



MADRAS REDEVELOPMENT COMMISSION

Special Meeting

125 SW "E" Street Madras, OR 97741

Phone: 541-475-2344 Fax: 541-475-7061

Agenda

City Hall
Council Chambers

October 21, 2015
5:30 P.M.

1. Call to Order
2. Consent Agenda
 - A. Adoption of Agenda
 - B. Adoption of the September 2, 2015 MRC Meeting Minutes
3. Visitors Comments:
4. Discussion of Challenges Preparing MRC Meeting Minutes

Nicholas Snead, Community Development Director
5. Ratification of Madras Garden Depot Invoice for Replacement Winter Plants

Nicholas Snead, Community Development Director
6. Façade Improvement Program Update

Nicholas Snead, Community Development Director
7. Urban Revitalization Action Plan Project Update VIDEO CONFERENCE

Nicholas Snead, Community Development Director
Lorelei Juntunen, EcoNorthwest
Emily Picha, EcoNorthwest
Nick Popenuk, EcoNorthwest
Elaine Howard, Elaine Howard Consulting

8. Authorization of Amendments to Scope of Work and Budget for the Urban Revitalization Action Plan Update

Nicholas Snead, Community Development Director

9. 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.

City of Madras
Madras Redevelopment Commission
Official Meeting Minutes
September 2, 2015

I. Call to Order

The Madras Redevelopment Commission meeting was called to order by Vice Chair, Tom Brown at 5:30 p.m. on Wednesday September 2, 2015 in the Madras City Council Chambers.

Members in Attendance:

Members Absent Were:

There are three membership vacancies.

Staff Members in Attendance:

II. Consent Agenda

A. Adoption of Agenda

B. Approval of Minutes

1. **August 5, 2015 MRC Meeting Minutes**

C. Approval of Vouchers

- A. **Approval of the July and August 2015 Vouchers**

Commissioner Don Reeder asked to have the misspelling of lions changed on page 2 of 13.

A MOTION WAS MADE BY COMMISSIONER DON REEDERTO APPROVE THE CONSENT AGENDA AS AMMENDED. THE MOTION WAS SECONDED BY COMMISSIONER BLANCA REYNOSO AND PASSED UNANMOUSLY.

III. Visitor Comments

IV. Approval of MRC Vouchers

Community Development Director Nicholas Snead before you is the disbursement list-August and you will see the total list of expenditures s \$42.735.50. When I put out the packet two weeks in advance of the meeting the vouchers weren't prepared by finance staff. If you have any questions I would be happy to answer those at this time.

Commissioner Royce Embanks Six Shooters building what building is that?

Community Development Director Nicholas Snead that is Lee Baggett's building I believe that is the name of the salon.

A MOTION WAS MADE BY COMMISSIONER ROYCE EMBANKS TO APPROVE THE DISBURSEMENT LIST FOR AUGUST. THE MOTION WAS SECONDED BY COMMISSIONER BLANCA REYNOSO AND PASSED UNANIMOUSLY.

IV. Ratification of Professional Services Contract with Economic Consultants Oregon, Ltd (d/b/a EcoNorthwest) to update the 2005 Urban Revitalization Action Plan

Community Development Director Nicholas Snead at your August meeting you authorized staff to execute an agreement with EcoNorthwest based on the solicitation for qualifications for firms to update the Urban Revitalization Action Plans. Accordingly staff has developed a professional services agreement I made some slight changes to the scope of work. Staff finds those amendments to be keeping with the overall intent of the project. Namely there was some additional work that we wanted that would insure the feasibility of future projects would be supported, not only by the community as identified by the community forum that will be held, but also supported by our local economy there needed to be some additional work on that. Then there was some additional public outreach needed. The initial project cost was \$75,000.00 dollars, with the additional work that I just mentioned there was \$5,000.00 in additional costs for that. So the total project cost went up to \$80,000.00 dollars and that additional expense can be accommodated in this fiscal year's budget for the project.

I do want to note on the last page of your packet you will see a Gantt chart you will see that the kick off meeting was supposed to happen in August, which didn't occur. Our kickoff meeting will occur on September 11, 2015. The consultant will meet with the Advisory Committee three more times. Additionally, when they meet with the Advisory Committee, the consultant will attend the regularly scheduled Madras Redevelopment Commission meeting to give you a project update. The reason for that is there are only three members of the MRC assigned to the Advisory Committee and it would be useful to have a report on a monthly basis to the full Commission from the consultant. So with that a motion to ratify the professional services contract with Economic Consultants of Oregon LTD would be the appropriate action should you find it so.

A MOTION WAS MADE BY COMMISSIONER DON REEDER TO APPROVE THE RATIFICATION OF THE PROFESSIONAL SERVICES CONTRACT WITH ECONOMIC CONSULTANTS OF OREGON LTD. THE MOTION WAS SECONDED BY COMMISSIONER ROYCE EMBANKS AND PASSED UNANIMOUSLY

V. Additional Discussion

Community Development Director Nicholas Snead I wanted to confirm that there were no other members of the Commission that wanted to attend the October 7th and 9th Oregon Main Street Conference in The Dalles. I know Mayor Embanks and Commissioner Tom Brown expressed interest. I like to make our reservations early since we have had some

challenges with that before. The MRC will pay for Commissioner's lodging and food.

Commissioner Tom Brown in the past we have also included the Chamber Director has we offered that again?

Community Development Director Nicholas Snead I thought of that this afternoon and failed to ask the Director. If the Commission would like me to extend that offer to him I have no problem doing that.

Commissioner Don Reeder it also makes some since to have Janet Brown with EDCO attend also.

Community Development Director Nicholas Snead I just met with Jon Burchell our Parks and Golf Course Superintendent. Usually this time of year we are meeting to transition the flower pots into the winter season. We had a couple of things to talk about first of all we have had a couple of flower pots that had been destroyed that haven't replaced. One is in front of Commissioner Reeder's office and the other is on the opposite corner in front of Bargain Hunters. So we need to get two replacement pots. Staff will move forward on that and will bring back that expense for the Commission to ratify at your next meeting. Second I recognize we don't have a full Commission here this evening, our winter plants in flower pots did not fare well over the winter well, just like most of our trees in our community. The City has a lot of trees that were really hurt by the early in very hard freeze that we had in November of 2014. I just wanted to confirm with the Commission that we want to put out the evergreens again. If Jon Burchell can find some alternative plants that will be a little bit hardier, staff will replace some of the plants with a hardier plant and keep with the evergreen concept or something similar to that. The Junipers that we had out there tended to fall over very easily when it is windy and they did not winter very well. So we will need to purchase probably three to four hundred dollars in replacement plants which is within budget.

Commissioner Tom Brown I would be good with letting Jon do a little research and see if there was something that would fare better.

Commissioner Blanca Reynoso maybe something that is not so slim and tall because the wind knocks it down.

Community Development Director Nicholas Snead when we received those plants from the vender last year they were in the one gallon plastic pots. When we remove the petunias they have the big five gallon pots we will remove them and replant the evergreens in the larger pot. That should help out the wind issue assuming they are planted real well, and Jon will see to it that happens.

The Commission discussed how this year's airshow went and the increase of attendance.

City Administrator Gus Burrell I just wanted to report that the Public Works Department has been getting some bids on some of the sidewalk replacement work. I know the MRC set aside some resources to match with that grant program.

Commissioner Tom Brown the Public Works Department did a great job up there over the weekend.

DISBURSEMENTS LIST-September 2015

Madras Redevelopment Commission Review and Approval

16-Sep Baggett, Lee	MRC Grant-Six Shooters	\$	20,000.00
2-Sep Bryant, Lovlien and Jarvis	MRC July Legal Bill	\$	2,020.00
8-Sep Bryant, Lovlien and Jarvis	Baggett Loan Documents	\$	1,860.00
8-Sep Bryant, Lovlien and Jarvis	MRC August Legal Bill	\$	16.00
15-Sep Terra Casa	Flower Pot Replacement	\$	496.00
22-Sep Madras Erickson's	Bottled Water	\$	40.76
	Total	\$	24,432.76

** 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
09/15	09/15/2015	1286	BAGGETT INC. DBA	MRC Loan	.00 V
09/15	09/16/2015	1287	BAGGETT, LEE	MRC Grant	20,000.00
Grand Totals:					<u>20,000.00</u>

Purchase Date	Vendor Name	Item GL Combination	Receipt Status
Post Date	Item Description	Item Total	Receipt Comment
1099 reporting			
09/02/2015	D & S HYDRAULICS INC	805-101-520-1403-	
09/03/2015	D & S HYDRAULICS INC - repair out rigger cyl. # 102	719.21	
09/02/2015	BRYANT, LOVLIEEN & JARV	802-101-520-2102-	
09/03/2015	BRYANT/LOVLIEEN/JARVIS - Central Services Legal	6,173.89	
09/02/2015	BRYANT, LOVLIEEN & JARV	803-101-520-2102-	
09/03/2015	BRYANT/LOVLIEEN/JARVIS - PW Legal	758.32	
09/02/2015	BRYANT, LOVLIEEN & JARV	505-505-520-2102-	
09/03/2015	BRYANT/LOVLIEEN/JARVIS - Comm. Dev. Legal	2,914.34	
09/02/2015	BRYANT, LOVLIEEN & JARV	503-030-520-2102-	
09/03/2015	BRYANT/LOVLIEEN/JARVIS - WW Ops Legal	368.00	
09/02/2015	BRYANT, LOVLIEEN & JARV	509-090-520-2102-	
09/03/2015	BRYANT/LOVLIEEN/JARVIS - Airport Ops Legal	2,248.88	
09/02/2015	BRYANT, LOVLIEEN & JARV	701-701-520-2102-	
09/03/2015	BRYANT/LOVLIEEN/JARVIS - MRC Legal	2,020.00	
09/02/2015	BRYANT, LOVLIEEN & JARV	101-106-520-2102-	
09/03/2015	BRYANT/LOVLIEEN/JARVIS - Police Dep. Legal	188.57	
09/01/2015	MADRAS PAINT AND GLASS	805-101-520-1403-	
09/03/2015	MADRAS PAINT AND GLASS - repair parts for paint sprayers	264.50	
09/03/2015	JUNIPER PAPER&SUPPLY	802-101-520-2401-	
09/04/2015	JUNIPER PAPER - Towels, Liners, Towel Rolls	129.90	
09/03/2015	MISSION LINEN	804-101-520-1101-	
09/04/2015	MISSION LINEN - Airport Mat Services (August)	22.72	

Purchase Date	Vendor Name	Item Description	Item GL Combination	Item Total	Receipt Status	Receipt Comment
1099 reporting						
09/08/2015	CHEVRON	00210224	101----			
09/09/2015	CHEVRON	00210224 - Purchase		6.00		
09/08/2015	BRYANT, LOVLIEN & JARV		701-701-520-2102-			
09/09/2015	BRYANT, LOVLIEN & JARV	- Baggett Loan Docs		1,860.00		
09/08/2015	LORMAN EDUCATION SERVICE		802-101-520-2203-			
09/09/2015	LORMAN EDUCATION SERVICE	- 1099 Training		219.00		
09/08/2015	PAYPAL VILLALANDSC		204-040-520-2808-			
09/09/2015	PAYPAL VILLALANDSC	- root barrier		193.67		
09/08/2015	BRYANT, LOVLIEN & JARV		802----			
09/09/2015	BRYANT, LOVLIEN & JARV	- Purchase		22,036.89		
09/08/2015	LS CENTRAL BILLED		503-030-520-2810-			
09/09/2015	LS CENTRAL BILLED	- Tube For Grns Mower		7.68		
09/08/2015	CHEVRON 00210224		204-040-520-1008-			
09/09/2015	CHEVRON 00210224	- Propane thumel		23.35		
09/09/2015	MADRAS AUTO PARTS		805-101-520-1403-			
09/10/2015	MADRAS AUTO PARTS	- parts for services		419.07		
09/09/2015	AG WEST SUPPLY MADRAS		805-101-520-1403-			
09/10/2015	AG WEST SUPPLY MADRAS	- parts for paint sprayer		26.81		
09/09/2015	JUNIPER PAPER&SUPPLY		509-090-520-2207-			
09/10/2015	JUNIPER PAPER&SUPPLY	- Towels, Toilet		324.10		
09/08/2015	PHILS HARDWARE		503-030-520-2810-			
09/10/2015	PHILS HARDWARE	- Irrigation Parts		7.99		
09/08/2015	SHELL OIL 93004074555		101----			
09/10/2015	SHELL OIL 93004074555	- Purchase		29.66		

Purchase Date	Vendor Name	Item Description	Item GL Combination	Item Total	Receipt Status	Receipt Comment
1099 reporting						
09/08/2015	BRYANT, LOVLIEEN & JARV		204-040-520-2102-			
09/09/2015	BRYANT/LOVLIEEN/JARV-	Trans. Ops: AUG Legal Bill		273.33		
09/08/2015	BRYANT, LOVLIEEN & JARV		502-020-520-2102-			
09/09/2015	BRYANT/LOVLIEEN/JARV-	Water Ops: AUG Legal Bill		1,666.66		
09/08/2015	BRYANT, LOVLIEEN & JARV		509-090-520-2102-			
09/09/2015	BRYANT/LOVLIEEN/JARV-	Airport: AUG Legal Bill		3,344.00		
09/08/2015	BRYANT, LOVLIEEN & JARV		701-701-520-2102-			
09/09/2015	BRYANT/LOVLIEEN/JARV-	MRC: AUG Legal Bill		16.00		
09/08/2015	BRYANT, LOVLIEEN & JARV		101-106-520-2102-			
09/09/2015	BRYANT/LOVLIEEN/JARV-	Police: AUG Legal Bill		273.34		
09/09/2015	JUNIPER PAPER&SUPPLY		509-090-520-2207-			
09/10/2015	JUNIPER PAPER&SUPPLY	Towels, Toilet		324.10		
09/09/2015	COVENANT TECHNOLOGY SOLUT		803-101-520-1205-			
09/11/2015	COVENANT TECH - New PW	Workstation		1,210.72		
09/11/2015	COVENANT TECHNOLOGY SOLUT		802-101-520-1204-			
09/14/2015	COVENANT - Central Services:	Sept Services		828.63		
09/11/2015	COVENANT TECHNOLOGY SOLUT		505-505-520-1204-			
09/14/2015	COVENANT - Comm. Dev.:	Sept Services		236.75		
09/11/2015	COVENANT TECHNOLOGY SOLUT		803-101-520-1204-			
09/14/2015	COVENANT - Public Works:	Sept Services		1,538.88		
09/11/2015	COVENANT TECHNOLOGY SOLUT		101-106-520-1204-			
09/14/2015	COVENANT - Police: Dept	Services		1,302.13		

Purchase Date	Vendor Name	Item Description	Item GL Combination	Item Total	Receipt Status	Receipt Comment
1099 reporting						
09/16/2015	PLATT ELECTRIC 115	PLATT ELECTRIC- City Street Light Base	204-040-520-2702-	184.42		
09/15/2015	TERRA CASA	TERRA CASA - Flower Pot Replacement	702-702-520-1302-	496.00		
09/16/2015	RICOH USA, INC	RICOH - Wastewater Services (Sept-Oct)	803-101-520-2401-	24.75		
09/16/2015	PLATT ELECTRIC 115	PLATT ELECTRIC - Street Light Base	204-040-520-2702-	85.03		
09/17/2015	TRAFFIC SAFETY SUPPLY CO	TRAFFIC SAFETY SUPPLY - Custom Signs	204-040-520-2702-	354.50		
09/17/2015	TRAFFIC SAFETY SUPPLY CO	TRAFFIC SAFETY SUPPLY - No Parking Signs	204-040-520-2702-	83.80		
09/17/2015	SW OFFICE SUPPLY/CASCADE	Cascade Office - Binders	101-106-520-1406-	168.99		
09/17/2015	SW OFFICE SUPPLY/CASCADE	CASCADE OFFICE - Binders, Folders	505-505-520-2401-	37.22		
09/17/2015	SW OFFICE SUPPLY/CASCADE	CASCADE OFFICE - Scale, Sorter, Pencils	803-101-520-2401-	25.13		
09/17/2015	CARL'S JR 7339	CARL'S JR - J. Brabham Training Meal	803-101-520-2203-	7.98		
09/17/2015	SW OFFICE SUPPLY/CASCADE	CASCADE OFFICE - Markers, File Folders	101-106-520-1406-	40.74		
09/17/2015	MAIL COPIES & MORE LLC	MAIL COPIES & MORE - (4) Rubber Stamps	803-101-520-2401-	94.00		

Purchase Date	Vendor Name	Item Description	Item GL Combination	Item Total	Receipt Status	Receipt Comment
1099 reporting						
09/23/2015	STAPLES DIRECT	STAPLES - Break Room Employee Resource Holder	802-101-520-2401-	101.59		
09/24/2015	PHIL'S HARDWARE	PHIL'S HARDWARE - Sawzall Blades	503-030-520-2702-	29.99		
09/22/2015	SW OFFICE SUPPLY/CASCADE	CASCADE OFFICE - Hanging Folders	505-505-520-2401-	17.33		
09/23/2015	STAPLES DIRECT	STAPLES - HR: Dividers, Scissors, Binders	802-101-520-2201-	68.59	Yes	
09/24/2015	TS & S FORD	TS & S FORD - Seat Cover for TK 71	805-101-520-1403-	250.00		
09/22/2015	SAFEMAY STORE00019604	SAFEMAY - Work Crew Breakfast	503-030-520-2204-	12.76		
09/24/2015	PHIL'S HARDWARE	ACE - Shelving PW Office	804-101-520-1101-	349.90		
09/22/2015	PHIL'S HARDWARE	ACE - Garbage Bags	804-101-520-1101-	11.99		
09/24/2015	ERICKSONS TW MADRAS	ERICKSONS - Bottled Water PW25%	803-101-520-2401-	40.76		
09/22/2015	ERICKSONS TW MADRAS	ERICKSONS - Bottled Water Planning50%	505-505-520-2501-	81.52		
09/24/2015	ERICKSONS TW MADRAS	ERICKSONS - Bottled Water MRC25%	701-701-520-2401-	40.76		
09/22/2015	ERICKSONS TW MADRAS	ERICKSONS - Hand Sanitizer for PD	101-106-520-2401-	41.40		



MADRAS REDEVELOPMENT COMMISSION

125 S.W. "E" Street Madras Oregon 97741
Phone: 541-475-3388 Fax: 541-475-3959

Façade Improvement Loan Program Update Balances as of September 30, 2015

Business Name or Owner	Date of Loan	Amount of Grant	Original Loan Amount	Current Loan Balance	Comments
Sheldon Arnett	01/01/2006	\$45,500	\$ 45,500	\$23,270	Current
Madras Bowl	11/01/2011	\$75,000	\$ 75,000	\$46,891	Current
Ralph's TV	01/01/2006	\$75,000	\$ 75,000	\$21,880	Current
Reynoso Jewelers	02/01/2010	\$28,623	\$ 28,623	\$8,592	Current
World of Treasures	11/01/2006	\$60,000	\$ 42,165	\$25,299	Current
Lee Baggett	10/01/2015	<u>\$20,000</u>	<u>\$20,000</u>	<u>\$20,000</u>	Not yet Billed
Totals		<u>\$304,123</u>	<u>\$286,288</u>	<u>\$145,932</u>	

All loans are current and no past due balances.

Prepared by: Brandie McNamee, Finance Director
Prepared on: September 30, 2015



MADRAS REVITALIZATION PLAN 2015

City of Madras

Urban Revitalization Action Plan



*“Preparing for
Growth”*

City of Madras

Prepared by
Walker Macy
Landscape Architecture, Urban Design, Planning

Leland Consulting Group
Real Estate Strategy

Acknowledging the Efforts of:
Madras Redevelopment Commission (MRC)
Mayor Rick Allen
Councilmember Melanie Widmer
Chris Gannon
Blanca Reynoso
Patty Woll
Doeshia Jacobs
Carolyn Fording
Terry Hanlon

The City of Madras
Carol Parker, Planning Director
Tammy McHaney, Planning Assistant
Mike Morgan, City Manager

And the people of Madras, Oregon.

June 2005

Existing Conditions

The City of Madras

I.4 Madras' Potential

Madras exhibits some strong characteristics that create a solid framework for future prosperity:

- A beautiful Central Oregon setting
- Excellent potential for tourism, especially “outdoor” recreation
- A healthy, diverse community
- Good schools
- Good employment – Brightwood, Cenex, Hospital, Schools, Gov't
- The promise of 800+ future jobs at the new Correctional Facility
- Enough potential traffic through town to make retail work
- Some retail “Pioneers”, entrepreneurs committed to downtown
- A committed citizenry, determined to improve their city

I.5 Downtown Madras Today

The City of Madras has undergone some past urban renewal efforts which have not had the desired result of revitalizing downtown. When the US 26/97 couplet was created through Madras in the 1960s, the city's retail core was a compact, healthy mix of businesses serving local farmers, residents and travellers passing through. The new couplet effectively diluted the concentration of potential customers, increased commercially-zoned land easily accessed by automobile and had serious negative effects on the pedestrian scale of Madras. As the city grew along the US 26/97 corridor both north and south, more and more businesses chose to locate on vacant, newly-rezoned commercial land far from the city core, thus initiating a process of “retail flight” which continues to this day, notably with the recent departure of Hatfields' department store, a Madras landmark.

Some street improvements were made through the 1970s, such as the private pocket parks at 5th and C Streets and 5th and D. A more comprehensive streetscape renewal project was completed in 1999, sponsored by Oregon Department of Transportation, which added new street lamps, brick pavers as crosswalks and sidewalk accents, street trees and plant containers. This has a certain aesthetic benefit for downtown Madras, but has limited success by itself in changing some basic structural problems that underlie the city's struggling downtown. These basic problems include:

- too much commercially-zoned land in the city
- dispersed retail along the US 26/97 strip
- a lack of market support for retail downtown, which includes a lack of middle-class housing in the city. Many local employees are commuting from Redmond, and shopping there
- challenges to ‘walkability’ and pedestrian safety downtown
- an inaccurate perception that local schools are substandard
- a floodplain and floodway through downtown retail properties



Two “retail pioneers”, Opal Day Spa and Willow Creek Books



A prime commercial site lies vacant in downtown Madras.



The IOOF Building at 5th and D, which is the “100% corner”, the heart of Madras' commercial area.



Vacant Gas Station on prime commercial corner, 4th and D St



Brick pavers on 5th Street, a legacy of a past urban renewal effort



Madras schools and school facilities are rated as excellent by local residents.



Streetscape improvements have not prevented vacant lots, high-speed heavy traffic and other economic problems.



A vacant storefront on 5th Street. Business moved to Redmond.



Northbound US 26/97. The width and speed limit of this roadway encourages speeding and discourages walking.



Friendship Park was built as a stopping place for travellers. This site and the underdeveloped properties surrounding could be a good potential development site.



A row of healthy Hispanic businesses at 5th and D Streets. The Hispanic population is a relatively unrealized potential market for Madras businesses.

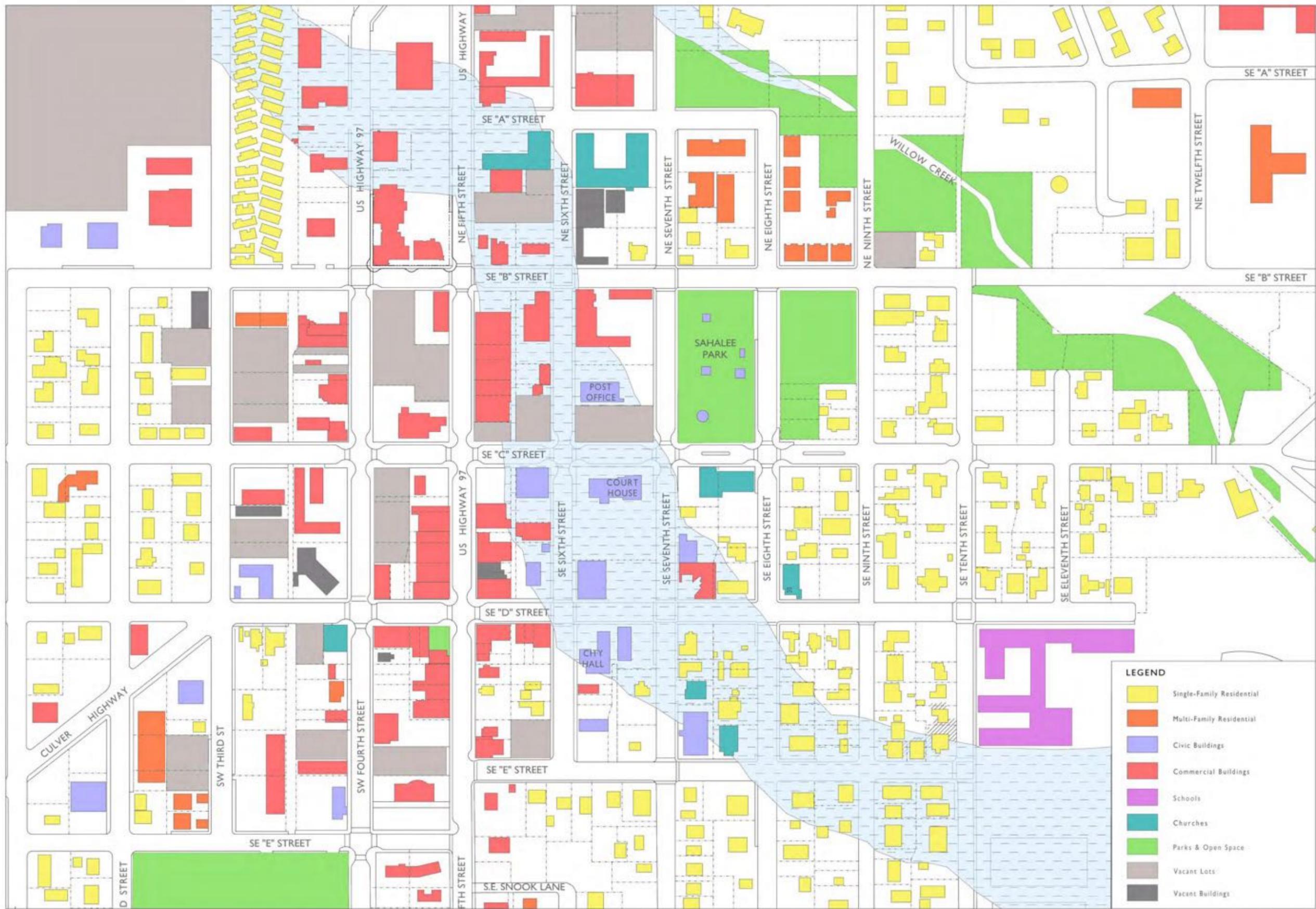


Neighborhood adjacent to downtown. Sidewalks are rare in Madras residential areas. The planting strip shown here is too narrow for trees to grow and the street is excessively wide.

Mr. Jrosclair's Human Geography Class

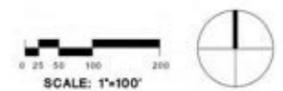
Ideas - Urban Planning

- * South of Abby's Pizza
- empty
- * Fill Les Schwab
- * Theme - somewhat like Sisters has
- * Old baseball fields - by fairgrounds
- fix up nicer
- * Support the "new" fairgrounds
- speed up the process.



Existing Downtown Land Use

Madras Revitalization Strategy



March, 2004

2004 PLAN RECOMMENDATIONS:

- 1. Improve storefronts**
- 2. Create a “Stopping Place” for travelers, including RVs**
- 3. Remove derelict signs and improve new signs**
- 4. “Temporary Landscapes” for vacant lots**
- 5. Enforce speed limits**
- 6. Narrow Streets**
- 7. Clarify/modify regulations and rezone if needed**
- 8. Build new public recreation facilities (like Aquatic Center)**
- 9. North Y**
- 10. Streetscape improvements (furnishings, trees, flowers, art)**
- 11. Sahalee Park Expansion**
- 12. New Civic Center**
- 13. Better visitor marketing**
- 14. Floodway improvements and remap**
- 15. Yarrow**

OTHER MRC/City Success:

- 1. Inn at Crosskeys Station**
- 2. Cinema 5**
- 3. Harriman Block**
- 4. Erickson Collection and Airport Industrial Park**
- 5. COCC**
- 6. South Y**



Miller Lumber



Sahalee Park

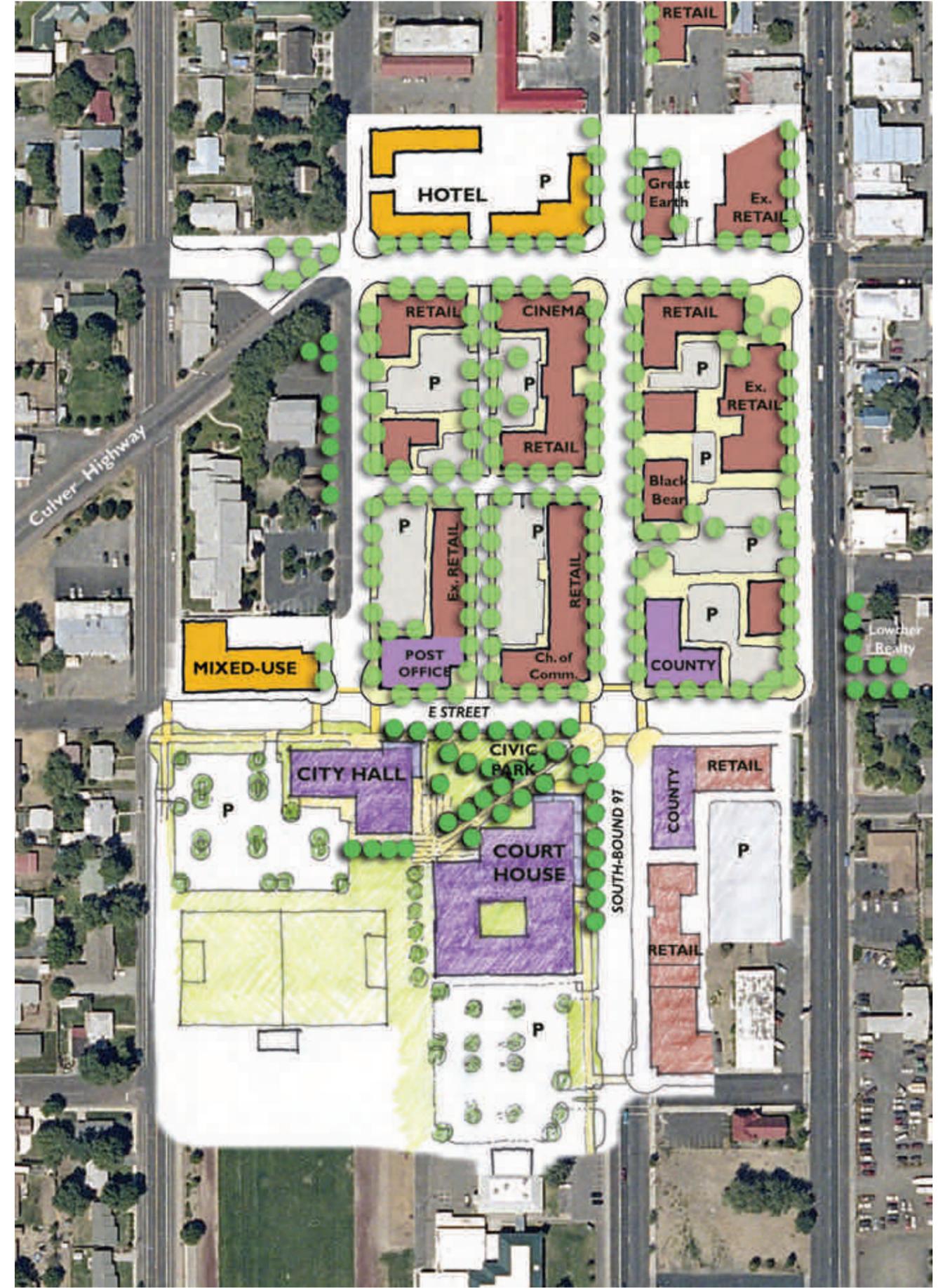


North Y



WELCOME
TO
MADRAS
1910

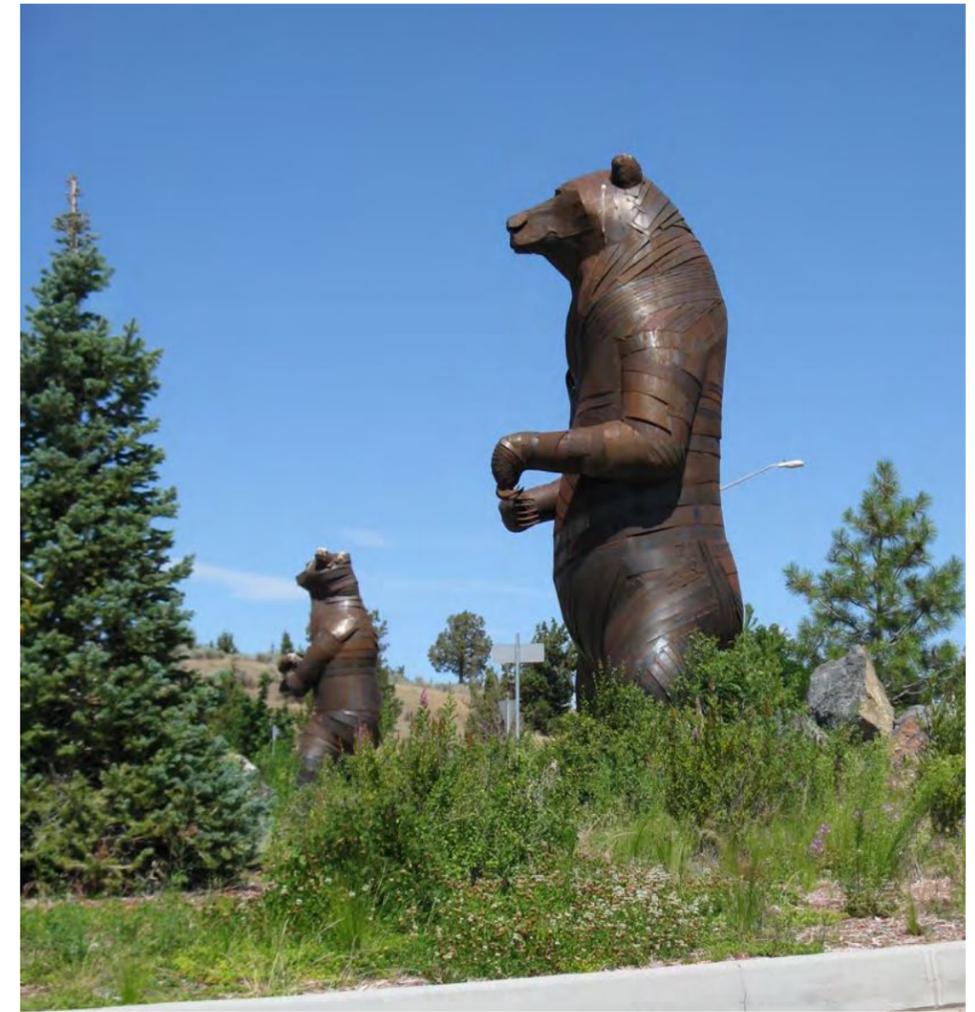


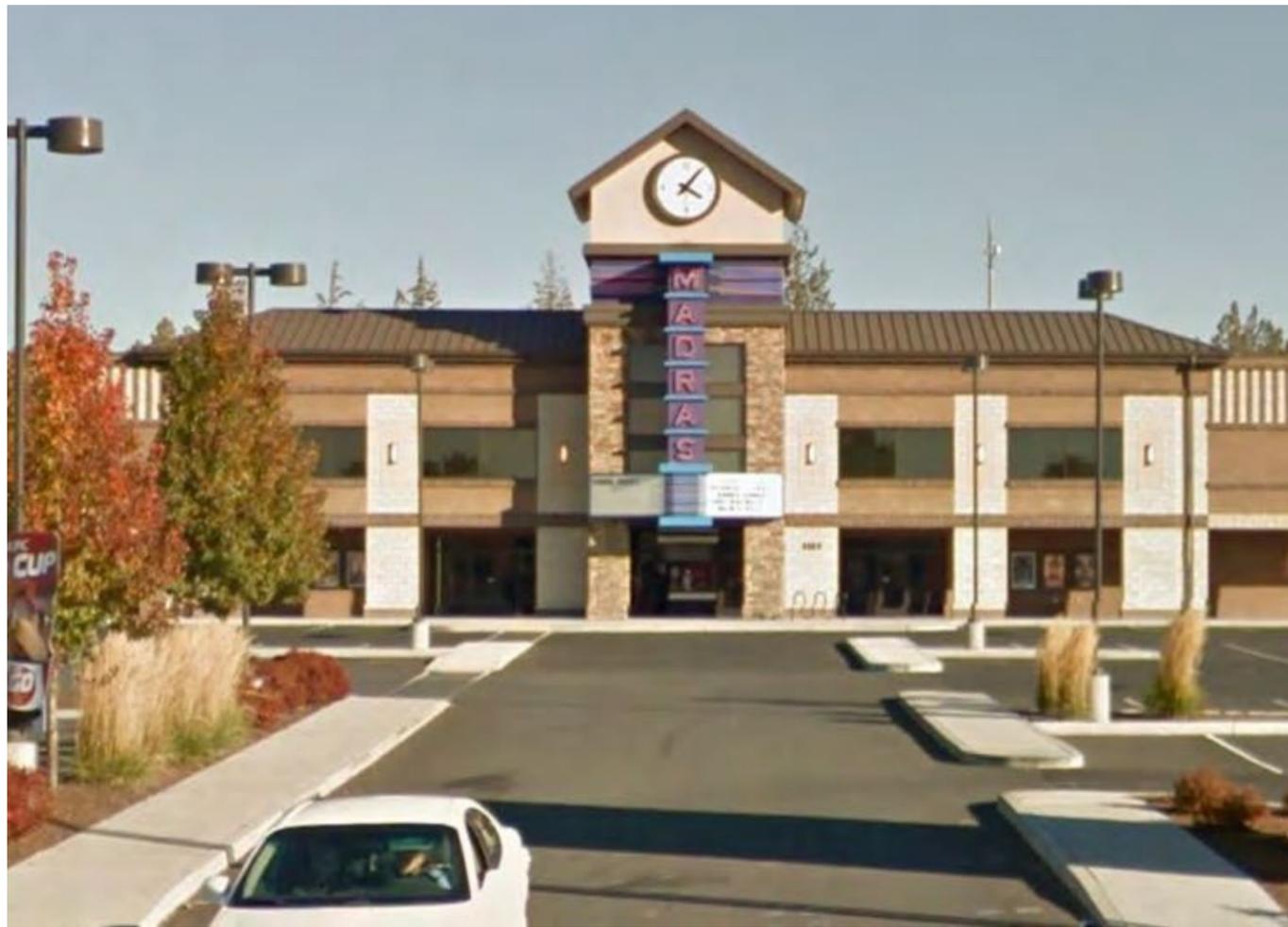


Civic Core Before



Civic Core Now





Cinema



Erickson Museum

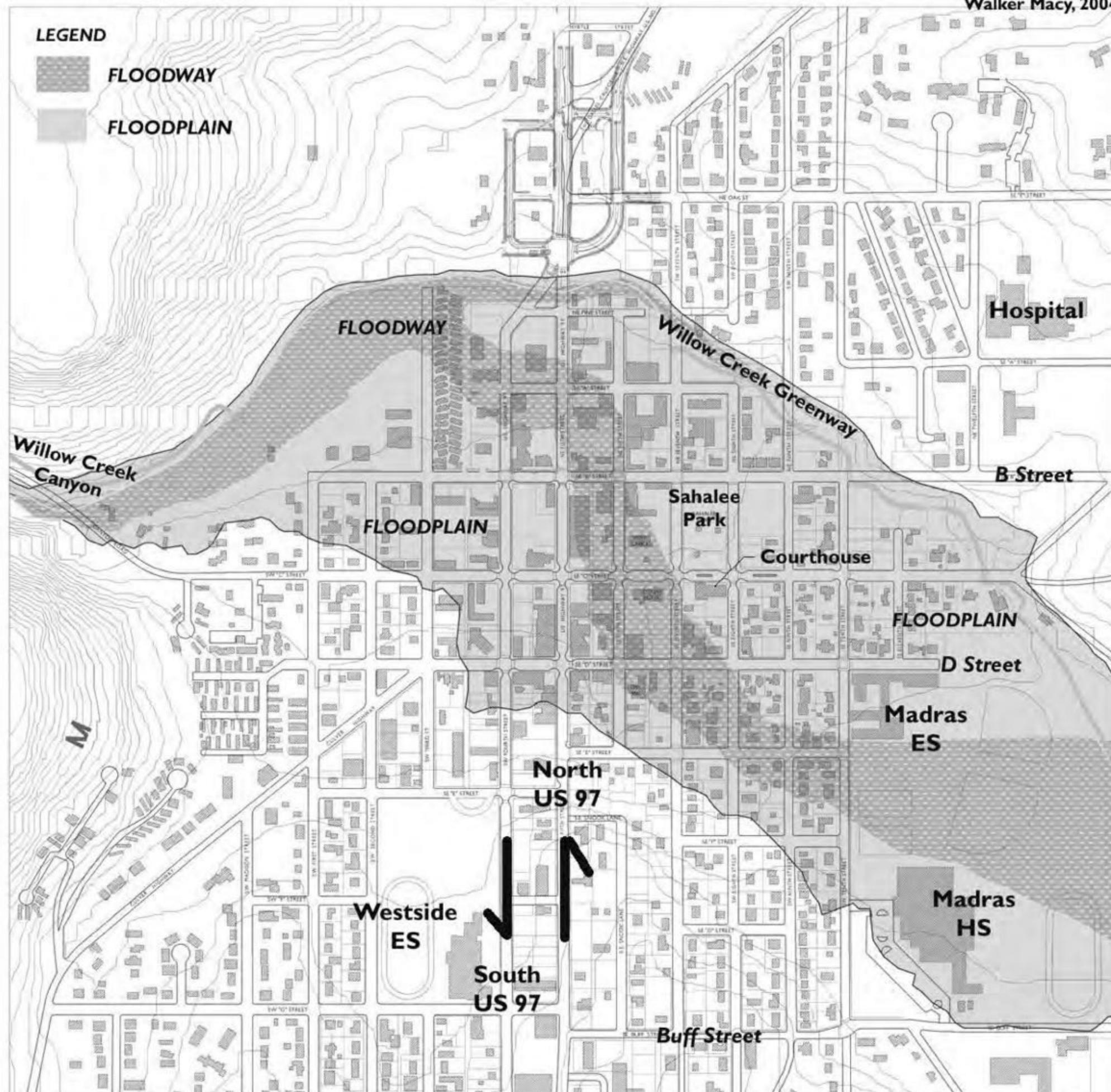


Inn at Crosskeys



Flood Mitigation

Walker Macy, 2004



2006 Action Plan Projects Status (September 2015)

#	Project	Status (2015)	2006 Action Plan Project Description (summarized)
Short Term Projects			
A	Improve storefronts	8 facade improvement projects completed, 1 in process.	Initiate façade improvement program that offers grants and loans to businesses that wish to upgrade their facilities and attract new customers.
B	Create a "Stopping Place" for travelers	Not built.	Landscaped parking lot for RVs and other tourist vehicles, perhaps with a source of "Opal Springs" water and a new park nearby. Built on vacant land or parking lot currently in the Willow Creek overflow floodway.
C	Remove derelict signs and improve new signs	Sign Code updated. Some pole signs removed. Subsequent amendments to Sign Code eased requirement to remove pole signs, therefore some remain.	Mandate removal of old commercial signs from vacant properties; consider preparing a new signage code that provides clear guidelines to businesses, while controlling the scale of signs downtown and prohibiting large pole-mounted highway-style commercial signs
D	"Temporary Landscapes" for vacant lots	Not completed.	Tidy and grade vacant lots flat, add a small amount of topsoil, then seed the lots with wildflowers. Use hedges/landscaping to define the lot and improve the pedestrian zone. Expand façade rehabilitation program for landscape upgrades to properties.
E	Enforce speed limits	Police Department continues to enforce traffic laws. Pedestrian crossing enforcement occurs semi-annually.	Monitoring by local police; initiate a petition to ODOT to reduce the speed limit through downtown by 5-10 mph; new signalized intersection between the existing signal at 5th and D and the southern beginning of the downtown couplet.
F	Street improvements	Taco Bell, Madras Professional Center, Madras Bowl, Police Station/City Hall, US Hwy 97/J Street project, US Hwy 97 Transportation Enhancement project, sidewalk repair grants	Widen sidewalks; promote attractive streets with trees and furnishing, install curb extensions along couplet where missing.
G	Clarify/modify regulations	Zoning Ordinance (i.e. development regs) amended in 2007 to include design standards.	Include sufficient provisions in the zoning code to ensure high-quality commercial and mixed-use development downtown, accompanied by corresponding improvements in code interpretation and enforcement
H	Build new public recreation facilities	Aquatic Center built in 2008; some people considered a cinema as part of this and it was built with MRC help (Cinema 5). New high school has better recreation facilities.	Community amenities that will help attract new residents and support local business: swimming pool; single multi-use community events; recreation center
3.3	Create a well-landscaped gateway at North Y	Completed.	ODOT plans reconstruct the intersection of Highways 26 and 97 at the north end of Madras. Use available parcels of land to create an gateway for the north end of Madras. Arrange new welcome signage and public art on both sides to greet visitors and to highlight the trail crossing. Extend Willow Creek Trail through the intersection.
3.4	Streetscape improvements focused on East-West end streets	Yes, indirectly partially completed through several projects: Madras Bowl infrastructure improvements, B Street Bike & Ped. Infrastructure improvements, Urban Forestry Commission Forestry Management (pruning and tree replacement).	Urban redevelopment efforts on B, C, and D streets: Narrow streets bordering Willow Creek to add park space, add curb extensions where missing, add street trees, narrow some streets by adding a plant strip, add sidewalks to ensure pedestrian access to schools and parks, add drainage swales and landscaping to parking lots.

#	Project	Status (2015)	2006 Action Plan Project Description (summarized)
3.5	Sahalee Park Expansion	Completed. Thanks Doug Macy!	Vacate 8th Street to develop the new section of park as a large gathering area for communities, with a possible "great lawn" for concerts and performances; add curb extensions and crosswalks over to Willow Creek park; purchase remainder of block; landscape parking lots facing the, add medians on B street and C Street; encourage eventual redevelopment at higher densities;
3.6	Redevelopment Concept with New Civic Center	Partially completed. Madras Police Station/City Hall complete, Jefferson County Courthouse under construction, Marty Goodson Building renovations to occur in 2016.	Focus on the two blocks south of D street and west of southbound US 26/97. Locate civic uses together on these properties solves the issue of having all major public facilities currently in a floodplain. The concept could also include commercial development and a hotel.
Long Term Projects			
	Housing development/ jobs-housing balance	Yarrow master planned community started, not completed. Much more to development needed to complete master plan.	Allow and encourage housing to the east and west of Madras; ensure that there is high quality development on property, coordinate development plans with adjacent landowners, while ensuring that state and local land use laws are satisfied.
	Economic development	Sign permit process revised & simplified, industrial/commercial development regulations currently being amended, farmers market meets in Sahalee Park, North & South Y intersection "welcome" signs complete or soon completed, code enforcement on-going. nuisance abatement ordinance recently amended to more effectively deal with "derelict buildings."	Create a more business friendly environment; form Action Community to follow-through on ideas; encourage retail that will breed better paying jobs and expand business hours/night activity; attract diversity of restaurants and entertainment; farmers market; promote attractive businesses on entrances of city; tax incentives for downtown development; speed up permit process; Set up Code enforcement on signs and buildings downtown.
	Market the City of Madras and area attractions more effectively	Inn at the Cross Keys Station Hotel is a major success! It supports tourism in and around Madras with the meeting space the MRC provided funding for. Tillamook Air Museum, which is now called the Erickson Aircraft Collection, has moved to Madras! http://www.ericksoncollection.com/	Increase Chamber of Commerce funding; Work with Central Oregon tourism organizations; Build stand-alone tourist information center in downtown Madras, Improve signage; Work with State Parks, County and National Grassland to improve recreation sites; Promote Opal Springs water; Create more robust event calendar for summer months; Create a "fun" community cleanup; Better market airport and industrial park;
	Rezone or downzone commercial property	City only had one commercial zoning district. In 2007, the C-2 and C-3 zoning districts were created in conjunction with the design standards for commercial development	Develop a commercial zoning strategy that determines the feasibility of downzoning/rezoning excess commercial property. Include a study of the implications of an eventual bypass around downtown Madras.
	Revise Zoning and Development Code	Yes, Zoning Ordinance (i.e. development regs) amended in 2007 to include design standards.	Make recommended zoning code revisions included in Comprehensive Plan: stronger landscaping requirements, architectural review guidelines, prohibit large parking lots between the building and street, reduce parking requirements for residential units, revise roadway and sidewalk standards, and require large new developments in include public amenities.
	A Vision for the Willow Creek Floodway	The "greenway" concept has not been further developed. The City has upsized the 9th Street culvert/bridge for Willow Creek. City & Army Corps of Engineers will begin remapping Floodplain and Floodway in Fall 2015.	Expand upon the rough concept study completed as part of the original urban renewal study. Determine if re-greening of the City would successful mitigate future floods and re-orient the City to this new natural amenity, conduct cost-benefit analysis.

CITY OF MADRAS
Request for Madras Redevelopment Commission Action

Date Submitted: October 1, 2015
Agenda Date Requested: October 7, 2015
To: Madras Redevelopment Commission
From: Nicholas Snead, Community Development Director
Subject: Authorization of Amendments to Scope of Work and Budget for the Urban Revitalization Action Plan Update.

TYPE OF ACTION REQUESTED: (Check One)

- | | |
|--|---|
| <input type="checkbox"/> Resolution | <input type="checkbox"/> Ordinance |
| <input type="checkbox"/> Formal Action/Motion | <input checked="" type="checkbox"/> Other |
| <input type="checkbox"/> No Action - Report Only | |

DISCUSSION:

The Madras Redevelopment Commission (MRC) entered into a contract with EcoNorthwest (contractor) on September 2, 2015 to update the Urban Revitalization Action Plan. Subsequently the contractor has commenced work on the project. In doing so, they have determined that additional work is needed, beyond that currently in the Scope of Work and budget. The contractor has requested authorization to expand the scope of work and budget to ensure the final product (updated Urban Revitalization Action Plan) meets the needs of the MRC. Specifically, the additionally work proposed by the contractor will include: 1) tax increment revenue forecasting and funding scenario analysis, which will provide an enhanced and more effective financial plan that will be used to implement the updated Urban Revitalization Action Plan. Staff has reviewed the request to amend the Scope of Work and budget and finds the FY 2015-16 MRC budget includes \$90,000 for this project. The additional work will increase the project budget from \$80,050 to \$88,050 and leaving \$1,950 in contingency for the project. Staff finds the request is needed to ensure the updated plan provides strategic guidance on future investments in the District by the MRC. Staff also finds there is available funding in the FY 2015-16 MRC budget to accommodate the request.

SUMMARY:

- A. **Fiscal Impact:** \$8,000. The request will increase the project budget from \$80,050 to \$88,050.
- B. **Funding Source:** Madras Redevelopment Commission, Materials & Services, Professional Services.

Budget Line Item: 701-701-520-2503

- C. **Explanation of Impact:** Madras Redevelopment Commission approval of the requested Scope of Work and project budget will formally authorize additional work contractor beyond that currently specified in the current Scope of Work and project budget for the Urban Revitalization Action Plan update.
- D. **Supporting Documentation:** None.

Attachment A: Request for Contract Amendment

Attachment B: Madras Urban Renewal Tax Increment Financing (TIF) Forecast Approach

Attachment C: Project Budget

Attachment D: Scope of Work

STAFF RECOMMENDATION:

That the MRC approves the requested amendments to the Scope of Work and project budget.

ECONorthwest

ECONOMICS • FINANCE • PLANNING

Phone | 503.222.6060
econw.com

KOIN Center
Suite 1600
222 SW Columbia
Portland, Oregon 97201-6616

Other Offices
Seattle | 206.388.0079
Eugene | 541.687.0051
Boise | 208.918.0617

September 30, 2015

Nick Snead
City of Madras
125 SW "E" Street
Madras, OR 97741

Dear Nick,

This letter serves as a formal request for a contract amendment to ECONorthwest's contract with the City of Madras for an update to the 2006 Urban Revitalization Action Plan. The contract amendment will allow for the addition of tax increment revenue forecasting and funding scenario analysis for the Madras Redevelopment Commission.

The scope would add one additional task to the existing scope, Task 5. The task would include two subtasks, detailed below.

Task 5.1 Forecast TIF Revenue. ECONorthwest would:

- Confirm limitations and restrictions of the URA, including remaining maximum indebtedness and any sunset provision for issuing new debt and/or collecting TIF revenue.
- Compile historical, parcel-specific assessment dataset. Clean, verify, and format the data.
- Forecast future growth in RMV and AV for each individual property, based on parcel-specific historical trends in RMV.
- Summarize the AV/RMV ratio of properties in the area, and the implications for future growth in AV in the area.
- Verify applicable tax rates. Confirm no GO bond or Local Option Levies will be included in the consolidated tax rate in future years.
- Calculate future TIF revenue based on the forecast tax rates and assessed values. Adjust gross revenue for assumed compression losses, rate truncation, discounts, and delinquencies (based on historical trends).
- Provide an improved spreadsheet for tracking URA cash flow over time, including detail on revenue and expenditures, and distinguishing between project funds, and debt service funds.

Task 5.2. Financial Scenario Analysis. ECONorthwest would:

- Evaluate potential development scenarios, forecasting the impact on AV and TIF revenues.
- Model different cash flow scenarios, showing how investment in different projects, and the resulting impact on TIF revenues would affect the overall cash flow of the district.
- Provide strategic advice on different financial alternatives (for example, expanding a line of credit), and model the impacts to the URA cash flow.

The total budget for these tasks will not exceed \$8,000.

While this figure assumed ongoing coordination with City staff, it does not include any costs for travel expenses to meetings in Madras (beyond ECONorthwest's existing scope with the City to complete the action plan). If this scope of work would require additional meetings, not captured in the existing scope of work, then the budget would need to be adjusted accordingly.

Sincerely,

Lorelei Juntunen,
Managing Partner
ECONorthwest

DATE: September 29, 2015
TO: Nick Snead, City of Madras
FROM: Nick Popenuk
SUBJECT: MADRAS URBAN RENEWAL TIF FORECAST APPROACH

This memorandum summarizes ECONorthwest's recommended approach for forecasting TIF revenue for the City of Madras.

Task 1: Forecast TIF Revenue

ECONorthwest would:

- Confirm limitations and restrictions of the URA, including remaining maximum indebtedness and any sunset provision for issuing new debt and/or collecting TIF revenue.
- Compile historical, parcel-specific assessment dataset. Clean, verify, and format the data.
- Forecast future growth in RMV and AV for each individual property, based on parcel-specific historical trends in RMV.
- Summarize the AV/RMV ratio of properties in the area, and the implications for future growth in AV in the area.
- Verify applicable tax rates. Confirm no GO bond or Local Option Levies will be included in the consolidated tax rate in future years.
- Calculate future TIF revenues based on the forecast tax rates and assessed values. Adjust gross revenues for assumed compression losses, rate truncation, discounts, and delinquencies (based on historical trends).
- Provide an improved spreadsheet for tracking URA cash flow over time, including detail on revenues and expenditures, and distinguishing between project funds, and debt service funds.

Task 2: Financial Scenario Analysis

ECONorthwest would:

- Evaluate potential development scenarios, forecasting the impact on AV and TIF revenues.
- Model different cash flow scenarios, showing how investment in different projects, and the resulting impact on TIF revenues would affect the overall cash flow of the district.
- Provide strategic advice on different financial alternatives (for example, expanding a line of credit), and model the impacts to the URA cash flow.

Estimated Budget:

Task 1: \$4,000

Task 2: \$4,000

Total Budget: \$8,000

While this figure assumed ongoing coordination with City staff, it does not include any costs for travel expenses to meetings in Madras (beyond ECONorthwest's existing scope with the City to complete the action plan). If this scope of work would require additional meetings, not captured in the existing scope of work, then the budget would need to be adjusted accordingly.

Madras Redevelopment Commission
 Urban Revitalization Action Plan Update
 Project Budget
 9/2/2015

Labor Expenses	\$/Hour	HOURS BY TASK				TOTALS		
		Task 1 Management	Task 2 Assessment and Analysis	Task 3 and Prioritize	Task 4 Final Action Plan	Hours	\$	% of Budget
ECONorthwest								
Partner/Project Director	160	30	40	30	25	125	\$20,000	25%
Project Manager	130	30	80	30	35	175	\$22,750	28%
Analyst	80	10	65	30	25	130	\$10,400	13%
Graphic Design	55				20	20	\$1,100	1%
Sub-Total		70	185	90	105	450	\$54,250	68%

Subconsultants	Task 1	Task 2	Task 3	Task 4	Expense Totals	% of Budget
Walker Macy	\$3,000	\$5,000		\$5,000	\$13,000	16%
Elaine Howard	\$3,000		\$6,000	\$2,000	\$11,000	
Total	\$6,000	\$5,000	\$6,000	\$7,000	\$24,000	30%

Non-Labor Expenses	Task 1	Task 2	Task 3	Task 4	Expense Totals	% of Budget
Travel	\$600	\$300	\$600	\$300	\$1,800	2%
Total	\$600	\$300	\$600	\$300	\$1,800	2%

Totals by Task	Task 1	Task 2	Task 3	Task 4	Totals	Summary of Expenses	
Total Labor	\$15,500	\$27,000	\$17,100	\$18,650	ECO Labor	\$54,250	68%
Direct Expense	\$600	\$300	\$600	\$300	Subs	\$24,000	30%
Total by Task	\$16,100	\$27,300	\$17,700	\$18,950	Non-Labor	\$1,800	2%
% of Total Budget	20%	34%	22%	24%	Budget	\$80,050	100%

ECO labor \$9,500 \$22,000 \$11,100 \$11,650 \$54,250

Sub Labor	\$6,000	\$5,000	\$6,000	\$7,000	\$24,000
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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
- 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

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:

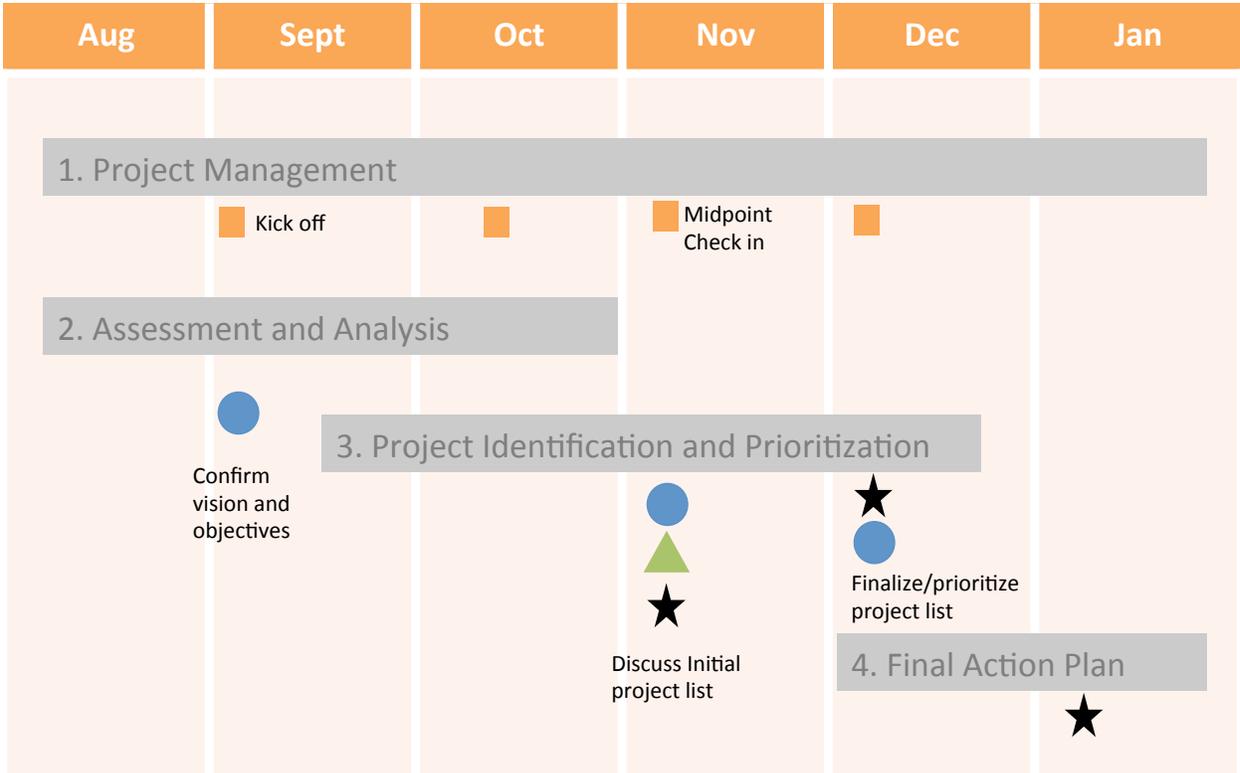
- Draft Action Plan
- Presentation materials and participation in up to three presentations
- Final Action Plan

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.

Budget

The budget for this project is \$80,000.00.



- Advisory Committee Mtg
- Agency Team Meeting (PMT meetings biweekly)
- ▲ Community Open House
- ★ MRC Meetings

SEPT

OCT

NOV

DEC

JAN

Gather Input on Priorities

Generate Project List

Prioritize and Confirm Urban Design Framework

Draft and Final Action Plan

TECHNICAL ANALYSIS

2006 Progress Report
Retail Needs Analysis

PUBLIC OUTREACH

Public and Stakeholder Outreach

ADVISORY COMMITTEE

Advisory Committee Input

A big list of projects...



For each project:
Name
Description
Rationale
Potential Partners

Cost Analysis
TIF Generation Analysis

Public Outreach

Advisory Committee Input

A refined, targeted list of projects...



For each project, refined:
Name
Description
Rationale
Partners
Phasing
Cost Estimate
Funding Sources
Next Steps