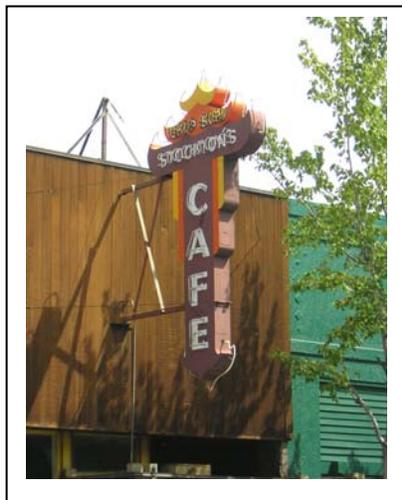


DOWNTOWN ACTION PLAN UPDATE

THE CITY OF REDMOND, OREGON



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DOWNTOWN ACTION PLAN UPDATE

REDMOND, OREGON

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For their participation in the process & willingness to support the plan's
implementation through collaborative efforts



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2006 DOWNTOWN ACTION PLAN UPDATE

PROJECT BACKGROUND

Community-based visioning and planning are critical components in revitalizing a downtown commercial district. Many communities develop Action Plans that define their downtown vision and serve as roadmaps for redevelopment efforts. Redmond, Oregon is such a community.

In 2000, Redmond's Urban Renewal Agency hired the firm of Walker Macy to facilitate a community-based effort to develop a Downtown Action Plan. The resulting plan established sixteen streetscape, parking, and public space projects to be implemented within Redmond's Downtown Urban Renewal District. The plan also included cost estimates to help guide the Urban Renewal Board in its decision making.

The City and Urban Renewal Board actively implement the 2000 Downtown Action. Specifically, many components of the plan have been successfully implemented – including streetscape and alley enhancements, and the creation of public parking and public spaces. A summary of recommended actions within the plan included:

- Strengthen the 6th Street commercial core
- Encourage pedestrian oriented commercial & office development to the west of 6th Street
- Improve the alley between 6th & 7th from Deschutes to Evergreen
- Provide pleasant street linkages to the Fred Meyer shopping center, Dry Canyon Park and along US 97
- Provide a consistent sidewalk system in the downtown core
- Create a public plaza for civic gatherings & celebrations
- Provide adequate, well identified customer & visitor parking

The original Action Plan focused on capital improvements and many projects were implemented. In 2004, the Redmond Downtown Urban Renewal Advisory

Committee reflected and asked, “Will we will achieve the kind of revitalized, healthy downtown that we envision if we continue to implement the same kind projects that we have in the past?” This review of outcomes and the openness to question next steps before moving ahead is essential for the effective use of tax increment financing.

It was through this reflection and questioning process that the City of Redmond initiated a Request for Proposals for a Next Steps Assessment to help ensure that future Urban Renewal dollars and efforts will be effectively spent and leveraged. The Oregon Downtown Development Association (ODDA) was chosen to as the contractor for the assessment.

The resulting report, “Next Steps for Redmond’s Urban Renewal District”, concluded that it would take more than the projects outlined in the 2000 Action Plan to achieve a revitalized and livable downtown district that stakeholders envisioned. The assessment report, completed in December 2004, outlined recommended next steps, including:

- Strategic Internal Decisions
 - Moving beyond capital improvement projects and taking a more active role in redevelopment
 - Providing better incentives to help encourage redevelopment
 - The City’s role in, and support of, downtown management and business development
- Recommended Detailed Plans
 - Downtown Market Analysis & Business Development Plan
 - Downtown Parking Analysis & Management Plan
- Recommended Standards
 - Design
 - Parking
- To-Do List for Projects
 - Alley upgrades behind Historic Redmond Hotel
 - Under grounding of utilities & installation of lighting & conduit along Highland and Glacier as part of an ODOT project
 - ‘Complete’ the plaza adjacent to the Chamber of Commerce

- Streetscape amenities for 5th Street
- Projects Requiring Additional Information Before Moving Ahead
 - Additional acquisition & development of parking lots

In spring 2005, the City of Redmond issued a call for proposals to conduct a multi-faceted downtown planning project based upon the recommendations in the Next Steps Assessment. The Oregon Downtown Development Association responded to the RFP and was selected as the project contractor. The components of this project to update and expand the 2000 Downtown Action Plan include:

- Downtown Market Analysis & Business Mix Plan, including draft Marketing Materials
- Downtown Parking Analysis & Management Plan, including draft Parking Brochure
- Opportunity Site Analysis, including Redevelopment Scenarios
- Developers' Handbook
- Design Standards
- Code Audit regarding Development Standards
- Update of the 2000 Downtown Action Plan

This multi-faceted downtown planning project began in late summer 2005 and was completed the following spring. The updated Action Plan coalesces next step recommendations for Redevelopment, Design, Parking, and Business Development. It goes beyond the original Action Plan in that it recommends new projects, initiatives, policies and allocation formula for Urban Renewal in addition to updating the list of proposed capital improvements. It provides a broader perspective on the different roles that the City, the Redmond Urban Renewal Agency, the Redmond Downtown Partnership, the Chamber, and Redmond Economic Development, Inc. play in the redevelopment of downtown and outlines a range of projects accordingly.

All the components of this project (Action Plan Update; Market Analysis & Business Mix Plan; Design Standards; Parking Plan; Opportunity Site Analysis; and various guides and marketing materials) were developed to stand alone, while integrating seamlessly. This Action Plan addresses projects to be undertaken by the City, the Urban Renewal Agency, and the Redmond Downtown Partnership (RDP). The Implementation Flowchart on page 5 outlines both public and private roles and responsibilities in project implementation. It is included to underscore

the importance of strong public and private partnerships necessary to accomplish the wide range of downtown revitalization work that lies ahead.

REVITALIZATION PARTNERS & PHILOSOPHY

The City of Redmond and the Urban Renewal Agency recognize the importance of an economically thriving and livable downtown commercial district. The City also understands the value and importance of partnerships and has been working closely with the Redmond Downtown Partnership, the Chamber of Commerce, Redmond Economic Development, Inc. and other downtown stakeholders during the course of this project. A successful downtown redevelopment effort will depend on continued partnering between these stakeholders from both the public and private sectors.

The guiding philosophy for the Redmond Urban Renewal Agency will be based on the following:

- The Redmond Urban Renewal Agency will use a balanced approach to redevelopment, including the use of a variety of tools and tactics for stimulating redevelopment and increasing economic activity
- The Agency will support tipping point, or catalyst, projects that will help fuel additional investment within the downtown core
- The Agency will focus on phased projects that include both short- and longer-term timelines & outcomes
- The Agency will support multiple projects that occur simultaneously to help keep redevelopment moving ahead (and showing success) on a variety of fronts
- The Agency will adopt criteria that are used to 'sift' redevelopment projects through in order to better guide decision making (see *Strategic Internal Policies* section on page 7)

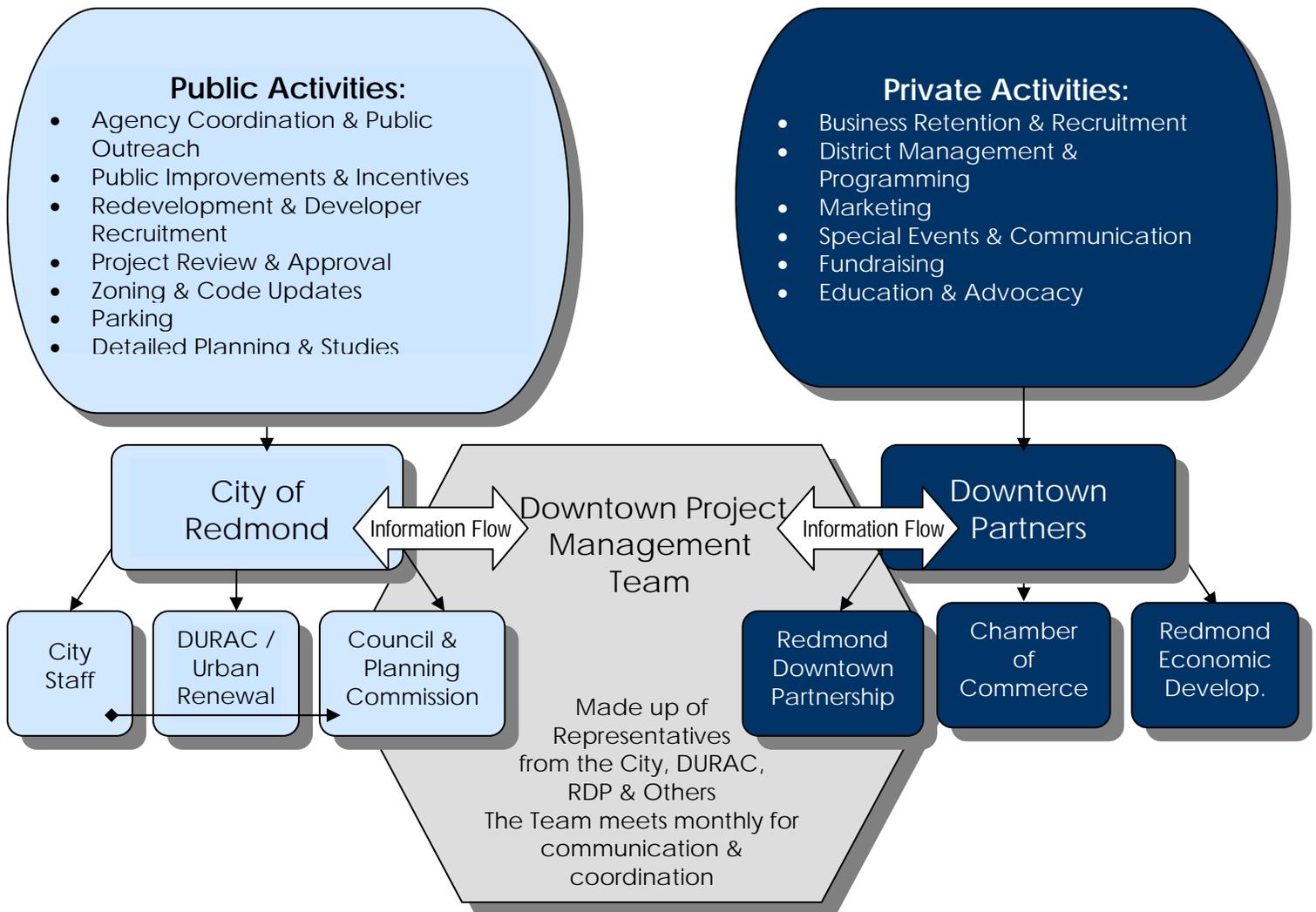
Change is coming quickly to downtown Redmond. Factors that will weigh heavily in project decision-making over the next two years include:

- The reroute of Hwy 97, which will take the majority of truck traffic out of downtown
- Commitment by the City of Redmond to fund a downtown manager for the Redmond Downtown Partnership
- The decision by ODS Health Plans to locate a facility in downtown Redmond

ROLES & RESPONSIBILITIES FOR IMPLEMENTATION

Implementing a successful downtown revitalization effort is a complex task. This is especially true for downtown redevelopment, because there are many types of projects and a variety of public and private players. The following flowchart outlines two categories of redevelopment activities that will be undertaken for downtown Redmond and the roles and responsibilities within each.

It also indicates the creation of a Downtown Project Management Team. This working alliance is critical to the success of Redmond's redevelopment effort. To help clarify how the Action Plan will be implemented, the matrix on the following page outlines next steps by category and responsibility.



RECOMMENDED NEXT STEPS BY CATEGORY & RESPONSIBILITY

This update of the 2000 Downtown Action Plan is much broader in scope as it addresses the redevelopment of downtown through a more integrated and comprehensive approach. The goal is for the City, the Redmond Urban Renewal Agency and the Redmond Downtown Partnership to continue the good work that has occurred, while moving in a new direction by playing a more active role in redevelopment. The following sections lay out recommended 'next steps' by categories and responsibilities, shown in the matrix below. The numbers before each category name do not indicate a prioritized order for implementation, as work within all the categories is intended to advance simultaneously.

A detailed Action Plan Matrix with tasks and timelines for each of the categories is included on pages 27-44 of this section.

Next Steps by Category & Responsibility			
Project Category	Lead Entity for Implementation		
	City	Urban Renewal	Redmond Downtown Partnership
1. Strategic Internal Policies		●	
2. Planning Projects & Code Updates	●		
3. Parking	●		
4. Redevelopment Tool Kit		●	
5. Capital Improvement Projects	●	●	
6. Business Development & Recruitment			●
7. Partnering & Communications	●	●	●

1. STRATEGIC INTERNAL POLICIES

Before embarking on the next phase of capital improvement projects, it will be important to create new policies for how the Redmond Urban Renewal Agency approaches redevelopment and manages the Agency, including:

A. Adopt Decision Making Criteria for Urban Renewal. The Redmond Urban Renewal Agency will adopt the following criteria to evaluate projects. Having set criteria in place will help the Urban Renewal District strategically participate in, and achieve, the kind of redevelopment envisioned for downtown.

Downtown Urban Renewal projects will:

- Be in the public interest
- For 2006-10, the majority of projects will be focused in the 'core area' of the downtown district, bounding east and west from 5th Street to 7th Street; and north to south from Black Butte to Forest
- Target a ROI (Return on Investment) ratio of 1:7 - - so that for every Urban Renewal dollar spent, it will leverage \$7 worth of reinvestment within the district
- Support quality economic growth
- Increase the value of adjacent properties
- Encourage greater marketability of the district
- Encourage better urban design
- Complement the existing historic downtown core
- Provide for a greater intensity of uses
- Provide an incremental gain in ground-floor retail

B. Adjust the Allocation Plan for the Balance of Urban Renewal Funds for the Downtown District. From its creation in 1995 through the development of this Updated Action Plan, the majority of the projects undertaken by the Urban Renewal Agency have been public improvement projects. Through 2013 when the district expires, the Agency will adjust the allocation plan to include additional monies for the Redevelopment Tool Kit and create a fund for property acquisition.

The City projects future tax increment revenues from the Downtown Urban Renewal District in the range of \$4 – 9 million from now through its expiration. The new allocation plan, shown below, is based on percentages of a total budget. It is to be used as a general guideline in decision-making.

Downtown Urban Renewal District's Budget Allocation Chart			
Types of Projects	Phase I: 2006 - 09		Phase II: 2010 -13
	Assuming Budget Ranges of:		
	\$4 million	\$6 million	\$9 million
Capital Improvements	45% \$1.8m	55% \$3.3m	65% \$5.85m
Redevelopment Tool Box	30% \$1.2m	25% \$1.5m	20% \$1.8m
Property Acquisition Fund	25% \$1.0m	20% \$1.2m	15% \$1.35m

Once a year, the Urban Renewal Board will conduct a review of the allocation plan to determine whether it needs to be adjusted. If necessary, the Board will fine-tune the plan to better reflect the Agency's goals and priorities.

C. Adopt Property Acquisition Policies for Redevelopment. As appropriate, the Downtown Urban Renewal Agency will assemble downtown properties, from both opportunistic and strategic points of view, then issue RFPs for redevelopment. However, the Agency must be careful about its role in property acquisition, as there is a tenuous balance between serving as a catalyst and bidding up the private market. If this happens, it is extremely difficult for private developers to initiate and implement their own projects.

Guiding criteria for property acquisition policy will include:

- The purchase must be in the public interest.
- The purchase is needed to address issues when private development cannot move forward. This could include: brownfield sites and assembling several parcels for a single larger scale redevelopment project.
- The purchase can be responsive or proactive, meaning that the Agency can respond to a developer or they may take advantage of a strategic opportunity.

As appropriate, the Urban Renewal Agency will pursue the property acquisition strategy from now, 2006, through the completion of the Highway 97 reroute. Following the reroute, the Agency will review this policy and adjust it and the allocation plan as necessary.

D. Create a staff position focused solely on managing Redmond's Urban Renewal Districts. This action is necessary move the new range of projects, initiatives and policies forward. Currently, there is little time for City staff to focus on Urban Renewal projects. The successful implementation of the Action Plan will depend heavily upon staff concentration and commitment. Once the staff position is created, two point persons will be given the latitude to negotiate in good faith and put together deals using the updated Redevelopment Tool Kit. The empowered negotiators will include Urban Renewal Director and the City Manager. They will have the latitude to offer incentives, negotiate deals and bargain in good faith before going before DURAC for final approval.

2. PLANNING PROJECTS & CODE UPDATES

Although the products for this project include several new planning and policy documents for downtown, there is still planning work that remains. The City will undertake the following short- and longer-term projects to support the recommendations in the new Design Standards, Parking Plan and Action Plan. This will help ensure that policies are enacted that support the plan and vision for downtown.

- A. Adopt Newly Developed Architectural Design Standards and 2-Track Review Process.** One of the products of this multi-faceted project was the creation of Architectural Design Standards for downtown. These standards are a palette of objective, design-oriented elements that help ensure that proposed development conserves and enhances the recognized value of a site, building and surrounding area. The standards have been approved by DURAC; with the next steps of finalizing the review process and incorporating them into the code remaining. It is of high importance that this process be completed.
- B. Update Development Standards for Downtown.** Working through the Department of Land Conservation and Development's Code Assistance Program, the City will apply for a grant to update downtown's development standards (guiding how sites and buildings can be developed) to complement the new Design Standards and advance the downtown vision. It is important to facilitate this code update as soon as possible. As an example, the code currently allows 'front loaded' parking within the downtown core - - which is in opposition to the articulated vision. To help facilitate the update to the code, an audit of the existing code was conducted. (See the section called *Code Audit*.)
- C. Conduct a Downtown Transportation Study.** Following the reroute of Highway 97, the City will undertake a downtown transportation study to: identify circulation improvements between the reroute and downtown, such as creating a 'mini-couplet' between 4th and 7th Streets using Black Butte and Antler; confirm, revise, and prioritize recommended streetscape improvements; create a wayfinding (signage) system for downtown, including proposed designs for signage and their locations; create a bicycle and pedestrian system for downtown, including linkages to a canal trail system and the Dry Canyon.
- D. Create a Downtown Land Use Plan.** Upon the completion of the Highway 97 reroute, the City will initiate a planning process to develop an illustrative land use plan for the Downtown Urban Renewal District that designates best locations to concentrate various downtown uses, including office, retail, civic, entertainment, and residential.

3. PARKING

The overall philosophy of the Parking Management Plan, included as a component of the Action Plan Update, is the recognition that *parking is a management tool that supports specific economic uses and goals*. The desired economic activity in a particular area of downtown should drive the decision making for the type of parking required.

Recommendations for parking in downtown parking follow.

The following strategies are recommended for near-term implementation, from 2006-08.

- A. Conduct a detailed parking analysis to specifically determine existing and potential parking generators.** The City will initiate a detailed parking study on downtown parking generators, both existing and potential. A new parking facilities plan will be one outcome of this study.
- B. Review enforcement activities to assure that existing time zones are honored and system utilization/turnover is operating as intended.** The City will adjust enforcement to assure that desired time stays are achieved, possibly contracting with a parking management consultant. An enforcement system that has graduated levels of enforcement will be explored.
- C. Evaluate existing codes regarding parking requirements for use and proximity.** Redmond's Zoning Code establishes certain requirements for off-street parking to serve parking demand associated with new development. This type of requirement is called "accessory" parking. In general, accessory parking requirements are inefficient for retail uses in downtown areas as compact and visitor oriented as Redmond. This is due to the fact that accessory parking generally limits the use of new parking supply to serve only the demand generated from a specific site. This type of parking also results in an inefficient scattered land use and parking patterns, as developers meet specific off-street parking requirements on each individual lot. A more flexible standard will add general customer parking access to an existing supply of downtown parking. Parking that would serve all of downtown demand rather than individual businesses may be more appropriate and efficient for Redmond. The Code Audit highlights portions of the parking code that need to be updated.
- D. Negotiate shared use agreements with owners of private surface parking lots to provide a dedicated and available supply of parking.** The parking capacity and utilization study catalogued approximately 443 parking stalls currently available to all downtown patrons in Zones 1, 2, and 3. These stalls are located in lots that are either publicly owned, or are privately owned but do not specifically prohibit the public. These lots generally have inconsistent or unclear signage. The ability of the City to capture as many of these stalls

as possible for more active management will provide a low cost and effective near-term strategy. Similarly, lots located in Zones 2 and 3 could be used for employee parking because of their periphery locations.¹

- E. Re-stripe existing public on-street parking to mark individual stalls in all parking zones.** Striping is effective because it assists the customer in identifying a parking stall, thereby creating a sense of order and convenience. Effective striping also facilitates compliance.
- F. Develop uniform design standards for surface lots in all parking management zones.** Existing surface parking facilities in the downtown vary in quality and design. Redmond will establish and adopt reasonable design guidelines for future surface parking lots.
- G. Develop a Residential Parking Zone Process** A residential Parking Zone (RPZ) Program will be established on blocks that have adjacent residential use (houses, apts., or condos) to discourage long-term parking by non-residents. An RPZ may be appropriate in Zones 2 and 3 where the parking congestion is caused by being near a business district with limited parking, or is caused by parking generated by visitors or employees of a hospital, school or factory.
- H. Implement a marketing and communication program.** A successful parking system will require on-going marketing and communication. The foundation for a marketing and communication program is a signage and way-finding package. Support of this system can be facilitated through informational maps and brochures about Redmond and its parking system distributed through Chamber, Visitor Services and Lodging networks. Due to the high number of tourists, marketing and communication that reaches the visitor before they arrive will be the most effective.
- I. Develop a signage package of uniform design, logo and color for placement in publicly available off-street parking locations.**
 - 1. The City will establish a consistent signage package that incorporates a uniform design, logo, and color package into all information signage related to parking.
 - 2. Each off-street public facility open to public access will signed with the established logo package.
 - 3. The City will investigate the purchase and installation of such signage for private owners as part of shared use parking agreements.

¹ It is recognized that the City will need to work with the owners of these privately owned locations to negotiate shared-use agreements.

- J. Develop and place way-finding signage in the right of way at locations along the couplet to direct longer-term stay visitors to off-street locations.** The City will create directional signage on the roadways to direct customers to specific facilities. This will be of greatest importance at primary portals into the downtown, at major intersections and at primary points of ingress at specific facilities. The City will closely coordinate these efforts with ODOT, as the right of way along the couplet is currently a state highway.
- K. Assign or create a position of “Parking Coordinator” for the City of Redmond.** The complexity of parking is increasing as the City and the downtown grows in size and activity. A single person will be assigned to oversee and manage all aspects of the parking program. Information developed through periodic update of the parking inventory (i.e. Rule of 85%) will be used to evaluate “action triggers” and implement appropriate adopted strategies as necessary (see below).
- L. Routinely conduct parking inventory analyses in the downtown.** The recently completed analysis of Redmond’s parking inventory in 2005 provides foundation information on parking utilization and peak hour capacity. A parking inventory analysis will be conducted at least every two years.
- M. Identify and lease/acquire strategically located land parcels for use as future public off-street parking.** The City will identify undeveloped areas within each parking zone to bring under City control through acquisition or lease. Strategically locating future parking locations will allow the City to use such sites as interim surface parking locations (until desired development would transition the sites to commercial/retail) or as future parking structure locations.
- N. Develop a structured parking facility in Zone 1.** This implementation of this recommendation will be driven by need, rather than based on a specific timeframe. The results of the parking study indicate that utilization rates are well below 85% except for a few blocks in the core area. The steps outlined above will help to move Redmond to a more efficient utilization of existing parking.

However, the success of downtown will mean that new parking supply will be needed at some point. The timing for adding supply is contingent on a number of factors, including:

- New development and its associated demand
- Losses of existing parking supply through redevelopment
- Normal growth in customer, visitor, residential and employee demand
- Implementation of parking management strategies
- Implementation of Transportation Demand Management (TDM) strategies

Typically, the implementation period for a parking structure is 2– 5 years from initiation to construction. Balancing the parking needs of new growth, while keeping the core area compact may require that parking be consolidated into a single parking structure. If the City pursues this direction, it will:

1. Begin refinement of concepts to verify costs, engineering, and design assumptions
2. Develop a pro-forma to identify actual costs and potential revenue sources
3. Begin feasibility assessment planning and funding strategies necessary for implementation

4. REDEVELOPMENT TOOL KIT

In January 2006, directors from three Urban Renewal Agencies came to Redmond to participate in a workshop, they discussed the importance of tools and incentives to help initiate and leverage redevelopment. In the past, Redmond's Urban Renewal Agency had instituted a façade loan program that was largely underutilized. In response, the Agency will upgrade the existing redevelopment tools and create additional new tools to encourage a greater level of reinvestment within the downtown district.

A. Create and Market Redevelopment Tools and Incentives. One reason redevelopment has lagged in downtown Redmond is because there has not been a comprehensive set of incentives. The creation and marketing of a comprehensive Redevelopment Tool Kit is an essential component to help Redmond's Downtown Urban Renewal District achieve its goals. This set of incentives is a tool box that contains specialized tools for different types of projects. Every incentive listed will be in the 'tool box', with the understanding that Urban Renewal Director and the City Manager are empowered to decide which incentives are appropriate for individual projects, then negotiate in good faith before going to DURAC for final project approval.

The Redevelopment Tool Kit for downtown will include:

- Flexibility and streamlining in permitting (i.e., if 'x, y, z' criteria are met, then the project qualifies for fast-track permitting)
- Flexibility in meeting parking requirements (i.e., developer may pay into a parking district fund in order to provide fewer on-site parking stalls, or where any parking within 200 ft. of a project, including public parking, can be counted toward meeting parking requirements, with the exception of a minimum of one space per each residential unit)
- Free design assistance (i.e., 15 hrs of professional architectural assistance). Urban Renewal Directors who attended the workshop in Redmond agree to the value of this tool. This type of assistance helps both the developer (by providing much needed technical assistance) and the downtown district (by achieving façade upgrades that complement the existing downtown fabric).
- Updated Façade Improvement Program. The current program, which has a 2% interest rate, has been underutilized. It will be revamped to help spur property redevelopment. From now through the completion of the highway reroute, the program will include a zero percent interest rate with a ten year payback. As a special add-on, a small grant of up to \$2,500 for signage (no back-lit plastic signs) will be offered in conjunction with a \$25,000 loan. Following the reroute, the program will be reviewed and updated, as needed.

- Signage Grant Program (i.e., where Urban Renewal would provide a 1:1 matching grant of up to \$1000 for signage upgrades.)
- Deferring, or paying for, System Development Charges following staff review. Urban Renewal could pay SDC costs with two options: the SDCs could be paid back on a payment plan by the developer after three years deferral; or they could be written off as a grant.
- Outright grants to help fill funding gaps. This tool should be used only in very special cases to help fill a small project gap, where no other funding sources are available.
- Buy down of loan rates on commercial redevelopment loans. This is another tool to help get projects moving. As interest rates rise, this incentive becomes more popular and necessary.
- Taking a second position, or subordinate debt, on project loans. This is a loan that is secured by the property, but where the Urban Renewal Agency would take second position after the primary debt. (i.e., the bank makes a loan with good coverage, perhaps 70% of appraised value, with Urban Renewal providing an additional loan that is only paid after the primary lender is made whole. This also may be referred to as a 'credit enhancement'.)
- Forgivable debt, where if certain performance criteria are met within a specified length of time, then the project loan transfers to a grant (i.e., The Dalles' demolition loan for \$50k that turns into a grant if the property is built upon within 2 years of demolition). This is a creative and flexible program that helps ensure that right things happen in a timely manner.
- Grants or zero percent loans for required seismic or ADA upgrades. This is another tool to help prompt redevelopment when there is a change of use and/or occupancy.
- Streetscape improvements as part of specific redevelopment projects. This incentive is in addition to the projects outlined in the *Capital Improvements* section of the report.
- Optioning downtown 'opportunity site' properties for redevelopment - - making sure the option is transferable to the developer. This tool allows the Urban Renewal Agency to proactively engage in the property redevelopment process. The decision to move forward with the option process should be based on properties that are of *strategic importance* or offer an *immediate opportunity*. The Agency will undertake this proactive approach to redevelopment through 2010 to help spur redevelopment.

- Vertical Housing Development Zones – where the City makes application, on behalf of a developer, to create a VHDZ district to Oregon Housing & Community Services. The district may be comprised of a single property or larger area. The program allows for a 10-year tax abatement for projects that include housing (either market rate, affordable or a combination of the two) *over ground floor retail*. The abatement ranges from 20% for one floor of housing, capping at 80% for four floors of housing.

5. CAPITAL IMPROVEMENT PROJECTS

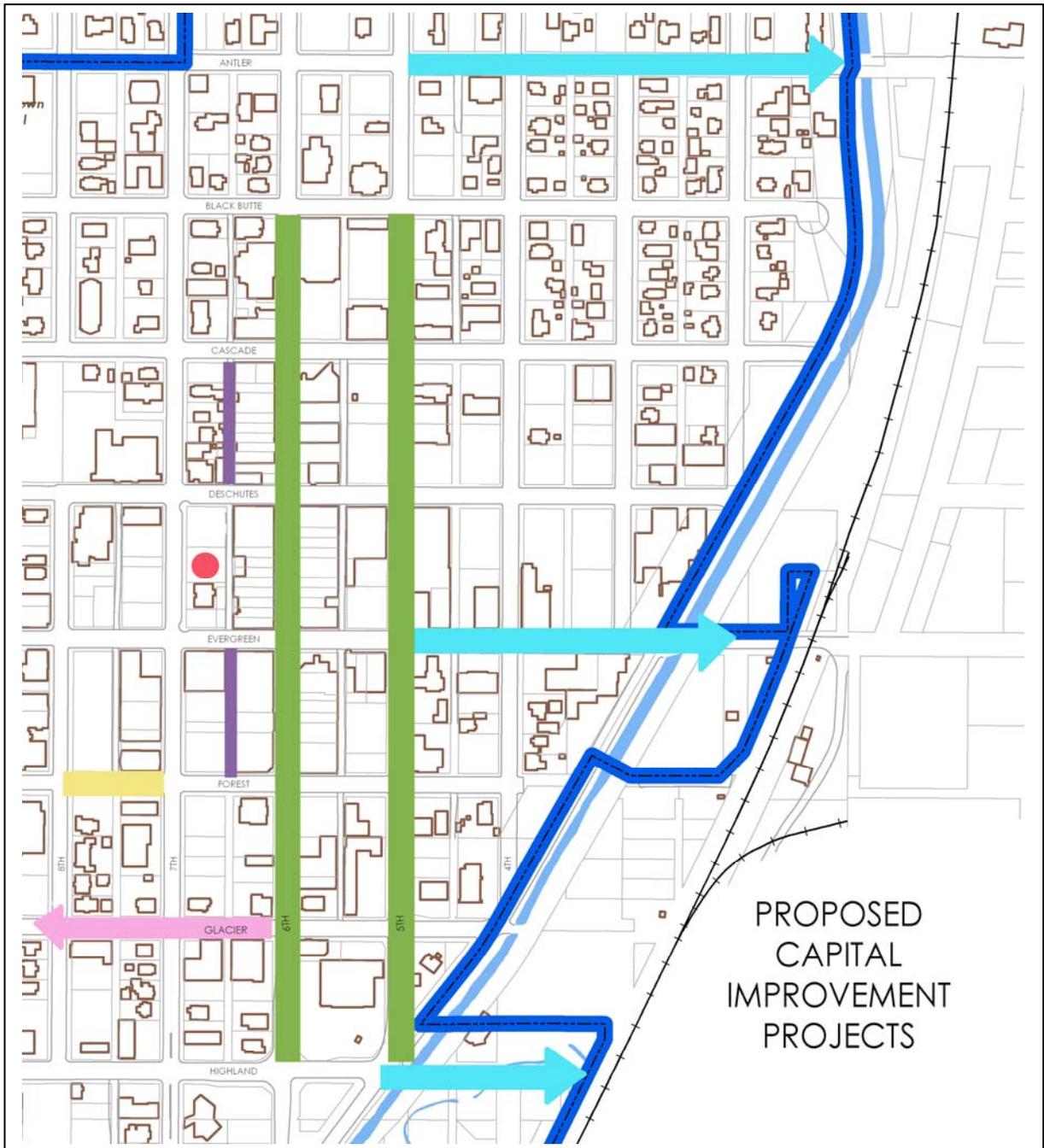
The 2000 Action Plan focused almost solely on public improvements to help spur redevelopment in downtown and the Urban Renewal Agency has actively implemented many of the projects outlined in that plan. From now through the end of the district's life, capital improvements will still be an important in the Downtown Urban Renewal work plan. However, within the new Urban Renewal allocation plan, funding will also be set aside for property acquisition and to bolster the Redevelopment Tool Kit (*see Budget Allocation Chart on page 8*). With this new budget framework in place, the following capital improvement projects are recommended for implementation. They are listed in a general order of priority with the understanding the flexibility must be built into the work plan in order to take advantage of opportunities. (*See the Action Plan Matrix on pages 27-42 of this section for implementation details.*)

- Use capital improvements projects such as streetscape improvements and alley upgrades to help incent and complement downtown redevelopment projects.
- As the Historic Redmond Hotel is sold and refurbished, the City will take the opportunity to complete the proposed alley upgrades behind it (this could part of an incentive package for the developer).
- 'Complete' the plaza. Conversations with City staff and a visual inspection of the plaza located adjacent to the Chamber office indicate the recently completed public space is not meeting its potential as the community attractor envisioned. The City will gather public input on community preferences for this space and further explore 'completing' the plaza. One option is to incorporate a water feature/interactive fountain in the center of the plaza (helping alleviate the unsightly drain that currently exists). As developed, the plaza is attractive, but turns into a summer heat sink. A water feature would turn this sterile environment into a wonderful gathering space for the community. A landscaped 'green screen' will also be planted in the plaza to visually separate it from parked cars in the adjacent lot.
- Implement streetscape improvements on Antler, Evergreen and Highland between 5th Street and the reroute in order to link it visually with downtown.
- Following the completion of the reroute and implementation of recommendations in the proposed Transportation/Circulation Study, improve the function and appearance on 5th/6th Streets from Black Butte to Highland.
- Complete streetscape improvements on Forest between 7th and 8th Streets.
- As redevelopment occurs, upgrade the alley between 6th/7th and Black Butte/Cascade to complete the alley upgrade project.

- As the residential neighborhood along the Glacier couplet transitions to commercial uses, pedestrian-scale lighting will be installed.

In order to get a better handle on how the costs of capital improvements have risen from 2000 when project were outlined in the Action Plan, the following rule of thumb will apply:

- Factor in a 5% per annum increase for projects due to rising costs of materials and fuel.



6. BUSINESS DEVELOPMENT

This section provides an overview of key business development strategies and next steps for successfully promoting and capitalizing on the market opportunities identified in the Market Analysis. (Details of analysis and strategies can be found in *The Market Analysis & Business Development Plan* section.)

PRODUCT READINESS

- A. Form a Property Improvement Team.** This task force will include RDP and City representatives to manage the property improvement and marketing tasks outline below
- B. Inventory and assess vacant properties.** Marketing business opportunity and properties go hand in hand. The first step is to focus on inventorying vacant properties to determine which are ready for occupants.
- C. Inventory and assess all other key properties.** Other key properties in the downtown retail core—especially ones where a change in occupancy may be desirable—should be inventoried and a determination made regarding the ability to influence the property and/or the tenant.
- D. Contact key property owners.** Property owners are the lynchpins to the right tenancy as well as property improvements. The team will identify the best outreach mechanism and person for each key property owner and what information is needed.
- E. Prepare game plan for priority properties.** Within the core retail area, several properties are in need of modification. Based on property owner willingness and interest and other factors, the team will identify a select number of properties to create a game plan for improvement.
- F. Prepare property fact sheets.** Out of steps A-E above, a number of properties hopefully will be identified that are ready for quality tenants. Property marketing sheets need to be prepared and ready in hard copy and on the web.
- G. Develop downloadable data.** It is important that developers and prospective businesses have access to downloadable marketplace data for Redmond, including maps, leading downtown businesses, current and future planning projects, business opportunities, and other pertinent recruitment materials. The Redmond Downtown Partnership will coordinate this activity.
- H. Identify property improvement incentives.** This action will work in conjunction with the redevelopment tool kit to package and match incentives to particular property and ownership circumstance.

- I. **Organize property improvement recognition program.** Any property owner caught in the act of reinvesting and making positive property improvements should be recognized for his efforts and contribution to downtown improvement. This should be an organized effort to ensure that ‘thanks’ are extended.

CUSTOMER ATTRACTION AND EXPANSION

- A. **Create a Brand Identity.** The Redmond Downtown Partnership will lead the effort to develop a Brand Identity for downtown. This will be incorporated into all marketing and development initiatives (key messages, logos, brochures, website, etc.)
- B. **Create marketing collateral materials.** Determine the marketing mix and prepare a selection of marketing and promotional materials to use in a variety of venues such as store displays, restaurants and hotels and for general community marketing.
- C. **Develop and participate in collaborative marketing initiatives.** Cooperative marketing projects and collaborative initiatives will occur among RDP, the Chamber of Commerce, the Deschutes County Expo Center, Eagle Crest, Smith Rock State Park, Central Oregon Visitors Association and other key organizations promoting the Redmond area.
- D. **Develop a Downtown Redmond website.** The Redmond Downtown Partnership will develop a website specific to downtown that communicates its identity to existing and prospective businesses, residents and visitors. The website will be linked to partner sites, including those listed above, as well as the City’s website.
- E. **Produce regular downtown promotions.** Work to organize one downtown promotion per month that brings attention to downtown’s businesses. These may vary from visitor promotions to community-wide activities.
- F. **Develop a ‘Shop Local’ Campaign.** Educate local residents and businesses about the value of shopping locally and the positive impact on the economy. Provide incentives for spending in Redmond—frequent shopper clubs, etc. Track and measure the results over a period of time.
- G. **Target new residents.** Redmond’s rapid housing expansion is an opportunity to grow a loyal customer base if the new residents are enticed and encouraged to shop in-town. A specific marketing campaign should target and welcome newcomers.
- H. **Expand store hours.** Downtown businesses operate with a highly varied store hours. Over time, as downtown has a greater number of retail shops, it will be

very important to project some unified behavior as a shopping district. Store hours, though hard to control, are an important means of communicating an organized business district.

BUSINESS RETENTION AND EXPANSION

- A. Establish a Business Development Team** made up of public, private and community stakeholders that can help 'sell' downtown Redmond's opportunities for business development to established, and new, businesses.
- B. Promote the opportunities.** The Redmond Downtown Partnership (RDP) will promote the findings of the Retail Market Analysis through the media and in business networking meetings.
- C. Organize a formal business assistance / advisory program.** RDP will organize a local Business Assistance Team. This peer assistance group will be in regular contact with downtown businesses to help identify and respond to critical issues in a timely manner. The businesses development services at Central Oregon Community College may be able to provide further assistance.
- D Assist existing businesses.** RDP will assist existing businesses expand and diversify their merchandise mix based upon the opportunities identified. This is a key to capturing opportunities identified in the analysis.
- E. Respond to issues identified in Business Owner Survey.** RDP will conduct a series of workshops and provide one-on-one technical assistance to address the top needs identified in the Business Owner Survey, including: merchandising, target marketing, window displays and retail promotions.
- F. Provide relocation assistance and start-up encouragement.** Investigate incentives and technical assistance to encourage 'home grown' businesses and entrepreneurs locate in downtown. RDP will lead the effort to initiate this effort. The Western Ranch Leather & Woodwork business on 6th Street is a good example of a local home-based business that made the leap to a storefront location.
- G. Institute a Business Recognition Program.** The Redmond Downtown Partnership will institute a monthly Business Recognition Program to celebrate downtown businesses for their exceptional service, business improvement, community services, new initiatives and other positive endeavors.
- H. Create a business-to-business marketing program.** Encourage downtown business owners to get to know what each business offers not only to help cross-market to customers but also to make as many purchases locally as possible. Many communities organize a formal program that may include incentives (discounts) for spending 'in town' with other businesses.

BUSINESS ATTRACTION

- A. Focus on filling downtown vacancies.** The Redmond Downtown Partnership will provide a primary focus on filling existing storefront vacancies with the core area using the targeted business list and clustering strategies that are part of the extensive *Market Analysis and Business Development Plan*.
- B. Create a referral network.** RDP will create a list and maintain referral networks with leading realtors/brokers, economic development agencies, developers and business leaders to educate them regarding the types of businesses most appropriate for downtown Redmond. A schedule will be developed of communications and events to keep the group informed about downtown initiatives and opportunities.
- C. Cluster retail in the core downtown area.** A general business clustering plan that seeks to locate complementary, compatible or competitive businesses in the core downtown retail area will increase foot traffic, pedestrian flow and sales for the downtown district overall. This process takes time but is possible with an organized approach and clear vision of where downtown is going.
- D. Create a business ombudsman position.** Redmond is experiencing so much growth and interest it would benefit from a single person serving as the coordinator/clearing house for small business prospects or start-ups looking for a location and needing to understand all the 'steps' required from the City. This position may be at City Hall to serve the whole community, with a similar or parallel contact at RDP to help businesses connect to downtown.
- E. Develop business recruitment campaign.** RDP will lead the effort to develop a targeted recruitment campaign for up to three key business opportunities outlined in the *Market Analysis and Business Development Plan*. The campaign may include mailings, phone calls, one-on-one contact, third party outreach, hosted site visits, targeted marketing materials and related activities.
- F. Actively manage the business development process.** Like all good sales efforts, the devil is in the details of managing the prospect pipeline and following through on the needs and interests of serious business people in a timely fashion. RDP needs to organize or purchase such a system as a complement to its anticipated business recruitment campaigns in order to track who's doing what and should be what, when.
- G. Develop downloadable data.** It is important that developers and prospective businesses have access to downloadable marketplace data for Redmond, including maps, leading downtown businesses, current and future planning projects, business opportunities, and other pertinent recruitment material. The Redmond Downtown Partnership will coordinate this project.

H. Create a comprehensive database. An updatable database will be developed of key economic indicators to track and promote downtown Redmond's vitality and overall progress. Data should include: vacancy rate, jobs, employment, private/public investment, businesses recruited/retained, special events/ promotions, traffic counts, retail impacts, etc. RDP will lead this project.

7. PARTNERING, COMMUNICATIONS & MARKETING

Downtown partnerships will be expanded and stronger communication and coordination will occur between the City, the Redmond Urban Renewal Agency, Redmond Downtown Partnership, the Chamber and Redmond Economic Development. The goal is to build top-notch redevelopment team for downtown - where everyone is working off the same 'page' with well defined roles and responsibilities for project implementation.

- A. Create a Project Management Team for downtown.** A small team, made up of representatives from the City, the Urban Renewal Agency, Redmond Downtown Partnership, the Chamber and Redmond Economic Development, Inc., will be created. The purpose of this team is to provide a monthly communication flow to, and from, respective organizations on the progress of downtown projects. This streamlining of communication and project coordination will ensure a more successful downtown redevelopment effort.
- B. Finalize marketing and communications pieces.** Communication and marketing will be top priorities in helping move downtown redevelopment efforts forward. A well defined, pro-active approach will be implemented in order to connect with, and engage, target audiences. Communications and marketing components that will be finalized, printed and distributed (including on-line) include:
- Parking Brochure for Customers
 - Business Development Brochure
 - Developers' Handbook
 - Design Standards
- C. Create and distribute marketing piece for Redevelopment Tool Kit.** Getting the word out about the revamped Redevelopment Tool Kit is critical. A marketing piece outlining the incentives, application process, and zone area will be developed. RDP will be an excellent partner in helping distribute the information and 'sell' the incentives to downtown property owners.
- D. Create a developers database.** A database will be created that consists of developers who specialize in mixed-use downtown projects. Having this kind of information resource is valuable on many levels, including for the RFP process and in helping 'match make' potential development partners.

CONCLUSION

This updated Action Plan has outlined many types of initiatives to help achieve a revitalized downtown Redmond. It has included recommendations on internal policies, code updates, redevelopment incentives, parking, business development, capital improvements and design. The goal of this Updated Action Plan is to address the revitalization of downtown Redmond in a holistic and integrated way. The recommendation to create a Downtown Project Management Team also supports this goal.

This section is concluded by the Action Plan Matrix that outlines next steps for each of the project components. These are discussed in further detail within each of the stand-alone sections.

The multi-faceted approach to redevelopment outlined throughout this plan is complex. It will take coordination, partnerships and on-going communication to complete the wide array of projects. It is critical that implementation of the Action Plan begin immediately, as the on-going creation of hundreds of thousands of square feet of retail outside the downtown core continue to pull life from it. However, the engagement of stakeholders during the process to update the Action Plan has proven that downtown is ready, willing and anxious to embark on this next phase of work in order to achieve the revitalized, livable downtown business district envisioned.

Downtown Action Plan

Project Matrix

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