



Salem

2025

A Report on Economic Development in Downtown Salem

by

John Southgate Consulting and Public Affairs Counsel

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Executive Summary

Downtown Salem, Oregon, is a City that has not fulfilled its potential. It boasts a number of key assets – location immediately adjacent to a beautiful waterfront; a great stock of historic buildings; a healthy economy; and financial capacity in the near term that would be the envy of many larger cities. And yet it has not deployed these assets as effectively as it should, and it also faces some challenges that have prevented Salem from reaching its potential. Some challenges are physical (difficult access to the waterfront; too many properties that are under-performing; and streets that dominate the urbanscape rather than accommodating pedestrian activity). Other challenges include difficult development economics; a bureaucracy that too often gets in the way of good development; and a tendency over the years to make ad hoc decisions, rather than strategically.

This situation is far from hopeless, *if* the City leadership (including elected officials, key staff, as well as major players in the private sector) will work together to craft a strategy to guide future investments, a strategy that targets public/urban renewal investments intelligently and in a manner that will catalyze major private investment.

To do this, it will be important for the key private sector players to contribute towards an effort to (1) develop a coherent strategy for downtown focused on how to deploy approximately \$30M in urban renewal funds when the Convention Center bonds are paid off

in 2018; a strategy incorporating bold moves that dramatically change development dynamics in Salem; (2) build consensus from the constituencies that need to support this strategy, to counter the naysayers and to assure that future elected officials won't deviate from the strategy with ad hoc/non-strategic projects and investments; and (3) oversee the implementation of the strategy.



Downtown Salem – Towards a Better Future



This report summarizes the findings of Public Affairs Counsel, in consultation with John Southgate, LLC, regarding development dynamics in Downtown Salem. The report identifies key assets and challenges, followed by a recommended game plan intended to guide decision-makers in the public sector towards the goal of revitalizing Downtown Salem. One important aspect of this analysis concerns the structure of urban renewal in Salem – in particular, whether that structure helps or hinders the goal of a revitalized Downtown.

What will a healthy, economically robust Downtown Salem look like? It will be characterized by the following:

- New private development – housing, mixed use, office, retail, restaurants
- Events and activities that draw people from around the region and beyond
- Strategic public investments in infrastructure and public-private partnerships – i.e. public investments that leverage and catalyze private development
- A “Get to Yes” attitude on the part of the City of Salem departments



While there are promising signs that some of these factors are beginning to happen, it is clear that Salem is under-performing. This concerns anyone who cares about the health of Salem for one simple reason: A strong Downtown is a necessary ingredient, and driver, of a healthy city and region. It is the authors' conviction that Downtown Salem stands at a crossroads, and has the opportunity in the next two or three years to embrace a better, healthier future. This report will suggest a clear path towards that future.¹

Assets

The news is encouraging. Downtown Salem has some tremendous assets, even if they're not being fully deployed.

- Approximately \$30M in urban renewal bonding authority will be available in the next three years (as the bond for the Convention Center is paid down). This is a tremendous asset that, if leveraged and steered properly, will be a game changer in the emergence of downtown Salem as a successful urban place.
- A City Council that "gets it" – i.e. that recognizes that a healthy Downtown is essential to the future of the City.
- The Waterfront – and some beautiful new improvements associated with it: the pedestrian bridge (former rail bridge), and the new bridge to magnificent Minto Island.
- Great bones in Downtown – gorgeous old buildings. Some developers and owners who want to make things happen – or are already doing so (recent examples include the Elsinore, Gayle's Italian Market, South Waterfront, WaterPlace, the Archive).
- Downtown is the natural retail market choice for many upper end neighborhoods, predominantly south and west of downtown. The Salem Center mall appears to be doing at least okay.
- Willamette University.



¹ Note: this report is based primarily on a series of confidential interviews conducted by David Reinhard, John Southgate, or both over the last two months. The report also includes observations of Mr. Reinhard and Mr. Southgate, based on their professional experience. A list of the interviewees is provided at the end of this report.

- Salem Hospital.
- State/County/City – mixed blessing having all those bureaucrats – but they do generate business – lunch trade, etc.
- Live theater. Restaurants/ bar scene starting to jell. Elsinore Theater. Energy around the Salem 365 effort.



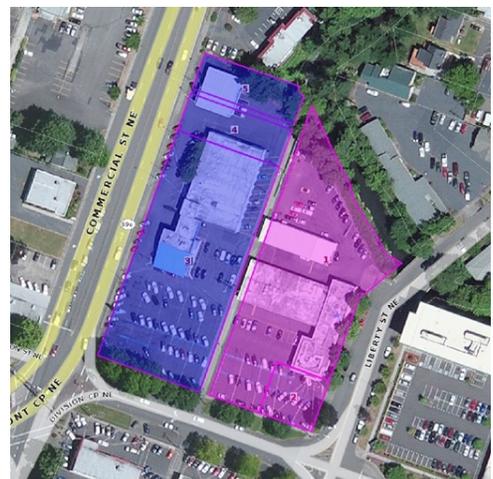
- Salem is a great place to live – family friendly, safe. Affordable. Economically stable (albeit not dynamic).

- Close to beach, mountains, Portland.
- Existence of Downtown Toolbox (but needs review and possible updating to reflect current market dynamics/challenges/opportunities).
- New City Manager and UR Director - opportunity to change course (Or will they be reluctant to “rock the boat” at the start of their Salem tenures?)



- Generational shift. Millenials. They’re getting priced out of Portland, and there are more things to do in DT Salem. Not critical mass yet, but positive direction. Salem 365 is creating a stir, and there are more things to do in DT Salem than there used to be.

- Lots of permit activity – primarily expansion of existing companies. 500 acres of shovel-ready industrial land. Nascent tech/software sector in DT Salem.
- Whether it wants to see itself as part of the Portland orbit or not, the fact is that Salem benefits from being close to Portland, to PDX (Salem is closer drive-time to PDX after 2 pm than Hillsboro), etc.



Key Challenges

- Too often, decisions have been ad hoc. This works up to a point. That is, if you have a strong decisive Mayor, she can get things done. But, if the Mayor is not strong and unable to build a coalition on the Council, or doesn't support a downtown redevelopment agenda, things won't happen. Even in the case of a strong decisive Mayor who can garner the votes – too often decisions have been ad hoc, and not clearly based on an over-arching vision.
- In light of the ad hoc nature of decision making, there is a serious risk that when the Convention Center bonds are paid off (2018), the City will fritter away its resources rather than being strategic in how it uses this debt capacity.
- Conservative property owners – many are absentee/out of town
- Lack of energy – a fair amount of negativity, with a few naysayers having an outsize influence; conflicts among and within advocacy groups; pattern of groups starting out with good intentions but disbanding over conflicts, frustration, cynicism. Does Salem really want to grow, become more urban, dense, “cool”? Put another way, do those who want to see positive change have the fortitude to counter the naysayers, to build coalitions that drive a positive agenda?
- Difficult access to waterfront – you can get there, but the highway and rail line create an obstacle course, especially in north stretch.
- Rents don't appear to justify new construction or major rehab.
- Lack of housing choices; dearth of housing (which is essential to sustain an “18 hour city”).
- Too many State and Hospital workers live in Portland or elsewhere – don't spend much of their discretionary income in DT Salem.
- Entitlement challenge – developers need *early certainty*, an ethic of “getting to yes.” Perception is that the City is often standing in the way, moving the goalposts, rather than proactively stepping up as a partner. Internal coordination – are City departments on the same page? Mayor very helpful when called – but one shouldn't have to go to her level to get things done.
- Development Code appears to be stifling good development – height cap; historic review; overly high minimum parking requirements for certain types of uses.

“I don't think Salem is meeting its potential, too many empty buildings, needs more economic development”

“Things have happened in fits and starts and gaps in-between.”

- Some Council members generally don't understand what makes business tick.
- Businesses feel ignored by the City – City leadership not cultivating relationships.
- Salem is too close to Portland – too easy to hang out in Portland.
- Woodburn Mall – cheap and convenient.
- No good grocery store downtown, because there just aren't enough "rooftops" there now.



- Identity crisis. What is Salem's brand? Not enough to say "Oregon's Capitol" – that doesn't get the juices flowing. Ashland is Shakespeare. Cannon Beach is cool arts community. Eugene is hip college town. Hillsboro is high tech. What is Salem? Or does the "brand" really matter?
- Willamette U is a tremendous asset (noted earlier) – but there appear to be opportunities to engage the students and faculty more fully in Downtown than is currently the case.

- Parking – not well managed; wasteful to use UR dollars to maintain public garages.
- Streets are wide and all about getting traffic *through* DT Salem, rather than to businesses in DT Salem.



- Bikes are generally not accommodated on downtown streets. Narrower streets (two lanes) would open up the possibility of more bike lanes.
- Downtown Salem has a bad "front door" – getting DT from I-5 takes one past a lot of unsightly stuff.
- Disconnect within the broader

community – NIMBY-ism and also alienation of lower income communities (including Hispanic?) – they aren't vested in a healthy DT.

- Schools don't have a great reputation – which deters potential residents. People choose where to live based on quality of public schools (even if they don't have kids – they're looking at future resale value of home)
- Proximity to Portland – mixed blessing. It's nice to have the benefits of a larger metro area within an hour (e.g. attracting international students to Willamette – they like safe and quiet Salem; but they also like to be able to go to the Big City every once in a while). On the other hand – it is too easy to head up to Portland for a date – so much more choice. And if one works at a State office, why not live in Portland?

Urban Renewal Structure

One of the areas of inquiry in this study concerns the urban renewal authority in Salem. Specifically – does Salem's structure (the Salem City Council also serves as the Redevelopment Authority) have an impact (negative or otherwise) on the City's Downtown Revitalization agenda? This question was

“It's too simple to say that urban renewal is not doing its job.”

posed to most of the interviewees, and no one believes that Salem's UR structure *per se* is a significant factor. An analysis of other cities around the State and beyond shows a variety of UR structures, and there is no discernible association between a particular structure and a successful urban renewal program.

Portland, for instance, has had a separate urban renewal authority (the Portland Development Commission, or PDC) since the inception of its program in 1958, and Portland over the decades has enjoyed enormous success. And yet in recent years, PDC has stagnated, not due to structure but due to larger political dynamics. Hillsboro has the same system as Salem (the Council is the urban renewal authority), and Hillsboro is the location of what is arguably the State's most successful urban renewal effort, Ronler Acres, which has generated tens of billions of dollars in investment (primarily Intel).

Our interviews and analysis of other cities draws us to the conclusion that the decision making/urban renewal authority structure is not a notable factor in the health of Downtown. Instead, it is the people making the decisions, and the absence of a coherent and strategic vision that Salem needs.

Bottom line: The problem is leadership and vision.

“The problem is simply the lack of leadership.”

Draft Game Plan – What Needs to Happen to Turn Things Around

Based on this assessment of assets and challenges, we believe that the stars are aligned for Salem to make an ambitious move to make its downtown a major success story. Key pieces are in place (see the “assets” above”), and most if not all of the challenges can be overcome with sufficient political will. Salem has the resources – or will have, in the near future – to use urban renewal funds in a strategic way, to leverage major private investment. Now is the time to determine a game plan for these funds, and to line up sufficient support to counter any resistance that the City may face as it matures and grows.

A brief diversion to Portland is instructive. Downtown Portland in the 1960s was struggling. Lloyd Center opened in 1960, Washington Square was in the wings. Downtown was losing its “market share”, and the City looked shabby. There were some new office towers, but whole sections of downtown were underperforming.



Fig. 1: Portland Waterfront, Before

In response to this challenge, the City’s decision makers – elected officials, the banks, the department stores, key property owners – came together to craft a plan – the 1972 Downtown Plan. That plan became the template for what ensued. It incorporated some very bold moves – the closure of an urban expressway (Harbor Drive) to be replaced by Waterfront Park; diversion of funds for the Mt. Hood Freeway to the region’s first light rail line; Pioneer Square; the Government Center; the high density office spine along a new Transit Mall; the list goes on and on.

The 1972 Plan was not a straightjacket – indeed it was flexible to accommodate some major new developments that could not have been foreseen in the early 1970s – the Pearl District; South Waterfront/OHSU Expansion; Central Eastside; etc. But the plan served – and continues to serve – as a blueprint to guide the

“Salem has nothing like a broad five year plan. It has plans but they change from year to year. Strategy is not the driver in Salem.”

growth of the City, and the emergence of Downtown Portland as one of the great urban success stories of the world. The city has faithfully followed this blueprint over the decades; and it has power and substantial buy-in across all constituencies, so that no one person or Mayor or organization could get in the way. Notably, many if not most of the major public investments in Downtown Portland included significant funding from PDC.



Fig. 2: Portland Waterfront, Today

Of course Portland isn't the only City to follow this model of a strong strategic blueprint with bold moves to change the dynamics of a place. There are hundreds of places, large and small, that have used this model. To mention just a couple others – Oklahoma City has invested in a downtown canal system that has caused real estate values to skyrocket. And Chattanooga, Tennessee

replaced a five lane highway which separated the lovely but struggling old downtown with its waterfront, with a two lane street and new waterfront park and amphitheater.



Salem doesn't have to emulate the exact measures these or other cities have taken. It doesn't need to. It has its own unique assets to exploit and deploy.

What Salem does need to do is be

thoughtful and strategic about how to capitalize on its assets – in particular its urban renewal bonding authority. Perhaps the biggest challenge that Salem faces is a mindset. Cities that do great things, that change the economic dynamic of their downtowns, require bold and even courageous visionary leadership. They are also characterized by having the right people in place,

“Portland is cool, but Salem is warm”

particularly in key public sector positions – such as the City Manager, and the Urban Renewal Director. One interview questioned whether Salem really wants to create a great Downtown.

Now is our opportunity to answer that question in the bold affirmative. Salem has tremendous assets. And there are some positive early signs that things are changing very much for the better. There is also talent and passion. It's time to mix those ingredients and DO IT.



Figure 3: Chattanooga Waterfront, Before



Figure 4: Chattanooga Waterfront, After

Down to specifics. We believe that Salem needs to start by articulating a vision/strategy for its downtown. This may be as simple as updating/refining the extant Downtown Strategic Action Plan (Leland, 2011). As with the 1972 Portland Downtown Plan, Salem’s Downtown Plan/Strategy/Vision would be a high level blueprint to guide future City actions, in particular spending decisions related to the urban renewal bonding capacity that becomes available in 2018.

It is essential to ensure that there is a broad base of support for the strategy. This work shouldn’t be done in isolation, but rather the strategy should be generated in consultation with the various constituencies that are essential to success, in part to defuse the opposition of any naysayers; in part so that no elected official can deviate from the blueprint. A “Return on Investment” (ROI) model should be foundational to the Strategy – i.e. in determining what projects to fund/undertake, the City needs to consider what return it is getting in terms of private investment. Bottom line – Salem needs a clear, strategic/ROI based game plan for its Downtown, and it needs it now.

The last section of the report proposes a process to determine what the strategy ought to contain, who needs to be at the table, and how the decisions are made. In anticipation of such an effort, we surmise that there will be strong support for the following investments which will have the capacity to re-energize downtown Salem:

- Promotion of high density mixed use development – this means dollars for public/private deals, for land acquisition of strategic properties, and for predevelopment work
- Rehabilitation of Salem’s fine stock of historic buildings, including development of housing or high tech office uses on upper floors
- Access to waterfront
- Streets to serve all modes, not solely the auto. Fewer lanes, attractive lighting and pedestrian furnishings, curb extensions, bike lanes, and ample sidewalks.
- Tools to incentivize the sorts of places that energize a district – brewpubs, wine bars, etc.

It will be important to generate some “early wins” in this effort – to send a signal to the private sector that the City means business, and it can be counted on to do its part and provide, in a word, certainty.

It is also essential that the Strategic Plan has the buy-in from the City, from the downtown business community, and the broader community (need to make the case to each one). Ongoing support will

be key, so that the game plan is less exposed to the vagaries of electoral politics, changing senior staff, etc. and is also less exposed to NIMBY’s (hence the need to get broader community buy-in, not just City Council and key DT players). The greatest challenge will probably not be money, or figuring out the most strategic way to spend it (though this will take some work). Rather, the biggest

“We have designed the downtown for the convenience of free parking for State employees.”

challenge will be coming up with a way to get buy-in, to counter the negatives, to bypass the benchwarmers, and to garner significant community support. A vision that captures the imagination, and attracts investor confidence.

Before discussing this approach, we also wish to identify other issues that arose in the course of our interviews that, while not individually as consequential as the strategic game plan to make Downtown Salem successful, nonetheless have significant bearing on this effort:

- Parking management – use pricing (and/or other means) to manage. The purpose of DT Salem parking is not to provide free parking for government workers who live and spend most of their discretionary dollars in Portland. Consider the Corvallis program – reward shoppers/diners; discourage employees who take up spaces that should be used by retail/restaurant patrons.
- A development code and development review process that accommodates and encourages the types of development noted above; that discourages or prohibits uses that are at odds with the vision. Culture of “getting to yes.” Some people may need to be re-assigned.
- Can the City engage the major institutions more effectively? Willamette? Chemeketa? Western? Hospital? What would that engagement look like? Satellite campus? Acquisition of key properties to either hold, or flip to the right owner/user? (Example: Willamette’s acquisition of the building adjoining the Elsinore Theater, and sale to a party committed to its restoration.)
- Focus Group – young creatives (build off of the Salem 360 initiative)
- Second Story initiative – opportunity to create some cool housing choices. Research Albany – how did it pull off the challenges with the code? OR – promote tech/software firms in these upper floors, through incentives such as seismic upgrade grant/loan program.
- Downtown Toolbox – assess how effective this program is, as part of the DT Strategic Plan. How should the toolbox program be re-calibrated to help leverage significant private investment (or is it working as is?)
- Make sure that the new Police HQ is located, designed, and programmed to optimally assist the greater goal of DT revitalization. Don’t squander this opportunity by locating the new HQ far from Downtown; but also take care not to locate it in a place that should be developed with a “higher and better” use – i.e. mixed use, high density development.
- Talk with PGE about relocating their substation near the Waterfront. Perhaps tie this to assisting PGE in upgrading electrical service in DT (we heard that it is spotty)
- Education of decision makers – Mayor, City Manager, and UR Director attend ULI Annual conference; take leadership on “best practices” tour – Portland, Seattle, Vancouver BC.
- Rail connection to Portland – under-utilized asset
- Primary arterials coming into Salem – beautification program?

Phase II – How to Get There

Given the start-and-stop history of urban renewal development in Downtown Salem and the failure of sustained civic leadership that contributed to this dynamic, we think it's fair to say that planning and execution of a 10-year blueprint for Salem's Downtown won't happen without an organization that drives this.

We are not talking about yet another downtown group with lots of paid staff and a mandate to go and do good in the downtown. There have been enough of those over time in Salem, and there are enough of them today – many doing good work in their areas of interest. What we recommend is the establishment of a committee of public and private civic leaders (*not* staff) that are committed to the 10-year blueprint – the process that produces the plan, the plan itself and the execution of plan – and oversee a one-person operation that this commitment becomes a reality over time.

Call it the Downtown Advisory Committee, Downtown Salem 2025 or something else. House it inside the Salem Chamber of Commerce or set it up as a separate entity run by Public Affairs Counsel or another similar-type firm. The real meat-and-potatoes of the organization would be this: one man or woman executing a public relations, grassroots and political plan to help the city create and maintain adherence to the Salem 2025 ten-year blueprint. The committee of public and private leaders (again, no staffers) would ensure buy-in on the overall goal of the effort, and the budget would have room for consultants to shape the organization's advocacy and accountability plan, but the core of the effort would be one person who wakes up every morning with the two overall goals:

- Seeing that over the next two years Salem establishes the kind of ambitious 10-year framework for the downtown that contributed to the renewal of Portland and other revitalized downtowns.
- Keeping alive that 10-year framework for Salem's downtown in the mind of the public and ensuring that public officials stay true to the framework in the urban renewal investments they undertake.

This will require the paid executive director to 1) create excitement and buzz about what downtown Salem can become with an inspiring 10-year framework and 2) work to neutralize the critics or



“We’ve had a divided downtown business community – some naysayers that have just bollixed things up.”

naysayers who have undercut prior efforts to improve the downtown, because they were energetic (in a negative way) and no one had the sustained energy or actual job to offset this vocal minority. The organization and its executive director would also be a mechanism to ensure that city managers and bureaus are committed to “getting to yes” in helping businesses and developers build out the 10-year vision for Downtown Salem.



We recommend private funding for this organization, and that the private funding include multiple donors. In this way, no one will be able to claim that the organization – or the ten-year plan – will benefit one person or interest or developer. To reflect the seriousness and sustainability of the project, we recommend two to three-year funding commitments in varying amounts. Interested parties would set their own commitment levels, based on interest and ability to pay.

The contributions would go to fund the design and execution of a two-year action plan to get the city to create a bold Downtown Salem 2025 blueprint and begin the first actions on that plan as urban renewal bonding authority becomes available. Specifically, the funds would go to:

- Hire an executive director.
- Build a grassroots support system for Downtown Salem 2025 projects.
- Establish a website.
- Plan and execute an earned and paid media strategy for the project.
- Host events (including best practice tours of other cities) that highlight what the Salem Downtown can become.
- Host events that mark progress in realizing the Downtown Salem 2025 vision.
- Coordinate with others (e.g. the Salem Chamber) to build and maintain political support for Downtown Salem 2025.
- Establish a mechanism that downtown developers and business owners – and potential downtown developers and business owners – can access to ensure that city bureaus are

doing everything possible to “get to yes” and “get to yes” quickly in executing projects in the Downtown Salem 2025 blueprint.

- Hold Downtown Salem 2025 or Downtown Advisory Committee meetings on a monthly basis.
- Identify other opportunities to promote the revitalization of Salem’s downtown.

A final note on location of this new organization: The Chamber may very well be the right location to house this new organization but we should also be cognizant that the chamber is viewed as divisive in the community at this point in time due to its success in defeating the transit tax. We heard this in our interviews. We should also be cognizant that we would run the risk of the Chamber losing focus on this critical project as priorities and leadership change in the future.

Although we have found new Salem Chamber of Commerce CEO Dan Clem to be very amenable and supportive of this effort, we wanted to be sure to point out the legitimate reasons why the Salem Downtown 2025 should potentially have its own separate identity.



What the Polling Says

The Nelson Report, a Salem-based public opinion research firm, conducted a scientific poll of 386 Salem voters (margin of error +/- 5%) on voter attitudes surrounding issues of economic development in Salem.

“We have been building the launch pad. It’s time for lift off!”

Some key findings:

- A plurality of voters (46%) believe that Salem should be engaging in more economic development.
- A majority of Salem voters believe that City of Salem’s efforts to attract investment growth and business into the city have been middling (42% only fair, 11% poor).
- 50% of voters believe there should be more economic development in downtown Salem.
- A plurality of voters (46%) favor using urban renewal dollars to attract additional private investment and economic development in downtown.
- (Agree/Disagree) I’m afraid that Salem is losing its appeal to our younger citizens. A revitalized downtown is critical for the future of our city. **62% Agree / 29% Disagree**
- (Agree/Disagree) I think Salem’s public officials should be doing more to make downtown Salem a more vibrant and attractive area for residents and tourists. I would support additional economic development in this area of the city. **71% Agree / 22% Disagree**
- (Agree/Disagree) Downtown Salem is lacking in retail, housing and entertainment choices. I would support the City increasing its efforts to bring more business into the downtown. **69% Agree / 22% Disagree**
- (Agree/Disagree) The City of Salem needs to leverage its urban renewal money to bring more private investment into our downtown. **55% Agree / 30% Disagree**

Conclusions:

- There is not a political downside to engaging in a focused economic development effort to bring more private investment and business into downtown, even when that includes the use of urban renewal dollars. Simply put, a resounding majority of Salem residents want more downtown development.
- Salem residents clearly differentiate between the downtown and the waterfront. They are much more inclined to favor the status quo as it relates to the waterfront. Any project that touches the waterfront will require a bigger political lift.

Comparison of Salem to Other Cities

Salem	McMinnville
Urban Renewal Agency of the City of Salem, Oregon	McMinnville Urban Renewal Advisory Committee (MURAC)
Seven districts comprise the Urban Renewal areas, including the Riverfront-Downtown URA which includes approximately 290 acres of the downtown core bounded by the Willamette River to the west.	The Urban Renewal area consists of a total of 175 acres of the downtown core and Northwest Gateway area .
Project spending is governed by the Riverfront-Downtown Urban Renewal Plan (RDURA) .	Project spending is governed by the McMinnville Urban Renewal Plan .
The Urban Renewal board consists of Mayor and eight members of the Salem City Council.	The McMinnville Urban Renewal Board consists of the members of the McMinnville City Council.
The Downtown Advisory Board (DAB) advises the Board and Common Council on administrative matters of the RDURA . Funding priorities and specific budget recommendations are made each year by the DAB .	McMinnville Urban Renewal Advisory Committee (MURAC) consists of seven members appointed by the City Council, as well as three non-voting, ex-officio members representing the McMinnville Downtown Association, McMinnville Water and Light Commission, and McMinnville City Council. MURAC makes, reviews and advises recommendations to the McMinnville Urban Renewal Board on matters pertaining to the McMinnville Urban Renewal Plan .
Organization type: Public agency (division of the City of Salem Urban Development Department)	Organization type: Public agency (division of the McMinnville Urban Development Department)
Contact information: Mark Bechtel, Interim Director Urban Development (503) 540-2486 urbandev@cityofsalem.net	Contact information: Doug Montgomery, Planning Director (503) 434-7311 montgod@ci.mcminnville.or.us

Eugene	Corvallis	Medford	Hillsboro
Urban Renewal Agency of the City of Eugene, Oregon	Does not have a dedicated Urban Renewal program.	Medford Urban Renewal Agency (MURA)	Hillsboro Economic Development Council (HEDC)
Approximately 70 acres of the downtown core is part of the Urban Renewal area.	The Downtown Commission is currently studying areas to be included in the core of an Urban Renewal area, including the Central Business District	The Medford Urban Renewal District occupies 567.51 acres of the downtown area.	All of the downtown area is part of 1108 acre Urban Renewal area, of which the Main Street commercial district is a part.
Spending is governed by the Downtown Urban Renewal Plan . • Expenditure Review Panel reports on project and assures that funds are used for authorized purposes.	The Corvallis City Economic Development Department has a Strategic Plan that governs spending on projects, including those in the downtown area	Spending is governed by the City Center Revitalization Plan .	Spending is governed by the Urban Renewal Plan , which outlines and budgets projects for the downtown area.
The Urban Renewal Board consists of five members of the Eugene City Council .	Decisions regarding downtown projects are made by the Corvallis City Council .	The Urban Renewal Board consists of nine-member board of directors and a three member management team.	The HEDC consists of all city council members, but is a separate legal entity from the council itself.
Does not have an Advisory Board.	Downtown Advisory Board • 11 volunteer members appointed by mayor • Advises City Council and City Staff on matters concerning downtown, including an Urban Renewal program, if created by the city	An Advisory Committee provides input and feedback to the board of directors	An Advisory Committee provides input and feedback to the board of directors. Members are appointed by the HEDC .
Organization Type: Public agency (part of Eugene city government)	Independent Organization: • Downtown Corvallis Organization	Organization type: Public agency (component unit of the City of Medford)	Organization type: Public agency (separate legal entity from City Council)
Contact Information: Jon R. Ruiz, Agency Director (541) 682-5536 EugeneDowntown@ci-eugene.or.us	Contact Information: Sarah Johnson, Senior Planner (541) 766-6574 sarah.johnson@corvallisoregon.gov	Contact Information: John W. Hoke, Interim Executive Director, Urban Renewal (541) 774-2700 urbanrenewal@cityofmedford.org	Contact Information: Karla Antonini, Economic Development Project Manager (503) 681-6181 karla.antonini@hillsboro-oregon.gov

Beaverton	Bend	Boise	Olympia
Beaverton Urban Renewal Agency (BURA)	Bend Urban Renewal Agency (BURA)	Capital City Development Corp (CCDC)	Does not have a dedicated Urban Renewal program.
Four districts in 966 acres of downtown, including the Old Town district comprise the Urban Renewal area.	Four districts comprise the Urban Renewal area, including the entirety of the historic downtown core.	Four districts in 767 acres of downtown comprise the Urban Renewal area.	The city has retained EcoNorthwest to study the feasibility of creating a Community Renewal Area (CRA) in the downtown area
BURA operates on a 5-year action plan. Project spending is specified in the annual budget.	BURA operates under the authority of the Central Area Plan which outlines downtown project spending (one of three active plans for UR in the city).	Spending is governed by a separate master plan for each of the four Urban Renewal districts.	Spending on Urban Renewal projects is done in an ad hoc manner, but an action plan to govern spending is currently being drafted.
The Urban Renewal board consists of the mayor, five council members and three members of the community-at-large.	The mayor and members of city council comprise the eight-member Urban Renewal Board.	The Urban Renewal Board consists of eight commissioners appointed by the mayor and confirmed by the city council.	An Ad Hoc Community Economic and Revitalization Committee consists of the mayor, mayor pro tem, and a council member.
The Urban Renewal Advisory Committee (URAC) representing community professionals and businesspersons provide feedback to the Urban Renewal board.	Members of the Economic Development and Public Works departments service as an advisory committee for the Urban Renewal Board.	The agency utilizes a professional staff to coordinate projects and advise the Board of Commissioners.	A citizen advisory committee consisting of citizens-at-large, business and community organizations provide feedback to the city council.
Organization type: Public agency (division of the City Community Development Department)	Organization type: Public agency with roles filled by elected city officials	Organization type: Independent public agency	Organization type: City government
Contact Information: Tyler Ryerson, Senior Development Project Manager (503) 526-2520 tryerson@beavertonoregon.gov	Contact Information: Carolyn Eagan, Economic Development Director (541) 693-2130 ceagan@ci.bend.or.us	Contact Information: John Hale, CCDC Chair (208) 384-4264 info@ccdcb Boise.com	Contact Information: Keith Stahley (360) 753-8227 kstahley@ci.olympia.wa.us

List of Interviews (and date interviewed)

The following is a list of those interviewed for this report. Please note that interviewees do not necessarily endorse any particular opinion, conclusion, or recommendation in this report.

- John Wales (10-2-15)
- Janet Taylor, former Mayor (10-2-15)
- Linda Norris, ret City Manager (10-20-15)
- Gerry Frank, Salem's First Citizen (10-20-15)
- Michael Roth & Jim Vu (10-20-15)
- Chuck Bennett, City Council (10-26-15)
- Steve McCoid City Council (10-27-15)
- Garth Brandaw, architect & Mark Burnham, developer (10-27-15)
- Jim Bauer, Willamette University (10-28-15)
- TJ Sullivan, Downtown Advocate/Insurance Broker (10-29-15)
- Dan Clem, Salem Chamber (10-29-15)
- Randy Compton & Brad Compton, Pioneer Trust Bank (10-29-15)
- Diane Dickey, City Council (11-18-15)
- Chad Freeman, SEDCOR Exec Dir (12-2-15)
- Anna Peterson, Mayor (12-9-15)
- Michael Tevis, developer (12-8-15)
- Dwight Unti, developer (12-14-15)