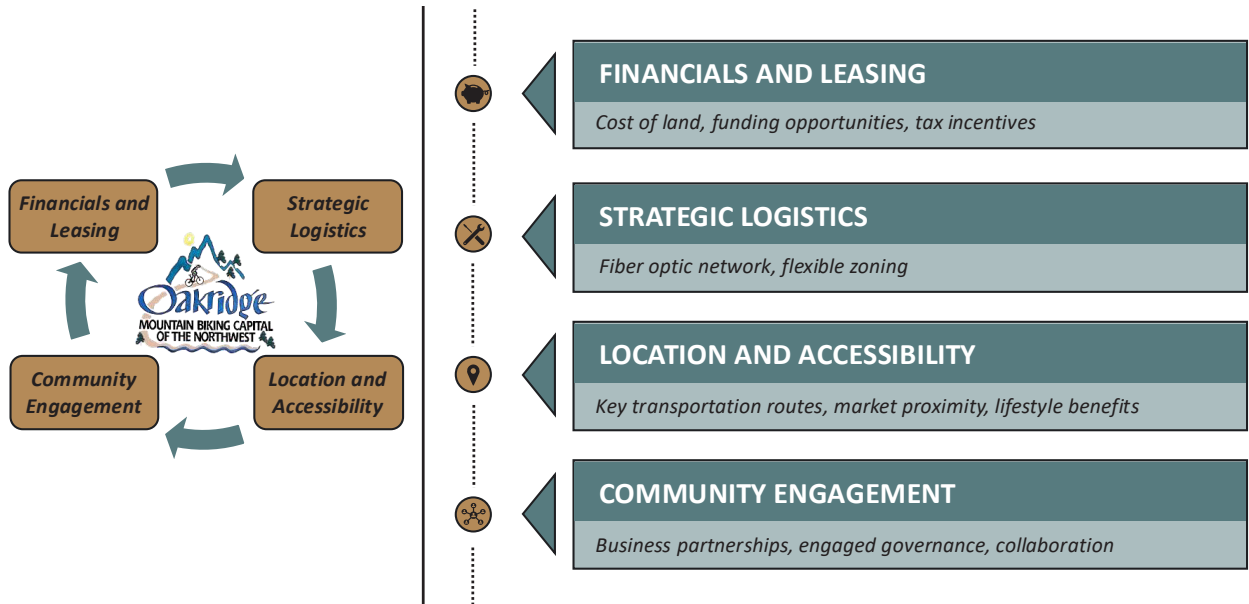


Oakridge Industrial Park

- 250 acres of land
- Proximity to Portland, Eugene, and Bend!
- Located along Highway 58

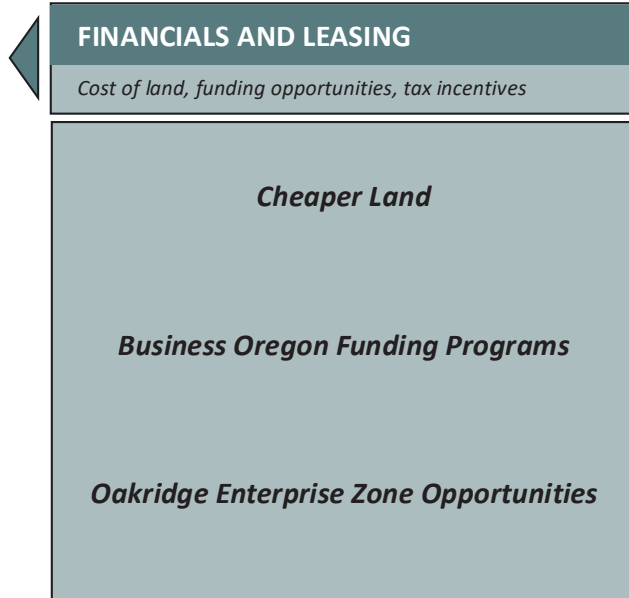
The image is an aerial photograph of the Oakridge Industrial Park. A brown banner at the top of the photo contains the text "Oakridge Industrial Park". To the right of the photo, three callout boxes are connected to the image by a thin line. The first callout box contains a circular icon with a map symbol and the text "250 acres of land". The second callout box contains a circular icon with a city skyline symbol and the text "Proximity to Portland, Eugene, and Bend!". The third callout box contains a circular icon with a road symbol and the text "Located along Highway 58".

OAKRIDGE INDUSTRIAL PARK KEY BENEFITS

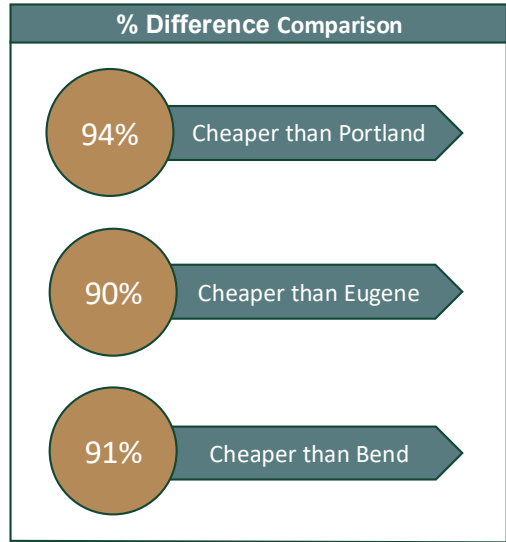
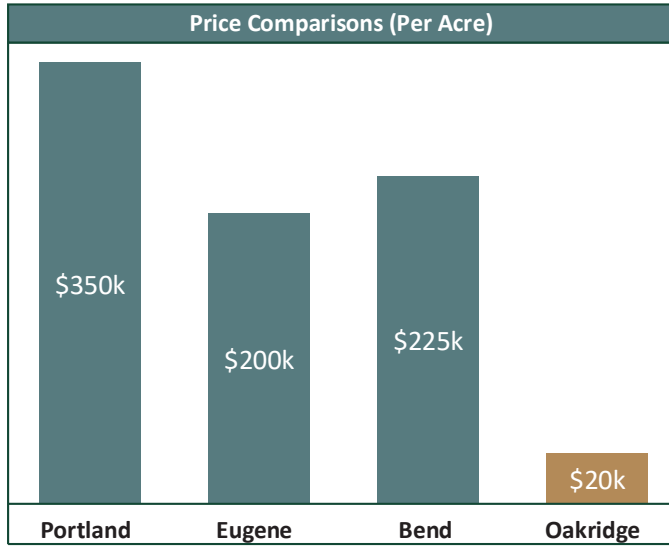


For digestibility, presentation flow, and audience retention, students bucketed the OIP's benefits into four categories.

HOW DO THESE BENEFITS INTERSECT?



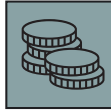
OAKRIDGE'S COST SAVINGS COMPARED TO OTHER OREGON CITIES



OAKRIDGE'S FUNDING OPPORTUNITIES WILL SAVE YOU MONEY



USDA Rural Development Grants
Funds used for training assistance, developing land, & purchasing equipment



Industrial Development Bonds
Provide long term financing for land, buildings, and equipment



Oregon Express Bonds
Use standardized documents to save borrowers time/money

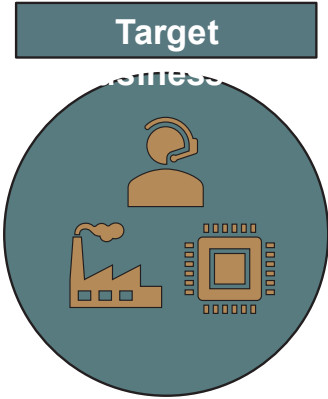
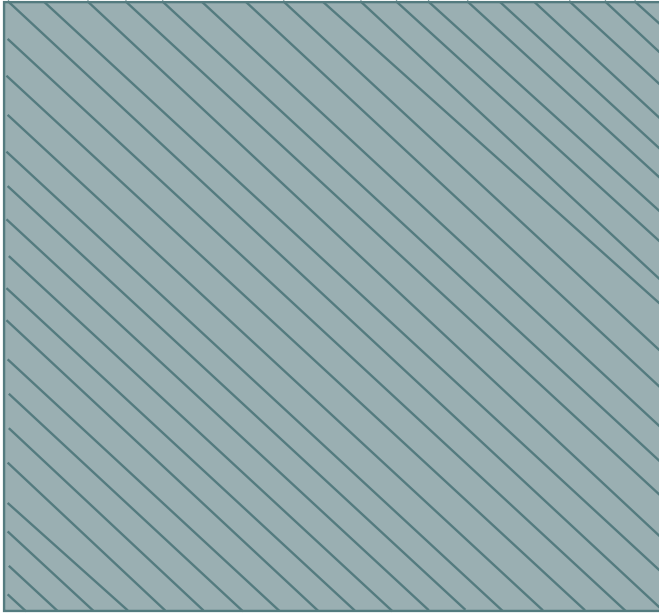


Oregon Business Development Fund
Revolving loan fund that provides fixed-rate gap financing for land, buildings, machinery, working capital

The goal is to emphasize quantity of funding opportunities and quality of city engagement in matching companies to the right funds.

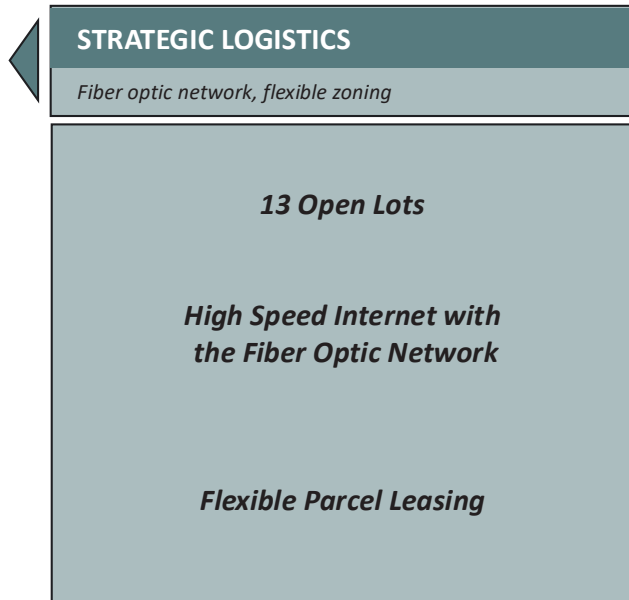
OAKRIDGE AS AN ENTERPRISE ZONE: PROPERTY TAX BENEFITS

Enterprise Zone



<https://www.oregon.gov/biz/programs/enterprisezones/pages/default.aspx>

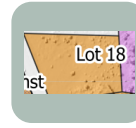
HOW DO THESE BENEFITS INTERSECT?



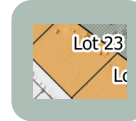
OIP PARCELS HOST A RANGE OF BENEFITS



Fiber Optic Network



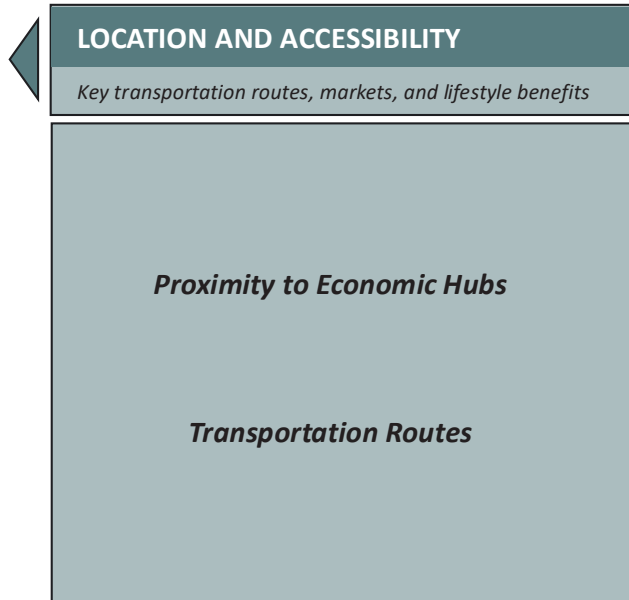
Ability to Combine Parcels



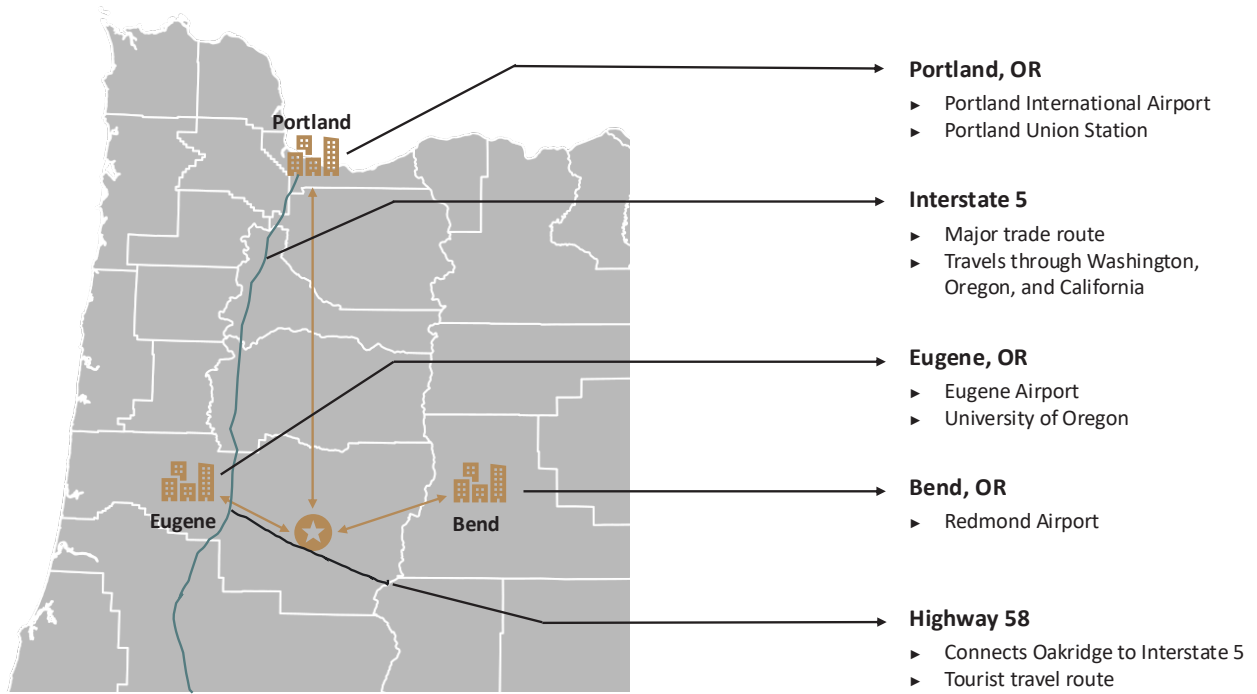
Ongoing Land Development



HOW DO THESE BENEFITS INTERACT?

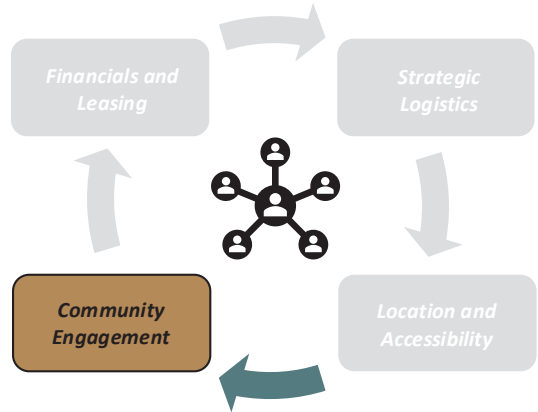


PROXIMITY TO ECONOMIC HUBS PROVIDE RESOURCES AND POTENTIAL CLIENTELE

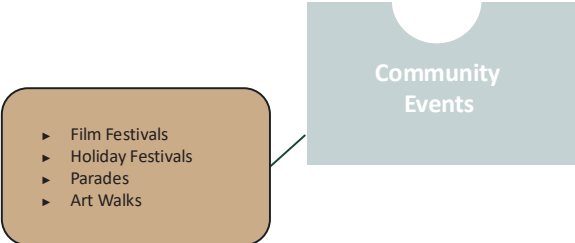


Students felt it was important for Oakridge to highlight that although it is seen as a rural community, it is not disconnected.

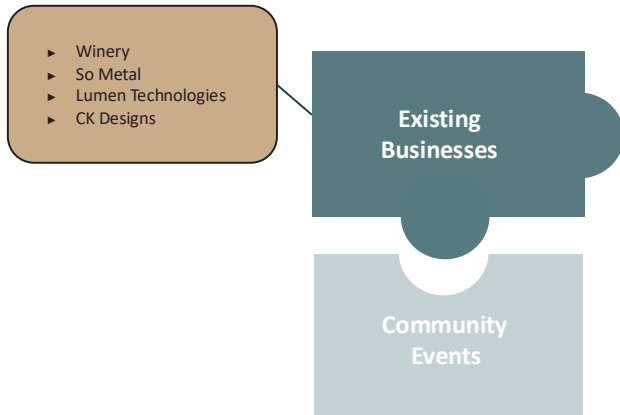
HOW DO THESE BENEFITS INTERSECT?



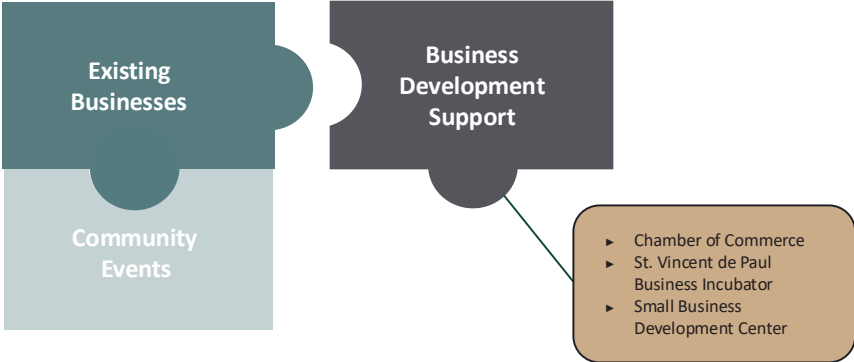
HOW OUR COMMUNITY WILL BUILD UP YOUR BUSINESS



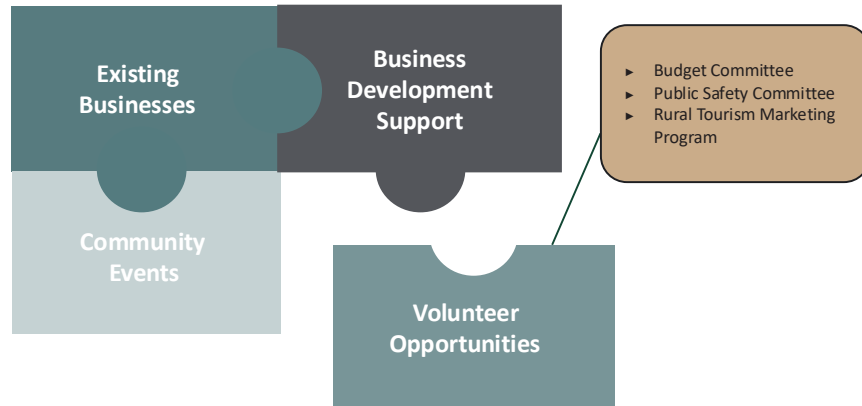
HOW OUR COMMUNITY WILL BUILD UP YOUR BUSINESS (CONT.)



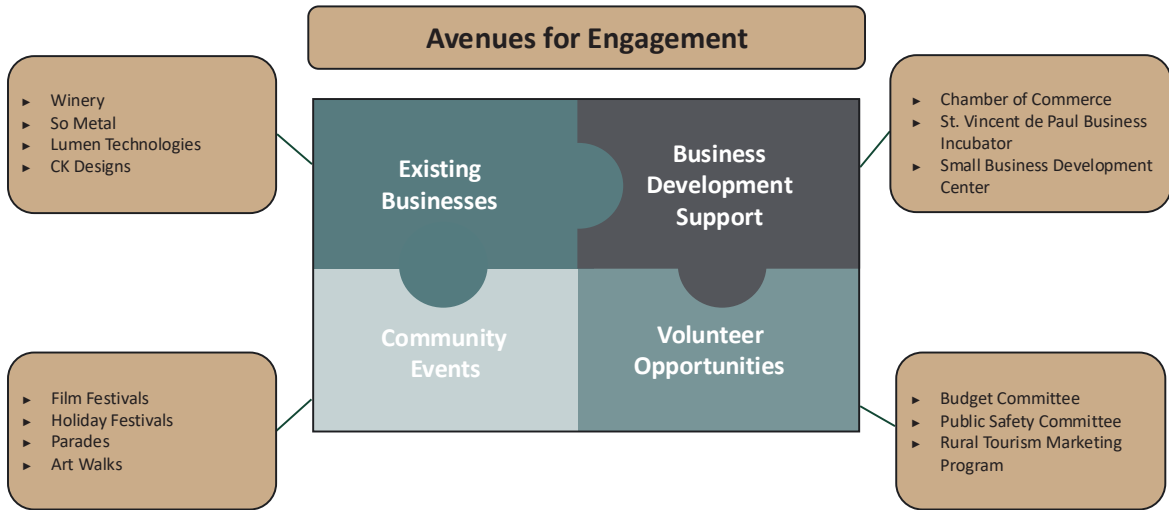
HOW OUR COMMUNITY WILL BUILD UP YOUR BUSINESS (CONT.)



HOW OUR COMMUNITY WILL BUILD UP YOUR BUSINESS (CONT.)



HOW OUR COMMUNITY WILL BUILD UP YOUR BUSINESS (CONT.)



THE SUCCESS STORY OF DON GRANT

Before coming to Oakridge, Don Grant worked in the sawmills but saw opportunity in Oakridge to start a general contracting business with tremendous success.



**General Contractor and
Current OIP Tenant**



Oakridge is a tight-knit community, people are here to support you



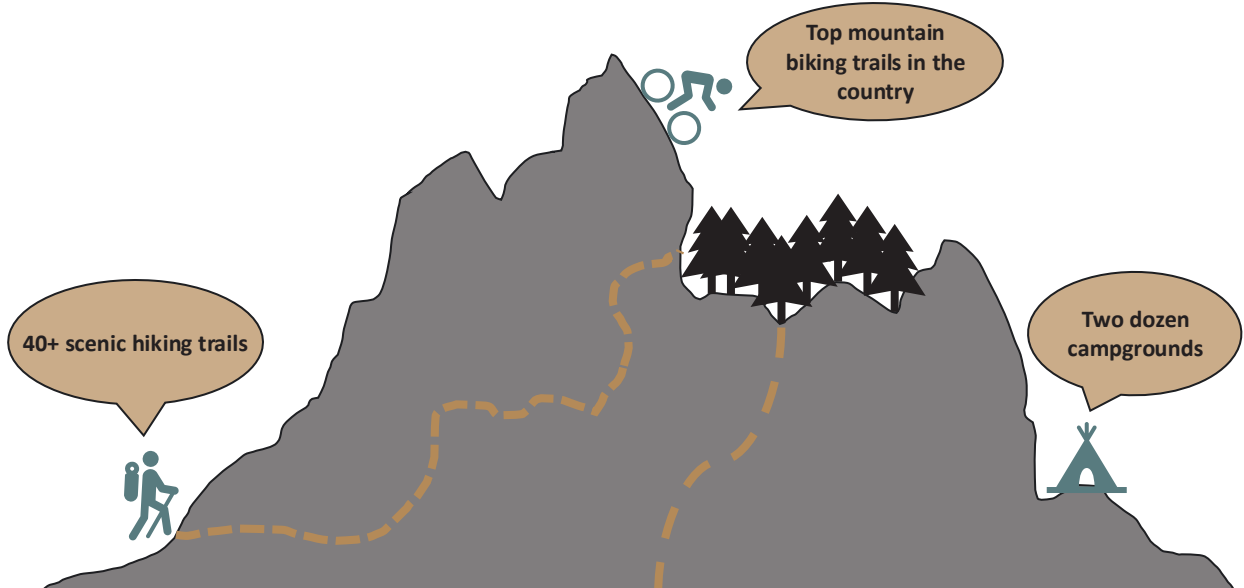
Infrastructure benefits such as fiber optic network



More businesses are trickling into the OIP is sign of growth

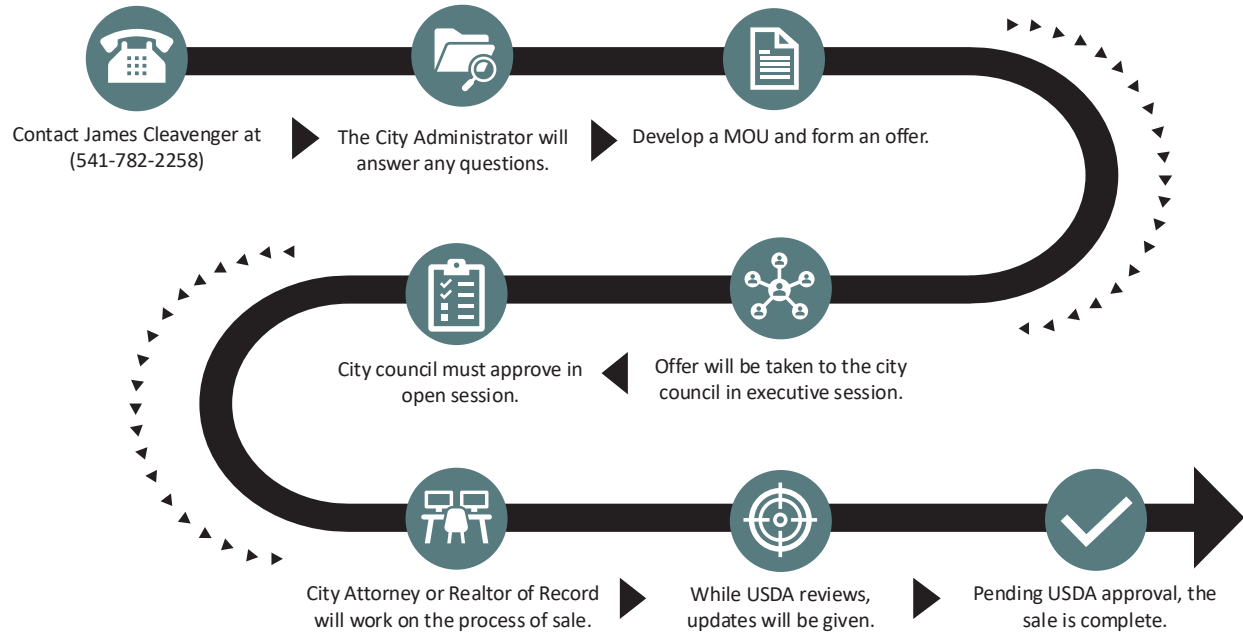
To wrap up community engagement and the OIP pitch in general, students recommended hitting home with a human element – showcasing a success story and the lifestyle that Oakridge offers. As mentioned, asking a business to move to the OIP means asking some of its employees to move to Oakridge. Closing with this human element drives the pitch home!

OAKRIDGE'S SCENIC LIFESTYLE OFFERINGS



<https://industry.traveloregon.com/wp-content/uploads/2023/06/Travel-Oregon-Visitor-Profile-2021-22-Statewide-Report-of-Findings-rev.-6.23.pdf>

CLARIFYING THE SALE PROCESS



Resource Guide - The Road Ahead

01

Target Companies

- ▶ 6 target companies
- ▶ Information on variables to keep in mind



02

Scoring System

- ▶ Aggregate scoring system
- ▶ Scoring rubric and weights
- ▶ Target companies scored



03

Pitch Deck

- ▶ Pitch deck flow outline
- ▶ Pitch deck skeleton
- ▶ Example use case deck
- ▶ In person meetings



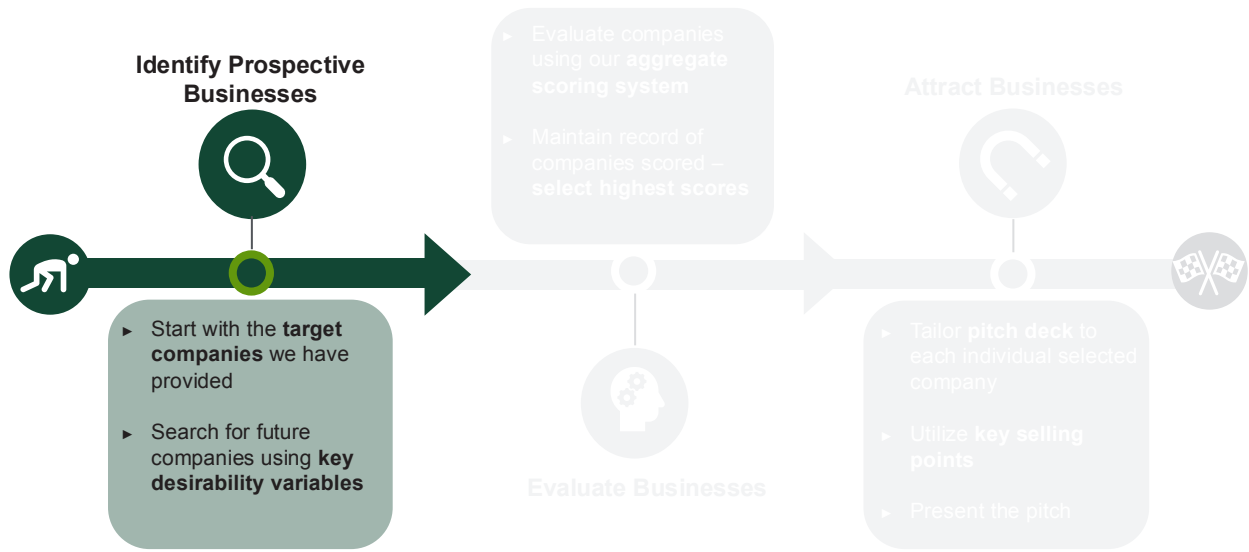
04

One Pager

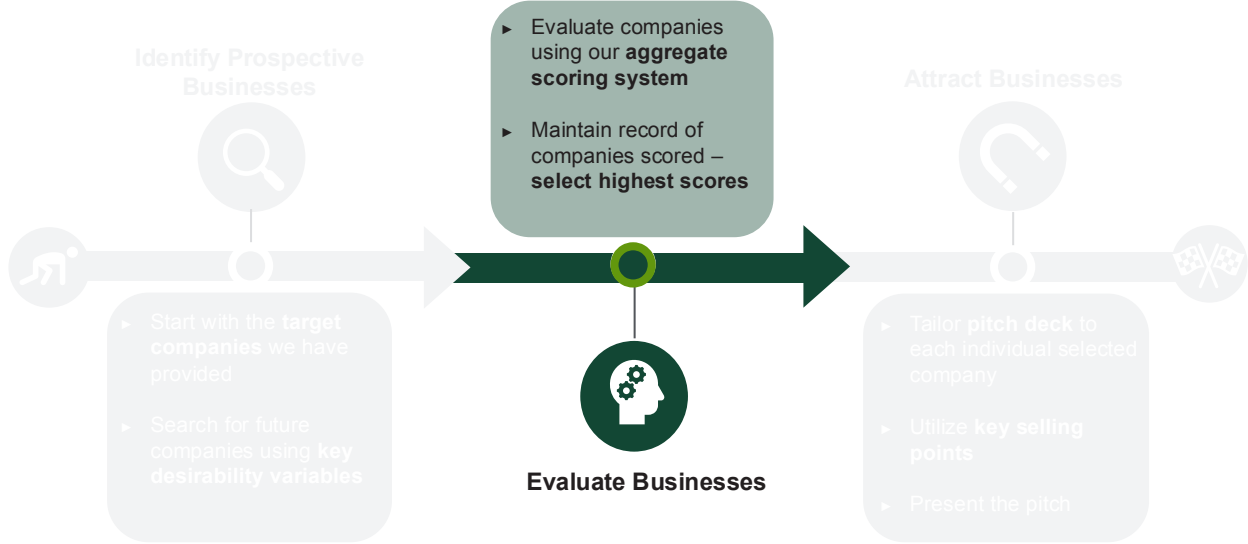
- ▶ Key selling points highlighted
- ▶ Marketing insights
- ▶ Email outreach / events



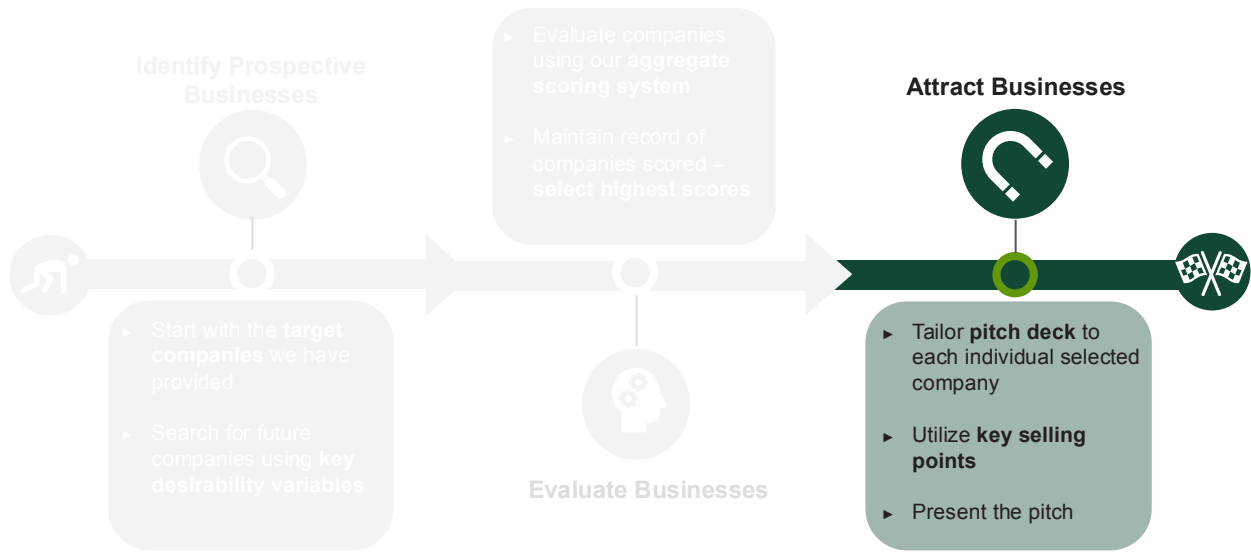
NEXT STEPS OVERVIEW



NEXT STEPS OVERVIEW (CONT.)



NEXT STEPS OVERVIEW (CONT.)



Appendix

Appendix Table of Contents

Secondary Research

- ▶ [CBRE's Keys to a Thriving City](#)
- ▶ [Oakridge Detailed SWOT](#)
- ▶ [4 Comparable Cities](#)

Primary Research

- ▶ [Business Oregon Interviews](#)

Scoring Methodology

- ▶ [Subcategory Weights and How to Rank Companies](#)

Target Companies

- ▶ [Key Decision-Making Variables](#)
- ▶ [Company Background Research](#)

Pitch Deck/Use Case

- ▶ [PAPÈ Use Case Pitch Example](#)
- ▶ [Blank Pitch Deck](#)

Examining CBRE's Keys to a Thriving City

6 Elements



Economic Dynamism

Measuring the **vitality and adaptability** of a city's economy. This includes the city's employee talent pool, industry mix, economic history, civic engagement and **capital inflows**. Any other factors that drive the city's financial **resilience** and signify **business growth and innovation**.

Why This For Analysis?

Examples of SWOTs (LA and New York): <https://www.cbre.com/insights/books/shaping-tomorrows-cities/swot-analysis>

6 Elements



Demographic Potential

Measuring any advantages that position a city for **success**. This includes its population's **age distribution**, education levels, the **cost of living**, and the **workforce's skill sets**. These all overall contribute to the city's **advancement** potential.

Why This For Analysis?

6 Elements



Lifestyle Vibrancy

Measuring the city's **quality of life**, including **recreational** activity opportunities, **green spaces**, and any other facilities that attract **community engagement** and contribute to citizens' overall **wellbeing**.

Why This For Analysis?

Examining CBRE's Keys to a Thriving City

6 Elements



Resilient Infrastructure

Looking at the development and **maintenance** of the city's adaptable **infrastructure**. This includes **social, educational and medical facilities**, public **transportation** routes and essential **utilities** like water and power, all essential for the city's long-term **resilience**.

Why This For Analysis?

Examining CBRE's Keys to a Thriving City

6 Elements



Distinctive Identity

Looking at the **unique aspects** of the city, including its **history**, natural resources, **culture**, and location, all of which **differentiate** it from others in ways that either **highlight** weaknesses or highlight marketing strengths and **opportunities**.

Why This For Analysis?

6 Elements



Responsive Governance

Examining the efficacy and **proactivity** of the city's **governance**. This includes **efficiency** of permit and zoning **regulations**, cooperative initiative regarding **economic incentives**, safety and **cleanliness standards**, and **tax structures**. All of these contribute to a **well-managed** urban environment.

Why This For Analysis?

Oakridge and the OIP Detailed SWOT





	Economic Dynamism	Demographic Potential	Lifestyle Vibrancy
STRENGTHS	<ul style="list-style-type: none"> ▶ Strong civic engagement (Business Oregon, OEDAC, existing businesses) ▶ Industry mix of commercial and industrial + remediated OIP land 	<ul style="list-style-type: none"> ▶ Low cost of living ▶ Low cost of land 	<ul style="list-style-type: none"> ▶ Many opportunities for outdoor activities, including hiking, camping, backpacking and mountain-biking
WEAKNESSES	<ul style="list-style-type: none"> ▶ Limited workforce/talent pool ▶ History of extractive economy dependence ▶ Lacking culture of innovation 	<ul style="list-style-type: none"> ▶ Relatively low diversity ▶ Fewer individuals with advanced degrees 	<ul style="list-style-type: none"> ▶ Limited recreational facilities available (recreational centers, resorts, RV parks, etc.)
OPPORTUNITIES	<ul style="list-style-type: none"> ▶ Qualifying for a wide range of state and federal grants ▶ Proximity to key markets ▶ More and more growth, great for small businesses 	<ul style="list-style-type: none"> ▶ High school trade program provides access to skilled labor ▶ OIP open land leaves room for tons of economic development 	<ul style="list-style-type: none"> ▶ Current building a bridge to allow more residents to bike or walk to work ▶ Robust city beautification plans
THREATS	<ul style="list-style-type: none"> ▶ Strong community opinions with pushback experienced before ▶ Small workforce 	<ul style="list-style-type: none"> ▶ Strong community opinions/more conservative outlook could negatively impact new proposals 	<ul style="list-style-type: none"> ▶ Wildfires increasing in recent years cause poor air quality

Oakridge and the OIP Detailed SWOT

	Resilient Infrastructure	Distinctive Identity	Responsive Governance
STRENGTHS	<ul style="list-style-type: none"> ▶ Bus system to Eugene ▶ Dental office located in Springfield ▶ Fiberoptic network in the OIP 	<ul style="list-style-type: none"> ▶ Mountain biking capital of the Northwest ▶ Willamette National Forest 	<ul style="list-style-type: none"> ▶ Knowledge, engaged, and passionate city officials ▶ Established relationship between Business Oregon agency and city officials
WEAKNESSES	<ul style="list-style-type: none"> ▶ OIP lacks full access to electricity and water ▶ Underdeveloped wastewater treatment facility 	<ul style="list-style-type: none"> ▶ New industries must not be extractive with the shut down of the timber/mill industry 	<ul style="list-style-type: none"> ▶ City council meetings with the public have frequently incited pushback on projects
OPPORTUNITIES	<ul style="list-style-type: none"> ▶ Flexibility for a larger business to come into the OIP and develop infrastructure ▶ Availability of various grants for updating infrastructure 	<ul style="list-style-type: none"> ▶ Growing population of people wanting to take advantage of living in a town surrounded by nature (ex: digital nomads, outdoor enthusiasts) 	<ul style="list-style-type: none"> ▶ Many opportunities with the state government to invest in Highway 58 redevelopment and new roads/sidewalks
THREATS	<ul style="list-style-type: none"> ▶ Closest full-service hospital is in Springfield 	<ul style="list-style-type: none"> ▶ Not as well known on the map in Oregon 	<ul style="list-style-type: none"> ▶ USDA must be involved in every leasing decision, which can slow timeline/make timelines unclear

Comparable Cities: Looking at Sweet Home, Oregon

Sweet Home, Oregon is a small city in the Cascade foothills, known for outdoor recreation, timber, and agriculture, and focus on sustainable growth.

Main Attractions	Population Facts	Key Industries	Pitch Strategies
<p>Outdoor Recreation: Proximity Cascade Mountains and Willamette National Forest.</p> <p>Foster and Green Peter Reservoirs: Popular for swimming, boating, and fishing</p> <p>Oregon Jamboree: Annual country music festival is one of the largest in the Pacific Northwest</p>	<p>Demographics: Approximately 9,852 residents; median age of 41.3</p> <p>Economic Overview:</p> <ul style="list-style-type: none"> ▶ 17.4% poverty rate ▶ \$56.7k Median Household income ▶ 5% unemployment rate ▶ Timber, agriculture, healthcare, and retail industries are primary sources of employment. 	<p>Timber and Agriculture: Historically significant, still dominant in economy</p> <p>Tourism: Driven by outdoor recreation and events</p> <p>Retail and Services: Small businesses providing services to the local community</p> <p>Emerging Sectors: Renewable energy and technology</p>	<p>Sustainable Development Focus:</p> <p>Promotional strategies emphasize potential for industries that focus on sustainability.</p> <p>Location Benefits:</p> <ul style="list-style-type: none"> ▶ Proximity to major highways (20 and 228). ▶ Attractive spot for industrial development
			

Comparable Cities: Looking at Bingen, Washington

Bingen is a small town in the Columbia River Gorge Scenic Area known for its industrial development efforts, entrepreneurial spirit, and outdoor activity attractions.

Overview
<p>Main attractions: River activities, Bingen theater, Huckleberry festival Retail: Margie's Outdoor Store (#1 in the Columbia Gorge), Dickeys Farm Store</p>
Livability
<p>Population: 780 Poverty rate: 3.7% Median Age: 37 Median Household income: 79,803</p>
Economic Opportunity
<p>Common Industries: Light and Heavy Manufacturing, Agriculture Employment: 63% manufacturing jobs, 17% agriculture jobs UAS: unmanned aircraft systems Concerns: minimal projected growth in manufacturing</p>

Comparable Cities: Looking at White Salmon, Washington

Light Industry Spotlight	White Salmon Overview
<p>Background</p> <p>White Salmon does not have a large industrial park. However, the region surrounding the Columbia River Gorge supports light industry and tech development.</p> <p>How Do They Support These Industries?</p> <p>These industries benefit from the presence of reliable utilities and transportation networks, such as highways, rail service, and the Columbia River itself, which enable efficient movement of goods and services.</p> <p>Additionally, local community colleges and workforce training programs in the Columbia River Gorge region align with the needs of high-tech and light industrial companies.</p>	<ul style="list-style-type: none"> ▶ Main Attractions: White Salmon is known for its incredible outdoor activities, especially around the Columbia River Gorge. The town is a hub for windsurfing, kiteboarding, kayaking, hiking, and mountain biking. ▶ City Population: White Salmon has a small population of approximately 2,500 people ▶ Employment Statistics: Employment in White Salmon is largely centered around tourism, outdoor recreation, and small businesses. ▶ Common Types of Industries/Businesses: Key industries in White Salmon include outdoor recreation, small tech businesses, wineries, and craft breweries. The area is also home to light manufacturing industries and companies supporting tourism and eco-friendly activities.

Comparable Cities: Looking at Wallowa, Oregon

Wallowa is in the Northeastern corner of Oregon, known for outdoor activities and its proximity to Joseph's thriving art scene, attracting small businesses and artists to the area.

Overview
<p>Main attractions: Wallowa Lake State Park, Wallowa Mountains Strengths: Proximity to bigger cities, nature, highway logistics History: In 2006, the city adopted 25-year Urban Renewal Plan</p>
Livability
<p>Population: 724 Poverty rate: 12.5% Median Age: 37 Population Growth: 13% decline</p>
Economic Opportunity
<p>Common Industries: Farming, Light manufacturing, Small businesses, Construction Employment: 2022 Employed Population: 316 people Employment Rate Growth: decline of 20.4% Concerns: Lack of professionals</p>

Comparable Cities: Looking at Tillamook, Oregon

Tillamook is a small town located on the southeast end in Tillamook Bay, known for its dairy industry, coastal location, and development into a tourist attraction between major cities like Portland and other popular coastal towns.

Overview
<p>Main attractions: Tillamook Creamery, Aviation Museum, and outdoor recreation Natural Resources: Forests, rivers, agricultural lands, & Pacific Ocean History: In 2006, the city adopted 25-year Urban Renewal Plan to continue to development the area in a supportive way</p>
Livability
<p>Population: 5,336 Poverty rate: 10.8% Median Age: 37 Median Property Value: 259,500</p>
Economic Opportunity
<p>Common Industries: Dairy, Agriculture, Tourism, Light Manufacturing, and Fishing Employment: 2022 Employed Population: 2,177 people / Employment Rate Growth: 4.36% Concerns: Seasonal employment fluctuations</p>

Comparable Cities Expanded: Port of Tillamook Bay Industrial Park

Port of Tillamook Bay is an Industrial park located in Tillamook, OR that is comprised of 1,600 total acres.

Benefits of the Park

- ▶ Well established park governing system and organization
- ▶ Railroad, highway, and airport access located near/on the park
- ▶ Fully serviced by local utilities
- ▶ **Financial incentives:** property tax exemption for 3 years and assistance in finding financing options

Properties Available

Three properties currently available
One airport hangar
Properties range from 12-50 acres

Businesses in the Park

Over 45 businesses located in the park
Businesses range from Retail to Industrial
Examples: Frito-Lay, the YMCA, Pelican Brewery

Melissa Murphy – Business Recruitment Officer



Companies Will Ask For Estimates

You don't have to have fully developed infrastructure, but you need to have the time estimates and the time costs ready for the companies

Marketing Suggestions


Updated maps, a real-estate flyer, and highlighting OIP's proximity to the highway and Eugene airport

Lot Size Consideration

Large companies will likely want substantial space. Can lots be combined/alterd?

Key takeaways that helped inform the pitch deck and one pager development.

Michael Held – Regional Services Manager




Promote Positive Incentives
Key incentives to highlight are no sales tax, moderate property taxes, and no single tax structure for Oregon corporate income

Create/Improve Other OIP Marketing Materials
Have a 1-2 minute video with drone footage on the OIP website, work with Heather Stevens, update Oregon Prospector

Pitching: Emphasize Assets and Workforce
Overall, highlight "we will support and commit to your workers now and moving forward."

Marc Bellantoni – Infrastructure and Logistics Specialist





Market Business Oregon Development Fund
Low interest financing for traded sector businesses (primary income source from outside Oregon) = 50:bank/40:BizOR/10:Borrower

Public vs Private Financing Tips
Access public financing for utilities and private side to help businesses build capital and develop facilities



Work with SBA (Primary Commercial Lending)
Two key programs: 7A Loan Insurance (guarantees businesses 75-80% paid back) and 504 Direct Lending (same as OR Dev. Fund)

Economic Impact Subcategories Pt. 1

<p>Job Creation</p> 	<p>Seasonality</p> 
<p>▶ How many jobs are they creating?</p> <ul style="list-style-type: none">○ 1 = less than 5 jobs○ 10 = more than 30 jobs	<p>▶ When in the year do they operate?</p> <ul style="list-style-type: none">○ 1 = less than 3 months per year○ 10 = all year round

Students recommend using these scales to score future companies in each of the respective categories from 1-10 to see their aggregate scores.

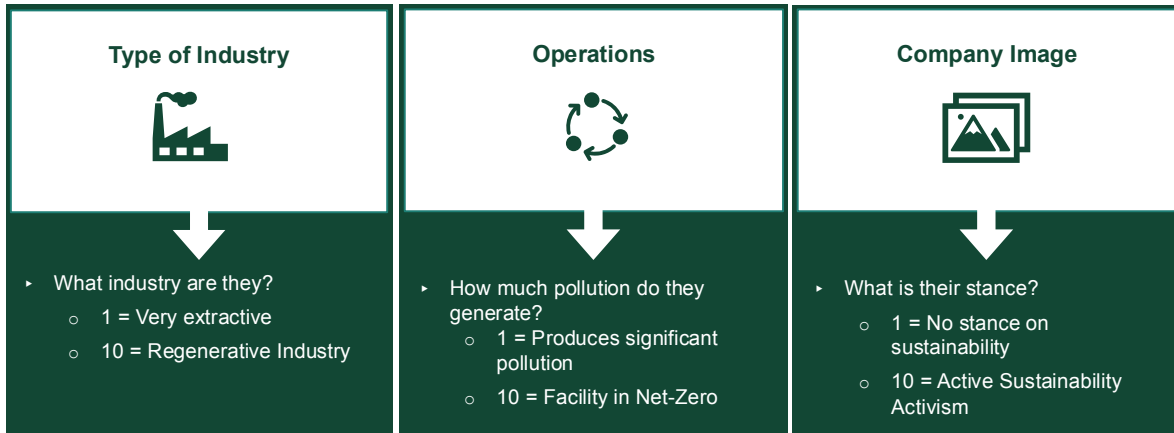
Economic Impact Subcategories Pt. 2

<p>Wage & Employee Benefits</p> 	<p>Volume of Parcels</p> 
<p>▶ What wages and benefits will the company provide?</p> <ul style="list-style-type: none">○ 1 = low & minimal wages/benefits○ 10 = high & extensive wages/benefits	<p>▶ How many parcels will they rent?</p> <ul style="list-style-type: none">○ 1 = less than 1 parcel○ 10 = more than 3 parcels

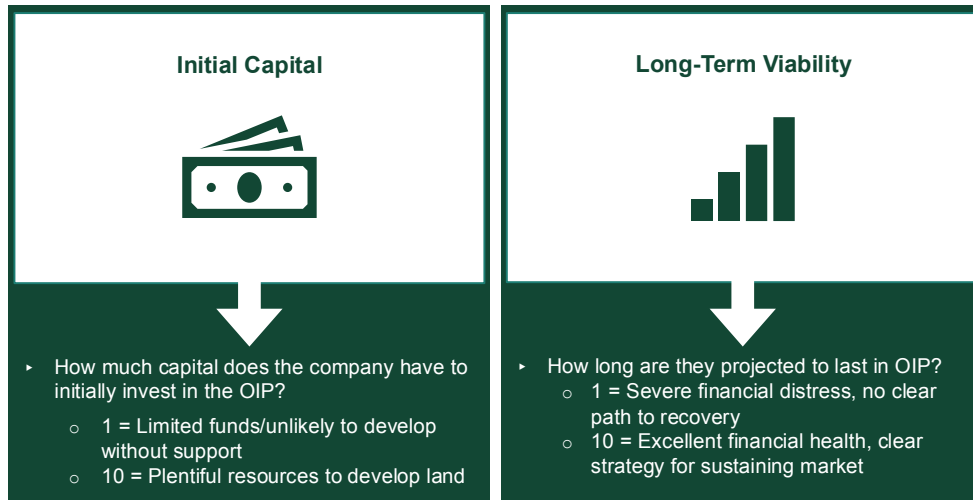
Compatibility Subcategories



Sustainability Subcategories



Company Profile Subcategories



Target Companies: Key Decision-Making Variables



Space

Parcel **size**, proximity to **resources**, **infrastructure** needs



Population

Consumer traffic, population **employability** (**workforce**), city **appeal**



Process/Price

Timeline, **tax incentives**/grants, partnership **opportunities**, disposable **income**

OIP Available Parcel Zones



Industrial

Production and manufacturing operations, often requiring large plots of land



Retail/Commercial

Sale of a variety of goods to consumers

Bi-Mart
Light Industrial
Company Score: 80



Bi-Mart

Overview

Bi-Mart is an employee-owned, **membership-based** discount retailer headquartered in Eugene, Oregon. They specialize in providing **affordable**, essential products to local communities in the **PNW**.

Current Locations

80 locations across Oregon, Washington, and Idaho. **75%** of all locations are in Oregon, with many of them located in small towns/cities.

Key Facts

Yearly Revenue: \$878 Million
Median Facility Size: 31,000 sq/ft
Top Products: groceries, household essentials, outdoor equipment

Why For Oakridge?



Job Creation



Address Oakridge Community Basic Needs



Tourism Synergy/Known Brand in the PNW

Sierra Trading Post

Retail
Company Score: 72



Sierra Trading Post

Who are they?

Sierra Trading Post is a leading retailer for **discounted outdoor gear** and apparel.

Locations

100 stores nation-wide
3 stores in Oregon

Salem
Hillsboro
Portland

Targets cities abundant in nature

Key Facts

Yearly Revenue: \$1.9 billion (2023)

Employee Count: 6,500+

Top Products: Bikes, Snowboards, Fishing Gear, Running Shoes

Why For Oakridge?



Provides Range of Jobs



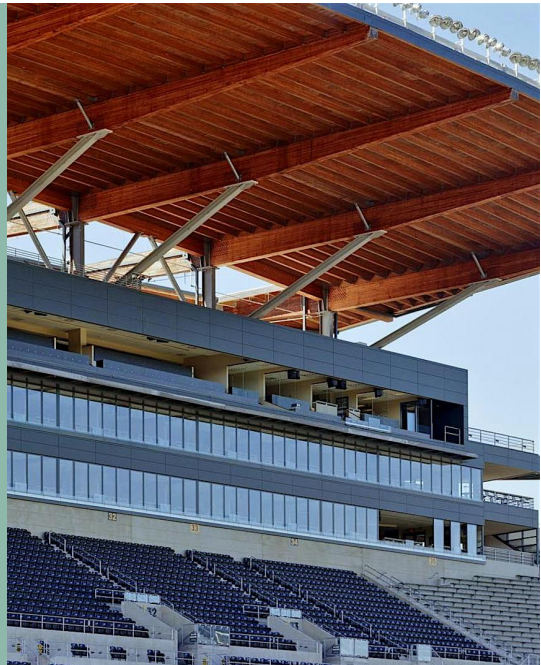
Cater to the Outdoor Lifestyle Reputation for Tourists



Opportunities for Business Collaboration

Timberlab

Industrial
Company Score: 82



Timberlab

Overview

Light **manufacturing** industry subsidiary of Swinerton which aims to **increase** the mass adoption of **timber**.

Current Locations

3 Manufacturing Locations in OR

Drain
Swishome

2 Fabrication Facilities

Portland
Piedmont (SC)

Key Facts

Yearly revenue: 4.3 billion (Swinerton)

Acquisition of American Laminators

Products: Custom Laminated Timber and Glulam Laminated Timber

Why For Oakridge?



Investment into Economy with Job Development



High Quality Biomass/Wood Products



Sustainable Practices

Dutch Bros

Retail
Company Score: 81



Dutch Bros

Overview
 Dutch Bros is a popular coffee company, originating in Oregon. Known for its unique drive-thru coffee experience and vibrant customer culture

Current Locations
 Oregon being their largest market, Dutch Bros currently operates 155 stores across the state. With the closest store to Oakridge being 45 miles away in Eugene

- Key Facts**
- ▶ **Annual Revenue (2023):** Estimated 1+ Billion
 - ▶ **Employee Count:** Approximately 23,000
 - ▶ **Focus:** Drive-thru locations with a strong emphasis on community engagement and customer experience

Why For Oakridge?

- 

Caters to Tourists and Community Members as a Staple Stopping Point
- 

Year-Round Operations and Job Creation
- 

Minimal Infrastructure Needs and Strong Initial Capital

PAPÉ
 Industrial
Company Score: 83



PAPÉ Machinery

Overview

PAPÉ primarily sells and services heavy-duty construction equipment across the West Coast construction industry

Current Locations

Operate on the West Coast, including Oregon, Washington, California, Nevada, and Hawaii. Within Oregon they currently have 6 locations.

Key Facts

- ▶ **Estimated Annual Revenue (2023):** ~ \$250 million
- ▶ **Employee Count:** 4,000
- ▶ They primarily operate **Dealerships & Service Centers**

Why For Oakridge?



Flexibility To Build Their Own Facilities



Don't Rely On Local Consumers






Construction Is Low Skill Labor

NAPA Auto Parts

Light Industrial
Company Score: 80



NAPA

Overview	Why For Oakridge?
<p>NAPA Auto Parts specializes in selling automotive parts catering to both professional repair shops and individual customers.</p>	 <p>Location from Highway</p>  <p>Business Collaboration Opportunities</p>  <p>Fill a Local Need for Jobs and Services</p>
<p>Current Locations</p> <p>6000 Total Stores Nation Wide All 50 States In 103 Cities in Oregon Molalla Junction City Wasco</p>	
<p>Key Facts</p> <p>Yearly revenue: 23.9 Billion Employees: Over 12,000 Products: offers over 500,000 automobile parts</p>	

City of Oakridge Industrial Park



The Oakridge Industrial Park, located on **Highway 58** in east Oakridge, features a mix of **industrial, mixed used/flex, and commercially zoned** parcels, proximity to major transportation routes, and **250 acres** of undeveloped, **city-owned property** tucked away in a beautiful mountain setting.



Flexible and affordable land, 13 open lots for sale/lease



Fiber optic network access for high-speed internet



Proximity to I-5 corridor, Eugene airport, and Portland

DEVELOPMENT INCENTIVES



STATE

Oregon offers a favorable climate for thriving businesses through **financial incentives** and renowned **quality of life**.



REGIONAL

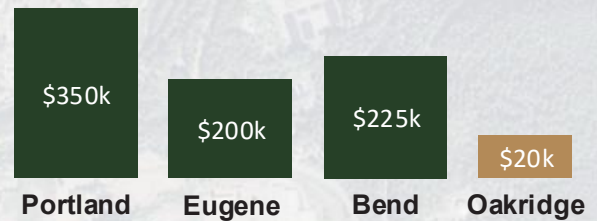
With a strong connection to **Business Oregon**, administrators are experienced helping companies **obtain funds**.



LOCAL

Oakridge is a designated **enterprise zone**, opening doors for **property tax abatements** and existing business **partnerships**.

Per Acre Land Cost Comparison



Parcels for sale or lease are **flexible**. Lots are zoned industrial, mixed, or commercial use respectively, but similar parcels **can be combined to adapt** to company needs.

“Oakridge is a tight-knit community, people are here to support you!”

- Don Grant, Current OIP Tenant

INTERESTED? CONTACT:

James Cleavenger, City Administrator
cityadministrator@ci.oakridge.or.us
 (541) 782 - 2258
<https://www.ci.oakridge.or.us/>



Oakridge Industrial Park



SCI Directors and Staff

Marc Schlossberg	SCI Co-Director, and Professor of Planning, Public Policy and Management, University of Oregon
Nico Larco	SCI Co-Director, and Professor of Architecture, University of Oregon
Megan Banks	SCYP Director, University of Oregon
Lindsey Hayward	SCYP Assistant Program Manager, University of Oregon
Grace Craven	Report Coordinator
Danielle Lewis	Graphic Designer