

City of Umatilla Downtown Revitalization Report

Marcus Bush, LaTauynia Campbell, Caitlyn Olds, Jon Legarza

Instructor: Dr. Matthew Gebhardt, Downtown Revitalization course

Master in Real Estate Development Program



**School of Business
Administration**

PORTLAND STATE UNIVERSITY

Introduction

- **Marcus Bush**
- **Current Grad Student, MRED Program**
- **Policy Advisor for Councilmember Georgette Gómez, City of San Diego**
- **Education: San Diego State University, Bachelor of Arts in City Planning & Spanish**
- **Professional Experience:**
 - **City of National City**
 - **San Diego Association of Governments**
 - **Mooney Planning Collaborative**
 - **Rick Engineering**
 - **County of San Diego**
- **Community Engagement:**
 - **Rotary Club**
 - **Chamber of Commerce**
 - **Planning Commission**
- **Family from Ontario, Oregon**

Love for National City inspires young leader

January 9, 2015

By Pablo J. Sáinz

Marcus Bush grew up in National City, the son of an African-American father and a Mexican-American mother. During his childhood, he saw the many challenges his city faced – and continues to face.

But now as an adult, Bush can make a difference in National City, and others know this. That is one of the reasons this month he was appointed as the youngest Chair to serve in the National City Planning Commission, which reviews applications for project and developments in the City and sends the City Council recommendations on the projects.

“It’s a huge honor for me because my colleagues on the Planning Commission had faith in my leadership regardless of my age,” he said. “I think they recognized that I’m knowledgeable about National City.”



Chairman for the Planning Commission,
Marcus Bush



Umatilla Together: Framework Plan

- Partnership with Portland State University, Master in Urban & Regional Planning program
- Collaboration with grad students, Umatilla residents, local stakeholders, staff, City leadership
- Won the National American Institute of Certificate Planners Student Project Award
- Key Recommendations
 - Revitalize Downtown with new housing, employment opportunities, neighborhood amenities
 - Create a distinct identity
 - Enhance the look & character of Downtown
 - Foster a supportive business environment
 - Decrease vacancies on 6th Street



PHASING MATRIX

Figure 4.1

Goal	City Action	Less than 2 years	2-10 years	10+ years	Ongoing
Connectivity	001 Plan for an improved transportation network to strengthen east/west and north/south connections				
	002 Connect and enhance the existing trail system				
	003 Promote safety and accessibility for all ages and abilities				
Community Development	004 Increase regular and reliable communication throughout the city				
	005 Identify and support diverse community leaders				
	006 Establish inclusive public spaces for all community members to gather				
	007 Create regular, multi-cultural programming to encourage the community to gather				
	008 Establish the Umatilla Future Forum				
Downtown Revitalization	009 Join the Oregon Main Street Network				
	010 Create a strong organizational foundation for revitalizing downtown				
	011 Foster a supportive business environment				
	012 Branding and marketing of Umatilla				
	013 Enhance the look and character of downtown				
	014 Decrease vacancies on 8th Street				
	015 Create more entertainment and youth-focused activities downtown				
	016 Create an iconic project				

Downtown Revitalization Course

- Course Description:
 - Focused on the challenges of urban revitalization commercial districts of cities, suburbs, neighborhoods, and small towns.
 - Older commercial centers
 - Techniques from economic development planners, urban designers, and other civic leaders
 - Restructure, rebrand, redevelop, and renew commercial districts in communities and to enhance their role as centers of commerce, employment, entertainment, and culture.
- Umatilla Assignment:
 - Examining core commercial area
 - Work focusing on implementation rather than analysis



Assistant Professor, Urban Studies and Planning
Exploring plan implementation.

Ph.D. Urban Planning, Columbia University
M.Phil. Urban Planning, Columbia University
**M.A. Urban & Regional Planning, University
of Illinois Urbana-Champaign**
**B.A. Urban & Regional Planning, University
of Illinois Urbana-Champaign**
B.A. Economics, University of Illinois Urbana-Champaign

Community Workshop

- Primarily business owners, economic stakeholders
- Major Feedback
 - Need to establish City's identity, theme
 - Fishing
 - Tribal culture
 - Western heritage
 - History of female leadership
 - Orange & blue
 - Strong support for gateway signage
 - Challenge with vacant properties, code violations
 - Low housing vacancy, poor quality
 - Store front improvements



City Tour



City Tour



City Tour



City Tour



City Tour



City Tour



City Tour



City Tour



City Tour



The Cline Hotel on 4th Street in Umatilla. Photo taken before 1913.

Key Recommendations

- **Creation of Business Improvement District**
- **Policies to address vacant/blighted properties & absentee landlords**
- **Real Estate Market Analysis to attract housing downtown**
- **Gateway Signage Project:**



Creation of Business Improvement District

- Creation of Business Improvement District
- Engagement with the Umatilla Chamber of Commerce, local business/property owners, economic development corporation
- Establish board, steering committee
- Utilize ODOT, State grants, landscape improvements to enhance streetscape and storefronts
- Remove barriers to development
- Marketing and promotion
- 3-5 year approach for establishment

Main Street's Four Point Approach®



Blighted/Underutilized Properties

- Policies to address vacant/blighted properties & absentee landlords
- Increased code enforcement
 - Steeper penalties, increased staff to implement
- Land Banks
 - City purchases tax-delinquent, tax-reverted, foreclosed, or abandoned properties and banks for future use
- Land Value Tax
 - Shifts tax to value of land instead of taxing improvements made to the land
 - Encourages property owner to invest and improve the property
 - Strict land use laws make and value tax more expensive



MRED Real Estate Market Analysis

- Having Portland State University MRED Program summer Real Estate Market Analysis class do a market analysis for housing
- Goal of attracting housing Downtown
- Saves the City up to an estimated \$50,000
- Students get benefit of working on a tangible project



Gateway Signage

- Gateway Signage Project as catalyst for development and community engagement
- Community input to design, theme a central component
- Spark to other projects in City
- Encourage property owners and businesses to improve storefront



Pomegranate Center



Pomegranate Center



Pomegranate Center

- Non-profit based out of Seattle region
- Extensive work in Pacific Northwest
- Empowering Changemakers
- Strengthening Communities
- Catalyzing Positive Change



Pomegranate Center

Estimated Fees and Costs

A summary of our estimated costs is below. Because our understanding of the project is still preliminary, we have provided our estimate as a range of possible costs. As we continue to refine our understanding together, we will be able to provide a more specific estimate.

PHASE ONE (Training, Engagement, and Design)

Pomegranate Method Training (2.5 Days)	\$16-\$20k
Community Engagement and Design	\$20k-\$25k

<i>Subtotal</i>	<i>\$36k-45k</i>
12% Administrative Overhead	\$4k-5k
Travel and Per Diem Costs	\$2k-3k

Total **\$42k-53k**

PHASE TWO (Construction)

Project Management, Design Development, Community Build	\$30k-50k
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12% Administrative Overhead	\$4k-5k
<i>Travel and Per Diem Costs</i>	<i>\$2k-3k</i>
<i>Subtotal Pomegranate Phase 1</i>	<i>\$36k-58k</i>

Materials Budget	\$10-30k
Subcontractors (Labor & Materials)	\$10-20k

Phase Two Total **\$56k-108k**

Schedule

Pomegranate Center is available to begin this work beginning in late summer. We envision 3-4 months from the first convening group meeting to the final conceptual design, although we also forecast a couple of months of preparation time before kicking-off the project. Project construction (Phase 2) could start immediately thereafter, or as soon as funds become available.

Troutdale Centennial Signage: \$363,000



Barrio Logan, San Diego sign: \$750,000



Next Steps

- **Student report completed by June 12**
- **Recommend Council discuss and invite Pomegranate to present at next meeting**
- **Coordinate with PSU to have summer class do Real Estate Market Analysis focusing on housing**