

# Scope of Work

## Madras Revitalization Plan

2014

### Project Background

The City of Madras established an Urban Renewal District and adopted an Urban Renewal Plan for the downtown in July 2002 with the goal of meeting the City's economic development objectives through rehabilitation of older and historic structures, redevelopment of key sites, improving transportation and utility facilities in the renewal area, assisting with the construction of needed public facilities, and creating public amenities. To assist in the implementation of the Urban Renewal Plan, the City developed an initial Urban Revitalization Action Plan (Action Plan) in 2005.

Since that time, over \$3.4 million has been spent of the District's \$14 million Maximum Indebtedness on projects, including but not limited to, property acquisition and remediation, building façade improvements, infrastructure improvements, parks and open space improvements, and financial assistance for a new hotel and movie theater. Beginning in 2010 circumstances has changed within the District as a result of the larger economic recession. In particular, the District's tax collection rate has been reduced by 20% and property values have significantly declined. Fiscal Year 2015-2016 will be the first year that property values will increase in the District since 2010 which in turn will be the first year the District has projected additional tax increment revenues. For these reasons it is the desire of the Urban Renewal District to update the 2005 Action Plan.

The Madras Redevelopment Commission (Agency) wishes to contract with a consultant or consultant team to lead the Agency in a strategic planning process to update the 2005 Action Plan. The updated Action Plan will be grounded in new financial and market analysis as well as public engagement to guide the Agency's activities and investments for the next ten years. The process will result in the creation of a comprehensive ten-year Action Plan that will:

- Describe and evaluate the Agency's current urban renewal plan, projects, financial commitments, bonding capacity, bond covenants, and schedules.
- Identify projects from the 2005 plan that are yet to be completed, and identify additional projects recommended to revitalize downtown, with a focus tax revenue generation.
- Identify strategic directions, partnerships, and tools that will assist in assessing future opportunities for retail in downtown Madras.
- Establish guiding principles for future investments. Include tax increment generation as a key criterion for investment.

Relevant documents can be found online at:

- City of Madras Urban Renewal Plan (2002)  
[http://ci.madras.or.us/files/1714/2257/7898/Urban\\_Renewal\\_Plan\\_and\\_Report\\_reduced.pdf](http://ci.madras.or.us/files/1714/2257/7898/Urban_Renewal_Plan_and_Report_reduced.pdf)
- City of Madras Urban Revitalization Action Plan (2005)  
[http://ci.madras.or.us/files/7414/3645/4860/Madras\\_Urban\\_Revitalization\\_Action\\_Plan\\_WalkerMacy\\_2006.pdf](http://ci.madras.or.us/files/7414/3645/4860/Madras_Urban_Revitalization_Action_Plan_WalkerMacy_2006.pdf)

## Proposed Scope of Work

### Task 1 – Project Management

The Consultant's work will begin with a kick-off meeting with Agency staff to review the scope, schedule, roles and responsibilities, communications protocols and expectations – particularly around how to manage potential changes in the project goals, desired outcomes, or scope of work.

#### Task 1.1 Define Project Management and Public Engagement Protocols

Prepare a Project Management and Public Engagement Plan that includes the following:

- Project Timeframe – A project schedule including milestones, public meetings, and product review timeline.
- Communications expectations and protocols among the project team (staff and consultants)– Identification of project leads, roles and responsibilities, and description of communication and review processes.
- Change Management Process – Description of the process that will be used to address potential changes that have an impact on the project scope.
- Data needs - Consultant will identify any additional data needed to inform the project.
- Approach to public engagement – The Agency and Consultant team will partner in implementing the public engagement plan, but the consultant will take the lead in developing the approach to public engagement. The Project Management and Public Engagement Plan will define when and how various stakeholder groups and the general public will be engaged in discussions, and which team members will play roles in organizing and facilitating those meetings.

#### Task 1.2 Project Meetings

- Project Kick-off Meeting – Consultant will lead a kick-off meeting with the Agency work team to review project scope, schedule, public involvement, communication protocols, meetings, deliverables, and to review expectations, roles and responsibilities.
- Mid-point Team Meeting. Occurring after the initial set of interest group meetings, this meeting allows the Consultant and Agency work team to discuss strategic issues and make any necessary refinements to the approach and timeline for the rest of the project.
- Project Management Team Meetings –This team will be composed of the Consultant project manager and the Agency project manager. Meetings will be held in person or by phone/internet conference on a biweekly basis, or more often, if needed.

#### **Consultant deliverables:**

- Project Management and Public Engagement Plan

#### **Meetings:**

- Project Kick-off Meeting and Mid-point Team Meeting in person
- PMT meetings in person or by phone or internet
- Attendance at Advisory Committee meetings

## Task 2 – Technical Plan Inputs: Assessment and Analysis

This task sets the stage for project identification by gathering baseline information and evaluating the Agency's existing conditions.

### Task 2.1 Progress Report and Baseline Conditions: 2005 Action Plan

The Consultant will compile, review, and summarize relevant information from the Urban Renewal Plan, the Action Plan, and financial reports to establish baseline conditions. The goal will be to identify what has been successful, what needs still exist, and what projects in the current Plan should be included in the updated Plan. This assessment will include interviews with key stakeholders (staff, board members, taxing jurisdictions), and site tours accompanied by staff. The Public Engagement Plan may also identify additional outreach opportunities that may support findings in the Progress Report. This document should answer the following questions:

- Which projects have been completed? (Provide a matrix showing proposed projects and status and compile a success audit of progress to date.) (City will furnish background materials)
- Of those projects remaining to be completed, which are still important projects to be included in the future?
- Do the existing projects identified in the Action Plan meet the guiding principles, including the tax increment generation capacity of the projects proposed to be completed in the future? If not, are there new or different projects that could be important to the District?
- What are the key short-term and long-term financial commitments of the Agency?
- What is the ability of the Agency to meet the maximum indebtedness of the Plan?

The guiding principles of the Urban Renewal Plan include, but are not limited to:

- *Increasing property values within the District to advance additional investment in the District.*
- *Reducing building vacancy within the District*
- *Redevelopment of underutilized properties*
- *Developing vacant properties*
- *Encourage desired and or needed retail and commercial businesses within the District*

### Task 2.2 Retail Needs Analysis

New retail / commercial development is the backbone of downtown Madras. As such, the updated Madras Revitalization Plan will focus on how to incent private development or leverage public funding to support current businesses and (as needed) add to the existing stock of commercial / retail space downtown. The retail needs analysis will include:

- Inventory of existing businesses (citywide and downtown)
- Analysis of existing retail performance that includes analysis of retail leakage, impacts of regional retail on downtown
- Survey of residents to determine what type of retail/commercial uses they would like downtown.
- Focus group with business owners and downtown stakeholders to identify needed investments to support business growth

- Evaluation of the demographics of the community (e.g. age, income, retail preferences, tourism, etc.)
- Preliminary description of the “niche” for downtown Madras in a regional context, and identification of the types businesses that are missing in downtown Madras
- Identification of any needed new projects that should be considered in the Action Plan to improve opportunities for new retail / commercial development (including identification of key opportunity sites) and / or to support existing businesses as they grow.

### **Task 2.3 Analysis of Tax Increment Generation Potential**

Consultant will review possible projects and strategies with a focus on tax increment generation. In addition, the Consultant will complete research on the value of urban renewal financial investments for public buildings and facilities. This information will help City staff and stakeholders decide on actions related to funding public facilities with TIF dollars, as part of a larger funding package.

#### **Consultant deliverables:**

- Assessment of urban renewal plan, to be incorporated into the action plan.
- Retail Needs Analysis (technical appendix to Action Plan)
- Analysis of tax increment generation potential (technical appendix to Action Plan)

#### **Meetings:**

- Meeting with Agency Staff to discuss the results of the review and determine how to include the results in the Action Plan, or if additional analysis is needed.

### **Task 3 –Project Identification and Prioritization**

In collaboration with staff, synthesize the discussions into a ten-year Action Plan document for review and approval by the Agency Board and City Council. This task brings together previous work on assessment and analysis with public engagement to evaluate, prioritize, and sequence actions and the partnerships needed to develop short-term and long-term action plans for the Agency.

#### **Task 3.1: Implement Public Engagement Plan**

Effective public involvement will be critical to identifying a set of projects with broad public support that can help to revitalize downtown Madras. The Project Management and Public Engagement Plan (Task 1) will guide the public engagement process and identify who needs to be involved and engaged, through what means, at what points and frequency during the project; identification of stake-holders to interview; and meetings and events. The process will include:

- **Interest Groups and Key Stakeholders** – Identify interest groups and other stakeholders, such as other taxing districts, citizen groups and business groups to be consulted for their broader perspective. These meetings will generally be one-on-one or in small groups without City staff present to ensure candid input. The Consultant will summarize the results in a brief memorandum.
- **Electronic Surveys** – Consider the use of electronic forms of participation (i.e. surveys, webinars, or other electronic methods) for public and stakeholder involvement.
- **Public Meeting/Open House** – At a minimum, there will be one public event/open house to obtain input and feedback from the broader public. The events will be timed as

appropriate with the decision-making process. Information obtained from this event will be summarized and incorporated into recommendations for the Action Plan. Consultant will work with the Advisory Committee and staff to clarify specific groups to target for open house attendance, lead the events, and provide technical assistance and graphics to help explain project concepts.

### **Task 3.2: Advisory Committee Coordination**

An Advisory Committee will be convened and will meet throughout the project to provide advice on the development of the updated Action Plan. Specifically, the Advisory Committee will help to identify and prioritize projects, including those developed by consultant team and derived from public involvement. Consultant will work with the group to confirm the priority of opportunities, funding implications, and timing of improvements and investments in the next ten years.

Consultant and Agency Project Manager will work together to prepare agendas and materials, facilitate meetings, and create summary notes. Three (3) Advisory Committee meetings will be scheduled, and Consultant will be expected to lead and facilitate these meetings. The three meetings will cover:

- **Meeting 1 (Month 1):** Background on the urban renewal plan and projects completed and those left to be completed for the plan. Revisit 2006 Action Plan vision and confirm objectives. Review/develop objectives/guiding principles of Action Plan Update.
- **Meeting 2:** Discuss remaining projects and potential new projects as identified in the assessment report and initial public and stakeholder outreach, including Advisory Committee.
- **Meeting 3:** Review of Draft Action Plan.

Consultant will prepare summary notes from the Advisory Committee meetings.

#### ***Consultant deliverables:***

- Graphic background materials for and attendance at Advisory Committee meetings and open house/public meetings
- Consultant will provide summary notes from the meetings

#### ***Meetings:***

- Consultant will lead discussions at Advisory Committee meetings
- Advisory committee meeting to review draft projects in light of prioritization criteria.
- Consultant will lead public events

### **Task 3.3: Create Plan Content and Urban Design Diagrams**

Based on needs identified through background research, input from the public engagement process, and input from the advisory committee process, develop needed plan content, including: (1) defined and prioritized projects for investment and action; (2) updated plan maps identifying location of priority projects; and (3) concept visualization for a limited number of projects, if they are needed and budget supported.

## **Task 4 – Draft and Final Action Plan**

In this task, the Consultant will assemble draft and final action plan documents for review, and work with staff to develop presentations to elected and appointed officials. Following the review and presentations, final products will be prepared and delivered to the Agency. Subtasks include:

### **4.1 Draft Action Plan**

Prepare a Draft Final Action Plan containing an overview of the results from prior Tasks 1-4, conclusions, recommendations, and an implementation road map for what needs to happen in the short term, mid-term, and longer term to carry out the Action Plan with associated technical appendices. The Draft Action Plan will include an investment strategy that will consider the Agency's existing and future revenues and expenses, funding for high priority projects, and how the Agency would issue additional debt.

### **4.2 Presentation to Elected Officials, Appointed, and Other Boards**

Prepare board, commission, and elected official presentations. Agency staff will give presentations. Consultant will be expected to be present at meetings to respond to technical questions and to assist in preparing materials for meetings.

### **4.3 Final Action Plan**

Collect, consolidate, and reconcile comments on the Draft Final Action Plan based on input received from the presentations.

#### ***Consultant deliverables:***

- Draft Action Plan
- Presentation materials and participation in up to three presentations
- Final Action Plan

## **Schedule**

The City expects this process to be completed approximately six months after execution of a contract. The project will begin on approximately August 17, 2015 and will be completed by January 25, 2016, or before. Key milestones in the schedule are identified as follows, with specific dates to be established at the Kick-off meeting. The diagram below shows the general project progression.

