



MADRAS REDEVELOPMENT COMMISSION

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Agenda

City Hall
Council Chambers

February 3, 2016
5:30 P.M.

1. Call to Order
2. Consent Agenda
 - A. Adoption of Agenda
3. Visitors Comments:
4. Review and Approval of Final Urban Renewal Action Plan

Nicholas Snead, Community Development Director
5. Regional System Development Charges (SDC) Comparison

Jeff Hurd, Public Works Director
Nicholas Snead, Community Development Director
Gus Burrell, City Administrator
6. Discussion of FY 2016-17 Investment Scenarios

Gus Burrell, City Administrator
Nicholas Snead, Community Development Director
Brandie McNamee, Finance Director
7. Additional Discussion
8. Adjourn

Pursuant to ORS 192.640, this agenda includes a list of the principal subjects anticipated to be considered at the above referenced meeting; however, the agenda does not limit the ability of the Madras Redevelopment Commission to consider additional subjects. Meetings are subject to cancellation without notice. This meeting is open to the public and interested citizens are invited to attend. This is an open meeting under Oregon Revised Statutes, not a community forum; audience participation is at the discretion of the Madras Redevelopment Commission. **Anyone wishing to address the Commission will need to register prior to the meeting.** The meeting will be audio taped; minutes of this and all public meetings are available for review at the Madras City Hall. The meeting place is handicapped accessible; those needing assistance please contact the City of Madras Community Development two (2) days in advance of the meeting.

DISBURSEMENTS LIST-December 22, 2015 - January 25, 2016

Madras Redevelopment Commission
Review and Approval

<u>Date</u>	<u>Vendor</u>	<u>Description</u>	<u>Amount</u>
1/19/2015	EcoNorthwest	Urban Revitalization Action Plan Update	\$ 19,094.51
1/7/2015	SGA Consultants	Audit Payment	\$ 150.00
Total			\$ 19,244.51

** Committee Review and approval of checks cut in the previous month**

Report Criteria:

Report type: Summary
Bank.Bank number = 2

GL Period	Check Issue Date	Check Number	Payee	Description	Check Amount
01/16	01/19/2016	1300	ECO NORTHWEST	Urban Revitalization Action Plan Update	19,094.51
Grand Totals:					<u>19,094.51</u>

Purchase Date Vendor Name Item GL Combination Receipt Status
 Post Date Item Description Item Total Receipt Comment
 1099 reporting

are charged.

01/08/2016	TS & S FORD	805-101-520-1403-	
01/11/2016	TS & S FORD - # 69 PU Fuel Cap	25.48	
01/07/2016	THE BLACK IRON LLC	802-101-520-1223-	Yes
01/11/2016	THE BLACK IRON - Gifts for Employee Appreciation Dinner	192.75	
01/08/2016	PHILS HARDWARE	503-030-520-2702-	
01/11/2016	PHILS HARDWARE - Power Cord	15.97	
01/08/2016	PLATT ELECTRIC 115	204-040-520-2702-	
01/11/2016	PLATT ELECTRIC 115 -streetlight adaptor	7.54	
01/07/2016	SGA CPAS CONSULTANTS	701-701-520-1003-	
01/11/2016	SGA CPAS CONSULTANTS - Audit for MRC	150.00	
01/08/2016	MADRAS BODY AND GLASS	805-101-520-1403-	
01/11/2016	MADRAS BODY - #71: Drive Door Repair: Inside Latch	206.64	
01/08/2016	POCKETPRESS	101-106-520-1406-	
01/11/2016	POCKETPRESS - Pocket size Traffic and Criminal Code Book	78.42	
01/08/2016	DICK'S CLOTHING&SPORTING	101-106-520-1406-	
01/11/2016	DICK'S CLOTHING- Rochelle Training Clothes	213.40	
01/08/2016	SW OFFICE SUPPLY/CASCADE	803-101-520-2401-	
01/11/2016	SW OFFICE SUPPLY/CASCADE - ink cartridge for plotter, laptop carry case	95.06	
01/08/2016	SW OFFICE SUPPLY/CASCADE	802-101-520-2401-	
01/11/2016	Cascade Office Supply- 3 binders for Karen	20.47	
01/08/2016	LEGISLATIVE COUNSEL COMMI	101-106-520-1406-	
01/11/2016	LEGISLATIVE COUNSEL-Desk top Criminal Code book	70.00	



CITY OF MADRAS, OREGON

URBAN RENEWAL ACTION PLAN 2016

ACKNOWLEDGEMENTS

City Staff:

Gus Burrell, City Administrator

Nicholas Snead, Community Development Director

Michele Quinn, Assistant to Public Works & Community
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Tom Brown, Vice-Chair

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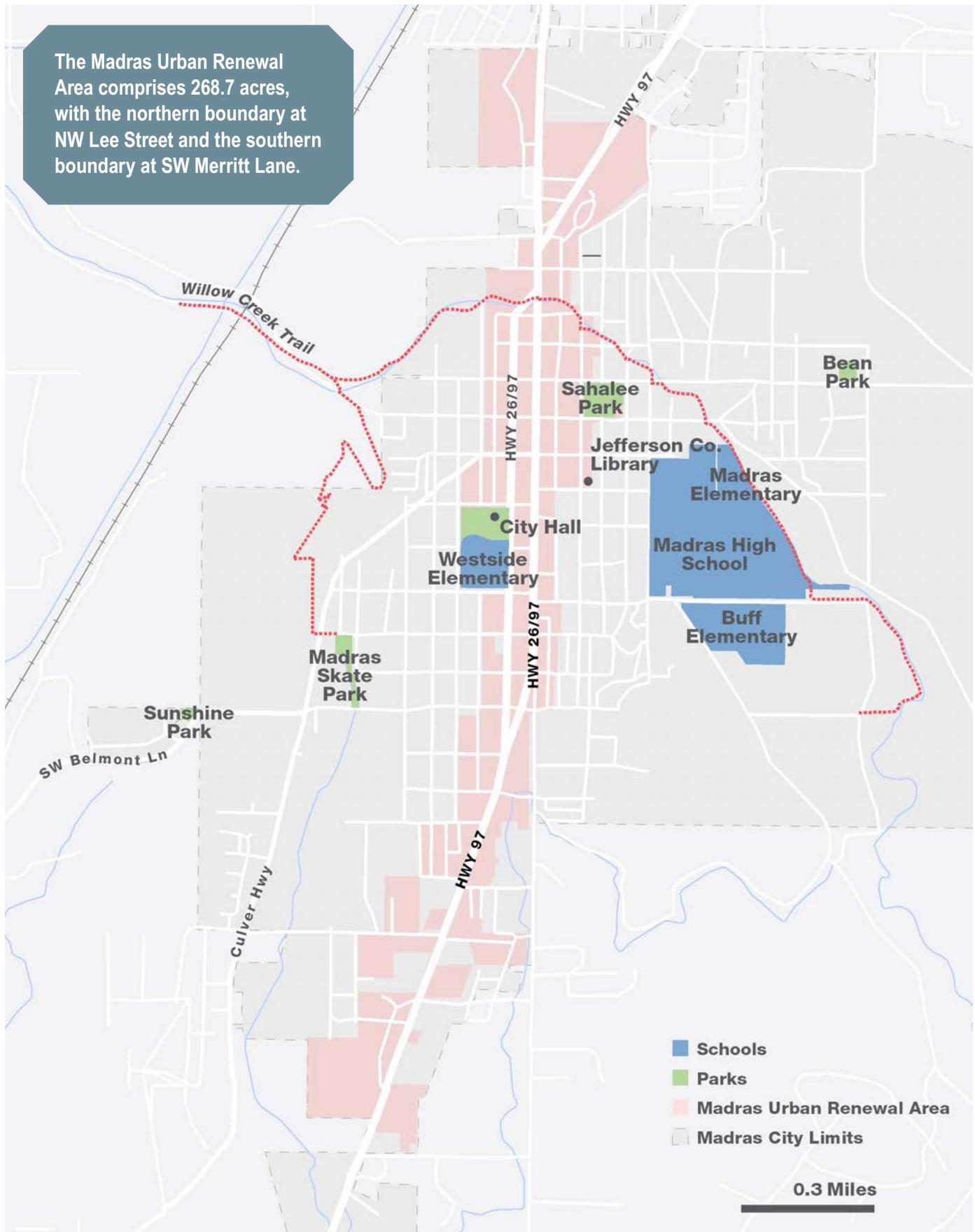
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 ELAINE HOWARD
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Exhibit 1. Action Plan Study Area



I. PLAN PURPOSE & BACKGROUND

On the heels of the Great Recession and after ten years of active investment in its urban renewal district, the City of Madras is at a crossroads. Significant public investment has successfully improved public open space, the aesthetic appeal of the entry to the city, and transportation access into and through the city at its north and south ends. At the same time, Madras' commercial core has seen limited new development and is not functioning as the vibrant hub of commercial activity that residents desire. This Action Plan revisits community priorities from previous planning efforts and provides a roadmap for the urban renewal agency's work within the District in the coming years.

Madras' residents made themselves clear during the outreach portion of this Plan: they want a better future for the community. Using statements made by Madras residents as they described their preferred future, the team developed a vision statement. It is an aspirational, long-view description of Madras that could result from the successful implementation of this Plan:

Madras' position as the hub of River Canyon Country attracts visitors and new residents who appreciate the community's commitment to quality of life. The city's core is a recognizable, vibrant destination with public and private investment in small-scale shops, a mix of restaurants, and cultural amenities that reflect the area's diversity.

Grounded in financial and market analyses, and supported by robust public input, this Plan details a set of actions for the Madras Redevelopment Commission (MRC), the City's urban renewal agency, to encourage private investment in the District in partnership with other entities.

The Plan has six chapters:

- 1. Plan Purpose and Background.** This chapter provides an overview of the previous urban renewal planning work and this action planning process, highlighting the extensive public involvement that informed all aspects of the Plan.
- 2. The Madras Advantage.** This Plan seeks to create a competitive advantage for Madras. This chapter describes the foundation for that advantage, developed from the public involvement activities of this planning effort.
- 3. Situation Assessment.** This Plan seeks to overcome development barriers and target investments in a way that captures demand from untapped market segments. This chapter summarizes the challenges that were identified during the technical analysis. It also provides information on development conditions and retail opportunities.
- 4. Investment Framework.** This chapter provides an overview of how Plan projects were prioritized, and how MRC can work with its partners to invest in improvements in the city.
- 5. Action Plan Projects.** Describes a specific set of 15 projects identified through the Action Plan Process.
- 6. Implications**

The MRC's goal for the Action Plan update is to identify a targeted set of investments that will create a competitive advantage for Madras. The investments will:

- ▶ **Generate tax increment**
- ▶ **Support development on underutilized and vacant sites**
- ▶ **Catalyze additional development throughout the District**

BACKGROUND

Madras has a rich history as an agricultural and commerce hub for Jefferson County. The City's commercial core along Highway 97/26 (shown in **Exhibit 1**) has a mix of strip commercial uses, small pockets of residential neighborhoods, and several regionally important government and social service institutions. However, the area has seen limited private-sector investment, despite successful planning efforts over the past two decades.

In 2002, the MRC adopted the Madras Urban Renewal Plan. Broadly, the purpose of the 2002 plan was to improve the environment for development inside of the District boundary. Following Oregon State Statutes, it identified "blight" as conditions that create barriers for private investment and new development. The plan also broadly outlined a set of actions necessary for improving the area.

In 2006, the MRC commissioned its first action plan that addressed issues underlying Madras' struggling core and retail corridor. The 2006 plan focused MRC efforts on a targeted set of implementation steps. These challenges included large swaths of underutilized land, ongoing retail flight from the core (that started with the construction of the US 26/97 couplet), and a floodway impacting development opportunities throughout much of the core. Additionally, Madras suffered from a lack of middle-class housing and the perception that local schools were substandard. The actions and urban design framework included in the 2006 plan sought to begin overcoming these challenges.

This Action Plan updates the 2006 action plan. In the decade since the 2006 Plan was adopted, significant progress has been made toward revitalizing the District. Residents and travelers through the city can see many noticeable new investments in the District, including improvements to Sahalee Park, improved transportation connections, and more visible signage at entries to the city.

However, much has changed in that decade. The region and the country suffered a major recession that affected businesses and property owners in Madras. Development patterns in nearby cities changed in ways that affect how Madras competes for new development. However, residents in Madras continue to desire a vibrant and active retail center in their community.

The MRC, recognizing both progress made and the need for ongoing improvements in the URD, commissioned this Action Plan update for a revised look at the development market and urban renewal finances, a refreshed community conversation regarding priorities for investment, and a revised list of projects that can further the goals of the 2002 Urban Renewal Plan.

The 2002 Urban Renewal Plan has the following goals (summarized):

1. Promote private development, redevelopment, and rehabilitation within the urban renewal area.
2. Upgrade the stock of existing structures in the renewal area which contribute to its small-town character.
3. Improve connectivity within the renewal area, enhance open spaces, and enhance livability.
4. Improve and repair utilities to support development.
5. Develop convenient, attractive parking facilities.
6. Maintain, remodel, and construct public parks and open spaces, public facilities, and public safety facilities.
7. Provide for new, diverse housing units in livable mixed-income neighborhoods that support the Area's employment generation goals.
8. Assist in funding for a program of art in public spaces within the renewal area.



Sahalee Park Expansion. Sahalee Park is Madras' oldest park. It was established in 1920 and moved to its current site soon after, when it was planted with 16 of its current large elm trees. By 2006, the park, though popular, had a reputation for being unsafe and unmaintained. The 2006 Action Plan established a strategy for revitalizing Sahalee Park by expanding it onto an adjacent vacant lot owned by the Bean Foundation. This expansion would be developed as a great lawn suitable for hosting community events such as the Farmers Market. Since 2006, the expansion has been completed, and Sahalee Park is a vibrant node of activity. The city's next goal is to construct a splash pad in the park to encourage even more activity.



Summer event at the new Sahalee Park

The Madras Brand. The term "River Canyon Country" stems from regional tourism branding efforts through Travel Oregon's Rural Tourism studio in 2012-2013. River Canyon Country comprises Prineville, Madras, Warm Springs, and Terrebonne. More information on these efforts can be found at: <http://www.traveloregon.com>



IMPLEMENTATION PROGRESS, 2002-2016

As a foundation for this Urban Renewal Action Plan, ECONorthwest assessed the status of both short- and long-term 2006 Action Plan projects, as well as other projects completed since the adoption of the 2002 Urban Renewal Plan. (The complete progress report can be found in **Appendix B.) Exhibit 2** on the next page shows completed and partially completed projects in the District. Key completed projects include:

- ▶ **Placemaking improvements.** The Sahalee Park expansion and North Y landscaping projects are complete, as is the new Madras Aquatic Center.
- ▶ **Regulatory Changes.** Zoning changes have been made to include design standards, and the Sign Code has been updated. Efforts to rezone or downzone commercial property are also partially complete.
- ▶ **Marketing.** Successful efforts to improve marketing include creating the Saturday Market, opening the Air Museum, and increasing Chamber of Commerce funding. Several projects related to marketing Madras are also partially complete, including implementing wayfinding signage, improving recreation sites, creating a community cleanup, and promoting Opal Springs water.
- ▶ **Business Support.** Urban renewal has supported eight storefront improvements.
- ▶ **Redevelopment.** The District has welcomed several new developments including the Harriman Building, the Inn at Crosskeys, and Madras Cinema. The new Civic Center (including the new Police Station/City Hall development) is partially complete.
- ▶ **Promoting housing choice.** Though largely undeveloped, the Yarrow master planned community addresses the City's long-term goal to encourage housing development.
- ▶ **Streetscape improvements.** These include storefront and streetscape improvements in the downtown core on 6th Street and B Street, as well as street improvements along US 26/97.

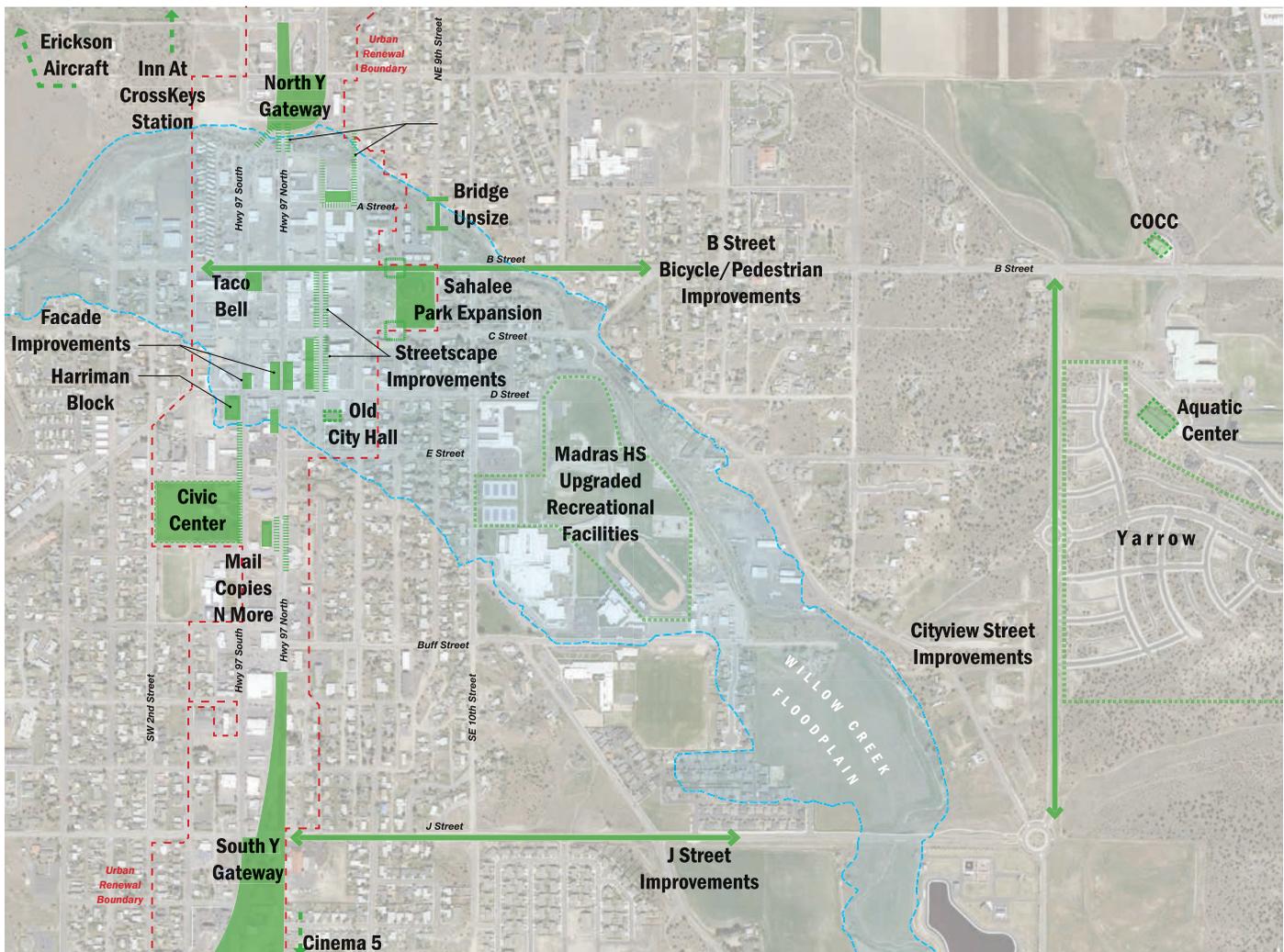
The City and MRC completed a number of projects that were not identified explicitly in the 2006 plan that nonetheless achieve the goal of the urban renewal plan to promote private development. These include financial support of the Inn at Crosskeys, a movie theater/performing arts center, and the Harriman Building.

2006-2016 Progress

The character of Madras today reflects both the City's accomplishments since 2006 and the significant work that remains to be done. **Exhibit 2** shows the location of projects completed to date. Landscaping and storefront improvements between the North and South Y are fostering a sense of place in the city's core. The expansion of Sahalee Park and construction of new recreational facilities have resulted in attractive community gathering spaces. The Harriman building anchors an inviting, attractive intersection at the heart of the commercial core.

Though measurable progress has been made, some projects identified in the 2006 Action Plan have not yet been completed. The concept of a stopping place and tourist information center for travelers was not explored, nor was the program aimed at installing temporary landscapes in vacant lots. Other unexplored projects include outlining key commercial properties for acquisition by the City or ODOT, and creating a greenway concept for the Willow Creek Floodway.

Exhibit 2. Projects Completed from 2006 to 2016



Projects Completed Since 2006



North Y Gateway



Madras High School New Recreational Facilities



Madras Cinema 5



South Y Gateway



B Street Bike/Pedestrian Improvements



Yarrow New Community



Harriman Block New Development



New Aquatic Center

Overview

The City of Madras and the MRC have made many investments that have improved the environment for development in the City. The new City Hall and police station provide an excellent example. In 2013, the City of Madras relocated its outdated city hall and police station from the Willow Creek floodplain to its current, more visible and accessible location. Urban renewal funding was part of the funding plan for the facility. The City's investment in the new facility has created social and economic benefits that have rippled through to the City's residents and its economy. A review of literature describes how similar public investments can boost local economic activity. Specifically, well-purposed public investment spending can fill gaps where the private sector would be unwilling or unable to invest, and create long-run gains for a community's prosperity and resiliency, even when those investments are in public facilities. So far, the MRC made an initial five-year commitment to fund this facility. Based on this research, investment in this facility helps to achieve the goals of this plan and the MRC should consider continuing to fund the Police Station/City Hall with urban renewal dollars.

MEASURING THE ECONOMIC BENEFITS OF PUBLIC INVESTMENT.

▶ 1. Short-run benefits of public investment

- » **Public investment supports local jobs.** Construction jobs increase as a result of infrastructure and public facility improvements. These employees make purchases locally, creating a short-term growth in local income.
- » **Infrastructure spending increases economic output.** Public investment increases economic output, or the value of goods and services produced in the economy. A report on the



New Police Station and City Hall

economic impact of infrastructure financing describes how in the short run, one dollar spent on infrastructure construction results in double the initial spending in economic output.

▶ 2. Long-run benefits of public investment

- » **Public investment increases long-term outputs in the private sector.** Infrastructure investments are vital inputs for private-sector production and boost economy-wide productivity growth. Over twenty years, public investment generates \$3.21 of economic activity per \$1.00 spent.
- » **Public facilities like city halls attract people and business.** New public facilities can draw in tourists and create community cohesion. For example, a study in Wisconsin found that county seats successfully attracted more private sector business activity than towns without visible, central public facilities.
- » **Consolidating services (like city hall and police facilities) increases efficiency and reduces operation and maintenance costs.** For example, a comprehensive plan from Lynchburg, VA found that, “co-locating new facilities or providing multi-use facilities (...) may result in more efficient service delivery.”
- » **Investment in resilient facilities can minimize fatalities and economic loss.** Investing in emergency response facilities, including public buildings such as schools and city halls, results in fewer reductions in lifeline services and greater community connectivity after natural disasters. Removing public facilities from flood-prone areas is also important, as loss of public facility function results in tangible economic losses for a city.

As the MRC continues to implement the community vision for Madras, it build upon previous investments in public facilities and infrastructure to encourage private investment opportunities that generate positive return on investment for Madras citizens.

Sources:

(1) A. Plescia & Co. 2014. Economic and Fiscal Benefits Analysis: Proposed New City Hall and Dignity Health Medical Office Building, Citrus Heights, California. (2) Bivens, Josh. 2014. The Short- and Long-term Impact of Infrastructure Investments on Employment and Economic Activity in the U.S. Economy. (3) Cohen, Isabelle, T. Freiling, and E. Robinson. Year unknown. The Economic Impact of Financing of Infrastructure Spending. (4) Broadbent Institute. 2015. The Economic Benefits of Public Infrastructure Spending in Canada. (5) The Economist (2014). Concrete Benefits: Public investments in infrastructure do the most good at times like the present. (6) McInroy, Neil, M. Jackson, and M. Bramah. 2008. Creating Resilient Local Economies: exploring the Economic Footprint of Public Services. (7) City of Tuscaloosa, Alabama. Year unknown. Benefit-Cost Analysis. (8) Zigelbauer, Ryan, B. Ryan, and S. Grabow. 2005. The Importance of Government Facilities in Downtowns: An Analysis of Business Establishments in Wisconsin's County Seats. (9) City of Lynchburg, Virginia. 2002. Comprehensive Plan 2002-2020 Chapter 16: Public Facilities. (10) Yu, Q. S., J. Wilson, and Y. Wang. 2014. Overview of the Oregon Resilience Plan for next Cascadia Earthquake and Tsunami. (11) Goettel, Kenneth A. 2004. Benefit-Cost Analysis: Eugene City Hall Structural and Non-Structural Seismic Retrofit. (12)

2016 ACTION PLAN PROCESS

This Action Plan update draws from many sources to identify priorities, drawing from technical analysis on commercial and retail needs in the community, the financial capacity of the District, and significant public and stakeholder outreach. **Exhibit 3** shows the planning process.

Research and gather information. Work produced in this phase serves as the foundation for the projects prioritized in later tasks. This task involved:

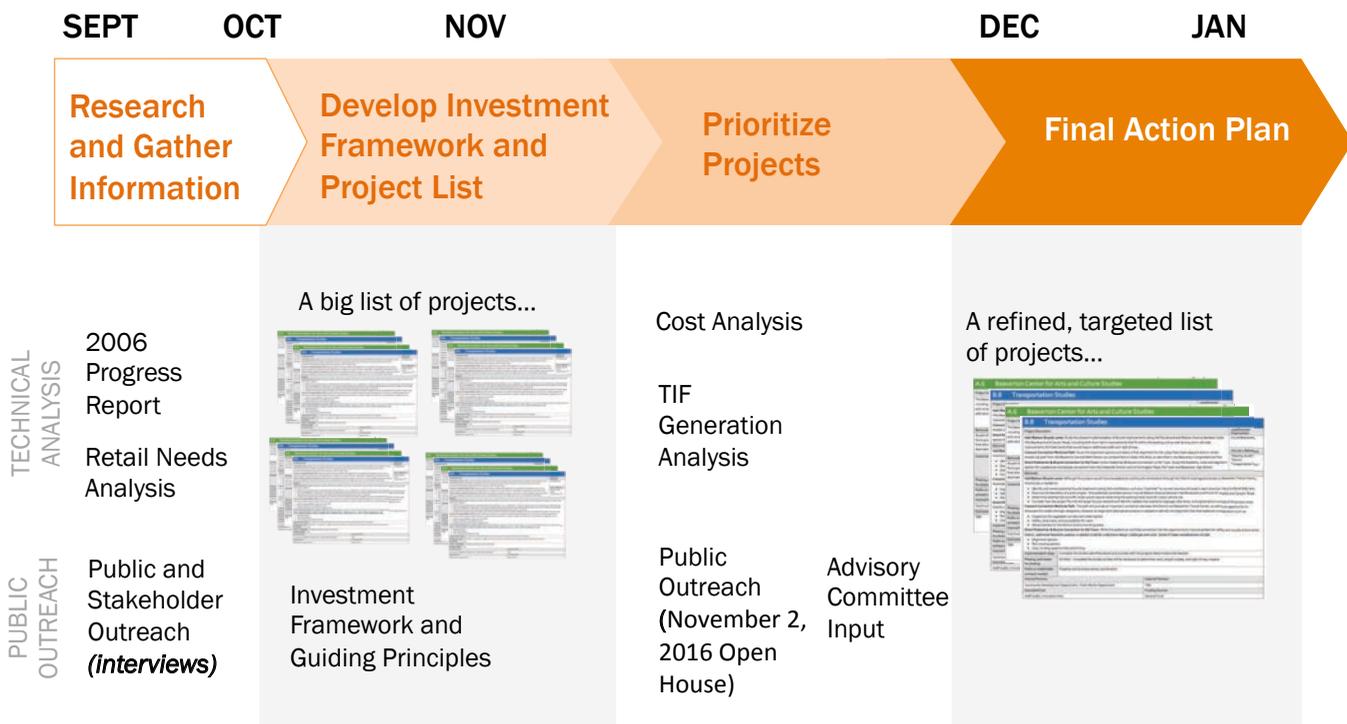
- ▶ **Evaluation of market and financial factors influencing investment opportunities.** The consultant team conducted technical analysis to evaluate the market factors that influence the demand for commercial development in Madras and to better understand underutilized and vacant property in the District.
- ▶ **Extensive public outreach.** The team conducted an extensive public outreach process with:
 - » 42 participants in one-on-one interviews with key stakeholders, including property owners, business owners, and economic development organizations
 - » 40 community members participated in an open house hosted at City Hall on November 2, 2015.
 - » 15 community members participated in a meeting with the Diversity Coalition on December 15, 2015.

- » 102 community members responded to a community survey
- » 115 employees of several of the City's major employers responded to a survey on community needs and how to attract new residents to Madras.

Develop investment framework and project list. The outcome of the technical analysis and public outreach described above was a list of possible projects for implementation. The team developed and vetted (with the MRC) a framework for prioritizing those projects and moving toward implementation together with the other public and private partners in the community.

- ▶ **Prioritize projects.** Drawing from the results of the survey and using the criteria identified in the investment framework, the project team prioritized the projects.
- ▶ **Final action plan.** This Action Plan documents the investment framework and distills the information gathered into a set of clear findings. It also details the prioritized list of specific projects for District investment, providing information about specific next steps and near-term opportunities.

Exhibit 3. Action Plan Process



II. THE MADRAS ADVANTAGE

This Plan seeks to create a competitive advantage for Madras, and improve its position to attract new development within the region. Madras is a unique community with geographic and cultural advantages that generate opportunities for future growth. Recognizing and fostering this “uniqueness” will create an authentic and differentiated competitive position for the City within the region. As such, it is the keystone of the Action Plan and, in particular, of the actions within it. Actions seek to build on and accentuate this advantage.

Madras’ proximity to outdoor amenities is a key advantage. People who live in Madras enjoy an excellent location among the ample recreational opportunities of Central Oregon. Within town, there is easy access to opportunities to gather and be active, including walking and biking trails, the new Aquatic Center, and Sahalee Park. In a survey of over 100 residents for the Downtown Action Plan, many cited the beautiful natural surroundings as a key reason why Madras is a great place to live. While this is a general advantage that other Central Oregon communities share, Madras’ proximity to Smith Rock and Cove Palisades State Parks, to river access, and to other amenities differentiates it. As the vision for this Plan states, Madras is the hub of River Canyon Country.

Madras’ location as a transportation hub provides benefits to residents and businesses. Madras is located at the crossroads of two major highways, between Bend, Portland, and The Dalles, and has a bustling airport and active railroad. Located just two hours from Portland, it is closer to the Portland region than any other Central Oregon community.

Much of the information in this chapter draws from the results of dozens of stakeholder interviews and responses to the Downtown Action Plan surveys that gathered 217 responses. Complete community survey results can be found in **Appendix A: Outreach Summary**.



“The community is very supportive and open to welcoming new members.”
-survey respondent

Residents of Madras value living in a small, rural town.

Sixty-five percent of survey respondents identified the small-town feel or the welcoming atmosphere as one of their favorite parts of living in Madras. They praise Madras' low-key, family-friendly atmosphere and its supportive community. Several respondents noted strong family connections in Madras, as well as good relationships with neighbors and coworkers. Residents also enjoy the relatively low cost of living. While Madras is small, it is not isolated. With Redmond and Bend less than an hour away, Madras residents have access to the amenities offered by larger cities, and also enjoy the rural lifestyle.

Madras is a uniquely diverse community. According to the U.S. Census 2013 American Community Survey, over a third of Madras' residents are Latino, and 10% of residents are of Native American. Several residents surveyed point to this diversity as an attractive part of their community. They value that their children are exposed to different cultures and that people from different walks of life interact with one another. Madras' entrepreneurial community reflects this diversity, creating a mix of businesses in the community that is distinct from other areas.

"I love that [Madras] is a small town that is still trying to improve itself."

- survey respondent



Why do people like Madras?

In their survey responses, 194 community members and employees identified 396 positive attributes about Madras. While answers varied, participants especially appreciated Madras's size, people, and location:

- ▶ The size: 81 participants (41%) liked that Madras was a small town.
- ▶ The people: 60 (30%) wrote about the community and friendly atmosphere of Madras. Seventeen appreciate Madras's diversity.
- ▶ The location: Survey participants appreciate Madras' location for many reasons, including the climate, landscape, outdoor recreation opportunities, and its proximity to larger cities.
- ▶ Things to do: Survey participants appreciate community events in Madras, the MAC, and the Performing Arts Center.



The City has already invested in many community amenities, and has broad community support for the urban renewal projects that have been completed.

People who live and work in Madras appreciate new business and storefront improvements downtown. They cite the Aquatic Center, Madras Cinema 5, and the performing arts center as exciting new attractions. In the words of one survey respondent, “Redevelopment projects have brought new life to Madras.”

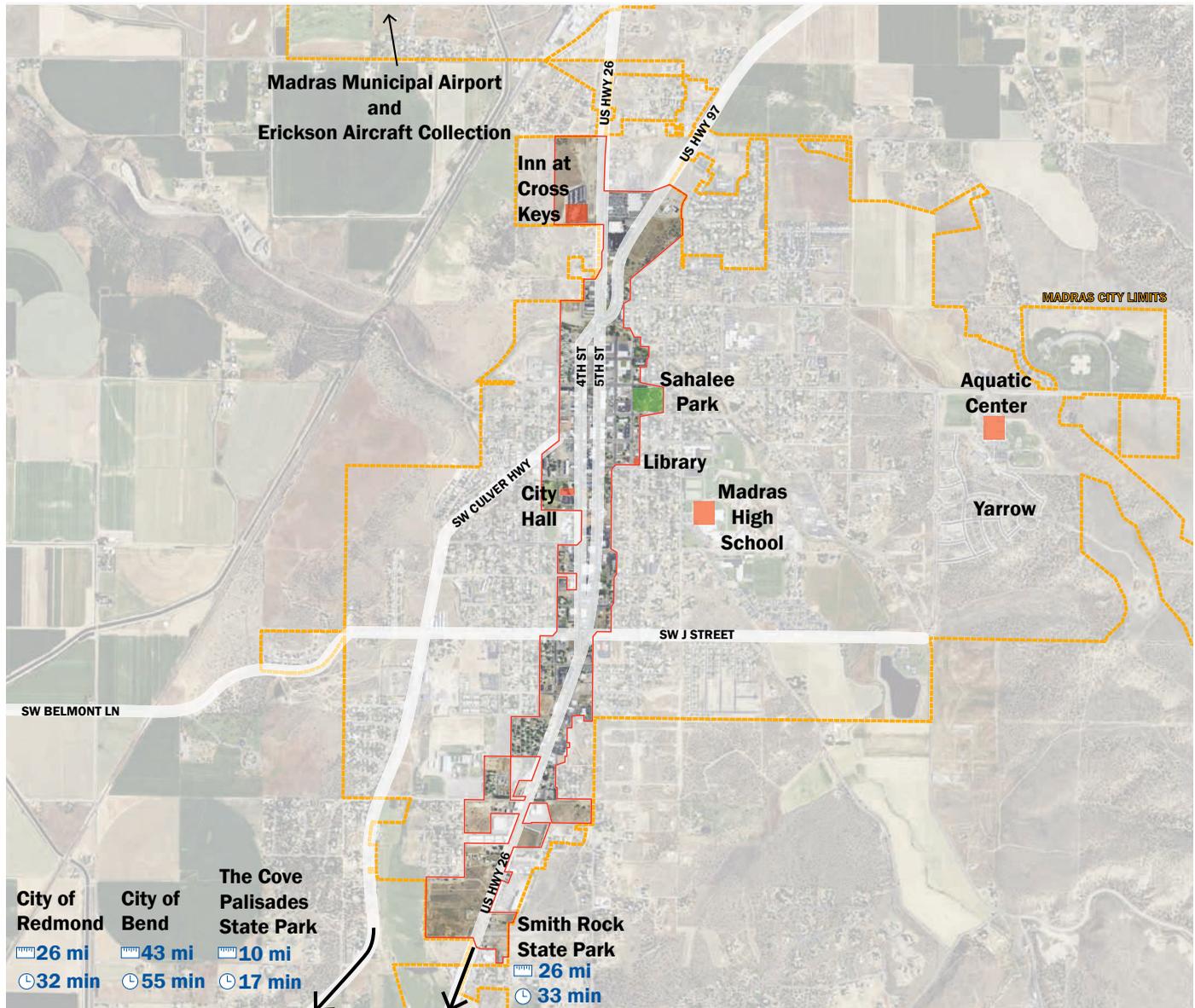
Madras’ residents and employees have pointed to opportunities to improve upon those advantages. In describing Madras today, residents frequently pointed out the city’s many vacant lots and lack of street appeal, which overshadow successful existing businesses. The effects of poverty are visible in the built environment. There is a feeling that potential visitors and future residents are deterred from coming to Madras by its unclean appearance and unsafe reputation.

There is a strong desire in the community to see downtown Madras embody more of the positive community characteristics that residents celebrate. Through urban renewal efforts, survey respondents envision Madras developing into a place that is lively, attractive, and clean. The city should appear attractive to passing motorists, and offer desired community resources to young professionals. Madras residents are invested in their community’s continued development. They have produced a range of suggestions for the use of future investments in encouraging development and improving the city’s physical infrastructure; these are incorporated into the actions in this Plan.



The Harriman Block development is an example of new development that creates a more attractive street frontage and brings new energy and visual appeal to downtown Madras.

Exhibit 4. Madras Context



CITY	MILES	MINUTES
Redmond	26	32
Bend	43	55
The Cove Palisades State Park	10	17
Smith Rock State Park	26	33

III. SITUATION ASSESSMENT

This Plan seeks to create competitive advantage by identifying and overcoming development barriers, and strategically targeting investments to attract new shoppers and businesses. As a foundation for action, this chapter describes the current development market and retail opportunities in the District, identifies demand segments for new development, and provides information about the financial capacity of the District.

DEVELOPMENT CONDITIONS

This chapter provides an overview of real estate market conditions in Madras, opportunities for downtown to attract key market segments (visitors, workers, and residents), and a set of development opportunity sites identified through this process. More detail on these points can be found in **Appendix C: Commercial Development Opportunities Report**.

Like nearly every other community in the state, Madras suffered real estate value declines with the Great Recession. As the economy has recovered, Madras has seen little new development. Real estate values, while increasing somewhat, have not yet caught up with pre-recession levels. This market stagnation creates feasibility challenges for new, higher-end development of all types.

For retail development, Madras' small size and relatively low incomes limit buying power, and create challenges for attracting new development. Real estate professionals in the area indicate that if big-box retailers are looking to locate in Madras, they would be most likely to build relatively small stores to serve the comparatively small population in and around Madras.



Existing buildings with broken windows and run-down facade

The City has fielded several inquiries for national big box retailers who see untapped demand for their products in Madras; however, these developments have yet to come to fruition. A local realtor estimated that the retail vacancy rate was, at most, 5% as of December 2015, but that some of the potential inventory is off the market as landowners are unwilling to lease. Average rent is around \$0.65 per square foot, full service, with a few nicer spaces that are over a dollar per square foot, full service. Unlike sale prices for commercial land, lease rates for retail were not significantly higher before the recession.

Industrial and office users will locate in Madras if the City has an advantage over other communities in Central Oregon. For example, some firms may be attracted to Madras' business costs, climate advantages, closer proximity to the Portland metro area, lower rents, or high quality water. The City has been successful in attracting new employers who care about these advantages, including the Erickson Aircraft Collection, which relocated at the Madras Airport in 2013.

The recession hit the Madras residential real estate market hard. At the worst time, 66% of housing value was lost. Average sales prices are still 20% below pre-recession levels. A local realtor indicated that from December 2014 to December 2015, 224 homes were sold for an average price of \$129,000. In 2006, 433 homes were sold at an average price of \$162,000. Madras rents and sales prices are lower than other areas of Central Oregon. From December 2014-December 2015, the average sales price in Bend and Redmond was \$394,049 and \$260,538 respectively. Pre-recession prices were also higher in Bend and Redmond, with average 2006 sales prices of \$430,784 and \$334,120, respectively.¹

Madras' lower prices are a double-edged sword. They make it difficult to make new development economically feasible, but also position Madras to attract new residents interested in lower-cost housing in increasingly expensive markets. Madras' market has improved, with an average inventory of 90 days. Attracting new residents will be critical to supporting a revitalized core and highway commercial areas as they provide increased spending power to support downtown businesses.

[1] Beacon Report, December 2015. <http://beaconappraisal.net/wp-content/uploads/2015/12/BEACON-REPORT-Dec-2015.pdf>

KEY FINDINGS

- ▶ The city benefits from having well-located, vacant, and redevelopable land in its core. The most feasible future developments will fill a gap in retail needs in the area. There is untapped demand for several development types in Madras, including general merchandise, restaurants, breweries, and other highway-scale commercial development types.
- ▶ The lack of spending power among residents and perception among the region's developers has led to limited new private investment in the past 10 years. Rents in Madras are generally too low to support new speculative construction. Relatively high construction labor costs in Central Oregon have compounded this problem.
- ▶ Madras' low housing prices are a double-edged sword. They make new development challenging, but position Madras to attract new residents interested in lower-cost housing. Those new residents will support new retail.
- ▶ Development uncertainty in the City's core hinders future downtown-scale development. The presence of the floodway and floodplain has hindered development on many highly visible core area sites. The City is remapping its floodplain, which will increase development certainty.
- ▶ Madras has a concentration of downtown-scale retail and restaurants between B and E Street on Highway 97, but the presence of underutilized storefronts in this area sends a signal that the area cannot sustain retail. A critical mass of active retail is crucial to retail success, and fragmentation of retail districts is problematic. Until new development occurs, the MRC's available revenues limit its ability to invest in large-scale projects.

Implication: Given the concentration of underdeveloped and vacant parcels in the District, untapped retail demand, and MRC's financial position, the MRC should focus on: (1) near-term development opportunities and tenant attraction strategies throughout the District, and (2) support for downtown-scale retail and services in the core area.



Brewery building with attractive streetscape



Example of small-scale commercial development with high-quality construction



Signage, seating, and landscape features are desirable qualities for new development.

Development Barriers

The Action Plan focuses on overcoming any barriers to development and to attracting new investment to downtown Madras. Several of the development barriers identified in Madras' 2006 Action Plan still remain. These include:

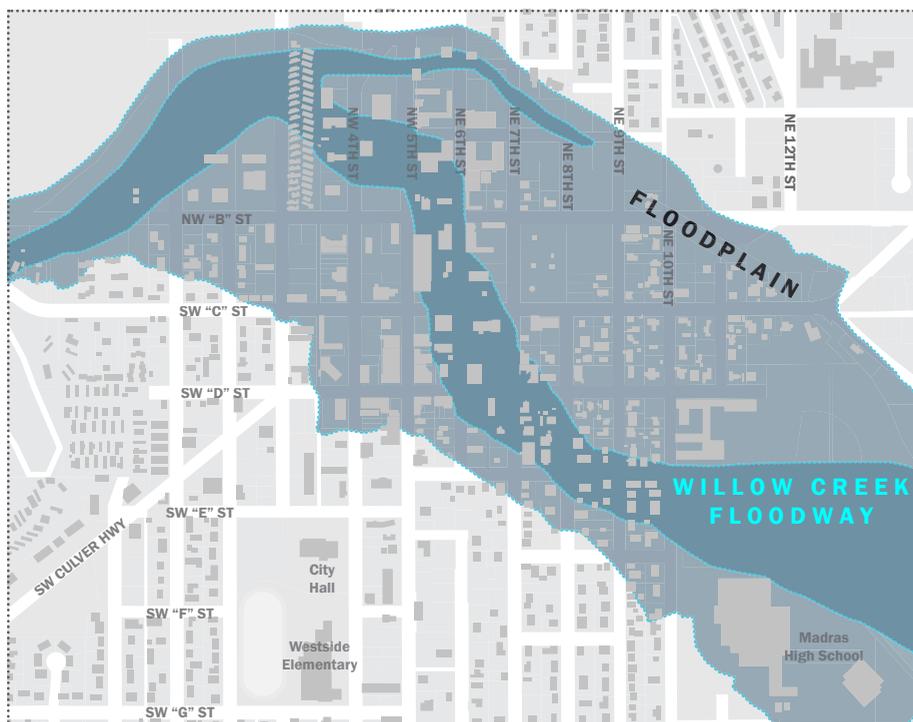
- ▶ **Lack of a concentrated commercial core.** Retail establishments are dispersed along a two and a half mile stretch of US 26/97, without a concentrated commercial core.
- ▶ **Traffic levels and speed on US 26/97 create both opportunities and barriers.** Auto-oriented US 26/97 corridor continues to create safety concerns for pedestrians and does not foster a pedestrian-scale environment for local shops.
- ▶ **Uncertainty related to the presence of a floodway through downtown.** Many parcels that would be key development parcels within downtown Madras are located within the floodway, which prohibits development. Property owners within the floodplain face increased development costs. The City is working with the Army Corps of Engineers to study the floodplain and floodway. See inset for more information.
- ▶ **Weak market.** There is still a low supply of middle-class housing in the city, translating into a lack of market support for downtown retail.

FLOODING IN DOWNTOWN MADRAS

The Willow Creek floodplain, shown in **Exhibit 5**, is a persistent barrier to development for downtown Madras. Willow Creek flows in a northwest direction through Willow Creek Canyon and into Lake Simtustus. During the winter, the Willow Creek watershed is subject to flooding. Major flooding occurred in Madras in 1964 and 1979. The floodplain itself denotes the area that would be inundated in a 100-year flood; structures located in the floodplain have a significant chance (26%) of suffering flood damage within the term of a 30-year mortgage.

Due to these factors, the Willow Creek floodplain is a remaining challenge to downtown economic development and urban renewal. Flooding also poses a threat to public infrastructure like roads, water service, and emergency response. The City is working with the Army Corps of Engineers to remap the floodplain to provide better certainty for property owners and potential investors. This is a result of possible floodplain changes from the upsizing of the Ninth and Willow Creek Culvert and community concerns about floodplain accuracy. This project should be complete in 2018, and will provide greater certainty and open up development opportunities in the City's core. This Plan includes actions that prepare the City to take advantage of potential opportunities.

Exhibit 5. Willow Creek Floodplain



- ▶ **FLOODPLAIN:** A floodplain is the area adjacent to a water body that is subject to flooding. If left undisturbed, this area acts to store excess floodwater. The floodplain includes the floodway.
- ▶ **FLOODWAY:** The floodway carries the bulk of the floodwater downstream and is usually the area where water velocities and forces are the greatest. The National Flood Insurance Program regulations require that the floodway be kept open and free from development that would obstruct or divert flood flows onto other properties.

CAPTURING DEMAND BY MARKET SEGMENT

Ultimately, increased demand for commercial and retail space will drive new development—but how can Madras bring about increased demand? The retail leakage analysis in [Appendix C](#) found that Madras could do more to capture sales from several market segments: (1) employees who do not live in the Madras; (2) residents of Madras or surrounding rural areas who choose to shop outside of the city; and (3) drive-through travelers en route to Bend, Portland, or other area destinations. Each of these demand segments has unique needs and desires, as outlined in [Exhibit 6](#). This chapter outlines results from the technical analysis on the needs for each of the market segments outlined below.

New and Existing Residents and Workers

Madras serves as a regional retail hub for Jefferson County, providing many services at greater levels than local residents demand. At the same time, Madras residents spend \$31 million outside of the City on retail and service goods. The City could capture more spending from several retail types, including:

- ▶ **General merchandise.** The retail gap analysis shows that residents spend about \$6.4 million outside of Madras to shop for many of the products supplied by general merchandise stores, including dry goods, apparel and accessories, furniture and home

furnishings, small wares, clothing stores, electronic shopping, and health and personal care.

- ▶ **Clothing.** Residents spend \$1.9 million outside of Madras on clothing. It is unlikely that Madras could capture the majority of this share without a wide range of new clothing store offerings. However, a general merchandiser that sold clothing as part of its offerings could capture at least a portion of this retail leakage.
- ▶ **Health and Personal Care.** Madras residents spend \$1.3 million outside of Madras on health goods (medicine, medical equipment, etc.) These goods could also be sold at a general merchandiser or other store.

In the Fall 2015 community survey and at the November 2nd Open House, the City asked residents about the types of businesses they would like to see more of in Madras. Open house participants and survey respondents confirmed the findings from the technical analysis: that a general merchandiser is the biggest need in Madras, and a key reason why residents leave the City to shop in Bend and Redmond or online. Other top needs these groups cited included apparel, sporting goods, outdoor apparel, books and gifts, office supplies, and home and garden supplies. They would like additional concerts, live music, and outdoor entertainment options. Overall, the findings in this chapter imply that there is limited spending power for new, higher-end retail businesses.

The appendix includes detailed results of the retail leakage analysis in the [Commercial Development Opportunities Report \(Appendix C\)](#) and the results of public engagement ([Appendix A](#)).

Exhibit 6. Market Segment Needs

MARKET SEGMENT	WHAT THEY NEED	OPPORTUNITIES/ APPROACH TO ATTRACTING
New and Existing Residents	Everyday services Food Merchandise Entertainment	Support existing businesses Improve Latino business support General merchandise store to reduce retail leakage Flexible space that can support start-up industry and retail
New and Existing Employees	Everyday services Food Merchandise	Improved mix of merchandise and service offerings General merchandise store to reduce retail leakage
Visitors (visiting nearby attractions and traveling through)	Services Food Sundries Gifts Entertainment	Diversify dining options (brewery) Rental stores/outfitters Unique products Local points of interest to keep visitors in Madras longer

Visitors

Understanding what brings visitors to Madras and Central Oregon can help the City of Madras boost tourism in the future and attract new development that serves tourists. Many studies have attempted to describe the Central Oregon visitor market and visitor profiles, including Travel Oregon and the Central Oregon Visitors Association. Madras is well positioned between major visitor attractions in Central Oregon, some of which provide annual visitor counts. Cove Palisades State Park, a 25-minute drive from Madras, had 515,000 visitors in 2014. Smith Rock State Park, a 30-minute drive from Madras, reported around 650,000 visitors in 2014. Kah-Nee-Tah Hot Springs and Family Resort, a 35-minute drive from Madras, reported 69,000 visitors.

Madras could do more to capitalize on visitor through traffic by providing experiences and services that support regional travel destinations, and capitalizing on the broader “River Canyon Country” marketing effort led by the Jefferson County Chamber of Commerce and the Central Oregon Visitors Association.

Travel Oregon differentiates two types of travelers and the different marketing strategies to draw more business from both.

- ▶ Marketable trips are taken by travelers that can be influenced by marketing efforts (e.g., international/national visitors, outdoor enthusiasts).
- ▶ Non-marketable trips are influenced by something other than the destination itself (e.g., visiting family/friends or business). Generally, non-marketable travelers are considered lower-value travelers, as they will eat fewer meals in restaurants and may or may not stay in a hotel.

Exhibit 7 shows the different characteristics of marketable and non-marketable travelers, as well as the implications for the Action Plan.

Exhibit 7. Key Characteristics of Visitor Market Segments

	MARKETABLE TRAVELERS	NON-MARKETABLE TRAVELERS
Share of Travelers	49% (Half are from Oregon)	51%
What influences them?	Travel influenced by marketing efforts: <ul style="list-style-type: none"> ▶ International/national tourism ▶ Outdoor enthusiasts 	<ul style="list-style-type: none"> ▶ Little a destination can do to influence besides offering additional activities ▶ Visiting friends/family ▶ Business
What they do	<ul style="list-style-type: none"> ▶ 29% for outdoor recreation ▶ 23% for touring ▶ 18% for special event 	<ul style="list-style-type: none"> ▶ 7% business ▶ 42% family/relatives ▶ Generally a lower value traveler. Will eat two meals there a day at \$14-18, may or may not stay in a hotel
Implications for Action Plan	<ul style="list-style-type: none"> ▶ Foster an environment that encourages visitors to stop for unique experiences ▶ Better wayfinding to existing attractions ▶ Provide a variety of restaurant options, especially limited service “grab and go” establishments ▶ Support and market businesses that provide outdoor experiences 	<ul style="list-style-type: none"> ▶ Provide entertainment for people of all ages ▶ Provide quality restaurant options of many types

MRC FINANCIAL ASSESSMENT

Implementing the specific projects identified in this Action Plan will require public investment. Urban renewal provides a funding source for these projects through the use of tax increment financing (TIF). This chapter describes how urban renewal works to generate TIF, and provides an overview of the current financial capacity of the District.

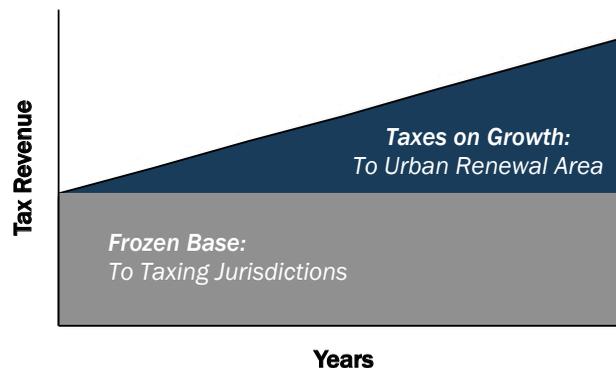
How Urban Renewal Works

Urban renewal is a community revitalization tool that cities and counties are authorized to use through Oregon state statutes (ORS 457). Broadly, the purpose of urban renewal is to eliminate development barriers (referred to as "blight" in the statutes) and to improve and revitalize the urban environment by investing the growth in tax revenues in urban renewal projects (such as storefront improvements, new public infrastructure and street furniture, or new development).

Tax increment financing is the primary mechanism used to generate funding in urban renewal areas. As shown in [Exhibit 8](#), TIF revenues are generated when a designated urban renewal area is established and the assessed value of all property in the area is "frozen" (called the *frozen base*). Over time, the total assessed value in the area increases above the frozen base, from appreciation of existing property and from new taxable investment. The assessed value in the area above the frozen base is called the *incremental assessed value*.

The taxing jurisdictions that overlap the urban renewal area continue to collect tax revenue from the frozen base, but tax revenue generated from the incremental assessed value goes to the urban renewal area. The urban renewal area can then incur debt (such as bonds or lines of credit) to pay for projects identified in the urban renewal plan. The TIF revenues are used to repay this indebtedness.

Exhibit 8. Hypothetical illustration of the use of urban renewal and TIF



Financial Capacity of the Madras Urban Renewal District

The Madras Urban Renewal Plan was established in 2002 and has been collecting TIF revenue and making public investments in the District for over a decade. Comparing the District's current revenue stream to its outstanding financial obligations reveals the District's current financial capacity.

Urban renewal areas typically incur debt—or borrow against future TIF revenues—to pay for projects. Of the \$342,000 in annual TIF revenue received by the District, \$315,000 is committed to debt service and other long-term financial obligations. These financial obligations include \$75,000 per year for the new Madras Police Station/City Hall, \$60,000 per year for Materials and Services related to management and administration of the District, and \$180,000 per year in loan payments for past projects, including but not limited to Inn at the Cross Keys, Madras Cinema 5, Façade Improvement projects, and remediation of properties for redevelopment. [Appendix D: Financial Analysis](#) includes information on the financial capacity for the District.

Increased financial capacity is most likely to come from growth in TIF revenue. Thus, the District must increase its financial capacity in order to invest in the projects outlined in this Action Plan.

Growth in TIF revenue is dependent on an increase in assessed value in the District, which can come from two sources: (1) appreciation in existing property values, or (2) new development. Oregon law caps appreciation on existing properties at no more than 3% per year in most situations, and the assessed value of the District has historically appreciated at less than 3% per year. That means that significant increases in assessed value in the District will likely be dependent upon new development.

For this reason and others, this Action Plan prioritized projects that support and catalyze new development in the District. In Chapter IV of this Action Plan, we describe the proposed investment strategy for the District to prioritize increasing the District's financial capacity in early years, to ensure the District has the capacity to achieve all of its goals in the long-term.



IV. INVESTMENT FRAMEWORK

The situation assessment in Chapter III makes it clear that careful and strategic investment is necessary. This chapter establishes a framework for investments in public improvements that can be coordinated with private investments to catalyze development that aligns with the community's vision for the area.

This investment framework takes the form of the classic "5 W's" (Who, What, Where, When, and Why) used for organizing news stories. It serves as the organizing mechanism for the plan's actions.

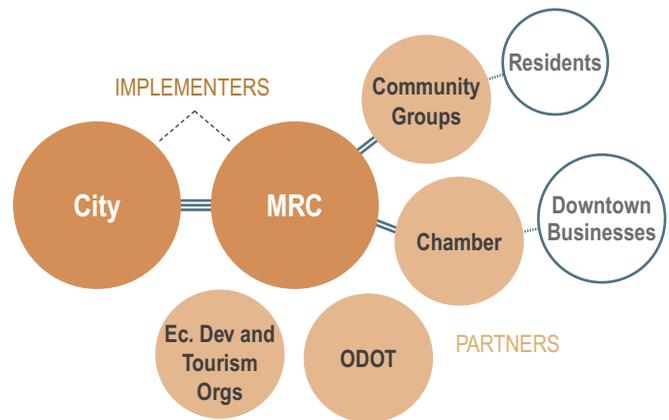
From a private real estate development perspective, people invest in real estate to realize financial gain from rents paid by tenants. Tenants' willingness to pay higher rents depends on their preference for a particular location over others. Generally, three key elements influence private real estate development decisions:

- ▶ Market conditions including rent levels, land values, vacancy rates, availability of financing, competing supply, etc.
- ▶ The regulatory framework and infrastructure that shape development plans and serve available land.
- ▶ The availability/suitability of land, including property ownership patterns, soil conditions, etc.

The public sector, cities in particular, can influence real estate markets and redevelopment potential using a variety of tools. These include urban renewal funds, development regulations, other incentives, infrastructure investments, and, in some cases, partnering with the private sector to improve development feasibility.

Who: The Partners

Successful implementation of the Action Plan will require time and energy from many partners within the City. Some of the projects necessary to spur development and improve conditions in the URD will not be led by the MRC, but by other partners. Bringing new private investment into the community is a key goal of this Action Plan, requiring the coordinated efforts of many partners. The City will work with these partners and track progress toward the goals identified in this plan.



The graphic above shows that the City and MRC are the lead implementers for the development-related actions included in the plan, but that many partner organizations will help to bring many of the projects to fruition that do not directly align with MRC near-term investment goals.

What: Vision for Madras

In the extensive outreach conducted as part of this plan, Madras' residents are clear that they want a better future for the community. The vision statement is an aspirational, long-term description of Madras that could result from the successful implementation of this Plan:

Madras' position as the hub of River Canyon Country attracts visitors and new residents who appreciate the community's commitment to quality of life. The City's core is a recognizable, vibrant destination with public and private investment in small scale shops, a mix of restaurants, and cultural amenities that reflect the area's diversity.

This vision can be implemented over time through specific, concrete actions, described in **Chapter V**.

When: Phasing Over Time

The City's previous investments have created the foundation for private investment, removing infrastructure barriers and encouraging greater development certainty. The MRC's role is to capitalize on those public investments by spurring a set of catalytic private investment projects. The City will not implement all of the improvements in the area at once; limited resources and private market barriers require prioritization and phasing over time.

The phasing shows the general sequence for the implementation of projects in three categories. MRC-led projects and policies are implemented first as opportunities arise, in the near-term. Placemaking and amenity projects occur in the medium- to long-term as funding becomes available and partners come on board.



Madras Bike & Skate Park

Where: Investment Zones

Different areas within the City of Madras require different types of actions. **Exhibit 10** (on the following page) shows that different strategies are appropriate in different geographies of the District.

- ▶ **North and South Corridors.** Investments in these areas will generate the most TIF in the near term. In these areas, URD participation will hinge on the ability for the City to partner with property owners or developers to generate TIF investment through public support.
- ▶ **Core Investment Area.** Within the core, the MRC's focus will be helping to create a compact, walkable downtown that serves residents and tourists at the same time. The City is capitalizing on the traffic counts flowing down the highway to generate more development that might want to take advantage of highway frontage. In this area, there are some infrastructure issues that hinder development on smaller sites. Given the community's desire for a true downtown in Madras, the City will make proactive investments to help spur development over time, as URD dollars are available.

Exhibit 9 shows the URD investment core, and where the City will focus more proactive investments. The two geographies depicted in this map have different MRC objectives:

- ▶ **Urban Core.** The urban core is where the City should focus on investment in infrastructure that will foster downtown-scale retail, in coordination with business owners and community groups. Given the constrained urban renewal funds, investment in these types of projects is likely to happen in future years and at lower amounts.
- ▶ **Civic Core.** This area is currently home to many key government and retail services. The goal for this area will be to continue to serve the community, but with a greater diversity of services such as professional services, repair shops, health services, childcare, etc.

Exhibit 9. Investment Focus Area

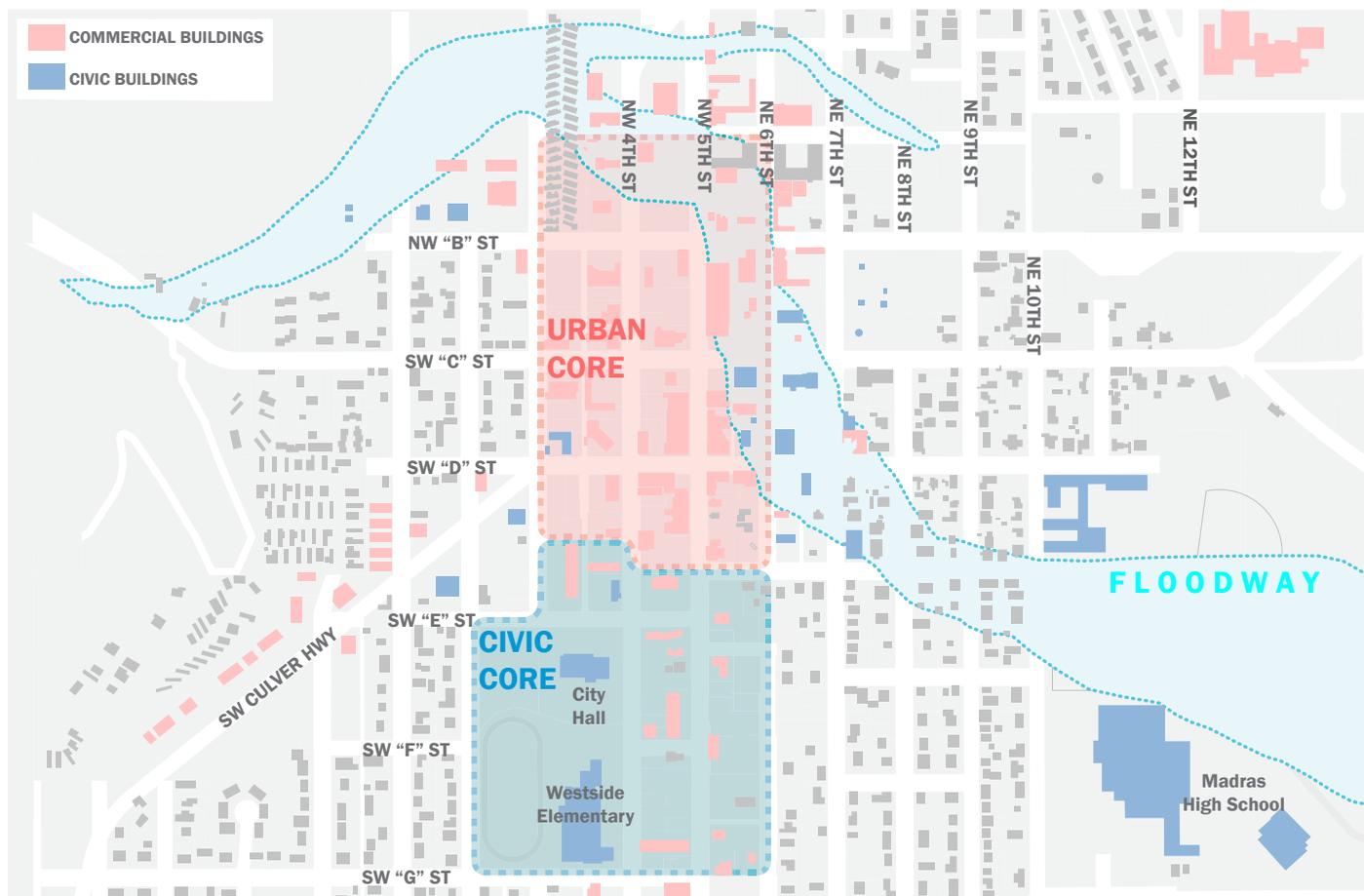
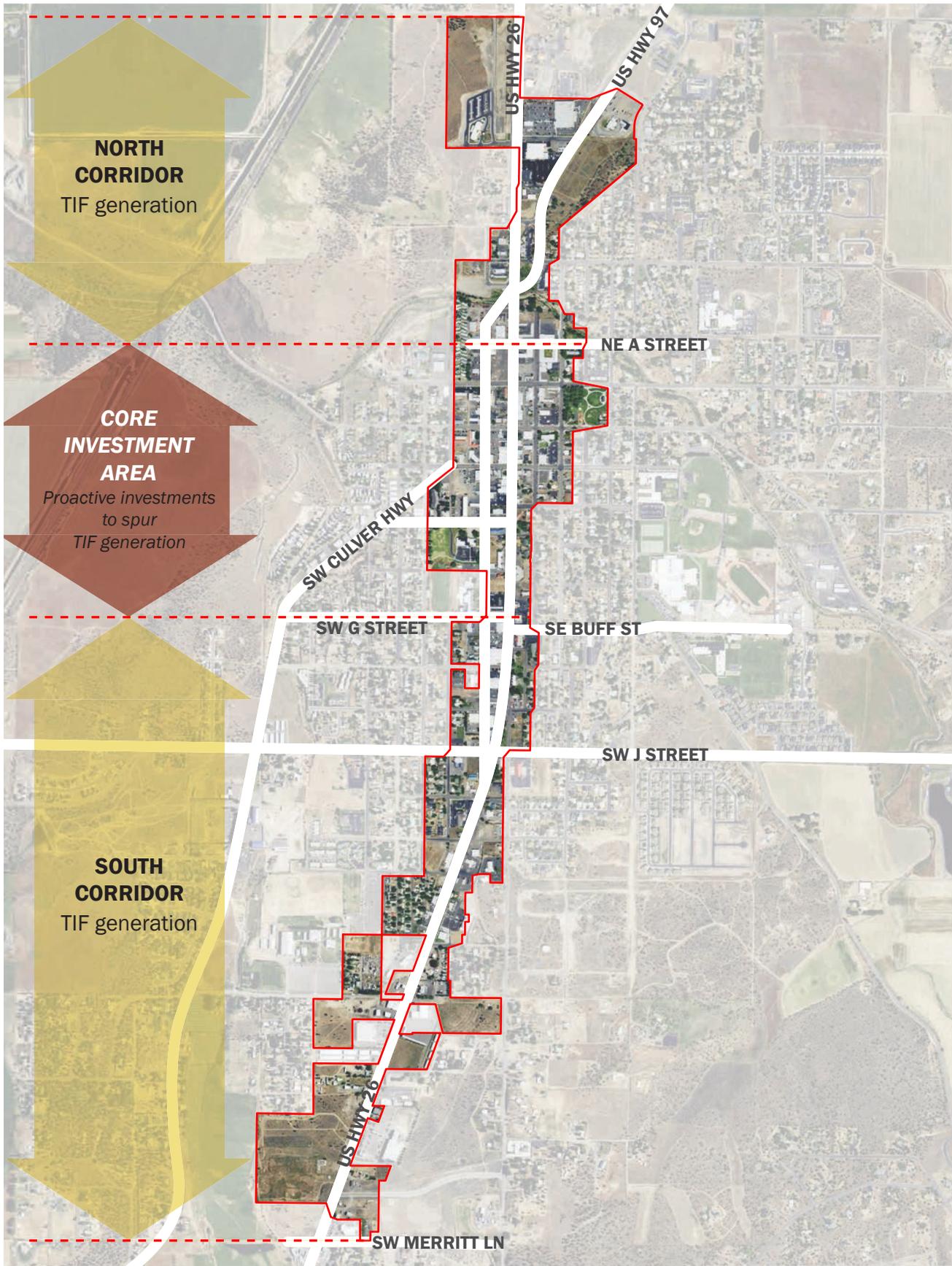


Exhibit 10. Investment Focus Areas



Why/How: Near-Term Investment Criteria

A set of specific criteria informs the Plan's phasing and determines how resources will be expended. MRC developed an initial set of criteria that incorporated the situation assessment findings, community input, and priorities. The criteria articulate a set of near-term outcomes that are needed in the URD. Over time, as the financial situation stabilizes and if the feasibility for new development changes, different criteria can guide the next set of investments for Madras. Any project that the MRC invests in during the near-term should:

- ▶ **Generate tax increment.** The investment will generate more tax increment revenue than the public investment required.
- ▶ **Support development on an underutilized or vacant site.** The investment represents a timely opportunity for investment on a previously underutilized site.
- ▶ **Catalyze additional redevelopment.** The investment is likely to spur additional development on other sites that will not require public investment.

Exhibits 11, 12, and 13 show potential opportunity sites within the three investment zones identified in this framework.



Existing Credit Union site



Example of small-scale commercial development that could occupy the existing vacant parcels surrounding the Credit Union



MRC-owned vacant site



The aesthetic of new office or retail spaces can reinforce and strengthen the character of downtown Madras

Exhibit 11. North Corridor Highway Commercial Opportunity Sites

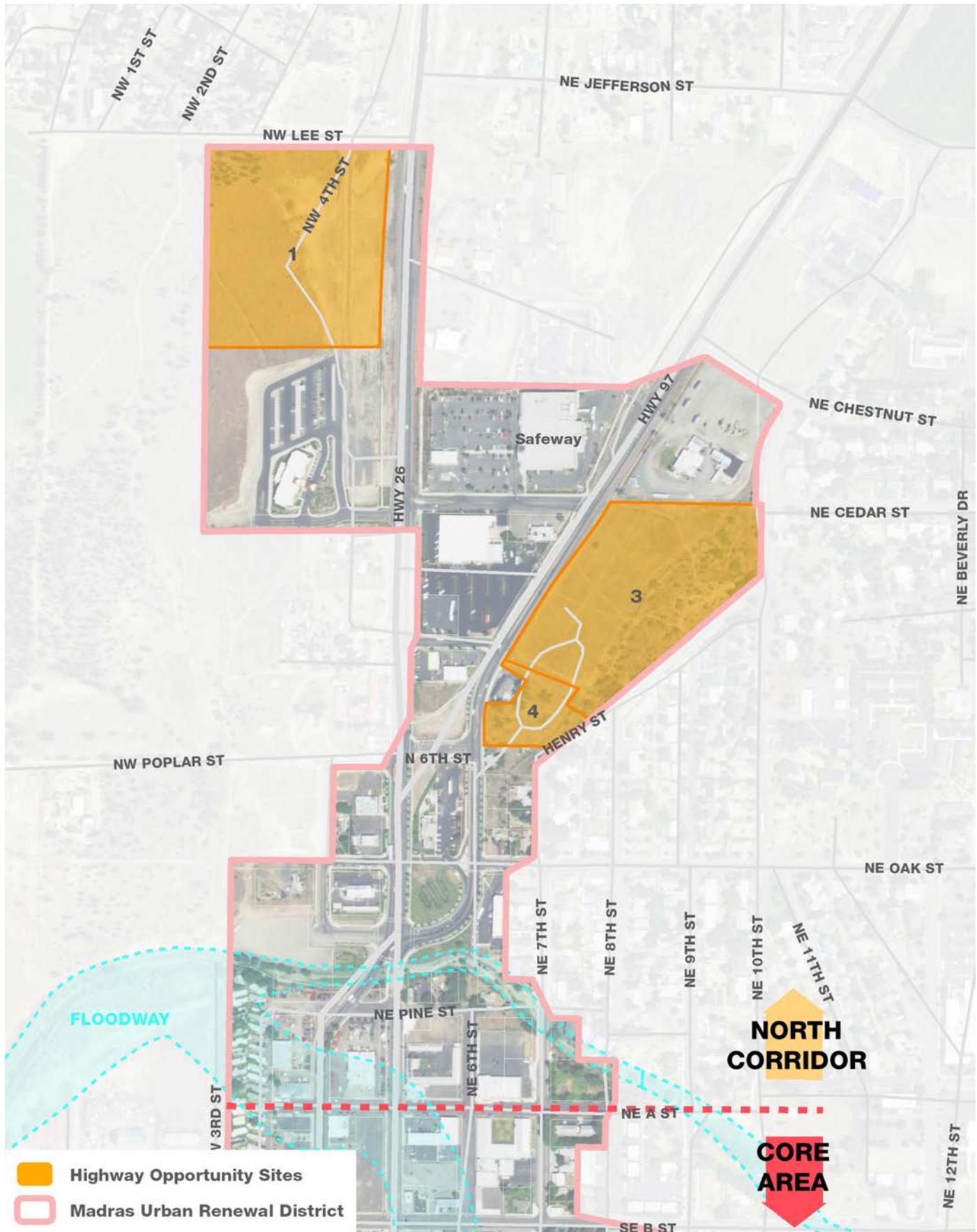
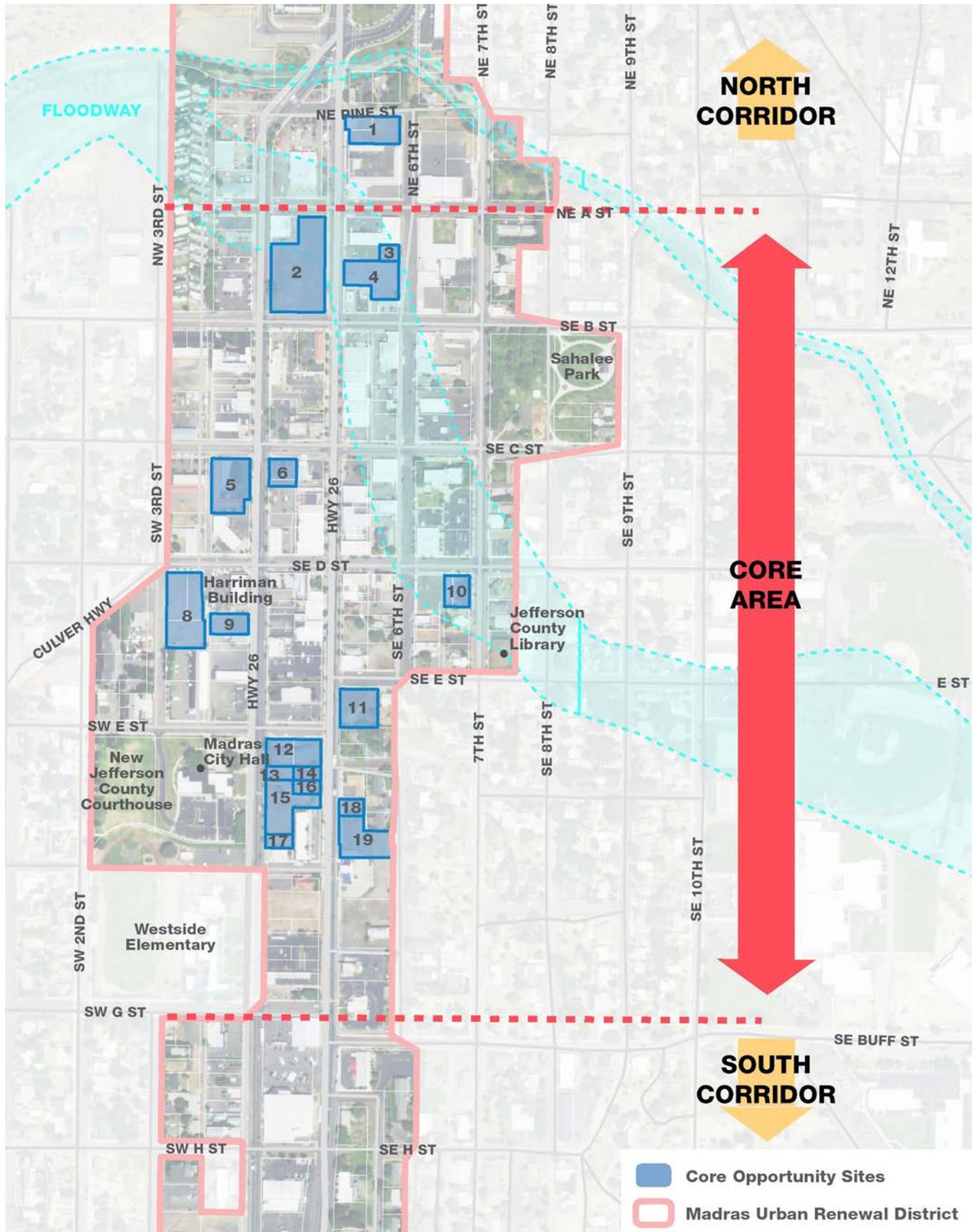


Exhibit 12. Core Area Opportunity Sites



POTENTIAL PROJECT: 4TH AND C STREET

The existing site of the Madras Hotel Motel is considered an opportunity site for future development given its location in the City's urban core and along the couplet and the age of the structures. This diagram shows the amount of development that could occur on the site, given existing development regulations. New development on the site should include visually pleasing buildings that are built directly adjacent to the sidewalk, with parking behind those buildings, as shown in the example images below.



Example of small-scale commercial development that provides an inviting pedestrian environment, including a corner plaza and seating

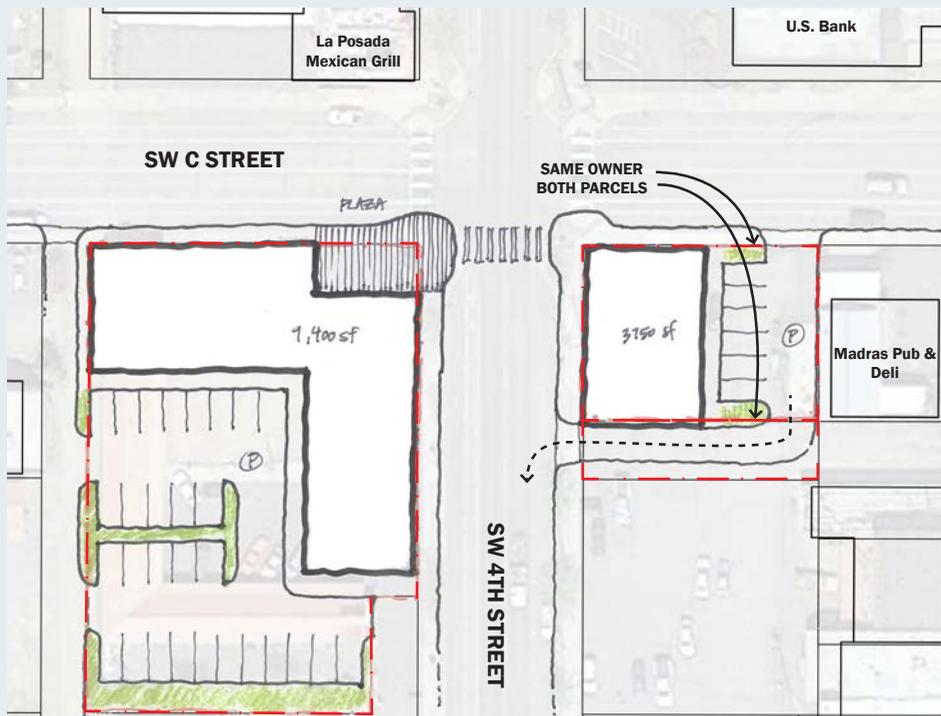


Existing Madras Hotel Motel at SW C Street and SW 4th Street



An example of an active, attractive street frontage

4th and C Demonstration Plan



The eastern parcel could allow smaller-scale retail, like the space above.

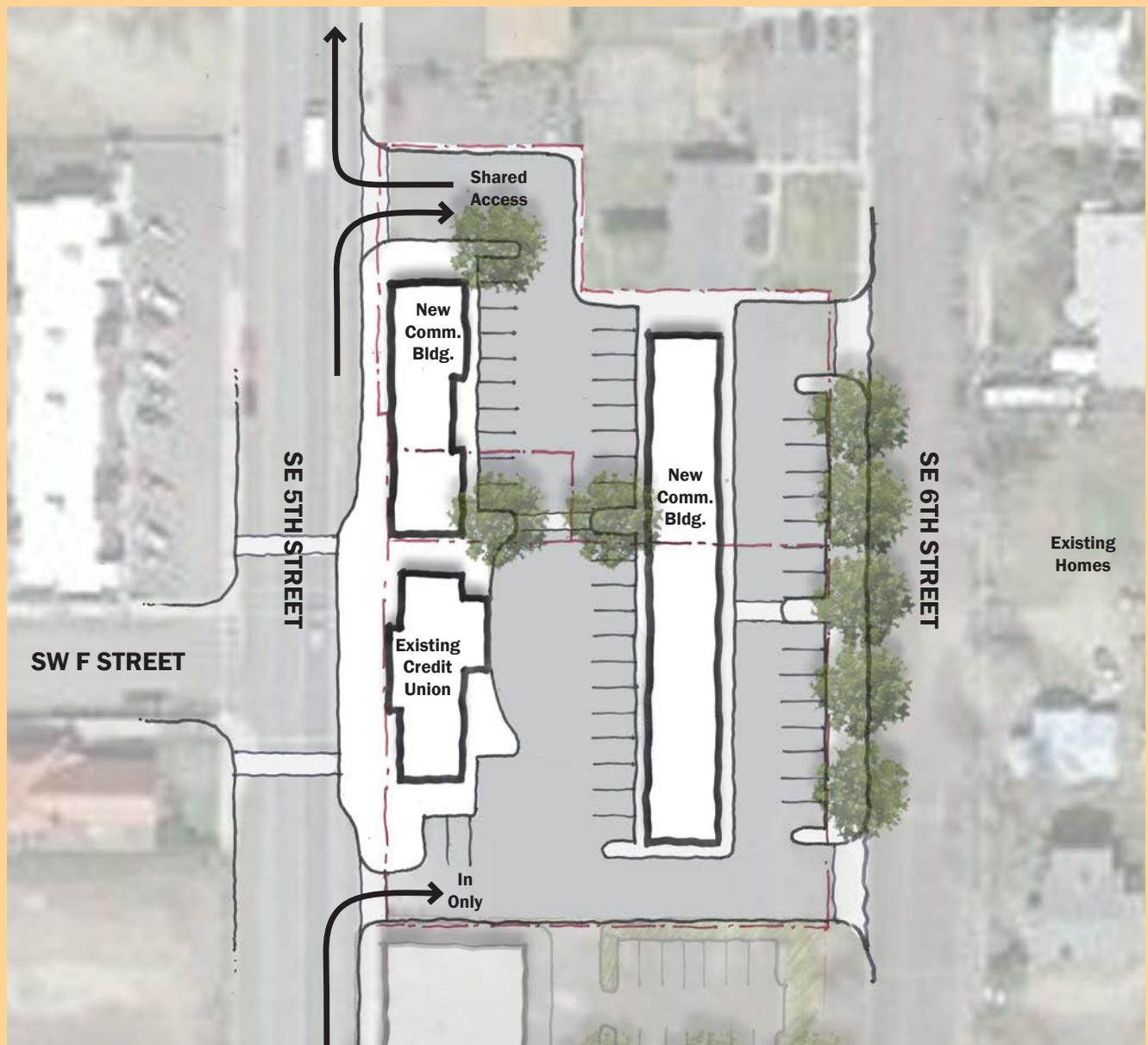
POTENTIAL PROJECT: CREDIT UNION SITE

The MRC-owned property bordering the Mid Oregon Credit Union site at SE 5th and SW F Street was studied for redevelopment in 2007. The demonstration plan below shows the proposed new building footprints as an example of potential development configuration on the site. New commercial development should be buffered from the existing homes to the east with trees or using the existing grade change between SE 5th and 6th streets.



Existing Mid Oregon Credit Union site

5th and F Demonstration Plan



V. ACTION PLAN PROJECTS

With targeted investments and partnerships, Madras could achieve its vision for a more active commercial core. The strategic use of urban renewal funds will clarify the City's desires and vision for the District, and increase private-sector confidence in investing in the District. It will also provide a bridge for pioneering development projects to overcome the significant financial gap in the District. Based on the objectives and criteria outlined in Chapter III, this chapter outlines eight near-term opportunities. Attracting new development to Madras will take a coordinated effort on behalf of the City, businesses, private investors. Because limited public funds are available for capital projects and programs, it is necessary to prioritize these investments. The Action Plan recommends two distinct categories of projects as a way to organize use of public money.

- ▶ **MRC Priority Projects.** These projects, shown in **Exhibit 14**, have the highest community support and/or met all the criteria described in Chapter IV. For most of these projects, the MRC and City will lead implementation. In the case of two projects (F and H), the MRC will provide targeted assistance to a partner to implement the action.
- ▶ **Partnership Projects.** Shown in **Exhibit 15**, these projects ranked low or medium based on the action plan criteria, but nevertheless had moderate community support. While the City and MRC can support these projects when possible, supporting, funding, and commitment from organizations beyond the City will ensure implementation.

The following tables show:

Community Support. These scores are based on how projects were ranked in the surveys of area residents and employees.

Meets Criteria. These scores are based on how the project meets the MRC short-term criteria.

- ▶ **Generate tax increment.** The investment will generate more tax increment revenue than the public investment required.
- ▶ **Support development on an underutilized or vacant site.** The investment represents a timely opportunity for investment on a previously underutilized site.
- ▶ **Catalyze additional redevelopment.** The investment is likely to spur additional development on other sites that will not require public investment.

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Exhibit 14. MRC Priority Projects

PROJECT	RATIONALE	CITY/MRC ROLE AND PARTNERS	COM SUPPORT	MEETS CRITERIA
A Recruit general merchandise store	Top community need, would help to catalyze other development in downtown.	Create recruitment package and target outreach to appropriate retailers. Partners: Chamber, Investors	High	High
B Recruit brewery and/or restaurants	Top community need, not currently provided by existing restaurants, would help to catalyze other development in downtown.	Create recruitment package and conduct outreach Partners: Chamber, businesses, Ag Community, Investors	High	High
C Develop a toolkit to enable the City to 1) be receptive to development opportunities and 2) create ongoing relationships with developers.	Encourages City to nurture relationships with developers and position properties for redevelopment through marketing and decreasing land costs.	Develop marketing approach, create incentive package, track opportunities. Partners: Chamber, Commercial Realtors, Property Owners, Developers	High	High
D Clarify development processes	Removes development barrier and improves perception among development community.	Develop communications materials and identify any necessary procedure changes Partners: Chamber, Local Developers	Low	High
E Explore changes to Façade Improvement Program	Top community desire, supports existing businesses and creates a feeling of “investment” in the area.	Explore methods to restructure program to focus specifically on core area, identify measurable investment parameters, work with community partners. Partners: Property Owners, Downtown Businesses, Chamber	High	Med
F Downtown clean up program	Promotes community ownership of downtown maintenance and allows for creative solutions toward addressing blight in downtown.	Provide targeted funding or other support. Partners: Property Owners, Downtown Businesses, Community Groups	High	High
G Core area sidewalk improvements	Removes a development barrier and supports connectivity.	Plan for and fund sidewalk capital improvements. Partners: Downtown Businesses, Community groups, ODOT	High	Med
H Improvements to pedestrian safety on Highway 26/97.	Improves pedestrian safety and mobility. Improvements include new crosswalks, traffic calming improvements, and lower speed limits. Priority intersections include 4th and E St.	Work with ODOT to identify processes to improve pedestrian safety. Partners: City, ODOT	High	Med

Exhibit 15. Partnership Projects

PROJECT	RATIONALE	CITY/MRC ROLE AND PARTNERS	COM SUPPORT	MEETS CRITERIA
1 Install signage to help people find major attractions and promote businesses.	Promotes downtown Madras as a cohesive destination.	Chamber Partners: City, businesses, community groups	Med	Med
2 Core area beautification: Expand downtown flower and street tree program, install street furniture, explore options for temporary landscaping.	Promotes downtown Madras as a cohesive destination.	City/MRC Partners: Community groups, businesses	Med	Med
3 Increase convenience for visitors by creating a “welcome center” with clean restrooms, dog facility, and information on local attractions.	Promotes Madras as a good stopping place for travelers with good amenities.	ODOT/ MRC Partners: City, Chamber, Central Oregon	Med	Low
4 Work with regional partners to attract more residents to Madras to support the URD's businesses.	Creates opportunities for more customers of URD businesses.	City Partners: Local housing nonprofits, Chamber, businesses	Low	High
5 Create and or support new downtown events in partnership with local community groups to attract residents and visitors to downtown Madras.	Supports local community and promotes celebration of local assets.	Chamber Partners: City, ODOT, community groups, Chamber	Med	Med
6 Support formation of a downtown business association that can market downtown.	Creates a cohesive downtown business community that can support downtown businesses in a way that the MRC, Chamber, and City cannot.	Chamber Partners: Businesses, community groups, MRC, Chamber, RARE Program	Med	Med
7 Increase convenience for visitors by creating a “welcome center” with clean restrooms, dog facility, and information on local attractions.	Fosters entrepreneurship and provide pathways to access capital and other resources.	City Partners: Community groups, EDCO, Chamber	N/A*	Med

*The community survey did not include a question regarding this Project 7.

DETAILED PROJECT SHEETS

A Recruit General Merchandise Store

Why: Rationale	Who: Lead
<p>The need for better general merchandise retail opportunities was the most frequently retail cited need among residents and stakeholders. General merchandise includes any non-food or non-grocery products, such as clothing, outdoor gear, cosmetics, jewelry, and other sundries. In a survey of area employees, a third of employees living outside of the city cited the lack of as a reason why they did not choose to live in Madras. In addition, the commercial development opportunities analysis showed an untapped demand for a general merchandiser. Recruiting a general merchandiser to Madras could help to catalyze other development along the north and south corridors.</p>	MRC
What: Project Description	
<p>The MRC will refine and implement a comprehensive strategy to attract a general merchandiser or a store (like Fred Meyer) that offers general merchandise goods in addition to grocery products. Beginning with the information in the Commercial Development Opportunities Analysis, the City will create a refined “recruitment package” that can serve as a starting point in marketing available sites to potential tenants and developers. The recruitment package will consolidate data regarding market demand, incentives, development processes and permitting information, and the benefits of Madras in one location. This analysis will help the MRC prepare for conversations with potential general merchandise partners on future deal structures and entitlement issues. The MRC will then target outreach to appropriate retailers.</p>	
How: Implementation Steps	<p>Create Recruitment Package. The Commercial Development Opportunities Analysis provides much of the following information, but some additional research may be needed:</p> <ul style="list-style-type: none"> ▪ Market demand: <ul style="list-style-type: none"> - Definition of trade area - Demographics (population, households, average HH income, median HH income, growth trends) compared with the retailers’ site & demographic criteria ▪ Competitive advantages: <ul style="list-style-type: none"> - Retail leakage information on unmet retail demand within specific categories - Possible capture rate from tourists and employees - Competitor analysis ▪ Retailer perspective: <ul style="list-style-type: none"> - How Madras meets the retailer’s business needs and wants - Data on specific consumer preferences ▪ Incentives available: <ul style="list-style-type: none"> - The materials should describe the type of assistance that could be available, including low-interest or forgivable loans, infrastructure assistance, or grants. This funding should be tied to the investment criteria in the plan to ensure that the proposed development meets community needs. ▪ Development sites: Each retailer will have a specific set of site requirements, but the MRC can bring information from this action plan that helps to identify sites that would be suitable for new retail. A 20,000 square foot general merchandiser will be looking for a site that is two to three acres in size. <p>Target outreach to appropriate retailers.</p> <ul style="list-style-type: none"> ▪ Consider attendance at International Council of Shopping Centers events. The MRC can bring summarized, refined findings of the information in a set of materials for prospective investors. More information on approaching these types of conventions can be found at icsc.org ▪ Identify attraction/recruitment specialist. The MRC should consider working with a reputable retail recruiter to market the URD with potential retail brands and guide the MRC through this process.

	<p>Examples of retail site analyst firms include Retail Research Group, the Retail Coach, and Buxton Co.</p> <ul style="list-style-type: none"> ▪ Support any existing retailers that are ready to expand their lines of business or size of their stores. <p>Identify opportunities for Public-Private Partnerships</p> <p>Using the development toolkit identified in Project C, identify possible sites, and work with property owners to make sites available when an interested retailer is ready to invest. Market these sites to brokers and others.</p>
When: Phasing	Short-term, high priority
Partners	Chamber
Funding Considerations	<p>Staff time for outreach</p> <p>Consulting contract with recruiter and to produce marketing materials (if done in house, then the cost is just staff time and printing costs)</p> <p>Incentives package for individual developments</p>

B Recruit Brewery

Why: Rationale	Who: Lead	
<p>The recruitment of a brewery to downtown Madras was a high priority among survey respondents and could help to spark other investments in downtown by capturing business from visitors. At the same time, a larger production brewery facility would create jobs in Madras that would help to recruit new residents to support other District businesses.</p>		MRC
What: Project Description		
<p>The MRC will work to recruit a brewery to Madras our unique assets. There are generally two categories of breweries: small production facilities or brewpubs (under 5,000 square feet and around \$700,000 in investment) and larger production facilities (around 10,000 square feet, and \$2 million in investment).¹</p>		
How: Implementation Steps	<ul style="list-style-type: none"> ▪ Issue identification and initial connections. <ul style="list-style-type: none"> - Hold meetings with Central Oregon brewery representatives to understand needs. - Identify and work with possible brokers or consultants to position Madras. There are consultants that work exclusively with breweries to help to identify potential growth opportunities and manage the brewery startup process. The MRC could consider working with one of these consultants to identify potential brewery partners and market the MRC's offerings. - Explore partnerships with the agricultural community, including the Mecca Grade Malt operation north of Madras. - Based on these conversations, identify sites that meet brewery requirements. These include, truck loading, a site with topography for gravity flow, and adequate power and water supply. ▪ Create brewery recruitment collateral. Develop summary of Madras' advantages for a brewery, including: high quality water, lack of competition, low cost of doing business, quality of life, through traffic, existing businesses (including Malt Grade's estate malt operation). The material should include the following: <ul style="list-style-type: none"> - Letter of introduction including compelling reasons why downtown Madras makes sense for their business. - General information and photos of the community highlighting its assets. - Current downtown market position and goal statements. - New developments demonstrating public and private investment downtown. - Trade area geographic definition and demographic and lifestyle data. - Non-resident consumer data (including daytime population and tourism visitation). - Major employers and institutions. - Vehicle and pedestrian traffic volume. - Mix of existing retail, service, dining, housing, office, and lodging in the market area. - Press coverage and testimonials highlighting success stories. - Downtown opportunity sites (based on information gathered in the first step). - Summary of city and other public incentives and other business assistance available in the business district. ▪ Identify leads. Use the information above to contact emerging entrepreneurs, existing businesses, and brewery consultants. In addition, the MRC should consider hiring a brewery consultant to contact successful existing breweries in other locations that may be interested in expanding or even relocating to new locations to take advantage of potential new markets – or, know of former employees, business partners, or other potential recruited individuals who would be interested in a 	

¹ Conversation with Tomas Sluiter, Brewery Consultant.

	<p>starting another brewery.</p> <ul style="list-style-type: none"> ▪ Send letters of introduction and make recruitment calls. Document these calls meticulously. ▪ As opportunities arise, identify suitable sites, work with property owners to make sites available, and negotiate a public-private partnership.
When: Phasing	Short-term
Partners	Chamber, businesses, ag community, investors
Funding Considerations	<p>Marketing materials</p> <p>Staff time for outreach</p> <p>Incentives package for individual developments to be determined</p>

C Development Recruitment Toolkit

Why: Rationale	Who: Lead
<p>Technical analysis and outreach point to a need for new development in Madras, and specifically in the Urban and Civic Core. In open houses and community surveys, Madras residents and downtown stakeholders discussed a strong desire for a more vibrant “heart” in Madras that includes new retail opportunities, more attractive storefronts, and a more visible center for the community. New development generates revenues needed to support future investments.</p> <p>However, downtown Madras’ development market and existing development create barriers to site development and reduce development feasibility. Most of the recent new development in the District has therefore been incented through public investments. A targeted developer outreach strategy and predevelopment program could help to focus investments in the core and create a more vibrant market that may not need as much support in the future.</p> <p>Findings from outreach and analysis will provide fodder for attracting new private investment in the District. One of the City’s key assets is relatively low-cost vacant and undeveloped land. The Action Plan includes an inventory that can be a helpful starting place for connecting interested developers with potential projects.</p>	MRC

What: Project Description

This action creates a system for developer outreach and opportunity tracking. It also outlines targeted development assistance in the form of MRC grants/loans and predevelopment assistance.

<p>How: Implementation Steps</p>	<ul style="list-style-type: none"> ▪ Develop a consistent approach to marketing to developers, brokers, and property owners. <ul style="list-style-type: none"> - Hold an annual or bi-annual developers / brokers roundtable program to bring together development community representatives, gather their input on how the development market is changing, and provide them with information about available properties and the development support programs that the City provides. Invite developers from around the region to attend, including Portland-area development entities. - Develop and maintain a set of marketing materials regarding development opportunities and City / MRC programs to support new development. - Maintain relationships with key property owners to understand their plans for improvements or changes to their properties. ▪ Target MRC grant/loan funding. <ul style="list-style-type: none"> - Support potential investors or property owners as they consider redevelopment of their properties in uses that match the vision for the District. This support may take the form of predevelopment assistance (see below) or grants or loans to underwrite construction costs. - Ensure that those investments are financially sound by evaluating tax increment revenues associated with new development and comparing them to the upfront public investment necessary to catalyze development. Consider using a predevelopment agreement (a legally-binding agreement between the City and a developer or property owner) to ensure that public goals are met and to provide certainty to the private partner. ▪ Continue to evaluate opportunities to sell or redevelop City and / or District-owned properties; consider opportunities for redevelopment on other publicly-owned properties. Catalyzing redevelopment is easiest on sites that are publicly-controlled. With site control, the City could release an RFP to identify developer and partners and develop a conceptual plan for the site. <ul style="list-style-type: none"> - Carefully consider whether the sites are well-located for catalyzing redevelopment in the core. If not, selling them could help to capitalize urban renewal funds and provide financial resources to support other projects.
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	<ul style="list-style-type: none"> - If any sites are appropriate for redevelopment, carefully consider public-private partnership to move the project forward. The public sector will have the greatest leverage near the beginning of a market cycle (not at the peak, as it appears to be at the time of this Action Planning process), when construction costs are lowest and when developers are seeking new projects. ▪ Track opportunities to pursue property acquisition in the core area. If a suitable opportunity arises, the MRC can help prepare the parcel for sale/redevelopment; master plan for new retail and services destination. <p>Predevelopment assistance. The City can work with a developer or property owner to assist with typical due diligence issues (site design or engineering, property consolidation, market analysis, permitting, financial analysis), to help catalyze projects that align with the goals of the Action Plan.</p>
When: Phasing	Near-term, with ongoing attention throughout the life of the URD
Partners	Developers, property owners, brokers, development financiers, Chamber
Funding Considerations	Staff time to convene local developers and put together systems to track development opportunities. Specific incentive levels will be determined through negotiation on individual development proposals.

D Clarify Development Processes

Why: Rationale	Who: Lead
<p>Stakeholder outreach conducted as part of this Action Plan process uncovered a sentiment among some that the City's development processes permitting, development fees, etc. are overly complicated and expensive, and may be driving away or stopping new development from occurring. A review of the City development processes and regulations by property owners, realtors, developers and Chamber will provide feedback to City staff on any necessary changes to the City development processes and standards. A review of systems development charges led by City staff found that Madras' fees are cost competitive with other cities in Central Oregon.</p>	
What: Project Description	
<p>Clearly document the steps in the development permitting process, fees involved, and other requirements. The purpose of this project is to clearly document, share data, and inform stakeholders regarding how Madras' processes work, development regulations, where funds go, and how its development fees stack up to surrounding communities, so that lack of clarity around development processes cannot act as a hindrance to development.</p>	
How: Implementation Steps	<ul style="list-style-type: none"> ▪ City staff is to hold an annual meeting to review the City's development processes, regulations, and fees, and solicit feedback from property owners, realtors, developers, and financiers ▪ Develop communications materials (web content and brochures) ▪ Work with counter planning staff to ensure consistency in communication and application of all requirements. Consider using the "Development Ready Communities" framework developed for jurisdictions in the Portland Metro area. ▪ Evaluate options to provide MRC financial assistance for projects that meet certain public goals based on a performance standard.
When: Phasing	Short-term
Partners	Local property owners, realtors, developers, financiers
Funding Considerations	<p>Staff time hold annual meeting to review development processes, regulations, and fees. Staff time to develop materials and update website content. Staff and City Attorney time to amend City ordinances in response to stakeholder feedback Printing costs</p>

E Explore Changes to Façade Improvement Programs

Why: Rationale	Who: Lead
<p>Building maintenance and façade improvements were key themes from Action Plan community outreach. Improving the look of businesses can be important to ensuring that the business captures its market share; however, these investments can be challenging for small businesses to finance. This is particularly challenging for tenants, who do not own and control their properties. The City has made investments to support façade improvements in the past, but could do more to ensure that these investments are made equitably and are truly targeted to achieve public goals.</p>	MRC
What: Project Description	
<p>Consider adjustments to the structure of existing Madras storefront improvement programs. Options include:</p> <ul style="list-style-type: none"> ▪ Focus improvements on the core area. Limiting grant-eligible properties to just the core and civic areas of the URD. Other areas could continue to be eligible for storefront improvement loans. ▪ Adjust criteria. New criteria for eligibility could be based on the visibility of the building and impact of the improvements on the overall appearance. ▪ Provide financial assistance for building maintenance. If there are buildings in the core area that are not in need of a complete façade renovation but need maintenance, financial assistance could be extended to property owners for such work. Building maintenance costs are often less than a complete façade renovation and ensure buildings in the core area are attractive and consistent with the vision for the URD. ▪ Change grant specifics. This could involve changing the maximum grant allowed, adjusting the grant/loan balance, and the required or desired financial contribution from a property owner. Another option could be to offer the services of an approved architect to work with owners to develop plans. ▪ Target specific properties. In addition to the rolling application process, staff will identify specific buildings that might benefit from Urban Renewal investment and approach property/business owners with a proposal for improvements. ▪ Allow tenant improvements. These adjustments could allow small businesses/building owners and would help to fund electrical upgrades, ADA compliance, and other infrastructure that are critical to opening/maintaining a business. 	
How: Implementation Steps	<ul style="list-style-type: none"> ▪ Develop and adopt Façade Improvement and Building Maintenance investment policies. Review similar policies of urban renewal districts around the state as a starting place. Implications from this review will inform changes the City makes to program materials and website content for these programs. ▪ Identify potential changes to the existing programs to improve participation and ensure more targeted investments. Focus on projects that increase building value, appearance and marketability, including cosmetic improvements (e.g. paint or awnings). ▪ Initiate conversations with property owners and brokers to ensure the revisions and policies are responsive to area needs. ▪ Edit program materials and website content to state adjusted program parameters.
When: Phasing	Short-term
Partners	Property Owners, Businesses, Realtors, Chamber
Funding Considerations	Laying out the options for annual budget allocations for these programs will be the subject of future MRC meetings.

F Downtown Clean Up Program

Why: Rationale	Who: Lead
<p>Public outreach results show that Madras residents are concerned with the cleanliness and maintenance of their downtown corridor. Cleanliness in the physical environment affects their sense of pride and safety. Further, a tidier downtown would better appeal to tourists and incentivize motorists to stop in Madras rather than passing through.</p>	<p>The MRC / Community Groups</p>
What: Project Description	
<p>Community-based cleanup of the core of Madras would foster community ownership of downtown through maintenance (the removal of garbage, graffiti cleanup, power-washing, weeding, etc.) as well low-cost improvements to improve the area's appearance (murals, tree plantings, small-scale painting projects, etc.).</p> <p>Options for this program could include one or more of the following:</p> <ul style="list-style-type: none"> ▪ An annual or semi-annual volunteer cleanup program that would last half a day and be sponsored by the City and/or local businesses to provide food and materials. The annual or semi-annual clean-up efforts could be completed before the Memorial Day weekend and/or before the City hangs the holiday lights on the street trees in November of each year. An example is the City of Astoria's Earth Day Clean Up. http://www.astoriadowntown.com/News/1085. ▪ A small committee that would commit to different aspects of downtown cleanup on a regular basis (for example, monthly). ▪ Hire low-cost parole and probation work crews to do some of this work on an ongoing basis. ▪ Program to improve appearance of vacant lots with simple things like wildflower seeding or even low hedges to screen from sidewalks. ▪ Work with the City to explore street sweeping schedule and coordinate with volunteers. 	
How: Implementation Steps	<ul style="list-style-type: none"> ▪ Explore partnerships with local groups ▪ Identify funding sources ▪ Identify ongoing projects
When: Phasing	Short-term
Partners	Community groups, businesses, Chamber, City, local philanthropic organizations
Funding Considerations	The cost for sponsorship and materials would likely be low. The main consideration for this program is the level of effort required to organize an event and the ability for such an event to attract volunteers.

G Core Area Sidewalk Improvements

Why: Rationale	Who: Lead
<p>Improving sidewalks in the core area and completing the sidewalk network was a high priority for community members. Addressing these needs can help to make the area more accessible for pedestrians and support connectivity. While the City's sidewalk Ordinance places the responsibility for sidewalk maintenance upon the adjacent property owner, City provision of sidewalks adjacent to core area opportunity sites can remove a development barrier for potential developers. The City has received complaints about uplifted sidewalks that are in need of repair. Many times, the sidewalk damage has been caused the roots of a street tree.</p>	<p>City of Madras</p>

What: Project Description

This project will be implemented using two existing City programs:

- Sidewalk Repair Grant Program. The MRC understands the burden to businesses' to repair their adjacent sidewalks due to damage caused by street trees and wants to provide relief to the property owner by providing assistance through the Downtown Sidewalk Repair Grant. More information can be found at <http://ci.madras.or.us/index.php/city-business/public-works/sidewalk-grant-program/>

Capital Improvement Program. The City actively manages a set of capital improvement projects which include future investments in sidewalks. The map below shows the status of existing sidewalks. Streets with a directional classification mean that sidewalks are only present on one side of the street.

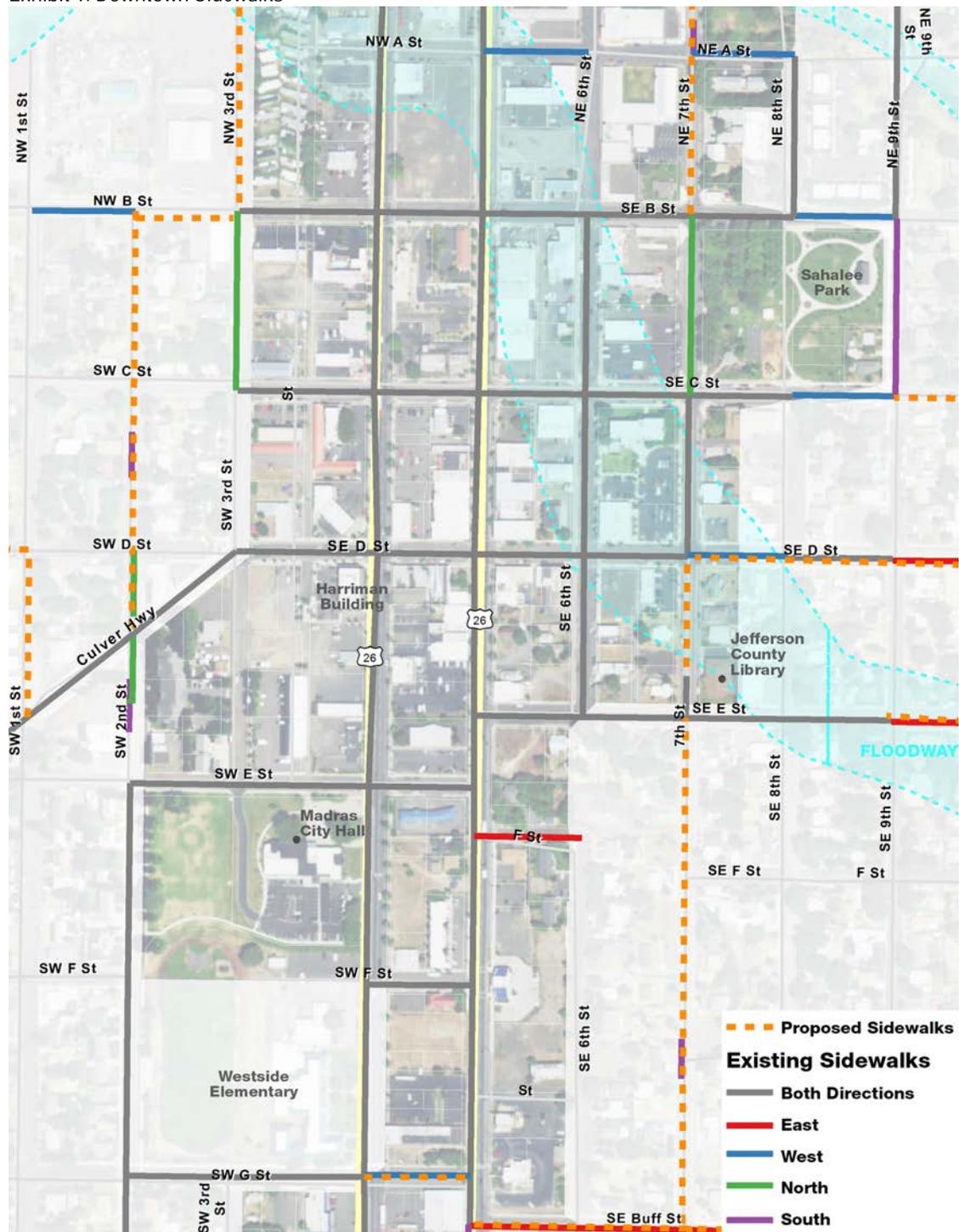
- Exhibit 1 shows the designation of sidewalks in the core area. The biggest gaps exist along north-south streets.

In addition, the City should check that its existing palette for new trees includes street trees allow enough growing space to avoid root heave.

<p>How: Implementation Steps</p>	<ul style="list-style-type: none"> ▪ As part of the process described in Project H, partner with the City and ODOT to repair sidewalks along the U.S. 97/26 couplet. ▪ Identify locations for new street tree plantings. ▪ Continue to plan for and fund sidewalk capital improvements. ▪ Market sidewalk grant program to property owners located in the core area that have the highest levels of damage.
<p>When: Phasing</p>	<p>Short-term to Mid-term</p>
<p>Partners</p>	<p>Downtown businesses, Local community groups, ODOT</p>
<p>Funding Considerations</p>	<p>Funding sources include the City of Madras Capital Improvement funds and MRC Sidewalk Repair Grant funds</p>

The map below shows the status of existing sidewalks. Streets with a directional classification mean that sidewalks are only present on one side of the street.

Exhibit 1. Downtown Sidewalks



Source: City of Madras GIS

H Improvement Pedestrian Safety on Highway 26 / 97

Why: Rationale	Who: Lead
<p>Traffic on the Highway 26/97 couplet presents many challenges to pedestrians who wish to access businesses in downtown Madras. About 13,000 vehicles per day travel through Madras' core on the US 26/97 couplet.² The highways act as a barrier, creating challenges with creating a contiguous business district and a place that feels like a "core" of the City. Improving pedestrian safety along this corridor was a high priority in the Action Plan public outreach process. There have been two significant vehicle-pedestrian accidents at 5th and D Street and 4th and D Street. Additionally, the Dance Studio at 4th and E and the Kids Club at Westside Elementary School generate a lot of traffic weekdays between 3 and 6 p.m.</p>	<p>City of Madras</p>

What: Project Description

Improvements should be focused in the core area, and could include new crosswalks and traffic calming strategies such as curb extensions, road diets (in coordination with ODOT), street trees, and on-street parking. Priority intersections include 4th and E St., and other un-signalized intersections or crossings. The City of Madras will work with ODOT to identify processes to improve pedestrian safety.

<p>How: Implementation Steps</p>	<ul style="list-style-type: none"> ▪ MRC will convene key stakeholders from the business community, Library, School District, City, County, Kids Club, and other community groups to meet with ODOT to identify viable pedestrian crossing and other improvements. This discussion should begin by documenting key pedestrian destinations and possible new development sites in the core area, identifying specific needed improvements at key intersections. ▪ With information from that discussion in hand, consider pursuing an ODOT Transportation Growth Management Grant that would allow a more detailed study of transportation issues in this corridor. This process would enable the City to work with ODOT to document necessary investments, feasibility for improvements, and an appropriate phasing strategy.
<p>When: Phasing</p>	<p>The community process should be near term, but it is likely to take several years for improvements to take place. Some improvements may be phased with new development.</p>
<p>Partners</p>	<p>ODOT, City, School District, Kids Club, Businesses</p>
<p>Funding Considerations</p>	<p>No near term funding is likely available through the MRC, but a TGM grant could provide funding for a more detailed study of these issues.</p>

² Summary of Trends at Automatic Traffic Recorder Stations, 2014. http://www.oregon.gov/ODOT/TD/TDATA/tsm/docs/Summary_2014.pdf

VI. IMPLICATIONS

The City is well positioned to overcome its barriers and achieve growth. Successful implementation of the actions in this Plan will require the collective and coordinated investments of many individuals and organizations. As a summary, the actions described in the Plan seek to improve competitive position by building on the City's many advantages: its position at the hub of River Canyon Country and in the center of many transportation connections, its small-town feel, its diversity, and the investment in amenity that the City has already made. To do so, it must overcome the key development challenges identified in the analysis. At the highest level, here's how the Plan does that:

IDENTIFIED DEVELOPMENT BARRIER OR RETAIL NEED	ACTION PLAN RESPONSE
Lack of a "heart" for the URD	Concentrates proactive investment in an identified "core area"
Traffic through the City	<ul style="list-style-type: none"> ▶ Recognizes some of this traffic as an opportunity, and recommends attractions and new businesses to capture greater sales ▶ Recognizes that improvements at the North and South Ys have already improved flow ▶ Creates a core that includes east-west streets as well as the highway couplet, to get some traffic off of the highway in a more walkable and urban environment
Floodway limits development opportunities	<ul style="list-style-type: none"> ▶ Clearly identifies development opportunities that the floodway does NOT impede ▶ A coming floodway remapping process is likely to change the location of the floodplain; Plan recognizes the need to revisit development opportunities through this process
Weak market	Action Plan recognizes the need to support new development in a weak market, and prioritizes those projects that will catalyze additional new development
Need to target "missing" market segments to reduce retail leakage	Actions include a focus on creating opportunities to keep local dollars local (through attracting a general merchandise retailer) and to capture new sales and new development (through attracting a brewery or distillery and creating a more recognizable core for the City)

APPENDICES

A. OUTREACH SUMMARY

B. PROGRESS REPORT

C. COMMERCIAL DEVELOPMENT OPPORTUNITIES REPORT

D. FINANCIAL ANALYSIS

Central Oregon SDC Comparison

12/1/2015

System Development Charge	Madras Population 6,265*		Redmond Population 27,050*		Prineville Population 9,385*		Bend Population 81,310*		La Pine Population 1,670*		Sisters Population 2,280*	
Water***	\$ 832.00	Per EDU	\$ 2,407.00	Per Water Meter Size	\$ 3,094.32	Per EDU	\$ 4,868.00	Per EDU	\$ 1,405.00	Per EDU	\$ 128.30	Per Fixture Unit
Wastewater***	\$ 5,010.00	Per EDU	\$ 3,366.00	Per Water Meter Size	\$ 4,625.68	Per EDU	\$ 3,699.50	Per EDU*	\$ 5,700.00	Per EDU	\$ 185.47	Per Fixture Unit
Transportation	\$ 3,466.00	Per Peak Hour Trip from 4-6 PM of adjacent traffic.	\$ 3,876.00	Per PM Peak Hour Trip	\$ 3,926.04	Per PM Peak Hour Trip	\$ 4,928.00	Per per dwelling Unit Residential	\$ -	N/A	\$ 1,016.00	Per PM Peak Hour Trip
Parks	\$ 1,775.00	Per Building - applies to commercial, industrial and residential	\$ 2,672.00	Per Dwelling Unit -applies to residential development only	\$ 1,887.00	Per Dwelling Unit - applies to residential development only (collected for Parks and Rec District)	\$ 6,476.00	Per Dwelling Unit - applies to residential development only (collected for Parks and Rec)	\$ -	N/A	\$ 613.00	Per Residential Dwelling Unit
Storm	\$ 209.00	Per 3000 SF of Impervious	\$ -	N/A	\$ -	N/A	\$ -	N/A	\$ -	N/A	\$ -	

*Per PSU 2015 Estimated Population Forecast
 ***5/8" Meter

Land Use 210 - Single Family Detached Dwelling	Madras	Redmond	Prineville	Bend	La Pine	Sisters
2,500 Square Foot Residential House on a 7,500 SF lot with a 5/8" Water Meter, 4" Sewer Service, 3,000 square feet of Impervious Surface, 24 Water Fixture Units and 22 Sewer Fixture Units	\$ 11,292.00	\$ 12,321.00	\$ 13,533.04	\$ 19,971.50	\$ 7,105.00	\$ 8,788.54

Land Use 720 - Medical Dental Office Building (3.57 Trips per 1,000 SF)	Madras	Redmond	Prineville	Bend	La Pine	Sisters
4,500 Square Foot Dentist Office. 1.5" Water Meter, 6" Sewer Service, 12,000 square feet of Impervious Surface, 22 Water Fixture Units and 23 Sewer Fixture Units	\$ 87,502.29	\$ 91,132.94	\$ 101,671.83	\$ 67,974.00	\$ 35,525.00	\$ 23,410.45

Land Use 110 - General Light Industrial - 0.97 Trips per 1,000 SF. (Redmond uses 0.91)	Madras	Redmond	Prineville	Bend	La Pine	Sisters
15,000 Square Foot Computer Assembly building. 1" water meter, 6" sewer service, 30,000 square feet of Impervious Surface, 22 Water Fixture Units and 23 Sewer Fixture Units	\$ 68,900.30	\$ 67,339.90	\$ 76,423.88	\$ 70,187.00	\$ 17,762.50	\$ 21,871.21

*Bend SDC rate is based on 25 employees not TGSF for Land Use 110

Land Use 812 - Building Materials and Lumber (4.49 Trips per 1,000 SF)	Madras	Redmond	Prineville	Bend	La Pine	Sisters
10,000 Square Foot Lumber Store. 1" water meter, 6" Sewer Service, 40,000 square feet of Impervious Surface, 22 Water Fixture Units and 23 Sewer Fixture Units.	\$ 174,790.07	\$ 188,464.90	\$ 195,579.20	\$ 140,691.00	\$ 17,762.50	\$ 52,798.25