

IMPROVING OUR COMMUNITY



**COLUMBIA GATEWAY URBAN RENEWAL AGENCY**  
**CITY OF THE DALLES**

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**SPECIAL  
JOINT WORK SESSION AGENDA  
COLUMBIA GATEWAY  
URBAN RENEWAL AGENCY  
AND  
URBAN RENEWAL ADVISORY COMMITTEE**

Conducted in a Handicap Accessible Meeting Room

**Tuesday, January 28, 2014**

5:30 pm

City Hall Council Chambers  
313 Court Street, The Dalles, Oregon

- I. Call to Order
- II. Roll Call
- III. Pledge of Allegiance
- IV. Approval of Agenda
- V. Work Session – Prioritization of Urban Renewal Agency Projects –  
Jon Chavers
- VI. Next Regularly Scheduled Urban Renewal Advisory Meeting —  
February 18, 2014
- VII. Adjournment

## **COLUMBIA GATEWAY URBAN RENEWAL AGENCY**

### **PROJECT PRIORITIZATION RECOMMENDATION**

#### **Executive Summary:**

The purpose of this report is to recommend a prioritization of projects underway or upcoming in the Columbia Gateway Urban Renewal Agency (URA). This brief acknowledges that while all of the current and developing URA projects have worthwhile objectives, current economic conditions constrain the level of activity carried out by the URA. This brief will examine goals common to urban renewal agencies across the United States - including the Portland Development Commission, the City of Seattle and the City of San Francisco - how these goals are prioritized, and apply this reasoning to the stated goals of the Columbia Gateway URA and draw conclusions about which projects should have highest priority.

#### **Issue:**

Which of the Columbia Gateway Urban Renewal Agency's current and developing projects should receive highest priority?

#### **Recommendation:**

Highest priority should be assigned to the Civic Auditorium, downtown parking structure and Granada Block hotel.

#### **Rationale:**

The goals of the Columbia Gateway Urban Renewal Agency (URA) are listed below:

- 1) Make strategic investments of urban renewal funds so that unused and underused properties can be placed in productive condition and utilized
- 2) Participate in specific opportunities for business, civic, residential, cultural, and tourist-related property to be developed, redeveloped, improved, rehabilitated and conserved
- 3) Provide an adequate amount of properly located and designed off-street parking
- 4) Create positive linkages among the Downtown and the West Gateway Area
- 5) Improve access and connections from downtown to the Riverfront and to provide facilities, such as trails and a public dock, to enhance public use of the Riverfront
- 6) Improve the visual appearance, capacity, and traffic flow in areas where development would otherwise be inhibited
- 7) Assist property owners in the rehabilitation of their buildings and property

General urban renewal goals and guiding principles from Portland, Redmond and Seattle include the following:

- Promote economic development and downtown revitalization
  - Healthy downtowns attract the interest of discerning employers who recognize that quality of life, a vibrant downtown, housing options, and a healthy community combine to attract quality employees.
- Eliminate blight
  - Conditions of deterioration, irregularity, utilization and depreciation must be removed in order to create an environment that supports and attracts investment.
  - Blight is detrimental to public health, safety, and welfare.
  - Encourage land uses which will help create a well-balanced physical and economic environment.
- Stimulate private investment
  - Private investment follows public commitment.
  - The City must improve and communicate competitive advantage.
  - In order to be successful, the City must actively pursue development opportunities rather than merely passively wait for projects. Projects must position the City for success and create a vibrant, 24-hour neighborhood complete with diverse types of housing, prosperous local businesses, growing employment opportunities, and quality recreational and civic amenities.
- Create jobs
  - The presence of a significant supply of vacant and underutilized commercial and industrial land and insufficient business activity and family wage employment opportunities causes economic blight.
  - Urban renewal projects will create quality jobs and an active and vital downtown that will make the city as a whole an attractive location for families and entrepreneurs.
  - Projects should ensure greater inclusion and equity in job opportunities, with an aim to reducing inequality.
  - The local education system should meet employer needs.
- Focus on families
  - A community's proximity to jobs, outdoor amenities, schools, safety, and affordability will appeal to families. Maintaining and strengthening its attractiveness to families will also help The Dalles to attract the employers who seek out quality employees.
- Support downtown housing development
  - When residents live in close proximity to employment and retail centers, they frequent those merchants more frequently and spend less of their time and income on private automobile travel to distant attractors.

- Foster public/private partnerships
  - Urban renewal revenues alone will not be sufficient to fund all of the investments that will be needed for an urban renewal district's revitalization strategy to succeed.
  - Urban renewal can only fund capital investments and some of the needs of downtown will require ongoing operating funding that must come from elsewhere.
  - There are needs and economic development goals and objectives that extend beyond the boundary of an urban renewal district.

The highest priorities of these goals, both from The Dalles and the other cities, are those relating to public health, safety, and welfare, and creation of a well-balanced physical and economic environment. All other urban renewal objectives will fall into place as these two primary goals are achieved.

The goals of the Columbia Gateway URA and their associated current and developing projects are listed below (see pages 7-9 of the urban renewal plan):

- 1) Make strategic investments of urban renewal funds so that unused and underused properties can be placed in productive condition and utilized.
  - a. Granada Block/Hotel
- 2) Participate in specific opportunities for business, civic, residential, cultural, and tourist-related property to be developed, redeveloped, improved, rehabilitated and conserved.
  - a. Civic Auditorium
  - b. Downtown Parking Structure
  - c. Granada Block/Hotel
- 3) Provide an adequate amount of properly located and designed off-street parking
  - a. Downtown Parking Structure
- 4) Create positive linkages among the Downtown and the West Gateway Area.
  - a. 3rd Place Streetscape
  - b. West Gateway Roundabout/Improvements
  - c. West 2nd St. Infrastructure
- 5) Improve access and connections from downtown to the Riverfront and to provide facilities, such as trails and a public dock, to enhance public use of the riverfront.
  - a. Lewis and Clark Park Fountain
  - b. Washington Street Underpass
- 6) Improve the visual appearance, capacity, and traffic flow in areas where development would otherwise be inhibited.
  - a. 1st St. Streetscape
  - b. 3rd St. Streetscape
  - c. 4th St. Streetscape

- 7) Assist property owners in the rehabilitation of their buildings and property.
  - a. Civic Auditorium
  - b. Property Owner Rehabilitation Projects
  - c. Granada Block/Hotel
- 8) Promote housing in the Downtown area.
  - a. Property Owner Rehabilitation Projects
- 9) Supplement existing funding sources to construct, install or replace publicly owned utility systems such as water, storm drains, and sanitary sewers where existing facilities are inadequate, undersized or otherwise substandard; install underground utilities in areas of urban renewal projects including alley rights-of-way in the downtown area.
  - a. Granada Block/Hotel
  - b. 3<sup>rd</sup> St. Streetscape

Knowing that goals relating to public health, safety, and welfare, and creation of a well-balanced physical and economic environment are of a higher priority than other urban renewal goals, we can prioritize current and upcoming urban renewal projects. Current and upcoming urban renewal projects (listed in alphabetical order) that help fulfill these goals are:

- 1) Civic Auditorium
- 2) Downtown parking structure
- 3) Granada Block/Hotel
- 4) Lewis and Clark Park Fountain
- 5) Mill Creek Greenway
- 6) Property Owner Rehabilitation Projects
- 7) Washington St. Underpass
- 8) West 2<sup>nd</sup> St. Infrastructure

Projects (listed in alphabetical order) that fulfill more than one goal are:

- 1) 3<sup>rd</sup> St. Streetscape – Goals 4, 6 and 9
- 2) Civic Auditorium – Goals 2 and 7
- 3) Downtown Parking Structure – Goals 2 and 3
- 4) Granada Block/Hotel – Goals 1, 2, 7 and 9
- 5) Property Owner Rehabilitation Projects – Goals 7 and 8

### **Policy Options:**

Urban renewal attempts to correct private market failures that result in the exclusion of some portions of the population from participation in everyday life in three areas. These three areas are the labor market, health and well-being, and social relationships.

Labor Market:

In the absence of a hunter-gatherer or agricultural economy in which all people own enough land to provide for their own needs, resident participation in the labor market is necessary to sustain life. Being unable to participate in the labor market (being unemployed) “often means that one lacks the financial means to buy those goods and services or to take part in those activities and social circles which are deemed necessary for a normal or decent life in the society of which one is a part” (Burgers & Vranken, 2007).

“It is possible to be employed and yet be socially excluded, a situation that occurs when people are stuck in dead-end or junk-jobs and do not have prospects to improve their [labor] market position”. Opposed to minimum-wage level positions, the types of employment to be encouraged by Urban Renewal Agency activities should be living-wage level positions. A living wage can be defined as “a wage level that offers workers the ability to support families to maintain self-respect and to have both the means and the leisure to participate in the civic life of the nation” (Pollin, 2007) and will vary in from place to place and region to region depending on local economic conditions and local cost of living.

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#### Health and Well-Being:

Full participation in the labor market may not yield the average citizen enough resources to create and enjoy the benefits of a clean and healthy environment, with opportunities for housing, exercise and association with nature. Urban settings created throughout the 20<sup>th</sup> century are characterized by a hyper-emphasis of the use and storage of private automobiles, hyper-segregation of land uses, and the design strategy emphasizing large lots. The result is an ever-expanding urban environment in which providers of essential goods and services locate themselves further and further from their customer base. Such expansion consumes valuable agricultural land, life-sustaining habitat and attractive natural landscape.

Examples of such urban settings in The Dalles today include strip malls, Home Depot, and large chain grocery stores in the west side of the City. The overwhelming majority of residents live between Cherry Heights Rd. and Dry Hollow Rd. on the east side of the City. Major commercial areas of the City continue to creep westward along West 6<sup>th</sup> St. from Cherry Heights Rd. to the Chenoweth Interchange in pursuit of larger parcels. Those visiting these sites have only one rational means of travelling to them – the private automobile.

In an environment characterized by large lots, single-story warehouse retailers, large parking lots for each retailer, other land uses including residential, green and open space, and offices are neglected or pushed to the perimeter. Residents live further and further from work, school and essential service providers. This situation creates and perpetuates a reliance on, and deference toward, automobile use.

To correct these market failures, high-density, mixed use land use development, including alternative transportation infrastructure (pedestrian, bicycle and transit), must be spearheaded by leadership. High-density environments are characterized as places where residents have easy, convenient access to the places and services they use daily, including local markets, restaurants, schools and parks within a one-half to one-mile walking distance.

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### Social relationships:

Formal and informal social networks give residents access to resources such as educational opportunities, meaningful connections with the people around them and civic and political participation. These relationships can foster the meanings, experiences and emotional attachment that residents assign to a place until a regional character of what a place is or means emerges. Such character can be assigned to neighborhoods, the entire city, or collections of cities. New Orleans, for example, may evoke a different set of meanings and emotions than Dufur. Neither city is superior to the other, but the interpersonal connections possible in each city are directly related to the physically built environment.

Opportunities for an urban renewal agency to foster social relationships range from expansion of senior center programs, creation of a downtown public plaza with accompanying festivals and events, funding towards development of artists' or craftsmen studios where skills and trades can be engaged and transmitted interested parties. Any opportunity for the URA to cultivate shared experiences or experiences that a large numbers of visitors and residents can participate in should be pursued. In any event, a place is not remembered (or does not want to be remembered) for its rush hour commute.

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### Three possible options for decision makers to pursue follow the three different priorities:

- 1) Health and Well Being: Large, concentrated, attention-grabbing property and built-environment redevelopment
  - a. Washington St. Underpass
  - b. West Gateway improvements and roundabout
  - c. Lewis and Clark Park Fountain
  - d. Mill Creek Greenway

#### Benefits –

- The Underpass is an attention-grabbing component of the overall vision to connect downtown to the riverfront.
- West 2<sup>nd</sup> St. roundabout would improve traffic flow at Cherry Heights Rd. and West 2<sup>nd</sup> St.
- An unobstructed view of the fountain from either Court St. or I-84.
- Trails and greenways provide countless opportunities for economic renewal and growth; increased property values and tourism and recreation-related spending on items such as bicycles, in-line skates and lodging are just a few of the ways trails and greenways positively impact community economies.

Downsides –

- Without the freeway underpass portion of the Washington Street project, the underpass only directly connects downtown to the Lewis and Clark Park, while indirectly connecting to the Commercial Dock and Riverfront Trail via the existing Union Street Underpass.
- Currently, a lack of businesses and other attractors on 1st St. and regularly scheduled events at the Festival Area will not draw people to view the fountain.
- The West 2<sup>nd</sup> St. roundabout is not being constructed in conjunction with a new attractor such as the Sunshine Mill.
- Neither project specifically directly addresses goals such as public health or encouraging economic development and job creation

Examples –

- Redmond, Oregon Housing Opportunity Fund: fund to support the development of targeted housing types in the District through gap financing, development planning, public amenities, and other tools. The development of a wide range of housing, including apartments, townhouses, small-lot cottages, senior housing, and other types, will meet market opportunities from workers, small households, retirees, first-time homebuyers, and others. This, in turn, will support downtown retail and will increase the overall level of activity and vitality downtown.
- Millennium Park, Chicago: new 24.5 acre park extending the existing Daley Park and Lakefront Trail that hosts free cultural programs including concerts, exhibitions, tours and family activities. The site was previously occupied with parkland, rail yards and parking lots.

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- 2) Social relationships: Small, area-wide improvements and infrastructure maintenance
- a. Streetscape improvements on 1<sup>st</sup> St., 3<sup>rd</sup> St., 3<sup>rd</sup> Pl. and 4<sup>th</sup> Streets

Benefits –

- “An improved central business district appearance makes for a more distinctive character and entices more shoppers downtown. The success of designed shopping centers has demonstrated to the satisfaction of most people that “amenity” — pleasant surroundings, including some landscaping — is profitable” (American Society of Planning Officials, 1959).

Downsides –

- Specific economic benefits cannot be identified with these improvements.



#### Examples –

- Pearl District, Portland: The city's Pearl District was once home to warehouses and abandoned factories that were converted in the 1990's into converted into mixed-use commercial, dining and residential buildings; an area equaling .47 sq. miles.

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#### 3) Labor market: Immediate or area-wide economic benefits and/or job creation

- a. Civic Auditorium
- b. Downtown parking structure
- c. Granada Block/Hotel
- d. Various storefront rehabilitation projects

#### Benefits –

- Restoring the Civic's 1,100 seat theatre/auditorium would create the largest major entertainment venue between Portland and Boise.
- The first floor of the parking structure will contain retail spaces near new attractors such as the Washington St. Underpass/Plaza, Lewis and Clark Park and Fountain and cruise ship dock.
- Development of the Granada Block will preserve the historic Granada Theatre and introduce a 4- to 5-story nationwide hotel chain to downtown, also near attractors such as the Washington St. Underpass/Plaza, the Lewis and Clark Park and Fountain and cruise ship dock.
- Various storefront rehabilitation projects:
  - Enhance the City's sense of community by creating a strong and visible retail service center in the downtown area;
  - Increase the pace of downtown development that would not normally occur unless the market produced such development; and to
  - Keep businesses from relocating who would otherwise find it economically difficult to continue providing service in the downtown area without improvements to the exterior appearance of their building.

#### Downsides –

- "Given a typical incentive package that represents about a 30% cut in state and local taxes... only about 1 in 10 new jobs in the average community will actually be attributable to the incentives" (Peters & Fisher, 2004).

#### Examples –

- Redmond, Oregon Restaurant Program: Food services and restaurants are one of the strongest retail sectors for downtowns, as they provide a unique experience that does not compete with the big box experience elsewhere in town. Yet restaurants have a high barrier to entry, often requiring significant building improvements and large up-front capital investments by entrepreneurs,

particularly when historic buildings, such as those in Redmond, are involved. The restaurant program would provide for public financing and/or ownership of expensive kitchen equipment, making it easier for new restaurants to locate in the District.

- Port of Morrow, Boardman: The second largest port in Oregon has contributed to the average annual wage in Morrow County reaching \$40-\$42,500 (Source: Oregon Employment Department, August 31, 2012).

### **Recommendation**

The recommended course of action is to place higher priority on projects meeting the goal of growing the labor market and creating jobs – namely:

- the Civic Auditorium restoration,
- the downtown parking structure construction, and
- development of the Granada Block hotel.

These projects specifically address the highest priorities of both enhancing public health, safety, and welfare, and creating a well-balanced physical and economic environment.

Other current and developing URA projects, such as the Lewis and Clark Park Fountain or the Mill Creek Greenway have worthwhile objectives addressing community amenities and correct for market failures resulting in residents' exclusion from activities which nurture health and well-being and social relationships. All three areas of activity for urban renewal activities, including increasing access to the local labor market, health and well-being and social relationships, should be pursued by the URA. However, the highest consideration should always be given to projects that improve the public health and economic environments.

This report also strongly recommends the agency consider, as a priority, a proposed amendment to the existing façade restoration program. The existing program offers matching grants to façade restoration projects for "public, non-profit, and civic organizations" only. The proposed amendment calls for the expansion of the program to include for-profit businesses. Given the abundance of for-profit business properties within the urban renewal district and lack of participation in the agency's low-interest loan program to incentivize façade restoration for such properties.

### **Works Cited**

- Burgers, J., & Vranken, J. (2007). *How to Make a Successful Urban Development Programme: Experiences from Nine European Countries*. Antwerp, Belgium: Urban Governance, Social Inclusion and Sustainability.  
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- Peters, A., & Fisher, P. (2004). The Failures of Economic Development Incentives. *Journal of the American Planning Association*, 70(1), pp. 27-37.  
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Pollin, R. (2007, Spring). Economic Propsects: making the Federal Minimum Wage a Living Wage. *New Labor Forum*, pp. 103-107.  
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### Urban Renewal Agency Project Summary

<b>TITLE</b>	<b>1ST ST. STREETScape</b>
<b>OVERALL GOAL</b>	1 <sup>st</sup> Street improvements include street, utilities, curbs, sidewalks, lighting, landscaping, and associated improvements.
<b>UR PLAN GOAL(S) ADDRESSED</b>	Improve the visual appearance, capacity, and traffic flow in areas where development would otherwise be inhibited
<b>BENEFITS/ DRAWBACKS</b>	<p>Benefits –</p> <ul style="list-style-type: none"><li>• “An improved central business district appearance makes for a more distinctive character and entices more shoppers downtown. The success of designed shopping centers has demonstrated to the satisfaction of most people that "amenity" — pleasant surroundings, including some landscaping — is profitable” (American Society of Planning Officials, 1959).</li></ul> <p>Downsides –</p> <ul style="list-style-type: none"><li>• Specific economic benefits cannot be identified with these improvements.</li></ul>
<b>FUNDING</b>	The 1st St. streetscape project is estimated at \$1,900,000. Costs will be shared between the Agency and an LID assessment on property owners. It is expected that the Agency will contribute 90% of the costs or \$1,710,000 for this project over FY 14/15 and FY 15/16 in connection with the Washington St. Underpass project.

### Urban Renewal Agency Project Summary

<b>TITLE</b>	<b>3RD PLACE STREETSCAPE</b>
<b>OVERALL GOAL</b>	<p>3<sup>rd</sup> Place street improvements include street, utilities, curbs, sidewalks, lighting, landscaping, and associated improvements</p> <p>According to the 2009 UR Plan, 3<sup>rd</sup> Place is not to city standards and is in need of upgrading. The street is blighted in accordance with ORS 457.010(1)(e)..</p>
<b>UR PLAN GOALS(S) ADDRESSED</b>	Create positive linkages among the Downtown and the West Gateway Area
<b>BENEFITS/ DRAWBACKS</b>	<p>Benefits –</p> <ul style="list-style-type: none"><li>• “An improved central business district appearance makes for a more distinctive character and entices more shoppers downtown. The success of designed shopping centers has demonstrated to the satisfaction of most people that "amenity" — pleasant surroundings, including some landscaping — is profitable” (American Society of Planning Officials, 1959).</li></ul> <p>Downsides –</p> <ul style="list-style-type: none"><li>• Specific economic benefits cannot be identified with these improvements.</li></ul>
<b>FUNDING</b>	The 3rd Place streetscape project is estimated at \$1,000,000. Costs will be shared between the Agency and an LID assessment on property owners. It is expected that the Agency will contribute 90% of the costs or \$900,000 for this project over FY 19/20 and FY 21/22.

**Urban Renewal Agency Project Summary**

<b>TITLE</b>	<b>3RD ST. STREETScape</b>
<b>OVERALL GOAL</b>	3 <sup>rd</sup> St. street improvements include street, utilities, curbs, sidewalks, lighting, landscaping, and associated improvements.
<b>UR PLAN GOAL(S) ADDRESSED</b>	Improve the visual appearance, capacity, and traffic flow in areas where development would otherwise be inhibited
<b>BENEFITS/DRAWBACKS</b>	<p>Benefits –</p> <ul style="list-style-type: none"><li>• “An improved central business district appearance makes for a more distinctive character and entices more shoppers downtown. The success of designed shopping centers has demonstrated to the satisfaction of most people that "amenity" — pleasant surroundings, including some landscaping — is profitable” (American Society of Planning Officials, 1959).</li></ul> <p>Downsides –</p> <ul style="list-style-type: none"><li>• Specific economic benefits cannot be identified with these improvements.</li></ul>
<b>FUNDING</b>	The 3rd St. streetscape project is estimated at \$2,750,000. Costs will be shared between the Agency and an LID assessment on property owners. It is expected that the Agency will contribute 90% of the costs or \$2,475,000 for this project over FY 16/17 and FY 17/18.

**Urban Renewal Agency Project Summary**

<b>TITLE</b>	<b>4TH ST. STREETSCAPE</b>
<b>OVERALL GOAL</b>	4 <sup>th</sup> St. street improvements include street, utilities, curbs, sidewalks, lighting, landscaping, and associated improvements.
<b>UR PLAN GOAL(S) ADDRESSED</b>	Improve the visual appearance, capacity, and traffic flow in areas where development would otherwise be inhibited
<b>BENEFITS/ DOWNSIDES</b>	<p>Benefits –</p> <ul style="list-style-type: none"><li>• “An improved central business district appearance makes for a more distinctive character and entices more shoppers downtown. The success of designed shopping centers has demonstrated to the satisfaction of most people that “amenity” — pleasant surroundings, including some landscaping — is profitable” (American Society of Planning Officials, 1959).</li></ul> <p>Downsides –</p> <ul style="list-style-type: none"><li>• Specific economic benefits cannot be identified with these improvements.</li></ul>
<b>FUNDING</b>	The 4th St. streetscape project is estimated at \$1,500,000. Costs will be shared between the Agency and an LID assessment on property owners. It is expected that the Agency will contribute 90% of the costs or \$1,350,000 for this project over FY 17/18 and FY 18/19.

### Urban Renewal Agency Project Summary

<b>TITLE</b>	<b>CIVIC AUDITORIUM</b>
<b>OVERALL GOAL</b>	Restore the largest-occupancy theater/auditorium venue from Portland to Boise to operational and historic condition.
<b>UR PLAN GOAL(S) ADDRESSED</b>	Participate in specific opportunities for business, civic, residential, cultural, and tourist-related property to be developed, redeveloped, improved, rehabilitated and conserved  Assist property owners in the rehabilitation of their buildings and property
<b>BENEFITS/ DOWNSIDES</b>	Benefits – <ul style="list-style-type: none"><li>• Restoring the Civic's 1,100 seat theatre/auditorium would create the largest major entertainment venue between Portland and Boise.</li></ul> Downsides – <ul style="list-style-type: none"><li>• "Given a typical incentive package that represents about a 30% cut in state and local taxes... only about 1 in 10 new jobs in the average community will actually be attributable to the incentives" (Peters &amp; Fisher, 2004).</li></ul>
<b>FUNDING</b>	The Civic Auditorium is an identified project in the Agency Plan. The Civic Auditorium Historic Preservation Committee is currently pursuing a theater restoration project estimated between \$3 and \$5 million. The Agency is expected to contribute \$300,000 in FY 14/15 towards that effort. <ul style="list-style-type: none"><li>• Final engineering and architectural design needs to be completed</li><li>• Major structural and design upgrades necessary</li><li>• Upgrade and install lighting, sound and other theater technology</li></ul>



### Urban Renewal Agency Project Summary

<b>TITLE</b>	<b>DOWNTOWN PARKING STRUCTURE</b>
<b>OVERALL GOAL</b>	Construction of a 300+ stall parking structure featuring 1 <sup>st</sup> floor retail on city-owned lot adjacent to proposed Washington St. Plaza and proposed hotel; facility will serve parking needs of downtown and proposed hotel
<b>UR PLAN GOAL(S) ADDRESSED</b>	Participate in specific opportunities for business, civic, residential, cultural, and tourist-related property to be developed, redeveloped, improved, rehabilitated and conserved
<b>BENEFITS/ DOWNSIDES</b>	<p>Benefits –</p> <ul style="list-style-type: none"><li>• The first floor of the parking structure will contain retail spaces near new attractors such as the Washington St. Underpass/plaza, L&amp;C Park and Fountain and cruise ship dock.</li><li>• Development of the Granada Block will preserve the historic Granada Theatre and introduce a 5-story nationwide hotel chain to downtown, also near attractors such as the Washington St. underpass/plaza, L&amp;C Park and Fountain and cruise ship dock.</li></ul> <p>Downsides –</p> <ul style="list-style-type: none"><li>• “Given a typical incentive package that represents about a 30% cut in state and local taxes... only about 1 in 10 new jobs in the average community will actually be attributable to the incentives” (Peters &amp; Fisher, 2004).</li></ul>
<b>FUNDING</b>	The downtown parking structure on the existing City lot is estimated at \$4,888,520. A private developer will be providing about \$2,700,000 (55.2%). The remaining \$2,188,520 will be from bond proceeds paid back with room tax from the new hotel.

### Urban Renewal Agency Project Summary

<b>TITLE</b>	<b>GRANADA BLOCK/HOTEL</b>
<b>OVERALL GOAL</b>	Demolition of Recreation Building and construction of a five-story convention center hotel; renovation of Granada Theater; possible demolition or renovation of Blue Building on Washington St.
<b>UR PLAN GOAL(S) ADDRESSED</b>	<p>Make strategic investments of urban renewal funds so that unused and underused properties can be placed in productive condition and utilized</p> <p>Participate in specific opportunities for business, civic, residential, cultural, and tourist-related property to be developed, redeveloped, improved, rehabilitated and conserved</p>
<b>BENEFITS/ DRAWBACKS</b>	<p>Benefits –</p> <ul style="list-style-type: none"><li>• Development of the Granada Block will preserve the historic Granada Theatre and introduce a 5-story nationwide hotel chain to downtown, also near attractors such as the Washington St. underpass/plaza, L&amp;C Park and Fountain and cruise ship dock.</li></ul> <p>Downsides –</p> <ul style="list-style-type: none"><li>• “Given a typical incentive package that represents about a 30% cut in state and local taxes... only about 1 in 10 new jobs in the average community will actually be attributable to the incentives” (Peters &amp; Fisher, 2004).</li></ul>
<b>FUNDING</b>	The Granada Block line item refers to costs to the City in preparing the Granada Block for development. The total cost to the Agency is projected at \$912,500. The remaining \$712,500 in FY 2012/13 is for archeological investigations, utility relocations, and \$200,000 in FY 2013/14 for renovation of the Granada Theater.

**Urban Renewal Agency Project Summary**

<b>TITLE</b>	<b>LEWIS &amp; CLARK FESTIVAL PARK FOUNTAIN</b>
<b>OVERALL GOAL</b>	Create a fountain/art piece that will serve as the center point of the Downtown/Riverfront Renaissance Plan
<b>UR PLAN GOAL(S) ADDRESSED</b>	Improve access and connections from downtown to the Riverfront and to provide facilities, such as trails and a public dock, to enhance public use of the Riverfront
<b>BENEFITS/DRAWBACKS</b>	<p>Benefits –</p> <ul style="list-style-type: none"><li>• Unobstructed view of fountain from Court St., 1<sup>st</sup> St. or I-84.</li></ul> <p>Downsides –</p> <ul style="list-style-type: none"><li>• A lack of businesses and other attractors on 1<sup>st</sup> St. and regularly scheduled events at Festival Area will not draw people to view the fountain.</li><li>• W. 2<sup>nd</sup> St. roundabout is not being constructed in conjunction with a new attractor such as the Sunshine Mill.</li><li>• Project does not specifically directly addresses goals such as public health or encouraging economic development and job creation</li></ul>
<b>FUNDING</b>	<p>The Lewis and Clark Memorial Art Sculpture-Fountain is estimated at \$395,000 with the Agency contributing \$100,000 in FY 14/15. The City has also secured a \$100,000 donation from a private donor. Staff will try to obtain the remainder from grants and local fundraising efforts.</p> <ul style="list-style-type: none"><li>• Sculptor has completed conceptual design</li><li>• Preliminary cost estimates have been conducted</li></ul>

**Urban Renewal Agency Project Summary**

<b>TITLE</b>	<b>MILL CREEK GREENWAY</b>
<b>OVERALL GOAL</b>	Create a pedestrian and bicycle trail along Mill Creek from 13 <sup>th</sup> St. to 2 <sup>nd</sup> St.; current Mill Creek Greenway Trail is a blighting condition in accordance with ORS 457.010 (1)(e).
<b>UR PLAN GOAL(S) ADDRESSED</b>	Participate in specific opportunities for business, civic, residential, cultural, and tourist-related property to be developed, redeveloped, improved, rehabilitated and conserved
<b>BENEFITS/DRAWBACKS</b>	<p>Benefits –</p> <ul style="list-style-type: none"><li>• Trails and greenways provide countless opportunities for economic renewal and growth; increased property values and tourism and recreation-related spending on items such as bicycles, in-line skates and lodging are just a few of the ways trails and greenways positively impact community economies.</li></ul> <p>Downsides –</p> <ul style="list-style-type: none"><li>• Project does not specifically directly addresses goals such as public health or encouraging economic development and job creation</li></ul>
<b>FUNDING</b>	The Mill Creek Greenway trail improvements are estimated at \$1,000,000 with the Agency contributing \$633,694. \$40,000 is budgeted to be used as match for grants in FY 14/15 and \$553,694 is contemplated for trail construction over FY 21/22 and FY 22/23.

Urban Renewal Agency Project Summary

<b>TITLE</b>	<b>PROPERTY OWNER REHABILITATION</b>																				
<b>OVERALL GOAL</b>	Assist downtown property owners in the renovation/restoration of commercial storefronts																				
<b>UR PLAN GOAL(S) ADDRESSED</b>	Assist property owners in the rehabilitation of their buildings and property																				
<b>BENEFITS/DRAWBACKS</b>	<ul style="list-style-type: none"> <li>• Enhance the City's sense of community by creating a strong and visible retail service center in the downtown area;</li> <li>• Increase the pace of downtown development that would not normally occur unless the market produced such development; and to</li> <li>• Keep businesses from relocating who would otherwise find it economically difficult to continue providing service in the downtown area without improvements to the exterior appearance of their building.</li> </ul>																				
<b>FUNDING</b>	<p>FY 2013-14 Ongoing Property Rehabilitation Projects:</p> <table> <tr> <td>Columbia Bank – MJG</td><td>\$43,855</td></tr> <tr> <td>Canton Wok</td><td>\$3,300</td></tr> <tr> <td>Dong Xi</td><td>\$7,440</td></tr> <tr> <td>Gayer Bldg.</td><td>\$19,380</td></tr> <tr> <td>Grenada Theater Improvements</td><td>\$200,000</td></tr> <tr> <td>Mural Society</td><td>\$18,000</td></tr> <tr> <td>Art Center</td><td>\$14,313</td></tr> <tr> <td>St. Peter's Landmark</td><td>\$18,250</td></tr> <tr> <td><u>New undetermined projects</u></td><td><u>\$56,885</u></td></tr> <tr> <td><b>Total:</b></td><td><b>\$381,423</b></td></tr> </table>	Columbia Bank – MJG	\$43,855	Canton Wok	\$3,300	Dong Xi	\$7,440	Gayer Bldg.	\$19,380	Grenada Theater Improvements	\$200,000	Mural Society	\$18,000	Art Center	\$14,313	St. Peter's Landmark	\$18,250	<u>New undetermined projects</u>	<u>\$56,885</u>	<b>Total:</b>	<b>\$381,423</b>
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**Urban Renewal Agency Project Summary**

<b>TITLE</b>	<b>WASHINGTON STREET UNDERPASS</b>
<b>OVERALL GOAL</b>	<p>Phase I is a pedestrian-only access tunnel under railroad tracks connecting Washington Street to Lewis and Clark Festival Area Park; Below-grade pedestrian plaza from 2nd Street to tunnel; New street construction and sidewalk along W. 1<sup>st</sup> St.</p> <p>Phase II extends this Washington Street pedestrian path; Underpass under I-84 connecting the Lewis and Clark Festival Area Park to the Riverfront Trail.</p>
<b>UR PLAN GOAL(S) ADDRESSED</b>	Improve access and connections from downtown to the Riverfront and to provide facilities, such as trails and a public dock, to enhance public use of the Riverfront
<b>BENEFITS/ DRAWBACKS</b>	<p>Benefits –</p> <ul style="list-style-type: none"><li>• Underpass is an attention grabbing component of the overall vision to connect downtown to the festival area/riverfront.</li></ul> <p>Downsides –</p> <ul style="list-style-type: none"><li>• Without Phase II, the underpass only bypasses the railroad tracks and connects downtown to the Riverfront Trail via the L&amp;C Festival Area's access to the existing Union Street Underpass.</li></ul>
<b>FUNDING</b>	The Washington Street Underpass project is estimated at \$6,400,000 with the Agency contributing \$3,198,000. All, but \$2,334,880 of the Agency's contribution has been budgeted in FY 2013/14 for engineering design. It is anticipated that the project will carry over from FY 13/14 to FY 14/15 to line up with the Granada Block property.

### Urban Renewal Agency Project Summary

<b>TITLE</b>	<b>W. 2<sup>nd</sup> ST./ WEST GATEWAY IMPROVEMENTS</b>
<b>OVERALL GOAL</b>	Create a gateway into the downtown area from the west and I-84 off-ramp, slow traffic, signalize the intersection at W. 2nd and Cherry Heights Rd. and provide better access onto adjacent properties; streetscape and utility improvements
<b>UR PLAN GOAL(S) ADDRESSED</b>	Create positive linkages among the Downtown and the West Gateway Area
<b>BENEFITS/ DRAWBACKS</b>	<p>Benefits –</p> <ul style="list-style-type: none"> <li>• W. 2<sup>nd</sup> St. roundabout would improve traffic flow at Cherry Heights Rd. and W. 2<sup>nd</sup> St.</li> </ul> <p>Downsides –</p> <ul style="list-style-type: none"> <li>• W. 2<sup>nd</sup> St. roundabout is not being constructed in conjunction with a new attractor such as the Sunshine Mill.</li> <li>• Project does not specifically directly addresses goals such as public health or encouraging economic development and job creation</li> </ul>
<b>FUNDING</b>	<p>The West Gateway project contemplates \$1,600,000 for a roundabout and other improvements to the west side entrance to downtown near Cheery Heights Rd. Costs will be shared between the Agency and an LID assessment on property owners. It is expected that the Agency will contribute \$1,440,000 to this project over FY 23/24 and FY 24/25.</p> <p>The West 2nd Street Infrastructure project included improvements to the portion of W. 2nd Street abutting Thompson Park estimated at \$1,000,000. It was anticipated that this project would coincide with a North Wasco Parks and Recreation District levy, but that levy did not pass. These funds are nonetheless still budgeted in the conceptual budget and may be incorporated into the West Gateway project with the Agency contributing \$1,000,000 in FY 25/26 and FY 26/27</p>