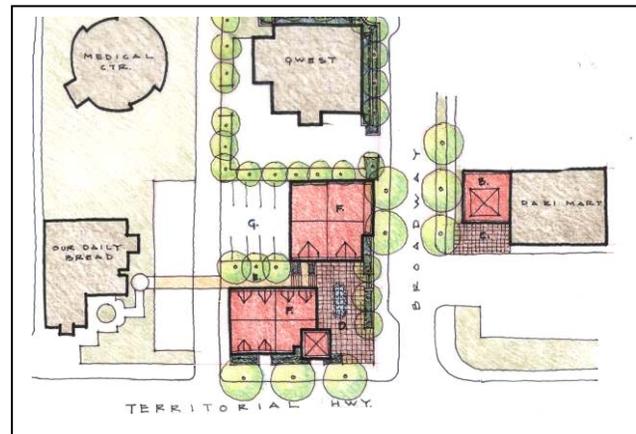
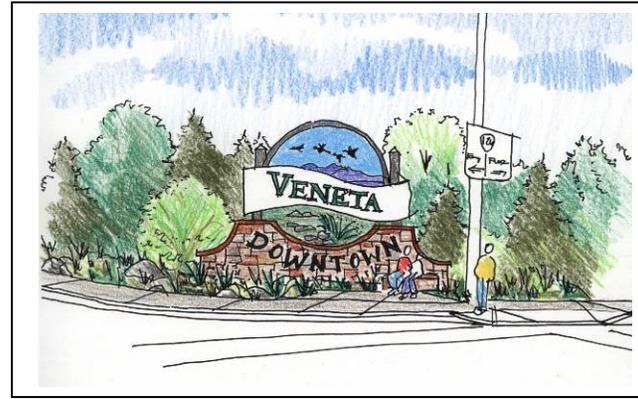


NEXT STEPS STRATEGIES

A REDEVELOPMENT ACTION PLAN FOR THE CITY OF VENETA, OREGON



FEBRUARY 2008

(blank)

NEXT STEPS STRATEGIES

VENETA, OREGON

PREPARED BY:



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ACKNOWLEDGEMENTS

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For their participation in the process to develop this plan

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VENETA'S NEXT STEPS STRATEGIES

INTRODUCTION & BACKGROUND

In 2005, the City of Veneta sought direction to accomplish two tasks: 1) develop a Downtown Master Plan to help guide downtown redevelopment and guide Urban Renewal's next-step efforts; and 2) develop a Market Readiness Analysis to identify opportunities for helping capture more resident and visitor spending to complement redevelopment efforts.

The Oregon Downtown Development Association was selected to lead the project and fielded a team to accomplish these tasks. The Downtown Master Plan, which included a code audit with proposed updates, and Market Readiness report were completed in June, 2006. As soon as the Master Plan project was completed, the City began moving several of the recommended initiatives forward including updating and adoption of the Urban Renewal plan; updating the City code to reflect the proposed development and design standards for the Broadway, Territorial, and Neighborhood Commercial Areas; and branding to help identify and set apart this unique natural area and community. Veneta also strengthened their one-of-a-kind Wings and Wine event, created a Farmers Market, and explored acquisition of key opportunity sites to RFP for redevelopment. The City and Urban Renewal Agency have been very aggressive in using their Downtown Master Plan as a launchpad to move redevelopment efforts forward.

That said, Broadway continues to experience blight and struggles to see the kind of private investment and revitalization envisioned. There is also a need to better articulate gateways with signage and wayfinding elements. In addition, the City and Urban Renewal Agency needed additional concepts, cost estimates and next steps laid out to assist with strategic decision-making. In 2007, the City of Veneta contracted with the Oregon Downtown Development Association to undertake the tasks described above. The team included project coordinator, Vicki Dugger of the Oregon Downtown Development Association; David Dougherty, DLA Landscape Architecture; and Tom Bennett, an architectural designer. The team worked on-site April 9-11, 2007. They conducted site reconnaissance and assessment; met with Kurt Straube from Dairy Mart headquarters and Terry McDonald from St. Vincent de Paul to discuss redevelopment opportunities;

coordinated with Visco Lighting to determine the best streetscape lighting options; facilitated one public meeting and two work sessions with the Urban Renewal Agency; and developed concepts and recommendations for next steps. This report brings together the designs and recommendations developed during on-site visit with additional design and survey information, cost estimates, and other information.

The team identified several project themes that set the framework for the recommendations that follow. They include:

- Building off the 'Inspired By Nature' brand
- The importance of visual cues to help with placemaking and wayfinding
- Repetition and consistency of design elements, particularly with streetscape improvements
- High quality infill development and building remodels for Broadway that support the new code and community's vision; and
- The importance of strategic decision-making, i.e., 'tipping point' activities to best leverage scarce resources

The goal of this plan is to offer the City and Urban Renewal Agency a prioritized road map for next steps. The project deliverables include:

- Prioritized action plan for streetscape improvements along Broadway and Territorial that includes furnishings, updated map with proposed improvements, phasing framework that integrates infrastructure and streetscape improvements, and ballpark cost estimates.
- Gateway concept for the corner of Hwy 126 and Territorial
- An agreed-upon redevelopment strategy (in plan and perspective views) for a key gateway property that includes infill and open space/plaza
- Infill and remodel concept for the Dari Mart property

- Landscape concept for improving the appearance of the Qwest sub-station

In order to make the complex set of recommendations easy to understand and follow, the Next Steps plan is broken into the following categories:

- Infrastructure & Streetscape
- Welcome & Gateways
- Redevelopment Strategies

The ultimate goal of this Next Steps report is to give the City and Urban Renewal Agency the information it needs to make the best decisions, in the right order, concerning downtown Veneta.

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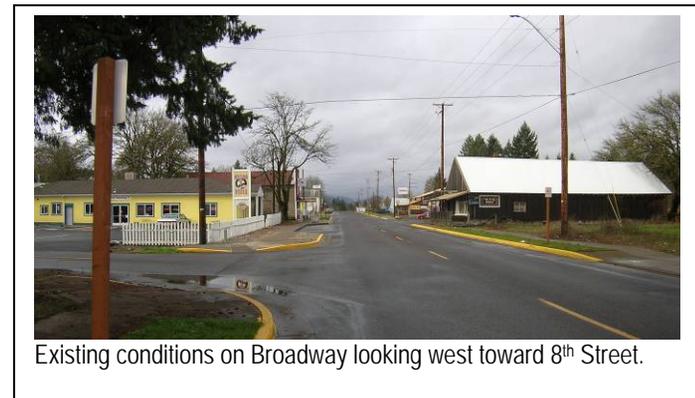
1. CONCEPTS: INFRASTRUCTURE & STREETScape

Downtowns almost always have more infrastructure needs than available dollars to meet them. So for Veneta, it is essential to identify and prioritize projects that will complete existing infrastructure facilities, serve as catalysts for private investment, and leverage new development. The recommendations for streetscape and infrastructure improvements along Broadway include both recommendations for improvements to existing facilities and new projects.

SEWER CONNECTIONS

In the previous downtown planning project (Downtown Master Plan), the community agreed that Broadway is critical in the redevelopment of downtown and that first phase efforts should focus on the area between Territorial and 5th. Broadway has the scale and redevelopment potential to become a community jewel and destination for both residents and visitors alike. However, in its current state, it cannot accommodate the level of redevelopment desired due to two primary factors: 1) several properties on the north side of Broadway are still on septic systems - - making it impossible to get level of density needed for a downtown district with contiguous storefronts; and, 2) the City's previous vacation of 2nd and 3rd Streets' right-of-ways north of Broadway that put them into private ownership.

A July 2007 Sanitary Sewer Feasibility study for Broadway outlined two options for completing sewer connections. (See report at the end of this document) Alternative #2 would require more property acquisition and would cost more with this expense factored in. However, the Downtown Master Plan and this Next Steps Strategy recommends the City reacquire 2nd and 3rd Streets' right-of-ways north of Broadway for use as connecting streets to Waldo that would include street improvements, sidewalks and on-street parking. If these



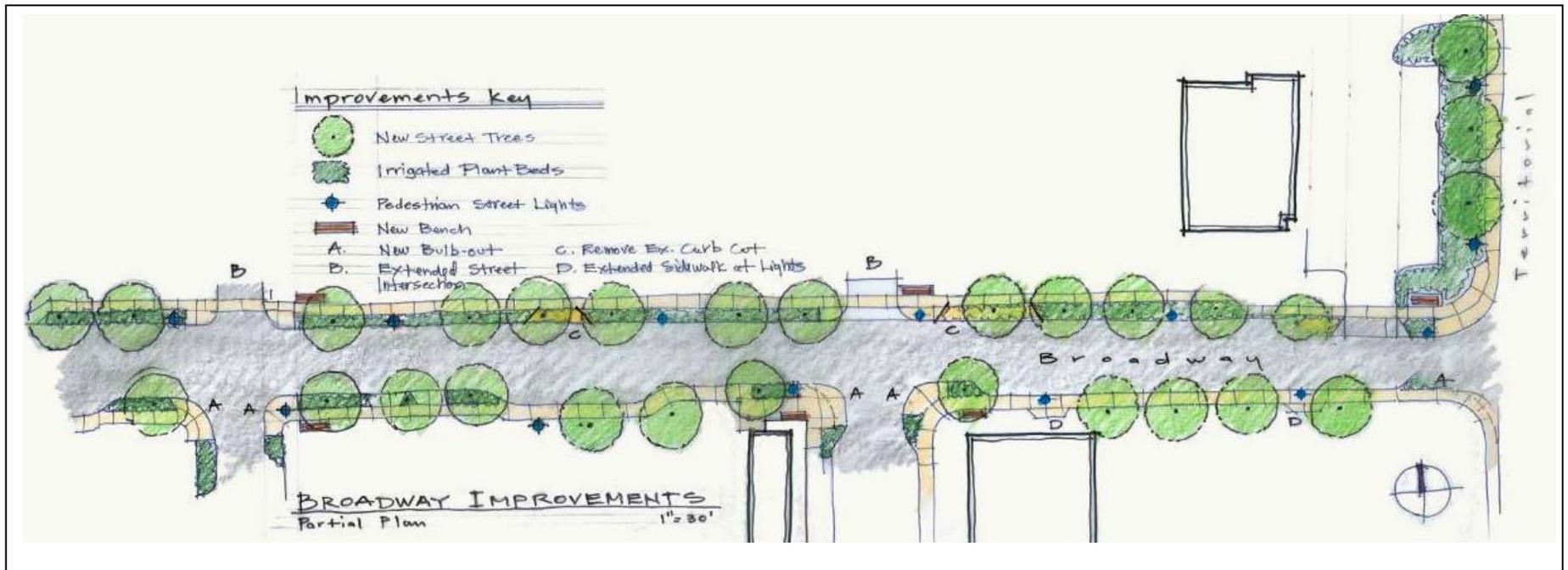
rights-of-way are acquired to serve street functions in addition to sewer needs, then the cost drops for Alternative #2. Also, Alternative #1 may limit site access or require extensive fill to ensure proper gravity flow of the sewer system. For Alternative #2, street grades may be slightly lower and not require the same amount of fill. (Street grade issues were not factored into the study's cost estimates). The 2nd and 3rd Streets' rights-of-ways are critical for access, parking and circulation when this area of Broadway is redeveloped. The process for the City to reacquire these easements may likely occur through agreements with the developer who purchases the property from the current owners. (There are seven properties under single ownership in this area that are currently for sale. See the Redevelopment Strategies section of the report for more information.)

STREETSCAPE IMPROVEMENTS

Sidewalk improvements along Broadway were initiated in 2002 and included new sidewalks from Territorial to 8th. This project made Broadway more walkable but because of its limited scope (it did not include street trees, pedestrian scaled lighting and amenities such as benches, trash receptacles, etc.), the project fell short in making Broadway as attractive and pedestrian friendly as it could have. To complicate matters, power and irrigation lines were not run under sidewalks prior to their construction in order to accommodate a later phase of streetscape amenities described above.

The concept plan for Broadway, on the next page, indicates proposed sidewalk and curb improvements as well as locations for pedestrian scaled lighting, trees and benches between Territorial and 3rd Street. This preliminary conceptual plan assumed no changes to the existing sidewalks, landscape strip and on-street parking layout. The next phase of design development included refinements to the conceptual plan that were executed in CAD. The refinements address improvements to Broadway between Territorial and 5th; redevelopment of 2nd, 3rd, 4th, and 5th Streets between Broadway and Waldo; development of Waldo between Territorial and 5th; and improvements to the streetscape on Territorial between Hwy. 126 and Broadway. The section containing the CAD refinements, along with associated cost estimates, follow this portion of the report outlining initial concepts.

The preliminary concept plan for streetscape improvements along Broadway between Territorial and 3rd Street is shown below. From this plan, a more detailed study and analysis was performed.



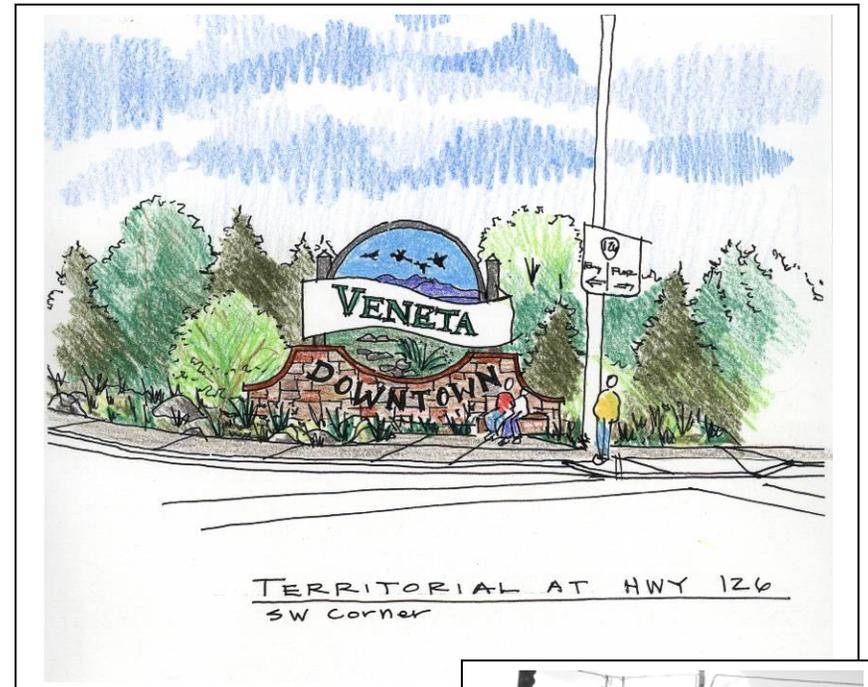
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2. CONCEPTS: WELCOME & WAYFINDING

The planning process to develop this *Next Steps Strategies* document for Veneta yielded new concepts to create a sense of place and 'welcome' at the key intersection of Hwy. 126 and Territorial. The City and project team agreed that design intervention was needed at this location in order to create an attractive gateway and sense of welcome; set the design 'tone' and the image for the community; and to encourage drivers to explore Veneta beyond the Hwy. 126 corridor.

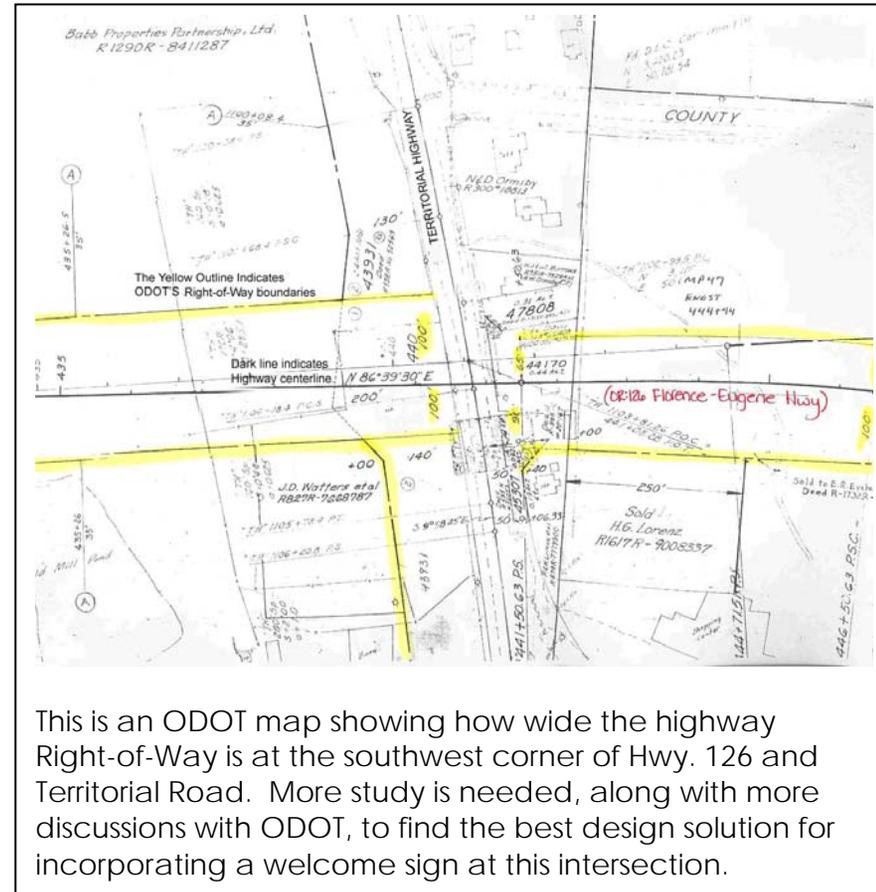
Two 'big idea' design concepts were developed for Territorial. They include an attractive, high quality welcome sign at the Hwy. 126 and Territorial intersection and bold streetscape improvements from the intersection south to Broadway.

The City was enthusiastic about the welcome sign concept developed by the team. The design, pictured at the right, shows a high quality sign that cues drivers they are entering a specific area, identifies the City and downtown, and helps anchor and 'hold' the corner at this key intersection. The conceptual design has been submitted to the Springfield office of the Oregon Department of Transportation for review. That review revealed that a sign of this type would have to be sited on private or city-owned, property and could not exceed 200 square feet (the full ODOT regulations regarding off premise signs are included at the end of the report.) As shown, a ballpark figure to construct a sign of this size and type would be in the \$20-25,000 range. The City agreed that a project of this type would be an asset because of its visual appeal, placemaking qualities, and value in raising awareness. Also, this type of project would show residents, visitors, and potential developers that Veneta is



investing in its future and supports quality projects. An attractive, highly quality and well executed welcome sign can also help create a favorable, and *memorable*, impression. However, a complicating issue has arisen with the proposed site for the sign: ODOT's right of way at this intersection is extremely wide (see map below) and the sign must be located on private property. More study is needed for this site in order to find the best design solution.

During sign permitting discussions, ODOT revealed a willingness to assist the City by offering to upgrade their standard welcome signage located at entrances to town. They provided two new signs, at no cost to the City, at each entry to town on Hwy. 126, that are 3X larger than the previous signs and include the City's logo. In addition to this project, ODOT was extremely helpful and responsive in researching new off-site permitting laws and other issues related to the conceptual design for the large welcome sign proposed for the corner of Hwy. 126 and Territorial.



A second 'big idea' project, streetscape improvements on Territorial between Hwy. 126 and Broadway, complements the proposed welcome signage and would encourage drivers to explore to downtown. There was general agreement that these improvements should be phased and coordinated with the construction of future transit improvements.



Streetscape improvements in this concept call for a bioswale design to help mitigate runoff and build on Veneta's image as a community that celebrates its wetlands. Pedestrian-scaled lighting with attractive banners ('Inspired by Nature' theme) would help call attention to Territorial towards Broadway; suggesting there is more to explore than what meets the eye from Hwy. 126. The street lighting along Territorial would match that proposed for Broadway, yet be larger in scale. Bioswales would be installed between the existing

sidewalk and the curb and include inlets to help capture and treat runoff.



Left: An example of an inlet to channel runoff from the roadway or parking lot into a bioswale.

Examples of bioswales that highlight a variety of design and planting options.

The plan, below, shows a preliminary concept developed for streetscape improvements along Territorial between Hwy. 126 and Broadway. It includes street trees as part of the recommendations as well as a limited one block median treatment from the railroad tracks to Broadway to help calm traffic and provide a safe crossing for pedestrians.



This concept drawing was also refined through further design development. The following section contains the CAD drawings and associated cost estimates for proposed streetscape improvements for Broadway, 2nd, 3rd, 4th, and 5th Streets, Waldo, and Territorial between Hwy. 126 and Broadway.

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3. DESIGN REFINEMENTS & PROJECT COST ESTIMATES

This section outlines the next iteration of design refinements based on initial concepts for Broadway, 2nd-5th Streets, Waldo and Territorial. The CAD drawings that follow have also been provided in two full sized sets to the City. The drawing sets include:

- LA-0: Illustrative Site Plan
- LA-1: Topographic Survey (showing utilities)
- LA-2: Master Redevelopment Plan
- LA-3: Site Plan at 4th & 5th Streets
- LA-4: Site Plan at 3rd Street
- LA-5: Site Plan at Territorial & 2nd Street
- LA-6: Site Amenities & Plant Schedule
- CE-1: Cost Estimate Key
- Cost Estimate for Broadway Improvements: Territorial to 5th Street
- Cost Estimate for Waldo Improvements: Territorial to 5th Street
- Cost Estimate for Territorial Improvements: Hwy. 126 to Broadway

Priorities for capital improvements outlined in this section of the report include:

1. Broadway
2. 2nd, 3rd, 4th & 5th Streets (connecting Broadway to Waldo)
3. Waldo
4. Territorial

Proposed improvements for Broadway include 'building out' the existing streetscape to make it more inviting and pedestrian friendly. More comprehensive upgrades are slated for the streets that connect Broadway to Waldo Lane (2nd – 5th). These connections are critical to increase on-street parking capacity, offer pedestrian safety through sidewalks and cross walks, provide access to off-street parking (behind infill development); improve circulation as Broadway redevelops; and provide a good walking/biking pathway to link downtown to the rest of the community. The overall goal is to create a good pedestrian environment and improved grid for the downtown area.

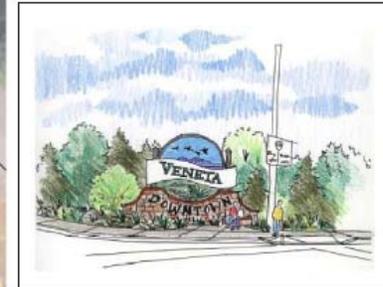
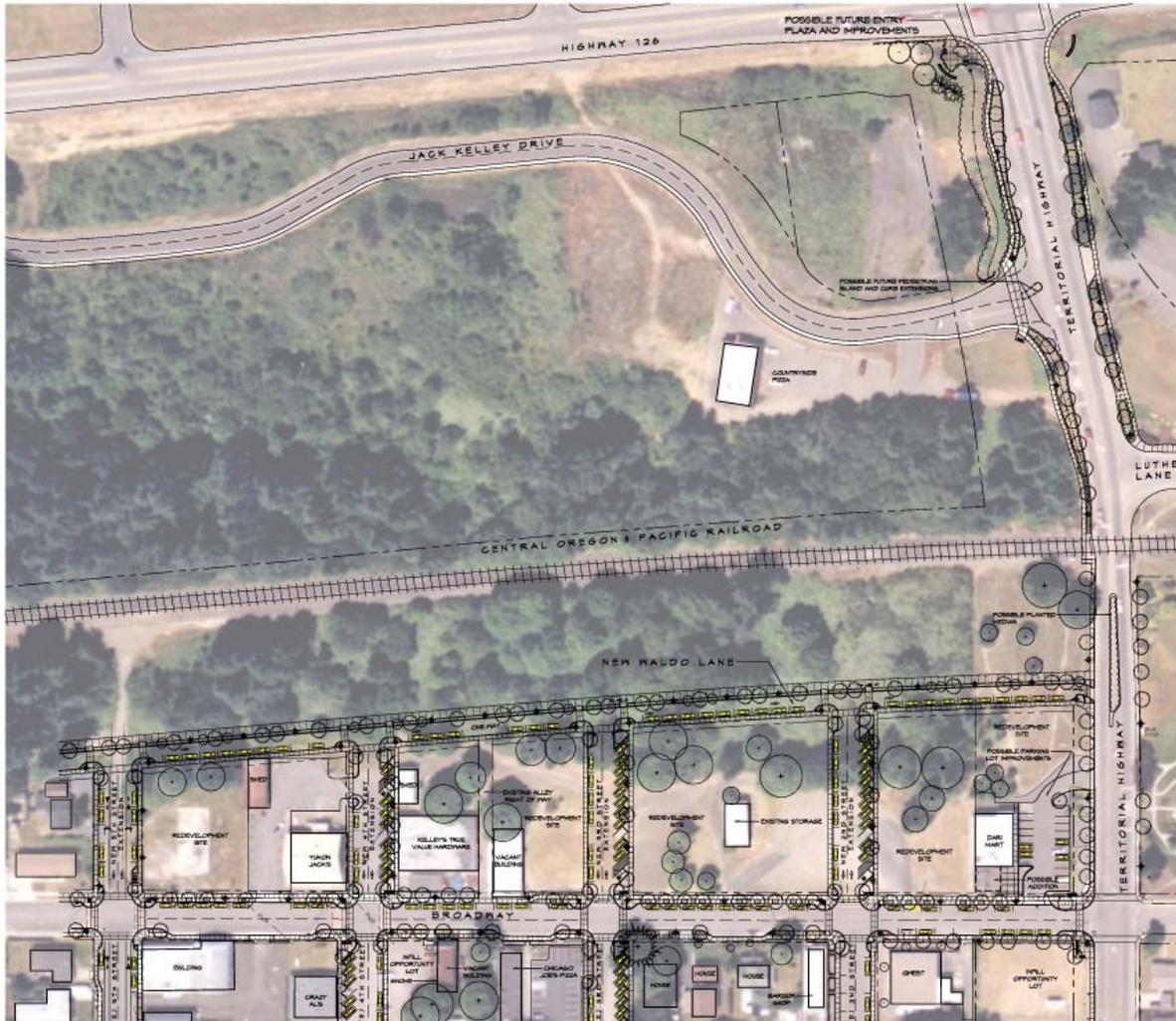
- For Broadway, streetscape improvements would include: sewer connections (where needed), irrigation and power for lighting and plantings, curb extensions, improved crosswalks, ADA ramps, trees, landscaping, pedestrian-scaled lighting and amenities (benches, bike racks, trash receptacles, etc). Relocation of existing power poles to Waldo is also recommended to help cut down on visual clutter.
- Projects for 2nd – 5th Streets would include: acquisition of 2nd and 3rd Street rights-of-way north of Broadway; construction of two-way streets, curbs, gutters, cross walks, ADA ramps and sidewalks; creation of on-street parking (both angle-in and parallel as appropriate to the available right of way); and trees, landscaping, pedestrian-scaled lighting, and amenities. Improvements for proposed for both the north and sides of Broadway on the side streets.
- Proposed improvements for Waldo include: construction a one-way street (east bound), curbs, gutters, crosswalks, ADA ramps, sidewalks and parallel parking on the south side of the street; and trees/bioswale and walking/biking path on the north side of the street.

- Recommended projects for Territorial include: streetscape improvements that include pedestrian lighting (that matches the lighting on Broadway but is larger in scale), trees, native/bioswale plantings, inlets, cross walk improvements and curb extensions for Jack Kelly Drive, gateway improvements (signage) at the Hwy. 126 intersection, a median treatment between the railroad and the entry to Dari Mart and improvements to Dari Mart's parking and access.

The next seven pages of drawings show details of proposed improvements. The set of CAD drawings begin with an aerial showing proposed improvements for Broadway, Waldo and Territorial. The next page (LA-1) shows existing conditions regarding utilities and topography. The survey was performed by Wolford Land Surveying as a separate project (t important to the overall redevelopment of Broadway) Sheet LA-2 shows the overall redevelopment masterplan without the aerial image. Sheets LA-3, 4 and 5 outline improvements to Broadway, side streets (2nd – 5th Streets), and Waldo. Site Amenities and Plant Schedule are included on LA-6.

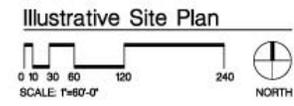
In terms of preliminary cost estimates for the proposed improvements, the project has been broken up by areas: Broadway, Waldo and Territorial. The sheet labeled CE-1 indicates these areas by color code (Red = Broadway; Green = 2nd – 5th Streets and Waldo; Blue = Territorial). The section following the drawings includes preliminary cost estimates for proposed public improvements in each of these three areas.

Like the differing scopes of work for each area, from completing existing projects to new construction of streets and sidewalks, the cost estimates to implement these improvements vary widely - - from about one-quarter million to just over one million dollars. The project implementation matrix that follows at the end of the report will help the City and Urban Renewal Agency in strategic decision-making to best time and leverage these investments.



DRAWING INDEX

LA-0	ILLUSTRATIVE SITE PLAN
LA-1	SURVEY
LA-2	MASTER PLAN
LA-3	SITE PLAN AT 4TH AND 5TH STREETS
LA-4	SITE PLAN AT 3RD STREET
LA-5	SITE PLAN AT TERRITORIAL AND 2ND STREET
LA-6	SITE AMENITIES AND PLANT SCHEDULE



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ODCA
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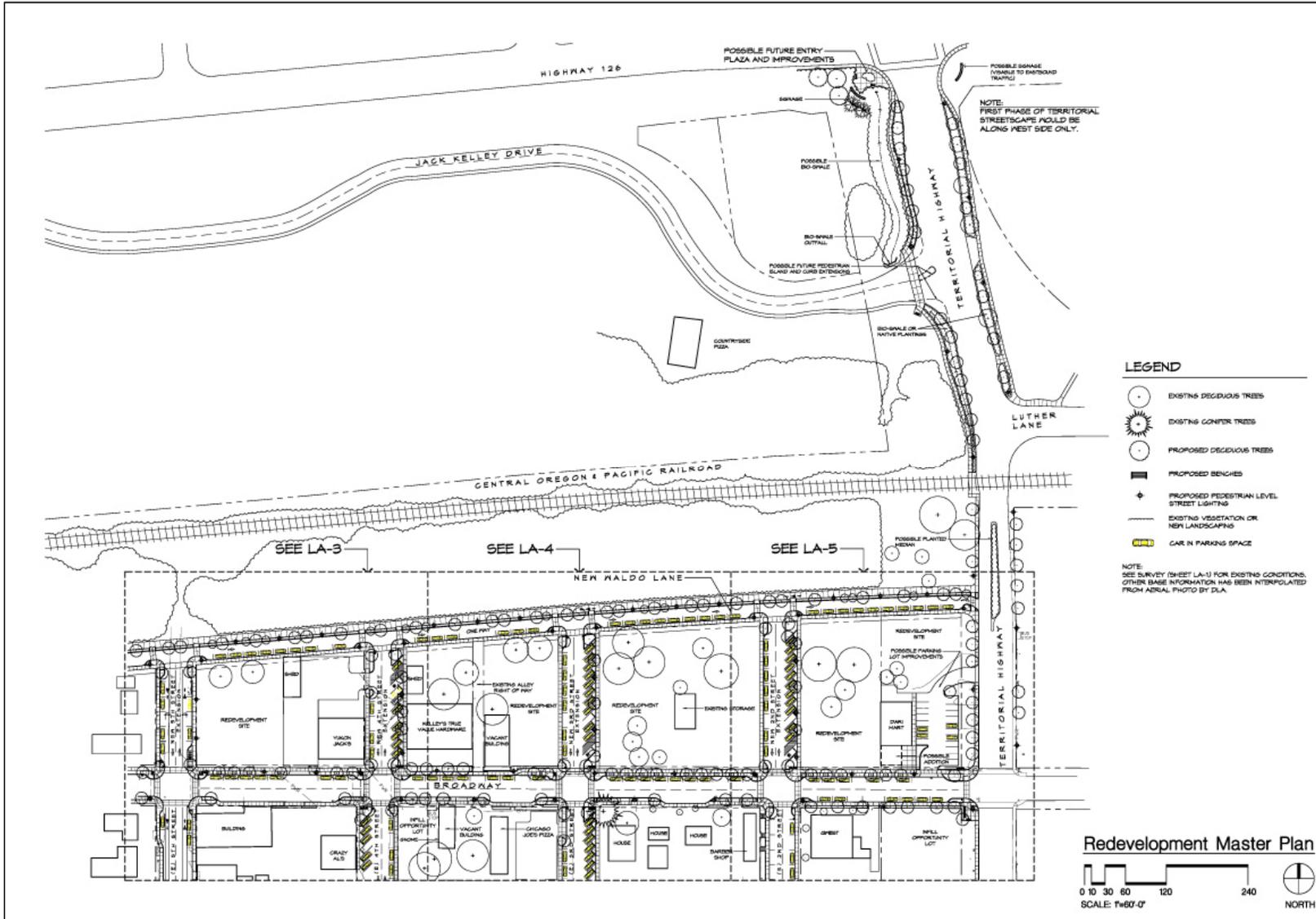
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Oregon

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REVISIONS:

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LA-0

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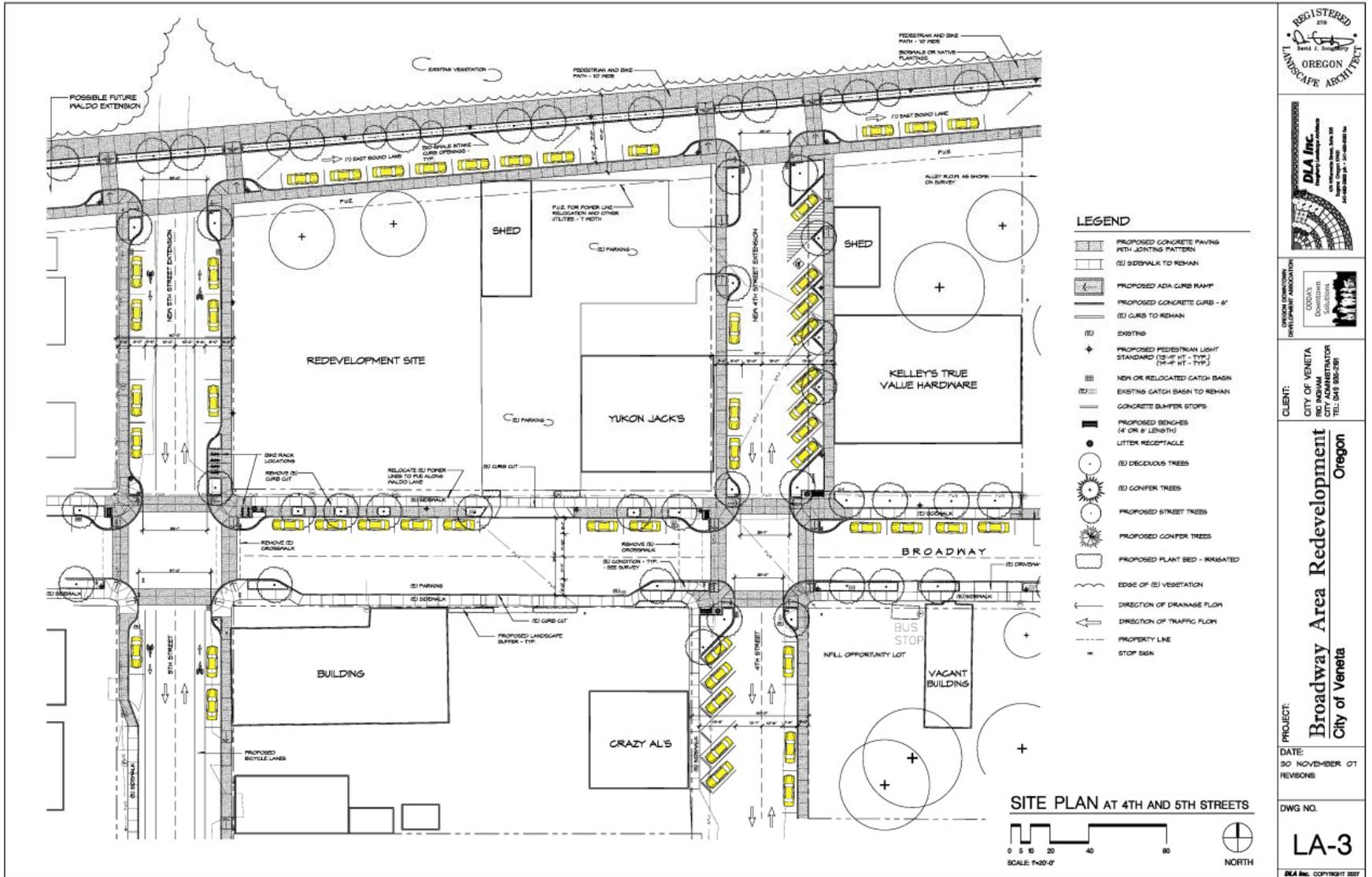
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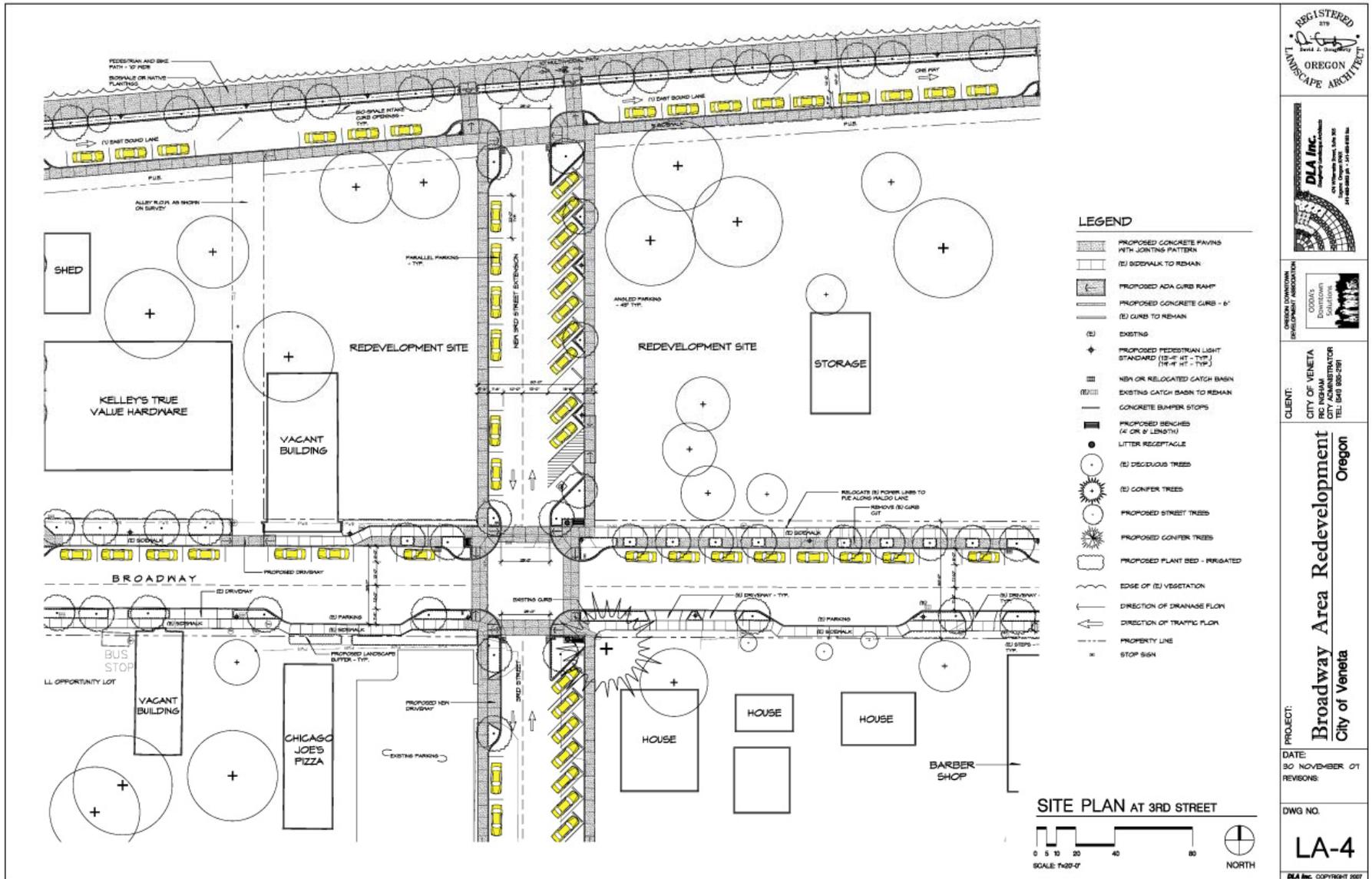
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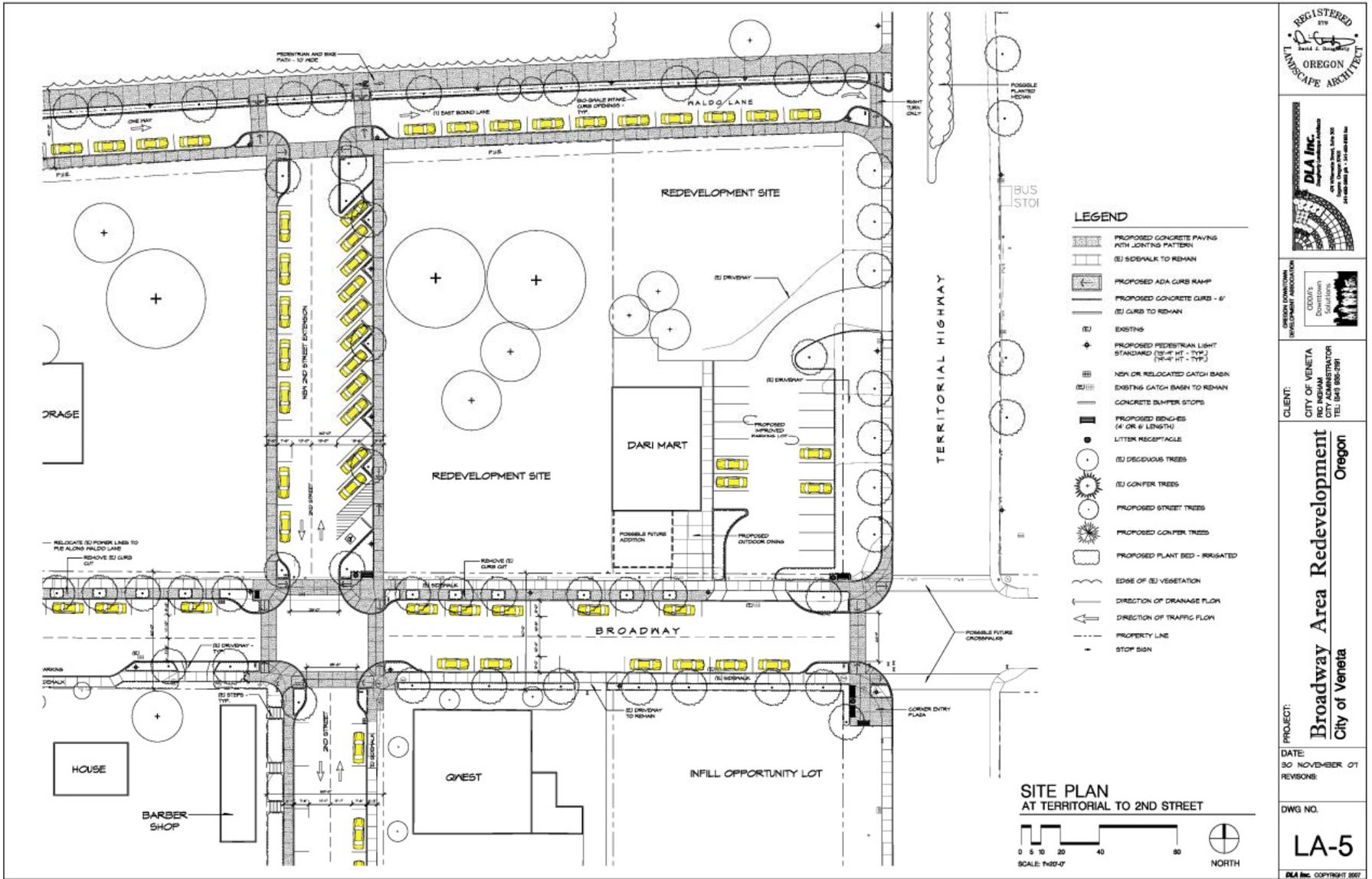
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DAVID M. JENSEN
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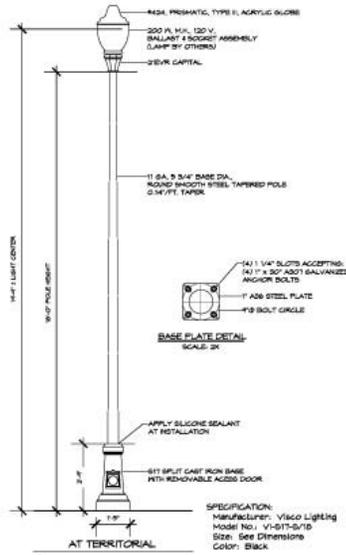
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PROJECT:
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Oregon
City of Veneta

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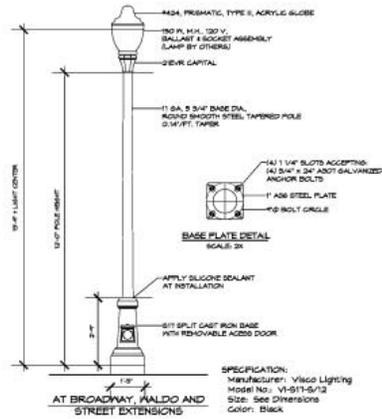
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STREET LAMPS

SCALE: 1/2" = 1'-0"



11.5\"/>



OPTION A
 SPECIFICATION:
 Manufacturer: Victor Stanley
 Model No.: CM-18B
 Size: 4' and 6' Length
 Color: Black



OPTION B
 SPECIFICATION:
 Manufacturer: Victor Stanley
 Model No.: 324
 Size: 4' and 6' Length
 Color: Black

BENCHES



SPECIFICATION:
 Manufacturer: Victor Stanley
 Model No.: SD-95
 Size: 24 gallons
 Color: Black

LITTER RECEPTACLE



SPECIFICATION:
 Manufacturer:
 Radius Pipe Bending
 Model No.: Hoop Style Rack-
 Round
 Size: 24" diameter
 Color: Black

BIKE RACKS

PLANT SCHEDULE

KEY	BOTANICAL NAME	COMMON NAME	MIN. SIZE	COMMENTS
STREET TREES - BROADWAY, MALDO AND STREET EXTENSIONS				
ACDC	Acacia saligna Mill. & Gaertn.	Red-barked tree	12' cal.	Installing, lined up to approx. 6 ft.
CAF	Callitris holmii (Purdie) Street tree form	Coastal sheoak	12' cal.	See 348, installing, 30' to 32'
FRCP	Fraxinus saxonica (L.) Rostk.	Fraxin ash	12' cal.	Installing, lined up to approx. 6 ft.
NYR	Nyssa sylvatica	Black holly	12' cal.	Installing, full 30'
PTCA	Quercus agrifolia (Willd.) Robt. & Grev.	Common oak	12' cal.	Single stem, 30', installing, full
STREET TREES - TERRITORIAL HIGHWAY				
ACDC	Acacia saligna	Red-barked tree	12' cal.	Installing, lined up to approx. 6 ft.
FRAL	Fraxinus americana (L.) Mill.	American Fraxin ash	12' cal.	Installing, full 30'
PLAL	Platanus occidentalis (L.) Mill.	London Plane Tree	12' cal.	Installing, lined up to approx. 6 ft.
QAL	Quercus agrifolia	Common oak	12' cal.	Single stem, full, well branched
QAL	Quercus laevis	Red oak	12' cal.	Installing, lined up to approx. 6 ft.
SHRUBS AND GROUNDCOVER FOR STREETSIDE PLANTINGS AND BUFFER				
AL	Arctostaphylos uva-ursi	Manzanilla	1 gal.	Installing, full
GDPR	Coronilla varia (L.) Link.	Queen's Flowering Dogwood	2 gal.	Installing, full
LAD	Lachnaria prostrata	Iron chert	2 gal.	Installing, full
MAUL	Manisuris americana (L.) Mill.	Common Iron chert	2 gal.	Installing, full
MRP	Monarda mollis (L.) Nutt.	Red monardella	2 gal.	Installing, full
MAHR	Monarda mollis (L.) Nutt.	Red monardella	2 gal.	Installing, full
QAL	Quercus laevis	Red oak	2 gal.	Installing, full
VYF	Viburnum tinus (L.) Mill.	Common Viburnum	2 gal.	Installing, full
NATIVE AND BIO-SWALE PLANTS				
ALR	Alnus incana	Red alder	12' cal.	Installing
AL	Arctostaphylos uva-ursi	Manzanilla	1 gal.	Installing, full
CAD	Carduus arvensis	Common hedge	200 gal.	Installing, full
CAD	Carduus arvensis	Common hedge	200 gal.	Installing, full
COB	Coma arvensis	Red Oak (Shrub)	100' ft.	Installing, full
PLAL	Platanus occidentalis	London Plane	12' cal.	Installing, full 30'
ALR	Alnus incana	Red alder	12' cal.	Installing, full 30'
ALR	Alnus incana	Red alder	12' cal.	Installing, full 30'
ALR	Alnus incana	Red alder	12' cal.	Installing, full 30'
ALR	Alnus incana	Red alder	12' cal.	Installing, full 30'
ALR	Alnus incana	Red alder	12' cal.	Installing, full 30'
ALR	Alnus incana	Red alder	12' cal.	Installing, full 30'
ALR	Alnus incana	Red alder	12' cal.	Installing, full 30'
ALR	Alnus incana	Red alder	12' cal.	Installing, full 30'
ALR	Alnus incana	Red alder	12' cal.	Installing, full 30'

SITE AMENITIES AND PLANT SCHEDULE



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VENETA, OREGON
TEL: 541-886-2911

PROJECT:
Broadway Area Redevelopment
Oregon
City of Veneta

DATE:
30 NOVEMBER 07
REVISION:

DWG NO.
CE-1

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PARTIAL PRELIMINARY COST ESTIMATE

EXPENSES	Qty	Unit	Unit Cost	Cost/ Base Bid	Notes
Direct Construction Costs					
<u>Demolition and Removal</u>					
Sawcut Paving	4,770	LF	1.50	7,155	
Pavement Removal and Excavation	14,500	SF	0.75	10,875	includes disposal
Subtotal: Demolition				18,030	
<u>Earthwork</u>					
Clearing and Site Preparation	7,227	SF	0.25	1,807	(Stripping to 3" depth where required)
Temporary Traffic Control	1	LS	7,500.00	7,500	
Erosion Control	1	LS	5,000.00	5,000	
Excavation (Under Paving)	13,311	SF	0.25	3,328	6" average under all new paving
Rough Grading (and Backfill as required)	20,538	SF	0.25	5,135	12" average under all areas of improvement
Topsoil (Landscape Areas)	402	CY	24.00	9,648	18" depth
Subtotal: Earthwork				32,417	
<u>Paving</u>					
Construct Standard Curb and Gutter	1,232	LF	15.00	18,480	
Construct ADA Ramp	34	EA	750.00	25,500	
Construct concrete sidewalks (4" depth)	7,576	SF	4.75	35,986	Includes 4" base rock, finished grading and compaction
Construct Concrete crosswalks (6" depth, reinforced)	3,755	SF	7.00	26,285	Includes base rock, finished grading and compaction
AC Pavement	220	SY	14.00	3,080	4" depth
Base Rock (under asphalt)	220	SY	12.00	2,640	12" depth
AC Patching	2,738	SF	1.50	4,107	
Striping	1	LS	2,000.00	2,000	
Subtotal: Paving				118,078	
<u>Utilities</u>					
Relocate Utility Lines (Not included)				-	By City Engineer
Stormwater Connections (Not included)				-	By City Engineer
Electrical Systems and Connections (Not included)				-	By Electrical Engineer (conduit, meter, etc.)
New or Relocated Catch Basin	8	EA	1,000.00	8,000	
Cap Existing Catch Basin	4	EA	100.00	400	
Street Light Standards (Installed)	23	EA	3,800.00	87,400	
Subtotal: Utilities				95,800	
<u>Site Fixtures, Furnishings and Signs</u>					
Benches	13	EA	850.00	11,050	Surface Mounted
Trash Receptacles	8	EA	400.00	3,200	
Bike Racks	6	EA	250.00	1,500	
Install Traffic Signs and Signposts	25	EA	450.00	11,250	
Subtotal: Site Fixtures				27,000	

BROADWAY COST ESTIMATE, CON'T.

EXPENSES	Qty	Unit	Unit Cost	Cost/ Base Bid	Notes
Landscaping					
Plant Beds (Irrigated)	7,227	SF	3.50	25,295	Includes soil preparation, plant material and irrigation
Street Trees	63	EA	300.00	18,900	Includes irrigation provision
Subtotal: Landscaping				44,195	
Subtotal: Direct Constr. Cost (DCC)				335,520	
Indirect Construction Costs This Project					
Mobilization, Startup and Final Cleanup (Typ. 3-5% DC)	5%			13,421	
Contractor's Overhead & Profit (Typ. 8-10% DCC)	9%			30,197	
Construction Bonds & Insurance (Typ. 1% DCC)	1%			3,355	
Construction Contingency (typ. 10-20% DCC)	15%			50,328	
Subtotal: Indirect Constr. Costs				97,301	
Total Construction Cost (TCC)				432,820	
Direct Development Costs This Project					
Design/Engineering Fees (Typ. 10-18% TCC)	12%			51,938	
Design/Engineering Reimbursables (Typ. 1-2% TCC)	1%			4,328	
Topo/Bdy. Survey (Typ. 1-2% TCC)	2%			-	Complete
Planning Reviews & Approvals (Typ. 1-2% TCC)	1%			4,328	
Permits and Plan Check Fees (Typ. 1-2% TCC)	1%			4,328	
Systems Development Charges (Typ. 3-10% TCC)	3%			12,985	
Construction Testing Services (Typ. 1% TCC)	1%			4,328	
Subtotal: Direct Development Costs				82,236	
Indirect Development Costs					
Bidding, Bid Ad Costs (Typ. 1% TCC)	1%			4,328	
Construction Administration (Typ. 2% TCC)	2%			8,656	
Project Management (Typ. 2% TCC)	2%			8,656	
Subtotal: Indirect Dev. Costs				21,641	
Total Development Cost				103,877	
Total Constr. and Dev. Costs				536,697	
NOTES					
1. This cost estimate is based upon 'Broadway Area Redevelopment' Plans dated 11-30-07. A more detailed site improvements plan would be required for a more comprehensive and accurate cost estimate.					
2. This estimate does not include utility relocation, stormwater connections, electrical systems and connections or other underground or utility improvements (other than those noted). These items require further design and cost estimates by qualified engineers.					

CITY OF VENETA, OREGON		BROADWAY AREA REDEVELOPMENT			
WALDO: TERRITORIAL TO FIFTH STREET (SEE CE-1)		30 NOVEMBER, 2007			
(INCLUDING EXTENSIONS OF NUMBERED STREETS)		PARTIAL PRELIMINARY COST ESTIMATE			
EXPENSES	Qty	Unit	Unit Cost	Cost/ Base Bid	Notes
Direct Construction Costs					
Demolition and Removal					
Removal of Structures or Obstructions	1	LS	5,000.00	5,000	As needed
Clear and Grub	88,407	SF	0.20	17,681	Removal of all vegetation
Subtotal: Demolition				22,681	
Earthwork					
Temporary Traffic Control	1	LS	1,000.00	1,000	
Erosion Control	1	LS	10,000.00	10,000	
Rough Grading (and Backfill as required)	88,407	SF	0.25	22,102	12" average under all areas of improvement
Excavation (Under Paving)	80,000	SF	0.25	20,000	6" average under all paving
Topsoil (Landscape Areas)	384	CY	24.00	9,216	18" depth
Subtotal: Earthwork				62,318	
Paving					
Construct Standard Curb and Gutter	4,004	LF	15.00	60,060	
Construct ADA Ramp	34	EA	750.00	25,500	
Construct Concrete sidewalks (4" depth)	25,638	SF	4.75	121,781	Includes 4" base rock, finished grading and compaction
Construct Concrete crosswalks (6" depth, reinforced)	1,824	SF	7.00	12,768	Includes base rock, finished grading and compaction
AC Pavement	5,838	SY	14.00	81,732	4" depth
Base Rock (under asphalt)	5,838	SY	12.00	70,056	12" depth
Parking Space Striping	1	LS	5,000.00	5,000	
Concrete Bumper Stops	22	EA	75.00	1,650	
Subtotal: Paving				378,547	
Utilities					
Relocate Utility Lines (Not included)				-	By City Engineer
Stormwater Connections (Not included)				-	By City Engineer
Electrical Systems and Connections (Not included)				-	By Electrical Engineer (conduit, meter, etc.)
Street Lighting Standards (Installed)	28	EA	3,800.00	106,400	
New or Relocated Catch Basin	6	EA	1,000.00	6,000	
Subtotal: Utilities				112,400	
Site Fixtures, Furnishings and Signs					
Install Traffic Signs and Signposts	5	EA	450.00	2,250	
Subtotal: Site Fixtures				2,250	
Landscaping					
Plant Beds	6,915	SF	3.50	24,203	Includes soil preparation, plant material and irrigation
Street Trees	60	EA	300.00	18,000	Includes irrigation provision
Subtotal: Landscaping				42,203	
Subtotal: Direct Constr. Cost (DCC)				620,398	

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WALDO (INCLUDING NUMBERED STREETS EXTENSIONS) COST ESTIMATE, CON'T.

EXPENSES	Qty	Unit	Cost/ Base Bid	Notes
Indirect Construction Costs	This Project			
Mobilization, Startup and Final Cleanup (Typ. 3-5% DC)	5%		24,816	
Contractor's Overhead & Profit (Typ. 8-10% DCC)	9%		55,836	
Construction Bonds & Insurance (Typ. 1% DCC)	1%		6,204	
Construction Contingency (typ. 10-20% DCC)	15%		93,060	
Inflation (lately, 4% per year)	0%		-	
Subtotal: Indirect Constr. Costs	30%		179,915	
Total Construction Cost (TCC)			800,314	
Direct Development Costs	This Project			
Design/Engineering Fees (Typ. 10-18% TCC)	12%		96,038	
Design/Engineering Reimbursables (Typ. 1-2% TCC)	1%		8,003	
Topo/Bdy. Survey (Typ. 1-2% TCC)	2%		12,005	
Planning Reviews & Approvals (Typ. 1-2% TCC)	1%		8,003	
Permits and Plan Check Fees (Typ. 1-2% TCC)	1%		8,003	
Systems Development Charges (Typ. 3-10% TCC)	3%		24,009	
Construction Testing Services (Typ. 1% TCC)	1%		8,003	
Subtotal: Direct Development Costs	21%		164,064	
Indirect Development Costs				
Bidding, Bid Ad Costs (Typ. 1% TCC)	1%		8,003	
Construction Administration (Typ. 2% TCC)	2%		16,006	
Project Management (Typ. 2% TCC)	2%		16,006	
Subtotal: Indirect Dev. Costs	5%		40,016	
Total Development Cost			204,080	
Total Constr. and Dev. Costs			1,004,394	
NOTES				
1. This cost estimate is based upon "Braodway Area Redevelopment" Plans dated 11-30-07. A more detailed site improvements plan would be required for a more comprehensive and accurate cost estimate.				
2. This estimate does not include utility relocation, stormwater connections, electrical systems and connections or other underground or utility improvements (other than those noted). These items require further design and cost estimates by qualified engineers.				

CITY OF VENETA, OREGON				BROADWAY AREA REDEVELOPMENT	
TERRITORIAL : BROADWAY TO HIGHWAY 126 (SEE CE-1,				30 NOVEMBER, 2007	
PARTIAL PRELIMINARY COST ESTIMATE					
EXPENSES	Qty	Unit	Unit Cost	Cost/ Base Bid	Notes
Direct Construction Costs					
<u>Demolition and Removal</u>					
Sawcut Paving	360	LF	1.50	540	
Pavement Removal and Excavation	2,512	SF	0.75	1,884	Includes disposal
Subtotal: Demolition				2,424	
<u>Earthwork</u>					
Clearing and Site Preparation	22,440	SF	0.25	5,610	Stripping to 3" depth where needed
Temporary Traffic Control	1	LS	2,500.00	2,500	
Erosion Control	1	LS	2,500.00	2,500	
Excavation (Under Paving)	1,366	SF	0.25	342	6" average under all paving
Rough Grading (and Backfill as required)	23,806	SF	0.25	5,952	12" average under all areas of improvement
Topsoil (Landscape Areas)	831	CY	24.00	19,944	12" depth
Subtotal: Earthwork				36,847	
<u>Paving</u>					
Construct Standard Curb and Gutter	68	LF	15.00	1,020	
Construct ADA Ramp	1	EA	750.00	750	
Construct Concrete sidewalks / plaza (4" depth)	1,366	SF	4.75	6,489	Includes 4" base rock, finished grading and compaction
Construct Concrete crosswalks (6" depth, reinforced)	944	SF	7.00	6,608	Includes base rock, finished grading and compaction
AC Patching	360	SF	1.50	540	
Subtotal: Paving				15,407	
<u>Utilities</u>					
Stormwater Connections (Not Included)				-	Per City Engineer
Electrical Systems and Connections (Not included)				-	Per City Engineer (conduit, meter, etc.)
New or Relocated Catch Basin	2	EA	1,000.00	2,000	
Street Lighting Standards - Installed	6	EA	4,000.00	24,000	
Bio-swale Outfall	1	LS	1,000.00	1,000	
Subtotal: Utilities				27,000	
<u>Site Fixtures, Furnishings and Signs</u>					
Benches	2	EA	850.00	1,700	Surface Mounted
Trash Receptacles	1	EA	400.00	400	
Welcome Sign	1	LS	5,000.00	5,000	
Relocate Traffic Signs	5	EA	200.00	1,000	
Subtotal: Site Fixtures				8,100	
<u>Landscaping</u>					
Plant Beds / Bio-swales	22,440	SF	3.00	67,320	Includes soil preparation, plant material and irrigation
Trees	28	EA	300.00	8,400	
Subtotal: Landscaping				75,720	
Subtotal: Direct Constr. Cost (DCC)				165,498	

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TERRITORIAL COST ESTIMATE, CON'T.

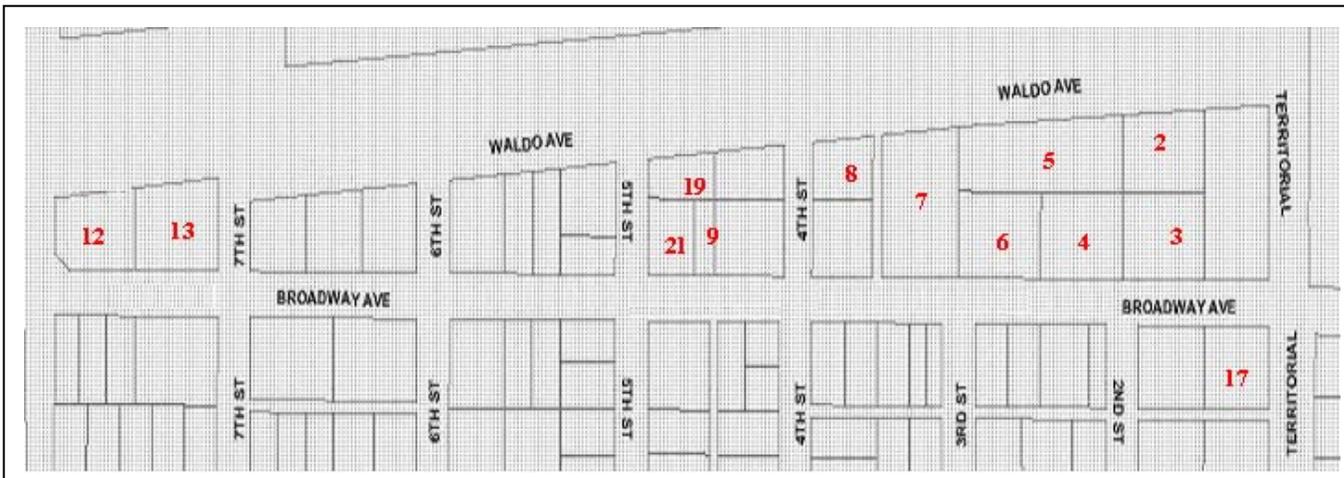
EXPENSES	Qty Unit	Unit Cost	Cost/ Base Bid	Notes
Indirect Construction Costs This Project				
Mobilization, Startup and Final Cleanup (Typ. 3-5% C	5%		6,620	
Contractor's Overhead & Profit (Typ. 8-10% DCC)	9%		14,895	
Construction Bonds & Insurance (Typ. 1% DCC)	1%		1,655	
Construction Contingency (typ. 10-20% DCC)	15%		24,825	
Subtotal: Indirect Constr. Costs	30%		47,994	
			Total Construction Cost (TCC)	213,492
Direct Development Costs This Project				
Design/Engineering Fees (Typ. 10-18% TCC)	12%		25,619	
Design/Engineering Reimbursables (Typ. 1-2% TCC)	1%		2,135	
Topo/Bdy. Survey (Typ. 1-2% TCC)	2%		3,202	
Planning Reviews & Approvals (Typ. 1-2% TCC)	1%		2,135	
Permits and Plan Check Fees (Typ. 1-2% TCC)	1%		2,135	
Systems Development Charges (Typ. 3-10% TCC)	3%		6,405	
Construction Testing Services (Typ. 1% TCC)	1%		2,135	
Subtotal: Direct Development Costs	21%		43,766	
Indirect Development Costs				
Bidding, Bid Ad Costs (Typ. 1% TCC)	1%		2,135	
Construction Administration (Typ. 2% TCC)	2%		4,270	
Project Management (Typ. 2% TCC)	2%		4,270	
Subtotal: Indirect Dev. Costs	5%		10,675	
			Total Development Cost	54,440
			Total Constr. and Dev. Costs	267,932
NOTES				
1. This cost estimate is based upon "Braodway Area Redevelopment" Plans dated 11-30-07. A more detailed site improvements plan would be required for a more comprehensive and accurate cost estimate.				
2. This estimate does not include utility relocation, stormwater connections, electrical systems and connections or other underground or utility improvements (other than those noted). These items require further design and cost estimates by qualified engineers.				

4. REDEVELOPMENT STRATEGIES

It is not unusual that the most difficult aspect of downtown revitalization is the private development component. Yet it is a critical lynchpin in a downtown's overall revitalization strategy. Sadly, this important piece of the puzzle is sometimes 'held hostage' by market forces and speculative property owners who believe their property is worth more than it actually is - - making redevelopment projects incredibly difficult, if not impossible to build because they do not pencil out.



Downtown Veneta is in an unusual redevelopment situation because much of the area along Broadway, between Territorial and 5th, is a blank slate (see aerial, left). That is both the good and bad news. Due to increased interest and vision of the community to redevelop Broadway, property prices have risen dramatically.



To get an idea of what was available, the City assembled information on listed properties along Broadway in early summer, 2007. That information follows below. The red numbers on the map at the bottom of the previous page references the numbers listed in the left column (Map #).

PROPERTIES LISTED FOR SALE IN DOWNTOWN VENETA AS OF 5/31/07

Map #	Taxlot	Real Market Value (2006)	Real Market Value/Square Foot	Assessed Cost (2006)	Assessed Cost/Square Foot	Asking Price	Asking Price/Square Foot	City Street Infrastructure and above/below ground utilities	Footage ²
2	17-06-36-14-00200	\$40,071	\$2.56	\$28,340	\$1.81	\$750,000	\$5.86	Street side has improved sidewalk and curb	15682
3	17-06-36-14-00300	\$53,913	\$3.26	\$38,135	\$2.30				16553
4	17-06-36-14-00400	\$72,323	\$4.37	\$50,108	\$3.03				16553
5	17-06-36-14-00600	\$63,453	\$2.31	\$44,885	\$1.64				27443
6	17-06-36-14-00500	\$53,913	\$3.26	\$38,135	\$2.30				16553
7	17-06-36-14-00700	\$111,495	\$4.20	\$77,411	\$2.91				26572
8	17-06-36-14-00800	\$51,995	\$5.97	\$35,663	\$4.09				8712
9	17-06-36-14-01300	\$9,188	\$2.64	\$6,498	\$1.86				\$45,000
19	17-06-36-14-01200	\$27,391	\$4.19	\$12,413	\$1.90	6534			
12	17-06-36-13-00700	\$40,986	\$2.94	\$18,792	\$1.35	\$180,000	\$12.91	Street side has improved sidewalk and curb	13939
13	17-06-36-13-00600	\$60,905	\$3.50	\$29,616	\$1.70	\$120,000	\$6.88		17424
21	17-06-36-14-01900	\$96,587	\$11.67	\$66,255	\$8.01	\$149,900	\$18.11	Street side has improved sidewalk and curb	8276

As noted on the previous page, land prices per square foot along Broadway vary widely - - from less than \$5/sq ft to over \$18/sq ft. Recent sales of commercial zoned property in Veneta with frontage on Hwy. 126 sold for \$7/sq.ft and a commercial real estate broker working with the City on property along Luther Lane for the proposed transit stop indicated that a fair market price for property in that area would be \$4.50/sq. ft. Factor in a realistic estimate of \$200/sq ft for redevelopment/infill project costs that include land acquisition, SDCs, construction costs, permitting, developers' fees, loan fees and interest, etc. (This number is based on recently completed projects of similar type and quality as those the City would like to see occur.) And, factor in current retail lease rates for Veneta ranging from \$1.10 - \$1.35 sq/ft (based upon West Lane Shopping Center figures) and it is easy to see how a redevelopment project can quickly become 'upside down'. According to a local developer who specializes in mixed-use projects in markets similar to Veneta, it is almost impossible to get a mixed use project to pencil out if the property acquisition costs are more than \$5/sq ft. He also stated that smaller properties are much more difficult to make work financially because they are not big enough to get the density needed to make them pencil. He also stated that with a current project in north of downtown Salem that he is working on, the local Urban Renewal Agency purchased the property and used the RFP process. One of the major keys in making this redevelopment deal work was the fact that the agency purchased the property, then sold it to the developer for approximately 1/3 the cost of what they paid. He said otherwise, the project never would have happened because it simply was not feasible.

The speculative rise in property prices along Broadway is particularly troubling as downtown's 'pioneer' redevelopment project has yet to be built. Pioneering projects are those that are the first to be constructed in an area where substantial redevelopment has not yet occurred. A pioneer project could also be a new type of development in an unproven market. Sometimes they are both. Developers and lenders who take on these types of projects know they are assuming a higher level of risk with an unproven market and/or a new product such as a multi-storied mixed use development. Both developers and lenders typically require a higher return on investment on these types of projects - - meaning a higher cap rate for the developer and higher interest rates for the lender.



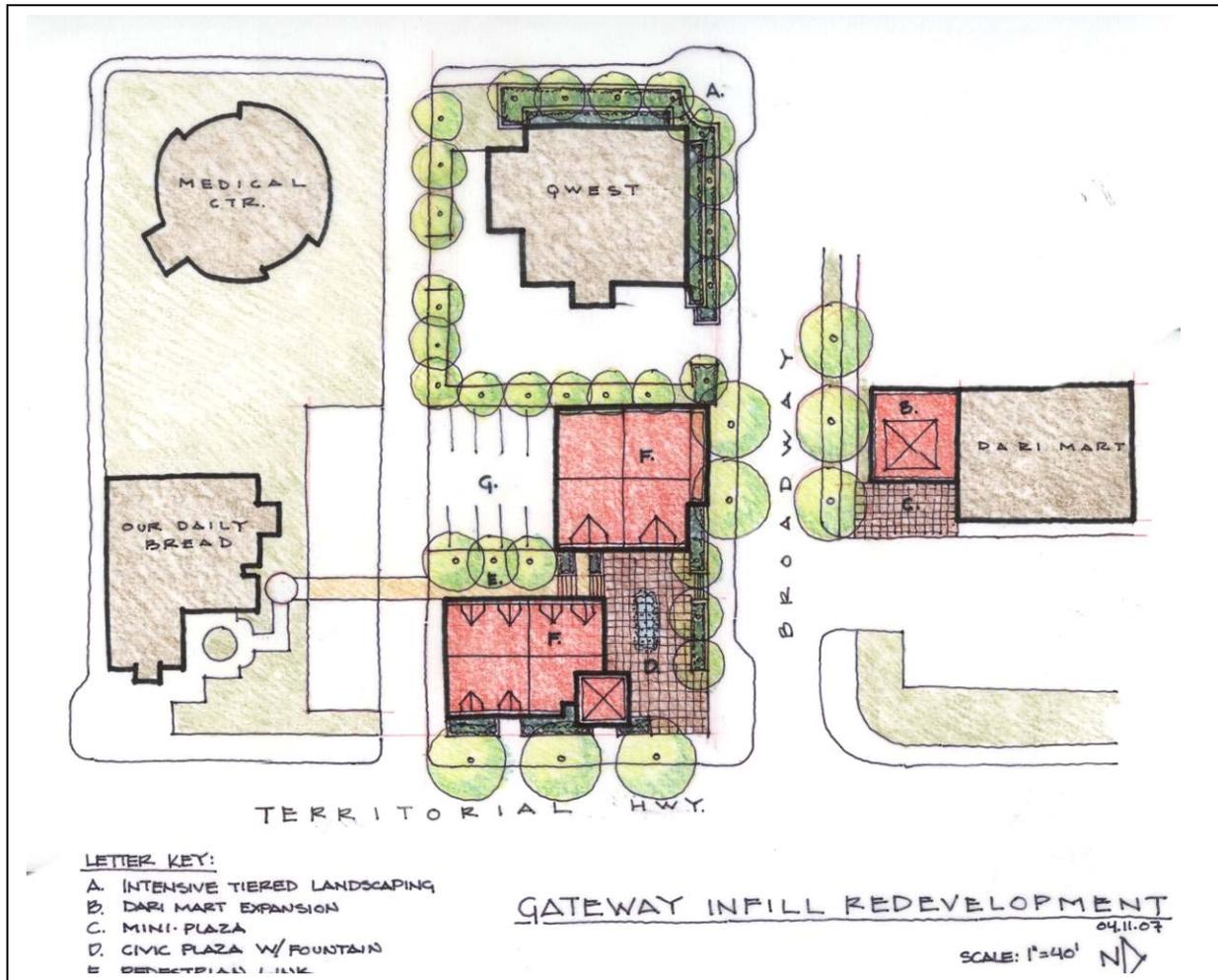
An example of a redevelopment opportunity site along Broadway.

Because pioneering projects are risky yet extremely important as catalysts, Urban Renewal Agencies will often acquire a key 'opportunity site' and RFP it out in order to help get the redevelopment ball rolling. This is what happened in the Salem project described above. That project was a new product for a part of town that had not seen new investment. Yet, in order for it work be workable financially, the agency had to intervene. It is almost assured that Veneta's Urban Renewal Agency will also have to play a similar role in moving redevelopment efforts forward. They have assembled an outstanding Redevelopment Tool Kit and are also willing to intervene in other strategic ways to initiate and leverage new investment.

GATEWAY CONCEPTS

In the previous downtown planning effort, the Oregon Downtown Development Association suggested the Veneta Urban Renewal Agency should play an active role to help initiate catalyst projects along Broadway. As part of this 'Next Steps' project, one of the tasks outlined was to develop concepts in plan and perspective views for a key gateway property into downtown. The design concepts in perspective and plan views follow.

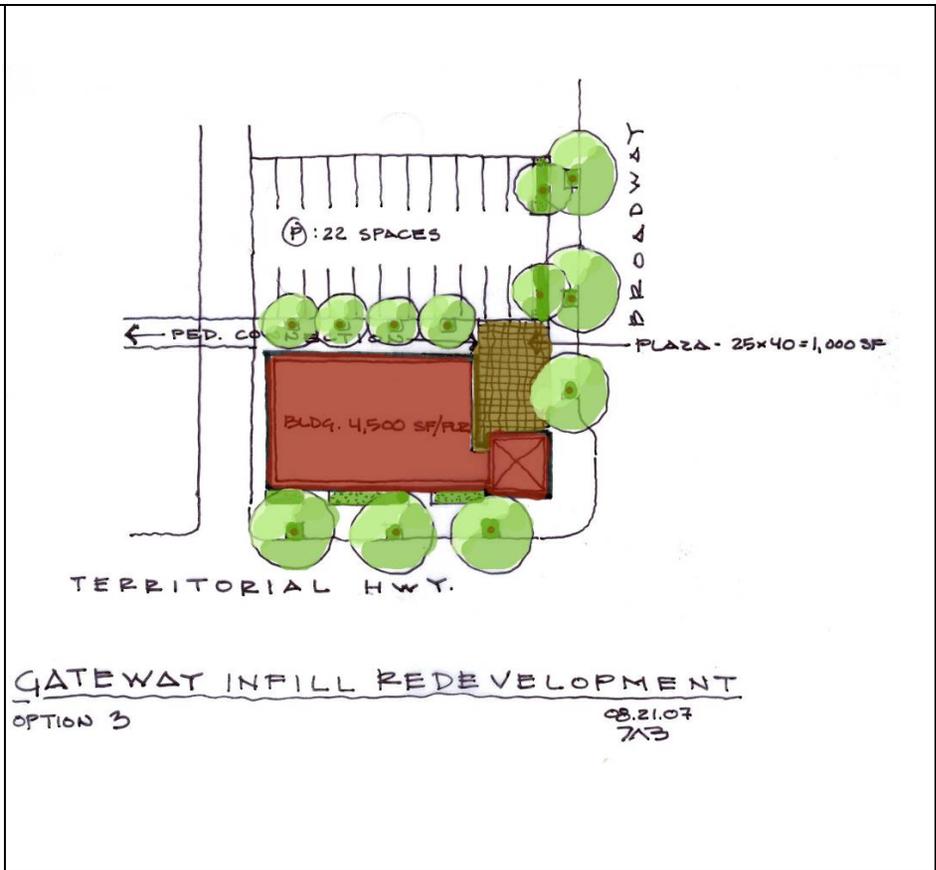
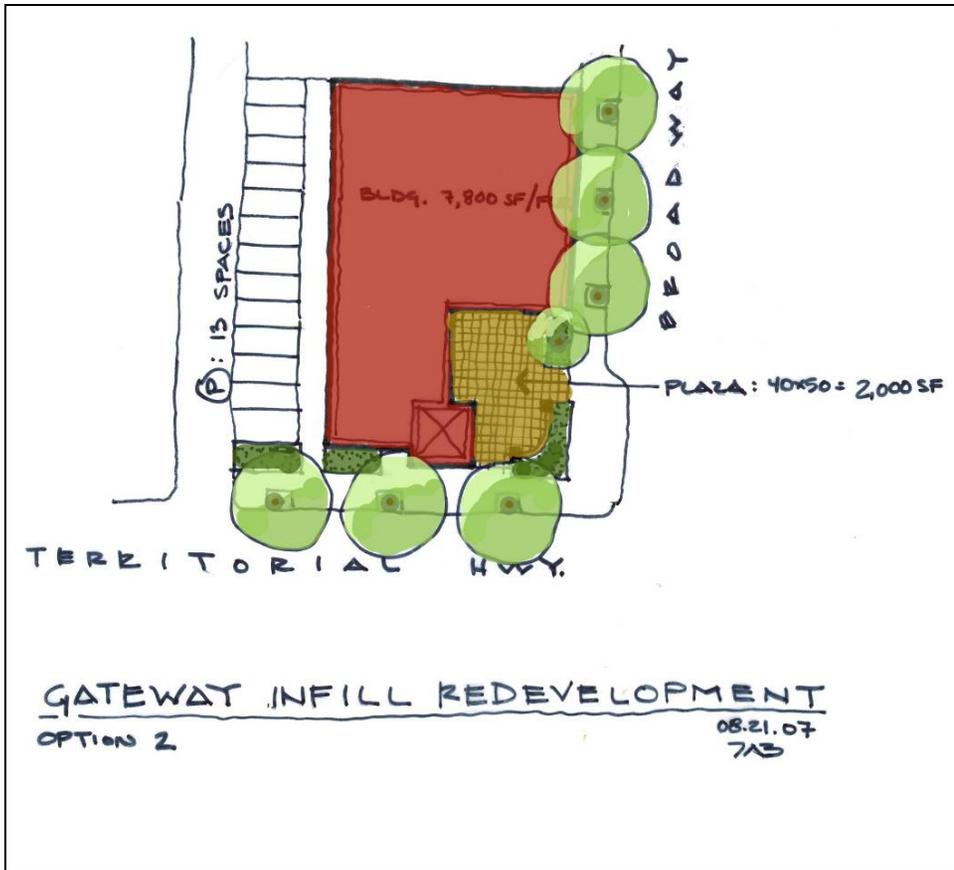




The conceptual plan also includes recommendations for façade rehab and infill development at Dari Mart (see page 43).

The initial concept, above, for the infill development proposed for the Kelley property includes two 2-story mixed use buildings, a civic plaza, a visual and physical connection to Our Daily Bread, and parking. Two additional concepts were developed that offer building and parking alternatives (see next page).

In addition to the infill development to ‘anchor and hold’ the corner, the concept shows gateway elements, including a low seat-wall with ‘Downtown Veneta’ lettered on it and handsome planters and columns. The repetition of the low walls and columns, along with dynamic infill development, would create an attractive and enticing entry onto Broadway and would be a stunning improvement.

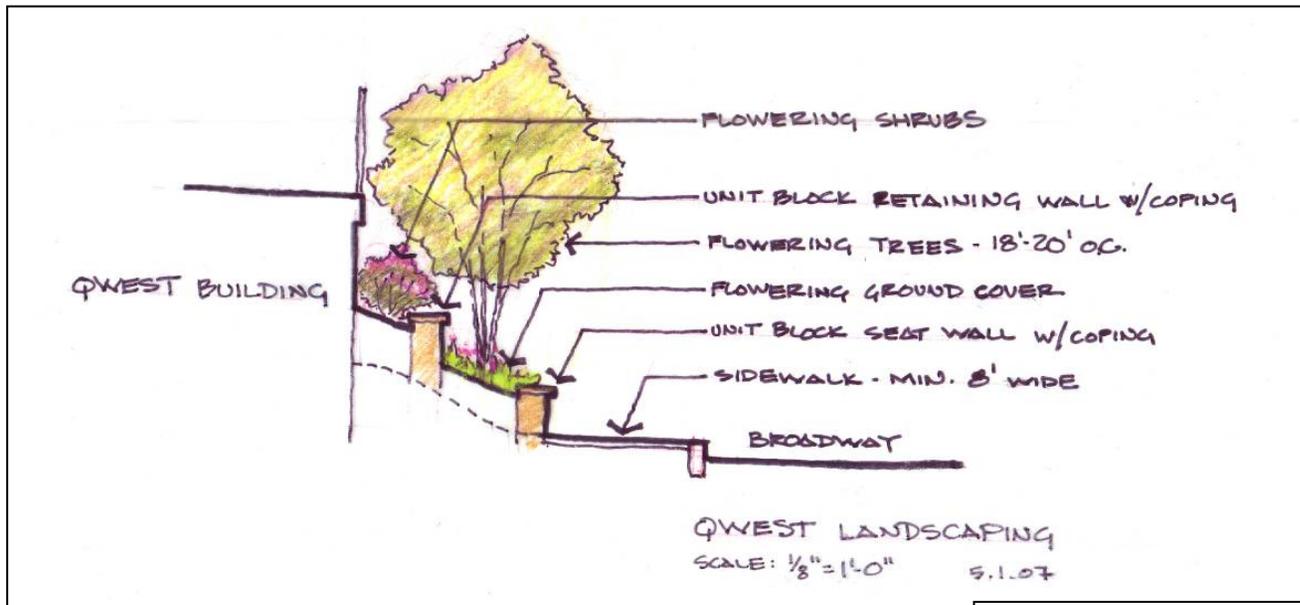


The concepts for the Dari Mart property include a façade rehab for the existing building and a facility expansion to house a complementary new business, fronting on Broadway that could accommodate outdoor seating. This concept gives provides this site with more 'presence' and would provide an excellent transition between Territorial and Broadway. In the prior planning study, the team also explored consolidating two of Dari Mart's wide entry drives (on Territorial) into one drive isle in order to make this section more pedestrian friendly. By implementing this improvement and better organizing parking, Dari Mart could realize a net gain in parking.



IMPROVING AN EYESORE

The sketch, below, was developed to show how to soften the 'bunker' appearance of the Qwest switching station located on Broadway (and adjacent to the Kelley property). The plan, on page 25, indicates how planting street trees on the east and south and intense landscaping around the building (while being mindful of the need for security) could work. The elevation below shows how this could be implemented.



Plant material suggestions for the Qwest site include:

Upper terrace: Rhododendron 'Unique'
Skimmia japonica
Pieris japonica

Lower terrace Groundcover: Vinca minor
Kinickinick
Sarcococa (groundcover form)



Tree Options: Vine maple
Flowering Dogwood
Kousa Dogwood
Akebono Flowering Cherry

REDEVELOPMENT PRIORITIES

With the numerous sites along Broadway available for redevelopment, it could be easy not to know where to direct efforts and limited resources. In order for the Urban Renewal Agency to focus on opportunity sites that offer the best chances for redevelopment success, they will need to concentrate on sites that exhibit the following qualities:

- Properties with asking prices that are based in (redevelopment) reality or are so strategically important the agency is willing to intervene similar to the Salem example.
- A property that is sizable, or a group of properties that can be assembled, for a project large enough to make it pencil out. It should also include adequate on-site parking as Broadway is severely limited in its parking capacity.
- Properties that have good visibility from Territorial will be important for 'pioneering' developers.

For obvious reasons, specific 'catalyst' properties the Urban Renewal Agency should concentrate redevelopment efforts on will not be identified. The agency will need to follow the criteria, above, as they focus on strategic opportunity sites.

It will also be crucial for the City to seek out and nurture relationships with developers who have the experience, reputation, and backing to undertake successful pioneering projects for Broadway. The outcomes the City should be seeking are: a great project, or projects, where the downtown, community, and City benefits; the vision for Broadway begins to be realized; Broadway's redevelopment 'barrier' is broken; and the developer(s) had a good experience working with the City and is happy with the results. (Word quickly spreads through the development community when a city is difficult to work with.)

IMPLEMENTATION MATRIX

This section of the *Next Steps Strategies* plan addresses ‘what happens next and how it happens’ for downtown Veneta. The project list that follows is based upon identified categories ranked by strategic priority. It is tailored to Veneta’s unique redevelopment situation at this point in time. The list identifies the order for this complex set of activities - - with the understanding that several of these initiatives will be occurring simultaneously. Careful balancing of the complex array of projects along with leadership and flexibility to adjust course if necessary (or advantageous) will be critical to the success of downtown development efforts.

Developing actions plans are never easy. This one was complicated due to ‘chicken’ or ‘the egg’ issues such as:

- Should the City/Urban Renewal Agency construct improvements to Broadway, the side streets (2nd – 5th) and Waldo prior to redevelopment occurring? The case could be argued either way as there is value in a developer seeing a City invest in its infrastructure prior to redevelopment occurring. However, if infrastructure improvements can be timed to coincide with redevelopment, all the better for both the City and developer. Complicating the issue further is the fact the City will most likely need to reacquire the rights-of-way for 2nd and 3rd Streets from the developer rather than from the current owners.
- Timing and other opportunities: priorities for project implementation may shift if the project for transit improvements moves forward or other strategic opportunities arise. It will be important to have flexibility built into the decision-making process so that priorities can be adjusted if needed.
- ‘Tipping points’ could change. In order for the Urban Renewal Agency to focus on opportunity sites that offer the best chances for redevelopment success, they need to concentrate on properties with prices based in redevelopment reality or those of strategic importance (gateway locations, etc.). Asking prices and the stock of available properties are bound to change. Keep an eye out for these changes; they may change downtown ‘tipping points’.

Undertaking wholesale redevelopment of a downtown district is both an art and science. It also depends on leadership, timing and flexibility. The implementation matrix that follows is a roadmap to help guide the City and Urban Renewal Agency in its decision-making and investments. It should be updated on an

annual basis as projects are implemented and new opportunities arise. The decision-making criteria for the Urban Renewal Agency were outlined in the Downtown Master Plan and include:

- Projects must be in the public interest
- Target a ROI (Return on Investment) ratio of 1:5 - - so that for every Urban Renewal dollar spent, it will leverage \$5 worth of reinvestment within the district
- Support quality economic growth
- Increase the value of adjacent properties
- Encourage greater marketability of the district
- Encourage better community design
- Provide for a greater intensity and mix of uses, including downtown housing
- Provide a gain in ground-floor retail
- Support the recommendations in the Downtown Master Plan, Market Readiness Report, and Code Audit/Proposed Updates.

Using these criteria to continually 'sift projects' will keep the Agency and City on track - - especially if new (unforeseen) opportunities arise.

PROJECT CATEGORIES BY PRIORITY:

- 1. POLICY**
- 2. REDEVELOPMENT OPPORTUNITIES**
- 3. PUBLIC IMPROVEMENTS**
- 4. ADDITIONAL PLANNING**

POLICY										
Strategy 1	Affirm Next Steps plan document to guide redevelopment efforts.					Phase I			Phase II	
1.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-13	
Adopt plan as roadmap.	City of Veneta and the Urban Renewal Agency will adopt the Next Steps Strategies document.	Urban Renewal Agency	City Council	n/a	H	●				
Strategy 2	Make the permitting process easier.									
Sign on for state's streamlined e-permitting program.	Help make permitting easier through Oregon's on-line permits for building services. Visit: https://buildingpermits.oregon.gov/ to learn more.	City of Veneta	State of Oregon's Building Codes Division	n/a	M	●				



○ Project phasing: Ongoing process
 ● Project phasing: Single project

REDEVELOPMENT OPPORTUNITIES

Strategy 1		Secure 'pioneering' developers.				Phase I			Phase II			
1.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-2013			
Nurture and grow relationships with local developers (both for-profit and non-profit).	Build on existing relationships with developers who are interested in downtown. Cultivate and nurture new relationships, as well.	City of Veneta	Urban Renewal Agency	n/a	H	↻						
Strategy 2		Monitor available 'opportunity sites'				Timeline			Timeline			
2.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-2013			
Track downtown properties.	Track 'opportunity site' properties listed on page 38 and update on a regular basis. Watch for price drops and new properties coming on the market of strategic importance.	City of Veneta	Urban Renewal Agency	n/a	H	↻						
Strategy 3		Market downtown as an opportunity.				Timeline			Timeline			
3.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-2013			
Attractive and informational materials to sell downtown as an opportunity.	Develop marketing packet for developers that includes vision and design concepts for the redevelopment of Broadway, information on market strengths and opportunities, permitting, tools and incentives, etc.	City of Veneta	Urban Renewal Agency	City	H	●						
Strategy 4		Upgrade existing properties.				Timeline			Timeline			
4.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-2013			
Improving the appearance of existing properties will help sell the rest of downtown.	Work with existing property and business owners to improve their facades - - using local incentives to assist.	Urban Renewal Agency	Property Owners	Urban Renewal Property Owners	H	↻						
Strategy 5		Assemble properties for redevelopment.				Timeline			Timeline			
5.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-2013			
Larger tracks of land are desirable to developers.	As strategic opportunities arise, acquire and assemble properties to RFP out for redevelopment.	Urban Renewal Agency	City of Veneta	Urban Renewal	H	↻						



Project phasing: Ongoing process



Project phasing: Single project
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PUBLIC IMPROVEMENTS

Strategy 1	Key acquisitions for public improvements.					Phase I		Phase II		
1.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013		
Work deal with developer to purchase key rights-of-way.	Reacquire 2nd & 3rd Streets' rights-of-way to create grid, circulation and parking north of Broadway.	Urban Renewal Agency	City of Veneta Private Developer	Urban Renewal	H	●				
Strategy 2	Timed Improvements: Broadway, 2nd - 5th Streets & Waldo					Timeline		Timeline		
2.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013		
Time street and streetscape improvements to development projects.	Coordinate improvements to Broadway, side streets, and Waldo with private redevelopment projects.	Urban Renewal Agency	City of Veneta Developer	City	H		➡			
Strategy 3	Timed Improvements: Territorial					Timeline		Timeline		
3.1	Action	Project Lead	Partners	Funding	Priority	2008-10		2011-2013		
Time street and streetscape improvements to Lane Transit District project.	Coordinate improvements to Territorial with transit project.	City of Veneta	Lane Transit District ODOT Urban Renewal Agency	Urban Renewal Connect Oregon Grant	H		●			

- ➡ Project phasing: Ongoing process
- Project phasing: Single project

ADDITIONAL PLANNING

Strategy 1		Next Steps Planning: Transit Improvements					Phase I			Phase II		
1.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-13			
Next Step planning & development for transit.	As opportunities allow, move efforts forward to develop a detailed plan for transit improvements to transit stop and surrounding area	City of Veneta	Lane Transit District ODOT Urban Renewal	Connect Oregon Grant Urban Renewal	H	●						
Strategy 2		Next Steps Design: Streetscape Improvements					Timeline			Timeline		
2.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-13			
Create next phase construction documents with budgets.	Take designs for Broadway, side streets, Waldo and Territorial improvements to next phase development.	City of Veneta	Urban Renewal Agency	Urban Renewal	H		●					
Strategy 3		Next Steps Discussions: Gateways					Timeline			Timeline		
3.1	Action	Project Lead	Partners	Funding	Priority	2008-10			2011-13			
Create gateway / entry signage.	Continue working with ODOT on discussions regarding ROW issues and opportunities to develop key gateway signage that is attractive and effective.	City of Veneta	Urban Renewal Agency	Urban Renewal ODOT Grant?	M		●					

- ➡ Project phasing: Ongoing process
- Project phasing: Single project

CONCLUSION

This *Next Steps Strategies* report has examined both public and private redevelopment opportunities and projects for downtown Veneta. They range from highly visual design concepts to strategies for attracting 'pioneering' developers.

TIPS FOR SUCCESS

This Next Step Strategies Plan has outlined projects and strategies to help achieve a viable and vibrant downtown. The multi-faceted approach to redevelopment outlined throughout this plan is complex. It will take coordination, partnership and a stubborn 'stick-to-it' attitude to complete the wide array of projects described.

The following are strategies to employ that will help ensure success in creating a new downtown core for Veneta. They address a range of topics, yet each is important and will contribute to achieving long-term and sustainable success.

1. COMMIT TO SUCCESS

This sounds simple, but it is important that each group who will be involved in any part of the plan's implementation officially affirm and adopt it. It is too easy to stray from the vision if it is not adopted and used as the official 'road map'.

2. UNDERSTAND HOW A COMMUNITY DEALS WITH CHANGE (ESPECIALLY BIG CHANGE)

In every community, you will hear people say, "We just don't want things to change." And the people who say this are often the most vocal opponents to new initiatives. That said, it is important to understand that change is difficult especially when it is not crisis-driven. The more primitive parts of our brains are wired to avoid stress, fend off uncertainty and steer clear of change and people who let the amygdala control their actions are the ones who hate and fear change.

Three reasons new ideas and initiatives fail are because of:

- Fear of failure
- Fear of what other people will say
- The difficulty in changing the way of doing things (old habits die hard)

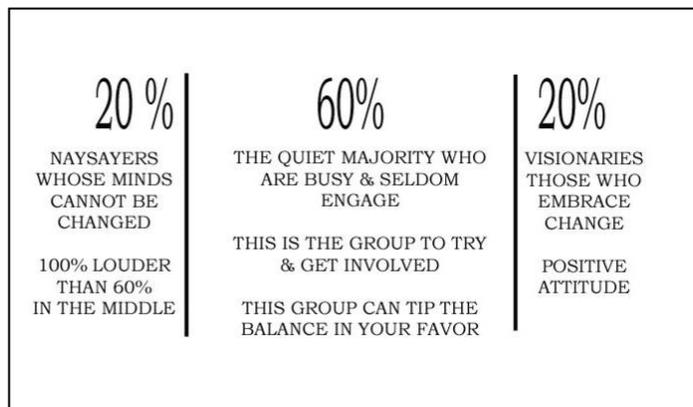
New ideas come from the frontal cortex and the nucleus acumens goads us into doing things others think we can't do. To learn more about how to let these parts of the brain override the fear (of change) center, check out '*Get Out of Your Own Way*' by Robert Cooper, PhD.

The following graphic outlines the phases of change. Depending on where your community is in the process will give a good indication of how successful you will be at accomplishing the change envisioned for downtown.



To help inspire confidence that the proposed changes for downtown will be successful, engage respected community members who are visionaries to help 'carry the water.'

It is also useful to understand the 20/60/20 rule when trying to drum up support for the vision and in dealing with naysayers.



Another secret to dealing with negativity that may arise is to have the leadership and political will to not let a vocal minority derail a community supported vision.

3. PUT THE TEAM INTO PLACE

Veneta's Downtown Master Plan (page 7) discussed roles in the redevelopment process and recommended creating a Project Management Team made up of public and private stakeholders. The team should serve as a conduit for communication and project coordination. It should be small enough to be manageable (key players) and information should flow both ways through team members.

4. MAKE ON-GOING COMMUNICATION A PRIORITY

On-going communication is a key in the successful redevelopment of downtown. Using the Project Management Team approach will help in making sure that everyone is kept on the same page.

5. MAKE SURE POLICIES AND CODES SUPPORT THE VISION

Carefully consider the effects that commercial development outside the core will have on redeveloping downtown. The more commercial development occurs on the outer edges and saturates the market, the more difficult it will be to get the results desired for downtown.

6. USE A MULTI-PRONGED APPROACH

Redeveloping downtown will take both public and private partners working on a range of policies and issues. Although complex, this type of multi-faceted approach is necessary to affect change.

7. FOCUS ON CATALYST PROJECTS

'The right push, in the right direction, at the right time'

This is a good piece of advice for redeveloping downtown Hayden. In order to be most successful, it will be essential to focus on the 'tipping point' projects that will synergize and leverage additional development. The illustration that follows is a good tool to use in project selection and prioritization.

8. RAISE THE BAR ON QUALITY

Development in the core area should be held to the highest level of quality possible. Initial 'pioneering' projects will set the standard for development that follows. Once a standard has been set, it is almost impossible to raise the next project's standards to a higher level.

9. BUILD CAPACITY AS YOU (RE)BUILD DOWNTOWN

As redevelopment efforts move forward, each group engaged in the process should be growing in capacity and skills.

10. DON'T LET BUSINESS DEVELOPMENT FALL THROUGH THE CRACKS

Without a strong Chamber of Commerce or an organized downtown business group, the complex issue of downtown business retention, expansion and recruitment could easily fall through the cracks. If this happens, redevelopment efforts could easily stagnate and stall. A key focus should be to take action on this issue.

11. MAKE ALLOWANCES FOR MAINTENANCE



Protect your investment by ensuring there are adequate dollars earmarked for maintenance of new public (& private) projects. There's nothing worse than having new public improvements then not having enough resources to keep everything in working order.

IN CLOSING

Redevelopment efforts for downtown Veneta are still in its early phase: a Downtown Masterplan has been developed as a roadmap and an associated Redevelopment Tool Box and Farmers Market have been created. This report will assist in project prioritization as it delves into further detail on prior concepts while offering other new ideas to help move efforts forward.

Though there is still much to be done, the City and its Urban Renewal Agency have shown the leadership, political will and 'can do' attitude necessary for such an undertaking. The City understands that redevelopment of Broadway is a long-term proposition but believes it is the right thing to do and is committed to making it happen. With the winning combination of leadership, positive attitude and having the roadmap and resources in place, Veneta is posed to meet and overcome its redevelopment challenges.