

**Comprehensive Plan Discussion
at Joint Meeting of
City Council and Planning Commission
9/22/14**

Contents

Joint Study Session of City Council and Planning Commission 2

Comprehensive Plan Vision Statement..... 3

The Principles of New Urbanism..... 7

Planning Commission Staff Report August 2014 8

General Information About Big Box Stores..... 18

Grocery Sites with Small Acreages..... 20

Articles Related to Large Retail Stores..... 23

 The Incredible Shrinking Box..... 23

 Freddies' New To-Do List 27

 Target opens smallest store ever..... 29

 Walmart US Accelerates Small Store Growth 29

 Small-Mart 31

 Walgreens Outlines Growth Opportunities and Strategy at 2014 Annual Shareholders Meeting..... 32

 Franchise Stores: Example Taco Bell..... 35

 How Much Does It Cost to Open a Pharmacy?..... 37

 How much money is required to start a Pharmacy? 38

Information about other local agencies 39

 Banks expands urban growth boundary, adds Quail Valley Golf Course..... 39

 Excerpts from City of Banks UGB Expansion Justification Technical Report 2010 41

 Gaston housing development could double the city's size..... 43

Annexation History 45

 Maps for annexation votes 46

Joint Study Session of City Council and Planning Commission

This packet includes background information in preparation for Monday's discussion of the Comprehensive Plan. The focus of the discussion should be at 30,000 ft level, ensuring that the vision remains valid, and City policies are aligned with that vision.

The Mayor has requested that I make a brief presentation, and then the Council and Commission engage in a discussion, and general direction is provided for updating the plan and community outreach. As time permits we can review the proposed Comprehensive Plan Map changes and specific changes to the ordinances that are under study.

The proposed draft of the comprehensive plan, map and proposed ordinance revisions are available at <http://cityofnp.org/index.php/departments/public-meetings/planning-commission/comprehensive-plan-update/> Additionally, supporting documents can be found at this link.

Everyone should be reminded we are the beginning of the process of amending the plan not the end. There will be several more opportunities for the Planning Commission and Council to review and shape proposed changes.

Comprehensive Plan Vision Statement

(Below is the adopted vision statement of the City of North Plains Comprehensive Plan. Strike-thrus are proposed deletions and highlights are added language.)

15.010.050 The Vision

We, the City of North Plains, shall create a new community identity by focusing on the following concepts:

1. Livability - We will establish a community that is based on the notion of livability and the principles of new urbanism. At the forefront of these principles is the walkable neighborhood that is highly connected through a traditional street grid network that facilitates pedestrian traffic. These principles call for increased density and a range of residential, commercial and retail uses within walking distance of each other. Such compact communities promote greater pedestrian traffic without excluding automobiles. Major roads are designed to be at the edges of neighborhoods so as not to disrupt the pedestrian movement or rent the social fabric. Neighborhoods will have defined centers which include public spaces such as a park or community square.

Architecture and landscape design will celebrate local history, climate, ecology, and building practices. Commercial buildings will be designed to front on pedestrian-friendly streets rather than parking lots or major highways and houses are primarily designed with garage doors and driveways facing rear alleys so as not to conflict with sidewalks, to promote social interaction between residences and passers-by and to increase safety by accommodating more “eyes on the neighborhood”. Housing will be situated relatively close to the city’s center, thereby enhancing the center’s economic viability. Developing offices, retail and residential spaces within the same neighborhoods will create an aesthetically appealing street scene. A sense of community and belonging will be promoted by mixing development uses such as

parks, schools, homes, shopping and jobs close to one another and by providing a range of housing options that facilitates diversity in income and age levels, ethnic backgrounds and family units that live and work in the same neighborhood.

As a result, it is our goal that our community will

- a) promote healthier lifestyles that reduce stress by reducing vehicle miles traveled and by providing pedestrian-friendly narrow streets,
 - b) facilitate greater community involvement through mixed-use land planning and quality architecture, and
 - c) cultivate stronger social equity through diversity in housing choices and less dependence on the automobile.
2. Quality - We will be known throughout the state for the effort of our people to maintain and enhance our small town roots while being a good, healthy, and economically viable place to live and work.
 3. Difference - We are different from any other community in Washington County and our ability to enhance our identity will be credited to the foresight, creativity and action of the people, our greatest asset.
 4. Diversity - Given our potential to develop yet untapped assets, we will become more diverse physically, culturally and economically. We will anticipate and embrace this trend.
 5. Opportunity, Equity, and Fairness - Our community will be shaped by the people who live and work here, and will offer a place where individual effort is supported and encouraged, where people care about each other, and where we actively pursue our fair share of future opportunities coming to the region.
 6. Character - We will create a sense of place, an identity that is clearly apparent and consciously embraced.

7. Growth - We will continue to grow and become a place where jobs, affordable housing, and public services are available and capable of meeting the needs of the evolving urbanizing population. ~~We will become a net importer of jobs. The City will encourage, where possible, expansion to the north and east to maximize connectivity and availability of existing services.~~
8. Accessibility -We will grow ~~dramatically~~ along our major existing transportation routes, the local system assets of State Highway 26, Glencoe Road, Dersham Road, Jackson **School** Road and ~~the Burlington Northern Rail Line~~. Mobility will be planned for and provided through an efficient, balanced transportation system, as well as with safe and adequate connections to the regional transportation network.
9. Density -We will continue to recognize the importance of balancing low, medium and high density land use.
10. Linkage - We will put considerable and thoughtful effort into ensuring that quality relationships are maintained between urban and rural uses, **downtown** ~~town~~ center and residential fringe, and the City and the people. ~~Future growth of the City should avoid significant barriers such as Highway 26.~~
11. Natural Areas - Our identity in the future will be also tied to our natural and open space areas linked by functional wildlife and recreational corridors, including McKay Creek, ~~its tributaries~~ Ghost Creek and the ~~new~~ Pumpkin Ridge Golf Courses.
12. Central Town Square - We will create a mixed use, urban density, pedestrian oriented, economic activity center, accessible by transit ~~as well as rail~~, and ~~exemplifying quality~~ urban design with a small town flavor.
13. Conservation - We will be guardians of our natural, historical and cultural heritage,

mindful of what we have inherited and equally mindful of what we have to contribute to the future.

14. Workable - Our vision shall be a model for the way we can manage our growth in practical and cost-effective ways so that we ensure we have a viable economic future while preserving our livability.
15. Continuity - We are committed to seeking and choosing the direction for our future through long-term planning while addressing the demands of the day.
16. Coordination - Successful management of our Comprehensive Plan and Vision Statement will require the cooperation and coordination of federal, state and regional agencies, county and city governments, and special districts.

The Principles of New Urbanism

The principles of New Urbanism can be applied increasingly to projects at the full range of scales from a single building to an entire community.

1. Walkability

- Most things within a 10-minute walk of home and work
- Pedestrian friendly street design (buildings close to street; porches, windows & doors; tree-lined streets; on street parking; hidden parking lots; garages in rear lane; narrow, slow speed streets)
- Pedestrian streets free of cars in special cases

2. Connectivity

- Interconnected street grid network disperses traffic & eases walking
- A hierarchy of narrow streets, boulevards, and alleys
- High quality pedestrian network and public realm makes walking pleasurable

3. Mixed-Use & Diversity

- A mix of shops, offices, apartments, and homes on site. Mixed-use within neighborhoods, within blocks, and within buildings
- Diversity of people - of ages, income levels, cultures, and races

4. Mixed Housing

A range of types, sizes and prices in closer proximity

5. Quality Architecture & Urban Design

Emphasis on beauty, aesthetics, human comfort, and creating a sense of place; Special placement of civic uses and sites within community. Human scale architecture & beautiful surroundings nourish the human spirit

6. Traditional Neighborhood Structure

- Discernable center and edge
- Public space at center
- Importance of quality public realm; public open space designed as civic art
- Contains a range of uses and densities within 10-minute walk
- Transect planning: Highest densities at town center; progressively less dense towards the edge. The transect is an analytical system that conceptualizes mutually reinforcing elements, creating a series of specific natural habitats and/or urban lifestyle settings. The Transect integrates environmental methodology for habitat assessment with zoning methodology for community design. The professional boundary between the natural and man-made disappears, enabling environmentalists to assess the design of the human habitat and the urbanists to support the viability of nature. This urban-to-rural transect hierarchy has appropriate building and street types for each area along the continuum.

Planning Commission Staff Report August 2014

MEMORANDUM

AUGUST 1, 2014

TO: North Plains Planning Commission

FROM: Martha DeBry, City Manager

RE: Comprehensive Plan Update

In February 2013, the Planning Commission held a work session to discuss the Comprehensive Plan (Plan). At that time it was noted that City Ordinance and policies did not always align, and some aspects of Comprehensive Plan are in need of evaluation.

The Plan was originally adopted in 1973. At that time Glencoe High School was still on the drawing board and the City's population was at 715 persons. It has been updated numerous time with Ordinances adoptions (the significant changes are in bold), 47, 93, 103, 115, 125, 140, 158, 165, **170** 1988 Revision , 172, 195, 197, 200, 207, 216, 217, **224** 1993 Revision, 229, 237, 241, 242, 245, 269, 270 master plan documents, **288** 2001 revision, 300, **301** 2002 Revision, 303 , 314, 320 Wetlands Assessment, 325 Transportation Plan, 331, 335, 336, 339, 343, 344, 345 SNR Overlay, 346 TSP, 348 Parks, 352 Water Master Plan, 360, 365, 403 Walking Trails Plan, Chapters 3, 4 and 5 of the Plan have not been updated since 1993.

The 2002 revision projected land use needs through 2021 based on population of 4,000. Growth within the community has been slower than anticipated and the timeline for reaching 4,000 may be pushed back as far as 2030 based on historic norms. The City is awaiting an official population projection to be prepared by Portland State University. After that is completed the City can look to set a time line for a 14 or 20 year land supply.

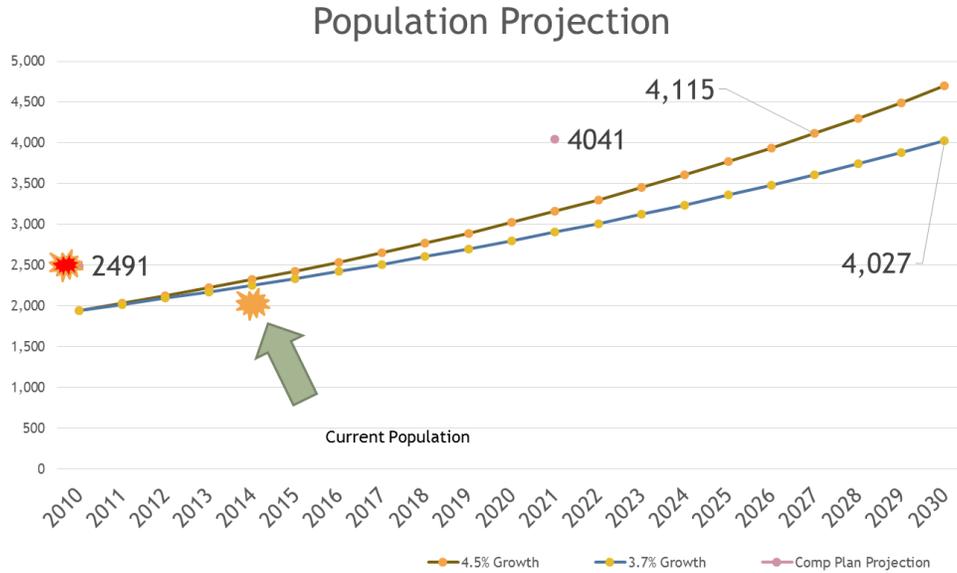
A draft of revisions were prepared and submitted to the State Department of Land Conservation and Development (DLCD). The stated purpose of the revision is to update information. No comments were received from DLCD. Notices were sent to all property owners in advance of the August 13, 2014 meeting date, and notice published in the newspaper. Additionally, the City has published several articles in its monthly newsletter to advise residents that changes to the plan are being discussed.

At this time the Planning Commission can review the draft, accept comments from the public, propose revisions and make a recommendation to the City Council for the amendment Chapter 15 of the Municipal Code.

Below are highlights of the major areas of changes. Attached are documents providing detailed information.

Land Use Planning 15.02.020

Population projections play an important role in determining the planning horizon for the Comprehensive Plan. Growth has traditionally be projected at 4.5% annually. Historically the City has grown at rate of 3.7% per year. Both projection numbers overestimated growth, when applied to 2000 census. After the numbers are applied to the 2010 census, and with significant housing starts in 2014 and 2015 the City’s population will not hit 4,000 until the mid 2020’s. Demographers with Portland State University should be able to provide validated numbers in the coming year.



Two Zone Proposals

Two new comprehensive map zones are proposed:

The first would be Downtown Transition Overlay that would support the change of residential and industrial areas on Commercial Street to downtown commercial. By outlining a strategy for the growth of the downtown area, property owners can be prepared for transitions. Easing the zone change process is essential to attract businesses to convert housing and warehouses to higher uses. Areas proposed for the transition are shown below.



Staff is proposing a Public Facility Zone (PF Zone) be created to replace the Community Service Overlay zone. Presently, facilities like Jessie Mays Park and North Plains Elementary School are included in residential zones, with an overlay for Community Services. The total acreage for these facilities is counted with residential acreage available for development. It is highly unlikely such public facilities would ever be redeveloped. For example the School accounts for 13 acres or 14% of the land zoned R7.5, that is significant amount of property that cannot be developed to meet the 8.4 DU/NA.

A complete list of proposed changes to the PF zone is included in the Commission's packet.

Housing 15.02.020, 15.02.080

At the heart of the Comprehensive Plan are the housing goals. In general, the Plan strives for compact growth, and the ability to accommodate up to 4,000 residents by 2021. The approved plan sets a goal of 1,600 housing units, assuming that the average household size in the North Plains remains about 2.5 persons per dwelling.

Municipal Code Section 15.02.020 Land Use Planning states "*Residential: The City's goal is to achieve a mix of low density (40%), medium density (40%), and high density (20%) residential uses providing an average density of 8.4 units per acre.*" North Plains cannot achieve all of these goals by 2021. There is insufficient land and an inadequate code to attain the 40/40/20 mix. The 8.4 DU/NA can be achieved with a substantial increase in codes and dense development. The 1,600 is likely to be met without any changes to the code or the Urban Growth Boundary (UGB).

The City has not successfully achieved the 40/40/20 mix. In 2014, the housing mix is about 38% low, 31% medium and 30% high, excluding the few housing units in the commercial and industrial areas. By 2015, if progress is made by developers to build out McKay Fields and Sunset Ridge Phase I (the east expansion area) the City will have 859 dwelling units and the mix of housing will be about 26/40/33. Mathematically and physically the 40/40/20 mix is not possible as the expansion area master plans are laid out. The housing mix will likely evolve to 22/26/51%. (This assumes the housing mix in the north is roughly the same as in the east.) This will yield a citywide average of 6.8 DU/AC.

The potential additional housing in the high density R2.5 zone is a wild card as it can yield anywhere from a high of 17 DU/NA down to 7.26 DU/NA when maximum lot sizes are pursued. A known project on the low end is Sunset Terrace which has lot sizes in excess of 4,000 square feet. At this time staff is aware of one other proposal to develop 5 acres with approximately 58 homes, which is above 8.4 DU/NA but well below 17 DU/NA. Zoning codes are written in a manner that allows meeting density goals, but nothing requires the property owner to meet a density goal. (The exception is the Neighborhood Community zone which requires a density of 8.4 DU/NA.) While most developers are likely to favor smaller lots not all will do so. For the purpose of housing inventory completed for this update an average of 8 DU/NA was used.

No minimum density per zone is proposed in the draft plan, but it may be something to consider as a strategy for meeting 1,600 DU goal is shaped. If this was pursued, it would be practical to offer some flexibility around 8.4 DU/NA requirement in the NC zone.

Pursuing 8.4 DU/NA remains a goal in the revised plan, as the plan is still the concept through 2040.

This revision does not propose an UGB change. It does contemplate the direction of growth if should occur in the future. Generally, only lands that are contiguous to the City’s existing boundaries should be considered. Residential lands should be required to be contiguous to other residential lands. The east expansion has created an isolated neighborhood separated from the City center and school, without pedestrian or bicycle access plans. Correcting this deficiency should be high priority when the next UGB expansion is considered.

Attached Housing 15.02.085.1.A.2

The Plan states a strong preference for attached housing suggesting that 25% of new dwelling units should be attached housing. Recent revisions to the zoning code make this goal unnecessary. Lots can be as small as 2,500 square feet, and host housing that is similar in dimensions as attached housing. The substantive difference to modifying this goal is that long term, the value of the detached housing will likely be higher than the attached, which improves assessed values in the community overall.

	
<p>Attached House on Pacific Lot Size 2,500 sq feet Distance between houses 6 ft Transportation Development Tax: \$3,8275</p>	<p>Detached House on Curtis Lot Size 2,500 sq feet Distance between houses 6 ft Transportation Development Tax: \$6,249</p>

Multifamily Housing

As of 2014 the City of North Plains has the following apartment facilities:

	Location	Units
Senior Plaza	314 th and Kaybern	33
Kaybern Terrace	314 th and Kaybern	14
Highland Court	Highland Court	30
ShyLee Building	Commercial St	1
Red House	Commercial St	4
	TOTAL	82

Of the existing apartment units, only 5 can be obtained without meeting criteria for age or income restrictions. Effectively this makes it difficult for younger persons with ordinary earning capacity to obtain housing in North Plains.

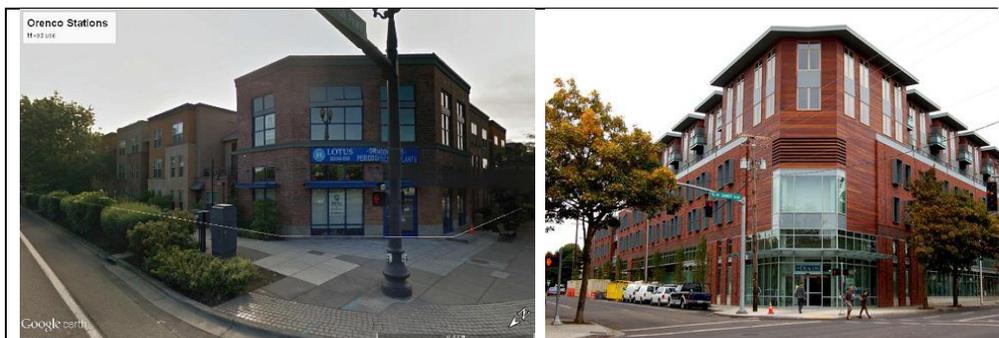
Some rental housing is available through duplexes, most of which can be found on Hillcrest Street. Most duplexes have multiple bedrooms.

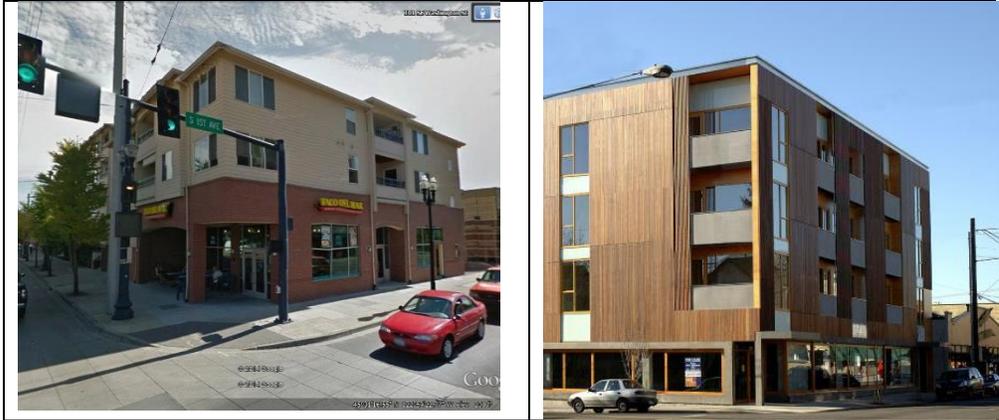
Location
10749 311 th
31120 Hillcrest
31160 Hillcrest
31188 Hillcrest
31280/31290 Hillcrest
10441/10445 313 th
31580 Cottage
31710/31720 Wascoe

Neither the approved master plan for the east expansion or conceptual plan for the north contains apartment or condominium housing. There are 47 townhomes proposed in the east which have a 750 sq ft footprint. Likewise it is anticipated a variety of townhouses and cluster homes will be developed in the north. (Townhouses or rowhouses usually include ownership of the ground below the structure, and condominiums typically have ownership of property in common. Cluster homes can be townhouses or condominiums.)

At this time no dwelling units are attributed to the mixed use areas within the expansion areas. This will likely result in exceeding the 1,600 DU goal in the long run. It is highly unlikely the 5 acres of mixed use land in the east will be developed without housing. There is no significant demand for commercial properties in North Plains, and the development of highway commercial properties is more likely than development on a more remote piece of West Union Road. Even with the addition of 295 DU there is an insufficient population to support 5 acres of commercial development.

Examples of mixed use house and retail facilities in Hillsboro and Portland are below. The building are between 3-4 stories tall and are designed the communities within which they were built.





Unfortunately, the City’s Neighborhood Community zone provides only minimal guidance on standards for building mixed use facilities. Adding a Mixed Use Zone chapter would be helpful in preparing for such development in the future. Such a zone would facilitate the review of a master plan for the north area.

It is possible the east master plan can be refined to meet housing goals and to provide more medium and low density housing. For example if the mixed use could be developed with retail on a bottom floor and housing above, the need to build small lot houses and townhouse could be reduced from 74% of units to 50%. This would still fall short of the 40/40/20 mix sought in the plan, but would lessen the overall percentage of small lots.

Housing Type	Master Plan	Option 1	Option 2	Option 3
Large	20 10%	35 18%	55 29%	20 8%
Medium	29 15%	51 27%	44 23%	98 41%
Small	105 55%	40 21%	0%	0%
Townhouse	37 19%	0%	0%	0%
Mixed Use	0%	65 34%	92 48%	120 50%
Total	191	191	191	238

Since the City has developed codes for multifamily, manufactured homes and small lot developments 15.02.085.3.2 goal “*The City will develop specific and enforceable design standards for multi-family, manufactured home and small lot developments.*” is recommended to be removed.

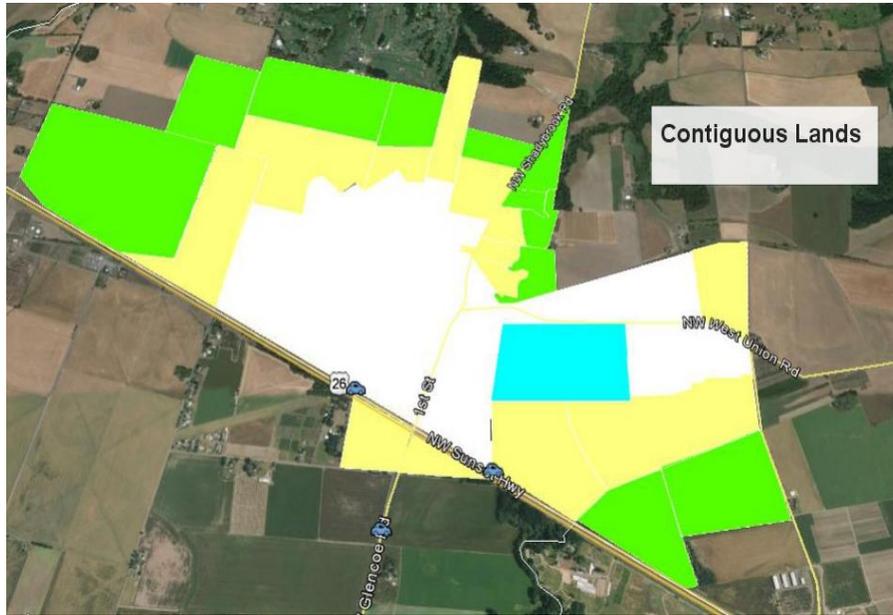
Transportation 15.02.101

It is proposed that the Public Works Standards be separated from the Comprehensive Plan.

Land Needs 15.02.140

Until the City receives projections for population, it cannot estimate the future land needs for the community. Staff is recommending that review be triggered by population and housing development in the interim.

A simple map update of the direction of growth is proposed. The blue area is needed to correct pedestrian and bicycle connectivity issues the yellow area represents lots immediately adjacent to existing boundaries, and the green are lots further out from first lots. (White is within the current UGB.)



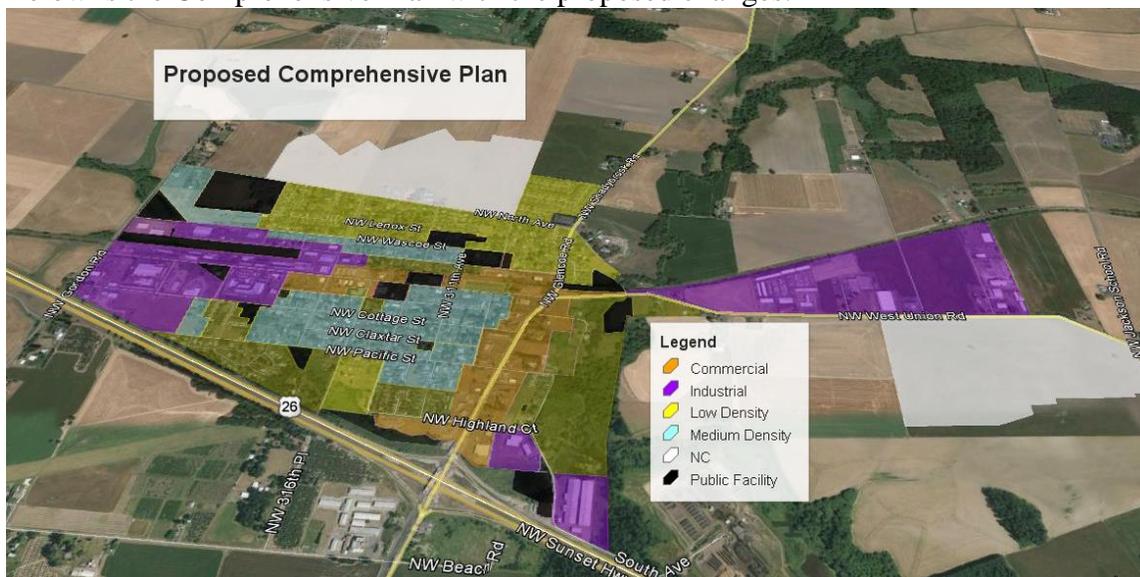
The City has received comments requesting that the area immediately south of Hwy 26 at Glencoe be considered for future commercial property. A recent State action moved the rural reserve boundary north from Zion Church Road to Beach Road. This means that under no circumstances will North Plains expand to the south of Beach Road. The addition of commercial property adjacent to the Glencoe Interchange is likely to encourage economic growth in the community.

Comprehensive Plan Map

Below is the current version of the Comp Plan Map (Feature 2 is Low Density)

Site	Current Designation	Comp Plan Map	Zone Map
18. Brown (1 lot)	R5	Industrial	Industrial
19. Eggiman (1 lot)	C2	High Density	R2.5
20. Cottage Pointe Open Space	R5	Public Facility	Public Facility
21. St Edward 2	R5	Institutional	Public Facility
22. Louie Wentz Park	R5	Public Facility	Public Facility
23. CWS Lift Station	IND	Public Facility	Public Facility
24. McKay Fields Open Space	R2.5	Public Facility	Public Facility
25. Hillcrest (3 lots)	C1	High Density	R2.5

Below is the Comprehensive Plan with the proposed changes.



If the Comprehensive Plan changes are approved they can be incorporated in the zoning map.

Flood Plain Construction

The proposed draft strengthens the City’s policy regarding construction in the flood plain, and explicitly prohibits it.

Related Code Amendments

Related code amendments have been discussed by the Planning Commission previously. Many of these are needed to implement the proposed changes in the Comprehensive Plan. Some additional changes may be needed in the future.

16.05 Definitions has been refined to add more definitions and more clarity.

16.60 Community Service Overlay District is eliminated in the draft proposal in favor of public facility zone

16.125 Lot Standards has several changes:

- Set backs reflect other parts of code
- Addresses alley access for easements
- Refers to Public Works Standards
- Street tree minimum of 1/lot

16.140 Planned Use Developments has been revised to make the process more accessible in all zones. This will allow the development of some awkward but relatively small lots, which cannot be developed without numerous variances.

16.170 Application process has some revisions to improve review of applications, including adding minor subdivision modification as Type 2 review, and at the request of staff additional language to make Final Plats a Type 2 application that requires public notice, but not a Planning Commission review.

16.205 Annexations includes an expanded outreach process. Improving outreach will be essential to facilitating the next annexations that may be proposed as soon as 2015.

Additionally a Public Facilities draft ordinance has been prepared.

Recommendation: The Planning Commission accept public comments on the draft revisions and consider amendments to the revisions.

General Information About Big Box Stores

The basic criteria for big-box development often includes the following:

- Trade area with a minimum population of 50,000.
- Trade area that has a minimum two- to five-mile radius.
- Maximum car accessibility (by locating near the intersection of two thoroughfares).
- Minimal land costs.
- Maximum visibility

What is a big box retail development?

(State of New Jersey, Office of Planning, Creating Communities of Place. New Jersey, December 1995.)

Big-box retail facilities are large, industrial-style buildings or stores with footprints that generally range from 20,000 square feet to 200,000 square feet. While most big-boxes operate as a single-story structure, they typically have a three-story mass that stands more than 30 feet tall. The definition, or perhaps the description of a big-box store can be better understood through its product category. For example, book retailers like Barnes & Noble generally range from 25,000 square feet to 50,000 square feet, whereas in the general merchandise category, big-boxes like Wal-Mart range from 80,000 square feet to 130,000 square feet.

Different Types - There are four major subgroups used to categorize big-box retail formats: discount department stores, category killers, outlet stores and warehouse clubs.

- **Discount department stores**, ranging from 80,000 square feet to 130,000 square feet, offer a wide variety of merchandise including automotive parts and services, housewares, home furnishings, apparel and beauty aids. This group includes retailers such as Target, Wal-Mart and Kmart.
- **Category killers**, ranging from 20,000 square feet to 120,000 square feet, offer a large selection of merchandise and low prices in particular type of category. This group includes retailers such as Circuit City, Office Depot, Sports Authority, Lowe's, Home Depot and Toys "R" Us.
- **Outlet stores**, ranging from 20,000 square feet to 80,000 square feet, are typically the discount arms of major department stores such as Nordstrom Rack and J.C. Penny Outlet. In addition, manufacturers such as Nike, Bass Shoes, and Burlington Coat Factory have retail outlets.
- **Warehouse clubs**, ranging from 104,000 square feet to 170,000 square feet, offer a variety of goods, in bulk, at wholesale prices. However, warehouse clubs provide a

limited number of product items (5,000 or less). This group includes retailers such as Costco Wholesale, Pace, Sam's Club and BJ's Wholesale Club

Big box Retail Development: Economic and Fiscal Impacts, Maryland Department of Planning:

A 110,000 square foot shopping center can generate as many as 946 car trips per hour and 9,710 trips per day.

While this may be somewhat comparable to conventional retailers, big-box retailers generate far more truck trips due to higher sales volumes and merchandise turnover. For example, a home improvement store can generate 35 tractor-trailer trips per day.

The size of most big-box facilities often increases the demand for public water and sewer services. This also imposes a fiscal impact on a local economy.

A big-box retailer as a "stand alone" structure, or grouped with other structures to form a power center, is often designed to be inaccessible to pedestrians. Moreover, developers of big-boxes often look for sites that are adjacent to two thoroughfares. This often yields concerns regarding pedestrian safety as well as increased traffic congestion and accidents.

Big-boxes adjacent to other commercial uses often cause problems such as excessive noise, poor traffic access management, increased demand for road repair and traffic control, and demand for improved lighting. These problems also impose a fiscal impact on a local Big-boxes can also affect the "livability" of an area, or the social and cultural qualities deemed important by a community such as open space, pedestrian-friendly main streets, and clean air and water.

Grocery Sites with Small Acreages

<p>Fred Meyer Hawthorne, Portland, 3.95 acres Store only</p>	
<p>Fred Meyer 20th St, Portland 2.19 acres Recently expanded</p>	
<p>Albertsons Baseline, Hillsboro 6.63 Acres Includes additional free standing and connected stores</p>	
<p>Albertsons 25th Ave, Hillsboro 5.62 acres Includes additional stores and free standing gas station</p>	

<p>New Seasons Raleigh Hills 3.72 Acres Also has freestanding Walgreens</p>	
<p>New Seasons Interstate, Portland 1.36 Acres Store by itself</p>	
<p>New Seasons Orencia, Hillsboro 4.38 Acres Includes additional stores and offices</p>	
<p>Walmart Lake Oswego 2.92 Acres Stand alone</p>	

<p>Walmart Cornell, Hillsboro 3.93 Acres Includes other stand alone stores.</p>	
<p>Whole Foods Cornell 5.15 Acres Includes other stand alone stores.</p>	

Articles Related to Large Retail Stores

The Incredible Shrinking Box

Retailers shape stores to fit urban settings

September 11, 2005 | Great Lakes Bulletin News Service

In the last few years, a veritable stampede of Americans has returned to city and older suburban neighborhoods, seeking shorter commutes and fun things to do. But they still end up spending Saturdays in the place they tried to leave behind: the newer suburbs.

It turns out that buying a week's groceries at low prices means schlepping out to where the grocery giants can plant their preferred, massive footprints. The same goes for hardware, building supplies, or household sundries: City folks must queue up on suburban expressway exit ramps to buy what they need. That is because, for years, the less-than-preferred demographics and physical constraints of inner-city neighborhoods kept retailers away. Even the older suburbs saw their small strip centers fade as the big chains chased affluence out to the next cornfield.

Now, as close-in areas draw new residents, a new generation of mixed-use, higher quality shopping environments is emerging. From Atlanta, where one of the largest redevelopment projects in the city's history will bring IKEA and a host of other retailers downtown; to Chicago, with the first multi-story Home Depot; to Washington, D.C. and its retail renaissance, major retailers are discovering old and new urban neighborhoods in a major way.

Pushing the change are savvy local government officials who realize that, for urban and inner suburban neighborhoods, attracting major retail stores and mixing them correctly with residential development revitalizes communities. And some retailers are responding by locating their businesses within those communities, not just at the end of expressway ramps.

Such newfound flexibility has implications for cities around Michigan that are trying to either revitalize or protect their downtowns. In order to provide the true walkability that urban dwellers crave, cities as different as Detroit, Grand Rapids, Ann Arbor, Troy, Flint, and Traverse City need many more practical, downtown grocery, hardware, household, and clothing stores. But the rising interest among chain stores in downtown retail could influence the growing resistance to big-box stores in rural areas, too. For example, after a recent court decision in their favor, a group of residents and elected officials in Acme Township, located just east of Traverse City, are working to convince Meijer, Inc. to drop its proposal for building another



www.fruitvalevillage.net

Oakland, Calif., revived its Fruitvale district by converting part of a large transit station parking lot into a creatively designed collection of retail stores, offices, and mixed-income housing.

cookie-cutter, 232,000 sq. ft. store in the middle of a large field and instead build a two-story outlet, with a parking deck, in the middle of a "new urbanist" town center long envisioned by their township's master plan for a site across the street. The center would include hundreds of houses, apartments, and condominiums, plus other stores, offices, and a park.

Surprising Signals

One of the strongest signals yet of how fundamental the shift in "big-box only" retail doctrine may be came at the International Council of Shopping Centers last December. Robert Stoker, senior real estate manager for Wal-Mart Stores, Inc., declared, "We've reached a stage where we can be flexible. We no longer have to build a gray-blue battleship box."

Mr. Stoker cited several examples of the world's largest retailer bending its once-rigid design formula to fit into existing neighborhoods, new mixed use developments, and even a high-rise. For the retail development world, it was as though the pope had changed the words in the Lord's Prayer.

Wal-Mart is not alone in its new willingness to adapt to more urban environments after long refusing to veer from a formula that has held since the 1960s: A single-story building on a major arterial road surrounded by asphalt.

"In 1960, if you had 200,000 square feet of retail, it would have a footprint of about one acre in a multi-story building," said Ed McMahon, a senior fellow at the Urban Land Institute who has written several articles on commercial design trends. "Until very recently, that same 200,000 feet would be in one story and cover three to four acres, fronted by 20 acres of parking."

Another large retailer, Target Corporation, was among the earliest to employ a more compact model. The company's flagship store in Minneapolis has four stories, and the chain has two-story stores with parking structures in Atlanta, Gaithersburg, Md., and other places. Home Depot recently opened a three-story store in downtown Chicago. Wal-Mart has a two-story outlet in a mixed-use setting in Long Beach, Calif., and will soon occupy two floors of a mixed-use high-rise in Rego, N.Y.

Mixed-use urban projects are popping up all over, said Cindy Stewart, ICSC's director of local government relations. "You still see lifestyle and power centers, but retailers going after that urban market are going into projects that also have housing, because there's such a strong need for both."

Why It Works

While building in neighborhoods requires rethinking architecture, footprint size, and loading dock placements and adding masked parking decks, Mr. McMahon said it can be worth it:

Urban stores often out-perform their suburban counterparts. Increasingly, retailers are recognizing what he calls the place-making dividend: "People will stay longer and spend more

money in places that actually earn their affection. Strip shopping centers are retail for the last century, and mixed use is the retail environment for this century.”

Ms. Stewart cited two reasons why big boxes are reshaping themselves into downtown-ready formats.

“The suburbs are saturated,” she said, “and developers and retailers are looking for new markets, and those really are old markets that may be undergoing a rebirth. And when you go out to the green space there are a lot of growth management laws in place that make those projects more difficult to do.”

She added that the fastest-growing sectors of her retail association’s membership are local governments and community organizations working on commercial restoration. Some larger cities and older suburbs are redeveloping strip corridors not just as a place to shop, but as a place to be: Mixed use, walkable neighborhoods with a Main Street feel — precisely what Acme’s master plan calls for.

Residents of Michigan’s inner cities, inner-ring suburbs, and exurbs could learn from recent community-retailer collaborations on new, successful store designs.

Rebounding in Washington

One such partnership is in Washington, D.C., where the mayor and a local business partnership established the Washington, DC Marketing Center to lure skeptical retailers into the city’s rebounding neighborhoods.

“We compiled all the retail opportunities into a single resource,” said Michael Stevens, the center’s CEO, “and posted them on our Web site. We know the demographics and traffic counts.”

Extensive research revealed that the neighborhood has a tremendous amount of buying power, thousands more households than the Census counted, and far more disposable income than anyone imagined. Yet the area was annually sending about \$424 million, two third of it buying power, to stores elsewhere. So the city assembled a deal to build Tivoli Square, a project with a Giant Foods store — an urban rarity at 53,000 square feet — a restored Tivoli Theater, 25,000 sq. ft. of shops, and 28,000 sq. ft. of upstairs office space.

Tivoli Square has triggered the largest retail project in the District, called D.C. USA, which will mix regional and national retailers with restaurants and a health club.

Oakland’s Transit Village

An Oakland, Calif., project is repairing the damage done to the Fruitvale district by years of sprawling suburban development.

“Fruitvale had become a very unattractive neighborhood and it was just filthy dirty,” said Arabella Martinez, the former head of the district’s Spanish-speaking Unity Council, a non-profit promoting Latino opportunity throughout the Bay Area.

The boulevard was dilapidated; the nearby BART rail station, surrounded by acres of parking, was unconnected to the commercial district. The council rallied the community to develop, on its own, a “transit village” in BART’s parking lot. The group reasoned that shops and restaurants serving both the neighborhood and commuters would link the commercial district to the station and provide a community gathering spot. It added housing and planned offices to bring more jobs. Today, with construction almost complete, the area is transformed.

“You see tremendous numbers of people shopping, and you don’t see all the security bars on the storefronts,” Ms. Martinez said. “The district went from a vacancy rate of about 40 percent in 1990 to 1 percent now. All evidence is that the strategy to focus on the retail worked. I’m living my dream.”

New Life for St. Louis Park

While the Oakland and Washington projects point the way for possible projects in Detroit or Grand Rapids, a successful effort in Minnesota could guide places like Troy, or even tiny Acme. Both lack a downtown and face threats from ongoing sprawl.

By the early 1990s, St. Louis Park’s main commercial strip had declined to a collection of pawnshops, check-cashing storefronts, and struggling retailers. Officials decided it was high time for a downtown.

“People really wanted to have a place in their community where they could go and just hang out, a real town center,” said Richard McLaughlin, the architect and town planner who conducted public workshops that planned a shopping district and housing surrounding a town green. The city hired TOLD Development Company, which, paying close attention to the retail atmosphere, broke ground in 2001 on 100,000 square feet of retail space and 660 housing units. The firm’s principal, Bob Cunningham, said the plan paid off.

“What’s really attracting people to live there is the mix of retail, because that enhances their lives,” Mr. Cunningham said, adding that residential occupancy rates have never dropped below about 94 percent.

The mix includes a daycare center, Pier One Imports, restaurants, Panera Bread, Starbucks Corporation, and locally owned boutiques, as well as a farmers market and public events that transformed the 600-foot long town green, connected to 30-acre Wolfe Park, into a town focal point.

The town helped the project by building smaller, shared-use parking structures, and revising its tax code to capitalize on rising property values to finance the city’s investments in the town green and streetscapes. Mr. Cunningham said that financing was the trickiest part: “Lenders are

still either apartment, condo, or retail lenders. Most don't do mixed use. But this is a product type whose time has come."

David Goldberg, a regular contributor to the Michigan Land Use Institute's Elm Street Writer's Group, is the communications director at Smart Growth America. Reach him at dgoldberg@smartgrowthamerica.org.

Freddies' New To-Do List

Jan 4, 2013 Wendy Culverwell, Staff Reporter-*Portland Business Journal*

New Fred Meyer president Lynn Gust has a long list of goals as he takes the helm of the Kroger-owned retailer:

The new president of Fred Meyer Stores has a long to-do list.

As he steps into his new post, Lynn Gust's top priority is ensuring that each of the 133 Fred Meyer stores in Oregon, Washington, Idaho and Alaska has the tools and independence it needs to cater to its own unique customers.

That may sound like standard retail strategy, but it promises to transform Fred Meyer into a federation of individual outlets, each tailored to its distinct shoppers.

"We could have 133 different focuses come out," said Gust. "We're a little nervous about this." Portland State University marketing professor Jill Mosteller said the new strategy is a smart move. Customer preferences vary from market to market. Customizing product offerings and pricing could yield higher turnover and margins, she said.

"That directly benefits their business," she said.

Gust, 59, took the helm of Fred Meyer in early December, capping a four-decade career with the grocery chain that began when he took a job as a teenage clerk in his local Vancouver, Wash., store in 1970.

Gust was managing a store by his mid-20s and most recently served as senior vice president of operations under Michael Ellis, who left to take an executive post with Fred Meyer's \$100 billion parent, Cincinnati-based Kroger.

Capital program emphasizes remodels

Gust's priorities go well beyond the day-to-day management of a company that employs 14,188 Oregonians and a comparable number in Washington. Fred Meyer is Oregon's second-largest private employer with 52 stores in the state as well as its corporate headquarters.

Fred Meyer's capital goals are relatively modest after a recent store-building spree that added new locations in both Vancouver and Wilsonville.

Instead of ground-up construction, Fred Meyer will focus on remodels and expansions, with plans to invest about \$200 million in 2013.

In Oregon, it will spend \$40 million to update and expand stores in Warrenton, Albany and Tualatin.

Fred Meyer is studying the feasibility of smaller-format stores in urban settings. Gust said the campaign will likely be different from rival Wal-Mart Stores Inc.'s "Neighborhood Market" initiative, which opened small-format groceries in vacant retail sites.

In contrast, Fred Meyer would likely construct its own stores rather than lease existing ones. It is studying the concept at a 100,000-square-foot store in Hazel Dell.

"It's kind of our laboratory," he said.

Columbia River Crossing

Fred Meyer is a big contributor to the \$40 billion of goods that cross the Columbia River on the Interstate 5 bridge each year.

It trucks merchandise and food goods throughout the western U.S. from its warehouse, distribution center, dairy and bakery facilities in the Portland area. Gust called it "mind boggling" that the current bridges, constructed in 1917 and 1958 on wooden pilings, have not been replaced with a modern bridge. Congestion hurts business.

"I've got trucks out idling, burning gas and waiting," he said.

The company builds the added fuel and labor costs into its budget.

Truck delays already cost businesses — Fred Meyer included — more than \$24 million a year, according to bridge proponents.

Act like a small company

Fred Meyer operates within the confines of one of the nation's largest supermarket chains. Parent Kroger Co., which is based in Cincinnati, operates 2,435 supermarkets under two dozen banners and boasts nearly \$100 billion in annual revenue.

Gust said he wants to retain the local touch, which includes supporting local food producers.

"We have to act like a \$100 billion company where it makes sense," Gust said. "But we also have to act like a local company, too, where it makes sense."

Jim Bernau, founder and president of [Willamette Valley Vineyards](#), is relieved to hear that Gust intends to continue to locally source Fred Meyer products. Bernau notes his grandfather operated a small dairy that sold milk to Fred Meyer's namesake founder.

He said Fred Meyer was the first grocery chain to employ knowledgeable wine stewards who carried the Oregon wine story to other markets. He credits Fred Meyer executives with arranging a meeting with Kroger executives that resulted in Kroger carrying Oregon wine in other markets.

Nikos Ridge, cofounder and CEO of Eugene's Ninkasi Brewing Co., said the pattern repeated itself when the brewery formed in 2006. Fred Meyer was the first multistate retailer to carry Ninkasi after it started bottling in 2008.

"They've been a great partner," he said.

[Target opens smallest store ever](#)

7/23/2014 Supermarket news

Target Corp. was scheduled to open its smallest store ever today near the University of Minnesota campus.

The 20,000-square-foot TargetExpress will carry about one-fifth the amount of merchandise a regular Target does, including dry groceries, produce, meat, deli, bakery and frozen items, with a large selection of grab-and-go foods; HBC items and a pharmacy; school supplies, home decor and a small electronics section.

The store also features a new checkout lane configuration geared to high traffic and smaller basket sizes.

"We'll carefully evaluate this new format to determine plans for future growth," the company said last January, when it announced plans to open the store.

It also said in January the smaller box would be "an exciting opportunity to test and learn as we continue exploring new ways to meet our guests' needs. Our focus is on ensuring the Target shopping experience is available when, where and how guests want it."

The store is located near Target's headquarters in Minneapolis, on the ground floor of an apartment complex. Other retail space at ground level is so far unoccupied, according to published reports. Approximately 85% of the store staff is reportedly made up of college students.

[Walmart US Accelerates Small Store Growth](#)

BENTONVILLE, Ark., Feb. 20, 2014 – Behind a real estate strategy focused on providing the broadest selection of products and convenient access through a digitally connected, multi-

format portfolio, Wal-Mart Stores Inc. (NYSE: WMT) today announced it is significantly accelerating its capital plan for U.S. small store format openings for the current fiscal year.

The company is expanding its original [capital forecast provided last October](#), and now expects to add approximately 270 to 300 small stores during the fiscal year, doubling the initial forecast of 120 to 150 stores. Walmart U.S. will continue its plan to open approximately 115 new supercenters this year.

“Customers’ needs and expectations are changing. They want to shop when they want and how they want, and we are transforming our business to meet their expectations,” said Bill Simon, Walmart U.S. president and CEO. “Customers appreciate the broad assortment of our supercenters for their stock-up trips as well as our small store formats for fill-in trips. By unlocking this growth opportunity and further combining our supercenters and small store formats with an unlimited selection available through ecommerce, we provide our customers with anytime, anywhere access to our brand.”

The small store fleet has continued to deliver positive comp sales and traffic increases each quarter. Comp sales for Neighborhood Market stores grew approximately 4 percent for fiscal year 2014, driven by fresh and pharmacy.

“Neighborhood Market is performing comparable or favorable to leading grocers,” said Simon. “Our small store expansion, in addition to providing customers access to a wide variety of products, including fresh, pharmacy and fuel, will help us usher in the next generation of retail. This will combine thousands of points of physical access with digital retail experiences that include initiatives such as Site to Store and Pay with Cash.”

Walmart currently operates 346 Neighborhood Markets and 20 Walmart Express stores. The Express units have performed well and are being expanded beyond the initial three-market pilot. As a result of its more aggressive plan, Walmart U.S. projects to end fiscal year 2015 with net retail square footage growth of approximately 21 to 23 million square feet across all formats, versus its original projection of approximately 19 to 21 million square feet. The projected capital expenditures and square footage details exclude the impact of future acquisitions.

“We have a healthy pipeline of stores in development, and we systematically work to improve our real estate and construction processes, reduce building costs and shorten the time needed to open our stores,” said Simon. “In addition to providing best-in-class one-stop shopping at supercenters, we believe that accelerating our small store expansion will allow customers to choose where and when to shop based on their needs. Our small store expansion will also strengthen our market share and create greater efficiencies in our supply chain through a tethered approach that uses supercenters as a supply chain base, links our resources and provides a unique and connected customer experience.”

To fund this additional growth, the company is revising its capital expenditures forecast for the Walmart U.S. segment to \$6.4 to \$6.9 billion, up from an initial range of \$5.8 to \$6.3 billion. This reflects the increased small store growth and the current pipeline of supercenters, which remain an essential part of the company's strategy. In total, across supercenter and small store formats, Walmart U.S. plans to open 385 to 415 units in fiscal 2015, adding considerably to the more than 4,200 stores currently open.

Small-Mart

7/23/2014 Supermarket news

Wal-Mart's newest store concept — a 5,000-square-foot convenience store named Walmart to Go — opened in March near the company's Bentonville, Ark. headquarters.

The store, which offers only a sliver of the inventory of a neighboring Supercenter but identical prices, is providing Wal-Mart Stores with learnings around an offering designed to be convenient and affordable, officials said.

Here's Walmart's New Strategy for Being Your Everything

By Lydia DePillis October 17, 2013, Washington Post

Walmart may be the world's biggest retailer, but has lost a bit of its swagger in recent years. The chain has been cutting costs so much that it's [struggling to keep some shelves stocked](#) and scrambling to keep up in the instant-delivery age of Amazon. Dollar stores are [eating into its low-end customer base](#); its higher-end urban stores have been slow to emerge; and its international expansion has had some [high-profile setbacks](#).

On Tuesday, Walmart executives told investors that they aren't taking that beating lying down. They have a path to growth, and it has something to do with what they call "ecosystems." Let me explain.

In Walmart's thinking, there are three types of shopping trips: There's the stock-up mission, which brings families to Walmart's 3,200 nationwide Supercenters. There's the basic grocery run, when shoppers want to go someplace nearby and more navigable, such as one of Walmart's 300 "[neighborhood markets](#)." And there's the "immediate access" stop, when shoppers head for the traditional convenience store. That convenience stop is the segment Walmart hasn't really touched, except for a handful of "express" stores in Arkansas.

Put the three together, and you get an "ecosystem," as chief executive Bill Simon [described on Tuesday](#). In a time of domestic oversaturation and overseas obstacles, this is the model the retailer is banking on to satisfy [ever growth-hungry investors](#).

The key to making the ecosystem work, Walmart says, is "tethering." You can tether your hiring and back-office functions together for greater efficiency. You can tether your inventory distribution systems so that fresh items can be sent out from the giant supercenters quickly in

response to demand. You can even tether your online orders, so that anything a customer might want can be delivered to a nearby market that day. The theory: Rather than one huge store that offers endless goods all in the same place, you have three stores that offer most of those goods, at the time and place you want them.



What they're thinking, basically. (Walmart)

"So, imagine you're at work, and you decide you need gas on your way home, and you know that Walmart Express store -- because you go by it every single day -- has fuel, and you decide what you want for dinner, and you want a rotisserie chicken, and, by the way, later that night, you decided that you'd like to play scrabble with your spouse," Simon said. "I mean, go on your phone, let the store know that you want a scrabble board, certainly something that's not going to be carried in a 10,000 SKU assortment, and it will be there, ... or a sewing machine or anything that's in the Supercenter assortment."

A dollar store that can get you a Scrabble board on short notice? Walmart's building at least another 120 of them over the next year. That way, the retailer's thinking goes, you've got Walmart all around you, for nearly anything you might need at any time.

[Walgreens Outlines Growth Opportunities and Strategy at 2014 Annual Shareholders Meeting](#)

Company leadership presents how Walgreens is positioned for growth and for creating long-term shareholder value

DEERFIELD, Ill., January 08, 2014 - Reviewing a year of major strategic progress in transforming Walgreens (NYSE: WAG) (Nasdaq: WAG) for long-term sustainable growth and value creation, Chairman James A. Skinner, President and Chief Executive Officer Gregory D. Wasson and Executive Vice President, Chief Financial Officer and President, International Wade D. Miquelon today outlined the company's growth opportunities and strategy at Walgreens Annual Shareholders Meeting. Addressing nearly 2,000 shareholders in Chicago, company leadership also discussed the substantial progress Walgreens has made since announcing its "plan to win" in 2009.

Wasson said, "Our 'plan to win' was a journey to innovate and reinvent Walgreens for a new era of growth and value creation. Toward that end, we slowed new store growth to invest more in our existing store base. We looked at new, innovative retail concepts both in the U.S. and around the world. We made major acquisitions such as Duane Reade in New York City and drugstore.com, forged a strategic partnership with Alliance Boots and began a long-term strategic relationship with AmerisourceBergen. All of this culminated in a year of solid progress in fiscal 2013 and a five-year total shareholder return for our stock of 145 percent."

In the last fiscal year, Walgreens reached record sales of \$72.2 billion with an adjusted net earnings increase of 16.3 percent to \$3 billion, while GAAP net earnings increased 15.2 percent to \$2.5 billion. Operating cash flow was \$4.3 billion for the year, and free cash flow reached a record \$3.1 billion. The company continued to return significant cash to shareholders with \$1 billion paid in dividends, and provided a total shareholder return in the last 12 months of 53 percent.

"We are in two dynamic industries – retail and health care – that are converging as consumers become more involved in shopping for their health care solutions," said Wasson.

U.S. health care spending is expected to grow from 17 percent of gross domestic product to 20 percent by 2020, driven by an aging population and health care reform, which is expected to bring 30 million more people into the system. At the same time, health care is beginning to see a shift in payment models from fee-for-service to pay-for-performance. That's good for Walgreens and community pharmacy, as the company is well positioned to play a greater role in these emerging models and expand its role beyond the pharmacy market to the much larger \$2.6 trillion health care market.

On the retail side, consumers continue to look for value and extraordinary service coming out of the Great Recession, and Walgreens introduced 2,000 new private brand items last year to meet growing demand for trusted retail brands. In addition, more opportunity in categories such as beauty and fresh foods is opening up to Walgreens as consumers shop across all retail channels. And finally, digital commerce is expanding rapidly and driving major change in both retail and health care.

Walgreens is seizing the opportunity created by these trends to lead the market for decades ahead by focusing on its three strategic growth drivers: creating a Well Experience, advancing community pharmacy and establishing an efficient global platform on behalf of its customers and shareholders.

Creating a Well Experience

Beyond enhancing the physical store, Well Experience also means a highly engaged employee delivering extraordinary customer care with the right products and solutions in every community in America. Walgreens has expanded the number of stores incorporating its Well Experience concepts from 400 at the start of fiscal 2013 to 600 today.

Walgreens is ensuring it has the right products and solutions by making it easy for shoppers to get in and out with what they need, elevating its beauty offering and accelerating the convergence of retail and health care by pulling together its pharmacy and health care services with its over-the-counter health and wellness products into more seamless solutions for customers.

Boosting the Well Experience was last year's launch of the Balance® Rewards loyalty program, with 74 million active members, making Balance Rewards one of the most successful launches of a loyalty program in the history of retail.

In addition, Miquelon noted, "Our front-end comparable store sales have improved steadily over the last three quarters, and we have outperformed our largest drugstore competitors."

Advancing Community Pharmacy

Walgreens is advocating a greater role for community pharmacy to offer unparalleled access to innovative, high-quality, affordable health and well-being services. The company believes its pharmacists and nurse practitioners can help fill the gap in primary care, expand health and wellness and lower overall health care costs by practicing at the top of their professions.

Walgreens is well positioned to serve the growing demand for pharmacy-led health and well-being services by advancing community pharmacy through three main goals: delivering comprehensive care for its customers by leveraging its community presence in all 50 states; providing a differentiated experience that competitors can't easily match; and building strategic partnerships with physicians, health insurance companies, hospital systems and large employers.

Miquelon noted Walgreens is focused on serving customers with asthma, high blood pressure, high cholesterol and diabetes. "These four chronic disease states alone drive a high percentage of health care costs in the country, and we now offer a cost effective solution to patients and payers," he said. Earlier last year, Walgreens Healthcare Clinics began offering diagnosis and treatment of these four disease states, in addition to acute care, prevention and wellness, and monitoring and disease management services.

As Walgreens pursues its goals to advance community pharmacy, it is ensuring that policymakers are aware of and understand the value community pharmacy can bring to the health care system.

Franchise Stores: Example Taco Bell

Below is general information about one franchise. Most franchised food outlets have similar requirements to start new businesses.

Taco Bell has a goal of developing 2,000 new Mexican restaurant franchises by 2023.

For a traditional Taco Bell restaurant franchise unit, the total estimated investment ranges between \$1,193,300 - \$2,465,600, which includes the initial QSR franchise fee of \$45,000.

For an endcap Mexican food franchise unit, the total investment ranges from \$585,300-\$1,205,600, which includes the \$25,000 initial QSR franchise fee.

The total investment to begin operation of an existing Taco Bell fast food franchise ranges between \$175,000-\$1,445,000 (or more), excluding real property.

Different styles of Taco Bell franchises:

1. **The Bellco Inline design** focuses on rural and urban trade areas. Non-rural growth opportunities can potentially be developed using this vehicle. The Bellco Inline model includes:

- High visibility with good pedestrian access
- Restaurant franchise locations with strong co-tenancy and viable retail generators
- Minimum frontage of 19 feet
- Minimum interior of seven person stacking or queue area (two POS)
- Optimal Landlord T.I. allowance and rent abatement for build out
- Flexible exterior signage expression
- 1,000 square foot, nominal space
- Twenty or more seats
- Ten menu panels



2. **The End Cap with Drive-Thru** design focuses on rural execution. Non-rural growth opportunities can potentially be developed using this vehicle. The End Cap with Drive-Thru model includes:

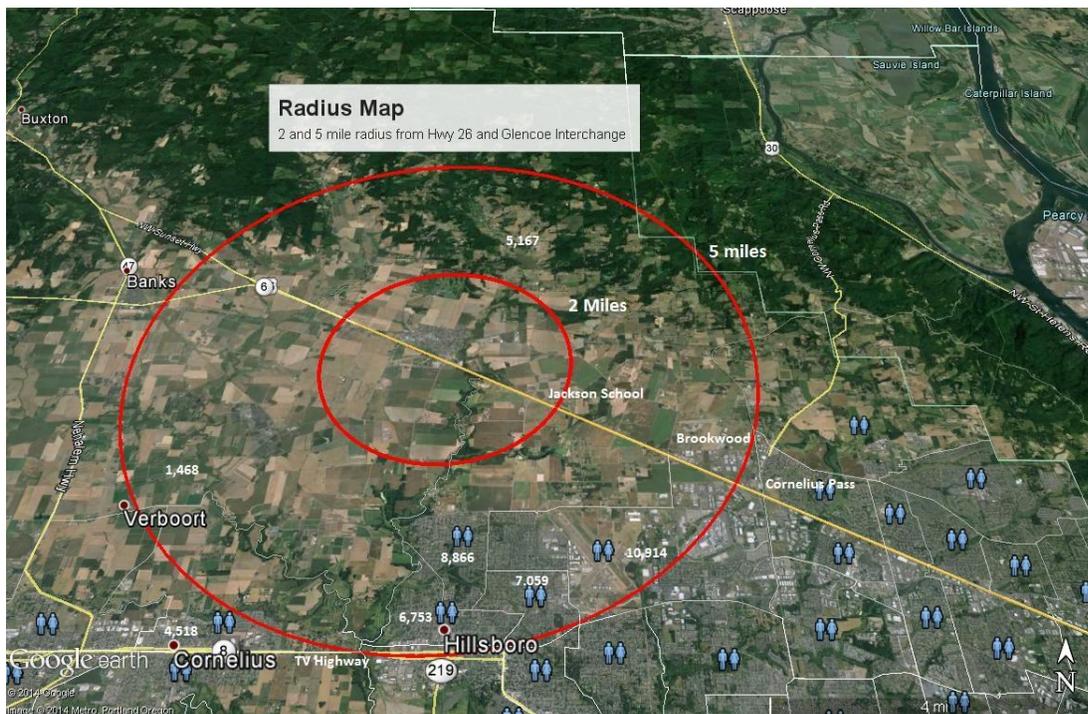
- High visibility with good pedestrian access
- Locations with strong co-tenancy and viable retail generators
- Minimum frontage of 25 feet
- Single drive-thru window with a minimum seven car stack for drive-thru (includes two prior to the menu board)

- Minimum of one parking space for every two interior seats
- Single occupancy restrooms
- Two production lines in a galley-style layout
- Ability to adapt Bold Choice expression – tower, signage, colors, materials
- Revolution menu board
- Modular seating options
- Minimum interior size of 1,500 square feet



3. **Small Taco Bell Mexican restaurant franchise buildings are established within a two-mile radius of populations of 15,000 or less.** The small building includes:

- An optimal total site size of 17,000 square feet
- Seven car stack for single window drive-thru
- One parking space per two seats
- Modular seating options
- Upgraded finishes, lighting and art work
- Interior building area of 1,645 square feet
- Twenty-eight seats with option to expand to thirty-eight
- Revolution menu board



North Plains has roughly 5,000 people within 2 miles

4. Medium Taco Bell Mexican restaurant franchise buildings include:

- Divider wall seating with padded bench
- Back-to-back booth and hi-top seating
- Contemporary finishes
- LED lighting for energy efficiencies
- Single occupancy restrooms
- Interior color palette options
- Divider panel options
- Interior building area of 1,961 square feet
- Forty seats with option to expand to fifty-four



5. Large Taco Bell Mexican franchise restaurant buildings includes:

- Divider wall seating with padded bench or option of bell booth
- Hub table option
- Back-to-back booth and hi-top seating
- Contemporary finishes
- Interior color palette options
- Divider panel options
- LED lighting for energy efficiencies
- Equipment options, including pre-pay window
- Third line capabilities
- Interior building area of 2,456 square feet
- Fifty seats with option to expand to sixty-six



How Much Does It Cost to Open a Pharmacy?

by Luke Arthur, Demand Media

The average person goes to the pharmacy several times per year, and considering the costs of prescriptions, owning a pharmacy could be a potentially lucrative business investment. Although opening a pharmacy can mean large profits, it takes a relatively large investment to get off the ground.

Franchise - One of the ways that you could open a pharmacy is to buy a franchise. Franchises provide the opportunity to buy into a proven business model. The cost of the franchise can vary significantly from one company to the next. In some cases, you pay the franchisor a certain amount and it oversees the development of the location for you. In these situations, you might expect to pay between \$200,000 and \$500,000 for everything. If you are only buying access to the franchise name and the system, you may be able to pay less than \$100,000.

Location - One of the potentially large expenses for starting a pharmacy is paying for the location itself. If you are planning to buy a building or construct one on vacant land, the cost could be substantial. You

could have to come up with \$1 million or more to buy the real estate if you are buying in a prime retail location. By comparison, leasing a building would be much less expensive in the short term. You may only need \$2,000 to \$10,000 per month, depending on the location.

Inventory - When you start a new pharmacy, another large expense is buying inventory. The franchisor may determine the level of inventory. If not, you can decide how much you want to spend on inventory. The amount of money you spend on inventory can vary greatly. With advancements in inventory tracking and shipping, you may not need to keep a large amount of inventory on hand since you can get what you need quickly.

Other Expenses - There are other expenses for starting a pharmacy. One of the biggest is salaries of pharmacists and pharmacy assistants. According to the Bureau of Labor Statistics, the average salary for a pharmacist was \$106,410 per year as of 2008. You will need two to three full-time pharmacists and pharmacy assistants on staff. Besides salaries, you will also have to pay for computer systems that can track inventory and help with billing. Pharmacies also need other technical equipment used by the pharmacists and staff to distribute medicines.

How much money is required to start a Pharmacy?

You'll need \$882,352 to \$1,764,705 per year in either borrowed or non-borrowed cash to start a pharmacy, which might seem like a lot (and may be for less expensive areas), but the costs are in line with typical start-up costs: rent, inventory, and staff. Many costs are relative to location, and having an owner as a pharmacist will save on staffing costs.

Office Space - Office space is a considerable expense and varies depending on location. In Scottsdale, Arizona, for instance, modern retail space rents for around \$20 per square foot. Houston, meanwhile, has rents around \$15 per square foot. Rite Aid pharmacies are 880 square feet, which means that an 880 square foot spot in Scottsdale will cost \$17,600 per month, and the same space in Houston will cost \$13,200 per month, or \$158,400 per year.

Inventory - According to a report from the Texas Tech University School of Pharmacy: "In an average pharmacy, costs of goods sold account for approximately 68% of total expenditures." The report goes on to say that the average pharmacy sells and replaces its entire inventory 8 to 10 times per year and gives an example of a pharmacy that purchases \$50,000 in inventory per month and one that buys \$100,000 worth of inventory per month, which means annual costs are \$600,000 for inventory, at \$50,000 per month, and \$1.2 million at \$100,000 per month.

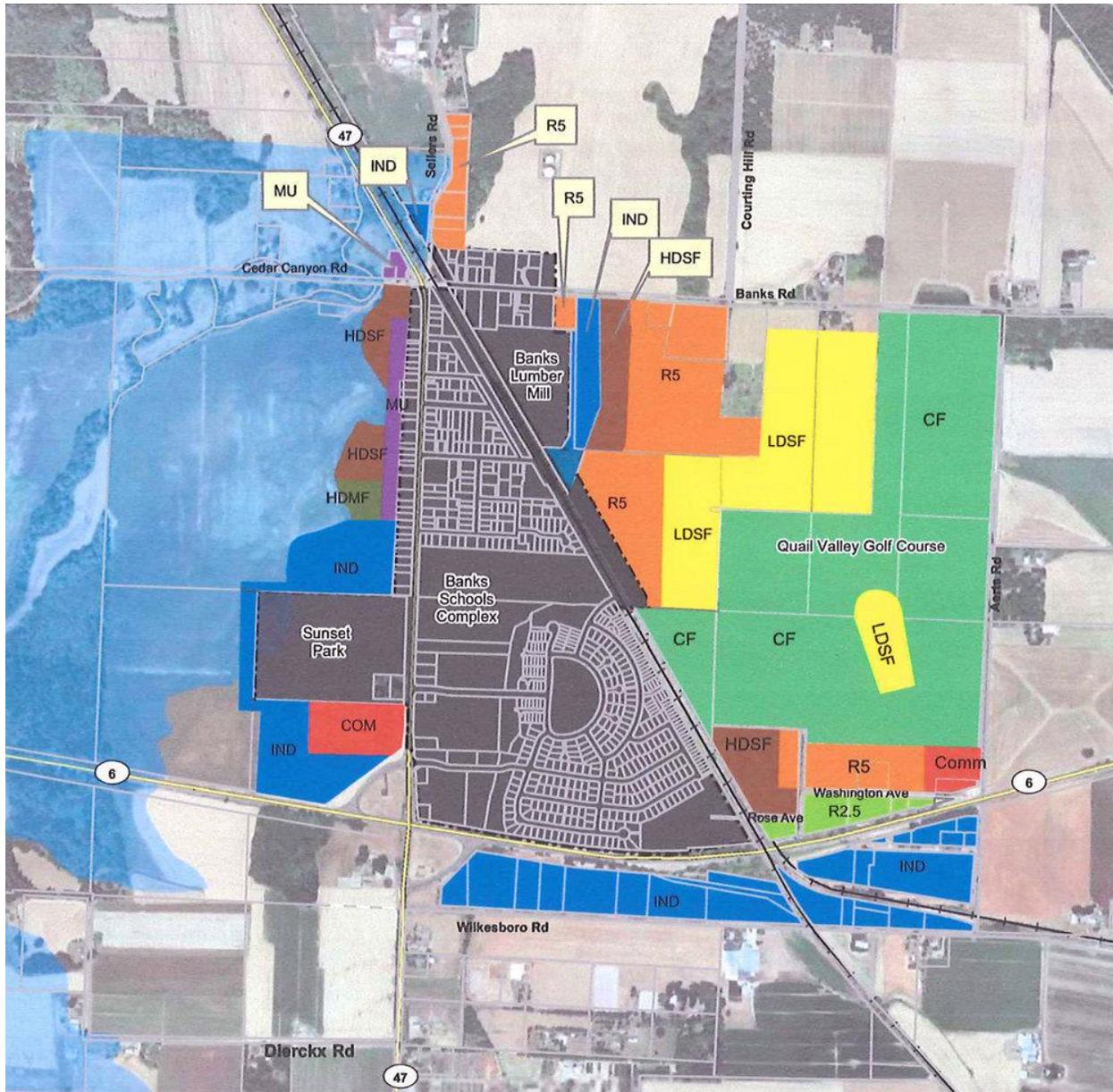
Staff - According to the most recent data from the Bureau of Labor Statistics, the average pharmacist salary is \$106,410 per year. The average pharmacy technician made \$13.32 per hour. Assuming one pharmacist and one pharmacy technician, then, will cost \$131,984 per year in salaries. Two of each will cost \$263,968. One pharmacist and three pharmacy technicians, however, will cost \$183,132. If the owner is the pharmacist, she can adjust her salary depending on budget, taking cuts when necessary.

Totals - The Texas Tech report said that 68 percent of the average pharmacy's budget was inventory. Taking that percentage and their example inventory range of \$50,000 to \$100,000 per month, the total inventory range, then, is \$600,000 to \$1.2 million per year, and the total budget range is \$882,352 to \$1,764,705, which leaves about \$280,000 to \$570,000 for rents and staffing, to stay within the average.

Information about other local agencies

Banks expands urban growth boundary, adds Quail Valley Golf Course

OregonLive May 23, 2013 at 3:54 PM, updated May 23, 2013 at 3:59 PM



Banks' urban growth boundary is shown in color surrounding the city's current limits, which are shown in grey. The Quail Valley Golf Course is shown in green. The yellow center shows six acres of undeveloped land planned for residential use. *Courtesy of the City of Banks*

Washington County's Board of Commissioners on Tuesday approved an expansion of [Banks' urban growth boundary](#) by 149 acres -- owned entirely by the Quail Valley Golf Corporation.

The approval adds to the city's plan for growth, which has taken place in two phases. [Last year, the city added to its UGB](#) 154 acres of residential land and 94 acres of commercial or industrial land, located in two pockets west of Main Street and east of the railroad past Banks Lumber Co.

The latest 149 acres of land, which includes the [Quail Valley Golf Course](#), is zoned for exclusive farm use (under which a golf course is permitted). It becomes officially part of Banks' UGB 30 days from the county's decision.

[Urban growth boundaries](#) are used to protect rural land and prevent urban sprawl. The commissioners' decision also establishes the golf course as a Banks recreation area, which ensures its preservation.

Only city and Quail Valley representatives showed up to the board meeting, which included a time for public comment. No one objected to the expansion.

For the process to continue, owners of Quail Valley must request that their land be annexed into city limits. To do so, they need to apply with the Planning Commission, which would make a recommendation to the City Council for approval. If the council agrees, residents would vote in a special election for the annexation.

For Banks leaders, Tuesday's decision was historic. The city's expansion process has long been in the works, with the Quail Valley land in Banks' plans since the golf course was built in 1994.

Interim City Manager Jolynn Becker said the golf course would enhance the city's options for future economic development.

What the golf corporation gets

Quail Valley attorney Larry Derr said the corporation owns a total 178 acres adjacent to Banks.

He said the goal is to develop six acres in the center of the golf course into residences. The remaining acreage was already added to the city's UGB during the first phase of expansion. It includes portions in golf course use, a small portion in residential use and about 20 acres of undeveloped land south of the golf course that corporation officials hope to also develop into residences.

Don Kilgras, president of the Quail Valley Golf Corporation, said he and the corporation's Board of Directors are still mapping out when to annex into the city and begin developing residences.

"It has been a long process, but in the future we'll be able to develop the acreage," he said. "This is closure -- it's kind of the bow on the package."

What the city gets

Becker said the Quail Valley land is an important asset to Banks for several reasons:

The golf course and future residences would provide tax revenue to the city without significantly adding to the city's costs of operation

The golf course is a recreational venue for the Banks High School golf team and city residents

Residential use in the center of the golf course would provide high density housing not currently available in the city

Expansion history

For small cities to expand their UGB, the process typically goes through the planning commission and city council first, then -- if there are no objections -- on to the county board of commissioners for approval. When Banks adopted an ordinance in 2011 to include Quail Valley in its UGB, the [Oregon Department of Land Conservation and Development](#) appealed it to the [Land Use Board of Appeals](#).

Their reasoning? The city had not properly justified a need to bring in the golf course. They also felt it violated statewide planning goals for compact and orderly urban development, said Rob Hallyburton, community services division manager at the DLCD.

"The parts tabbed for development are detached from the rest of town," he said.

But before the board could approve or deny the appeal, the city volunteered to fix the parts the DLCD took issue with. Banks officials came back in July 2012 with more detailed findings, passed the ordinance through their City Council and moved it for approval at the county level.

This time around, the DLCD didn't complain.

"I don't know that I would say there was no issue," Hallyburton said. "We just chose not to press it."

The county mailed a notice Thursday to DLCD, saying the ordinance to include the 149 acres of Quail Valley land had been adopted. The ordinance becomes effective June 20.

[Excerpts from City of Banks UGB Expansion Justification Technical Report 2010](#)

Population

In 2004, the City of Banks adopted a 20-year population (2024) forecast of 3,739, which was also approved by the Washington County Board of Commissioners. Upon beginning the UGB expansion analysis in 2009, the City needed to update its population forecast to reflect a 20-year period to 2029. Subsequently, the City of Banks updated its 2029 population forecast in accordance with the safe harbor methods defined in ORS 195.034 (1) and OAR 660-024-0030, which were developed for smaller cities in Oregon such as Banks. Appendix B provides correspondence between the City of Banks, Washington County, and the Department of Land Conservation and Development (DLCD) documenting state-mandated inter-agency coordination regarding the methodology used to update the population forecast.

The safe harbor method extends the 2024 City population forecast to a 20-year period (2029) by using the same growth trend for the City assumed in the County's current adopted forecast. The annual growth rate used to calculate the prior population forecast to year 2024 was 4.5 percent. In accordance with OAR 660-024-0030(3)(b), the 4.5 percent growth rate was applied to the Banks 2024 estimate to extend the forecast to year 2029. As shown in Table 1, the Banks 2024 population forecast (3,739) number was multiplied annually by 4.5 percent to 2029, resulting in a forecasted 2029 population of 4,660. Table 1: City of Banks Population Forecast Update (2024 to 2029)

Year	Population Forecast
2024	3,739
2025	3,907
2026	4,083
2027	4,267
2028	4,459
2029	4,660

4.2.2 Housing Mix/Density

OAR 660, Division 024 (Urban Growth Boundaries) was recently amended in March 2009. The revised rules contain a “Housing Mix and Density” safe harbors for urban jurisdictions, which include recommended percentages for housing types in three categories: low-density residential, medium-density residential and high-density residential. The recommended housing mix is based on the coordinated 20-year population of the city. For Banks, the applicable safe harbor mix is:¹²

Maximum 60% Low Density Residential
 Minimum 20% Medium Density Residential
 Minimum 20% High Density Residential

(This safe harbor mix is for jurisdictions with 20-year population forecasts between 2,501 and 10,000 persons...)

For the purposes of comparing the results of the 2029 Residential Needs Analysis to the housing mix/density safe harbor, it is first necessary to distribute the six proposed residential zoning districts contained in the 2029 Residential Needs Analysis into the three housing mix/density safe harbor table categories. This distribution is done on the basis of residential density standards, as follows:

Low Density Residential

According to the housing/density mix safe harbor, low density residential is “a residential zone that allows detached single family and manufactured homes and other needed housing types on individual lots in the density range of 2-6 units per net buildable acre.” Based on this description, only the proposed LDSF zone (at a proposed minimum density standard of 6 dwelling units per buildable acre) would be categorized in the safe harbor housing mix as low-density residential.

Medium Density Residential

According to the housing/density mix safe harbor, medium density residential is “a residential zone that allows attached single family housing, manufactured dwelling parks and other needed housing types in the density range of 6-12 units per net buildable acres.” Based on this description, the following three residential zones would be categorized in the safe harbor housing mix as medium density residential: R5, HDSF, and MU.

High Density Residential

According to the housing/density mix safe harbor, high density residential is “a residential zone that allows multiple family housing and other needed housing types in the density range of 12-40 units per net buildable acres.” Based on this description, the following two residential zones would be categorized in the safe harbor housing mix as high density residential: R2.5 and HDMF.

With the above categorization of Banks proposed residential zones, a percentage calculation of dwelling units in each of the three safe harbor housing mix categories can be calculated from the 1,199 “total units needed” in Table 4, as follows:

23% Low Density Residential: 284 units (LDSF)

65% Medium Density Residential: 785 units (510 R5 units + 226 HDSF units + 49 MU units)

12% High Density Residential: (86 R2.5 units + 45 HDMF units)

Given the above information, a comparison between the proposed Banks housing mix and the new safe harbor housing mix is as follows:

Table 5: Housing Mix

	Low Density Residential	Medium Density Residential	High Density Residential
Div. 24 Safe Harbor Mix	60%	20%	20%
Proposed Banks Mix ¹	23%	65%	12%

¹ Based on the model used in the Banks 2029 Residential Land Needs Analysis

The above comparison shows that the City is planning for significantly greater amounts of medium density housing, and significantly lower amounts of low density housing than outlined in the safe harbor method, which, along with the adoption of minimum density standards, is an effective tool for meeting the city’s future housing needs.

Gaston housing development could double the city's size



A new subdivision in Gaston could double the city's current population of 650 people. The 56-acre development, situated on Hedin Terrace, could bring as many as 300 new homes. Excavation is starting with eight homes on 1.6 acres. (Samantha Swindler/Forest Grove Leader)

OregonLive on October 10, 2013 at 8:00 AM, updated October 10, 2013 at 9:10 AM

A new housing development in **Gaston** could bring as many as 300 new homes to the city of 650 residents.

Tim McDonald Construction broke ground in early September on the future subdivision, called Gaston Heights, which has been six years in the making. The neighborhood is situated on **Hedin Terrace**, southwest of the school complex.

The development includes almost 56 acres within Gaston's urban growth boundary, but another 33 acres remain for future development if brought into the UGB. The land stretches from Washington County into Yamhill.

Of the 56-acre total, lots for eight houses are being developed on 1.6 acres to begin with. McDonald said several people have expressed interest in building homes on those lots. Ideally, he said, the first houses could be finished by spring.

McDonald said the homes are tentatively priced at \$219,000-\$279,000, and will be between 1,400 and 2,500 square feet. The ideal buyers will be looking for their first-time or move-up home and likely come from Hillsboro's Silicon Forest, he said.

"Gaston hasn't had a new development for such a long time," he said. "We just saw an opportunity given the influx of people in the Hillsboro area. I think Gaston will be an alternative for them to look at."

Eventually, McDonald said, the subdivision will include multiple trails and parks. Current plans include all single-family homes but he said he might look to turn part of the acreage into high-density apartments.

"Once people know Gaston is a viable alternative, things will grow," he said. "If you look at Sherwood, Banks and Tualatin, this is how they started."

Dan Rychart of [Rychart Excavation](#) is installing the subdivision's roads and utility infrastructure, including pipelines for sewage, power and water. He said Gaston Heights will help the city upgrade some existing infrastructure. Some water lines in particular will get upgraded to meet current standards as the lots are developed.

Rich Williams, Gaston's public works director, said the subdivision is a good sign that the economy is on the upswing. He said he hasn't gotten any negative feedback from the community.

"I'm all for it," he said. "It means more tax dollars, more transportation money, a park eventually in this area. It's a win-win for me."

Annexation History

125 acres added to UGB on 2003

1. May 17, 2005
 - Measure 34-106
 - Annex 144 acres in north and south

2. November 8, 2005
 - Measure 34-141
 - Annex 144 acres
 - Phased over four three-year periods up to 700 DU's

3. September 19, 2006 – 3 applications
 - Paine Tract 34-122
 - 100 DU's
 - 23.93 acres
 - Lone Oak 34-123
 - 140 DU's
 - 24.39 acres
 - Jackson School 34-124
 - 149 DU
 - 24.33 acres

4. March 13, 2007
 - Measure 34-141 (Approved – Sunset Ridge)
 - 105 units
 - 24.33 acres

5. September 16, 2008
 - Lone Oak Measure 34-150
 - 246-296 DU's
 - 52.14 acres

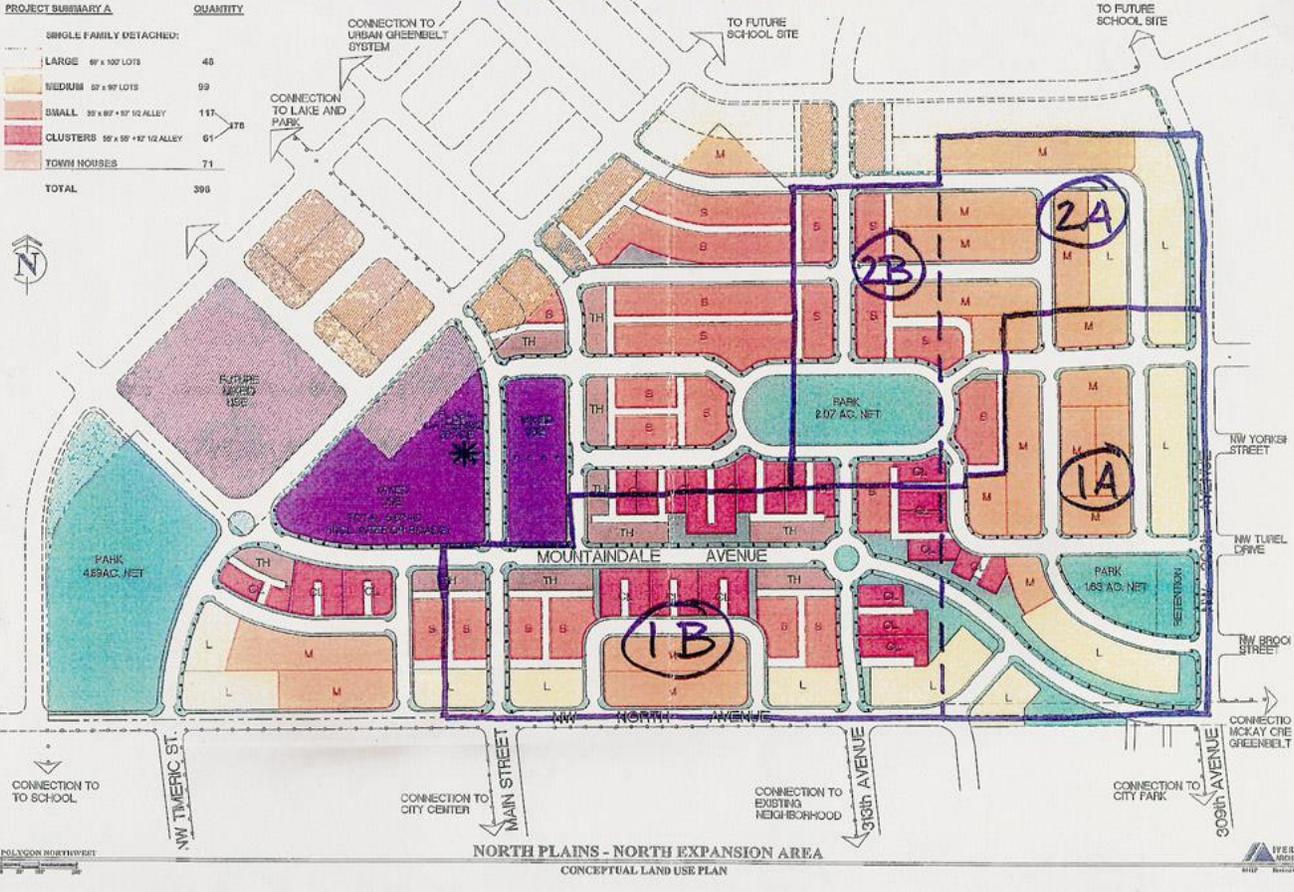
6. November 4, 2008
 - Paine Tract
 - 100-120 units
 - 23.93 acres

Maps for annexation votes

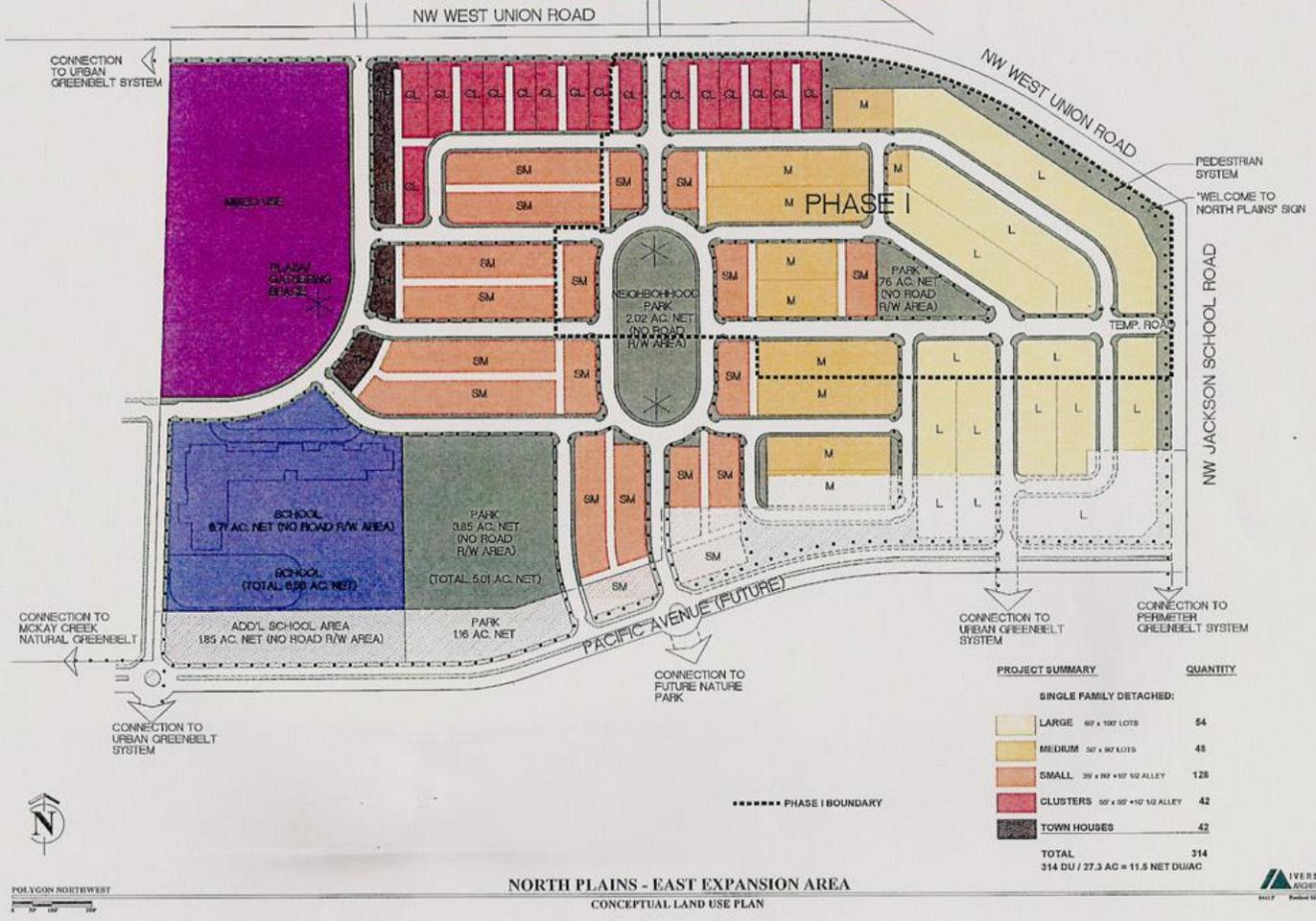
Document provided by Friends of North Plains
 Contact the City of North Plains for official documents

1A, 2A = Paine Tract
 1B, 2B = Lone Oak

PROJECT SUMMARY A		QUANTITY
SINGLE FAMILY DETACHED:		
LARGE 90' x 100' LOTS	48	176
MEDIUM 80' x 90' LOTS	99	
SMALL 80' x 90' + 10' ALLEY	117	
CLUSTERS 80' x 90' + 10' ALLEY	61	
TOWN HOUSES	71	
TOTAL	396	



Document provided by Friends of North Plains
 Contact the City of North Plains for official documents



PROJECT SUMMARY		QUANTITY
SINGLE FAMILY DETACHED:		
	LARGE 80' x 100' LOTS	54
	MEDIUM 50' x 80' LOTS	48
	SMALL 30' x 80' + 10' 50' ALLEY	126
	CLUSTERS 50' x 50' + 10' 50' ALLEY	42
	TOWN HOUSES	42
TOTAL		314
314 DU / 27.3 AC = 11.5 NET DU/AC		

NORTH PLAINS - EAST EXPANSION AREA
 CONCEPTUAL LAND USE PLAN

