

SPECIAL MEETING AGENDA

COLUMBIA GATEWAY URBAN RENEWAL AGENCY BOARD

January 30, 2024

5:30 p.m.

City Hall Council Chambers

313 Court Street, The Dalles, Oregon

Via Zoom

<https://us06web.zoom.us/j/86259459367?pwd=Z0Nnd3E4bkxBUVhXQkRKTKJCdEJ6QT09>

Meeting ID: **862 5945 9367** Passcode: **292293**

Dial: 1-669-900-6833 or 1-253-215-8782

1. CALL TO ORDER
2. ROLL CALL
3. PLEDGE OF ALLEGIANCE
4. APPROVAL OF AGENDA
5. APPROVAL OF MINUTES – December 19, 2023 (Sent under separate cover)
6. PUBLIC COMMENT – During this portion of the meeting, anyone may speak on any subject that does not later appear on the agenda. Five minutes per person will be allowed.
7. ACTION ITEM:
 - A. Urban Renewal Funding Consideration – Gitchell Building Light Projection Project
 - B. Tony's Building Property – Redevelopment Options
 - C. Agency Goals and Objectives Draft Revision and Review
8. BOARD MEMBER COMMENTS / QUESTIONS
 - A. Mill Creek Greenway – Project Update, NWPRD
9. STAFF COMMENTS / PROJECT UPDATES
10. ADJOURNMENT

Meeting conducted in a room in compliance with ADA standards.

Prepared by/
Paula Webb, Secretary
Community Development Department



COLUMBIA GATEWAY URBAN RENEWAL AGENCY
CITY OF THE DALLES

AGENDA STAFF REPORT

AGENDA LOCATION: 7. A.

MEETING DATE: January 30, 2024

TO: Chair and Members of the Urban Renewal Agency Board

FROM: Ann Moorhead
Special Projects Coordinator

ISSUE: Urban Renewal Funding Consideration
Gitchell Building Light Projection Project

BACKGROUND

Originally known as Waldron Brothers Drug Store, the Gitchell Building is the oldest commercial structure in The Dalles. Constructed from local stone in 1867 on the banks of the Columbia River, it began as a pharmacy and post office. Among later uses, it was home to one of the first newspapers in Eastern Oregon, the “Weekly Mountaineer” (later the “Times-Mountaineer”), Astoria Navigation Company ticket office, law office, Masonic Lodge, paint store and feed warehouse. It survived the Great Fire of 1891 and Flood of 1894. It housed the Gitchell Apartments in the 1920s and ‘30s. The building stands in its original location on First Street, a center of commerce in the late 19th Century. Subsequent levee and freeway construction isolated the building from the river, as is the case with all of downtown The Dalles. Restore Oregon considers it a “critically endangered landmark.”

This proposal aligns with and supports City Council's decision to preserve the Gitchell Building's architectural legacy by replicating historic, west-facing commercial advertising displays with projected "ghost signs" on the building. This project, brought to life by artist Craig Winslow, would install projectors that, during the night, dynamically cycle through layers of meticulously restored signage to display the building's rich history. By day, augmented reality (AR) allows onlookers to “see” virtual representations of the restored signs using their personal devices. Informational signage located at Lewis and Clark Festival Park will explain the project and the building's history to any curious pedestrian. Winslow, a pioneer in such installations with a global portfolio, positions our city among a select few to boast such a fascinating and unique addition. This artistic approach promises to breathe new life into the Gitchell Building, preserving its legacy for generations to come.

GOALS

Staff determined the Gitchell Building Light Projector Project is aligned with and furthers the Agency's mission, goals, and objectives:

- Aligns with Agency Goal B: *To make strategic investments of urban renewal funds so that unused and underused properties can be placed in productive condition and utilized in a manner consistent with the City's Comprehensive Plan and implementing ordinances.*
- Aligns with Agency Goal C: *To participate by means of various urban renewal activities ... in specific opportunities for business, civic, residential, cultural, and tourist-related property to be developed, redeveloped, improved, rehabilitated and conserved in ways which will:*
 - *Ensure a more attractive, functional and economically viable city;*
 - *Conserve historically significant places and properties.*
- Aligns with Agency Goal I: *To improve the visual appearance, capacity, and traffic flow of streets that carry the major share of vehicular and pedestrian traffic in areas where development would otherwise be inhibited;*
- Aligns with Agency Goal K: *To install and maintain coordinated street furniture, night lighting and landscaping in areas of maximum pedestrian concentration; including alley rights-of-way in the Downtown area;*

The Project also aligns with the City's Comprehensive Land Use Plan (Goal 9: *Economic Development*) which includes, among other things:

- Goal 5: *To implement the objectives and activities of the Columbia Gateway / Downtown Urban Renewal Plan, enhancing opportunities for the improvement and redevelopment of business, civic, cultural, and residential uses in the area,*
- Goal 8: *To support the maintenance and enhancement of The Dalles commercial historic district.*

STAFF ANALYSIS

This transformative project, investing in the cultural gem of the Gitchell Building, will preserve its historic signage through non-invasive digital scans, breathing new life into a forgotten structure (Agency Goal C). By bringing these historic signs to life, the project aligns with the goal of making strategic urban renewal investments, turning the building into an iconic cultural and tourism hub (Agency Goal B). This revitalization ensures the Gitchell Building becomes a productive and integral part of The Dalles' urban fabric, drawing both community and visitor attention.

The initiative taps into the allure of ghost signs and historic buildings, complementing The Dalles' emphasis on the region's rich history. Positioned near I-84, the Gitchell Building lighting project will be a visual draw for interstate users, while also improving the visual appearance of First Street, which is being reconstructed through a separate Urban Renewal project (Agency Goal I). The project will transform this often-overlooked building into a showpiece, attractive to both historians, residents and tourists alike (Agency Goal B).

Finally, the project brings additional illumination and night lighting to the Lewis and Clark Festival Park (Agency Goal K) and attracts downtown visitors. By doing so, it contributes to the enhancement and maintenance of public spaces, fostering a more vibrant and visually appealing urban environment (Comprehensive Plan Goal 9: *Economic Development* Goal 8).

In essence, this undertaking represents a strategic and one-time investment that not only preserves history but also leverages the power of illumination to create a distinctive

attraction. The Gitchell Building, often forgotten, is poised to become a cultural and tourism icon, embodying the vision outlined in the Columbia Gateway Urban Renewal goals and The Dalles' Comprehensive Land Use Plan.

FUNDING REQUEST

Staff is requesting \$24,400 to completely fund the Gitchell Building Light Projector Project:

• Artist fee:	\$19,850
• Pole installation and electrical:	3,300
• Concrete Pad:	1,100
• Miscellaneous pad materials:	<u>150</u>
Total Cost:	\$24,400

LIFESPAN

The installation would last at least ten years. The City of The Dalles would enter into a maintenance agreement with Craig Winslow.

BUDGET IMPLICATIONS

The project would be funded through the Urban Renewal Capital Projects Fund; the approved budget for that fund in fiscal year 2023-24 is \$2,583,382. Sufficient funds are available for this and other projects.

SUPPORT

Staff contacted Restore Oregon, a nonprofit focused on historic preservation, who labelled the Gitchell building as one of Oregon's "most endangered places." Restore Oregon has written a letter of support for this project.

BOARD ALTERNATIVES

- ***Staff recommendation: Move to authorize the Agency Manager to execute and implement the Gitchell Building Light Projector Project with Winslow Studio in an amount not to exceed \$24,400.00, as presented.***
- Make modifications and then authorize the Agency Manager to execute and implement the Gitchell Building Light Projector Project with Winslow Studio, as amended.
- Decline authorization and provide other direction to staff.

Attachments:

- Attachment A – Artist Project Bid
- Attachment B – Pole and Electrical Bid
- Attachment C – Concrete Pad Bid
- Attachment D – Artist and Light Capsules Information
- Attachment E – Restore Oregon Letter of Support

PROJECT ESTIMATE – rev 1

12.18.23

**WINSLOW
STUDIO**

LIGHT CAPSULE – GITCHELL BUILDING, THE DALLES

CLIENT: **City of The Dalles**
 CONTACT: **Ann Moorhead**
 PROJECT: **WS_LC2401**

4033 SE Malden St
 Portland, Oregon 97202
 craig@craigwinslow.com
 +1 207 671 1016

office@winslow.studio

SCOPE OF WORK

Create and install historical illumination "Light Capsule" for The City of The Dalles, OR. All hardware costs are estimated based on past projects, will get quotes in January as hardware vendors return from holiday.

Layers to be revived:

1915 – OWL Cigar

1930's – STORAGE (Red)

1930's – INSURANCE & STORAGE

An additional info layer displaying "#LightCapsules" with a localized project website as forwarding address that shows infrequently.

Does not include costs for required pole installation, and on-site power infrastructure. Details of needs to be further supplied by Winslow on site plan.

To be added to the larger Light Capsules project website.

Bronze plaque optional,

PROJECT COSTS

Studio fee: research, digitization, programming, site installation.	\$8,000.00
ROSCO ImageSpot Light Fixtures, lenses (x6)	\$7,250.00
ROSCO Custom gobos (6x) ([3x] BW, [2x] 2-color, [1] 1-color)	\$700.00
Pole mount attachments (Black)	\$600.00
ENTTEC DMX Player Controller (S-PLAY model TBD)	\$1,000.00
Enclosure with fan for Player Controller, Wiring	\$650.00
Shipping/freight	\$250.00
Travel budget (2 trips)	\$550.00
Bronze informational plaque	\$850.00

TOTAL**\$19,850.00**

TERMS

Payment 50% upfront, balance due upon completion. All other expenses related to this project, outside of above scope, to be approved by client and billed separately.

Winslow Studio reserves the right to share the project for promotional purposes (on its website and social media, etc).

ACCEPTED BY

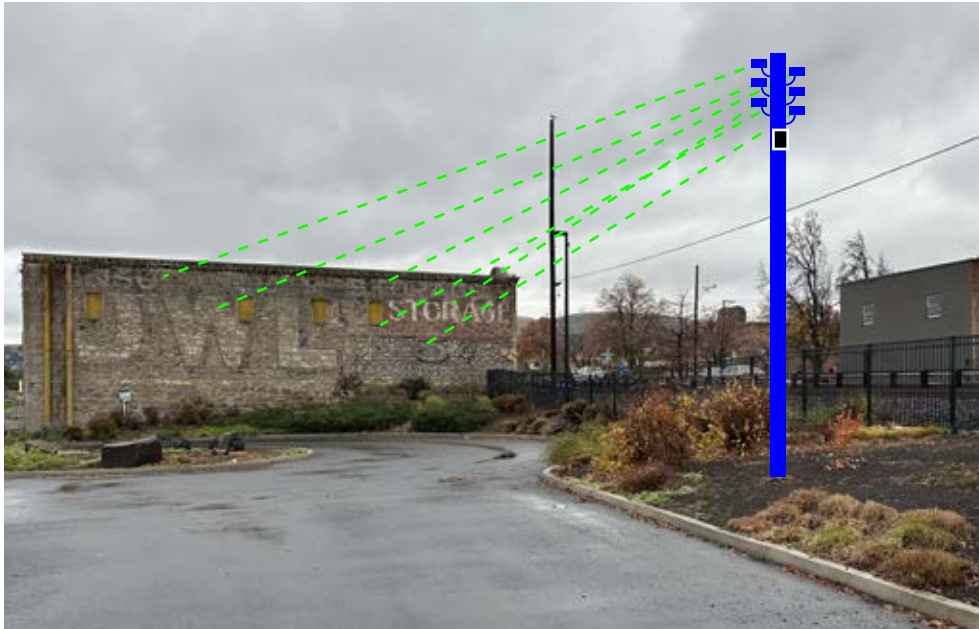
SIGNATURE

DATE

PRINTED

TITLE

Attachment A



Additional information:

Total weight estimate 50lbs
(5.5lbs each fixture, plus mounts, enclosure, wiring)

Power needs: 1x standard outlet circuit
Average usage: 50-100 watts

Initial pole location mockup. 4 meters tall, pole mount attachments for 6x ROSCO ImageSpots.



Potential plaque location.

Terry Harkrader

From: Larry Pray <larry@prayelectric.com>
Sent: Thursday, January 04, 2024 11:48 AM
To: Terry Harkrader
Cc: Jayme
Subject: RE: Library Upper parking area & Festival park

WARNING: Email from external source. Links and attachments could pose security risks. Investigate sender and think before you click.

Terry,

Here is the scope and pricing for the Library location:

1. Install new 20ft steel bronze pole, city to do concrete base.
2. Install overhead power from existing storage building to new pole, 120v circuit
3. At the pole will be (1) 120v receptacle for camera and (1) LED direction flood fixture with photo eye control
Price: \$3,478.80

Here is the scope and pricing for the Festival Park location:

4. Install new heavy duty 20ft steel bronze pole, city to do concrete base.
5. Install underground power from existing power source to new pole, 120v circuit, trenching by others.
6. At the pole will be (1) 120v receptacle for camera or projector
Price: \$3,292.35

Thank you,

Larry Pray

Pray Electric & Construction LLC.

Mobile: 541.980.6808

Office: 541.769.0041

Email: larry@prayelectric.com

Billing: prayelectric@gmail.com

CCB OR# 234769

From: Larry Pray
Sent: Wednesday, December 6, 2023 10:13 AM
To: Terry Harkrader <tharkrader@ci.the-dalles.or.us>
Subject: Library Upper parking area

Terry,

After looking over the job and talking with the PUD this is what seems to work best:

1. PUD to supply and install new pole, City to provide the excavation for pole, price from PUD \$316.25 not included
2. Install over head power from existing storage building to new pole, 120v circuit
3. At the pole will be (1) 120v receptacle for camera and (1) LED direction flood fixture with photo eye control
Price: \$2,008.60

Ann Moorhead

From: Morris, Alli (Hood River Sand Gravel and Ready Mix) <alli.morris@hrsand.com>
Sent: Wednesday, January 24, 2024 10:23 AM
To: Ann Moorhead
Subject: Concrete price

WARNING: Email from external source. Links and attachments could pose security risks. Investigate sender and think before you click.

Hello, Alli at Hood River Sand & Gravel.

Our 5 ½ sack ¾ mix goes for \$196/yd.

A short load fee of \$150 will be included if ordered 2-5 yards. Anything over 5 yards, that short load fee is taken off.

There is no delivery fee in The Dalles within 10 miles.

If you have any other questions please feel free to reach out.

Thank you, Alli

Sent from [Mail](#) for Windows



ABOUT CRAIG WINSLOW

Craig Winslow (b. 1988) is an artist and designer who uses light to create playful, narrative-driven visualizations and immersive experiences. Exploring the temporary nature of all things human-made is a constant throughout Winslow's work. His creative process is driven by a desire to preserve history through modern technologies, and his fascination with bringing the past into the present led him to an Adobe Creative Residency (2016).

During this residency, he launched Light Capsules — a historical restoration effort reviving faded, hand-painted advertisements worldwide using non-destructive light projection, also known as “augmented restoration.” Winslow's permanent exhibition, Brilliant! at The Neon Museum in Las Vegas, is a continuation of his pioneering work in augmented restoration using light by reviving defunct, irreparable neon signs.

Winslow's artistic explorations offer a way to safely approach mortality. He aims to create something that lives beyond him in the same way that he is narrating a story that started before his own.





Light Capsules is a worldwide historical restoration effort using augmented installations that reanimate faded advertisements, also known as *ghost signs*, and engage local communities around these fading artifacts.





HISTORICAL RESEARCH

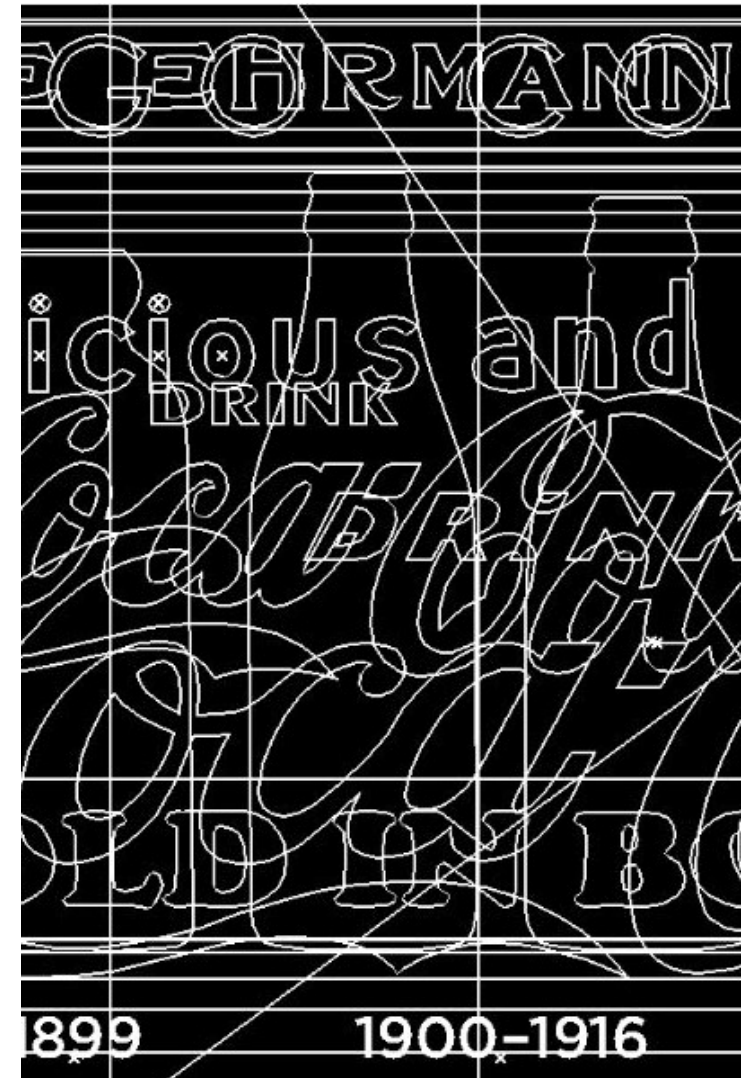
Each Light Capsule involves research into the history of the wall — exploring the story of the business or the sign painter behind it.





DIGITIZATION PROCESS

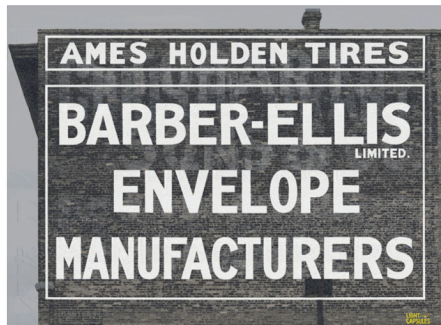
Next we digitally trace our discoveries calling on our decades of experience in industrial design, type design, and hands-on training from sign painters to create an archival-level of accuracy.





IDEAL CANDIDATES: PALIMPSESTS

The best ghost sign candidates to become Light Capsules have multiple layers, also called *palimpsests*. These provide a compelling canvas which can bring focus to a specific layer in time. There's an element of excitement in signs that are incredibly worn or have multiple layers.





EPHEMERAL RESTORATION

Employing projection for restoration is **non-damaging** and **non-invasive**. It provides a powerful preservation solution that traditional mediums of restoration cannot achieve. Using light as a medium, we can visually explore the stories of every layer, seeing how a building has changed throughout the years.

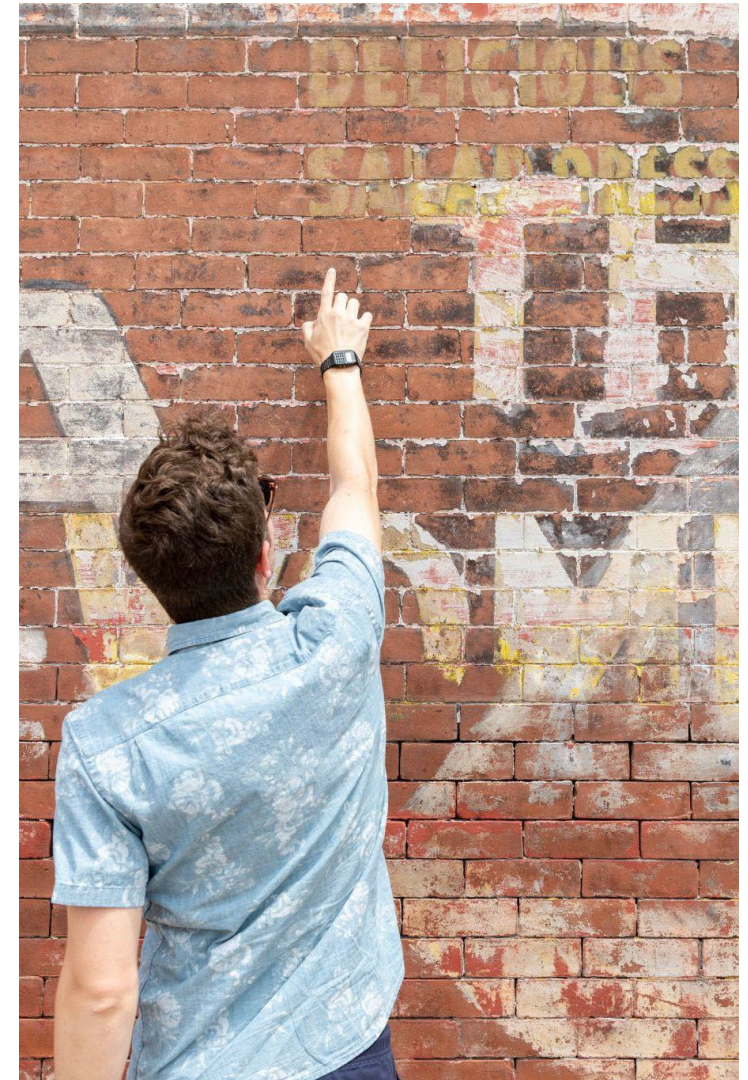


IMPACT

Light Capsules increases awareness, understanding, and appreciation of the history of a town through in-depth research and educational presentations of the lesser-known stories and experiences that make up a location's rich history.

Not only will this provide a valuable cultural experience for visitors, but it also has the potential for a positive economic impact. Visitors will be motivated to stay in the area longer and late at night to view these restorations, thus contributing to the local economy through increased tourism.

Investing in historical preservation through Light Capsules would be an asset for the long-term benefit of local communities.



Option 1

TEMPORARY EVENT / POP-UP

Temporary one or two night event
with onsite projector, generator, and
laptop.

LET'S OPEN A
PORTAL IN TIME
TO SEE WHAT
THIS USED TO
LOOK LIKE...

#LIGHTCAPSULES

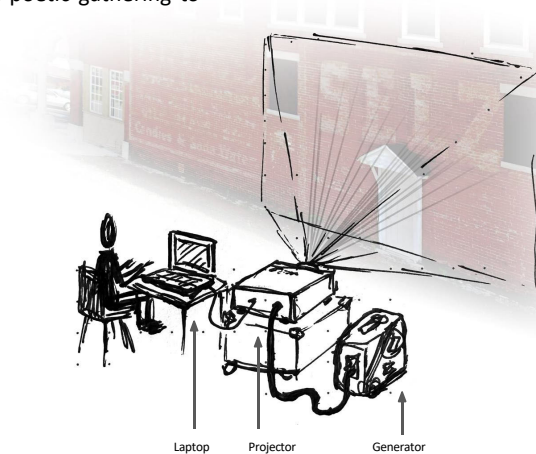
POP-UP

The majority of Light Capsules installations start as a temporary pop-up. With the technology involved, it's the most cost-effective and time-conscious way to revive a ghost sign.

This simplest mobile projection setup consists of a projector, laptop, and generator for power.

Great for festivals, special events, or celebrations— we have exhibited Light Capsules for Adobe, Portland Winter Light Festival, and a commission for Coca-Cola.

Much like the fading nature of the signs themselves, the ephemeral nature of a temporary projection serves as a poetic gathering to celebrate these signs for a limited time.





Option 2

PERMANENT LIGHT FIXTURE

Our recent explorations enable a more cost-effective, long-term permanent solution.

12 LIGHT CAPSULES — INSTALLATION PROPOSAL



PERMANENT - GOBO

Permanent light fixture that uses a custom designed gobos, or disc templates, with the custom, re-designed ghost sign printed onto it. Light from the fixture passes through the gobo and projects the restored historical ghost sign onto the surface of a wall, bringing the faded ad back to life.

Requires on-site power, mounting location for fixtures, and lead time for mapping and printing gobo designs.



Option 3

PERMANENT PROJECTION

These installations as historical landmarks can bring local excitement and big economic impact.

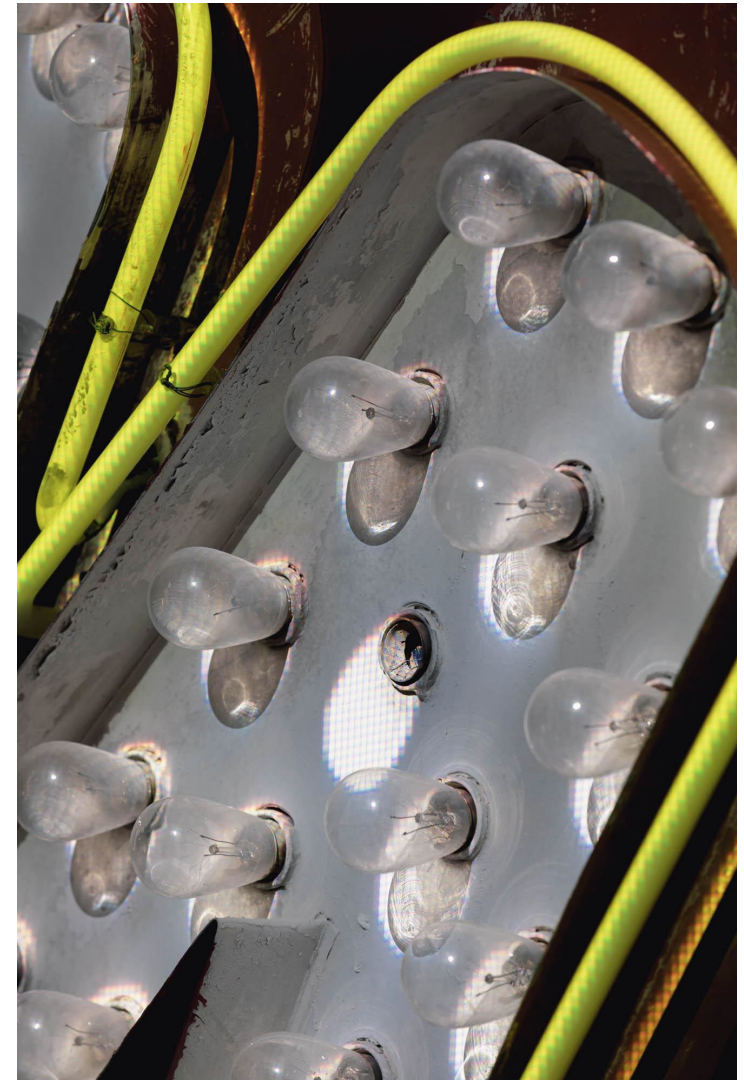


PERMANENT - PROJECTION

Light Capsules celebrate local history with integrity and the excitement of new technology.

With proper weatherproofing infrastructure and maintenance, these installations can be made long-term. The spectacle of large-scale projection mapping has been added to many cities and mainstream immersive experiences over the past ten years.

The largest example of success for this project has been on display at The Neon Museum in Las Vegas, NV as a permanent ticketed exhibition 'Brilliant!'. It debuted Feb 1, 2018 and has since brought over \$4M financial revenue to the non-profit organization.



PRICING ESTIMATE OVERVIEW

An estimated cost breakdown based on average cost of past installations.

TEMPORARY EVENT / POP-UP



ESTIMATED COST	\$8,250
Creative Fee	\$5,000
Projector rental	\$1,000
Travel budget estimate (car, gas, flight, lodging)	\$2,250

Potential additional costs:
 Staging / weatherproofing
 Power (Generator/distribution)
 Additional nights
 Extended content production

PERMANENT LIGHT FIXTURE



ESTIMATED COST	\$22,950
Creative Fee	\$8,000
Engineering & Planning	\$4,000
Light fixture & player	\$6,000
Gobo manufacturing	\$700
Travel budget estimate (car, gas, flight, lodging)	\$4,250

Potential additional costs:
 Electrical infrastructure
 Enclosures (heat and/or AC)
 More light fixtures
 Additional gobos
 Maintenance

PERMANENT PROJECTION



ESTIMATED COST	\$54,250
Creative Fee	\$20,000
Engineering & Planning	\$15,000
Projector	\$10,000
Media Server/Player	\$1,000
Travel budget estimate (car, gas, flight, lodging)	\$8,250

Potential additional costs:
 Electrical infrastructure
 Additional projectors
 Enclosures (heat and/or AC)
 Maintenance



THANK YOU

Craig Winslow
Experiential Director
craig@craigwinslow.com
207-671-1016

Jessica Zollman-Winslow
Studio Manager
office@winslow.studio
415-806-0954



January 5, 2024

Columbia Gateway Urban Renewal Agency
313 Court Street
The Dalles, OR 97058

**Re: Support for City of The Dalles Community Development Dept. Grant Application,
Waldron Drugstore/Gitchell Building**

Dear CGURA Grant Review Committee,

Restore Oregon would like to express its fervent support of The Dalles Community Development Department's grant application to fund a light capsule project at the Waldron Drugstore, also known as the Gitchell Building. We are Oregon's only statewide nonprofit organization that advocates for preservation and reuse of historic and cultural places and have been working closely with the Friends of the Waldron Brothers Drugstore—the nonprofit group of concerned citizens working to save and reuse the building—since placing it on Oregon's 2019 list of Most Endangered Places.

Constructed of local stone during the Civil War, the Waldron has served many purposes in its 160 years: a Post Office and drugstore, town newspaper office and Masonic Lodge, ticket office, apartments, offices, and even serves as the subject of the City's promotional tourism banners. Repair work was done in 2009 to address areas of deterioration, but the building has been threatened with demolition for years. The Friends have worked with Restore Oregon, The Dalles Main Street program, City officials, and residents for years to plan for the building's productive use—a crucial component in revitalizing The Dalles' most historically significant, yet underused, section of town that also serves as a gateway for over 20,000 tourists disembarking from the Columbia River each season.

In late 2022, a stay of demolition was granted and the City decided to pursue preservation in place. This exciting advancement has allowed for meaningful initial steps to be taken towards the building's rehabilitation. The City's light capsule project will add value to the building and surrounding neighborhood by highlighting its historical and cultural significance and by making it more visible to a wider sphere of Oregonians. We strongly support this worthy project as a major step towards community revitalization, and we thank you for your consideration.

Sincerely,

Katelyn Van Genderen
Programs Director



COLUMBIA GATEWAY URBAN RENEWAL AGENCY
CITY OF THE DALLES

AGENDA STAFF REPORT
AGENDA LOCATION: 7. B.

MEETING DATE: Tuesday, January 30, 2024

TO: Chair and Members of the Urban Renewal Agency Board

FROM: Dan Spatz
Economic Development Officer

ISSUE: Tony's Building Property Re-Development Options

BACKGROUND

The Tony's Building site, located at 401-407 E. 2nd Street, consists of two 0.14-acre tax parcels zoned Central Business Commercial (CBC-2). Tony's Town & Country Clothing occupied the site from approximately 1968 until 2016. The Columbia Gateway Urban Renewal Agency (**Agency**) acquired the Tony's Building in June 2016 for \$420,000 with the intention of redeveloping and revitalizing a portion of the downtown core of The Dalles. This did not prove economically feasible. At the February 2021 Agency Board (**Board**) meeting, the Board directed Staff to pursue a demolition and hazardous material abatement process for the property to make way for a development-ready site in downtown. Associated costs for this work, which brought total Agency investment in the Tony's site to nearly \$1 million (detail below), was completed in November 2023 under terms a Public Improvement Agreement with Konell Construction and Demolition Corp. approved by the Board on June 20, 2023. The site is now backfilled, leveled and fenced along street and alley-facing sides.

At the October 2023 Board meeting, Staff requested Board guidance in identifying elements of a Request for Proposals (RFP) to redevelop the former Tony's site. Staff suggested, by way of example, such uses as upper story residential, street-level retail, a restaurant, "green" building requirements, community spaces, and/or other elements. RFP respondents could be required to describe how their proposed development would make efficient use of the City-owned parking lot between the Tony's site and First Street, and how redevelopment would align with First Street reconstruction. There could also be the opportunity to integrate redevelopment with the concept of a Federal Street Plaza. Contingent on Agency and City Council approval, this would be a public area encompassing the former Transit Center, currently the home of Wasco County Veterans' Services. This section of Federal Street, between Second and First Streets, could be re-designed with an emphasis on pedestrian access, trees, green spaces and perhaps a water feature.

Responding in part to concerns expressed in public comment period regarding Basalt Commons, a proposed commercial and residential structure at 523 E. Second Street, the Board directed Staff to postpone redevelopment efforts of the Tony's site. Basalt Commons will receive financial support by the Agency, raising the question of whether additional residential development on the Tony's site would compete with that development.

Staff agreed to postpone the issue and proposed to return at a later date with other possible re-development options. This report suggests several approaches for Board consideration:

- a. **Modified Request for Proposals (RFP):** Issue an RFP as described last fall, with the possible deletion of residential development. Proposers could still suggest residential development, but this would no longer be identified as a particular area of interest by the Agency. RFPs typically require significant preparation and Staff time investment on the part of potential developers, such as detailed architectural renderings, business models, build-out schedules, project management and engineering team profiles, development strategies and other supporting documentation. A modified RFP could reflect additional Board guidance as developed through review of the Agency's goals and objectives, a process now under way.
- b. **"Request for Expressions of Interest" (RFEI):** This differs from an RFP in being a less formal process. The Agency would describe the site history, current status, and broader factors that could influence development (the city's historic legacy, Columbia River access, tourism, climate, etc.). Developers could offer high-level concepts that would provide the Agency with ideas for subsequent development. Consideration would be given to address any concerns with pending downtown residential development, either with Basalt Commons or other downtown projects. One example (Attachment A) is from the City of Talent Urban Renewal Agency in Talent, Oregon. While dissimilar to the Tony's site in some aspects (for instance, the Talent site is larger), the Talent RFEI offers one example of how an RFEI can encourage development interest. It's as much a community marketing strategy as a site development vehicle. The outcome might or might not be a multi-story building. Recreational uses are another possibility, or other uses entirely.
- c. **Parcel sale:** The Board may wish to consider outright sale of the land in its present, undeveloped condition. Staff would research potential market value of the property and return with a recommendation. Recent site analysis including archaeological survey and hazardous materials assessment will likely increase the property's value, since these are covered costs a new owner would not need to assume.
- d. **Parking lot:** Goal F of the Urban Renewal Plan is *"To provide an adequate amount of properly located and designed off-street parking, including disabled parking, in the downtown area, including a plan and program to effectively pay for, manage and maintain such parking."* Depending upon the Board's review of the Plan, which is the subject of Board workshops taking place this winter, that goal may or may not continue. As it stands, it would justify developing the Tony's site for parking. This would be a significant Agency investment, requiring paving and green space development; it would not preclude future re-development but because of the up-front investment should not be considered as a short-term use.

- e. **Federal Street Plaza:** The Agency and City have reviewed conceptual plans to turn the one-block section of Federal Street from Second to First Streets into a pedestrian plaza, as noted above and presented in Staff updates to the Board. The Board could elect to set aside the Tony's site as an expansion of Federal Street Plaza design, with the ability to add a main focal point or attraction to the space. This would mean most or all of the Tony's site would not be returned to the tax rolls as originally intended when the Agency purchased the Tony's Building, but it would expand Plaza development options.

Land Bank: The Board could leave the Tony's site as it stands, with gravel surface and security fencing, pending further consideration and future decisions. Periodic grounds maintenance would be required to minimize weed growth on this vacant downtown site. Security fencing could be taken down or temporarily breached for public events, such as Northwest Cherry Festival, The Dalles Main Street activities or a farmer's market.

Other: Staff welcomes other suggestions from the Board. In bringing forward the alternatives noted above, Staff encourages the Board to keep the Tony's site as a top priority for the New Year. There is a timing as well as fiscal element at play. The site is now fenced and vacant, representing a cumulative Urban Renewal investment of at least \$888,495. This includes original purchase price of \$420,000, demolition and abatement of \$422,355, estimated archaeological work of \$73,323, and other costs. While a total of \$60,000 should be subtracted to reflect a Business Oregon mitigation grant in that amount, the total does not include heating costs, which ranged between \$60 and \$1,000 a month for duration of Agency ownership of the building. As the Agency proceeds with reconstruction of First Street and brings to the Agency Board concepts for a Federal Street Plaza, it will be important to align Tony's site redevelopment (whatever form that might take) with adjacent developments.

PROJECT BENEFITS

Redevelopment of the Tony's Building property will return the site to productive use, potentially generating a return on Agency investment and long-term revenue for URA taxing districts, or otherwise contributing to downtown vibrancy.

BOARD ALTERNATIVES

1. *Direct staff to explore and refine one of the re-development options described above (a-e) and return with a proposed motion.*
2. *Adopt land bank option.*
3. *Identify a different option for staff to develop into a proposed course of action, subject to subsequent motion.*

Attachments

- Attachment A – Talent, Oregon, Request for Expressions of Interest (2017)
- Attachment B – Federal Street Plaza concept drawing

**Request for Expressions
of Interest**

for the

Talent Gateway Property

*"Small town...
big dreams"*

Attachment A



**TALENT
URBAN
RENEWAL
AGENCY**

**DEADLINE FOR SUBMITTALS:
Wednesday, September 20, 2017, 3:00 p.m.**

URAB Agenda Packet

January 30, 2024 | Page 30 of 76

The Talent Urban Renewal Agency (“TURA”) was formed in 1991 as a long term investment strategy by the City to eliminate blight and deterioration and improve assessed values within a defined area in downtown Talent. The Agency designs and builds streets, sidewalks and parks; replaces old water lines; puts some power lines underground; installs street lights and trees; builds parks and civic spaces; assists economic development; and provides facade improvement grants for commercial and historic structures. The Agency is managed by an Executive Director and governed by City Council. It is a separate legal and financial entity, with a financial structure different from that of City Government. The Agency receives a portion of local property taxes, calculated each year according to changes in assessed value within the urban renewal boundary. Funding for projects comes from the private sale of bonds, which are repaid with a portion of property tax revenue over the life of the Agency, or through short term borrowing. Currently, the Agency plans to have all projects completed and bonds paid off by July 17, 2019. For more information on TURA or this Request for Expressions of Interest (RFEI), please contact:

**Tom Corrigan, Executive Director
Talent Urban Renewal Agency
PO Box 445
Talent, Oregon 97540
(541) 535-1566**

Table of Contents

I. Project Introduction: Development Offering Overview	1
II. Deal Structure & Financial Partnership	3
III. Context - Downtown Talent & Environs	6
IV. Selection Criteria & Process	15
V. Submission Requirements	18
VI. General Conditions	20

I. PROJECT INTRODUCTION: DEVELOPMENT OFFERING OVERVIEW

The Talent Urban Renewal Agency (TURA) is seeking expressions of interest from creative, experienced development teams to redevelop the “Talent Gateway” site located on Highway 99 at West Valley View Road, at the eastern gateway to historic Downtown Talent. TURA envisions a phased mixed-use project which serves to catalyze further growth and redevelopment in a manner which respects the distinct and charming qualities of Downtown Talent and which enjoys solid community support.

TURA acquired this 4.23 acre site in early 2017. The site will be affected by future street improvements planned by TURA (see attached plan). With planned right-of-way dedications, the net acreage of the site will be approximately 4.04 acres. The new road improvements will extend Wagner Street from the recently-constructed roundabout on the north edge of the Gateway site south and west to Wagner’s intersection with Talent Avenue.

The redevelopment of this property has the potential to contribute significantly to the rejuvenation of Downtown Talent. The complete criteria on which TURA will base its selection is set forth in Section IV of this offering, on page 15.

Development Offering Overview

This offering is intended to be very flexible. TURA is not seeking detailed proposals or architectural plans for the site, although it will not reject any specific proposals that developers or others may seek to put forward. Rather, TURA seeks expressions of interest from developers, business owners, or others who have a compelling vision for the site (including preliminary thoughts about programming, phasing, and deal structure) and who can demonstrate the capacity and experience to deliver on that vision.

TURA is open to a broad range of ideas and uses – new mixed use development, makerspace, residential, retail, and/or office/commercial. TURA is open to a variety of options regarding phasing of development, as well as responses from teams which are only interested in developing a portion of the site as opposed to the entire 4.23 acres. TURA welcomes responses to this RFEI which affect not only the Talent Gateway site, but which incorporate other nearby parcels as well. There are a broad range of possible deal structures that TURA will consider – such as outright purchase, land sale contract, ground lease, lease with an option to purchase, or some form of joint



Left: Talent Gateway Site (outlined in red)

venture. Moreover, in partnership with other funding entities, TURA has identified a variety of measures that it will consider to assist in the feasibility of the project, depending on the responsiveness of the proposal to TURA's objectives. These measures are summarized in Section II (page 3).

The citizens of Talent are very engaged in their downtown, and the TURA Board is deeply committed to actively seeking community input in a series of public workshops. Please see Section III for a summary of community ideas for the project.

Simply put, TURA seeks the team that can demonstrate the capacity to deliver a project that best fulfills its goals as expressed in the Selection Criteria.

This Request for Expressions of Interest (RFEI) sets forth TURA's intentions for this project, including the selection criteria, selection process, and other information and requirements. Once it has selected a preferred team, TURA intends to enter into exclusive negotiations with that team, with the intention of initiating at least the first phase of development as early as Spring, 2018. The deadline for responses to this RFEI is Wednesday, September 20, 2017 at 3 pm. Responses should be addressed to:

Tom Corrigan, Executive Director
Talent Urban Renewal Agency
PO Box 445
Talent, Oregon 97540

II. DEAL STRUCTURE & FINANCIAL PARTNERSHIP

TURA is open to a variety of possible deal structures for the project, including those listed below. The following list is not intended to be exhaustive, nor is there any priority in the order of ideas listed.

- Standard purchase and sale - TURA sells the property to the developer team, either for cash, or seller-financed. Note that, under state law, TURA may dispose of land for what it in its discretion determines to be its fair reuse value. This value may be set to assure that the property is developed or otherwise used to best carry out the purposes and goals specified in its urban renewal plan
- Ground Lease/Long term lease - TURA enters into a long term lease agreement with the developer team. Such a lease agreement might include an option-to-purchase.
- Joint Venture - TURA enters into a joint venture with the selected developer team, with the land serving as TURA's contribution to the JV.
- Sale/Lease Back - TURA sells the property to developer at a discounted rate, then leases a portion back to receive rentals from commercial tenants through subleases.

TURA anticipates that the redevelopment of the site will likely require a public-private partnership to achieve all of its goals. The TURA itself has limited resources available. The following is a preliminary list of possible funding tools that TURA has identified. Please note that there is no definitive commitment to any of these tools or forms of assistance. However, TURA is committed to working diligently with the selected developer team to secure the funding necessary to create a development that aligns with TURA's aspirations.

- **Land/Lease Write-Down.** TURA will consider offers which entail a discounted sale price (or lease payment), as long as TURA in its sole discretion determines that the resulting development satisfies goals set forth in the Urban Renewal Plan.
- **Urban Renewal.** TURA has limited urban renewal funds available to assist with the project. Urban renewal funds may be used for a variety of purposes, including pre-development technical studies such as environmental, geo-technical, appraisal, preliminary design; infrastructure and off-site improvements; permit fees and system

development charges; and gap financing (such as low interest, subordinate debt).

- **Identifying Other Financing Sources.**

TURA will assist the developer team in identifying other potential financing sources for the project, including but not limited to conventional loans, New Market Tax Credits, EB-5, HUD 221 d 4 loan, and Low Income Housing Tax Credits. TURA will assist the developer in pursuing these sources with letters of support.

- **Assistance with pre-development.**

TURA will provide copies of all reports and technical studies in its possession, including environmental, title report, survey, and appraisals. Subject to funding availability, TURA will also consider providing funding on a matching basis for other technical studies as needed (e.g., additional appraisal, geotechnical study, etc).

- **Market Analysis and Preliminary Design.**

TURA has been selected for a State TGM (Transportation Growth Management) Quick Response grant. These funds will be available to TURA and the developer to refine a development program for the site, assess the market demand/feasibility analysis for that program, and prepare conceptual site plans and urban design. The TGM funds will be available in the Fall, 2017.

- **Vertical Housing Tax Abatement.**

TURA will consider formation of a Vertical Housing Development Zone for the area. Under this program, mixed use projects featuring at least two floors of housing over ground floor street-facing commercial use are eligible for a 10 year abatement of 40% - 80% of improvement value (depending on the number of floors of residential use).

- **Systems Development Charge Credits.**

The existing buildings on the property may have various SDC credits which may apply to any new development on the site.

- **Development Code Modifications.** It is possible that the successful respondent to this RFEI may propose a use or activity that requires modifications to the development code. Consequently, the City of Talent is open to modifying the code as warranted. *Note however that the City's willingness to entertain any such code modifications will be based on its determination that the modifications are necessary to achieve a superlative project – i.e., the City encourages developers to pursue projects which comply with the current code unless it can be demonstrated that revised codes will result in a project which better supports the City's objectives.*

In addition to various forms of financial assistance noted above, the TURA will consider providing other forms of assistance to the developer team:

- **Zoning & Entitlements:** TURA will work with the selected developer team to make sure that the permitting process goes forward efficiently.
- **Road Improvements:** As already noted, the City will be initiating an extension of Wagner Street from Talent Avenue to the roundabout. TURA will coordinate the design, permitting and phasing of the Wagner Street extension with the private development on the Gateway property. Until the complete extension is built (which may take some number of years), the first leg of Wagner Street (off of the roundabout) may serve as a driveway into the Gateway site.
- **Community Relations:** TURA will work closely with the selected developer team to coordinate communications with the community and to strive to build strong community support for the ultimate development of the site.

III. CONTEXT – DOWNTOWN TALENT & ENVIRONS

General Background Information

Talent is located in the heart of the beautiful Rogue River Valley, surrounded by the Cascade and Siskiyou mountain ranges. Talent is 6 miles north of Ashland, home to the Oregon Shakespearean Festival and Southern Oregon University. Medford is about 8 miles to the north. In recent decades, many retirees as well as younger workers and their families have been attracted to the Valley, with its wonderful quality of life, magnificent setting, and small town feel. Talent has 6323 residents (2014

estimate), representing an increase of 13% from its 2000 population. Jackson County (in which Talent is located) has about 210,000 residents, up from 181,000 in 2000. Median family income in Talent is \$34,389 (2013), against a county-wide average of \$43,363. 56% of Talent households live in owner-occupied homes. The mean sales price in 2013 was \$275,000 for detached houses, and \$232,000 for townhomes/ attached units. Talent's limited stock of rental housing has a very low vacancy rate, with rents of as much as \$1.40 per square foot for a 2 bedroom unit.



Talent was first settled in the 1880s as part of the predominantly agricultural economy in the Rogue Valley. Today it is a thriving community. The limited supply of land in the region and the challenges of the permit process in some neighboring communities makes Talent an ideal place for development.

Downtown Talent is a compact and walkable community. It boasts a coffee shop, an indoor-outdoor brewpub, several other eateries, live theater, a grocery store, and a Friday evening Farmer's Market during summer months—all within a few minutes' walk of the site. There are frequent cultural/community events, such as the Grape Fair and the Harvest Festival. The City has affirmed its commitment to a healthy downtown through its infrastructure investments (particularly the Round-About that abuts the Gateway Property) as well as its acquisition of the Gateway site.

The area is highly accessible by a variety of transportation modes. It is less than a mile from I-5, providing quick access to the employment opportunities throughout the entire Rogue Valley.



In addition, there is regular bus service (Route 10 of the Rogue Valley Transit District, with frequent and direct service to Ashland and Medford as well as other destinations in the valley).

Talent is part of the Phoenix Talent School District. Talent Elementary was recently recognized by the State as a “Model School”, putting it in the top 10% of schools in Oregon. In addition, the District’s High School (Phoenix HS) has received a “Silver” award from US News & World Reports in its recognition of the best High Schools in the country. Rogue Community College boasts campuses in Grants Pass and nearby Medford. Southern Oregon University, the region’s only 4 year institution of higher education, is located a few minutes away in Ashland.

Talent Urban Renewal Agency & West Valley View Plan

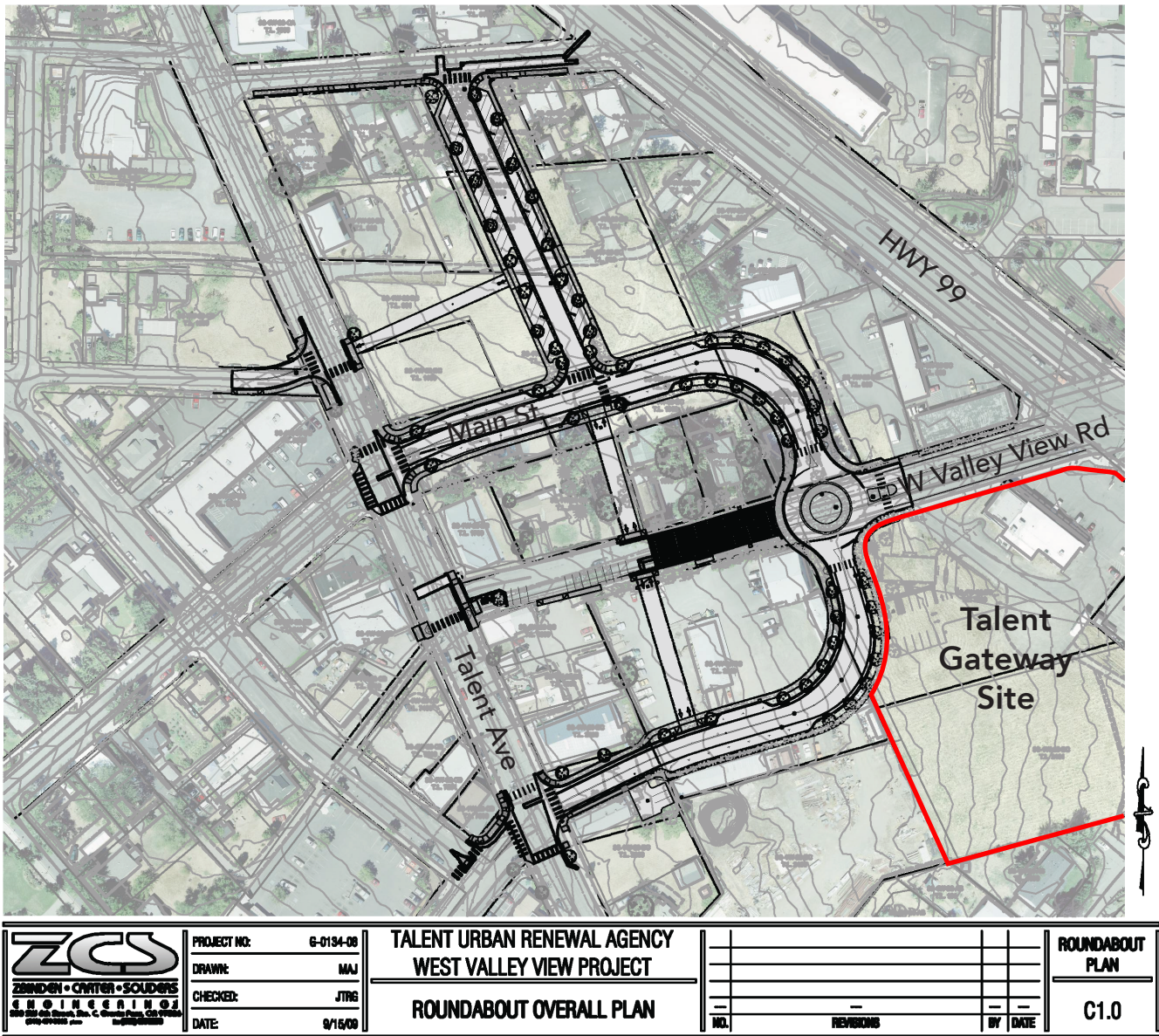
The Talent Urban Renewal Agency was formed in 1991 as a long term investment strategy by the City to eliminate blight and deterioration and improve assessed values within downtown Talent. The Agency designs and builds streets, sidewalks and parks; replaces old water lines; puts some power lines underground; installs street lights and trees; builds parks and civic spaces; assists economic development; and provides facade improvement grants for commercial and historic structures. Urban renewal funds were used for the

new City Hall and Civic Center, and for the replacement of the Camelot Theater (necessitated by the re-aligned Main Street). The Agency plans to have all projects completed and bonds paid off by 2019.

The Talent Gateway site also falls within the boundaries of the West Valley View Master Plan. Through the Plan, citizens identified the following core goals for the area in which the Talent Gateway property is located:

- Create an accessible, multi-modal community that encourages pedestrians, bicycles, automobiles and some form of public and/or private transportation
- Encourage businesses that offer goods and services targeted for downtown residents; and encourage the development of local businesses through incentives and the creation of an association
- Improve the overall appearance and feel of the West Valley View area, while protecting and improving its natural quality

A major element of the West Valley View Plan is the creation of more transportation capacity through a bifurcated entrance into Downtown. Parts of this new street system (a roundabout, and the northern leg on Talent Avenue) have been completed; with Wagner Street (the southern leg) not completed. A portion of the western edge of



the Talent Gateway site will be dedicated to the City in anticipation of this future street investment.

http://www.cityoftalent.org/SIB/files/Urban_Renewal/Vision_Study%20Draft_Sept20th06_screenQ_.pdf

The West Valley View Plan may be viewed at this site:

Property Information & Technical Requirements

The Talent Gateway Property consists of approximately 4.23 acres. The site is flat, and features two dated single story commercial structures; the City intends to demolish the old grocery store near the corner of 99 and West Valley View Road by the end of 2017.

As part of its acquisition due diligence, TURA commissioned Level One environmental assessments of the site (as well as the adjoining Talent Irrigation District property). These reports identified some underground storage tanks as well as other minor environmental issues that the City is currently addressing, with funding assistance from the State of Oregon.

With the exception of the Wagner Street extension, a full range of urban services are available to the property – roads, sewers, water, utilities, etc. Depending on the nature, location, and lot re-configuration of the ultimate build-out of the site, utility upgrades may be necessary.

Zoning

This site is located in the City's Highway – Central Business District (CBH) zone, which is intended to “serve as the hub of government, public services and social activities; shall permit retail trade, personal and business services; and shall include

residential uses to strengthen and enliven the community core. The CBH zone shall be developed with full accommodation for all travel modes, but will tend to be more automobile oriented than the CBD zone.” (Section 8-3D.310). Note that depending on the development program that emerges from the discussions between TURA and the developer, the City may determine that there is a more suitable zoning for the site. In the meanwhile, here is a brief summary of key zoning regulations of the CBH zone that currently applies to the site:

- **Allowed Uses:** A broad mix of uses are allowed by right in the CBH zone, including office, neighborhood retail, general commercial, restaurants, and multi-family and attached single-family housing (e.g. rowhouses). Note – some commercial uses including hotels, larger scaled retail uses (such as home furnishing stores), craft manufacturing, breweries, wineries, distilleries and drive up/drive through/drive in businesses require a Conditional Use permit. Note also that any ground floor residential use must utilize no more than 50% of the ground floor (upper floors may be devoted to residential use in their entirety), and that projects with ground floor residential use must also incorporate commercial uses on the street facing portions of the building.

- **Minimum Lot Dimensions**

- Area: 1,200 square feet per upper floor residential unit. No Minimum Lot Area for non-residential uses or ground floor residential uses.
- Width: No requirement
- Depth: No requirement

- **Maximum FAR/Density:** For non residential uses, there is no maximum density or FAR (floor area ratio). For non-ground floor residential uses, the maximum density is driven by site area – with a total of 4.04 net developable acres, the maximum number of units for this site is 146, based on the required 1,200 square feet per upper floor unit.

- **Maximum Height:** 30 feet (or 35 feet for a pitched roof). Note that height may be increased to 40 feet for residential use only, if approved as a conditional use. The approval criteria for this height increase include language related to design compatibility with the “small town character” of Talent.

- **Minimum building setbacks:**

- Front: No Minimum. Maximum of 10 feet (note parking must be set back at least 10 feet)
- Side and Rear: None required, except in the SW corner of the property

abutting a residential zone, which triggers a setback requirement of 20 feet.

- **Minimum Parking Requirements:** The minimum number of off-street parking spaces varies by use. Note that the City may soon be initiating amendments to its downtown parking requirements for residential and possibly other uses. Note that off-street parking is prohibited between buildings and public rights-of-way. The minimum off-street parking requirement for certain uses is as follows:

- Residential – one or two bedrooms: two spaces per unit
- Residential – three or more bedrooms: two spaces per unit plus one additional space per bedroom
- Offices (banks, professional offices) – one space per 450 gross square feet
- Offices (medical & dental) – one space per 350 gross square feet
- Retail – one space per 400 gross square feet
- Restaurant – one space per four seats or one space per 100 gross square feet (whichever is greater)

- **Process:** New development is subject to review in a public hearing before the Planning Commission.

The City has recently conducted a City-wide Economic Opportunity Analysis. Downtown revitalization looms large in this analysis, and there are several sections that suggest that the City ought to consider legislative amendments to its development code to better accommodate mixed use development. If the selected developer of the Talent Gateway site identifies any such development code revisions, and if the Talent City Council concurs that the proposed revisions advance the City's goals for Downtown, then the selected developer for the Talent Gateway property will have the opportunity to participate in this process.

Economic Opportunity Analysis

The Economic Opportunity Analysis (2016) includes other provisions that relate to the Talent Gateway site and Downtown Talent in general. Policy 2, "Infill & Development" encourages infill and redevelopment in the downtown core, as a means to use land and existing infrastructure more efficiently. Specific implementation strategies include language directing the City to "identify and plan for investments and infrastructure necessary to support redevelopment of key sites"; and for "policies to encourage residential development in downtown.... (including) policies that allow ground-floor spaces that can be used for residential or commercial uses". Finally, there is an implementation strategy supporting the "development of a makerspace and

business incubator in Talent to support growth of local artisans and small-scale manufacturers".

In recognition of the opportunities and potential benefits associated with a makerspace, the City amended Element E (Economy) Comprehensive Plan to include the following language:

Objective 4.3 Support development of a maker eco-system to support economic growth and educational and cultural opportunities.

Implementation Strategy 4.3a: Support development of a maker space and business incubator in Talent to support growth of local artisans and small-scale manufacturers.

Implementation Step 1: The City should evaluate opportunities to support development of a maker space and business incubator through programs such as low-interest loans and other programs.

Implementation Step 2: Act as a convener of stakeholders interested in developing a maker space and business incubator.

Implementation Step 3: Provide assistance with obtaining building permits for a maker space or business incubator.

Implementation Step 4: Encourage development of buildings that would provide opportunities for small business

growth, such as buildings with multiple small business space.

Housing Needs Analysis

The Housing Needs Analysis indicates a strong demand for both rental and ownership housing in Talent in the near term. Some key data points are as follows:

- Talent is growing at a much rapider rate than nearby cities or Jackson County as a whole. Population grew 92% from 1990 to 2015 (compared with a growth rate of 44% County-wide; and 41% State-wide). It is projected to grow by another 41% in the next twenty years (compared with a projected 21% growth in the County).
- Talent’s population growth will be characterized by an aging “boomer” population, which will be seeking smaller units, both ownership and rental; a growing millennial population (which seeks more urban, walkable homes, either rental or ownership); and a growing Latino population.
- Talent has only about half of the land it needs (based on current zoning) to accommodate its projected number of new housing units (1247 in the next twenty years).
- The median sales prices of a home in Talent was lower than the County prior to the Great Recession; but has increased

to a higher median than the County (\$275K in Talent vs a County-wide median of \$234K; \$250K in East Medford; \$382K in Ashland).

- Rental rates in Talent are high, due in part to the very low vacancy rate (the occupancy rate for surveyed units in the Study is 100%). Average rents are \$992 (vs \$926 in Ashland, \$871 in Medford, \$885 in the County, and \$894 Statewide). Rents for a two bedroom unit run between \$888 and \$1,177, with per square foot rates as high as \$1.40.
- 85% of workers in Talent commute from elsewhere in the Rogue Valley; conversely, a high majority of Talent workers are occupied outside of the City.
- The Housing Needs Analysis includes a number of policy recommendations to address the strong housing demand, including the creation of a new Downtown Housing zone allowing 3 story buildings (currently a residential building of this height is only allowed through the Conditional Use process).

The Housing Needs Analysis may be viewed at the following site:

http://www.cityoftalent.org/SIB/files/Planning/Current_Planning_Projects/CPA/2016/002/Talent%20HNA%20v10.pdf

Community Input

The citizens of Talent care deeply about their community, and the City is committed to honoring them by seeking their input on the Talent Gateway development. TURA convened community forums on January 11 and May 31, 2017, for the purpose of eliciting citizen feedback. Major themes that emerged at this Forum are as follows:

- There is a strong desire for a project that is distinct to Talent – the design, uses, and/or amenities should help to further Talent’s identity. The project should be exceptional.
- Pedestrian connectivity is paramount – both within the project, and from the edges of the project to Downtown Talent. The overall design should incorporate a network of convenient walkways, and plazas/gathering places.
- Incorporate features that attract people to Talent – fountains, a garden, shops and eateries, ample landscaping, perhaps an upper level restaurant affording views of the spectacular surrounding scenery.
- Incorporate art and beauty – outdoor sculpture, murals, green spaces, special paving and light fixtures.
- Talent is attempting to strengthen its economic identity as a place where innovation and entrepreneurship are welcomed and nurtured. The ideal

project on the Talent Gateway site would incorporate a maker space, along with complementary features such as outdoor dining and seating, ample landscaping, and complementary commercial services (preferably locally owned, not national chains). A brewpub, an art gallery and/or artists’ studios, a health food store.

- The project should be sustainable – energy efficient, responsible use of water, incorporation of solar panels.
- The ideal project will also incorporate housing, serving a variety of household types and income levels.
- The Talent Gateway site should be welcoming to all – young people (“millennials”), families, seniors. It should be a true community gathering place.
- Talent is an energy conscious community and development should align with this core value.
- The project should be a catalyst – it should set the stage for a great future for Talent.

Going forward, i.e. after selection of the Developer team as described in Section IV below, the TURA Board anticipates continued community participation in the creation and refinement of the development program and in the urban design and planning for the site.

IV. SELECTION CRITERIA & PROCESS

Selection Criteria

The following are the criteria which the TURA Board will use to determine which developer team to select for the project:

- A compelling vision that will ultimately spur further redevelopment in Downtown Talent with an active, pedestrian-friendly mix of uses, spaces and structures.
- Preference for mixed use, multi-story development that incorporates a diversity of households, as measured by a variety of tenures (ownership and rental), mix of incomes, senior housing, and/or workforce and “missing middle” housing.
- Quality, sustainable design and construction – in building elements as well as urban design elements such as pedestrian connections through and within the site; public plazas and open spaces; landscape elements; treatment and arrangement of parking.
- Originality in programming and use – the creation of a destination for the City, such as incorporation of Maker Space/ Center for Economic Development which establishes Talent’s “brand” as a place for innovative entrepreneurship.
- Capacity of the project to contribute to the ongoing fiscal stability of TURA and the City of Talent. Responsible use of TURA funding or other form of financial participation (as applicable).
- Demonstrated commitment to engaging the broader community in development of the project design and programming, and making serious efforts to incorporate community aspirations.
- Demonstrated experience in financing and delivering projects similar in scope and quality to what the developer is proposing in response to this RFEI.
- Embracing and enhancing Talent’s distinct culture – a place that cherishes its history, its beautiful natural setting, its agricultural heritage, and the arts.

Selection Process

Upon receiving responses to this RFEI, TURA may, in its sole discretion, elect to proceed in any of the following or possibly other directions:

- TURA may appoint a Selection Advisory Committee (SAC) to review team qualifications and provide input to the TURA Board, including a recommended “short list” of developer teams for the TURA Board to interview.

- Alternatively, TURA’s consultant team may convene a Selection Advisory Committee to evaluate all responses and make recommendations to the Board for its consideration and action.
- The SAC or TURA or its consultant may solicit additional information or clarifications from respondents.
- The Board may rank the responses to this RFEI.
- The Board may select a “short list” of teams for a second round process. This second round might entail interviews, a formal Request for Proposals (RFP) process, and/or some other means of selection.
- The Board may opt to select a single team, without going to a second round process, and negotiate the terms of a transaction with that team.
- The Board may opt to reject any or all proposals regarding any or all of the properties.
- The Board reserves the right to recommend that two or more teams consider forming a partnership, if in the Board’s judgment such a partnership would be conducive to achieving the Board’s goals for this project.

All meetings of the TURA Board are public; the TURA’s decision regarding which team

to select for the project will occur in a public hearing; likewise, any interviews that the TURA Board conducts will be public. All responses to this RFEI are public records and may be reviewed by any member of the public (see further information about confidentiality in Section VI, General Conditions).

Post Selection Process

Upon selection of a team, TURA intends to enter into an Exclusive Negotiating Agreement with the team, providing for a defined time period during which the parties will attempt to negotiate the deal terms for the transaction. During this period, TURA will work with the selected developer team to refine its approach, including development program, phasing, site planning, and individual building design. This phase of the project will utilize a consultant team under the State of Oregon’s Transportation & Growth Management program; it will entail significant community participation including one or more Community Forums. The TURA anticipates that during this period the program, deal structure, financing, composition of the team, or other components may be modified as a more solid proposal is developed.

During this pre-development phase, TURA may negotiate with the selected team a Memorandum of Understanding (MOU) or other agreement as appropriate, setting forth in non-binding terms the financial,

programmatic, and other general aspects of the project. This MOU will also serve as the basis for the negotiation and execution of a subsequent binding agreement (which may take any of several forms, including a Disposition & Development Agreement, A Lease Agreement, a Purchase & Sale Agreement, or another form; this will be determined as a result of the negotiations). The final, binding document (s) will govern the final disposition of the Property, setting forth the terms of the transaction.

Any such MOU will include provisions reserving to TURA the right to terminate negotiations with the selected developer team, if TURA in its sole discretion determines that negotiations during the pre-development phase are not progressing in a satisfactorily timely manner. Should this occur, TURA would then either work with another team, or may decide to not pursue the project further.

Anticipated Schedule

- **August 23, 2017** - Issuance of RFEI
- **September 6, 2017, 5:00 PM** - Deadline for Requests for Clarification
- **September 13, 2017** - TURA issues clarifications to RFEI, if any (these will be made available on the website: www.cityoftalent.org/gateway)
- **September 20, 2017, 3:00 PM** - Deadline for Responses. *Responses must be received in City offices by this time.*
- **October 4, 2017 (tentative)** - Preliminary Evaluation of Submissions; Decision regarding next steps (short list interviews, etc.)
- **October 18, 2017 (tentative)** - Preliminary selection of developer team, pending further negotiations.

V. SUBMISSION REQUIREMENTS

Original Material (12 pages or less, not including resumes, letters of reference and samples of other projects, etc.)

1. Cover Letter

Describe the development team and interest in the project. Identify the primary point of contact for the team. Include a statement indicating that the proposal is valid for six months after submittal.

2. Proposal

Describe your vision for the site.

- How is it consistent with TURA's aspirations for the site and the surrounding area, particularly in light of the stated Selection Criteria (page 15).
- What are your preliminary thoughts about program, phasing, design, and deal terms?
- Do you intend to develop the entire 4.23 acre property, or only a portion of it? If only a portion of the site, what do you hope to see on the balance of the site, and discuss how you anticipate coordinating your efforts with other developers.

- Does your proposal anticipate (or require) the acquisition of any other properties adjoining the Talent Gateway property? If so, please describe your acquisition strategy.
- What are your thoughts about project financing – and in particular what are your preliminary expectations regarding TURA and/or other public partners?
- Do you have a specific tenant, or type of tenant, in mind?
- Are you aware at this time of any City zoning or other codes that may impede your development concept for the site?

3. Team and Development Experience

- a. Identify development team members and roles, and describe qualifications. Provide resumes for key team members.
- b. Describe the team's experience in the development of high quality, successful projects, preferably projects similar in scope and scale to what you are proposing for the Talent Gateway property. What is the team's recent experience with this type of development? (optional to send photos of recent similar complete projects)

c. Describe the team's previous experience working with public sector partners, and types of public-private partnerships.

4. Financial Capacity

a. Explain your financial capacity, and share any preliminary thoughts you have about financing approaches for your project ideas. Please discuss for instance your likely or possible equity and debt sources. Provide as much information as you wish, such as certified financial statements, credit availability letters, or bank references, to make the case that you have the financing capacity to carry out your proposed project (any financial documents submitted to TURA should be placed in a separate enveloped and clearly marked as confidential – TURA will maintain the confidentiality of any such information to the extent allowed by law, but please do not submit information you do not wish to be made public; see also the statement about “Proprietary Information” in the General Conditions section, below).

b. Describe any expectations for public financial participation at this stage. The response should include general statements relating to financial participation, assistance with permits, and other potential public funding sources.

c. Provide a preliminary estimated time frame to carry out the project(s). If you envision a phased approach, please describe.

5. Letter of References & Project Examples

Teams may submit letters of reference above the specified page limit. They are also encouraged to include samples of other projects (preferably relevant to what they are proposing for the Talent Gateway property), beyond the specified page limit.

TURA does not expect architectural drawings as part of team submittals, but will not refuse such drawings. If drawings are submitted, they should be incorporated into the 8 ½ by 11” format described above. No more than 4 drawings (site plans, floor plans, elevations) will be accepted as part of the submittal, above the specified page limit.

VI. General Conditions

- All facts and opinions stated within this RFEI and all supporting documents and data are based on information available from a variety of sources. No representation or warranty is made with respect thereto.
- TURA reserves the right in its sole discretion to accept or reject all responses to this RFEI, without cause.
- TURA reserves the right in its sole discretion to modify the selection process or other aspects of this RFEI, including canceling the RFEI without selecting a developer or team. TURA will take reasonable steps to ensure that any modification or clarification to the RFEI shall be distributed in writing to all persons who have requested a copy of the RFEI.
- TURA reserves the right to request additional information following review of initial submissions. In addition, TURA may retain consultants to assist in the evaluation of submissions.
- In the interest of a fair and equitable selection process, TURA reserves the right to determine the timing, arrangement, and method of any presentation throughout the selection process. Teams are cautioned not to undertake any activities or actions to promote or advertise their proposals except during TURA-authorized presentations. Teams are encouraged to contact relevant TURA staff to learn more about ideas and visions for the site and the area. However, developers and their representatives are not permitted to make any direct or indirect (through others) contact with members of the TURA Board, Planning Commission, or Selection Advisory Committee concerning their proposals, except in the course of TURA-sponsored presentations. Violation of these rules is grounds for disqualification of the team.
- TURA requests that developers and members of their team who are considering responding to this RFEI NOT contact any prospective public agency funding partners, other than TURA itself.
- **Conflicts of Interest.** Please disclose any conflicts of interest or potential conflicts of interest that may arise as a result of your company's being hired for this Project. Identify and describe fully any family or business relationships which any employees of your company may have or have had with any employee or elected official of the TURA or any affiliated entities. The Proposer and

sub-consultants shall identify any group, individual or organization that they may have worked for, or currently work for, that has had ownership, lease, development, related or similar interest in the TURA. **Failure to disclose any existing or potential conflicts may disqualify the Proposal from consideration.**

- **Nondiscrimination.** TURA notifies all possible proposers that no person shall be excluded from participation in, denied any benefits of, or otherwise discriminated against in connection with the award and performance of any contract on the basis of race, religious creed, color, national origin, ancestry, physical disability, sex, age, ethnicity, or on any other basis prohibited by law.
- **Proprietary Information.** Only information which is in the nature of legitimate trade secrets of non-published financial data may be deemed proprietary or confidential. Any material within a Proposal identified as such must be clearly marked in the Proposal and will be handled in accordance with the Oregon Public Record Act, and applicable rules and regulations. Any Proposal marked as confidential or proprietary in its entirety may be rejected without further consideration or recourse.
- All submissions shall become the sole and exclusive property of the TURA. Teams shall not copyright, or cause to be copyrighted, any portion of their submission. Within the bounds of public records laws, the TURA will maintain the confidentiality of submissions at least until the preliminary selection of a developer team. Any proprietary financial information or other information which developer teams submit will be maintained as confidential as allowed by public records law. Submissions or information that the proposal team would like to remain confidential must be marked confidential.
- TURA makes no representations as to whether or not a project to be developed as a result of this RFEI, or any possible TURA participation therein, is a “public improvement” project and as such is subject to the prevailing wage requirements of the Oregon Bureau of Labor and Industry.
- News releases by the selected team pertaining to its selection will require prior written approval from TURA.
- TURA reserves the right to verify and investigate the qualifications and financial capacity of any and all members of the proposing teams.

- TURA accepts no responsibility or obligation to pay any costs incurred by any party in the preparation or submission of a proposal or in complying with any subsequent request for information or for participation throughout the evaluation process.

Background Documents

TURA has assembled several important ground documents and other information related to this project, on its website at www.cityoftalent.org/gateway. To review or purchase hard-copies of the documents, or for any other questions related to this RFEI, please contact:

Tom Corrigan
(541) 535-1566
tcorrigan@cityoftalent.org

Background documents available for review:

- Economic Opportunity Strategy
- Housing Needs Analysis
- West Valley View Plan
- Environmental “Level I” reports
- Appraisals
- Makerspace “backgrounders”

Request for Expressions of Interest for the

Talent Gateway Property

"Small town...big dreams"

DEADLINE FOR SUBMITTALS:
Wednesday, September 20, 2017, 3:00 p.m.



TALENT
URBAN
RENEWAL
AGENCY

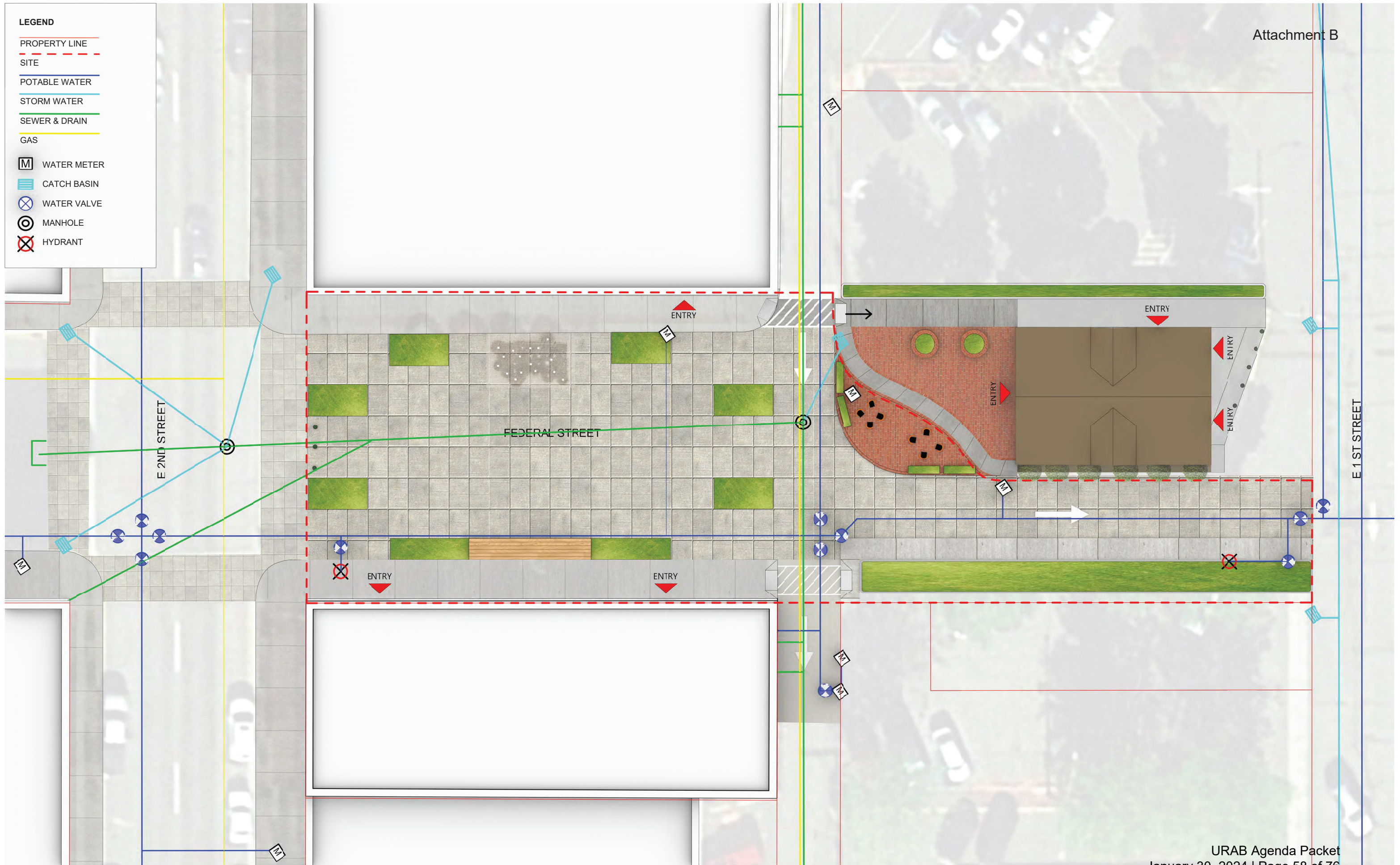
- 1 SPLASH PAD
 - 2 PROPOSED PLANTER
 - 3 SEATING
 - 4 PROPOSED TREE
 - 5 WASCO COUNTY VETERANS SERVICE OFFICE
 - 6 RAMP
- EXG = EXISTING



LEGEND

PROPERTY LINE
SITE
POTABLE WATER
STORM WATER
SEWER & DRAIN
GAS

WATER METER
 CATCH BASIN
 WATER VALVE
 MANHOLE
 HYDRANT



Attachment B















COLUMBIA GATEWAY URBAN RENEWAL AGENCY
CITY OF THE DALLES

AGENDA STAFF REPORT

AGENDA LOCATION: 7. C.

MEETING DATE: January 30, 2024 Urban
TO: Renewal Agency Board
FROM: Dan Spatz
Economic Development Officer
ISSUE: Agency Goals and Objectives Draft Revision and Review

BACKGROUND

On March 21, 2023, Urban Renewal Agency (**Agency**) Staff proposed a revision of the Columbia Gateway Urban Renewal Plan (**Plan**). This would include statistical and financial reporting, historical project review, reevaluation of goals, and other aspects of the Plan. This would represent the first comprehensive review since a Substantial Amendment in 2009. The current Plan lists several projects which have long since been completed; other listed projects may or may not still be considered relevant. Oregon statute requires that all urban renewal projects be listed.

At the October 17, 2023 Agency meeting, Staff reviewed a proposed schedule of monthly Board work sessions to accomplish these tasks. Board concurred with this approach. The first of these occurred at the November 2023 session, which focused on Agency history and accomplishments; there was also a brief recap of goals and objectives. At the December 2023 meeting, Board members conducted with Staff a detailed review of goals and objectives. Together with a retrospective fiscal analysis, revised goals and objectives will set the stage for a thorough plan revision, which will include a report to be released late winter 2024. This will help the Agency review overall effectiveness of the Columbia Gateway Urban Renewal District (**District**) since its inception in 1990.

Goals and objectives as drafted in 2009 are provided for reference in this report. Following the December meeting, Staff revised these goals and objectives, seeking to reflect the Board's guidance from that initial review. Staff prepared three versions, all attached to this report:

- Attachment A reflects numerous, basic edits to the document; this is presented in redline format to show the original wording with proposed edits. Some new

objectives are added, reflecting comments from the December meeting and Staff recommendations.

- Attachment B is the same document, with redlines removed.
- Attachment C is a similar document, but with elements restructured to reflect a more logical sequence.
- Attachment D is a heavily modified document. This reduces the number of goals and changes various previous goals into measurable objectives. It proposes measures for all objectives.

These documents are intended as a starting point for the January 30, 2024, Board meeting, when urban renewal consultant Elaine Howard will facilitate a review of the Agency's goals and objectives. A widely-recognized authority on Oregon's various urban renewal initiatives, Ms. Howard suggests that when a plan has been in place for a while, it is important to analyze the goals, objectives and projects to see if they still align with the desires of the Agency and the community. The projects discussion will occur in March, and then those projects will be compared to the goals and objectives. Ms. Howard will also facilitate the March session. (At the February session, fiscal consultant Tiberius Solutions will provide a retrospective fiscal analysis of the Agency's historic accomplishments, including return on investment.)

All of this is preparatory to the most vital task facing the Agency: How best to invest the Agency's remaining debt capacity, estimated at \$6.2 million, prior to projected expiration of the District in 2029. This will be the focus of the Board's April 2024 meeting and will conclude the current series of strategic planning workshops; the April meeting will also be facilitated by Ms. Howard. For instance, the Board could consider whether to extend the District, confirm the current expiration date, modify boundaries of the current District, increase the Agency's Maximum Indebtedness (**MI**), or consider formation of a separate district. (Several of these options, such as modified boundaries, a new district or changes in the debt limit, would require City Council approval.)

As stated in the current Plan, addition, deletion or modification of goals and objectives also need to be approved by the City Council. Accordingly, any accepted changes to current goals and objectives will be referred to City Council.

Staff have earlier provided Board members with several foundational questions to consider in reviewing goals, objectives and projects. Staff offers the questions again in this report as possible guideposts for the Plan review now under way, including anticipated discussion of new projects scheduled for the March meeting:

- **Has the Urban Renewal Agency achieved its purpose? What problems was it designed to address?** (Mission statement in attached Word document.)
- **Have those problems been resolved?**
- **Do goals and objectives still reflect guidance of the Agency Board?** (Goals and objectives in attached Word document.)
- **How may the Agency most efficiently invest remaining fiscal capacity prior to termination of the District in 2029?**
- **Should the District terminate in 2029?**

- Should the Agency continue beyond the District's termination, if this occurs?
- If so, what future projects should the Agency identify? What are the city's highest needs today?
- Should one or more new districts be considered if the Agency continues?

FISCAL IMPLICATIONS:

Maximum Indebtedness: Agency Staff received the draft annual audit on November 29, 2023 and preliminary analysis of fiscal capacity from Tiberius Solutions on December 6, 2023. MI tracker and Tax Increment Financing (TIF) work sheets are now complete. Calculation of MI is \$6,253,756. This is the approximate investment capacity available to the Agency, with on-going adjustments for tax collection and other revenues. In addition to the fiscal analysis provided by Tiberius Solutions at the February 20, 2024 Agency Board meeting, Agency Staff will also present the FY 22/23 Financial Report and Audit, as occurs each February.

While no fiscal impacts directly arise from goals and objectives, there will be significant implications as the Agency identifies projects through which goals and objectives will be implemented. The intent in reviewing and, if needed, in modifying goals and objectives is to provide Agency direction in achieving MI by 2029. For instance, the Board could direct Staff to identify a selected number of relatively large investments that would, in combination with existing and anticipated known commitments (Basalt Commons, First Street Streetscape reconstruction, Federal Street Plaza and other downtown projects now being explored) fully commit MI by 2029. Alternately, the Board could direct Staff to place priority upon opportunities that may arise in the coming four or five years, but which have not yet been identified or even envisioned.

BOARD ALTERNATIVES:

1. ***Staff recommendation: Select Attachment A/B, C or D for subsequent recommendation to City Council as the Agency's revised goals and objectives, subject to additional revisions identified in facilitated discussion with the agency's Urban Renewal consultant at tonight's meeting. Staff would prepare a final revision and suggested motion for the February 2023 meeting.***
2. Move to adopt Attachment A/B, C or D with no further revisions, recommending adoption of same by the City Council.
3. Reaffirm goals and objectives as originally stated (does not require City Council approval).

Attachments:

- Attachment A – Redlined edits to current goals and objectives
- Attachment B – Current goals and objectives, as edited, with redlines removed
- Attachment C – Re-ordered goals and objectives
- Attachment D – Re-structured goals and objectives

Columbia Gateway Urban Renewal District Mission, Goals and Objectives

Draft revision: 122123

Need to reorder by major topics.

Note: Urban Renewal Board members reviewed the existing mission, goals and objectives on Dec. 19, 2023, recognizing that any changes will need city council approval. Board members will review this draft at the next meeting on Jan. 30, 2024.

MISSION STATEMENT^[DS1]

THE MISSION OF THE URBAN RENEWAL AGENCY IS TO ELIMINATE BLIGHT AND DEPRECIATING PROPERTY VALUES WITHIN THE AGENCY'S JURISDICTION AND IN THE PROCESS, ATTRACTS AESTHETICALLY PLEASING, JOB PRODUCING PRIVATE INVESTMENTS THAT WILL STABILIZE OR INCREASE PROPERTY VALUES AND PROTECTS THE AREA'S HISTORIC PLACES AND VALUES.

GOALS AND OBJECTIVES

A. ^[DS2]To make strategic investments of urban renewal funds and engage in various urban renewal activities which increase the value of properties within the Urban Renewal District so that the area will contribute its fair share to the costs of public services.

B. To make strategic investments that return of urban renewal funds^[DS3] ~~so that unused and underused~~ public and private properties ~~can be placed in to~~ productive condition, ~~and utilized in a manner consistent with the City's Comprehensive Plan and implementing ordinances;~~

C. To participate through ~~by means of various urban renewal activities (e.g. land acquisition and disposition, rehabilitation loans, etc.)~~ and other activities in specific opportunities for business, civic, residential, cultural, and tourist-related property to be developed, redeveloped, improved, rehabilitated and conserved in ways which will:

1. Encourage the expansion and development of businesses that will expand property values, produce jobs for the people of The Dalles and Wasco County; or
2. ~~Increase^[DS4] property values so that the area will contribute its fair share to the costs of public services, provided by the city, county, schools, community college, port and park and recreation district; or~~
3. ~~E~~nsure a more attractive, functional and economically viable city; or
4. Restore ~~Conserve~~ historically significant ~~places and~~ properties to productive use when such use aligns with Goals A and B above, or;
5. Support the respective missions of Urban Renewal public taxing districts^[DS5], or
6. Expand the availability of family-wage housing and affordable child care^[DS6].

D. To foster public participation in all urban renewal activities, including but not limited to strategic planning, through semi-annual in-person and virtual town halls and other civic outreach, and to regularly communicate urban renewal achievements and activities through social and traditional media engagement, signage, website, and public presentations.

~~be responsive to the needs and the concerns of all people of the City of The Dalles in the details of amending and implementing the Urban Renewal Plan using multiple forms of outreach including: town hall meetings, the internet, news releases, and signs on projects; and~~

~~E. To encourage the maximum amount of public involvement and citizen participation in the formation and implementation of the Urban Renewal Plan by explaining and discussing the details of the Urban Renewal process:~~

- ~~1. To the public at town hall type gatherings;~~
- ~~2. To special interest groups, public service organizations, public bodies and the general public by invitation to Agency meetings;~~
- ~~3. By issuing periodic news releases;~~
- ~~4. By cooperating with the print and electronic news media by being available to discuss the Urban Renewal Plan and process;~~
- ~~5. By use of the Internet;~~

F. To provide an adequate amount of properly located and designed off-street accessible parking, including disabled parking, in the downtown area, including a plan and program to effectively pay for, manage and maintain such parking;

~~G. To create positive linkages among the two sectors of the Urban Renewal Area—i.e. the Downtown and the West Gateway Area;~~

H. To expand ~~cooperate, coordinate and assist in funding with the program to improve access and connections from downtown to the Riverfront and to provide facilities, such as trails and a public deck, to~~ that enhance public use of the Riverfront;

I. To improve the visual appearance, capacity, and traffic flow of public streets where such improvements will foster adjacent commercial or residential investment and/or support public services.
~~that carry the major share of vehicular and pedestrian traffic in areas where development would otherwise be inhibited;~~

J. ~~To [DS7] assist property owners in the rehabilitation of their buildings and property to the extent that it helps implement the intent of redevelopment goals, policies, and standards, especially where rehabilitation may spur additional redevelopment activity;~~

K. To install and maintain coordinated street furniture, night lighting and landscaping in areas of maximum pedestrian concentration; including alley rights-of-way in the Downtown area;

L. In conjunction with ~~specific urban renewal development or redevelopment projects,~~ supplement existing leverage other funding sources to ~~construct,~~ install or upgrade public utilities, including but not limited to underground services in downtown alley rights-of-way. ~~replace publicly owned utility systems such as water, storm drains, and sanitary sewers where existing facilities are inadequate, undersized or otherwise substandard;~~ and

M. To identify and actively pursue external grant and private resources in order to leverage the Agency's financial resources to the maximum extent possible; ~~with other public and private investments and other public and private funding sources.~~

N. ~~To [DS8] install underground utilities in areas of urban renewal projects including alley rights-of-way in the downtown area.~~

Columbia Gateway Urban Renewal District Mission, Goals and Objectives

Draft revision: 122123

This version edits but does not reorder existing content. It suggests two new objectives (highlighted).

Note: Urban Renewal Board members reviewed the existing mission, goals and objectives on Dec. 19, 2023, recognizing that any changes will need city council approval. Board members will review this draft at the next meeting on Jan. 30, 2024.

MISSION STATEMENT

THE MISSION OF THE URBAN RENEWAL AGENCY IS TO ELIMINATE BLIGHT AND DEPRECIATING PROPERTY VALUES WITHIN THE AGENCY'S JURISDICTION AND IN THE PROCESS, ATTRACTS AESTHETICALLY PLEASING, JOB PRODUCING PRIVATE INVESTMENTS THAT WILL STABILIZE OR INCREASE PROPERTY VALUES AND PROTECTS THE AREA'S HISTORIC PLACES AND VALUES.

GOALS AND OBJECTIVES

- A. To make strategic investments of urban renewal funds and engage in various urban renewal activities which increase the value of properties within the Urban Renewal District so that the area will contribute its fair share to the costs of public services.
- B. To make strategic investments that return unused and underused public and private properties to productive condition, consistent with the City's Comprehensive Plan and implementing ordinances;
- C. To participate through land acquisition and disposition, rehabilitation loans and other activities in specific opportunities for business, civic, residential, cultural, and tourist-related property to be developed, redeveloped, improved, rehabilitated and conserved in ways which will:
 - 1. Encourage the expansion and development of businesses that will expand property values, produce jobs for the people of The Dalles and Wasco County; or
 - 3. Ensure a more attractive, functional and economically viable city; or
 - 4. Restore historically significant properties to productive use when such use aligns with Goals A and B above, or
 - 5. Support the respective missions of Urban Renewal public taxing districts, or
 - 6. Expand the availability of family-wage housing and affordable child care.
- D. To foster public participation in all urban renewal activities, including but not limited to strategic planning, through semi-annual in-person and virtual town halls and other civic outreach, and to regularly communicate urban renewal achievements and activities

through social and traditional media engagement, signage, website, and public presentations.

- F. To provide an adequate amount of properly located and designed off-street accessible parking in the downtown area, including a plan and program to effectively pay for, manage and maintain such parking;
- H. To expand access and connections from downtown to the Riverfront and to provide facilities that enhance public use of the Riverfront;
- I. To improve the visual appearance, capacity, and traffic flow of public streets where such improvements will foster adjacent commercial or residential investment and/or support public services.
- K. To install and maintain coordinated street furniture, night lighting and landscaping in areas of maximum pedestrian concentration; including alley rights-of-way in the Downtown area;
- L. In conjunction with urban renewal projects, leverage other funding sources to install or upgrade public utilities, including but not limited to underground services in downtown alley rights-of-way.
- M. To identify and actively pursue external grant and private resources in order to leverage the Agency's financial resources to the maximum extent possible;

Columbia Gateway Urban Renewal District Mission, Goals and Objectives

Draft revision: 122123

This version maintains draft edits, suggests two new objectives and reorders by major subjects:

- Public outreach
- Investments
- Street improvements
- Funding strategies

Note: Urban Renewal Board members reviewed the existing mission, goals and objectives on Dec. 19, 2023, recognizing that any changes will need city council approval. Board members will review this draft at the next meeting on Jan. 30, 2024.

MISSION STATEMENT

THE MISSION OF THE URBAN RENEWAL AGENCY IS TO ELIMINATE BLIGHT AND DEPRECIATING PROPERTY VALUES WITHIN THE AGENCY'S JURISDICTION AND IN THE PROCESS, ATTRACTS AESTHETICALLY PLEASING, JOB PRODUCING PRIVATE INVESTMENTS THAT WILL STABILIZE OR INCREASE PROPERTY VALUES AND PROTECTS THE AREA'S HISTORIC PLACES AND VALUES.

GOALS AND OBJECTIVES

- A. To foster public participation in all urban renewal activities, including but not limited to strategic planning, through semi-annual in-person and virtual town halls and other civic outreach, and to regularly communicate urban renewal achievements and activities through social and traditional media engagement, signage, website, and public presentations.
- B. To make strategic investments of urban renewal funds and engage in various urban renewal activities which increase the value of properties within the Urban Renewal District so that the area will contribute its fair share to the costs of public services.
- C. To make strategic investments that return unused and underused public and private properties to productive condition, consistent with the City's Comprehensive Plan and implementing ordinances;
- D. To participate through land acquisition and disposition, rehabilitation loans and other activities in specific opportunities for business, civic, residential, cultural, and tourist-related property to be developed, redeveloped, improved, rehabilitated and conserved in ways which will:
 1. Encourage the expansion and development of businesses that will expand property values, produce jobs for the people of The Dalles and Wasco County; or
 3. Ensure a more attractive, functional and economically viable city; or

4. Restore historically significant properties to productive use when such use aligns with Goals A and B above, or

5. Support the respective missions of Urban Renewal public taxing districts, or

6. Expand the availability of family-wage housing and affordable child care.

- E. To expand access and connections from downtown to the Riverfront and to provide facilities that enhance public use of the Riverfront;
- F. To provide an adequate amount of properly located and designed off-street accessible parking in the downtown area, including a plan and program to effectively pay for, manage and maintain such parking;
- G. To improve the visual appearance, capacity, and traffic flow of public streets where such improvements will foster adjacent commercial or residential investment and/or support public services.
- H. To install and maintain coordinated street furniture, night lighting and landscaping in areas of maximum pedestrian concentration; including alley rights-of-way in the downtown area;
- I. In conjunction with urban renewal projects, leverage other funding sources to install or upgrade public utilities, including but not limited to underground services in downtown alley rights-of-way.
- J. To identify and actively pursue external grant and private resources in order to leverage the Agency's financial resources to the maximum extent possible.

Columbia Gateway Urban Renewal District Mission, Goals and Objectives

Draft revision: 122123: Restructured goals and objectives

This version re-orders content, revising several goals as measurable objectives. One new goal and several new objectives are added or extensively modified (highlighted). Suggested measures are added. Mission statement is unchanged.

Note: Urban Renewal Board members reviewed the existing mission, goals and objectives on Dec. 19, 2023, recognizing that any changes will need city council approval. Board members will review this draft at the next meeting on Jan. 30, 2024.

MISSION STATEMENT

THE MISSION OF THE URBAN RENEWAL AGENCY IS TO ELIMINATE BLIGHT AND DEPRECIATING PROPERTY VALUES WITHIN THE AGENCY'S JURISDICTION AND IN THE PROCESS, ATTRACTS AESTHETICALLY PLEASING, JOB PRODUCING PRIVATE INVESTMENTS THAT WILL STABILIZE OR INCREASE PROPERTY VALUES AND PROTECTS THE AREA'S HISTORIC PLACES AND VALUES.

GOALS AND OBJECTIVES

- A. Foster public participation in all urban renewal activities, including but not limited to strategic planning.
 - 1. Conduct semi-annual in-person and virtual town halls and other civic outreach. **(Measure: Events held.)**
 - 2. Regularly communicate urban renewal achievements and activities through social and traditional media, signage, website, and public presentations. **(Measure: Communications documented.)**
- B. Identify and actively pursue external grant and private resources, leveraging the Agency's financial resources to the maximum extent possible.
 - 1. Identify and convey priorities to inform efforts of The Dalles Community Outreach Team and Wasco County Economic Development Commission. **(Measure: Projects completed.)**
 - 2. Work with City of The Dalles to retain professional grant-writers as needed. **(Measure: Grants awarded.)**
 - 3. Partner with other public entities and non-profits on grant-funded activities as needed, including letters of support for grant proposals. **(Measure: Activities documented.)**
- C. Make strategic investments to increase the value of properties within the Urban Renewal District so the area will contribute its fair share to the costs of public services and ensure a more attractive, functional and economically viable city.
 - 1. Encourage the expansion and development of businesses that will increase property values and produce jobs for the people of The Dalles and Wasco County. **(Measure: Tax base increase, job creation.)**
 - 2. Participate through land acquisition and disposition, rehabilitation loans and other activities in specific opportunities to support business, civic, residential, cultural, and tourist-related initiatives. **(Measure: Activities documented.)**

3. Expand access and connections from downtown to the Riverfront and to provide facilities that enhance public use of the Riverfront. **(Measure: Facilities constructed.)**
 4. Expand the availability of family-wage housing including downtown upper-story residential. **(Measure: Housing units added.)**
 5. Return unused and underused public and private properties to productive condition, consistent with the City's Comprehensive Plan and implementing ordinances. (Measure: Properties rehabilitated.)
 6. Restore historically significant properties to productive use when such use aligns with and supports other objectives of Goal C. **(Measure: Properties rehabilitated.)**
- D. Improve the visual appearance, capacity, and traffic flow of public streets where such improvements will foster adjacent commercial or residential investment and/or support public services.
1. Install and maintain coordinated street furniture, night lighting and landscaping in areas of maximum pedestrian concentration; including alley rights-of-way in the downtown area. **(Measure: Projects documented.)**
 2. Provide an adequate amount of properly located and designed off-street accessible parking in the downtown area, including a plan and program to effectively pay for, manage and maintain such parking. **(Measure: Parking created.)**
 3. In conjunction with urban renewal projects, leverage other funding sources to install or upgrade public utilities, including but not limited to underground services in downtown alley rights-of-way. **(Measure: Resources leveraged.)**
- E. Support the respective missions of Urban Renewal public taxing districts.
1. Provide matching or in-kind resources to assist other taxing districts in obtaining grants. **(Measure: Assistance provided.)**
 2. Support infrastructure improvements specific to the needs of other taxing districts. **(Measure: Improvements completed.)**